



OCCMA Board Meeting Agenda

February 22, 2018 | 10:00 a.m. – 2 p.m.

Independence Civic Center | 555 S. Main St. Independence, OR 97351

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12:00 Noon – Lunch Buffet

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2:00 p.m. – Tour of Independence Landing (*David Clyne*)



Oregon City/County Managers Association
Board Retreat
November 9, 2017
Oregon Garden, Silverton | 879 W. Main St. Silverton, OR 97381

MINUTES

PRESENT

Board Members:

Michael Sykes, President
Christy Wurster, President-Elect
Joe Gall, Past President (departed 1:28 pm)
Marty Wine, Director
David Clyne, Director (departed 1:28 pm)
Dale Shafer, Director
Jan Fritz, Director
Spencer Nebel, Director

Staff:

Craig Honeyman, Interim Executive Director
Jennifer Lewis, Member & Administrative Services Director
Megan George, Administrative Specialist

Guests:

Robb Corbett, Incoming Director
Ron Foggin, Incoming Director
Ben Bryant, Incoming Director
Sean O'Day, Incoming Director
Roger Jordan, Senior Advisor
Dan Bartlett, Senior Advisor
Andy Anderson, Senior Advisor
Sheila Ritz, Senior Advisor
Steve Bryant, ICMA
Eileen Stein, City of West Linn

Absent:

Megan Phelan, Director (excused)	Megan Messmer, Director (excused)
Byron Smith, Director (excused)	Larry Lehman, Senior Advisor (excused)

A. WELCOME

10:05 am

- 1. Ice Breaker**
- 2. Special Welcome and Overview of OCCMA Board for New Board Members**

President Michael Sykes called the meeting to order at 10:05 am. No changes were made to the agenda. The group made introductions. Michael Sykes said he was pleased to see the new board members stepping up to serve on the board and introduced the icebreaker activity: two truths and one lie.

B. CONSENT CALENDAR

10:30 am

- 1. Minutes of the September 28, 2017 OCCMA Board Meeting**
- 2. Minutes of the September 28, 2017 OCCMA Business Meeting**

It was moved by Spencer Nebel and seconded by Dale Shafer to approve the minutes of the September 28, 2017 OCCMA Board Meeting and accept the minutes of the September 28, 2017 OCCMA Business Meeting as presented. The motion passed unanimously.

The agenda item included review of the minutes of the September 28, 2017 Board Meeting and September 28, 2017 Business Meeting. Copies of these minutes can be viewed by accessing the board packet associated with this November 9, 2017 meeting.

C. GENERAL ORGANIZATIONAL DISCUSSION

10:30 am

- 1. Review/Modify/Reaffirm the Strategic Plan**

Christy Wurster summarized the purpose of the strategic plan and work that has been done to align each strategic focus area with specific initiatives and assign each initiative to a committee. She asked that the board review the focus areas for 2017 and propose any changes, referring to page 8 of the agenda packet. There are four focus areas: professional development, membership support, leadership, and the 2021 ICMA Conference.

Professional Development

Christy Wurster read through the bullet points. It was suggested that the University of Oregon ICMA Student Chapter be added to the "Develop future generations of local government managers to sustain the profession" bullet point.

David Clyne commented that he would like to see the League of Oregon Cities (LOC) reengage with Engaging Local Government Leaders (ELGL). Jennifer Lewis stated that the new executive director, Mike Cully, had already begun to engage with them on social media.

Michael Sykes commented that OCCMA had accomplished a lot this past year regarding professional development. Specifically, OCCMA had provided a significant number of scholarships for students to attend the Summer Conference.

Joe Gall asked whether the board should make updates to the strategic plan or whether it should be tasked to each committee. Spencer Nebel commented that a meeting was added to the board's calendar in early 2017 which allowed for additional discussion of the strategic plan. Christy Wurster

agreed that a board meeting should be added at the beginning of 2018 and that the strategic plan should be added to the agenda so assignments could be made to specific committees.

Membership Support

Christy Wurster read through the bullet points. Ben Bryant commented that he would appreciate feedback on the ICMA coaching program, specifically whether OCCMA should list available coaches on their website, and whether OCCMA should encourage people to register directly with ICMA. While Oregon has approximately thirty individuals registered as coaches, ICMA only shows one coach from Oregon. The board discussed ICMA's coaching program and expressed concerns with the ability for coaches to self-select into the program. Michael Sykes recommended Oregon pursue a blended program where individuals were both recruited and allowed to self-select into the program. Roger Jordan encouraged OCCMA to consider a training program for coaches. Spencer Nebel commented that the Bylaws and Policy Committee had identified several items, including coaching, in the OCCMA bylaws to look at in 2018.

Leadership

Christy Wurster read through the bullet points. Spencer Nebel commented that, as stated previously, the Bylaws and Policy Committee had identified several items to work on in 2018. In addition to the coaching program, the committee was also interested in developing a formal agreement with LOC for administration of OCCMA. The League's current agreement with the Oregon City Attorneys Association (OCAA) may provide a template to start with. Jennifer Lewis responded that she would provide a draft of this agreement for the board's first meeting in 2018. Spencer Nebel asked whether this should be a discussion at the board level or for the Bylaws and Policy Committee. Christy Wurster responded that the committee should develop a draft with LOC for the board's review at their first meeting in 2018.

2021 ICMA Conference

Christy Wurster read through the bullet points. Joe Gall recommended that the board refer to this committee as the "Host Committee". Joe Gall mentioned that Steve Powers of Salem has been appointed to the ICMA Planning Committee and would be able to provide an update to the board on their activities.

The agenda item included review of the 2017 Strategic Plan. A copy of this item can be viewed by accessing the board packet associated with this November 9, 2017 meeting.

D. STANDING AND AD HOC COMMITTEES

10:49 am

- 1. Review of 2017 standing and ad hoc committee accomplishments, and discussion of objectives for 2018.**
- 2. Review committee applicants and board members willing to chair committees.**
- 3. Audit Committee 2017 appointments.**

Christy Wurster instructed board members to refer to page 15 of the agenda packet for the list of membership requests to join a standing or ad hoc committee in 2018.

Nominating

Christy Wurster summarized the role of the nominating committee and those who have volunteered to serve in 2018: Michael Sykes and Eileen Stein. Roger Jordan commented that, in the past, the board has tried to have regional representation on this committee and would encourage the board to consider recruiting someone from either the eastern or southern regions of the state. Marty Wine, Christy Wurster, and Robb Corbett asked to join the committee. Michael Sykes would serve as chair.

Robb Corbett asked whether the intention was for the board to be represented on each committee. Christy Wurster responded that board members are required to serve as a liaison to each committee, but that it has been past practice for board members to chair each of the committees.

Ethics

Christy Wurster announced those that have volunteered to serve in 2018: Christy Wurster, Keith Campbell, David Clyne, Dan Huff, Brian Latta, Aaron Palmquist, Dale Shafer, and Dave Waffle. Christy Wurster asked if anyone else wanted to join. Nobody was added to the list. President Christy Wurster will serve as chair.

Support for Managers

Christy Wurster announced those that have volunteered to serve in 2018: Cynthia Alamillo, Joe Hannan, and Eileen Stein. David Clyne, Ben Bryant, Michael Sykes, Robb Corbett, Sean O'Day, and Spencer Nebel asked to join the committee. Ben Bryant will serve as chair.

Audit Committee

Megan George summarized the role of the audit committee. Sean O'Day and Dale Shafer asked to join the committee. Marty Wine will serve as chair.

Professional Development

Christy Wurster announced those that have volunteered to serve in 2018: Nathan Cherpeski, Phillip Cooper, Ron Foggin, Dan Huff, Erik Jensen, John Morgan, Masami Nishishiba, Megan Phelan, and Marty Wine. Michael Sykes asked to join. In addition, the board asked LOC to reach out to Sara Singer, Preston Polasek, and Steve Bryant to see if they would be willing to volunteer on this committee. Marty Wine will serve as chair.

Academic Affairs

Christy Wurster announced those that have volunteered to serve in 2018: Erik Jensen, Cory Misley, Masami Nishishiba, Eileen Stein, and Dave Waffle. Ron Foggin asked to join. In addition, the board asked LOC to reach out to Jeff Towery to see if he would be willing to volunteer on this committee because of his role as chapter advisor to University of Oregon's ICMA Student Chapter. Ron Foggin will serve as chair.

Communications

Christy Wurster announced those that have volunteered to serve in 2018: Dan Bartlett, Heidi Bell, Kelsey Lewis, and Cory Misley. Marty Wine summarized the role of the committee to update the website and produce the quarterly newsletter. While the 2017 committee had a lot of ideas, few of them came to

fruition because of the work involved. She would like to see some real energy behind this initiative in 2018 and recommended transitioning from a volunteer-run initiative to something fueled by paid staff.

Robb Corbett asked whether there was value in continuing OCCMA's communication efforts. Ron Foggin commented that if the website is kept up to date, it is very useful. Jennifer Lewis commented that she had limited capacity this past year, but that Megan George would have additional time to spend on this work. Craig Honeyman also commented that with LOC's new executive director there will be some reinvention of LOC's communication platforms. Being respectful of OCCMA as an autonomous organization, there are still resources shared between OCCMA and LOC. There may be some synergies as LOC enhances their online presence. David Clyne commented that LOC's mission has not always been aligned with OCCMA's. Ben Bryant commented that if LOC will be sending out an RFP for their website, perhaps the consultant could do both LOC and OCCMA's websites.

Ben Bryant and Marty Wine asked to join the committee. In addition, the board asked LOC to reach out to Melissa Thompson-Kieffer, Alex Rains, Jason Kistler, and Rachel Sykes to see if they would be willing to volunteer on this committee. Marty Wine and Ben Bryant will serve as co-chairs.

Next Generation

Christy Wurster announced those that have volunteered to serve in 2018: Cynthia Alamillo, Heidi Bell, Joe Hannan, Cory Misley, Aaron Palmquist, Megan Phelan, and Peter Troedsson. Sean O'Day and Joe Gall asked to join the committee. Sean O'Day will serve as chair.

ICMA Liaison

Christy Wurster announced those that have volunteered to serve in 2018: Ron Foggin, and Brian Latta. Spencer Nebel asked to join the committee. In addition, the board asked LOC to reach out to Jeff Towery, Martha Bennett, and Steve Bryant to see if they would be willing to volunteer on this committee. Ron Foggin will serve as chair.

Host Committee

Christy Wurster announced those that have volunteered to serve in 2018: Joe Gall, Eileen Stein, Cynthia Alamillo, Dan Bartlett, Ron Foggin, Joe Hannan, Erik Jensen, Brian Latta, Kelsey Lewis, Cory Misley, Megan Phelan, Colleen Riggs, Dave Waffle, and Eric Zimmerman. Spencer Nebel asked if this list should be the host committee list maintained through the 2021 conference. Joe Gall answered yes. The date of the conference is October 3-6, 2021.

Sean O'Day, Spencer Nebel, Jennifer Lewis, Dale Shafer, and Marty Wine asked to join the committee. In addition, the board asked LOC to reach out to Martha Bennett, Steve Powers, Jeff Towery, Michael Jordan, and Sara Singer Wilson to see if they would be willing to volunteer on this committee.

The board took a break at 11:25 am and resumed meeting at 11:45 am.

Christy Wurster summarized the previous discussion about the audit committee and asked the board if there was anything specific they would like the audit to cover. Dale Shafer commented that in audits she has been a part of, members typically break up the work between them making the workload more

manageable. Sean O'Day asked if LOC's auditor looked at OCCMA's accounts. Jennifer Lewis responded that they did not, however, in the past she believes OCCMA may have hired an auditor to review the accounts. Christy Wurster asked if it was appropriate for the audit committee to have a report for the board at the May 4, 2018 meeting. Jennifer Lewis responded that it was a realistic timeline and that LOC would reach out to committee members in January to schedule a meeting at LOC's offices for early February to review the financial statements.

President Michael Sykes announced a break for lunch at 11:51 am and resumed meeting at 1:00 pm.

The agenda item included review of the 2017 Standing Committees Roster, Standing and Ad Hoc Committee Descriptions, and 2018 Membership Requests documents. Copies of these documents can be viewed by accessing the board packet associated with this November 9, 2017 meeting.

E. 2021 ICMA ANNUAL CONFERENCE

1:00 pm

- 1. Update on preparations**
- 2. Creation of Official Host Committee in 2018**
- 3. Debrief 2017 ICMA Conference**

Joe Gall introduced the agenda item and passed out a handout (see full meeting packet). Oregon is four years out from hosting and the committee is starting to prepare. The 1999 ICMA Conference hosted in Portland was the best attended, but there has been a run of successful conferences in the past few years that beat Portland's record. Spencer Nebel put together a handout which replicates the structure used by other host committees. Those that join the committee in 2018 are committing to serve through 2021. There is room for additional volunteers, especially as the group begins to divide into various subcommittees.

Eileen Stein announced that she met with other host committees at the San Antonio ICMA Conference. They provided a sample budget and expectation of activities. Oregon's goal will be to raise \$110,000 - \$200,000 for the conference. Each of the conferences holds a meeting for the host committees and it will be important for Oregon representatives to attend in the future. Joe Gall commented that for those on the committee it will be important to start attending national conferences. We'll get to know the Toronto Host Committee well as they are hosting the conference in 2020. In fact, we will be expected to have a presence at Toronto to get people excited to attend Portland the following year.

Joe Gall commented that after he, Spencer Nebel, and Eileen Stein visited with individuals in Washington who had planned the 2015 ICMA Conference in Seattle they had begun considering administrative staffing for the conference. Washington used a staff member who dedicated approximately 25% of her time to the conference in the year preceding the conference. Joe Gall commented that with the new executive director of LOC there may be an opportunity to partner on this. Eileen Stein commented that she attended Portland State University's Local Government Advisory Committee meeting and they are very interested in being involved as well.

Marty Wine asked whether there should be a formal agreement between the Host Committee and the board, particularly because of the amount of money involved. The board discussed what this agreement could look like. Joe Gall responded that this was something the committee would look at this year.

Joe Gall commented that Metro and Travel Portland were both very involved with submitting the bid to ICMA. He has stayed in touch with these organizations as well as Multnomah County and City of Portland. Spencer Nebel commented that ICMA has their own travel coordinator, so there will be some collaboration required.

Eileen Stein requested the board set aside surplus money in their budget for the 2021 ICMA Conference. Ron Fogglin asked about the process for soliciting sponsorships in the next few years. Joe Gall responded that he didn't know, but that will be something the committee considers this coming year. Christy Wurster asked if there may be some funding available through the state's transient room tax. Michael Sykes responded that we probably shouldn't wait until 2020 to put in an application.

Spencer Nebel commented that one of the things the committee will work on this year is creating formal agreements with those people and organizations we have informal commitments from including LOC and the Washington City/County Managers Association. Sean O'Day recommended seeking out someone from Washington to serve on the committee. Jennifer Lewis recommended looking at recruiting interns from event planning programs at local universities.

The agenda item included review of the Working Copy for the OCCMA Host Committee. Copies of this document can be viewed by accessing the board packet associated with this November 9, 2017 meeting.

F. OREGON DAY FOR WCMA INTERNATIONAL EXCHANGE

1:29 pm

Christy Wurster introduced this agenda item. The Washington City/County Management Association (WCMA) is planning an exchange with a Poland delegation in 2018 as part of their international exchange program. Christy Wurster instructed people to refer to page 18 in the agenda packet for an email correspondence. WCMA reached out to see if OCCMA may be interested in hosting an "Oregon Day". They are looking for cities in the 15,000-30,000 population range who would be interested in participating. So far Metro, Sherwood, Hillsboro, Silverton, and West Linn have expressed interest.

The consensus of the board was that Christy Wurster would take the lead on organizing this.

The agenda item included review of an email exchange between Michael Sykes, Christy Wurster, Jennifer Lewis and Lloyd Halverson dated August 28 and 29, 2017. Copies of this document can be viewed by accessing the board packet associated with this November 9, 2017 meeting.

G. 2018 OCCMA SUMMER CONFERENCE, July 10-13, Mt. Bachelor Village

1:32 pm

- 1. 2017 Summer Conference evaluations**
- 2. Scholarship Requirements**
- 3. Consideration of a non-member rate**

Marty Wine instructed board members to refer to page 20 of the agenda packet and summarized the results of the satisfaction survey. Spencer Nebel commented that some of the percentages did not add up and asked that LOC staff investigate.

Marty Wine asked that board members provide feedback on topic offerings and structure of the conference. Christy Wurster commented that she had received some complaints about the length of sessions and substance of content on Tuesday. Roger Jordan responded that in the past a training session has been offered on Tuesdays for new managers to Oregon. Spencer Nebel commented that LOC had a good presentation on time management at their conference and that could be something to look at for OCCMA. Steve Bryant remembered a CIS-led session that may work for Tuesday. He recommended looking at previous agendas for ideas. He reminded the board that as part of OCCMA's affiliate agreement with ICMA they were expected to address ethics during the conference. He also mentioned the annual state secretariat's meeting held during ICMA's annual conference. This could be an opportunity to solicit ideas from other states for good content. Dale Shafer commented that in previous years she chose to not attend the conference due to a lack of quality content, but that the content is excellent now. Ben Bryant recommended the professional development committee utilize ICMA coaching webinars for ideas. Sean O'Day asked if there were room requirements for Tuesday on the contract with Mt. Bachelor Village Resort. Jennifer Lewis responded yes. Marty Wine responded that Tuesday's program is something the committee will explore first.

Marty Wine summarized the purpose of the two scholarships available for OCCMA members to attend professional development opportunities: Charlie Henry and Roger Jordan. Charlie Henry is designed for active members, while Roger Jordan is specifically for students. Last year, applications were submitted to Jennifer Lewis who then gave them to the chair of the Professional Development Committee to make selections. Ron Foggin commented that the committee should determine the rules and bring them to the board for review. The board discussed which committee should have responsibility for determining scholarship parameters, or whether responsibility should lie with the universities. Christy Wurster proposed that a committee be created and comprised of the chairs from the Next Generation, Professional Development, Academic Affairs, and Support for Managers committees. This would be an ad hoc committee to be reviewed after one year. Sean O'Day asked whether this process would be implemented for this coming summer. Megan George commented that the timeline would have to be adjusted to allow students to make arrangements with their employers. The board concurred that the committee would meet to determine parameters for the program for the board to review at their first meeting in 2018. The application would be due in early May and notification would be provided to students at the end of May.

It was moved by Dale Shafer and seconded by Ron Foggin to create an ad hoc committee comprised of the chairs of the Next Generation Committee, Professional Development Committee, Academic Affairs Committee, and Support for Managers Committee to create criteria and policy for the disbursement of scholarship funds from the Roger Jordan and Charlie Henry Scholarship programs to report back to the board at the first meeting in 2018. The motion failed due to lack of a quorum.

Jennifer Lewis asked board members to refer to page 33 of the agenda packet for an email exchange regarding the current non-member rate for OCCMA conferences. Currently, OCCMA charges a non-member rate of \$50 more than the member rate. Last year, two vendors registered to attend the conference under a non-member rate as opposed to registering as a sponsor. LOC sets registration for non-members higher than the lowest level of sponsorship to discourage vendors from registering for the conference as attendees.

The board discussed under what circumstances a vendor can attend the conference. There was some concern that establishing a non-member rate would prevent other professionals from attending the conference, such as department heads and aspiring managers.

It was moved by Marty Wine and seconded by Dale Shafer to approve two changes to the rate structure for the OCCMA Summer Conference. Governmental Non-Members will be charged \$50 above the member rate, and Corporate Non-Members will be charged \$50 above the lowest level of sponsorship. The motion failed due to lack of a quorum.

The agenda item included review of the evaluations from the 2017 OCCMA Summer Conference, a memo from Megan George to the Board of Directors and dated October 27, 2017, a description of the 2017 scholarship program and Jordan-Wells scholarship program, Jordan-Wells Scholarship application, Charlie Henry Scholarship application and an email exchange between Jennifer Lewis, Jenni Kistler, Christina Skellenger and Christy Wurster dated July 5, 2017 and October 12, 2017. Copies of these items can be viewed by accessing the board packet associated with this November 9, 2017 meeting.

H. FUTURE OCCMA CONFERENCES

2:16 pm

- 1. 2019 NW Regional Manager's Conference – TBD**
- 2. 2019 Summer Conference – Newport, July 9-12**
- 3. 2020 Summer Conference – Bend, July 7-10**
- 4. 2021 Summer Conference – TBD (Possibly Pendleton, July 13-16)**

Marty Wine introduced this agenda item and asked board members to refer to page 35 of the agenda packet for more information. The purpose of including it in the agenda for discussion is for the board to determine preferred dates for the 2019 NW Regional Managers Conference so as not to conflict with ICMA's Regional Summit slotted for California and to determine possible venues for the 2021 Summer Conference. Robb Corbett commented that the Summer Conference had been held in Pendleton once before to his knowledge. The Red Lion or the city's conference center are two possible options. Jennifer Lewis commented that there had been discussion in the past about the NW Regional Managers Conference occurring during budget season. The board concurred that end of March or early April for the conference worked fine.

The agenda item included review of a memo from Megan George to the Board of Directors and dated October 18, 2017. A copy of this memo can be viewed by accessing the board packet associated with this November 9, 2017 meeting.

I. RECOGNITION OF OUTGOING BOARD MEMBERS

2:25 pm

President Michael Sykes presented a certificate of appreciation to Jan Fritz for the time she spent serving on the board and asked that she solicit further participation from counties to participate in OCCMA.

President Michael Sykes announced a break at 2:27 pm and resumed the meeting at 2:54 pm. Michael Sykes made three changes to the agenda. He moved discussions about the membership drive (item L), membership directory (item M), and senior advisors (item N) up in the agenda.

L. MEMBERSHIP DRIVE

2:54 pm

1. 2018 Membership Drive Planning

i. Taking Payment by Credit Card for Memberships

Jennifer Lewis introduced this agenda item. She asked board members to refer to pages 46 - 49 of the agenda packet for the application material used in 2017. She invited comments about the process. Steve Bryant asked that the letter include some mention of membership with ICMA. Megan George clarified that LOC reaches out to ICMA each time we send a welcome packet to a newly appointed manager.

Jennifer Lewis asked board members to refer to page 50 for more information on the use of credit card payments in 2017. Individuals could pay with credit cards this past year, but it was not advertised. In addition, OCCMA covered the 3% fee for all credit card transactions. Christy Wurster asked if LOC staff had spent any additional time processing credit cards. Jennifer Lewis responded no. The board discussed the practicality of allowing payment by credit card and the implications of charging the 3% fee to those paying by credit card versus OCCMA covering the cost. The board agreed that it was worthwhile to recoup the cost, but it should be made as transparent and easy as possible.

It was moved by Spencer Nebel and seconded by Dale Shafer to (1) Capture the 3% credit card fee for all credit card transactions across the entire membership based on the average cost of membership and added to the base dues; (2) Round the 3% fee up to the nearest \$5 amount; and (3) Advertise payment by credit cards on relevant materials. The motion failed due to lack of a quorum.

Steve Bryant asked that an update on the 2018 membership drive be included on the agenda for the first meeting of 2018.

The agenda item included review of the proposed 2018 welcome letter, 2018 membership application, 2018 thank you letter, and a memo from Jennifer Lewis to the Board of Directors and dated October 27, 2017. Copies of these documents can be viewed by accessing the board packet associated with this November 9, 2017 meeting.

M. MEMBERSHIP DIRECTORY

3:14 pm

Jennifer Lewis asked board members to refer to page 51 of the agenda packet for more information and summarized the board's discussion and action from the prior year. Historically, a paper directory was compiled and mailed to all members. Last year, OCCMA transitioned to an online directory that is updated on an ongoing basis. It does, however, allow individuals to print a pdf version. Dan Bartlett commented that the paper directory is handy to have in the field and that technical difficulties had sometimes made the online directory unavailable. Roger Jordan asked that a date stamp be included on the pdf version.

The agenda item included review of a memo from Jennifer Lewis to the Board of Directors and dated October 27, 2018. Copies of these minutes can be viewed by accessing the board packet associated with this November 9, 2017 meeting.

N. OREGON SENIOR ADVISORS

3:22 am

- 1. Region Four Vacancy**
- 2. Reports from Senior Advisors and ICMA Liaison Steve Bryant**

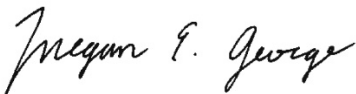
Megan George asked board members to refer to pages 52 – 54 of the packet for more information on the senior advisor program and explained that in order to fill the position, the board must declare a vacancy. Robb Corbett asked what the difference between a senior advisor and a coach is. Roger Jordan clarified that a coach has fewer requirements, whereas a senior advisor is required to have ten years of city management experience.

Spencer Nebel asked whether the board should declare a vacancy. Roger Jordan, Andy Anderson, Sheila Ritz, and Dan Bartlett all agreed that a fifth senior advisor was necessary. Roger Jordan recommended doing a bit of outreach because there are retired individuals with required experience who are not currently in touch with OCCMA and may miss the opening.

Steve Bryant clarified the process for appointing a new senior advisor. It is a presidential appointment with board and ICMA Executive Director concurrence. For such an important appointment, it is reasonable to have a formal process. The board agreed to continue this conversation on Friday when more board members were present to discuss.

President Michael Sykes adjourned the meeting at 3:33 pm.

Respectfully submitted on this 18th day of December 2017.



Megan George
Administrative Specialist
League of Oregon Cities



Oregon City/County Managers Association
Board Retreat
November 10, 2017
Oregon Garden, Silverton | 879 W. Main St. Silverton, OR 97381

MINUTES

PRESENT

Board Members: Michael Sykes, President
Christy Wurster, President-Elect
Joe Gall, Past President
Marty Wine, Director
David Clyne, Director
Dale Shafer, Director
Jan Fritz, Director
Spencer Nebel, Director

Staff: Craig Honeyman, Interim Executive Director
Jennifer Lewis, Member & Administrative Services Director
Megan George, Administrative Specialist

Guests: Robb Corbett, Incoming Director
Ron Foggin, Incoming Director
Ben Bryant, Incoming Director
Roger Jordan, Senior Advisor
Dan Bartlett, Senior Advisor
Andy Anderson, Senior Advisor
Sheila Ritz, Senior Advisor
Steve Bryant, ICMA
Rachael Fuller, City of Gresham
Martha Bennett, Metro

Absent:	Megan Phelan, Director (excused)	Megan Messmer, Director (excused)
	Byron Smith, Director (excused)	Larry Lehman, Senior Advisor

President Michael Sykes called the meeting to order at 8:36 am and informed the board of a revised agenda.

A. Consent Agenda

8:36 am

- 1. Motion Shafer/Foggin** to create an ad hoc committee comprised of the chairs of the Next Generation Committee, Professional Development Committee, Academic Affairs Committee, and Support for Managers Committee to create criteria and policy for the disbursement of scholarship funds from the Roger Jordan and Charlie Henry Scholarship programs to report back at the first meeting in 2018.
- 2. Motion Wine/Shaffer** to approve two changes to the rate structure for the OCCMA Summer Conference. Governmental Non-Members will be charged \$50 above the member rate, and Corporate Non-Members will be charged \$50 above the lowest level of sponsorship.
- 3. Motion Nebel/Shaffer** to (1) Capture the 3% credit card fee for all credit card transactions across the entire membership based on the average cost of membership and added to the base dues; (2) Round the 3% fee up to the nearest \$5 amount; and (3) Advertise payment by credit cards on all relevant materials.

Michael Sykes summarized the three items contained in the consent agenda. Three motions were made yesterday (November 9, 2017) that could not be ratified due to lack of quorum. Michael Sykes asked if there were any questions or further discussion about the three items contained in the consent agenda.

It was moved by Spencer Nebel and seconded by Marty Wine to approve the consent agenda. The motion passed unanimously.

B. NW WOMEN'S LEADERSHIP ACADEMY

8:38 am

Christy Wurster introduced Rachael Fuller, Assistant City Manager of Gresham. Rachael Fuller passed around two handouts: one an overview of the program and one the proposed curriculum. The purpose of this program is to support, and provide professional development and networking opportunities for women in this area. There are many people donating their time to be part of this program and they are looking for nominations of people to participate in the first cohort. They are also looking for hosts who can provide meeting space, lunch, and other resources. After each session, there will be a networking session that others (including city managers) will be invited to attend. Things are already in motion for 2018's cohort. There are two specific requests for the board. First, an expression of support for the program and help with web presence and conference programming. Second, as the fiscal agent. This role would require someone to receive and disburse payments, but not provide financial backing, per se.

Steve Bryant asked what the target size of the first cohort is. Rachael Fuller answered twenty-four. The goal is to identify women moving into leadership roles. Andy Anderson asked if the program will be in the Portland-Metro area. Rachael Fuller answered yes. The first cohort will be a pilot so they will be targeting their efforts in the metro area first. Andy Anderson recommended that they reach out to eastern Oregon as there are numerous female managers who struggle to find opportunities to engage due to their proximity. Rachael Fuller asked for ideas on how to engage with those women. Dan Bartlett replied that his rotary club uses a program called zoom that has been very effective. Steve Bryant asked if it would be possible to limit the number of physical participants, but offer programming remotely for an additional number. Rachael Fuller responded that it could be a possibility in the future, but that they hoped to pilot the program with a small number and then build upon it. Martha Bennett commented that the goal was to get started, and then go back and make changes.

Martha Bennett commented that her hope is to see this program become a formal program of OCCMA. One of the things that she has observed through her role at ICMA is the number of splinter groups in other states that struggle because they don't have enough support on their own. In Oregon, we don't have as many splinter groups and so coordination isn't as much of a challenge. She would like to see this program be highlighted at the Summer Conference during a more desirable time slot to increase engagement. Michael Sykes asked Rachael Fuller to participate on the Professional Development Committee and she agreed.

Roger Jordan asked whether this was an opportunity to engage with Engaging Local Government Leaders (ELGL). Rachael Fuller answered that they have been in contact with Kirsten Wyatt already and they are hoping she will be able to run a session. Joe Gall inquired about hosting one of the sessions in Sherwood. Christy Wurster offered to host a session in Silverton on behalf of OCCMA.

Marty Wine asked how including the program in OCCMA's budget would look. Rachael Fuller responded that Sara Singer Wilson is both volunteering her time and working as a consultant to provide support. This is the major expense. Many of the faculty and city managers involved are donating their time and space. The budget is expected to be around \$16,000 - \$17,000 a year. It is unlikely that there will be very many invoices. Christy Wurster asked what would happen to profits made. Martha Bennett replied that profits would have to be placed in a restricted fund.

Jennifer Lewis summarized how the program would look in OCCMA's budget. It would appear as a separate grouping, similar to conferences, with a separate beginning cash balance in the second year. This would allow the program to track their expenses and revenues separately from the rest of OCCMA's finances. Specific line items would include Registration under revenue and LOC Administration, Other Administration, A/V + Room, Speaker Costs, Food/Beverage, and Miscellaneous under expenses.

David Clyne asked that this be added to OCCMA's strategic plan. Ben Bryant asked what would happen if there were too many applicants. Rachael Fuller responded that this would be a good problem to have, but that they would look at applications strategically.

It was moved by Spencer Nebel and seconded by Dale Shafer to support this initiative as the fiscal agent and review it at the end of the first year. The motion passed unanimously.

The agenda item included review of two handouts: one an overview of the program and one the proposed curriculum. Copies of these documents can be viewed by accessing the board packet associated with this November 10, 2017 meeting.

C. BUDGET AND INCOME STATEMENTS

9:03 am

- 1. 2016 Board Retreat Invoicing**
- 2. 2017 Income Statement to date**
- 3. 2018 Budget Review and Discussion**

Christy Wurster asked board members to refer to page 37 of the agenda packet and summarized the contents of the memorandum. OCCMA's bylaws state that board members are responsible for the cost

of meals. However, at the 2016 Board Retreat, board members were not invoiced for their meals and OCCMA covered the entire cost. Dale Shafer asked how this occurred. Jennifer Lewis responded that it was an oversight due to transition in staff at LOC. Christy Wurster stated that Sean O'Day had expressed concern with board members voting on an issue that financially impacts them personally. The board concurred that as their cities covered their expenses, this was not pertinent.

The board discussed the possible options presented in the memorandum including do nothing and invoicing those for meals. President Michael Sykes directed staff to invoice those board members in attendance in 2016 for their meals.

Craig Honeyman asked board members to refer to page 39 of the agenda packet to review the September financial statement and proposed 2018 budget. He reported that OCCMA's finances are in excellent shape. Some expenses were above budget in 2017, but they were made up for with increased sponsorships and registrations for membership and conferences.

Dan Bartlett recommended moving as much as able to the beginning cash for the 2021 ICMA Conference in Portland.

It was moved by Spencer Nebel and seconded by Dale Shafer to move \$35,000 into the beginning cash for the 2021 ICMA Conference in Portland. The motion passed unanimously.

It was moved by Spencer Nebel and seconded by Dale Shafer to add \$15,000 for expenses and revenues to the budget as separate line items for the NW Women's Leadership Academy. The motion passed unanimously.

Joe Gall asked if the 2021 ICMA Conference would be budgeted for in the same fashion that the Summer Conference and NW Regional Managers Conference was. Jennifer Lewis responded that it would be.

Jan Fritz asked how much membership increased this year. Jennifer Lewis answered that revenue had increased but did not know the specific number of registrations. In 2017, there was a concerted effort by LOC staff and senior advisors to increase OCCMA membership. Jan Fritz asked if the proposed dues were underestimated for 2018. Megan George answered that the three years actual prior to 2017 were reviewed and they were consistent, so staff elected to include a conservative estimate for 2018.

Marty Wine asked if OCCMA should start setting aside money for scholarships or consider a possible endowment. Ron Foggin commented that he would like to offer the option to donate to scholarship funds to OCCMA members. The board discussed how to do this and decided the scholarship committee would be tasked with exploring this option.

Roger Jordan responded that the original intention behind the Roger Jordan Scholarship was to provide seed money with the expectation that OCCMA would also provide financial support. Jennifer Lewis clarified that the budgeted amount for the Roger Jordan Scholarship, if maintained at the same level through 2021, will allow for eight scholarships to be awarded each year. Spencer Nebel suggested using any leftover money from the 2021 ICMA Conference as a possible endowment for scholarships. Dan Bartlett commented that it may be time to consider becoming a 501(c)3 organization. Spencer Nebel

responded that they had considered it this past year as part of the bylaws amendments but that there was not support for it. It may be possible to use the LOC Foundation. Steve Bryant asked how the LOC Foundation segments money for various initiatives. Craig Honeyman said he would have to check with the League's General Counsel.

Michael Sykes asked if there was enough budgeted in 2018 for the Roger Jordan Scholarship. Roger Jordan commented that last year funds were comingled between the Roger Jordan and Charlie Henry scholarships. The amount budgeted for Roger Jordan was insufficient. Megan George commented that with two university chapters this year there may be additional applications and housing requirements.

It was moved by Christy Wurster and seconded by Spencer Nebel to allocate an additional \$2,000 to the Roger Jordan scholarship fund making the 2018 budgeted amount \$3,700 in total. The motion passed unanimously.

Ron Foggin asked what the ICMA 2021 line item was intended for. Martha Bennett clarified that it was for any expenses that come up during the year. The board agreed that the budget be added to the agenda for the first meeting of 2018 for further discussion and approval.

The agenda item included review of a memo from Megan George to the Board of Directors and dated October 27, 2017, an invoice from the Oregon Garden dated November 3, 2016, the 2018 Budget Narrative, and 2018 Proposed Budget. Copies of these documents can be viewed by accessing the board packet associated with this November 10, 2017 meeting.

D. Senior Advisors

9:45 am

- 1. Region 4 Vacancy**
- 2. Reports from Senior Advisors and ICMA Liaison Steve Bryant**

Christy Wurster summarized the discussion about the region four vacancy that occurred the previous day. The process is to be determined by the board. She would like to see some form of in-person interview included in the process. Possibly have the application go out in the upcoming newsletter, and schedule interviews for the first meeting of 2018. Ron Foggin asked how the senior advisors would be able to provide feedback on applications. Andy Anderson recommended including discussion of the applicants at the senior advisor's first conference call of 2018.

It was moved by Marty Wine and seconded by Dale Shafer to declare a senior advisor vacancy for region four. The motion passed seven to one. Christy Wurster, Joe Gall, Dale Shafer, David Clyne, Jan Fritz, Marty Wine, and Spencer Nebel voted for the motion and Michael Sykes voted against the motion.

Michael Sykes commented that his vote against the motion was because he did not want to see Roger Jordan resign the position.

Dan Bartlett reported that Willamina and Yachats both have new managers. He attempted to meet with Yachats' new manager, but she was at the ICMA conference. The cities on the coast and in western Washington County are doing well. He and several individuals joined Peter Troedsson at his home in Albany to watch the solar eclipse in August. He had noticed the number of dismissals reduce, but there

was an increase in people leaving cities because of changes to PERS. In addition, Cannon Beach made an offer to Grouse St. Dennis.

Roger Jordan reported that he had not been as active as in the past. Millersburg recently appointed the former fire chief of Albany as Interim Manager. Talent has some issues. He relies on the LOC website for newspaper articles to see what's going on in different communities. One of the things he'd like to see change in the senior advisor program is to offer more organized training for advisors. They communicate regularly, but it's a tough job and additional support would be helpful. In addition, he'd like to see OCCMA more involved with training the next generation of managers. It's less about the technical tools and more about how to prepare them for the politics and personalities of local governments. This is one area where OCCMA should work with ICMA to train those individuals. In addition, he would like to see OCCMA facilitate formal evaluations for the senior advisors. He spent a lot of time working on contracts and Jeff Towery will be taking over his file and helping with that initiative. He appreciates the scholarship and hopes others will consider staying involved as they near retirement.

Sheila Ritz reported that she agreed with Roger Jordan that providing training for senior advisors would be beneficial. She had also noticed an exodus of city employees due to PERS reform. Bill Peterson in Wood Village had retired from PERS and is now working with the city part-time. Three of their management staff will be leaving in the short term. In addition, she visited Eric Zimmerman in Tigard, Megan Phelan in Lake Oswego, and Bryan Cosgrove in Wilsonville. She attended the region two small cities meeting in Mt. Angel and the Clackamas County Managers Meeting.

Joe Gall asked if there was an update on North Plains. Dan Bartlett responded that they are using a former manager as interim, but there has not been a move on applicants.

Andy Anderson reported that times are good in his region. There was a significant number of first time attendees at the summer conference from his region. Thomas Corrigan was put on administrative leave. He has been with the city for some time, but is not an OCCMA member. Gold Hill has decided not to hire a new manager. He concurs with Roger Jordan that a formal evaluation procedure would be welcome, including potentially a survey of members.

Steve Bryant reported that many Oregonians attended the ICMA Conference in San Antonio. He passed out a handout. He read through the list of resources included on the handout and encouraged the board to take advantage of various training and professional development opportunities. The membership of ICMA has changed in the past years. Roughly 25% of membership is the traditional CEO. Traditional CEOs used to comprise 85% of the membership. As ICMA's has grown, OCCMA could consider expanding membership as well.

Martha Bennett reported that ICMA's 2017 webinars could be purchased for \$600 for the entire organization. This is a dramatic reduction in price. Changes to the membership has been one significant conversation at ICMA, another is ethics in the time of populism. One of the hallmarks of ICMA and OCCMA is the code of ethics. How do you determine what the manager's responsibility is for a situation like what happened in Charlottesville? Another major conversation at ICMA is related to their finances.

They rely heavily on contracts with USAID and other foreign development organizations. With the current federal administration, there is concern that those contracts will be discontinued.

Martha Bennett also reported that the ICMA Board of Directors will be coming to Portland in December. They will be going on tours of sustainable development efforts in Portland. In addition, there will be a debrief at Base Camp Brewing at 4:00 pm which will provide OCCMA members the opportunity to meet and interact with the board.

The West Coast Regional Summit will be held in conjunction with the NW Regional Managers Conference at Skamania Lodge in Washington in 2018. There will be an election for a new West Coast board member, however, it will be someone from California.

The agenda item included review of the OCCMA Senior Advisor program description, and specific OCCMA policies relating to senior advisors. Copies of these documents can be viewed by accessing the board packet associated with this November 10, 2017 meeting.

D. 2018 OCCMA BOARD MEETING SCHEDULE

10:30 am

Christy Wurster asked board members to refer to page 55 of the agenda packet for the proposed calendar. Megan George will send out a doodle poll to survey availability to meet in early February. Christy Wurster will determine the location. Spencer Nebel reminded LOC staff to be careful about the verbiage surrounding the annual membership meeting versus a board meeting in front of the membership.

E. OTHER BUSINESS

10:32 am

It was moved by Spencer Nebel and seconded by Jan Fritz to declare a Senior Advisor Emeritus position for Roger Jordan. The motion passed unanimously.

Craig Honeyman reported that Robb VanCleave of the Local Government Personnel Institute (LGPI) has accepted a position as Chief Operating Officer of the Association of Oregon Counties (AOC). The board of LGPI met earlier this week to accept his formal resignation and to execute an agreement to retain his services as a volunteer executive director for a period not to exceed 90-days. Craig Honeyman shared that LGPI is struggling financially, but the board is committed to restoring the organization to full health.

David Clyne commented that LGPI provides an important service to small and mid-size cities in Oregon and suggested that cities could provide feedback to the task force on services.

Michael Sykes commented that LOC is soliciting applications for participation on one of their eight policy committees that help determine outcomes that LOC should pursue in the 2019 legislative session. Craig Honeyman reported that the priorities during the 2017 session were property taxes, PERS, recreational immunity, and housing. He also commented that their grassroots advocacy program would be strengthened under the new executive director.

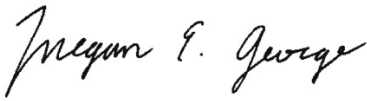
David Clyne commented that the new executive director, Mike Cully, does not have a significant city management background so it will be important for OCCMA to introduce him to the profession. Craig Honeyman commented that while that is true he has interacted closely with cities in the past through previous positions.

F. ADJOURN

10:53 am

President Michael Sykes adjourned the meeting at 10:53 am.

Respectfully submitted on this 18th day of December 2017.

A handwritten signature in black ink that reads "Megan F. George". The signature is written in a cursive, flowing style.

Megan George
Administrative Specialist
League of Oregon Cities



Oregon City/County Managers Association
Special Board Meeting
January 29, 2018 – February 5, 2018
Conducted via Email

MINUTES

PRESENT

Board Members: Christy Wurster, President
Marty Wine, President Elect
Michael Sykes, Past President
Mike Cully, Secretary-Treasurer
Ben Bryant, Director
David Clyne, Director
Robb Corbett, Director
Ron Foggin, Director
Sean O'Day, Director
Dale Shafer, Director
Byron Smith, Director

Staff: Megan George, Administrative Specialist

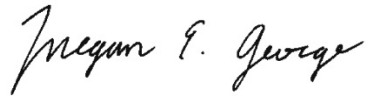
Absent: Spencer Nebel, Director

Megan George distributed the motion via email on January 29, 2018.

It was moved by Christy Wurster and seconded by Sean O'Day to approve a \$500 sponsorship to ELGL for their "Inspiring Local Government Careers" event to be held at Willamette University on February 16, 2018. The proposed amendment would be incorporated into the annual budget to be adopted at the February 22, 2018 Board meeting with the corresponding adjustment to be approved at that meeting. The motion passed unanimously (10 Yes [Bryant, Clyne, Corbett, Foggin, O'Day, Shafer, Smith, Sykes, Wine and Wurster], 0 No, 0 Abstain, 1 Absent [Nebel]).

The meeting was adjourned on February 5, 2018 after seven calendar days, consistent with Section 17-9 of the OCCMA Policy Annex.

Respectfully submitted on February 6, 2018.

A handwritten signature in black ink that reads "Megan F. George". The script is cursive and fluid, with the first name "Megan" being the most prominent part of the signature.

Megan George
Administrative Specialist
League of Oregon Cities



Memo

To: OCCMA President and Board of Directors
 From: Megan George, Administrative Specialist
 Date: February 9, 2018
 Re: Agenda Item C.1. – Membership Report

Process

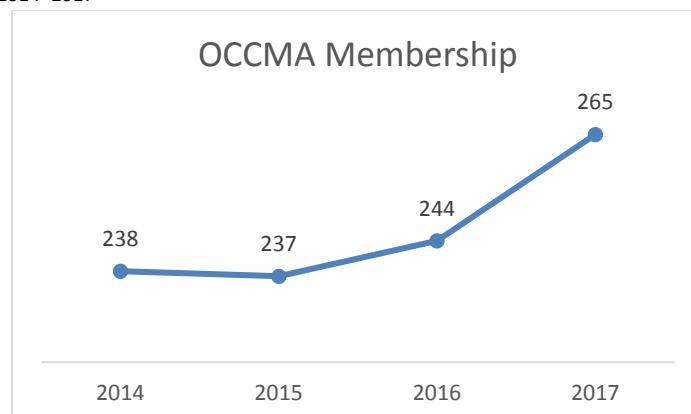
Membership materials were mailed to each chief administrative officer (CAO) in Oregon and all current members of OCCMA during the week of December 18, 2018. Materials included a letter from OCCMA President Christy Wurster, and a dues form. Membership materials are accepted through the calendar year. After July 1st the membership dues are pro-rated to ½ of the full amount. Depending on the membership classification, dues are either a flat rate or an amount calculated based on annual salary. The calculation is modeled after ICMA's calculation and includes a 15% surcharge that goes into a separate line item. In addition, the base dues were increased to \$44.50 (a \$10 increase) in 2018 to recoup the 3% fee for accepting payment by credit card.

Staff will provide an email update to the board on the membership drive in March 2018 including the current number of members and ratio of memberships paid.

Analysis

Between 70 – 80% of memberships are typically received before February 15th. As of February 11, 2018, OCCMA has received 221 applications for membership which is higher than in previous years. Of those applications, payment has been rendered for 97%. Over time, membership has increased. Figure I shows the number of OCCMA members, per calendar year, excluding Honorary and Lifetime members.

Figure I: OCCMA Membership 2014 -2017



Figures II-V include analysis that was conducted using both quintile and regional categories to uncover membership trends related to population and/or regional characteristics. Quintile is the categorization of cities by population as to include roughly 20% of all cities in a single category. This range changes from year to year, but the number of cities in each quintile stays at roughly 48. The League isolates the state into eight separate regions. The figures below demonstrate the quintile and regional representation of OCCMA membership in 2017 and thus far in 2018.

Figure II: 2017 OCCMA Membership – Individuals in Cities

	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	
	N. Coast	Metro	Valley	S. Coast	S. Oregon	Central OR	NE Oregon	E. Oregon	TOTALS
1st Quintile	2	0	1	0	0	0	0	0	3
2nd Quintile	3	1	6	1	2	1	1	0	15
3rd Quintile	1	10	0	1	7	4	4	3	30
4th Quintile	4	12	15	7	7	3	3	1	52
5th Quintile	1	42	12	1	6	4	4	1	71
TOTALS	11	65	34	10	22	12	12	5	171

Figure III: 2017 OCCMA Membership – Cities

	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	
	N. Coast	Metro	Valley	S. Coast	S. Oregon	Central OR	NE Oregon	E. Oregon	TOTALS
1st Quintile	1	0	0	0	0	0	0	0	1
2nd Quintile	2	1	5	1	1	1	1	0	12
3rd Quintile	1	8	0	1	3	3	2	3	21
4th Quintile	1	7	8	5	3	2	2	1	29
5th Quintile	1	13	6	1	4	1	3	1	30
TOTALS	6	29	19	8	11	7	8	5	93

Figure IV: 2018 OCCMA Membership – Individuals in Cities

	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	
	N. Coast	Metro	Valley	S. Coast	S. Oregon	Central OR	NE Oregon	E. Oregon	TOTALS
1st Quintile	2	0	1	0	0	0	1	0	4
2nd Quintile	2	1	5	1	2	1	1	0	13
3rd Quintile	3	9	2	1	6	4	4	2	31
4th Quintile	5	12	12	5	5	3	3	1	46
5th Quintile	1	40	9	1	6	3	4	1	65
TOTALS	13	62	29	8	19	11	13	4	159

Figure V: 2018 OCCMA Membership – Cities

	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	
	N. Coast	Metro	Valley	S. Coast	S. Oregon	Central OR	NE Oregon	E. Oregon	TOTALS
1st Quintile	1	0	1	0	0	0	1	0	3
2nd Quintile	2	1	5	1	2	1	1	0	13
3rd Quintile	2	9	2	1	5	4	4	2	29
4th Quintile	4	9	12	4	4	3	3	1	40
5th Quintile	1	21	7	1	4	3	3	1	41
TOTALS	10	40	27	7	15	11	12	4	126

Most members in OCCMA are from cities. However, there are also members from private consulting firms, councils of governments, other organizations, and counties. In 2017, there were twelve OCCMA members from counties (Clackamas, Clatsop, Deschutes, Hood River, Jacksonville, Josephine, Lane, Marion and Multnomah). Thus far in 2018, ten OCCMA members are from counties (Clackamas, Clatsop, Deschutes, Hood River, Jackson, Lane, and Marion).

Attachments

1. Quintile Ranges and Statewide Total
2. 2018 Members to-date (handout)

Attachment 1 - Quintile Ranges and Statewide Totals

Quintile Ranges

Quintile Ranges	# Cities	% Cities
1st Quintile <450	47	19.4%
2nd Quintile 451-1250	49	20.2%
3rd Quintile 1251-3100	48	19.8%
4th Quintile 3101-10000	51	21.1%
5th Quintile >10000	46	19.0%
Small Cities <5000	166	68.6%
Top 5 % >40000	12	5.0%

Statewide Totals

	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Region 7	Region 8	
	N. Coast	Metro	Valley	S. Coast	S. Oregon	Central OR	NE Oregon	E. Oregon	TOTAL S
1st Quintile	2	4	5	0	3	10	9	14	47
2nd Quintile	4	7	10	2	10	6	7	3	49
3rd Quintile	6	12	5	4	6	4	7	4	48
4th Quintile	6	11	14	6	6	3	3	2	51
5th Quintile	1	23	8	1	6	3	3	1	46
TOTALS	19	57	42	13	31	26	29	24	241



Memo

To: OCCMA President and Board of Directors
From: Megan George, Administrative Specialist
Date: February 11, 2018
Re: Agenda Item C.2. – Lifetime and Honorary Members

OCCMA's bylaws allow for two special categories of membership: Honorary and Lifetime. The board must act on recommending Lifetime members prior to the summer conference. The board may act without going to the membership on Honorary members.

*Section 7. **HONORARY MEMBERS:** Honorary members shall be chosen based on their contributions to the Association and/or to the field of city or county management in Oregon. Honorary membership shall be conferred by a Board vote at any regular meeting. Honorary members shall pay no dues, hold no office, or vote. Honorary membership is bestowed for an indefinite period.*

*Section 8. **LIFETIME MEMBERS:** Lifetime membership shall represent the highest honor afforded to retired members. Lifetime members shall be chosen because of distinguished service in the field of city or county management during his or her management career and lasting and meaningful contributions to the OCCMA and the profession for local government management. Lifetime members shall pay no dues, hold no office, or vote.*

To be eligible for lifetime membership in the Association, the person must have been an active member of the Association for a minimum of five years and is currently retired from the profession or no longer employed in the profession. Following a written letter of nomination signed by at least three active members of OCCMA, the Board will consider conferring lifetime membership to the nominee at any regular business meeting. A lifetime member shall be elected only upon recommendation of the Board. In making this recommendation, the Board shall consider contributions to the profession at a level greater than the organizations served by the nominee; contributions at the national level; contributions to the profession, including teaching or publication; and any other relevant service. Once a recommendation has been approved by the Board, lifetime membership shall be conferred upon an individual after a majority vote of the membership at a general membership meeting. Lifetime members shall comply with the ICMA Code of Ethics and the Declaration of Ideals.

There are currently two honorary members: Phillip Cooper and JoAnn Ghelfi. There are currently thirty-five Lifetime members: Donald Davis, Del Cesar, Art Johnson, Craig McMicken, Robert Wells, Rex Mather, Diane Rinks, Donald Otterman, Jon Nelson, James Hough, Kent Taylor, Sam Sasaki, Marilyn Holmstrom, Bob DeLong, Harold Anderson, Duane Cole, Larry Lehman, Roger Jordan, Sheila Ritz, Timothy Erwert, Richard Townsend, John Anderson, Brian Almquist, Charlie Henry, Steve Bryant, Dan Bartlett, Eve Dolan-Whittall, Joseph Wolf, Leslie Harper, William Barrons, Susan Slack, Bill Curtis, Andy Anderson, and Wes Hare. LOC staff is currently working to review board minutes from the past five years to ensure all those conferred with Lifetime and/or Honorary memberships are included in the database.



Spencer R. Nebel
City Manager
CITY OF NEWPORT
169 S.W. Coast Hwy.
Newport, OR 97365
s.nebel@newportoregon.gov

MEMORANDUM

DATE: February 15, 2018

TO: OCCMA Bylaws & Policy Committee
OCCMA Board of Directors

FROM: Spencer Nebel, Committee Chair

SUBJECT: Work Plan for the OCCMA Bylaws & Policy Committee for 2018

On Wednesday, February 21, 2018, at 10:30 AM, the OCCMA Bylaws & Policy Committee will be meeting to review the work plan for 2018, and initiate discussions on certain aspects of these efforts. I anticipate providing a report to the OCCMA Board at the meeting held in Independence on February 22, 2018.

Issues to be reviewed by the OCCMA Bylaws & Policy Committee on February 21, 2018, include the following:

Review of 2017 Efforts:

In 2016, the Constitution and Bylaws Committee identified a number of issues that were deemed to be inconsistent with the practices relating to the governance of OCCMA. These issues were presented to the Board and membership, with the Board directing the committee to conduct a comprehensive review of the constitution and Bylaws in 2017. The committee initiated this effort on December 16, 2016, and through various meetings with the Board and presentations to the membership, new documents were developed for the Association. On July 2017, the Board approved a recommendation to the membership to repeal the existing constitution and bylaws and replace them with the proposed bylaws and policy annex. This was approved by the membership at the annual meeting on Thursday, September 28, 2017, in Portland.

During the process of reviewing the governing documents, most of the attention was placed on the new bylaws with limited attention being placed on the policies. It was indicated, at the time of this review, that the policies should be evaluated in more depth this year. In 2017, the committee put together several policies related to the new bylaws. These related to the promulgation of policies, election, annual budget, and the agenda for

the annual membership meeting. A variety of other policies were carried over from the previous bylaws and/or constitution without any detailed review.

The year of 2017 was a very productive year for the committee in addressing these issues.

Contract for Services with the League of Oregon Cities:

Article 10., Section 3 - Financial Management of the bylaws provides that the Board shall enter into a contract for services to provide for the administrative and financial support services with the League of Oregon Cities, or other qualified provider. The League and/or provider will assist with the administration of conferences, maintain the association finances, and contractual authority to support various endeavors of the Association as directed by the Board. Any contract for services shall be included in the policy annex. The League of Oregon Cities has developed a contract for services for review. The Board has requested that the Bylaws and Policies Committee be the lead in negotiating this agreement, and presenting it to the Board for their review and approval. Megan George, of the LOC, will participate in our conference call to discuss the structure of the agreement. There has also been some discussion with LOC Executive Director, Mike Cully, on an agreement, which would be based on a lump sum payment, versus a specific cost for services basis as outlined in this agreement. We will be able to discuss those options with Megan and share those options with the Board for further direction.

Clerical Adjustments to the Bylaws:

In reviewing the published bylaws, there are a few tweaks that are clerical in nature that should be made. Article 10 should have a title, which is "Finances". The title of that article was left off the final articles. There are spacing issues between Article 12 and 13, and verbiage should be added to the history of amendments to the OCCMA governing documents. I believe it is important to retain the history of the constitution and bylaws as is, with the addition of the following: "on September 28, 2017, the constitution and bylaws were repealed by the membership and replaced with the bylaws and policy annex".

Review of Policy Annex to the Bylaws:

During the development of the bylaws and policies, the committee focused most of its attention in developing the bylaws with a number of the policies being carried over without extensive review. There are several specific sections that I think the committee should spend additional time reviewing, including 17.3-Elections, to see if that is a workable scenario, 17.5-Reimbursement of League Services, to see if that is necessary with the advent of an agreement between the League and Association. We will need to include the LOC contract as part of the policy annex, as well as a summary of the current liability coverage, which is to be included in the policy annex in accordance with our Article 13 of the bylaws.

It would be appropriate for committee members to do a comprehensive review of the policies to make sure they are consistent with the bylaws, and necessary for the ongoing operation of the Association.

Please note that 17-12 Senior Advisory Program was extensively reviewed and incorporated in the previous bylaws in 2016.

I look forward to initiating these conversations on our continued effort at addressing, and cleaning up the policies for the Association as part of the overall governance document review that was initiated in 2017.

Attachments:

- (1) Attached is the draft contract for services with LOC.
- (2) The current Bylaws and Policy Annex.

Respectfully Submitted

A handwritten signature in blue ink, appearing to read "S. Nebel", is centered below the text "Respectfully Submitted".

Spencer Nebel, Chair
Bylaws & Policy Committee

CONTRACT FOR SERVICES

PREAMBLE

THIS AGREEMENT is made and entered into by and between the Oregon City/County Management Association (OCCMA), an unincorporated association of general-purpose local government or council of governments, managers and assistants in the State of Oregon; and the League of Oregon Cities (LOC), a consolidated department of Oregon cities.

RECITALS

WHEREAS, OCCMA is an unincorporated association of general purpose local government or council of governments, managers and assistants in the State of Oregon which serves to: support professional management in local government; promote the exchange of information between members; offer personal support to members; sustain the functions, principles and goals of the International City/County Management Association; and to provide any other service approved by the OCCMA Board of Directors;

WHEREAS, LOC is entity consolidated department of Oregon cities created under ORS Chapter 190 which has the ability and capacity to provide services for organizations such as OCCMA.

WHEREAS, on _____, the OCCMA Board approved entering into an agreement with LOC whereby LOC shall provide services as described herein to OCCMA; and

WHEREAS, the Executive Director of LOC has been granted authority by LOC's Board of Directors to enter into contracts on behalf of LOC.

NOW, THEREFORE, the parties hereto do mutually agree as follows:

Section 1. Scope of Services. LOC agrees to provide the following services to OCCMA, which shall obtain such services solely from LOC during the term of this contract:

Section 1.1. Financial Services.

- 1.1.1. Maintain OCCMA's financial records in accordance with the practices and procedures set out by OCCMA and its audit committee.
- 1.1.2. Assist as necessary OCCMA's audit committee in the preparation of the annual financial statements.
- 1.1.3. Provide financial statements and provide a report to the OCCMA at board meetings and at other times as requested.
- 1.1.4. Manage OCCMA's accounts payable.
- 1.1.5. Manage OCCMA's accounts receivable.

- 1.1.6. Assist the OCCMA Secretary-Treasurer in preparing and filing required tax forms.
- 1.1.7. Develop a proposed annual budget in consultation with the OCCMA President-Elect for approval and adoption by the OCCMA Board of Directors.
- 1.1.8. Attend OCCMA board meetings to assist the OCCMA Secretary-Treasurer in presenting financial information to the rest of the OCCMA Board of Directors.

Section 1.2. OCCMA Board and Membership Meetings.

- 1.2.1. Prepare agenda and any written materials.
- 1.2.2. Prepare and submit minutes of each meeting.
- 1.2.3. Provide logistical support during meetings.

Section 1.3. Conferences. The parties agree that both will play a role in the creation and production of OCCMA-sponsored conferences. OCCMA will be responsible for all costs associated with the below services. LOC shall not enter into or sign any contractual agreement for conference facility rental, catering, AV/WI-FI rental, or hotel room rate guarantees until the same has been approved by the OCCMA Board of Directors. LOC will be responsible for providing the following work:

- 1.3.1. Manage the conference budgets as developed by OCCMA and reconcile the conference budget after all invoices and expenses have been recorded and completed within 180 days of the end of each conference.
- 1.3.2. Handle all funds and management expenses related to the conferences.
- 1.3.3. Set up conference registration by using an existing LOC system.
- 1.3.4. Submit invitations to conferences to OCCMA members.
- 1.3.5. Track conference registrations.
- 1.3.6. Securely process registration funds for conferences, including accounting for merchant and interchange fees (credit card, etc.).
- 1.3.7. Send registration confirmations, email follow-ups, etc.
- 1.3.8. Source appropriate meeting and function space including venue negotiations and contract execution.
- 1.3.9. Hotel room negotiations and contract execution (if different from venue).
- 1.3.10. Catering contract execution (if different from venue).
- 1.3.11. Provide logistical support to the OCCMA professional development committee.
- 1.3.12. Process speaker registrations and ensure all speakers are registered.

- 1.3.13. Greet and managing speakers at conferences.
- 1.3.14. Coordinate, record and provide archiving service for speaker presentations.
- 1.3.15. Coordinate conference publications (print or electronic).
- 1.3.16. Manage on-site setup of conferences.
- 1.3.17. Negotiate contracts for AV and WI-FI.
- 1.3.18. Serve as on-site liaison with AV and technical suppliers.
- 1.3.19. Negotiate and obtain liability insurance.
- 1.3.20. Track and coordinate conference sponsorships.
- 1.3.21. Track and coordinate conference scholarships.
- 1.3.22. Generate certificates of attendance for LGMC purposes.
- 1.3.23. Administer and collect results from satisfaction surveys.

1.4. Newsletter.

- 1.4.1. Provide coordination, graphic design, and production support for all OCCMA newsletters.

1.5. Database, Listserv and Website.

- 1.5.1. Maintain the OCCMA membership database and publish a membership directory in an electronic format.
- 1.5.2. Host and maintain the OCCMA listserv.
- 1.5.3. Host and Maintain the OCCMA website.

1.6. Membership Support.

- 1.6.1. Coordinate annual membership drive.
- 1.6.2. Coordinate and assist with OCCMA committees.
- 1.6.3. Coordinate the Senior Advisor Program.
- 1.6.4. Coordinate with the International City/County Management Association.

Section 2. Payment for Services. Exhibit A contains a table of LOC services and fees for each service. LOC shall invoice OCCMA in arrears on a monthly basis for LOC staff time, materials and travel expenses such as mileage, meals and lodging spent providing services. OCCMA shall make payment within 30 days of receipt of invoice.

Section 3. Signature Authority. OCCMA grants LOC's Membership and Administrative Services Director signature authority for purposes of signing any contracts or documents necessary to facilitate LOC's responsibilities under this contract.

Section 4. General Terms and Conditions.

Section 4.1. Obligations. Neither party is, by virtue of this contract, a partner or joint venture in connection with activities carried out under this contract, and shall have no obligation with respect to the other party's debts or any other liability or obligation of the other party of whatever kind or nature except as set forth in Paragraph 4.2 of this contract.

Section 4.2. Hold Harmless, Indemnification, Defense. OCCMA agrees to hold harmless, indemnify, and defend LOC, and its officers and employees from and against all claims, suits, actions, losses, damages, liabilities, costs, and expenses of any nature resulting from, arising out of, or related to the acts or omissions of OCCMA or its officers, subcontractors, or agents resulting from the event, or any connection to this contract. LOC agrees to hold harmless, indemnify, and defend OCCMA and its officers from and against all claims, suits, actions, losses, damages, liabilities, costs and expenses of any nature resulting from, arising out of, or related to the acts or omissions of LOC or its officers, employees, subcontractors, or agents resulting from the event, or any connection to this contract.

Section 4.3. Termination. This contract may be terminated by either party by giving written notice to the other party no later than 90 days prior to the proposed termination date. LOC shall be entitled to compensation for services performed up to the date of termination.

Section 4.4. Applicable Law. This contract shall be governed and construed in accordance with the laws of the State of Oregon. The parties hereby submit to jurisdiction in Marion County, Oregon and agree that any and all disputes arising out of or related to this contract shall be litigated exclusively in the Circuit Court for Marion County, Oregon and in no federal court or court of another county or state.

Section 4.5. Changes or Amendments. The parties may agree, in writing, to changes to any provisions of this contract. However, no change shall be effective until approved, in writing, by a representative of each party. LOC's representative shall be its Executive Director and OCCMA's representative shall be its President.

Section 4.6. Assignability. This contract is not assignable by LOC, either whole or in part, unless LOC has obtained prior written consent of OCCMA.

Section 4.7. Warranties. The persons signing this contract represent and warrant that such persons have the requisite power and authority to enter into, execute, and deliver the contract and that the contract is a valid and legally binding obligation of each respective party.

Section 4.8. Conditions. As a condition precedent to LOC's performance under the contract, OCCMA shall maintain its status as an affiliate member with LOC. Nothing in this contract shall relieve OCCMA for the cost of such affiliate membership.

Section 5. Effective Date. This contract shall be effective as of _____, and shall be in effect until _____, unless sooner terminated by the parted as provided for in this contract.

Commented [JH1]: Insert 3 years from effective date.

The Oregon City/County Management
Association

The League of Oregon Cities

Christy Wurster
OCCMA President

Date

Michael Cully
Executive Director

Date

EXHIBIT A
LEAGUE OF OREGON CITIES
FEE FOR SERVICE SCHEDULE

<u>Service</u>	<u>Fee</u>
Personnel Services	
Administrative Support	\$35.00/hour + costs
Graphic Design/Publication Support	\$40.00/hour + costs
Conference Support	\$35.00/hour + costs
Materials and Travel Expenses	Actual cost reimbursed monthly as incurred
Website and Listserv Hosting	\$3,000.00

Oregon City/County Management Association

BYLAWS

ARTICLE 1

Name

The name of this Association shall be the Oregon City/County Management Association (referred to herein as OCCMA).

ARTICLE 2

Organization

Section 1. OCCMA is an unincorporated association of general-purpose local government or council of governments, managers and assistants in the State of Oregon.

Section 2. OCCMA shall be based at the League of Oregon Cities located at 1201 Court St. NE, Suite 200; Salem, OR 97301

ARTICLE 3

Purpose

The purpose of OCCMA shall be to:

- Support professional management in local government by increasing the knowledge and ability of administrators and managers;
- Promote the exchange of information between the members;
- Offer personal support to members; and
- Sustain the functions, principles and goals of the International City/County Management Association.

ARTICLE 4

Membership

Section 1. Membership in OCCMA shall be in one of seven categories defined below as Active, Affiliate, Cooperating, Student, Retired, Honorary, or Lifetime. A person shall become a member by submitting an application on a form approved by the Board certifying that they meet eligibility requirements for one of the membership categories for OCCMA, and also submit the payment of annual dues to the Secretary-Treasurer.

Section 2. ACTIVE MEMBERS: Any person who is an appointed manager or administrator, or an assistant city or county manager or administrator, or an assistant to a manager or administrator of a general purpose local government or council of governments in the State of Oregon, or a corporate member of the International City/County Management Association who serves in Oregon, or while in transition from such a position and

actively pursuing other eligible employment in Oregon, shall be eligible for active membership in the Association. Active members shall comply with the ICMA Code of Ethics and the Declaration of Ideals. Any active member of this Association, who has resigned or been removed from a position in local government, may retain active membership status for a period of two years, or for a longer period if authorized by a majority vote of the Board, provided the member continues to pay dues. If it is shown to the satisfaction of the Board that the member's resignation or removal was for a cause that violates the ethical standards of the International City/County Management Association, the membership in the Association shall be terminated immediately. The Board may consider requests for refunding dues. The decision of the Board shall be final.

Section 3. AFFILIATE MEMBERS: Any person who fills a position in a general-purpose local government or council of governments and has obtained a statement co-signed with their current chief executive officer indicating a continued interest in pursuing a career in city/county management or an appointed administrative official reporting to a mayor/city council. Affiliate members shall hold no office or vote.

Section 4. COOPERATING MEMBERS: Individuals who work for an employer who does business with and has close ties to one or more units of local government. Cooperating members shall hold no office or vote, or have access to the OCCMA listserv or members-only website.

Section 5. STUDENT MEMBERS: Any person registered as a student in a college or university public administration program, or is currently working in a career in public management.

Section 6. RETIRED MEMBERS: Any person who was previously an active member and has qualified for benefits under a local government retirement plan shall be eligible for retired membership by providing written notice to the Secretary-Treasurer and payment of the membership fee, if any, for the current year. Retired members shall hold no office or vote.

An individual who was not previously a member of OCCMA but who now resides in Oregon and has had a career in local government management that would have made them eligible as an active member in OCCMA may become a retired member upon approval of the majority of the Board.

Section 7. HONORARY MEMBERS: Honorary members shall be chosen based on their contributions to the Association and/or to the field of city or county management in Oregon. Honorary membership shall be conferred by a Board vote at any regular meeting. Honorary members shall pay no dues, hold no office, or vote. Honorary membership is bestowed for an indefinite period.

Section 8. LIFETIME MEMBERS: Lifetime membership shall represent the highest honor afforded to retired members. Lifetime members shall be chosen because of distinguished service in the field of city or county management during his or her management career and lasting and meaningful contributions to the OCCMA and the profession of local government management. Lifetime members shall pay no dues, hold no office, or vote.

To be eligible for lifetime membership in the Association, the person must have been an active member of the Association for a minimum of five years and is currently retired from the profession or no longer employed in the profession. Following a written letter of nomination signed by at least three active members of OCCMA, the Board will consider conferring lifetime membership to the nominee at any regular business meeting. A lifetime member shall be elected only upon recommendation of the Board. In making this recommendation, the Board shall consider contributions to the profession at a level greater than the organizations served by the nominee; contributions at a national level; contributions to the profession as a whole, including teaching or publication; and any other relevant service. Once a recommendation has been approved by the Board, lifetime membership shall be conferred upon an individual after a majority vote of

the membership present at a general membership meeting. Lifetime members shall comply with the ICMA Code of Ethics and the Declaration of Ideals.

Section 9. REFUSAL OF MEMBERSHIP: The Board reserves the right to examine the qualifications, evaluate the prospective member, and deny membership in the Association to anyone.

ARTICLE 5

Membership Meetings

Section 1. MEMBERSHIP MEETINGS: The Association shall hold at least one general meeting each year at the same time and place as the annual meeting of the League of Oregon Cities. Additional meetings may be called by the President or a majority of the Board.

Section 2. NOTICE: Membership meetings shall be noticed in the OCCMA Newsletter, and/or the OCCMA website, and/or the OCCMA list-serve at least 30 days before the scheduled meeting.

Section 3. QUORUM: Those active members present at any meeting of the Association shall constitute a quorum. A majority vote of those active members present and voting shall be necessary for approval of any question before the Association. Voting by proxy is not permitted.

ARTICLE 6

Offices and Terms of Office

Section 1. GENERAL POWERS: The business and affairs of the Association shall be managed by its Board of Directors (referred to herein as the "Board").

Section 2. STRUCTURE: The Board shall be the Officers and eight Directors.

The terms of all Officers and Directors shall start as of January 1 following their election and end on December 31 of the year the term ends.

Section 3. OFFICERS: The officers of this Association shall be President, President Elect, and Immediate Past President who shall each have a term of one year. In addition, the Secretary-Treasurer (non-voting) shall be the League of Oregon Cities Executive Director, or designee.

Section 4. DIRECTORS: Eight directors shall be elected for a term of three years. The terms shall be staggered with three (3) members elected in the first year following adoption, two (2) members being elected in the second year, and three (3) members being elected in the third year, with the same rotation continuing in the future.

Section 5. OFFICER RESPONSIBILITIES: The officers of the association shall be as follows:

- The President shall be the chief executive officer of the association, shall serve as chair person at all meetings of the Board of Directors, and shall be authorized to call special meetings of the Board whenever he or she shall deem it proper to do so. The President may sign and execute all authorized contracts, and other instruments or obligations in the name of the association. The President shall do and perform such other duties as described in the bylaws, policies, and as may be assigned to him or her by the Board.
- The President Elect shall perform such duties that from time to time may be authorized by the Board of Directors. The President Elect shall have the powers and perform all the duties of the President in

case of the absence of the President, and shall assume the Presidency in case the office of President is vacant.

- Immediate Past-President shall serve as a member of the Board. Immediate Past-Presidents shall perform any duties that are described in the bylaws, policies, or as requested by the Board.
- The Secretary-Treasurer shall transact the necessary financial business of the Association, keeping a complete record of all transactions, which shall be submitted for auditing at the annual meeting of the Association. If the Board desires, the Secretary-Treasurer shall be bonded in such form and amount as may be determined by the Board. The Secretary-Treasurer shall keep written minutes of the Board and Membership meetings.

Section 6. PROMULGATION OF POLICIES: The Board is empowered to enact policies from time to time to govern the operations of the Association. Policies are enacted by a vote of two thirds of the members of the Board present at a regular meeting after they have been introduced at a previous Board meeting, and after at least thirty (30) days' notice has been provided in the OCCMA newsletter; and/or the OCCMA website; and/or on the OCCMA list serve. Policies will remain in effect until they are rescinded by future action of the Board or by the membership. Policies shall be compiled and provided as an annex to the Bylaws. Any modification of rules during the year will be presented to the General Membership at the Annual Meeting. Policy changes can be repealed by the membership if a motion is made and supported at the membership meeting to repeal a policy made by the Board if a majority of the membership at the annual meeting votes to repeal that policy.

Section 7. RESIGNATION: Any Board member may resign at any given time by giving written notice to the Board. The resignation of any Board member shall take effect upon receipt of notice thereof, or at such later time as shall be specified in such notice; and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective. The vacancy shall be filled in accordance with Article 7, Section 6.

Section 8. COMPENSATION: The Board shall serve without compensation except that reasonable reimbursement relating to operation of the Association may be provided per the Association's policies.

Section 9. TERM LIMITS: A member shall be eligible to serve two (2) consecutive terms as Director. In the event a Director is appointed to fill a partial term, that Director is eligible for election to a full term on the Board of Directors. Members are eligible to serve additional non-consecutive terms. A member who is elected to serve as President Elect, and who then assumes the offices of President and Past President is not eligible to serve consecutive terms as President Elect, President, and Past President.

ARTICLE 7

Nomination, Election of Officers and Directors, and Removal from Office

Section 1. ELECTION OF OFFICERS & DIRECTORS: At each annual meeting, the Association shall elect the President Elect and members of the Board in accordance with adopted election policies. The President's position shall be filled by the previous President Elect, and the Immediate Past President shall be filled by the previous President. The Secretary-Treasurer shall be filled by the Executive Director of the League of Oregon Cities, or designee. Together these officers and directors shall constitute the Board of Directors of the OCCMA.

Section 2. NOMINATING COMMITTEE: Nominations to the Board of Directors for the President Elect and Directors shall be made by the Nominating Committee made up of not less than three (3) members. The

Immediate Past President, or other active member appointed by the President, shall Chair the Nominating Committee. The other members shall be appointed by the President. The nominations committee shall strive to nominate candidates, at the time of election, which includes a minimum of one county member, one assistant manager or one assistant to a manager, and one member from a community of 5,000 or less population. In addition at least one Board member should represent, at the time of election, each of the following generally described state regions: Metropolitan Portland; the Willamette Valley; Coast; Eastern; and Southern.

Section 3. NOTICE OF ELECTIONS: Notice to fill regularly scheduled vacancies for the position of President Elect and Directors shall be made in the OCCMA Newsletter; and/or on the OCCMA website; and/or, on the OCCMA Listserv in accordance with any adopted policies.

Section 4. ELIGIBILITY FOR OFFICE: Any active member, as defined in Article 4, Section 2, having at least one-year's membership in the Oregon City/County Management Association, may make application to the Secretary-Treasurer for a vacant position by the deadline stated in the Notice of Vacancy. In addition, active members applying to serve as President Elect of the Association shall have a minimum of one-year of service on the OCCMA Board. All applications for vacant positions will be reviewed by the Secretary-Treasurer for completeness and eligibility to serve.

Section 5. ELECTION: The Nominating Committee shall present a slate of qualified, acceptable candidates to the Board for approval in accordance with any adopted policies. Once approved by the Board, the slate will be presented to the membership by the Board for a vote. The Board may leave slot(s) open for nominations from the floor. Nominations from the floor of qualified members for election will be considered, in addition to the proposed slate of candidates.

Section 6. VACANCIES: Appointments to fill Board vacancies may occur from time to time due to a seated Director, or President Elect not being able to fill out the full length of their term. The appointment to fill vacancies shall be made by the Board after having first published notice of said vacancies in the OCCMA Newsletter; and/or on the OCCMA website; and/or on the OCCMA Listserv at least 30 days prior to appointment. Any member meeting eligibility requirements of Article 7, Section 4 may make application to the Secretary-Treasurer for a vacant position by the deadline stated in the Notice of Vacancy. In the event of a vacancy in the office of President, the President Elect will fill the remaining term of President, and will continue to serve as President during their full term as well. If a vacancy occurs in the term of the Immediate Past President, the most recent Past President who is available and willing to serve shall resume service on the Board of Directors. All applications for vacant positions will be reviewed for completeness and eligibility to serve by the Secretary-Treasurer. The Board of Directors shall fill the resulting vacancy on the Board by majority vote of those Board members in attendance at the meeting.

Section 7. REMOVAL FROM OFFICE: Officers or Directors of the Board may be removed from office by a two-thirds majority vote of the Board at a regular or special meeting for one or more of the following reasons:

- Neglect of the duties of office;
- Any violation of the ICMA Code of Ethics, Oath of Office, or Bylaws;
- Misrepresentation to outside parties of the Association and its officers;
- Unauthorized expenditure, or misuse of Association funds;
- Two consecutive unexcused absences from Board meetings.

Formal complaints to request an Officer or Director be removed from office will be submitted to the President or President Elect. The President or President Elect will notify the Board that a complaint has been made, and shall forward background information provided in the complaint. The President or President Elect will advise the Board in writing of the formal complaint and schedule a meeting to hear the complaint. The President or President Elect shall notify the Officer or Director whose conduct is at issue and name the

allegations and provide the Officer or Director the opportunity to provide the Board additional information relating to the allegations. Such notice shall occur at least four (4) weeks prior to the meeting at which the allegations will be discussed. The Officer or Director may provide the board information orally, in writing at least four (4) days prior to the meeting, or both. After considering all the information received, the Board may by majority vote do the following:

- Find that no violation occurred;
- Suspend the membership, and Board participation for a specified period;
- Remove the Officer or Director from office, effective immediately.

Should an Officer or Director of the Board be removed from office, that vacancy shall be filled according to Article 7, Section 6 – Vacancies.

ARTICLE 8

Board Meetings

Section 1. REGULAR MEETINGS: The Board shall approve an annual meeting schedule including the time and place, either within or out of the State of Oregon, for the holding of regular meetings without other notice. This schedule shall be posted in the OCCMA newsletter; and/or the OCCMA website; and/or the OCCMA list serve.

Section 2. SPECIAL MEETINGS: Special meetings of the Board may be called by or at the request of the President, or any two Directors at any place within the State of Oregon.

Section 3. MEETINGS CONDUCTED ELECTRONICALLY: The Board may meet electronically in accordance with any adopted policies. Notice and quorum requirements are required to be met with all meetings.

Section 4. NOTICE: Written notice of any special meeting, or rescheduled regular meeting of the Board shall be given by mail, telephone, telecopy, or e-mail to each Board member at least three days prior to the meeting. The regular meeting schedule and any special meeting notices shall be posted in the OCCMA newsletter; and/or the OCCMA website; and/or the OCCMA list serve shall be posted at least three (3) days in advance of the meeting.

Section 5. QUORUM: A quorum of six voting Board members shall be required for the Board to conduct business.

Section 6. ELECTRONIC PARTICIPATION: A Board member shall be deemed to be present in person at the meeting of the Board if such Board member participates in the meeting by a conference telephone or by other similar communications equipment through which all persons participating in the meeting may communicate with each other and all participants are advised of the communications equipment and the names of the participants in the conference are divulged to all participants.

Section 7. MANNER OF ACTING: Except as otherwise required by law or by these Bylaws, the act of the majority of the Board at a meeting at which a quorum is present shall be the act of the Board. The President shall rule on all matters of procedure in the conduct of the meeting. Voting by proxy is not permitted.

ARTICLE 9

Membership Committees

Section 1. COMMITTEE APPOINTMENTS: The President shall make appointments to the following standing committees: Nominating; Ethics; Support for Managers; Bylaws and Policy, Audit Committee and Professional Development. All members of the Association are eligible to serve on committees. Each committee shall be chaired by an Association member appointed by the President.

Section 2. AD HOC COMMITTEES: The President shall create, with the approval of the Board, such ad hoc committees as the majority of the Board may deem advisable. The President shall make the ad hoc committee appointments. The ad hoc committees shall provide an annual report at the annual meeting, or as otherwise directed at the request of the Board. The ad hoc committee shall be disbanded once the committee has completed its work.

Section 3. LIAISONS TO COMMITTEES: The President shall assign Board members as liaisons to the standing committees to monitor committee activities and provide reports to the Board and at the annual meeting.

ARTICLE 10

Fiscal Affairs

Section 1. FISCAL YEAR: The fiscal year for the Association shall be from January 1 to December 31. Dues and subscriptions as determined by the Board shall be payable annually in advance, on or before January 1 of each year.

Section 2. ANNUAL BUDGET AND FINANCIAL REPORTS: The Board shall adopt a budget annually at the first meeting of the Board of Directors in accordance with any adopted policies. The Secretary-Treasurer shall present a financial report to the members of the Association at the annual meeting of the Association. The Secretary-Treasurer shall compile an annual financial report after the close of the fiscal year for presentation to the Audit Committee.

Section 3. FINANCIAL MANAGEMENT: The Board shall enter into a contract for services to provide for administrative and financial support services with the League of Oregon Cities, or other qualified provider, to assist with the administration of conferences, maintain Association finances, and for contractual authority to support various endeavors of the Association as directed by the Board. Any contract for services shall be included in the Policy Annex.

Section 4. AUDIT COMMITTEE: An Audit Committee shall consist of the President Elect, and two other Directors appointed by the President. The committee shall meet with the Secretary-Treasurer to review all financial transactions, and provide a report to the Board after the close of the fiscal year. The report will be reviewed and accepted by the Board. The Audit Committee can recommend to the Board that an independent review, or audit of the Association finances, be conducted by a qualified firm.

Section 5. DUES: Active and affiliate members shall pay dues as provided by the Board. Honorary members and Lifetime members shall be exempt from dues. Any active member whose dues are in arrears for a period of six months shall be suspended from membership and notified in writing of the suspension.

ARTICLE 11

Code of Ethics

Section 1. ICMA CODE OF ETHICS: The association has adopted the ICMA Code of Ethics as a requirement to maintain Active Member status to the Oregon City/County Management Association. All active members are required to govern their conduct in accordance to the ICMA Code and its associated guidelines, and will submit prior to a peer-to-peer review for any allegations of unethical behavior.

Section 2. DISCIPLINARY ACTION: The Board shall have the authority to take disciplinary action, up to and including expulsion from the Association, against any member which, in its judgement, may be appropriate in order to maintain the professional standards of the Association.

ARTICLE 12
Nondiscrimination

All members, officers and persons served by the association shall be selected entirely on their qualifications and on a nondiscriminatory basis without regard to race, color, religion, sex, national origin, disability, marital status, sexual orientation, or any other legally protected status.

ARTICLE 13
Indemnification

The Board shall obtain insurance on behalf of any agent of the Association (including a director, officer, employee, or other agent of the Association) against liabilities asserted against, or incurred by the agent in such capacity. A summary of the current liability coverage shall be included in the Policy Annex. The Secretary-Treasurer shall maintain a complete copy of the insurance policy.

ARTICLE 14
Amendments

The Bylaws may be amended or repealed by two-thirds vote of the active members of the Association present at the annual meeting, provided proper notice of the membership meeting has been provided in accordance with Article 5, Section 2. Amendments may be initiated by the Board, or five active members of this Association may, by a petition to the Secretary-Treasurer, initiate a desired change. The Board may also utilize a letter ballot for purposes of amending the Bylaws. Voted letter ballots will be canvassed by two members of the Board appointed by the President on, or after, the sixtieth day after the ballots have been mailed to the membership by the Secretary-Treasurer. The Bylaws will be amended by a majority of active members voting thereon.

History of amendments to the OCCMA Governing Documents

Constitution and Bylaws originally adopted November 16, 1958. Includes amendments approved March 13, 1965, November 17, 1970, November 14, 1971, November 16, 1975, November 12, 1978, November 12, 1983, November 8, 1986, November 10, 1991, November 15, 1992, November 6, 1998, November 9, 2001, November 15, 2003, November 10, 2005, October 2, 2008, October 1, 2009, September 29, 2011, September 27, 2012, September 24, 2015 and September 29, 2016.

OREGON CITY/COUNTY MANAGEMENT ASSOCIATION POLICY ANNEX

17-1 Promulgation of Policies

Article 6, Section 5 of the Oregon City/County Management Association Bylaws provides that the Board may enact, amend or repeal policies from time to time to govern the operations of the Association. Policies require a vote of two thirds of the Board of Directors present at a regular meeting of the Board, and will take immediate effect. The Bylaws and Policies Committee will give an annual report at the annual membership meeting which will include any policies approved, amended or repealed since the last annual meeting. A majority of the membership may reverse or repeal any action taken by the Board of Directors following the report of policy changes at the annual meeting.

New policies shall be assigned a number based on the year of adoption, and the number of policies adopted that year. Existing policies that are amended will retain their policy number, and will show the date that they were amended by the Board.

17-2 Agenda for the Annual Membership Meeting

Article 5 of the Bylaws provide that an annual Membership meeting be held at the same time and place as the League of Oregon Cities annual meeting. At the annual Membership meeting of the Association, an agenda shall be available that covers the following topics:

- 1) Roll call;
- 2) Review and consideration of the previous meeting minutes;
- 3) Communications;
- 4) Financial Report of the Secretary-Treasurer;
- 5) Report of the President;
- 6) Announcement of meeting schedule for the Board of Directors by the President Elect
- 7) Report of the Bylaws & Policy Committee on any policy changes
- 8) Reports of committees;
- 9) Election of officers;
- 10) Unfinished business;
- 11) New business;
- 12) Adjournment

17.3 Elections:

Section 1. ELECTION OF DIRECTORS AND PRESIDENT ELECT:

Article 7 of the Bylaws provides for a nominating committee to be appointed by the President to present a slate of candidates including Directors and a President Elect for the Association. Once approved by the Board, a final slate of candidates will be presented to the membership for a vote. Nomination of qualified members can also be made from the floor to fill the position of Director or President Elect. For qualifications, see Article 7.4 of the Bylaws.

Section 2. ELECTION PROCESS:

The election process will be as follows:

- January 1 – the President appoints the nominating committee.
- On, or before July 1, a notice is published indicating the positions that will be filled in the upcoming election by the Secretary-Treasurer inviting members who are interested to apply for open positions.
- Mid-July the Summer Conference occurs.
- July 30 is the deadline for applications.
- The Secretary-Treasurer will review the applicants to determine that the member is in good standing, and has the required years of service in OCCMA, and meets any term limitations. The Secretary-Treasurer will provide all applications, and a report on any ineligible candidates to the Chair of the Nominating Committee.
- Thirty days before the annual meeting, the Nominating Committee will provide a report to the Board, including the names of all applicants and a recommended slate of officers for election.
- At least fourteen days prior to the annual meeting, the Board will conduct a meeting vial email to vote to forward a slate of officers for election to the membership with notice of the slate of candidates provided in the OCCMA newsletter, and/or OCCMA website, and/or the OCCMA list serve.

- In the event that the Board does not forward a candidate for all open positions, a call for nominations from the floor will be made by the President at the annual meeting.
- At the annual meeting, the President will present the slate of candidates approved by the Board to the membership.
- The President will call for any other nominations of qualified candidates from the floor for election to vacant positions. If there are no nominations of other candidates from the floor, the President will call for a motion and support to elect the slate of candidates as presented by the Board of Directors, and a voice vote on the motion will be made.
- If other qualified candidates are nominated from the floor, and there are more candidates than open positions, the President will conduct voting through a paper ballot with the Secretary-Treasurer and Immediate Past President charged with counting the election ballots. The candidates with the highest vote totals will be elected.

17-4 Annual Budget

Section 1. BUDGET PREPARATION:

In accordance with Article 10.2, the Board shall adopt an annual budget at the first meeting of the newly seated Board. The draft budget shall be developed by the Secretary-Treasurer in consultation with the President Elect.

Section 2. BUDGET CALENDAR:

- October – The Secretary-Treasurer shall prepare a draft budget in consultation with the President Elect for presentation at the annual Board retreat.
- November – The current Board and Board-Elect will jointly review the draft budget, and provide comments to the Secretary-Treasurer and President Elect on any suggested modifications to the draft budget
- January – The President Elect assume the presidency.
- First Meeting of the New Board – The Board will review, modify, and formally adopt the budget at the first meeting of the Board.

17-5 Reimbursement of League for Services

The League of Oregon Cities may be reimbursed for all necessary services and expense on behalf of the Association, subject to the approval of the Board through the adoption or amendment of the annual budget. The Board shall have discretion within the budget line items.

17-6 Expense Reimbursements

Section 1. PRESIDENT TRAVEL:

- A. The Association shall, if requested, reimburse the President's travel expenses outside Oregon to the ICMA Conference.
- B. The Association shall, if requested, reimburse one-half of the President's travel expenses for travel outside of Oregon to the Northwest Regional Conference and ICMA West Coast Regional Conference, and ICMA committee meetings.
- C. The Association shall, if requested, pay for the President's lodging at Board Meetings, the Northwest Regional Conference, and Summer Conference. Mileage and meals shall be at the President's expense.

- D. The Association shall, if requested, pay for the expenses of Field Visits.
- E. No reimbursement shall be provided for Association attendance at the annual League of Oregon Cities conference.
- F. The President may designate a board member to attend meetings on the President's behalf and receive full reimbursement pursuant to the above limits.

Section 2. ASSOCIATION BOARD MEMBERS: For all membership events, including the annual Board retreat/business meeting, all expenses shall be paid by individual Board members. Facility/meeting room costs shall be paid by the Association.

Section 3. ACTIVE ASSOCIATION MEMBERS: Active Association members (including Board members) may request, by petition to the Board up to one-half of their travel expenses for out-of-State participation on national committees including but not limited to Conference Planning Committee, Strategic Planning Committee and Small Community Task Force.

Section 4. MEMBERS IN TRANSITION: Active Members in transition may make requests to the Board (?) for reimbursement of travel expenses incurred for Association business meetings. Travel expenses shall include registration fees, meals, lodging, air/auto travel and incidentals including parking and cab fares. Personal expenses such as phone calls or entertainment including alcohol are not reimbursable. All reimbursements are subject to sufficient funds being allocated in the Association budget to pay for the expenses and concurrence of the Secretary-Treasurer to provide reimbursement. Any disputed reimbursements shall be reviewed and settled by the Board.

17-7 Directory of Members, Association Newsletter, Welcome Letters

Association members shall receive the Directory of Members. The Directory shall include all members and local officials who serve in a chief executive capacity. The Association newsletter and recruitment information to the Association shall be provided just prior to the start of the fiscal year to all officials who serve in a chief executive capacity. All managers new to the state shall receive a letter from the President welcoming them and providing membership information.

17.8 Proration of Dues

Membership dues may be pro-rated to the one-half year during the first year of membership. A new member may join after June 30 and would only pay one-half of the dues for the year.

17-9 Board of Director's Meetings conducted via email.

1. Any board member may make a motion via email.
 - The subject line should include the word "Motion."
 - The first line of the body of the email should include the words "I move that the board approve/authorize/recommend ..."
 - The motion shall be forwarded to the Secretary-Treasurer for distribution to the Board members, and to provide notice to the membership of the meeting being conducted via e-mail.

2. All board members, including the President, may vote. Board members should include the words "I vote No" or "I vote Yes" in the first line of their response. A member may vote "No" and indicate that deliberation is suggested on that motion.
3. A majority of Board member votes are required to decide an email motion. The member who proposed the motion is automatically counted as an affirmative vote.
4. Email motions can only be voted up or down and cannot be amended.
5. The motion will expire in seven calendar days or at the start of the next board or membership meeting – whichever comes first. If the motion doesn't receive the required majority vote by the deadline it fails.
6. The member who proposed the motion may withdraw it at any time prior to approval.
7. The secretary is responsible for tallying the votes and informing the board of the outcome. If a member fails to cc: other board members on his vote, the secretary should forward the email to the others.

17-10 Conference and Board Meeting Dates

The Board shall meet annually to establish the Association's goals for the fiscal year. The Spring Conference, if hosted by the Association, shall be set by the Board of Directors, and shall be held during the last week of March or first week of April. The Summer Conference, if held, shall be on a Wednesday, Thursday and Friday in July, and shall be in various locations as determined by the Board. The Annual Business meeting shall be held in conjunction with the League of Oregon Cities Conference. The Board shall approve changes in this schedule and report the change to the Board and membership.

17-11 Coaching Program

Section 1. PURPOSE: The purpose of the Coaching Program shall be to create an opportunity to bring together a new Member or Member new to Oregon, with a Member experienced in Oregon. The experienced Member, or Coach, would provide assistance, advice, counsel and support to the Member in the nuances of Oregon local government or local government management.

Section 2. APPOINTMENT OF COACHES:

A. Qualifications

1. Five years of governmental experience in Oregon.

B. Appointment Process

1. Appointment of Coaches shall be made by the President through the development of volunteers to provide this service.

C. Terms of Appointment

1. The term shall be for as long as the Coaching relationship is mutually felt to be successful and needed.

Section 3. OUTLINE OF COACH RESPONSIBILITIES:

- A. Volunteers to the OCCMA President to serve as a Coach as needed.

- B. Meets and gets acquainted with the Member requesting a Coach.
- C. Introduces the Member to other Members through regional meetings and in other ways.
- D. Helps the Member to identify resources available in the state including the LOC, AOC, LGPI, local COGs, etc.
- E. Informs the Member of the benefits of OCCMA and encourages attendance at the conferences.
- F. Contacts the member periodically to check on how the job is going.
- G. Provides advice and information in response to direct requests for assistance; refers the Member to other sources of information when appropriate.

Section 4. OUTLINE OF RESPONSIBILITIES OF MEMBER SEEKING A COACH:

- A. Requests a Coach either through a Senior Advisor, Member or directly to the OCCMA President.
- B. Meets and gets acquainted with the Coach.
- C. Identifies areas of knowledge that could benefit from the experience of the Coach and then discusses these areas with the Coach.
- D. Seek suggestions and advice from the Coach.
- E. In appropriate ways initiates communication with the Coach seeking the Coach's knowledge and experience, particularly in Oregon, to avoid common misunderstandings that may interfere with successful management.

17-12 Senior Advisor Program

Section 1. PURPOSE:

The purpose of the Oregon Senior Advisor Program is to provide the counsel, experience and support of respected, retired managers of the profession available to city, county and COG chief administrators and to their chief assistants. The program is intended to primarily help with personal and professional issues of managers and not to provide any extensive form of technical assistance nor to solve substantive problems in a local government.

Section 2. APPOINTMENT OF SENIOR ADVISOR:

- A. Qualifications
 - 1. A resident of Oregon at the time of appointment.
 - 2. At least ten years' experience as an appointed chief administrative officer (CAO) and/or an assistant/deputy CAO in local government.
 - 3. Recognition as a respected manager in Oregon and/or another state.
 - 4. A willingness to participate in the program for at least nine months each year throughout the duration of the appointment.
 - 5. A current member of OCCMA and ICMA at time of appointment and to maintain such memberships during service as Senior Advisor.

6. A commitment to follow the outline of responsibilities for Senior Advisors and the ICMA Senior Advisor Program Guidelines and Manual.
7. Have an active phone number and email address.
8. Substantially retired and/or not engaged in a business that could create a conflict of interest.

B. Appointment Process

1. Creation of an open position of Senior Advisor by a decision of the OCCMA Board declaring a vacancy as a result of the resignation or removal from the state of an incumbent or a decision to increase the total number of Senior Advisor positions.
2. Notice of any vacancy shall be given in the OCCMA Newsletter or by a broadcast email to members. Members shall be given 30 days from the date of the notice to recommend candidates to apply or to recommend others to the OCCMA President. Potential candidates shall be requested to submit a letter of interest and a resume. The final selection process shall be determined by the Board.
3. Initial appointments shall be made jointly by the President of OCCMA, with Board concurrence, and the Executive Director of the ICMA.
4. Reappointments do not require declaration of a vacancy and may be made by the President. Senior Advisors must continue to meet the program's qualifications in order to be considered for reappointment.

C. Terms of Appointment

1. The term of an initial appointment shall be one year.
2. A review is then conducted to assess whether expectations for the Senior Advisor and for the sponsors are being met. Senior Advisors must continue to meet the program's qualifications in order to be considered for reappointment. Reappointment can be made for up to two years with a review conducted at least every two years.
3. Before conducting a review the membership shall be notified and given at least 30 days to provide comments to the President.
4. Any one of the three parties may end the appointment upon written notification to the others.

Section 3. OUTLINE OF SENIOR ADVISOR RESPONSIBILITIES:

- A. Make contact by phone, email or in person with each OCCMA or ICMA member and other local government chief administrators in the Senior Advisor's assigned region within one year of appointment as a Senior Advisor and within one month of receipt of notice of appointment of a new manager, assistant, chief administrator or COG director.
- B. Meet with members in the assigned region as frequently as possible. Meetings may take place at the manager's office, at OCCMA events or at regional managers' meetings, if possible, that afford the Senior Advisor an opportunity to develop meaningful rapport with the individual manager.
- C. Contact members who are in transition within five days of learning of this development and as frequently thereafter as the situation indicates to assure the awareness of continued OCCMA support.
- D. Provide confidential counseling/support to all ICMA and OCCMA members on personal and professional issues when invited to do so by the member, within a 48-hour response time if at all possible.

- E. Offer support in a private manner directly to members who may be experiencing problems with their elected officials, staff or community groups.
- F. Encouraged to attend at least one meeting or social event annually of the managers' group within the Senior Advisor's assigned area.
- G. Attend meetings of the OCCMA Board, OCCMA business meetings and other OCCMA sponsored events, as time permits.
- H. Refrain from direct or indirect public criticism of any member and uphold the standards of the profession as embodied in the ICMA Code of Ethics.
- I. Provide, at least quarterly, a statement of expenses to the OCCMA Secretary-Treasurer (or designee) accompanied by a chronological report of activities to the OCCMA President and ICMA Senior Advisor Coordinator.
- J. As appropriate, or requested, contribute information for use in the OCCMA Newsletter.
- K. Encourage participation by members in OCCMA, ICMA, LOC and AOC activities.
- L. Provide support for the Council-Manager Plan when requested.
- M. As requested assist in recruitment of ICMA and OCCMA members and other joint activities and programs with ICMA.
- N. Keep informed about current municipal affairs by reading *PM*, the LOC and ICMA newsletters and other publications.

Section 4. ANNUAL BUDGET: Each year the OCCMA Board shall determine eligible expenses and approve an annual budget for the Senior Advisor Program. Any changes to the budget should be communicated to ICMA.

Section 5. SENIOR ADVISOR EXPENSES:

- A. Authorized expenses for which a Senior Advisor may be reimbursed or shall be waived are:
 - 1. Automobile travel at current IRS-approved rates for business expenses.
 - 2. Hotel or motel accommodations at moderately priced facilities at work sites and at conference sites.
 - 3. Meals at moderate prices and at meeting events.
 - 4. Registration fees for ICMA Annual Conference, OCCMA events and the League of Oregon Cities or the Association of Oregon Counties annual conference shall be waived by the hosting organization.
 - 5. Long distance telephone charges, postage, miscellaneous supplies and copying costs and similar expenses incidental to performing Senior Advisor duties.
- B. Procedure for Expense Reimbursement
 - 1. Senior Advisors shall send the request for expense reimbursement along with a report of activity required in Section 3 to the OCCMA Secretary-Treasurer (or designee).

2. The OCCMA Treasurer shall authorize payment for expenses incurred by the Senior Advisor in conformance with this policy and shall submit, at least quarterly, a request to ICMA for 50% reimbursement.

Section 6. OUTSIDE ACTIVITIES:

- A. Senior Advisors may engage in part-time consulting or comparable professional activities as private entities and/or sole proprietors. They may also engage in teaching, consulting, or interim services with state agencies, quasi-public entities, local governments or regional agencies. Such part-time activities shall be in accordance with ICMA Senior Advisor Guidelines. Senior Advisors shall advise the OCCMA President before accepting any consulting agreement with a local government. In no instance shall a Senior Advisor accept a consulting assignment with a community without the expressed consent of the senior ICMA or OCCMA member at the same entity.
- B. Senior Advisors may engage in interim manager positions and shall notify the OCCMA President before the acceptance of any such position. Such an assignment should not detract from the Senior Advisor's attention to his/her Senior Advisor responsibilities.
- C. Retired administrators who commercially advertise as consultants are not eligible for Senior Advisor appointment. Senior Advisors may be employed by a consulting firm on a part-time basis or as an independent contractor if the focus of the work is on providing technical expertise on individual projects and there is no responsibility for soliciting business or for client development/maintenance for purposes of future business.

Section 7. ASSISTANCE TO LOCAL GOVERNMENT IN RECRUITMENT OF A MANAGER/ADMINISTRATOR:

- A. Senior Advisor involvement in placement work for a local jurisdiction should be the exception rather than the rule as the main focus of the Senior Advisor Program is member support and advocacy of the Council-Manager Form and other forms of professionalism in local government management. Generally, placement work is best handled by a search firm or by the jurisdiction on their own, especially in cases where there are divided governing bodies or there are complex local issues. In cases where a jurisdiction lacks resources and seeks the assistance of the Senior Advisor Program in a placement process for the chief administrative officer, basic guidelines are presented below.
- B. Senior Advisor placement assistance to a local jurisdiction may include some or all of these items:
 1. Discussing the placement process with elected officials at public meetings. This includes the option for a jurisdiction to use a search firm.
 2. Providing information to the local governing body on the benefits of seeking an experienced public manager or assistant, preferably an ICMA member.
 3. Working with the local governing body on determining position requirements, KSAs (Knowledge, Skills, Abilities) and compensation.
 4. Working with the jurisdiction to prepare a position summary and advertisement based on local charter or code provisions.
 5. Review resumes and application materials and assist the local jurisdiction in developing a list of those applicants meeting the requirements set forth by the governing body. Note: if more than one Senior Advisor is involved with the application review process, the Senior Advisors should

be aware of any restrictions in state law that might prohibit discussion outside the public meeting.

6. Assist the local governing body in developing the interview process.
 7. At the request of the governing body, facilitate the selection of the finalists for interview. The local governing body is solely responsible for selection of finalists for interview purposes. This should be done in accordance with applicable state or local laws regarding open meetings.
 8. Assist the local governing body at the interview process but not participate in the actual interview.
- C. What the Senior Advisors SHOULD NOT do in a placement process are as follows:
1. Perform background checks on candidates.
 2. Be involved in the selection of the candidate by the governing body.
 3. If involved with a placement project for jurisdiction, offer to serve as or accept permanent appointment as chief administrative officer.
 4. Be involved in negotiation of terms of employment for the selected candidate.

Section 8. SUPPORT FOR AND REVIEW OF SENIOR ADVISOR PROGRAM

- A. The OCCMA Board shall serve as the Oversight Committee for the Senior Advisor Program and accepts by reference the ICMA Senior Advisor Program Guidelines.
- B. The OCCMA Board shall review this Statement of Policy and all aspects of the program at least every two years and shall meet with the Senior Advisors at the Spring or Summer conference to discuss the Senior Advisor Program. At least every two years there shall be a formal review and assessment of the performance of all parties in meeting their responsibilities and expectations.
- C. The OCCMA President shall recognize the contributions of the Senior Advisor at the annual meeting of the association.

Bylaws Article 13 adopted February 21, 1997 and updated August 29, 2000.



Memo

To: OCCMA President and Board of Directors
From: Megan George, Administrative Specialist
Date: February 13, 2018
Re: Agenda Item D.6. – Professional Development Committee Update

Attached are the evaluations from the 2017 Summer Conference. These were included in the November 9-10, 2017 board retreat packet, but were aggregated incorrectly. Enclosed are the corrected versions. The response rate was approximately 32%.

The 2018 OCCMA Summer Conference is scheduled for July 10-13, 2018 at Mt. Bachelor Village Resort in Bend. The estimated total revenue for the conference is \$48,775 and the estimated total expenses are \$36,000. Revenue from the conference is derived from registration fees and sponsorships. Expenses include administration, space rentals, printing/postage, speakers, scholarships, hotel/lodging, and food/beverage. These estimates assume \$325 will be charged for member registration.

The 2018 OCCMA Fall Workshop is scheduled for September 27, 2018 at the Hilton Eugene in conjunction with the League of Oregon Cities' Annual Conference. The estimated total revenue from the fall workshop is \$9,000 and the estimated total expenses are \$10,150. These estimates assume \$85 will be charged for member registration which includes a half day of training, breakfast, coffee throughout the morning, and a boxed lunch.

Attachments

1. 2017 Summer Conference Evaluations
2. Conference Planning Timeline

Attachment 1

2017 OCCMA Summer Conference

July 11-14, 2017 – Bend, Oregon

Did you find this conference informative, productive and useful?

Answer	%	Count
Yes	100.00%	35
No	0.00%	0
Total	100%	35

General Comments:

- Good sessions about topics that are up and coming in the local government arena.
- Great sessions this year, and great opportunities to network with peers.
- One of the best summer conferences I have ever been to, content wise.
- Love the location. Great job on organizing the conference.
- As always, a great opportunity to network.
- Good conference this year!
- Great conference!
- This was an excellent conference. There were a mix of relevant topics and break/networking time.
- Good sessions overall this year. Good social events. Food was more mediocre than in the past. Also, the room block from Mt. Bachelor Village is too small.
- Good conference and hope you will keep it in Bend.
- Sessions and presenters at the summer conference were not as productive and informative as the spring joint conference with Washington.
- I thought the session topics could have been better. The opportunity to network with other managers is always the most beneficial component of the conference.
- A new managers breakout would have been nice.
- I did not perceive the value in the presentation from the students, and I was disappointed in the peer exchange. All other sessions were very good, with the opening presentation particularly thought provoking and well delivered.
- Thoroughly enjoyed the conference. The only complaint I had is I always prepare for the conference in advance by taking the agenda and copying it into an electronic document so I don't need to carry paper everywhere. Since the agenda changed significantly from what was published on the website I could not do that. I found that frustrating.
- Conference was a relaxed opportunity for networking and learning.
- This was the best OCCMA conference I have attended. This is my 10th!
- I miss the Bend conferences of years past where the sessions ended earlier with time for group recreational activities (rafting, etc.). It was good for networking and mental health in general...
- Generally better programs this year.
- Great agenda, nice location although it is getting a little cramped for the group.
- As always the topics were good. I think we spent a lot more time on the PSU masters program than necessary, however. It is a good program. I just think that with the limited time we have, more pertinent topics could have been addressed. I think that one topic which is truly

overlooked, is the manager who has been vaulted into the position, from Recorder, Finance, etc who also needs some good guidance and learning. They could truly benefit from discussions with experienced City Managers. I got a lot out of networking and 'picking' the brains of experienced managers.

- Solid information in sessions, always a nice setting and food was generally very healthy to eat!
- The courses were all right on track with things I am dealing with.
- Good selection of topics/timely issues.
- This was my first OCCMA conference and I look forward to the next one. Having a background in HR, the only suggestion I would make is to ask the presenters to tailor their topics to City Managers more. As an example, the investigations session was great for someone who will actually do investigations. But most City Managers will not ever do the actual investigations, so it would be nice to talk about what to do once an investigation is complete. Nice job on the conference.

Please evaluate the Tuesday session:

Answer	%	Count
Excellent	17.14%	6
Good	34.29%	12
Fair	8.7%	3
Poor	0.00%	0
Did not Attend	40.00%	14
	100.00%	35

Tuesday Session comments:

- Would have enjoyed Tuesday's session if it would have started at 2 pm – gives more time for travel
- 4 hours is a really long session.
- 4 hours is a long time for a session.
- Content of the session was good. The time frame was a little long – didn't need 4 hours. Consider starting at 2:00 instead of 1:00. Seems people had a hard time getting here on time and starting right after lunch.
- I thought the content was fine but the delivery was only adequate.
- Information was ok. But there was not much in the way of inspiration in how the information was presented.
- Quality materials that were well presented. The depth of material was greater than could be handled in the space, but that left me searching for more information. Well done.
- It was a bit long but otherwise the session content was excellent.
- I arrived late so can't really rate this. It seemed like there were some very good points brought up. I had a bit of catching up to do.
- Had to miss due to City Council Meeting.

Please evaluate the Wednesday sessions:

Question	Excellent		Good		Fair		Poor		Did not Attend		
Lessons from the Field (Wed. 8:30 a.m.)	26%	9	50%	17	9%	3	3%	1	12%	4	34
Addressing Homelessness through Collaboration and Innovation (Wed. 10:30 a.m.)	35%	13	54%	20	3%	1	5%	2	3%	1	37
Community Engagement A La Carte (Wed. 1:30 p.m.)	42%	15	47%	17	6%	2	0%	0	6%	2	36
Perspectives from MPA Candidates (Wed. 3:15 p.m.)	17%	6	31%	11	37%	13	0%	0	14%	5	35

Wednesday Session comments:

- Speakers need to be understood, unfortunately it was difficult to understand the speech of presenter in Lesson's from Field
- Homelessness discussion was far better than I anticipated. It brought the problem away from just being a "Portland Issue" and allowed the audience to see that this is an issue affecting all communities on multiple levels. The speakers were fantastic. MPA Session was good, but I thought there were too many panelists. Some seemed like they didn't want to be on the panel at all. If this session happens again, pick a few students who really want to discuss the program and experience so audience can get to know them better.
- If we are going to invite the students to do a session, could we consider, please, doing it earlier in the day so I can be more awake? 😊
- I didn't realize the term "Community Engagement" has evolved to such a race and ethnic focus. In my experience Community Engagement strives to bring everyone to the table not just those with language or cultural challenges. The content of the sessions was good but seemed to miss the broader inclusive message.
- The Community Engagement and MPA Candidates sessions were not as good for me. I thought the community engagement was too narrowly focused on Hispanic engagement which is not germane to my jurisdiction. A broader focus on community engagement as a whole would have been more applicable. I did like to hear how to engage the Hispanic community, but I thought it could have been broadened. With the MPA Candidate sessions, I thought this was not super useful for the city managers. I do think it is nice to meet and get to know the MPA Candidates. However, this could be done during receptions, meals, etc. and not take up a session.
- There were several overlaps in the lessons from the field presentations, but the topic was great. I was absolutely inspired by the homeless conversation, where I had perceived no local government role for small cities, this presentation really turned my thoughts around. The engagement presentation was a little biased, but content was excellent. The student presentations had me leaving about 20 minutes in.

- Lessons from the Field had too many slides full of text. The presenters should have stood and used the mic for a room that big. A general complain about the pace of the sessions: too much time for general Q&A. If the panels ran out of things to say, the session should have been shorter. Q&A that goes past five minutes is pure boredom for the audience.
- I felt the format of the MPA candidates was wrong. Having current local government leaders ask questions of graduate students seems like the wrong approach. This is probably why the one question asked was “What can we (current leaders) do to help?” The remainder of the session was the leaders volunteering advice rather than asking other questions.
- Community engagement is where we all need some help, I think. We don’t all have Hispanic residents, but we have elderly, new arrivals, etc.
- As such a small town the efforts going on far exceed our capabilities, the class was eye-opening however and the fellow representing vets was impressive.

Please evaluate the Thursday sessions:

Question	Excellent		Good		Fair		Poor		Did not Attend		
A View From the Other Side and Top Ten Termination Tips (Thurs. 8:45 a.m.)	68%	25	24%	9	0%	0	0%	0	8%	3	37
Public/Private Partnerships (Thurs. 10:00 a.m.)	24%	9	38%	14	24%	9	3%	1	11%	4	37
Workplace Investigations (Thurs. 11:15 a.m.)	57%	21	22%	8	11%	4	0%	0	11%	4	37
The 2017 Legislative Session in Review (Thurs. 2:00 p.m.)	38%	14	41%	15	8%	3	3%	1	11%	4	37
2021 ICMA Conference Host Committee Planning (Thurs. 3:30 p.m.)	11%	4	28%	10	11%	4	0%	0	50%	18	36

Thursday Session comments:

- Public Private session was informative, but I think there needed to be more examples (LOCAL examples) to make it a little more relevant. HR Sessions were interesting and good for small and large city managers.
- Public/Private partnerships seemed pretty mainstream concepts. Would have enjoy at least one “out of the box” case study. Would have enjoyed Senator Johnson but the replacement offered a good perspective.
- Two of the speakers for the public/private partnerships relied way too much on PowerPoint, they basically read us the slides. It would have been better if they provided more stories and examples of successes and failures. The first speaker on that topic was good.
- Rob Drake’s presentation was great. The other two public/private presentations were just long sales pitches.

- My two thoughts on these sessions are: 1) the legislative session could have been much longer to cover more topics applicable to cities. It felt like we just scratched the surface; and 2) the public private partnerships felt more like a sales pitch for companies, than a conference educational session.
- The termination tips and the investigation work was great, and I have extensive notes from real “how to” sessions. This is the meat of learning, and I value these sorts of sessions. The public/private had some overlap that took away some value, and lacked a summary of next steps.
- A View From the Other Side and Top Ten Termination Tips was outstanding. Thank you for bringing this speaker to the conference. I also enjoyed the 2017 Legislative Session in Review. That was great!
- Rep. Mike McLane’s reflections and observations were an unexpected treat.
- The insight from the ex labor attny was very enlightening. I got the most from the public/private partnerships session. I can think of several ways to try to use that to get some things done here that we may not be able to afford otherwise. Very good and thought provoking. Workplace investigations is something we may hate, but we all have to know what to do and what not to do. I thought it was very good. Legislative session was informative too. I did not attend the 2021 conference host planning as I may be retired by then.
- Unfortunately I had to return to deal with an issue Friday and missed the last event and the Friday events.
- Top 10 termination tips was very informative

Please evaluate the Friday session:

Answer	%	Count
Excellent	47%	17
Good	22%	8
Fair	14%	5
Poor	0%	0
Did Not Attend	17%	6
Total	100%	36

What did you like best about the conference?

- Best Round Robin Friday morning session yet (I’ve attended three years)
- I appreciate the timely and pertinent training topics
- Great opportunity to meet with folks from around the state, share experiences and wisdom, and keep strengthening the Oregon local government community. Fantastic conference again this year.
- The community engagement session was very interesting, good to hear from communities of different population sizes and practical tips for engagement.
- The opportunity to network, share ideas and hear from others on the problems and solutions in their communities. I also got a lot out of the leadership workshop.
- Great content on very relevant subjects. Great job picking topics.
- Dr. Cooper does a great job focusing on issues and keeping everyone engaged.
- Networking.
- The location. I love Mt. Bachelor Village.

- The food was great, sponsors were awesome and the session were informative.
- All of the speakers were interesting and knowledgeable. It can be difficult to sit all day at a conference and there can be speakers who do not hold your attention, that was not the case at this conference.
- Thanks for having the Wednesday lunch just be networking.
- Peer networking and engaging with PSU students.
- Location
- Networking
- Location is great. Overall the speakers and sessions were good. Food was good.
- Networking
- Networking!
- I think it would be good to devote more time for this sort of interaction. It is very helpful to hear different perspective and ways communities are dealing with issues.
- Building relationships.
- Networking and catching up with peers in other cities.
- The networking with fellow managers and the MPA students is always the best part of the conference.
- Networking
- Well-structured and a diversity of training opportunities. I would have liked a better layout to visit with the vendors and thank them for their contributions.
- Food, company, location.
- The opportunity to network with managers, students, senior advisors, and vendors.
- The speakers and comradery. Thank you for approaching the planning in a more ala carte fashion rather than having one full-day keynote. This year's format was excellent.
- The evening at Steve Bryant's house.
- Round Robin. I felt it was better attended this year because it wasn't framed as much like a "come learn from older managers" session (wherein none of the older managers went).
- I always love this part of the Conference. Real problems and real solutions from peers. It's like real-time listserv.
- I enjoy seeing most city/county managers at one time. The educational topics are always relevant and good.
- I like the candid way we can all talk to each other. It is very helpful to bounce ideas off others and see what has worked for them and what has not worked.
- This could be longer. Lots of information, but not enough.
- The chance to talk with my peers.
- The opportunity to network with my peers and the idea of a fellowship to support women managers.
- Location and variety of topics was very good
- Great to make new connections

Additional Comments:

I think the partner connection event needs to be advertised Tuesday afternoon so that family members can be encouraged to meet up. Then have an organized event they can all do together, like an afternoon at Sunriver's Water Park

Thanks Christy Wurster and professional development committee for the hard work!

I appreciated the focus on practical knowledge this year. Thanks!

Although the location is beautiful, I hope the committee will consider holding the conference elsewhere because of the cancellation policy of that particular facility. I had an unexpected work conflict arise (as many of us do) that required me to leave the conference early this year. I knew about the conflict a few weeks in advance and when I called to shorten my reservation, I was told their cancellation policy requires a month advance notice, so I would be charged for the duration of my original reservation. Although that may be fine for a leisure traveler, for a business traveler I find that policy completely unacceptable -- it really bothers me that I ended up paying for several nights that didn't get used -- a big waste of resources. If its held there again, I will definitely stay off property at a location with a more reasonable cancellation policy.

My family would like to see more activities planned for families of managers.

Look forward to better conference support and support for OCCMA, and other affiliate organizations, in general, from the next LOC Executive Director.

There are many City Councils that meet on Tuesday night. It might be a good use of time to start on Wednesday morning and finish Friday morning. The board meeting could be a lunch meeting of early afternoon meeting still allowing attendees to travel home or enjoy the afternoon/ weekend in Bend. The food labels regarding Dairy and Gluten Free were excellent!

It is really too hard for me to go to a four day conference. Can we consider going back to having the conference be Wednesday, Thursday, and Friday????

The UB40 concert Tuesday evening was great.

The first morning breakfast should have been more substantial since there is no place on site to get breakfast. It would be nice to have the conference at a site that has a restaurant onsite for dining option.

Consider eliminating Tuesday from program. Continue to offer meal breaks without speakers. Consider ending educational program early one day for a recreational opportunity.

The venue and food was excellent and the attendees are very welcoming, friendly and helpful.

Interactive sessions are better than those that are just death by powerpoint. I also think it's great to focus on "next generation" but the way the panel was setup felt very adversarial. I wonder if you could do a panel that was mixed with both new & older generations and explore "paths" or ways that younger generations can both share their perspective but not be put on the spot.

I have heard many of my fellow OCCMA partners request that the conference be condensed to Wednesday through mid-day Friday.

Great Conference! I wish more family members would have attended the family member component Wednesday morning. I think it's a great idea, because it gives spouses/partners an opportunity to meet other spouses/partners so they feel more included at the evening functions.

Looking forward to next year!

I must be an old fuddy duddy, but I find it very irritating to be sitting near someone who is constantly on their computer and or phone during the sessions. If they don't want to participate or listen to the sessions maybe they shouldn't attend. The whispering and giggling was irritating too. I realize we all have to check in with our cities and we may have to leave the session to answer an important question. I am talking about the ones who are constantly out of contact with the conference. You see the same people doing this at the LOC and CIS conferences. Maybe we could put them all at the back of the room or in another room and skype to them hahahahaha

Thank you for an excellent conference.

Sorry I was unable to attend all sessions, perhaps next year my schedule will allow full participation.
Great Job! Conference committee. Craig Martin

OCCMA 2018 Conference Planning Timeline

JANUARY

1/12	Session topic proposals DUE
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FEBRUARY

2/15	Professional Development Committee Meeting
2/22	Update to OCCMA Board

MARCH

3/1	Sponsorships announced
3/23	SESSION LEADS - Session titles and descriptions DUE

APRIL

4/6	Registration, housing, and scholarship applications open
4/6	Board member RSVP for housing DUE
TBD	Professional Development Committee Meeting

MAY

5/1	Scholarship applications DUE
5/4	Update to OCCMA Board
5/4	Professional Development Committee Meeting to review scholarship applications
5/4	SESSION LEADS – Speakers DUE
5/14	Scholarship recipients notified of award
5/14	Contract for Fall Workshop speaker DUE
TBD	Professional Development Committee Meeting

JUNE

6/1	Conference sponsorships DUE
6/1	SESSION LEADS – A/V needs for sessions and call date for session speakers DUE
6/9	Deadline for discounted lodging (or until lodging is full, whichever occurs first)
6/15	Deadline for conference registration (late registration is + \$50)
6/22	SESSION LEADS – Presentations/handouts for sessions DUE
TBD	Professional Development Committee Meeting

JULY

7/2	Fall Workshop registration open
7/10 - 13	Summer Conference
7/20	Conference evaluations distributed electronically

AUGUST

TBD	Professional Development Committee Meeting
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SEPTEMBER

TBD	OCCMA Q3 Newsletter advertises 2019 Professional Development Committee
9/27	Fall Workshop

OCTOBER

10/5	Fall Workshop evaluations distributed electronically
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OCCMA Newsletter Second Quarter 2018 Copy Due Date: May 7, 2018, To Print: May 16, 2018				
	Article	Author/Coordinator	Word Count	Copy Received
A	President's Message	Christy Wurster	750	
B	Feature Article: New Senior Advisor Profile	Copy: Dan Bartlett Photos: Dan Bartlett	1,500	
C	NW Regional Managers Conference Recap (with photos)	Copy: Maty Wine & Ben Bryant Photos:	400	
D	Summer Conference Registration Now Open	Megan George	N/A	
E	Fall Workshop Save the Date & Registration Opens July 2	Megan George	N/A	
F	ICMA Ethics (ICMA website)	Megan George	800	
G	Career Compass No. 61: Leadership is the Art of Conversation	Megan George	800	
H	ICMA Resources Highlights: ICMA Credentialing	Megan George	300	
I	LOC Resources Highlights: Grants Program	John Schmidt	350	
J	Retirements: Chad Olsen, Carlton	Dan Bartlett	800	
K	Retirements: Gary Milliman, Brookings	Dan Bartlett	800	
L	Senior Advisor Reports	Andy Anderson Dan Bartlett Larry Lehman Sheila Ritz	max 2,000 words per SA (average 350 words per visit)	AA – DB – LL – SR -
M	Coaches Corner	Ben Bryant	700	
N	Managers on the Move (Recruitments in Progress & Managers Recently Appointed)	Megan George	N/A	
O	OCCMA Board Solicitation for 2018	Megan George	N/A	
P	Calendar of Events (repeat)	Megan George	N/A	1/12
Q	Inspiring Local Government Careers: ELGL Undergraduate Project	Ben Bryant	750	

R	ICMA Code of Ethics Tenant 4	Martha Bennett	800	
S	Membership Drive Update	Megan George	500	

OCCMA Newsletter Third Quarter 2018 Copy Due Date: August 6, 2018, To Print: August 15, 2018				
	Article	Author/Coordinator	Word Count	Copy Received
A	President's Message (with photo)	Christy Wurster	750	
B	Feature Article: _____	Copy: Photos:	1,500	
C	ICMA Annual Conference Save the Date	Megan George	N/A	
D	Summer Conference Recap (with photos)	Copy: Photos: Megan George	2 pages	
E	Thank You to Summer Conference Sponsors	Megan George	1 page	
F	Fall Workshop Registration Now Open	Megan George	N/A	
G	ICMA Ethics (ICMA website)	Megan George	800	
H	Career Compass (ICMA website)	Megan George	800	
I	ICMA Resources Highlights	Megan George	300	
J	LOC Resources Highlights	Megan George	200	
K	Retirements (if any):		800 words	
L	Senior Advisor Reports	Andy Anderson Dan Bartlett Larry Lehman Sheila Ritz	max 2,000 words per SA (average 350 words per visit)	AA – DB – LL – SR -
M	Coaches Corner	Ben Bryant	700	
N	Managers on the Move (Recruitments in Progress & Managers Recently Appointed)	Megan George	N/A	
O	OCCMA Board Solicitation for 2018	Megan George	N/A	
P	Calendar of Events (repeat)	Megan George	N/A	1/12

OCCMA Newsletter Fourth Quarter 2018 Copy Due Date: November 5, 2018 To Print: November 19, 2018				
	Article	Author/Coordinator	Word Count	Copy Received
A	President's Message (with photo)	Christy Wurster	750	
B	Feature Article: _____	Copy: Photos:	1,500	
C	ICMA Ethics (ICMA website)	Megan George	800	
D	Career Compass (ICMA website)	Megan George	800	
E	ICMA Resources Highlights	Megan George	300	
F	LOC Resources Highlights	Megan George	200	
G	Retirements (if any):		800 words	
H	Senior Advisor Reports	Andy Anderson Dan Bartlett Larry Lehman Sheila Ritz	max 2,000 words per SA	AA – DB – LL – SR -
I	Coaches Corner	Ben Bryant	700	
J	Managers on the Move (Recruitments in Progress & Managers Recently Appointed)	Megan George	N/A	
K	Calendar of Events 2019	Megan George	N/A	
L	Fall Workshop Recap with Photos	Copy: Photos: Megan George	500	
M	2019 OCCMA Board List	Megan George	N/A	
N	2019 Summer Conference Save-the-Date	Megan George	N/A	
O	2019 OCCMA Committees (Descriptions, Chairs, and solicitation for more participation)	Megan George	N/A	
P	Board Retreat Recap	Megan George	300	
Q	Solicitation for summer conference topic ideas	Megan George	N/A	



Memo

To: OCCMA President and Board of Directors
From: Megan George, Administrative Specialist
Date: February 9, 2018
Re: Agenda Item D.11. – Scholarships Committee Update

The Scholarships Committee (comprised of the chairs of the Professional Development, Next Generation, Academic Affairs, and Support for Managers committees) met via telephone conference on January 16, 2018 to discuss the timeline and process for awarding scholarships to attend the summer conference. OCCMA currently offers two scholarships: Charlie Henry Scholarship and Roger Jordan Perpetual Training Scholarship.

The Charlie Henry Scholarship is intended to provide financial support to OCCMA members to attend the summer conference. Priority for Charlie Henry Scholarships goes to (1) Active members of OCCMA; (2) Members in Transition; and (3) Student members. Application materials for the Charlie Henry Scholarship are attached.

The Roger Jordan Perpetual Training Scholarship is intended to provide financial support to students to build future generations of local government managers. Application materials for the Roger Jordan Perpetual Training Scholarship are attached. Thank you to Roger and Susie Jordan for drafting material.

The Scholarships Committee is making several recommendations:

- That scholarships only be offered to attend the annual summer conference and be announced when registration opens for the conference (typically in early April);
- That scholarship applications be available to complete online (Qualtrics or other) and in editable pdf format. Application materials must include a cover letter and application form;
- That scholarship applications be due in early May (May 1 in 2018) and recipients notified in mid-May (May 14 in 2018) to allow recipients to make alternative arrangements, if needed;
- That scholarship applications be reviewed by the Professional Development Committee with recommendations going to the OCCMA President to make awards;
- That scholarships encompass registration, travel, and lodging costs as dependent on the amount budgeted per year.

Attachments

1. 2018 Charlie Henry Scholarship Application
2. 2018 Roger Jordan Perpetual Training Scholarship Application



Charlie Henry Scholarship

The purpose of the Charlie Henry Scholarship is to provide scholarships to OCCMA members to attend the summer conference scheduled for July 10-13, 2018 at Mt. Bachelor Village Resort in Bend, Oregon. Priority for the Charlie Henry Scholarship goes to (1) Active members of OCCMA; (2) Members in transition; and (3) Student members. Scholarship awards will be based on need.

To qualify for a scholarship, applicants must be a member of OCCMA. If selected, OCCMA will waive the conference registration fee and will provide all on-site meals at no cost. Applicants may also request scholarship funds to reimburse up to \$400 for other actual expenses related to the conference such as lodging and travel. In turn, scholarship recipients will assist conference staff in various capacities including registration, event staffing, distributing handouts, etc.

Scholarship applications (including resume and cover letter) are due May 1, 2018. They may be submitted either electronically *here* or via email using the pdf application form attached. Scholarship applications will be reviewed by OCCMA's Professional Development Committee with awards being made by the OCCMA President. Recipients will be notified in writing by May 14, 2018, including the amount of the scholarship.

Scholarship applicants are asked to hold payment for conference registration fees/meals until notified by OCCMA as to whether a scholarship will be granted. If requesting reimbursement of additional conference-related expenses, scholarship recipients must submit receipts to OCCMA by August 13, 2018.

Questions or to submit applications:

Megan George, Administrative Specialist
League of Oregon Cities
1201 Court Street NE #200, Salem, OR 97301
Fax: (503) 399-4863; Phone: (503) 588-6550
mgeorge@orcities.org



2018 OCCMA Charlie Henry Scholarship

Deadline: **May 1, 2018**

Name: _____

Title: _____

Organization/Jurisdiction or University (students): _____

Address: _____

City: _____

State: _____

Zip: _____

Email: _____

Phone: _____

SCHOLARSHIP APPLICATION QUESTIONS

1. I am currently a member of OCCMA: Yes ☐ No ☐
(**Note:** All scholarship recipients must be members of OCCMA by the time they arrive at the conference.)
2. If you are not selected as a scholarship recipient, will you still be able to attend the conference? ☐ Yes ☐ No
3. I have served in local government for ____ years, ____ months.
OR, __ I am currently a student hoping to be employed in local government in the future.
4. I have a gross annual salary of \$_____. (There is no maximum salary requirement for scholarship applicants; however, salary may be considered during evaluation.)
5. Please list your anticipated expenses to attend the conference:
Conference Registration: _____ Lodging: _____
Travel (mileage reimbursed at (\$0.545/mile): _____ Other: _____
6. How much can your employer contribute toward your conference expenses? \$ _____
7. Please attach a resume that describes your educational and professional background.
8. Please attach a cover letter that describes your interest in attending the conference and how you expect it to benefit you.

Applications must be submitted by May 1, 2018 to Megan George at mgeorge@orcities.org.

Questions? Contact Megan at the email above or by phone at 503-588-6550.



Roger Jordan Perpetual Training Scholarship

OCCMA is committed to partnering with universities to help build future generations of local government managers. In furtherance of that goal, OCCMA is pleased to announce the Roger Jordan Perpetual Training Scholarship aimed at providing university students the ability to attend the summer conference July 10-13, 2018 at Mt. Bachelor Village Resort in Bend.

In 2017, the OCCMA formally established the Roger Jordan Perpetual Training Scholarship to honor Roger Jordan's distinguished service and outstanding contributions to professional management and mentorship of Oregon's local government managers. Roger Jordan spent his entire career managing in Oregon and dedicating his time and personal resources to coaching and mentoring the next generation of managers. During his over 35-year career, Roger managed both Sandy and Dallas and held numerous leadership positions in OCCMA and ICMA. Roger finished his tenure after serving 25 years as the Dallas City Manager. After his retirement from city management he remained committed to better the profession and was instrumental in forming the ICMA coaching program in Oregon, therefore ensuring the next set of coaches for tomorrow's leaders. In fact, in order to ensure funding of the coaching and mentoring programs in Oregon, Roger and his wife Susie donated over \$15,000. An early advocate of the Oregon Emerging Local Government Leaders (ELGL), he worked closely with the League of Oregon Cities to create the Oregon Local Leadership Institute, where he taught classes about local government and issues leaders face. He also consulted for several small cities after retiring from city management. Roger also served as an OCCMA senior advisor for ten years and is only the second Oregonian to receive the Distinguished Service Award from ICMA.

The Roger Jordan Perpetual Training Scholarship is available to university students who are studying local government and are current members of OCCMA. If selected, scholarship funds will cover registration, on-site meal expenses, lodging, and travel expenses. In turn, scholarship recipients will commit to volunteering at the conference in various capacities including registration, event staffing, distributing handouts, etc. Scholarship recipients will also be asked to write a 500-word article on their experience for publishing in OCCMA's quarterly newsletter.

Scholarship applications (including resume and cover letter) are due May 1, 2018. They may be submitted either electronically *here* or via email using the pdf application form attached. Scholarship applications will be reviewed by OCCMA's Professional Development Committee with awards being made by the OCCMA President. Recipients will be notified in writing by May 14, 2018. If requesting reimbursement of additional conference-related expenses, scholarship recipients must submit receipts to OCCMA by August 13, 2018.

Questions or to submit applications:

Megan George, Administrative Specialist
League of Oregon Cities
1201 Court Street NE #200, Salem, OR 97301
Fax: (503) 399-4863; Phone: (503) 588-6550
mgeorge@orcities.org



2018 OCCMA Roger Jordan Perpetual Training Scholarship

Deadline: May 1, 2018

Name: _____

Title: _____

University: _____

Address: _____

City: _____

State: _____

Zip: _____

Email: _____

Phone: _____

SCHOLARSHIP APPLICATION QUESTIONS

1. I am currently a member of OCCMA: Yes ☐ No ☐
(**Note:** All scholarship recipients must be members of OCCMA by the time they arrive at the conference.)
2. If you are not selected as a scholarship recipient, will you still be able to attend the conference? ☐ Yes ☐ No
3. Please list your anticipated expenses to attend the conference:
Conference Registration: _____ Lodging: _____
Travel (mileage reimbursed at (\$0.545/mile): _____ Other: _____
4. Please attach a resume that describes your educational and professional background.
5. Please attach a cover letter that describes your interest in attending the conference and how you expect it to benefit you.

Applications must be submitted by May 1, 2018 to Megan George at mgeorge@orcities.org.
Questions? Contact Megan at the email above or by phone at 503-588-6550.



Memo

To: OCCMA President and Board of Directors
From: Megan George, Administrative Specialist
Date: February 13, 2018
Re: Agenda Item E – 2018 Strategic Plan

Historically, OCCMA has developed an annual strategic plan. Effort has been made to align each strategic focus area with specific initiatives and assign them to either board members or specific committees. Attached to this memo are the strategic plans from 2015 – 2017. At the November 9-10, 2017 board retreat, the board asked that discussion of the 2018 strategic plan be added to the board's agenda for the first meeting in 2018. The draft strategic plan, as included in the packet, includes several notes. First, items that were included at the November 9-10, 2017 meeting are highlighted in yellow. Second, items that has specific items relevant to 2017 are highlighted in blue. The action for the board is to review any additional changes to the draft and adopt a strategic plan for 2018.

Attachments

1. 2018 Draft Strategic Plan
2. 2015 Strategic Plan and Work Plan
3. 2016 Strategic Plan and Work Plan
4. 2017 Strategic Plan



2018 Strategic Plan

OUR MISSION

Our mission is to support and stimulate our members and the profession in order to foster responsible, responsive local government with the objective of improving the sustainability and livability of Oregon communities.

OUR STRATEGIC GOALS

Our Strategic Plan has four goals, which reflect our Mission: professional development, membership support, leadership and hosting the 2021 ICMA Conference. OCCMA carries out its Mission through programs and special activities conducted by the Board and a number of standing committees

Strategic Focus Areas For 2018

Professional Development

- **Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.**
 - Promote LOC TV and ICMA Webinars. **(Communications Committee)**
 - Provide relevant sessions that encourage members to attend OCCMA conferences. **(Professional Development Committee)**
- **Nurture communication between Board and membership in order to increase value in membership and involvement.**
 - Continue to provide members with a valuable OCCMA quarterly. **(Communications Committee)**
 - Encourage continued participation in the listserve. **(Communications Committee)**
 - Survey members (with costs) on their interest in a paper vs. electronic newsletter. **(Communications Committee)**
- **Promote and educate members about ICMA Code of Ethics.**
 - Work with other committees to help educate members about the ICMA Code of ethics. **(Ethics Committee)**
- **Develop future generations of local government managers to sustain the profession.**
 - Continue involvement with the ICMA student chapter at Portland State University and University of Oregon. Attend chapter meetings and encourage students to attend conference. **(Next Generation Committee)**

- Provide scholarships for students to attend the OCCMA conference. **(Next Generation Committee)**
- Provide articles for the newsletter and session ideas for conferences that are relevant to supporting the next generation. **(Next Generation Committee)**
- **Assist with the development of educational programs that promote city management and internship opportunities.**
 - Increase the use of interns and ICMA Fellows by cities in Oregon. **(Next Generation Committee)**
- **Support and collaborate with the Engaging Local Government Leaders (ELGL).**
 - Encourage ELGL to develop a session for the 2017 summer conference. **(Next Generation Committee)**

Membership Support

- **Connect our members with a network of opportunities to gain knowledge, insight, experience and perspective through developing relationships with other professionals in the field.**
 - Work with ICMA to increase the number of Oregon communities participating in the coaching program. **(Support for Managers)**
 - Identify areas where there are regional manager meetings. Create a list of regional meetings and publish their meeting dates in the OCCMA Newsletter and website. **(Communications Committee)**

Leadership

- **Work with other committees to help educate members about the ICMA Code of Ethics.**
 - Monitor OCCMA and ICMA compliance. Activate committee to serve as the local fact-finding body for any ethics inquiry. The committee was not activated in 2015, 2016 or 2017. **(Ethics Committee)**
 - Include ICMA Code of Ethics articles in the OCCMA newsletter and make available on the website. **(Communications Committee)**
- **Recommend Board slate for the following year.**
 - Publish board application form via OCCMA listserve, newsletter and website. **(Nominating Committee)**
 - Review candidates and present recommendation at the General Membership meeting for action in September. **(Nominating Committee)**
- **Increase partnerships with the education system (K-12 and Universities) to help build future generations of local government managers.**
 - Provide informational sessions at universities about local government. **(Next Generation Committee)**
- **Support social justice and equity in the profession. (Professional Development and Next Generation Committees)**
- **Review By-laws and Constitution and recommend amendments as requested by the president/board.**

- In 2017 the By-laws and Constitution Committee will review the role of the executive committee and ensure that all OCCMA membership types are listed in the By-laws. **(By-laws and Constitution Committee)**
- **Identify and recommend action in relation to the ICMA/OCCMA Affiliation Agreement.**
 - The ICMA/OCCMA Affiliation Agreement was last reviewed in March of 2016. Review during 2017. **(ICMA Liaison Committee)**

Host Committee

- **Host a well-organized, sufficiently funded and successful conference.**
 - Ensure Oregon retakes the honor of having the best attended ICMA conference. **(Host Committee)**
 - Continue dues add on to ensure OCCMA has \$50,000 to put towards the conference. **(Board of Directors)**
- **Focus efforts on fund raising, social activities, program activities and business and logistical support.**
 - Have an OCCMA representative on ICMA Conference Planning Committees from now till 2021, who can help OCCMA with responsibilities in 2021. **(Byron Smith)**

OCCMA Strategic Plan 2015



OCCMA

**Oregon City/County
Management Association**

A State Affiliate of **ICMA**

Who We Are

OCCMA is an organization comprised of Oregon City/County Managers, Chief City Administrators, Assistant City Managers and Administrators, and few other consultants and academics professionally interested in local government in Oregon. OCCMA patterned after the worldwide organization – International City/County Management Association (ICMA) – is governed by an elected Board of Directors, which consists of a President, a President-Elect, an Immediate Past President, and six additional Board Members. This membership consists of a minimum of three City or County Managers/Administrators and at least three assistants to the Manager/Administrators. Statewide representation covers five designated regions – Metro Portland, Willamette Valley, Coast, Eastern and Southern Oregon.

OCCMA Strategic Plan

President's Message

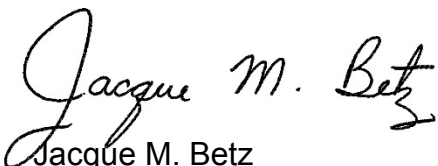
Past-President Aaron Cubic and I are pleased to share with you the 2015 Oregon City/County Management Association's (OCCMA) Strategic Plan (Plan). This Plan reflects the planning process done by the OCCMA Board of Directors at their annual retreat in October of 2014. Each year, the Board sets the direction of the organization based on the needs of its members. This year our Plan consists of four themes (goals) because each captures something distinctive about our organization. They are:

- 1) To provide professional development
- 2) To provide personal support to managers and facilitate communications
- 3) To represent and promote the profession
- 4) Continue planning 2021 ICMA Annual Conference in Portland

As a Board we undertake this plan with pride in our past accomplishments and confidence in our passionate commitment to realizing our objectives. We view this as a management tool that serves the purpose of helping the organization do a better job for its members as we can focus our resources, time, and energy of everyone involved in the same direction. Committee members will work on these objectives and report to the Board at its regularly scheduled meetings on their progress at the NW Regional Manager's Conference, the OCCMA Summer Conference and the LOC Conference. I ask that each of you attend and participate in the meetings or provide your input throughout the year.

I'd like to thank you for the opportunity to serve as the 2015 OCCMA President. The members of the Board and its committee are amongst the most talented and dedicated leaders in our profession and they contribute a significant amount of time and energy outside of their regular job functions to provide consistent, direction and a means of identifying/confirming OCCMA's core functions. I am extremely grateful for their dedication.

Sincerely,



Jacque M. Betz
2015 OCCMA President
City Manager, City of Newberg

Mission of OCCMA

Our mission is to support and stimulate our members and the profession in order to foster responsible, responsive local government with the objective of improving the livability of Oregon communities.

OCCMA Values

OCCMA through our beliefs, is determined to provide quality service to our membership and the cities we serve. Our beliefs center around creating excellence in local governance and mirror the values held by ICMA.

We believe in:

1. Serving as stewards of representative democracy.
2. Practicing the highest standards of honesty and integrity in local governance, as expressed through ICMA's Code of Ethics.
3. Advocating for professional management as an integral component of effective local governance and community building with council-manager government as the preferred local government structure.
4. Building sustainable communities as a core responsibility of local government.
5. Networking and exchanging knowledge and skills across.
6. Ensuring that local governments and the association reflect the diversity of the communities we serve.
7. Committing to lifelong learning and professional development.
8. Building up the quality of the profession and the association through an engaged network of members personally committed to that end.

Strategic Goals

Our Strategic Plan has three primary goals, which reflects our Mission. OCCMA carries out its Mission through programs and special activities conducted by the Board and a number of standing committees.

1. Professional Development: Provide professional development opportunities so our members may acquire the tools to build better communities.
2. Membership Support: Provide personal support and invigorate managers throughout their life in public service.
3. Leadership: Develop an ongoing strategic and operational plan that focuses on the needs of our current and future membership.
4. 2021 ICMA Conference: Host the 2021 ICMA Conference.

1. Professional Development

- a. Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.
- b. Nurture communication between Board and membership in order to increase value in membership and involvement.
- c. Promote and educate members about ICMA Code of Ethics.
- d. Develop future generations of local government managers to sustain the profession.
- e. Assist with the development of educational programs that promote city management and internship opportunities.
- f. Support and collaborate with the Oregon Emerging Local Government Leaders.

2. Membership Support

- a. Connect our members with the network of opportunities to gain knowledge, insight, experience, and perspective through developing relationships with other professionals in the field.

3. Leadership

- a. Work with other committees to help educate members about the ICMA Code of Ethics
- b. Develop future generations of local government managers to sustain the profession
- c. Recommend Board slate for following year.
- d. Increase partnerships with Universities to help build future generations of local government managers.
- e. Review By-Laws and Constitution and recommend amendments as requested by president/board.
- f. Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.

4. 2021 ICMA Conference

- a. Host a well-organized, sufficiently funded and successful conference.
- b. Focus efforts on fund raising, social and program activities and business and logistics support.

The Board accomplishes many of our goals and objectives through a partnership with our members in the form of Standing Committees.

STANDING COMMITTEES

Ethics

OBJECTIVE: Monitor OCCMA and ICMA member compliance with the ICMA Code of Ethics. Committee also serves as the local fact-finding body for any ICMA ethics inquiry. Work with other committees to help educate members about the ICMA Code of Ethics.

Nominating

OBJECTIVE: Recommend Board slate for following year (September business meeting).

Professional Development / Conference Planning / Trade Show Sponsorship

OBJECTIVE: Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.

Support for Managers / Coaching & Mentoring

OBJECTIVE: To connect our members with the network of opportunities to gain knowledge, insight, experience and perspective through developing relationships with other professionals in the field.

Academic Affairs

OBJECTIVE: Increase partnerships with Universities to help build future generations of local government managers.

By-laws & Constitution

OBJECTIVE: Review By-Laws and Constitution and recommend amendments as requested by president/board.

Communications (Newsletter & Website)

OBJECTIVE: Maintain and enhance multimedia member communication and information exchange programs.

Next Generation

OBJECTIVE: Develop future generations of local government managers to sustain the profession. Assist with the development of educational programs that promote city management and internship opportunities. Support and collaborate with the Oregon Emerging Local Government Leaders.

ICMA Liaison (Credentialing / Affiliate Agreement / Form of Government)

OBJECTIVE: Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.

2021 ICMA Conference

OBJECTIVE: Host well-organized, sufficiently funded and successful conference. Portland, Oregon has been chosen as the host city for the 2021 ICMA Conference. OCCMA will focus efforts on fund raising, social and program activities and business and logistics support.

OCCMA Work Plan



OCCMA

OCCMA is an organization comprised of Oregon City/County Managers, Chief City Administrators, Assistant City Managers and Administrators, and few other consultants and academics professionally interested in local government in Oregon. OCCMA patterned after the worldwide organization – International City/County Management Association (ICMA) – is governed by an elected Board of Directors, which consists of a President, a President-Elect, an Immediate Past President, and six additional Board Members. This membership consists of a minimum of three City or County Managers/Administrators and at least three assistants to the Manager/Administrators. Statewide representation covers five designated regions – Metro Portland, Willamette Valley, Coast, Eastern and Southern Oregon.

The work plan reflects the strategic planning process done by the OCCMA Board of Directors. Each year, the Board sets the direction of the organization based on the needs of its members. This is a living document and will be updated as progress is made and/or as goals change.

Mission of OCCMA

Our mission is to support and stimulate our members and the profession in order to foster responsible, responsive local government with the objective of improving the livability of Oregon communities.

Strategic Goals

Our Strategic Plan has four goals, which reflects our Mission. OCCMA carries out its Mission through programs and special activities conducted by the Board and a number of standing committees.

- Professional Development: Provide professional development opportunities so our members may acquire the tools to build better communities.
- Membership Support: Provide personal support and invigorate managers throughout their life in public service.
- Leadership: Develop an ongoing strategic and operational plan that focuses on the needs of our current and future membership.
- 2021 ICMA Conference: Host the 2021 ICMA Conference.

Why a Work Plan?

A work plan defines performance expectations and provides a framework for how we will achieve our organizational goals. To help achieve our goals and promote our successes OCCMA utilizes Specific, Measurable, and Achievable, Resource and Time-bound (SMART) objectives and actions.

S.M.A.R.T.

Developing sound goals is critical to managing our performance. Having a SMART Work Plan:

- Establishes direction for task and/or projects
- Clarifies expectations
- Clarifies resources required to meet objectives
- Identifies the results of efforts
- Achieves higher levels of performance
- Corrects performance deficiencies
- Increases ability to take pride and satisfaction in our achievements

Specific: Objectives should be simplistically written and clearly define an outcome. (What, Why, How)

Measurable: Objectives should be measurable so that you have tangible evidence that you have accomplished the goal. Usually, the entire goal statement is a measure for the project, but there are usually several short-term or smaller measurements built into the goal. Measures should include numeric or descriptive measures that define quantity, quality, etc. Focus on elements such as observable actions, quantity, quality, cycle time, efficiency, and/or flexibility to measure outcomes not activities.

Achievable and Assignable: Objectives should be achievable and assignable and within the department and staff member's control or influence and they must possess the appropriate knowledge, skills, and abilities needed to achieve the goal. Consider authority or control, influence, resources and work environment support to meet the goal. You can meet most any goal when you plan your steps wisely and establish a timeframe that allows you to carry out those steps. As you carry out the steps, you can achieve goals that may

have seemed impossible when you started. On the other hand, if a goal is impossible to achieve, you may not even try to accomplish it. Achievable goals motivate employees; impossible goals demotivate them.

Resources: Objectives should have a measure of resources required to complete task. This may include hard dollars, grant funds, in-kind services, staff time etc.

Time-bound: Objectives should identify a definite target date for completion and/or frequencies for specific action steps that are important for achieving the goal. How often should the staff member work on this assignment? By when should this goal be accomplished? Incorporate specific dates, calendar milestones, or timeframes that are relative to the achievement of another result (i.e., dependencies and linkages to other projects).

Professional Development

Leadership Objectives:

- *Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.*
- *Nurture communication between Board and membership in order to increase value in membership and involvement.*
- *Promote and educate members about ICMA Code of Ethics.*
- *Develop future generations of local government managers to sustain the profession.*
- *Assist with the development of educational programs that promote city management and internship opportunities.*
- *Support and collaborate with the Oregon Emerging Local Government Leaders.*

Leadership Actions:

Objective 1: *Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.*

Action 1:

Objective: Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
		Joe Gall		1	2	3	4		
1									

Objective 2: *Nurture communication between Board and membership in order to increase value in membership and involvement.*

Action 1:

Objective: Nurture communication between Board and membership in order to increase value in membership and involvement									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Scott Pingel							

Objective 3: Promote and educate members about ICMA Code of Ethics.

Action 1:

Objective: Promote and educate members about ICMA Code of Ethics									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Monitor OCCMA and ICMA compliance. Activate committee to serve as the local fact-finding body for any ethics inquiry	Jacque Betz	Appointed Committee						
2	Work with other committees to help educate members about the ICMA Code of Ethics	Jacque Betz	Appointed Committee						

Objective 4: Develop future generations of local government managers to sustain the profession.

Action 1:

Objective: Develop future generations of local government managers to sustain the profession									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Megan Messmer							

Objective 5: Assist with the development of educational programs that promote city management and internship opportunities.

Action 1:

Objective: Assist with the development of educational programs that promote city management and internship opportunities									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Megan Messmer							

Objective 6: Support and collaborate with the Oregon Emerging Local Government Leaders.

Action 1:

Objective: Support and collaborate with the Oregon Emerging Local Government Leaders									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Megan Messmer							

Membership Support

Leadership Objectives:

- *Connect our members with the network of opportunities to gain knowledge, insight, experience, and perspective through developing relationships with other professionals in the field.*

Leadership Actions:

Key: O – planned action date, X – action taken

Objective 1: *Connect our members with the network of opportunities to gain knowledge, insight, experience, and perspective through developing relationships with other professionals in the field.*

Action 1:

Objective: <i>Connect our members with the network of opportunities to gain knowledge, insight, experience, and perspective through developing relationships with other professionals in the field</i>									
Specific Action	Measurement	Assignment	Resources	Time/ Quarter				Status	
				1	2	3	4		
1	Coaching Program	Michael Sykes	Ben Bryant						
2									

Leadership

Leadership Objectives:

- *Work with other committees to help educate members about the ICMA Code of Ethics.*
- *Develop future generations of local government managers to sustain the profession.*
- *Recommend Board slate for following year.*
- *Increase partnerships with Universities to help build future generations of local government managers.*
- *Review By-Laws and Constitution and recommend amendments as requested by president/board.*
- *Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.*

Leadership Actions:

Objective 1: Work with other committees to help educate members about the ICMA Code of Ethics.

Action 1:

Objective: Work with other committees to help educate members about the ICMA Code of Ethics								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1		Jacque Betz	Appointed Committee					

Objective 2: Develop future generations of local government managers to sustain the profession.

Action 1:

Objective: Develop future generations of local government managers to sustain the profession								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1		Megan Messmer						

Objective 3: Recommend Board slate for following year.

Action 1:

Objective: Recommend Board slate for following year									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Aaron Cubic							

Objective 4: Increase partnerships with Universities to help build future generations of local government managers.

Action 1:

Objective: Increase partnerships with Universities to help build future generations of local government managers									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Alice Cannon							

Objective 5: Review By-Laws and Constitution and recommend amendments as requested by president/board.

Action 1:

Objective: Review By-Laws and Constitution and recommend amendments as requested by president/board									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Alice Cannon							

Objective 6: Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.

Action 1:

Objective: Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Christy Wurster							

2021 ICMA Conference

Leadership Objectives:

- *Host a well-organized, sufficiently funded and successful conference.*
- *Focus efforts on fund raising, social and program activities and business and logistics support.*

Leadership Actions:

Objective 1: Host a well-organized, sufficiently funded and successful conference.

Action 1:

Objective: Host a well-organized, sufficiently funded and successful conference									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Joe Gall							

Objective 2: Focus efforts on fund raising, social and program activities and business and logistics support.

Action 1:

Objective: Focus efforts on fund raising, social and program activities and business and logistics support									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
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[Return to Agenda](#)

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Professional Development

Leadership Objectives:

- **Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.**
- **Nurture communication between Board and membership in order to increase value in membership and involvement.**
- **Promote and educate members about ICMA Code of Ethics.**
- **Develop future generations of local government managers to sustain the profession.**
- **Assist with the development of educational programs that promote city management and internship opportunities.**
- **Support and collaborate with the Oregon Emerging Local Government Leaders.**

Leadership Actions:

Objective 1: Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.

Action 1:

Objective: Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
		Joe Gall		1	2	3	4		
1									

Objective 2: Nurture communication between Board and membership in order to increase value in membership and involvement.

Action 1:

Objective: Nurture communication between Board and membership in order to increase value in membership and involvement									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	In 2015, the Communications Committee produced a valuable, salient OCCMA Newsletter each calendar quarter.	Scott Pingel						Complete	

Objective 3: Promote and educate members about ICMA Code of Ethics.

Action 1:

Objective: Promote and educate members about ICMA Code of Ethics									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1	Monitor OCCMA and ICMA compliance. Activate committee to serve as the local fact-finding body for any ethics inquiry	Jacque Betz	Appointed Committee						
2	Work with other committees to help educate members about the ICMA Code of Ethics	Jacque Betz	Appointed Committee						

Objective 4: Develop future generations of local government managers to sustain the profession.

Action 1:

Objective: Develop future generations of local government managers to sustain the profession									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Megan Messmer							

Objective 5: Assist with the development of educational programs that promote city management and internship opportunities.

Action 1:

Objective: Assist with the development of educational programs that promote city management and internship opportunities									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Megan Messmer							

Objective 6: Support and collaborate with the Oregon Emerging Local Government Leaders.

Action 1:

Objective: Support and collaborate with the Oregon Emerging Local Government Leaders									
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status	
				1	2	3	4		
1		Megan Messmer							

Membership Support

Leadership Objectives:

- **Connect our members with the network of opportunities to gain knowledge, insight, experience, and perspective through developing relationships with other professionals in the field.**

Leadership Actions:

Key: O – planned action date, X – action taken

Objective 1: Connect our members with the network of opportunities to gain knowledge, insight, experience, and perspective through developing relationships with other professionals in the field.

Action 1:

Objective: Connect our members with the network of opportunities to gain knowledge, insight, experience, and perspective through developing relationships with other professionals in the field

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Coaching Program	Michael Sykes	Ben Bryant					
2	In 2015, 1) the coaching program webinars set a record participation of 5,700 live audience members across the country; 2) Oregon had 96 separate computers log in to view the live webinar (many people view the webinars in a group, so the live audience from Oregon is much higher); 3) the coaching program is now sponsored country-wide and OCCMA's financial contribution decreased to \$1,000 as a result of a title sponsor, ICMA-RC; and 4) the coaching program launched a new website: http://icma.org/coaching . Goals for 2016: Work with ICMA to merge OCCMA's list of 1-1 coaches with the national database.							

Leadership

Leadership Objectives:

- **Work with other committees to help educate members about the ICMA Code of Ethics.**
- **Develop future generations of local government managers to sustain the profession.**
- **Recommend Board slate for following year.**
- **Increase partnerships with Universities to help build future generations of local government managers.**
- **Review By-Laws and Constitution and recommend amendments as requested by president/board.**
- **Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.**

Leadership Actions:

Objective 1: Work with other committees to help educate members about the ICMA Code of Ethics.

Action 1:

Objective: Work with other committees to help educate members about the ICMA Code of Ethics								
Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	Monitor OCCMA and ICMA compliance. Activate committee to serve as the local fact-finding body for any ethics inquiry. The ethics committee was not activated for fact-finding on an ethics inquiry in 2015. They were informed by the president on two investigative outcomes from ICMA and appropriate notification was also provided to the general membership.	Jacque Betz	Appointed Committee					Ongoing
2	ICMA Code of Ethics articles are included in the OCCMA newsletter on a quarterly basis and the OCCMA Code of Ethics is available on the Association's website. Both OCCMA and ICMA have members readily available to address ethic concerns or questions.							Ongoing

Objective 2: Develop future generations of local government managers to sustain the profession.

Action 1:

Objective: Develop future generations of local government managers to sustain the profession
--

Specific Action	Measurement	Assignment	Resources	Time/ Quarter				Status
				1	2	3	4	
1		Megan Messmer						

Objective 3: Recommend Board slate for following year.

Action 1:

Objective: Recommend Board slate for following year								
Specific Action	Measurement	Assignment	Resources	Time/ Quarter				Status
				1	2	3	4	
1	<ul style="list-style-type: none"> Published Board Application Form via OCCMA Listserv, Newsletter and Web (June) Nominating Committee review of candidates (August) Presented recommendation at Board Meeting for action (September) Open positions filled 	Aaron Cubic						Complete

Objective 4: Increase partnerships with Universities to help build future generations of local government managers.

Action 1:

Objective: Increase partnerships with Universities to help build future generations of local government managers								
Specific Action	Measurement	Assignment	Resources	Time/ Quarter				Status
				1	2	3	4	
1		Alice Cannon						

Objective 5: Review By-Laws and Constitution and recommend amendments as requested by president/board.

Action 1:

Objective: Review By-Laws and Constitution and recommend amendments as requested by president/board								
Specific Action	Measurement	Assignment	Resources	Time/ Quarter				Status
				1	2	3	4	
1		Alice Cannon						

Objective 6: Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.

Action 1:

Objective: *Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues*

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1	The ICMA Liaison Committee met and completed a status tracking document encompassing OCCMA's responsibilities as outlined in the ICMA/OCCMA Affiliation Agreement. The information was used to prepare recommended updates to the Affiliation Agreement. The OCCMA Board voted in support of the draft changes at their meeting held at the Summer Conference 2015. Kim Bentley forwarded the draft changes to the ICMA/OCCMA Affiliation Agreement to ICMA for consideration following the Summer Conference. OCCMA is waiting for the comments to the amended Affiliation Agreement.	Christy Wurster						Complete; pending ICMA's comments

2021 ICMA Conference

Leadership Objectives:

- **Host a well-organized, sufficiently funded and successful conference.**
- **Focus efforts on fund raising, social and program activities and business and logistics support.**

Leadership Actions:

Objective 1: *Host a well-organized, sufficiently funded and successful conference.*

Action 1:

Objective: *Host a well-organized, sufficiently funded and successful conference*

Specific Action	Measurement	Assignment	Resources	Time/Quarter				Status
				1	2	3	4	
1		Joe Gall						

Objective 2: Focus efforts on fund raising, social and program activities and business and logistics support.

Action 1:

Objective: Focus efforts on fund raising, social and program activities and business and logistics support									
Specific Action	Measurement	Assignment	Resources	Time/ Quarter				Status	
				1	2	3	4		
1		Joe Gall							



2017 Strategic Plan

OUR MISSION

Our mission is to support and stimulate our members and the profession in order to foster responsible, responsive local government with the objective of improving the sustainability and livability of Oregon communities.

OUR STRATEGIC GOALS

Our Strategic Plan has four goals, which reflect our Mission: professional development, membership support, leadership and hosting the 2021 ICMA Conference. OCCMA carries out its Mission through programs and special activities conducted by the Board and a number of standing committees

Strategic Focus Areas For 2017

Professional Development

- **Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.**
 - Promote LOC TV and ICMA Webinars. **(Communications Committee)**
 - Provide relevant sessions that encourage members to attend OCCMA conferences. **(Professional Development Committee)**
- **Nurture communication between Board and membership in order to increase value in membership and involvement.**
 - Continue to provide members with a valuable OCCMA quarterly. **(Communications Committee)**
 - Encourage continued participation in the listserve. **(Communications Committee)**
 - Survey members (with costs) on their interest in a paper vs. electronic newsletter. **(Communications Committee)**
- **Promote and educate members about ICMA Code of Ethics.**
 - Work with other committees to help educate members about the ICMA Code of ethics. **(Ethics Committee)**
- **Develop future generations of local government managers to sustain the profession.**
 - Continue involvement with the ICMA student chapter at Portland State University. Attend chapter meetings and encourage students to attend conference. **(Next Generation Committee)**

- Provide scholarships for students to attend the OCCMA conference. **(Next Generation Committee)**
- Provide articles for the newsletter and session ideas for conferences that are relevant to supporting the next generation. **(Next Generation Committee)**
- **Assist with the development of educational programs that promote city management and internship opportunities.**
 - Increase the use of interns and ICMA Fellows by cities in Oregon. **(Next Generation Committee)**
- **Support and collaborate with the Engaging Local Government Leaders (ELGL).**
 - Encourage ELGL to develop a session for the 2017 summer conference. **(Next Generation Committee)**

Membership Support

- **Connect our members with a network of opportunities to gain knowledge, insight, experience and perspective through developing relationships with other professionals in the field.**
 - Work with ICMA to increase the number of Oregon communities participating in the coaching program. **(Support for Managers, Coaching & Mentoring Committee)**
 - Identify areas where there are regional manager meetings. Create a list of regional meetings and publish their meeting dates in the OCCMA Newsletter and website. **(Joe Gall and the Communications Committee)**

Leadership

- **Work with other committees to help educate members about the ICMA Code of Ethics.**
 - Monitor OCCMA and ICMA compliance. Activate committee to serve as the local fact-finding body for any ethics inquiry. The committee was not activated in 2015 or 2016. **(Joe Gall/Ethics Committee)**
 - Include ICMA Code of Ethics articles in the OCCMA newsletter and make available on the website. **(Communications Committee)**
- **Recommend Board slate for the following year.**
 - Publish board application form via OCCMA listserve, newsletter and website. **(Nominating Committee)**
 - Review candidates and present recommendation at the General Membership meeting for action in September. **(Nominating Committee)**
- **Increase partnerships with the education system (K-12 and Universities) to help build future generations of local government managers.**
 - Provide informational sessions at universities about local government. **(Next Generation Committee)**
- **ADD A SOCIAL JUSTICE AND EQUITY BULLET – MARTHA WILL PROVIDE LANGUAGE (Professional Development and Next Generation Committees)**

- **Review By-laws and Constitution and recommend amendments as requested by the president/board.**
 - In 2017 the By-laws and Constitution Committee will review the role of the executive committee and ensure that all OCCMA membership types are listed in the By-laws. **(By-laws and Constitution Committee)**
- **Identify and recommend action in relation to the ICMA/OCCMA Affiliation Agreement.**
 - The ICMA/OCCMA Affiliation Agreement was last reviewed in March of 2016. Review during 2017. **(ICMA Liaison Committee)**

2021 ICMA Conference

- **Host a well-organized, sufficiently funded and successful conference.**
 - Ensure Oregon retakes the honor of having the best attended ICMA conference. **(2021 ICMA Conference Committee)**
 - Continue dues add on to ensure OCCMA has \$50,000 to put towards the conference. **(Board of Directors)**
- **Focus efforts on fund raising, social activities, program activities and business and logistical support.**
 - Have an OCCMA representative on ICMA Conference Planning Committees from now till 2021, who can help OCCMA with responsibilities in 2021. **(Byron Smith)**

From: Mike Cully <mcully@orcities.org>
Sent: Friday, February 9, 2018 4:20 PM
To: Mike Cully
Subject: Update: LGPI *Important*

At a meeting this afternoon, the board of directors of the Local Government Personnel Institute (LGPI) voted 7-1 to put forth a recommendation to the boards of the League of Oregon Cities and the Association of Oregon Counties to dissolve LGPI effective on or before June 30, 2018.

The status of LGPI is a scheduled agenda item for discussion at the February 16 LOC Board meeting. Executive Director Mike Cully and General Counsel Patty Mulvihill will brief the LOC Board on the status of LGPI, answer any questions, and advise of some possible next steps. It is my understanding that the executive director of the Association of Oregon Counties will be updating his board on Monday.

Acting LGPI Executive Director Robb Van Cleave has prepared a draft action plan for how to conclude LGPI services and current business relationships. I am currently reviewing the plan, with a goal of having it finalized in the coming weeks.

Two LGPI employees - Ruth Mattox (who handles HR functions) and Pierre Robert (labor negotiations) - have been advised of the LGPI Board decision. They have each indicated that they are committed to seeing their existing projects to fruition (in the event that either of them leaves and takes another job, Mr. Van Cleave has instituted plans to ensure that their work load remain covered so LOC members do not unnecessarily suffer from this dissolution).

During today's meeting of the LGPI Board, I expressed my desire and commitment to provide Oregon's cities with the services they need to effectively govern. The services provided by LGPI are important to the League's members - my staff and I are hard at work trying to determine how those services can continue to be provided if LGPI is dissolved.

<image003.jpg>**Mike Cully**, Executive Director

mcully@orcities.org

(503) 588-6550 | (800) 452-0338 | (503) 540-6567 direct |
1201 Court St. NE, Suite 200 | Salem, Oregon 97301

www.orcities.org

Helping Cities Succeed

To: OCCMA Board
From: Scott Winkels, IGR Associate
Date: 1/3/2018
Re: Advocacy Development

At the direction of Mr. Cully, staff from each department are working to reform and enhance the League's grassroots advocacy capabilities with the goal of having ambitious but achievable goals in place for the February session. These developments include:

- **Email lists:** The League will build and maintain an email group for each legislator by the beginning of the session. The idea being that if we need our members to contact, for example, Rep. David Brock Smith, HD 1, an IGR associate can easily pull up that address list from their Surface or phone and reach the mayor, councilors and managers from the seven cities in his district. House districts would be combined to create Senate district lists and eventually built up to have a list for each legislative committee.
- **"Kalkhoven Effect" Leaders (KEL):** The League's researchers have identified what we affectionately call the "Kalkhoven Effect". This occurs when a city leader who is active in the League produces a ripple effect in which surrounding city leaders become more engaged. These identified city leaders will be asked to amplify our legislative alerts and messages to their colleagues. Enhancing grassroots advocacy will require a significant amount of staff dedication but we believe peer-to-peer engagement will be what makes our program successful.
- **Social Media:** While the League's social media presence has increased over the past 18-months, our members, with some exceptions, do not amplify our message with re-tweets, shares, likes, etc. We need to develop a specific hashtag that indicates to our members that we need a message re-broadcasted to their networks. We promoted some tweets and Facebook posts during the recreational immunity debate last session with some measure of success but our cities collectively have a significant voice that should be better utilized.
- **Data Tracking:** Currently our measurements of member participation do not include direct legislative action. If a city leader attends an event we track it but if a lobbyist calls one of our members and asks them to make a call to a legislator we don't capture that. We won't be able to track every contact as some will take place without our knowledge but ideally increased access to data will track our efficacy.

These are initial steps that we believe can be accomplished in the coming weeks. After February, League staff will continue to refine and develop this program with substantial involvement of city leaders across the state. Grassroots advocacy, in order to be genuine, can be organized by the staff but will require ownership by and from Oregon's city leaders.



Memo

To: OCCMA President and Board of Directors
From: Megan George, Administrative Specialist
Date: February 9, 2018
Re: Agenda Item H – Policy Annex 17-6 Discussion

The purpose of this agenda item is to allow the board to discuss the expense policy contained in 17-6 of the policy annex (see below).

17-6 Expense Reimbursements

Section 1. PRESIDENT TRAVEL:

- A. The Association shall, if requested, reimburse the President's travel expenses outside Oregon to the ICMA Conference.
- B. The Association shall, if requested, reimburse one-half of the President's travel expenses for travel outside of Oregon to the Northwest Regional Conference and ICMA West Coast Regional Conference, and ICMA committee meetings.
- C. The Association shall, if requested, pay for the President's lodging at Board Meetings, the Northwest Regional Conference, and Summer Conference. Mileage and meals shall be at the President's expense.
- D. The Association shall, if requested, pay for the expenses of Field Visits.
- E. No reimbursement shall be provided for Association attendance at the annual League of Oregon Cities conference.
- F. The President may designate a board member to attend meetings on the President's behalf and receive full reimbursement pursuant to the above limits.

Section 2. ASSOCIATION BOARD MEMBERS: For all membership events, including the annual Board retreat/business meeting, all expenses shall be paid by individual Board members. Facility/meeting room costs shall be paid by the Association.

Section 3. ACTIVE ASSOCIATION MEMBERS: Active Association members (including Board members) may request, by petition to the Board up to one-half of their travel expenses for out-of-State participation on national committees including but not limited to Conference Planning Committee, Strategic Planning Committee and Small Community Task Force.

Section 4. MEMBERS IN TRANSITION: Active Members in transition may make requests to the Board for reimbursement of travel expenses incurred for Association business meetings. Travel expenses shall include registration fees, meals, lodging, air/auto travel and incidentals including parking and cab fares. Personal expenses such as phone calls or entertainment including alcohol are not reimbursable. All reimbursements are subject to sufficient funds being allocated in the Association budget to pay for the expenses and concurrence of the Secretary-Treasurer to provide reimbursement. Any disputed reimbursements shall be reviewed and settled by the Board.



Memo

To: OCCMA President and Board of Directors
From: Megan George, Administrative Specialist
Date: February 11, 2018
Re: Agenda Item I – 2018 Budget Update

17-4 §1-2 of OCCMA's Policy Annex require an annual budget be approved at the first meeting of the newly elected board each year. The proposed budget was first shared with the board at the November 9-10, 2018 board retreat. There are a few significant changes made from that version:

- **Year-End Actuals.** The budget now includes actuals from 2017, instead of estimates based on actuals through September 2017. A few line items have been correspondingly adjusted to accommodate the additional information.
- **\$35,000 Transfer to ICMA 2021 Conference.** The board requested that \$35,000 be moved to reserves for the ICMA 2021 Conference. This is shown as a transfer from the operating fund to the ICMA 2021 Conference at the end of 2017.
- **\$2,000 Transfer to Roger Jordan Scholarship.** The board requested that the Roger Jordan Scholarship expense line item be increased by \$2,000. This is shown as a transfer from the operating fund to the Roger Jordan Scholarship at the end of 2017.
- **NW Women's Leadership Academy.** This section was added to the budget to allow the program to collect registrations (\$15,000) and pay out expenses (\$15,000).
- **\$500 Sponsorship of ELGL's Inspiring Local Government Careers Event.** This amount was added to the miscellaneous line item to account for the board's vote to sponsor this event on February 16, 2018 at Willamette University.

The action for the board is to approve the year-end financial report and approve the 2018 proposed budget as presented by staff, or as amended by the board.

OCCMA 2018 Budget Narrative

REVENUES

Beginning Cash

The beginning cash balance has three sections:

Operations. This line item contains the unrestricted cash balance available to OCCMA at the beginning of the budget year. The operations beginning cash target is at least 20% of operating expenses. The proposed budget includes operating expenditures of \$126,300. The operations beginning cash balance is estimated at \$46,850 which is more than the \$25,260 required by the fund balance policy.

2021 ICMA Conference. OCCMA has targeted saving \$50,000 by the end of the 2020 budget year to aid in preparations for the 2021 ICMA Conference that will be hosted in Portland, Oregon. The purpose of this line item is to hold the monies restricted to the 2021 ICMA Conference. The 2018 estimated balance is \$72,856.

Roger Jordan Scholarship. This line item was previously named “Wells/Jordan Scholarship”. The purpose of this line item is to hold the monies restricted to the Roger Jordan Scholarship. The 2018 estimated balance is \$4,872 due to a transfer of \$2,000 made in 2017.

Conference Income

Fall Workshop. The Fall Workshop is a partial-day training and business meeting held in conjunction with the League of Oregon Cities Annual Conference. The 2018 Fall Workshop is tentatively scheduled for September 27, 2018 at the Hilton Eugene. Income is generated by registration fees. Income is estimated to be \$9,000.

NW Regional Conference. OCCMA hosts the Northwest Regional Managers Conference on a rotating basis with the Washington City/County Management Association (WCMA) (and occasionally the Alaska Municipal Management Association). The 2018 NW Regional Manager Conference will be hosted by WCMA May 1-4, 2018 at Skamania Lodge in Stevenson, Washington. This event is budgeted as a conference only in years where OCCMA is the host organization.

Summer Conference. The Summer Conference is a multi-day conference hosted by OCCMA annually in July. The 2018 Summer Conference is scheduled for July 10-13, 2018 at Mt. Bachelor Village Resort in Bend, Oregon. There are several revenue line items:

- **Registrations** – The 2017 year-end actual for registration is \$30,435 which is consistent with the trend of increased registrations. The 2018 proposed budget includes an estimate of \$28,000.
- **Sponsorships** – Sponsorships allow vendors to participate in the conference trade show and are collected at seven different levels: Keynote (\$5,000); Reception (\$2,500); Golf (\$2,500); Platinum (\$2,500); Gold (\$1,500); Silver (\$1,000); and Nonprofit (\$750). The 2017 year-end actual for sponsorships is \$14,900. The 2018 proposed budget includes \$12,500 in sponsorships.

- **Roger Jordan Scholarship** – Roger and Susie Jordan pledged \$5,000 to support student attendance at the annual summer conference. Scholarships are used to offset registration, travel, and lodging costs. The Jordans give approximately \$1,000 annually to support these efforts.
- **Food Charges** – The purpose of this line item was to collect food and beverage charges for lunch and breakfasts held at the conference. These items are now included in registration costs beginning in 2016 and therefore do not appear separately in this line item.
- **Activity Fee** – The purpose of this line item is to collect separate fees for activities planned during the conference. The Professional Development Committee of OCCMA has handled revenues and expenditures separately since 2016 and therefore no money is included for this line item.

General Operations Income

Dues. Basic dues for active members are calculated using a modified formula that ICMA uses to calculate their dues. The formula is as follows:

- Line 1. Annual Salary
- Line 2. Add deferred compensation
- Line 3. Total salary, Line 1 + 2
- Line 4. Less \$5,000
- Line 5. Effective salary, line 3 - 4
- Line 6. Line 5 x .00191705
- Line 7. Add base dues \$44.50
- Line 8. Total, line 6 + 7

Dues are billed in a lump sum that includes the base dues, salary computation, and the 15% dues surcharge (see below). After dues are received, 15% is placed in the *Dues Surcharge 2021* line item and the remaining 75% remain here.

Honorary, retired, and lifetime member dues are complimentary. Affiliate and cooperating member dues are a \$90 flat fee, and student member dues are a \$30 flat fee. Manager in transition dues are complimentary during the first year of transition.

Dues Surcharge 2021. As described in the dues formula (see above), an additional 15% surcharge is collected to contribute funding for the 2021 ICMA conference in Portland, Oregon.

Board Retreat Meetings. OCCMA board members, except for the President, pay for their own lodging and meal costs for the annual board retreat. OCCMA covers the cost of lodging for the President, but not transportation and meal costs. Typically, OCCMA will cover the cost of meals and lodging up-front, and seek reimbursement from board members.

CIS Senior Advisor. Citycounty Insurance Services (CIS) provides \$2,500 annually to OCCMA's Senior Advisor program as part of CIS' risk management programming.

ICMA Senior Advisor. The International City/County Management Association (ICMA) provides matching funds to cover one-half of the Senior Advisor program. Expenses are paid in total by OCCMA and then one-half is reimbursed to OCCMA on a quarterly basis.

EXPENSES

Conferences

Fall Workshop. The Fall Workshop is a partial-day training and business meeting held in conjunction with the League of Oregon Cities' Annual Conference. The 2018 Fall Workshop is tentatively scheduled for September 27, 2018 at the Hilton Eugene. Expenses for the workshop include:

- **Food & Beverage** – The workshop typically includes breakfast, coffee service and a boxed lunch for each registered participant. The 2018 proposed budget includes \$7,000 for this line item.
- **Room Rental** – This line item includes expenses for the room rental and any audio/visual equipment required. The 2018 proposed budget includes \$650 for this line item.
- **Speakers** – This line item includes funding for a speaker or facilitator to attend the workshop. The 2018 proposed budget includes \$2,500 for this line item.
- **Administration** – The purpose of this line item is to capture League of Oregon Cities' costs to provide administrative support for this workshop. Staff recommends that this expense be rolled into general operations expenses in 2018.

Summer Conference. OCCMA hosts an annual summer conference in July. The 2018 Summer Conference is scheduled for July 10-13, 2018 at Mt. Bachelor Village Resort in Bend. Expenses for the workshop include:

- **Activities** – The purpose of this line item is to track expenses for activities planned during the conference. The Professional Development Committee of OCCMA has handled revenues and expenditures separately since 2016 and therefore no money is included for this line item.
- **Administration** – The purpose of this line item is to capture League of Oregon Cities' costs to provide administrative support for the conference. The 2018 proposed budget includes \$7,500 for this line item.
- **Audio/Visual & Trade Show** – The purpose of this line item is to capture the costs to set up the trade show and general audio/visual charges during the conference such as microphones, screens, podiums, exhibit tables, etc. The 2018 proposed budget includes \$2,500 for this line item.
- **Food & Beverage** – Food and beverage expenses cover charges paid to the hotel for food service during the conference and additional costs reimbursed for receptions that may not be part of the hotel fees. The hotel generally does not charge separately for the use of the facility, but has minimum food and beverage and sleeping room requirements. The 2018 proposed budget includes \$15,500 for this line item.
- **Lodging** – Lodging is provided for the OCCMA president and League of Oregon Cities' staff. The 2018 proposed budget includes \$3,000 for this line item.
- **Postage/Printing** – Costs of mailings and printing for the conference are charged against this line item. The 2018 proposed budget includes \$500 for this line item.
- **Travel** – This line item captures the travel costs for League of Oregon Cities' staff. The 2018 proposed budget includes \$300 for this line item.
- **Speaker** – The 2018 proposed budget includes \$5,000 for this line item. Speaker expenses include travel reimbursements, lodging and fees.

- **Roger Jordan Scholarship** – Scholarships are used to offset registration, travel, and lodging costs for students to attend the conference. The 2018 proposed budget includes \$3,700 for this line item.

NW Regional Conference. OCCMA hosts the Northwest Regional Managers Conference on a rotating basis with the Washington City/County Management Association (WCMA) (and occasionally the Alaska Municipal Management Association). The 2018 NW Regional Manager Conference will be hosted by WCMA May 1-4, 2018 at Skamania Lodge in Stevenson, Washington. This event is budgeted as a conference only in years where OCCMA is the host organization.

General Operations Expenses

Contingency. The purpose of this line item is to cover unforeseen reductions in revenues or increases in costs. The proposed 2018 budget includes \$500 for this line item.

2021 ICMA Conference. OCCMA will host the 2021 ICMA Conference in Portland, Oregon. Total funding of \$250,000 - \$300,000 is required. The WCMA has pledged \$50,000 to support the 2021 conference. Additional funds will be raised through sponsorships and other fundraising efforts.

ICMA Coaching Program. OCCMA has participated in the ICMA/Cal-ICMA coaching program for several years. The program has been restructured by ICMA and the cost reduced to \$1,000 per year.

LOC Services. The purpose of this line item is to capture the charges for League of Oregon Cities staff time. The 2018 proposed budget includes \$12,000 for this line item.

Board Retreat Meetings. The OCCMA Board holds a retreat in November each year. The 2018 retreat is scheduled for November 8-9, 2018 at the Oregon Garden in Silverton. Typically, OCCMA will cover the cost of meals and lodging up-front, and seek reimbursement from board members. The 2018 proposed budget includes \$5,000 for this line item.

Conference Calls. Costs of conference calls are charged against this line item. The 2018 proposed budget includes \$200 for this line item.

Directory. Beginning in 2017, the OCCMA Membership Directory was transitioned to an online format from the historical paper directory. The online format is updated automatically on a continuous basis. There is no ongoing maintenance cost for this line item.

Marketing/Supplies. This line item covers stationary, brochures, and the annual membership mailing. The 2018 proposed budget includes \$750 for this line item.

Miscellaneous. This line item covers general expenses or special events/projects. Included in the budget are three specific items:

- **ELGL** - \$300 for corporate membership in ELGL
- **ELGL's Inspiring Local Government Careers** - \$500 sponsorship of Inspiring Local Government Careers event at Willamette University on February 16, 2018.
- **ICMA Student Chapters** - \$800 student chapter ICMA membership subsidy. Due to a grant from ICMA-RC, student chapter membership fees were waived for the 2017-2018 academic year. This would cover the cost for the 2018-2019 academic year. There are currently two student chapters operating in Oregon at Portland State University and University of Oregon.

Miscellaneous – Credit Card Exp. This line item was included to capture the expenses related to accepting payment by credit cards for membership and conference registrations. Expenses in 2017 were \$1,068 and the 2018 proposed budget includes \$3,000 for this line item.

National/Committee Travel. Under Article 17-6 §1 of the Bylaws, OCCMA may pay, if requested, the following expenses for the president or the president's designee:

- Travel expenses to the ICMA Annual Conference.
- One-half the cost of travel outside Oregon to:
 - Northwest Regional Conference
 - ICMA West Coast Regional Conference
 - ICMA committee meetings
- Lodging for the Northwest Regional Conference

Newsletter. The purpose of this line item is to capture the cost of publishing the quarterly OCCMA newsletter, including League of Oregon Cities' staff design/layout, proofreading, printing, and mailing. The 2018 proposed budget includes \$8,000 for this line item.

Postage. Costs of general mailings are charged against this line item. The 2018 proposed budget includes \$400 for this line item.

Printing, Fax. Costs of general printing are charged against this line item. The 2018 proposed budget includes \$300 for this line item.

Scholarships – Charlie Henry. The purpose of the Charlie Henry scholarship is to provide scholarships to OCCMA members to attend either the Summer Conference or the NW Regional Conference. Scholarships are awarded by the OCCMA president and may be used for registration, lodging, and/or meals. Priority for the Charlie Henry Scholarship goes to

1. Active members of OCCMA
2. Members in transition
3. Student members

Senior Advisor. All costs for the Senior Advisor program are captured in this line item including reimbursement for travel, lodging, and registrations at relevant conferences. ICMA reimburses OCCMA one-half the cost of the program on a quarterly basis. The 2018 proposed budget includes \$14,000 for this line item.

Web Support. The purpose of this line item is to capture the costs to host the OCCMA website and listserv and provide support for the website and registration for conferences, etc. It also includes an additional \$2,500 for potential web site updating.

OREGON CITY / COUNTY MANAGEMENT ASSOCIATION
2018 Proposed Budget

		2017 BUDGET	2017 ACTUAL	2018 Proposed BUDGET
INCOME				
	Beginning Cash - Operations	51,823	51,823	46,850
	Beginning Cash - 2021 ICMA Conference	30,739	30,739	72,856
	Beginning Cash - RJ Scholarship	3,350	3,350	4,872
	Total Beginning Cash	85,912	85,912	124,578
Conference Income				
	Fall Conference Registrations			
3-4103	· Registration	6,000	9,860	9,000
	Total Fall Conference	6,000	9,860	9,000
	Summer Conference			
3-4104	· Registration	27,000	30,435	28,000
3-4182	· Sponsorships	12,500	14,900	12,500
3-4184	· Roger Jordan Scholarship	1,000	1,000	1,000
NEW	· Food Charges	5,250	0	0
NEW	· Activity Fee	500	0	0
	Total Summer Conference	46,250	46,335	41,500
	NW Regional Conference			
3-4102	· Registration	22,000	29,355	0
3-4101	· Sponsorships	12,000	12,900	0
	Total NW Regional Conference	34,000	42,255	0
	NW Women's Leadership Academy			
3-4105	· Registration	0	0	15,000
	Total NW Women's Leadership Academy	0	0	15,000
	Total · Conferences	86,250	98,450	65,500
General Operations Income				
3-4001	· Dues	36,000	46,628	40,000
3-4003	· Dues Surcharge 2021	5,000	7,117	6,300
NEW	· Board Retreat Meetings	2,000	1,209	5,000
3-4270	· CIS Senior Advisor	2,500	2,500	2,500
3-4280	· ICMA Senior Advisor	7,000	4,352	7,000
	Total General Operations Income	52,500	61,806	60,800
	Total Income without Beginning Cash	138,750	160,256	126,300
	Total Income including Beginning Cash	224,662	246,168	250,878

		2017 BUDGET	2017 ACTUAL	2018 Proposed BUDGET
EXPENSE				
Conference Expense				
<i>Fall Workshop</i>				
3-5134	· Food & Beverage Fall	3,000	7,168	7,000
3-5135	· Room Rental Fall	650	338	650
3-5139	· Speakers Fall	2,500	2,500	2,500
NEW	· Administration Fall	800	0	0
Total · Fall Conference		6,950	10,005	10,150
<i>Summer Conference</i>				
NEW	· Activities Summer	0	0	0
3-5142	· Administration Summer	7,500	5,772	7,500
3-5143	· A/V & Trade Show Summer	550	2,478	2,500
3-5144	· Food & Beverage Summer	14,500	18,583	15,500
3-5145	· Lodging Summer	2,400	1,870	3,000
3-5146	· Postage/Printing Summer	1,000	278	500
3-5147	· Travel Summer	200	302	300
3-5149	· Speaker Summer	5,000	1,332	5,000
3-51481	· Roger Jordan Scholarship	1,000	1,478	3,700
Total · Summer Conference		32,150	32,092	38,000
<i>NW Regional</i>				
3-5152	· Administration	6,000	3,777	0
NEW	· A/V & Trade Show	500	327	0
3-5154	· Food & Beverage	13,500	28,885	0
NEW	· Lodging	2,000	0	0
3-5156	· Postage/Printing	1,500	157	0
3-5157	· Travel	200	2,240	0
3-5159	· Speaker	4,000	3,450	0
Total · NW Regional		27,700	38,836	0
<i>NW Women's Leadership Academy</i>				
3-5201	· LOC Administration	0	0	0
3-5202	· Other Administration	0	0	0
3-5203	· A/V & Room	0	0	0
3-5204	· Speaker	0	0	0
3-5205	· Food & Beverage	0	0	0
3-5206	· Miscellaneous	0	0	15,000
Total · NW Women's Leadership Academy		0	0	15,000
Total · Conferences		66,800	80,933	63,150

		2017 BUDGET	2017 ACTUAL	2018 Proposed BUDGET
General Operations Expenses				
	· Contingency	6,750	0	500
NEW	· 2021 ICMA Conference	5,000	0	5,000
3-6020	· ICMA Coaching Program	0	1,000	1,000
3-6001	· LOC Services	12,000	6,482	12,000
3-6016	· Board Functions	3,300	5,162	5,000
3-6021	· Conference Calls	200	196	200
3-6023	· Directory	2,000	3,664	0
3-6027	· Marketing/Supplies	750	683	750
3-6033	· Miscellaneous	1,500	459	2,000
3-6034	· Miscellaneous - Credit Card Exp	0	1,068	3,000
3-6036	· National/Committee Travel	2,500	1,119	2,500
3-6039	· Newsletter	9,000	4,676	8,000
3-6042	· Postage	400	179	400
3-6045	· Printing, Fax	300	133	300
3-6051	· Scholarships Charlie Henry	3,000	2,425	3,000
3-6054	· Senior Advisor	14,000	10,322	14,000
3-6057	· Web Support	5,500	3,091	5,500
Total General Operations Expenses		66,200	40,658	63,150
Total Expenses		133,000	121,590	126,300
Net Income / <Loss> Before Beginning Cash		5,750	38,666	0
Net Income / <Loss> Including Beginning Cash		91,662	124,578	124,578
Transfers				
	· Operating to RJ Scholarship	0	2,000	0
	· Operating to ICMA 2021	0	35,000	0
Total Transfers		0	35,000	0
Ending Cash				
	· Ending Cash Balance - Operations	57,573	46,850	48,250
	· Ending Cash Balance - ICMA 2021	30,739	72,856	74,156
	· Ending Cash Balance - RJ Scholarship	3,350	4,872	2,172
Total Ending Cash		91,662	124,578	124,578



Memo

To: OCCMA President and Board of Directors
From: Megan George, Administrative Specialist
Date: February 9, 2018
Re: Agenda Item J – OCCMA Dinner at 2018 ICMA Conference

The 104th ICMA Annual Conference is September 23-26, 2018 in Baltimore, Maryland. Steve Powers, City Manager of Salem, attended the ICMA Conference Planning Committee meeting and scouted possible locations for OCCMA's dinner gathering on the Monday evening of the conference (9/24) and has booked the Rusty Scupper. His original email correspondence with President Christy Wurster is attached.

There are two questions for the board to consider:

1. Should OCCMA reach out to WCMA to co-host the dinner, as done in previous years?
2. Is the board comfortable with Steve Powers soliciting sponsorships for this event to offset the total cost of the dinner (estimated \$38 - \$62 per person)?

From: Steve Powers
To: [Christy Wurster](#)
Cc: [Megan George](#)
Subject: RE: ICMA Conference Dinner Site
Date: Tuesday, November 28, 2017 9:18:42 AM

I roamed the city. Irish, German, Italian, corporate, local. Came back a pound or two heavier.

I will await direction from the board regarding Washington and corporate sponsorship/support.

I will make the reservation. To hold the room, we will need to put money down. I believe we have time since our date is a Monday in September. Other associations did not seem to be as aggressive in scouting out locations for their dinners.

Merry Christmas!

Steve Powers
spowers@cityofsalem.net
503-588-6255
City Manager
City of Salem
Salem, Oregon

From: Christy Wurster [mailto:CWurster@Silverton.or.us]
Sent: Monday, November 27, 2017 9:10 AM
To: Steve Powers <SPowers@cityofsalem.net>
Cc: 'Megan George' <mgeorge@orcities.org>; Christy Wurster <CWurster@Silverton.or.us>
Subject: RE: ICMA Conference Dinner Site

Thank you, Steve. It looks like a wonderful place. Please go ahead and make the reservation.

Our next Board meeting is scheduled for February 22, 2018, in Independence. By copy of this email to Megan George, I am asking her to include a discussion item on the agenda and the Board can decide whether or not to include Washington. You are welcome to attend the Board meeting or I can follow up with you after the meeting.

I appreciate your diligence! Hopefully your exhaustive research didn't tip the scales too far. What did you try? ☺

Best wishes for a Merry Christmas,

Christy

Christy S. Wurster
City Manager
City of Silverton

306 S. Water Street
Silverton, OR 97381
503.874.2205

From: Steve Powers [<mailto:SPowers@cityofsalem.net>]
Sent: Monday, November 27, 2017 8:59 AM
To: Christy Wurster
Subject: ICMA Conference Dinner Site

Good Morning Incoming OCCMA President Wurster,

I attended the ICMA Conference Planning Committee meeting for the 2018 conference in Baltimore. Among my responsibilities was to scout a location for our association's Monday night dinner.

My exhaustive research leads to my recommendation of the Rusty Scupper. www.rusty-scupper.com The restaurant is on the Inner Harbor less than a mile from the convention center. The Inner Harbor will be the entertainment focal point for the conference. The Rusty Scupper is a very popular local restaurant. We would have a private room with a balcony overlooking the water.

If we went with a buffet style, the price range is \$38 to \$62 per person, depending on the main courses selected. No cost for the space. Bar would be extra.

I am happy to approach sponsor(s) if the board is comfortable with having assistance with the cost. Also, I would like guidance on whether we will be continuing with Washington. The restaurant can accommodate us both.

I look forward to direction from the OCCMA board.

Steve Powers
spowers@cityofsalem.net
503-588-6255
City Manager
City of Salem
Salem, Oregon



Memorandum

To: Megan George, Administrative Specialist

From: Jayme Hafner, Assistant General Counsel

Date: January 31, 2018

Re: Use of the LOC Foundation as a Pass-Through for OCCMA Donations

Question

You asked me to provide an assessment and brief summary of whether the Oregon City/County Management Association (OCCMA) may use the LOC Foundation as a pass through for OCCMA donations.

Short Answer

The current relationship between the LOC Foundation and the OCCMA does not appear to allow the Foundation to distribute or pass through any funds to the OCCMA. However, due to the complexity of the Internal Revenue Code, I recommend that an experienced tax attorney be consulted for a more detailed analysis.

Background

The Foundation is organized under section 509(a)(3) of the Internal Revenue Code. A section 509(a)(3) organization is a type of tax-exempt public charity known as a “supporting organization.” Supporting organizations serve to support qualified public organizations, such as the League of Oregon Cities. An organization that receives support from a supporting organization is called a “supported organization.”

Analysis

In order for the Foundation to distribute funds to the OCCMA, the relationship between the Foundation and OCCMA must meet the requirements of a number of “tests” under the Internal Revenue Code to qualify as a “supporting organization” of the OCCMA. I have listed each test and whether the relationship between the Foundation and the OCCMA meet each test below.

Organizational Test: (Does Not Meet)

The Foundation must be organized exclusively for the benefit of, to perform the functions of, or to carry out the purposes of the OCCMA. The current setup of the Foundation does not satisfy this test.

Operational Test: (Possibly Meets)

The Foundation must engage solely in activities that support or benefit its supported organizations. I believe there could be an argument made that the Foundation supports the OCCMA via the relationship between the League and the OCCMA.

Control Test: (Meets)

The Foundation may not be controlled by a “disqualified person” as defined by 26 USC §4946. It does not appear that the Foundation is controlled by any disqualified persons.

Relationship Test: (Does Not Meet)

To meet the relationship test, the Foundation must be either:

1. Operated, supervised, or controlled by the OCCMA (“Type I”) 509(a)(3)(B)(i);
2. Supervised or controlled in connection with the OCCMA (“Type II”) 509(a)(3)(B)(ii); or
3. Operated in connection with the OCCMA (“Type III”) 509(a)(3)(B)(iii) in which there are three sub-parts:
 - i. Notice Requirement;
 - ii. Responsiveness Test; and
 - iii. Integral Part Test.

The Foundation and OCCMA do not currently hold a Type I, II or III relationship.

Conclusion

The current relationship between the Foundation and OCCMA does not allow for the Foundation to distribute or pass through any funds to the OCCMA. Specifically, the relationship between the Foundation and the OCCMA does not meet the Organizational Test, the Relationship Test and possibly the Operational Test.

I recommend a review by an experienced tax attorney as there may be a loophole I am unaware of. In addition, I recommend that the LOC Foundation enlist the assistance of a tax attorney if it wishes to amend the LOC Foundation bylaws or choose an alternative method.

From: Fuller, Rachael
To: [Megan George](#); [Christy Wurster](#)
Cc: [Harper, Jessica](#)
Subject: OCCMA Board Update
Date: Monday, February 12, 2018 1:12:00 PM

OCCMA Board Update

Thank you for your support of the NW Women's Leadership Academy. We increased our cohort size to 30 and still received more nominations and applications than we were able to accommodate! The cohort is comprised of women from a variety of disciplines and agencies from around the state. That many participants traveled long distances serves to remind us of the importance of this program. The first session was held in Gresham on Friday, February 9 and focused on individual strengths and leadership style. Sara Singer Wilson conducted the TotalSDI (Strengths Deployment Inventory) with all the participants and facilitated the first session. The next session will be held March 9 in Tualatin.

Thank you again for your support and to Megan George for her assistance.

Rachael

Rachael Fuller, Assistant City Manager | City of Gresham
503-618-2255 | Rachael.Fuller@GreshamOregon.gov | GreshamOregon.gov
1333 N.W. Eastman Parkway | Gresham, OR 97030-3813





Memo

To: OCCMA President and Board of Directors
From: Megan George, Administrative Specialist
Date: February 9, 2018
Re: Agenda Item M – Senior Advisor Region 4 Vacancy

Applications for the OCCMA Region Four Senior Advisor position were due by January 8, 2018. Applicants were asked to complete an application form and include their resume and statement of interest for the position. OCCMA received two applications: Wes Hare and Dave Waffle (see attached).

OCCMA's senior advisors reviewed applications at their January 18, 2018 monthly phone call. Unanimous support was given for Wes Hare's application due to his amount of experience in Oregon cities and internationally as well as his relationships with managers in the region four area.

Required qualifications include:

1. A resident of Oregon at the time of appointment.
2. At least ten years' experience as an appointed chief administrative officer (CAO) and/or an assistant/deputy CAO in local government.
3. Recognition as a respected manager in Oregon and/or another state.
4. A willingness to participate in the program for at least nine months each year throughout the duration of the appointment.
5. A current member of OCCMA and ICMA at time of appointment and to maintain such memberships during service as a senior advisor.
6. A commitment to follow the outline of responsibilities for senior advisors and the ICMA Senior Advisor Program Guidelines and Manual.
7. Have an active phone number and email address.
8. Substantially retired and/or not engaged in a business that could create a conflict of interest.

Initial appointments shall be made jointly by the president of OCCMA, with board concurrence, and the Executive Director of the ICMA.

OREGON SENIOR ADVISOR APPLICATION

APPLICANT INFORMATION

Name: R. Wes Hare

City: Albany

State: Oregon

ZIP Code: 97321

Email: wehares@comcast.net

Home phone: 541 928 8792

Cell phone: 541 947 3700

ORGANIZATIONS

How long have you been a member of ICMA? About 30 years

Please list any other local government professional organizations that you have been a member of:

OCCMA

REFERENCES

Name	City	Phone/Email
Larry Lehman	Pendleton	541 377 3771
Dan Bartlett	Astoria	
Roger Jordan	Newberg	

RESUME/INTEREST

Please attach your resume.

Please attach a statement of interest.

Region Four includes jurisdictions in Benton, Lane, Linn, Marion, Polk, and Yamhill counties. How well do you know the city managers and assistant city managers in that region?

Generally, I know them well. One of them is my son and many are long-time friends

SIGNATURES

I have read and understand the requirements, qualifications, and time commitment to be a Senior Advisor for the Oregon City/County Management Association and ICMA. I would like my application to be filed as a potential applicant for the Senior Advisor program.

Signature:

R. Wes Hare

Date:

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4-2018

Please send your application and resume to Megan George at mgeorge@orcities.org or fax to (503) 399-4863. For additional questions, please call Megan at (503) 588-6550.

Statement of Interest to Serve as an OCCMA Senior Advisor

Wes Hare, Albany, Oregon

I would be grateful for the opportunity to give something back to the profession and the people who have given me so much over the past 30 years. Most of my closest friends are local government managers and much of what I accomplished during my career was due to their help.

Charles Henry, the retired city manager of Eugene, served as Oregon's first "Range Rider" and has been a positive influence on me throughout my career. I met him shortly after his retirement when I was a graduate student at the University of Oregon. Charlie always made time to pass along good advice or share news of the profession as I moved from Lowell to Oakridge to La Grande and Albany. He was and is an exemplar of what it means to be a city manager and I would be honored to carry on the tradition he established.

Since Charlie's retirement from senior advising a few years ago, old friends like Larry Lehman, Dan Bartlett, Andy Anderson, Marilyn Holstrom, Sheila Ritz, Bill Curtis, Dick Townsend and Roger Jordan to name a few have helped make Oregon one of the best places to be a city manager. I strongly believe in this program and look forward to being a part of it.

Sincerely,

Wes Hare

R. Wes Hare, II

Albany, Oregon 97321

(541) 928-8792

wehares@comcast.net

Public Management Experience

- August 2005-July 2017 City Manager, Albany, Oregon – Population 50,710
Responsible for: annual budget of more than \$150 million;
Staff of 385 FTE, more than 500 total employees;
Downtown and Waterfront Revitalization through Urban
Renewal; Economic Development; Community Relations;
Management Team Leader responsible for police, fire,
public works, municipal court, human resources,
community development, finance, economic development,
parks and recreation and libraries
- Albany recognitions include: One of 21 cities nationwide
to receive the “Sunny Award” for transparency; League of
Oregon Cities’ Good Governance and Award of
Excellence; ICMA Award of Excellence for Performance
Measurement; GFOA Awards for budget presentation and
financial reporting; Strong bond ratings from Moody’s and
S & P; Passage of two financial measures presented to
voters in the past 8 years
- Sept. 1995–July 2005 City Manager, La Grande, Oregon – Population 13,110
Responsible for: annual budget of more than \$20 million;
Staff of 100 FTE; Urban Renewal Agency Manager;
Economic Development; Management Team Leader;
completion of new fire station and library using
accumulated reserves and donations; passage of aquatics
center bond.
- May 1988–Sept. 1995 City Administrator, Oakridge, Oregon – Population 3,210
Responsible for: annual budget of more than \$3 million;
Staff of 30 FTE; City Planner, Economic Development
Director; Management Team Leader; passage of bond for
new fire station; secured grants for clean-up and
redevelopment of the Pope and Talbot sawmill; maintained
appropriate financial reserves in times of great economic
distress
- Sept. 1987-March 1988 Administrative Intern, Lowell, Oregon – Population 1,055

Responsible for: Securing funding for water reservoir;
assisting with computer purchases; revision of Systems
Development Charge ordinance

Education

B.S. – Political Science, University of Oregon, Eugene, Oregon

M.S.P.A. – Public Administration, University of Oregon

Graduate Teaching Fellow, University of Oregon 1987

Adjunct Faculty, State and Local Government Teacher, Eastern Oregon University, 2001-2005

Member, Pi Alpha Alpha, University of Oregon Chapter of the National Honor Society for Public Affairs and Administration

International Experience

Various volunteer assignments in Japan, Indonesia, Croatia, Lebanon, Pakistan, Ethiopia and Morocco, plus short term paid assignments as follows:

Sept. 2003 – March 2004 Local Government Specialist, Karbala, Iraq
Responsible for: Training; grant writing; consulting with
government agencies (leave of absence from the City of La
Grande)

August 2006 Local Government Assessment, Sri Lanka
Responsible for: Administering assessment of Sri Lankan
local governments in 14 cities

March 2013 – April 2013 Performance Measurement Consultant, Kabul, Afghanistan
Responsible for: Developing training materials, training
Sessions

July 2016 Taught U.S. local government course, China University of
Political Science and Law, Beijing

July – October 2017 Local governance advisor, USAID Project, Dar es Salaam,
Tanzania

Selected Awards and Memberships

Herman Kehrli Award for lifetime contributions to Oregon Local Government – League of Oregon Cities -2001

Distinguished Alumnus Award, Department of Planning, Public Policy and Management, University of Oregon – 2004

Lane Electric Cooperative Member of the Year – 1994 – in recognition of economic development work

Rural Telecommunications Advocate Award - 1999

Lion of the Year; La Grande Lions Club – 2004

ICMA Credentialed Manager – 2002-Present

Member and Past Chair, Bethel School District Board of Directors, 1984-88; Governor's Appointment to the Oregon State Community Economic Revitalization Team, 1992-1995; Member and Past Chair, Oregon Downtown Development Association Board of Directors; 1998-2008; Member, Rural Development Initiatives, Inc. Board of Directors, 1997-2005; Member, Northeast Oregon Economic Development District Board of Directors, 1995-2005; Member, League of Oregon Cities Board of Directors, 1998-99; Member and Past President, Oregon City-County Management Association Board, 1990-1996; Governor's Appointment to the Connecting Oregon Community Advisory Board, 2000-2003; Governor's Appointment to the State Task Force Reviewing Oregon's Land Use System 2005-2009

Selected Publications

PM Magazine, "Taking Charge of Your Telecommunications Future," January 2000.

PM Magazine, "Rural Telecommunications: Partnerships Bridge the Digital Divide," July 2001.

PM Magazine, "Making Sense of the War in Iraq," August 2004.

PM Magazine, "Making Evidence Based Management a Worldwide Standard," July 2012

Personal

Married; four grown children; excellent health (distance runner); U.S. Navy veteran

OREGON SENIOR ADVISOR APPLICATION

APPLICANT INFORMATION

Name: Dave Waffle

Current address:

City: Cornelius

State: OR

ZIP Code: 97113

Email: dwaffle.cm@gmail.com

Home phone: 503.925.0514

Cell phone: 503.360.6797

ORGANIZATIONS

How long have you been a member of ICMA? 1988 (approximately)

Please list any other local government professional organizations that you have been a member of:

Oregon City County Management Assoc., Wisconsin City County Management Assoc., Government Finance Officers Assoc., & Oregon Government Finance Officers Assoc.

REFERENCES

Name	City	Phone/Email
Dr. Phillip Cooper	Portland State University	(503) 725-8155/pcooper@pdx.edu
Joe Gall	City of Sherwood	(503) 625-4200/gallj@sherwoodoregon.gov
Amber Mathisen	City of Mt. Angel	(503) 845-9291/amathiesen@ci.mt-angel.or.us

RESUME/INTEREST

Please attach your resume.

Please attach a statement of interest.

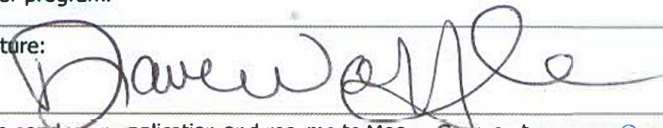
Region Four includes jurisdictions in Benton, Lane, Linn, Marion, Polk, and Yamhill counties. How well do you know the city managers and assistant city managers in that region?

I comfortably know 1/3-1/2 of the managers and assistants in this region. For instance, Amber Mathiesen (Mt. Angel) worked for me at Cornelius. I live only a few minutes from the Gaston and Yamhill County line so driving to meet with these local government heroes is quick and easy.

SIGNATURES

I have read and understand the requirements, qualifications, and time commitment to be a Senior Advisor for the Oregon City/County Management Association and ICMA. I would like my application to be filed as a potential applicant for the Senior Advisor program.

Signature:



Date:

January 6, 2018

Please send your application and resume to Megan George at mgeorge@orcities.org or fax to (503) 399-4863. For additional questions, please call Megan at (503) 588-6550.

January 6, 2018

President Christy Wurster

Members of the Board of Directors of the Oregon City County Management Association

Please accept my application and statement of interest for the position of Senior Advisor for the Oregon City County Management Association (OCCMA). A brief resume is enclosed.

I think that I've wanted to serve as a "Range Rider" since Charlie Henry visited me at my home, almost forty years ago, in Oakridge helping me through the first, trying years as a city manager. He was comfortable sitting and listening to me as I coped with a rogue Chief of Police, a dishonest Fire Chief, staff layoffs and lumber mill closures. His advice and calm demeanor was so impressive. Charlie was there for me and many others throughout the years. I'm ready to play that role for current managers and administrators. Serving as a Senior Advisor provides opportunities to share knowledge and values, represent the Code of Ethics, listen to professionals describe their community and career plans and use my experiences to provide some insight and comradeship. It is a lonely profession some days and especially so in a small, isolated community.

After decades as a City Manager, I've begun a transition away from full time employment at the City of Beaverton as the Assistant Finance Director and currently work as an 0.8 FTE with every Friday available immediately. My schedule is flexible for visiting with or calling members. I plan on continuing in that role until late 2018 and then retire. I plan no consulting, teaching or interim work. I will continue on the Cornelius Planning Commission and I help two universities with their athletic programs in game management roles.

The last six years in the Finance Department provides me a depth of budgeting and financial operational skills that are complementary to the overall management perspective and should be valuable to managers. Over the years, I've also served in every department in various acting leadership roles and have a wealth of experience with elected officials and members of boards and commissions. And yes, I know all about being "in transition" as well as the struggles that sometimes are evident beforehand.

While not serving on the OCCMA Board, I have participated on committees and on conference panels during my two stints in Oregon. I was on the board of directors of the Wisconsin City County Management Association (WCMA) for about ten years including a term as president. That led to active service with ICMA in regional meetings and was part of the team that tested some of the first materials used for the "knowledge assessments" as part of the initial Credentialed Manager Program. I maintained my status as a Credentialed Manager until 2012. I served twice on ICMA conference planning committees and participated on a conference panel on community engagement several years ago.

I continue to serve on the Local Government Program Advisory Committee for Portland State University. Dr. Phillip Cooper tapped me to serve as their first "Practitioner in Residence". I was able to combine that experience as one of the initial board members of the Emerging Local

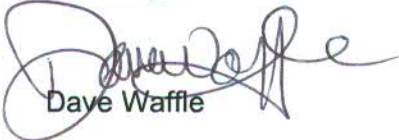
January 6, 2018

Government Leaders program to provide mentoring and coaching to students exploring careers in local government. At the City of Beaverton I was asked to be a member of the first Internal Equity Team as we focus on racial diversity and opportunities within workforce to be better able to serve the community.

Cornelius and now Beaverton, continue to use me as a representative on various regional committees such as the Washington County Cooperative Library System Executive Board, Metropolitan Area Communications Commission, Broadband Users Group and the monthly meetings of county area managers. Now in an "alternate" role, I've represented the cities of Washington County on the Tualatin River Watershed Council for a decade, including three years as chair. The service and relationships built during those many meetings has contributed to an enhanced ability to negotiate changes in intergovernmental agreements recently in such areas as lodging taxes, ROW fees and service area withdrawals from a water district serving Beaverton residents.

Thank you for your consideration for the position of Senior Advisor. If selected, I aspire to the standards of people like Charlie Henry, Steve Bryant, Roger Jordan and the current outstanding advisors that serve now.

Sincerely,



Dave Waffle

Dave Waffle

Experienced Local Government Executive

Cornelius, OR 97113
503.360.6797
dwaffle.cm@gmail.com

EXPERIENCE

City Manager/ Administrator

Manage community with Mayor/City Council and professional staff. Develop and administer policies across a broad range of local government issues including growth/development, finance/budget, public safety, libraries, parks and community services. Represent and assist elected leaders to advise on city's role in regional and state issues.

City of Cornelius, OR City Manager 2006-2011
City of Reedsburg, WI City Administrator 1997-2004
Village of Allouez, WI Village Administrator 1992-1997
City of Platteville, WI City Manager 1987-1992
City of Winston, OR City Administrator 1982-1987
City of Oakridge, OR City Administrator 1997-1982

Department Management

Responsible for operations of department. Analyze, research and prepare policy options. Collaborate with internal teams and external organizations.

City of Beaverton, OR Assistant Finance Director 2011-present
City of Wilsonville, OR Community Development Director 2004-2005
City of Lansing, MI Administrative Ass't. Planning Dept. 1972-1975

EDUCATION

University of Oregon, Masters of Arts - Public Affairs 1977

Michigan State University (James Madison College), Bachelors - Urban Community Policy Problems 1972

CURRENT ASSOCIATIONS

Clean Water Advisory Commission — Representing Washington County cities to the Clean Water Services Board of Directors

Telecommunications, Cable & Broadband Legislative Policy Committee of the League of Oregon Cities - vice chair

City of Cornelius Planning Commission - chair

SKILLS

Budgeting and Financial Management

Capital Finance

Community Development and Urban Renewal

Collaboration and Community Engagement

Policy Analysis

Telecommunications and Right of Way Management

Inter-Governmental Relations

Coaching and Mentoring

Ethics Advice

AWARDS

Community Health and Safety Award (ICMA) - 2010
Working with families of disabled children for expanding opportunities and providing health policy advocacy

Citizen of the Year (Cornelius Booster Club) - 2011

Distinguished Budget Presentation Award (Government Finance Officers Association) - 2008 to present



Memo

To: OCCMA President and Board of Directors
From: Megan George, Administrative Specialist
Date: February 9, 2018
Re: Agenda Item N – ICMA/State Sponsor Agreement

The purpose of the senior advisor program is to make the counsel, experience, and support of respected, retired managers of the profession available to individual members. The program is designed to help with personal and professional issues and not to provide technical assistance nor to solve substantive problems in local government. The program is jointly supported by ICMA and OCCMA.

In early January 2018, ICMA informed OCCMA that they were unable to locate a copy of the signed ICMA/State Sponsor Agreement believed to be signed in 2015. Upon a search of paper and electronic files, the League of Oregon Cities (LOC) was also unable to locate the signed agreement. Therefore, it was agreed to regenerate a copy of the agreement using the template.

Attached is the proposed agreement. ICMA staff has already reviewed the proposed agreement. Key features include a 3-year term and \$14,000 maximum amount during the first year (2018) to be reviewed with ICMA annually. The action for the board is to approve the OCCMA president to sign the agreement before sending it to the ICMA Executive Director for review and signature.

ICMA/STATE SPONSOR AGREEMENT

Joint Support of Senior Advisor Program

This letter of agreement sets forth the understanding between ICMA and OCCMA as to their joint support of a Senior Advisor program for the state of Oregon.

Term of Agreement: This agreement shall be for a period through June 30, 2020. It shall be automatically renewed unless canceled by either of the parties, which may be done at any time with 60 days written notice to the other.

Adherence to ICMA Senior Advisor Program: ICMA and OCCMA agree to adhere to and follow the policies outlined in the *ICMA Senior Advisor Program Manual* and may establish other mutually acceptable and beneficial expectations regarding the implementation and assessment of the effectiveness of the program.

Appointment of Senior Advisor: A specific person or persons will serve as a Senior Advisor (s) of this program only if jointly appointed by the Executive Director of ICMA and the president of the state sponsor. The initial term of the appointment shall be for one year. Reappointment can be made for up to two years with a review conducted at least every two years. Any one of the three parties may end the appointment upon written notification to the others.

Reimbursement of Expenses: The maximum total amount to be expended by the two sponsors shall be reviewed annually, starting with the date of appointment of each Senior Advisor. For the first year, the maximum amount shall be \$14,000, to be shared equally between the two sponsors. The addition of future Senior Advisors and increases in budget will be mutually agreed to by both ICMA and the state sponsor.

Reports: The Senior Advisor will submit at least quarterly written reports to the designated state representative along with the statement of expenses.

Outside Activities: Nothing in this agreement will preclude an individual appointed as Senior Advisor to engage in teaching or consulting with state agencies, quasi-public entities, local governments, or regional agencies as long as conflict of interest, as defined in the *ICMA Senior Advisor Program Manual* is avoided.

President, Christy Wurster

Date

Executive Director, ICMA

Date

memo

To: OCCMA Board of Directors
From: Jenni Kistler, Project Coordinator
Date: February 12, 2018
Re: 2019 Northwest Regional Managers Conference Location Options

OCCMA is next scheduled to host the Northwest Regional Managers Conference in 2019. Below is the information that I received from spaces that were identified as those that would fit the conference attendees, schedule and location interests:

Troutdale:

McMenamins Edgefield – Availability April 30-May 3, 2019

Max number of rooms per night: 90. Please note, lodging rooms at this location have shared restroom facilities.

Room Rate: Approximately \$105-\$165 +tax

Meeting space: Several rooms will fit the needs of this event.

Meeting space cost: No cost for space rental with food and beverage minimums.

Average lunch cost: \$30 per person, plus 21% service charge

Estimated total (facility only): \$ 26,630

Estimated per person registration cost (based on all conference costs): \$425

Note: This estimate does not include costs for a ‘special event’ dinner such as the one held at Timberline in 2017.

Hood River:

Best Western Plus Hood River Inn – Availability April 30-May 3, 2019

Max number of rooms per night: 150.

Room Rate: Approximately \$119-\$159 +tax

Meeting space: One large meeting room in separate building would need to serve as primary meeting space. Other spaces at this venue may be too small for use by this group (depending on registration numbers).

Meeting space cost: \$800 (reduced)

Average lunch cost: \$19 per person, plus 20% service charge

Estimated total (facility only): \$ 25,650

Estimated per person registration cost (based on all conference costs): \$415

Note: This estimate does not include costs for a ‘special event’ dinner such as the one held at Timberline in 2017.

Current/For Reference:

Welches – Resort at the Mountain (2017) – unavailable for scheduled 2019 dates

Max number of rooms per night: 100

Room Rate: \$117 +tax

Meeting space: onsite and sufficient for this group size and meeting functions

Meeting space cost: \$500

Average lunch cost: \$30 per person, plus 21% service charge

Estimated total (facility only): \$25,466

Estimated per person registration cost (based on all conference costs): \$405

Please note, the calculations listed above are estimates only, based on the information currently available. Per person costs are based on approximately 100 paid registrations. Costs and service charges can, and are expected to, increase between now and the dates of the actual event(s). While some things can be locked in via contract, cost of meals, service charge percentage and the cost of hotel rooms are generally not locked in but based on the per diem or best available rate at the time of the event.

memo

To: OCCMA Board of Directors
From: Jenni Kistler, Project Coordinator
Date: February 12, 2018
Re: 2021 Summer Conference Location Options

The OCCMA Summer Conference has been held in Bend for the last several years and we remain under contract there for the 2018 and 2020 Summer Conferences. OCCMA is contracted to be in Newport for 2019. The Board requested information to consider a Pendleton location for the 2021 OCCMA Summer Conference. Below is the information that I received from spaces that were identified as those that would fit the conference attendees, schedule and location interests:

Pendleton:

Pendleton – Availability at the Pendleton Convention Center – July 6-9, 2021

Max number of rooms per night: Flexible. Lodging would be provided by area hotels.

Room Rate: Approximately \$95-\$104+tax

Meeting space: Pendleton Convention Center. Large, traditional convention center, more than sufficient for this group size and meeting functions.

Meeting space cost: Estimated total is \$2,975. (\$825 per day, plus potential costs of up to \$500 for special event space such as for the President's Reception.)

Average lunch cost: \$15.95 per person, plus 15% service charge

Estimated total (facility only): \$24,475

Estimated per person registration cost (based on all conference costs): \$360

Notes: Due to other events in Pendleton during the month of July, the 2021 conference dates must be July 6-9.

This venue is unlike the resort or hotel style venues that we generally use. The convention center is much larger and is similar to what you may experience visiting a 'home show' or similar large-scale event. I am confident that the convention center team can assist us with set-ups that help to reduce the large feel of the room so that it is more comfortable for the needs of this group.

Additionally, this estimate includes a couple of assumptions not normally made for this event. Those include assuming off-site space rental and budgeting for dinner (about \$24/person) for the President's Reception event. It also does not include the cost of hotel rooms for student scholarship recipients (in recent years we have been able to rent a large house for student scholarship recipients to help facilitate more scholarships at a reduced cost).

Pendleton – other site(s) – While looking at the Pendleton Convention Center site, I also visited the Red Lion Hotel in Pendleton. While the space is large enough for a group of our size, I would not recommend this property. The facilities are aging and staffing is limited. Additionally, though I requested a bid for this event, it was never provided.

Current/For Reference:

Bend – Based on budgeted for 2018 at Mt. Bachelor Village Resort

Max number of rooms per night: 85

Room Rate: \$110-\$415 +tax

Meeting space: onsite and sufficient for this group size and meeting functions

(note – the increase in vendors in 2016 had a major impact on the way this space felt and worked. If the number of vendors is expected to decrease to look more like previous years, the space would work much nicer. If there is need to expand the space, there is the option or renting a large tent – about \$3000 additional - to create an additional room.)

Meeting space cost: \$550, lowered with Food and Beverage minimum (negotiable)

Average lunch cost: \$16.50 per person, plus 20% service charge

Estimated total (facility only): \$27,750 (plus \$3000 additional if we need to rent a tent.)

Estimated per person registration cost (based on all conference costs): \$325 (potentially slightly higher if we need to rent a tent and don't expect it to be covered by a sponsorship.)

Newport – Based on Estimate for 2019 Conference

Max number of rooms per night: 100

Room Rate: \$149-\$189 +tax

Meeting space: onsite and appears sufficient for this group size and meeting functions

Meeting space cost: waived with Food and Beverage minimum (negotiable)

Average lunch cost: \$31 per person, plus 20% service charge

Estimated total (facility only): \$27,750

Estimated per person registration cost (based on all conference costs): \$390

Please note, the calculations listed above are estimates only, based on the information currently available. Costs and service charges can, and are expected to, increase between now and the dates of the actual event(s). While some things can be locked in via contract, cost of meals, service charge percentage and the cost of hotel rooms are generally not locked in but based on the per diem or best available rate at the time of the event.