



OCCMA Board of Directors Meeting

November 8, 2018 10:00 am – 5:00 pm | November 9, 2018 8:30 am – 12:00 pm

Oregon Garden Resort | Lotus Room | 895 West Main Street, Silverton, OR 97381

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OCCMA

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To: OCCMA Board of Directors
From: Megan George, Operations Director
Date: November 1, 2018
Subject: Appointment to Fill Vacancy on OCCMA Board of Directors

David Clyne's term on the OCCMA Board of Directors will expire on December 31, 2019. David Clyne notified President Christy Wurster on August 20, 2018 that he was intending to retire from his position as City Manager with the City of Independence and would therefore no longer be an active member of the OCCMA or eligible to complete his term on the OCCMA Board of Directors. The OCCMA Bylaws require:

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.*

The notice of vacancy was provided to the membership on August 22, 2018, with a call for applications to fill the vacancy by September 7, 2018. The deadline was extended to October 19, 2018 and one application by Susie Marston, City Manager of Gervais, was received. Her application is attached to this memo.

APPLICATION FORM

2019 OCCMA Board of Directors

Submit by **FRI., Oct. 19, 2018**, to:

OCCMA Nominating Committee
1201 Court St. NE #200
Salem, OR 97301
Fax: (503) 399-4863
mgeorge@orcities.org

Name: Susie Marston

Title: City Manager

Jurisdiction: City of Gervais

Please Indicate Position Sought (*Director or President-Elect*): Director

Please Answer the Following Questions:

Why are you interested in serving as a member of the OCCMA Board of Directors?

If I were to become a director, it would be a great opportunity for me to reach beyond Gervais and support OCCMA's mission in supporting and growing local government managers, while also serving in a capacity to disseminate information to the membership. I would greatly appreciate the opportunity to work with my peers who are currently serving on the Board to represent the Willamette Valley and to serve as a resource to OCCMA members.

Please describe your relevant experience in local government.

I have worked for the City of Gervais for ten years. I was hired in November, 2008 as the accountant, which morphed into City Recorder. I worked closely with our City Manager, who recommended me to the city council to become City Manager at his retirement in January, 2014. I have served as City Manager since that time. During my time with Gervais, I completed LOC's LGMC Program in June, 2013. I have been a regular attendee of the LOC and OCCMA conferences. I attend monthly meetings at the COG for city and county administrators. I also attend LOC's small cities regional meetings.

What contribution(s) can you bring to the OCCMA board of directors?

With the retirement of Director David Clyne, I would maintain the representation of the Mid-Willamette Valley local government leadership. I understand the value of being resourceful and knowing how to collaborate with peers, which aligns with a large part of why the OCCMA exists. I would bring diversity and a small city perspective to the Board. I have developed positive relationships with many of my peers, which would enable me to work together in an effective manner towards a common goal for the membership.

In what ways have you been an active member of OCCMA?

I use the OCCMA listserv and attend the annual OCCMA summer conference. I have met with our Senior Advisor, Roger Jordan on a couple of occasions to discuss Gervais city business.



OCCMA Board of Directors Meeting

September 27, 2018 | 11:17 am – 11:55 am

Hilton Eugene | O'Neill Room | 66 E 6th Avenue, Eugene, OR 9701

MINUTES

PRESENT

Board Members:

Christy Wurster, President
Marty Wine, President-Elect
Michael Sykes, Past President
Ben Bryant, Director
David Clyne, Director
Robb Corbett, Director
Spencer Nebel, Director
Sean O'Day, Director
Dale Shafer, Director
Byron Smith, Director

Staff:

Megan George, Operations Director, LOC
Mike Cully, Executive Director, LOC

Other:

Members of OCCMA

Absent:

A. Welcome and Roll Call

11:17 am

President Christy Wurster called the meeting to order at 11:17 am.

B. OCCMA Board Vacancy

11:17 am

Christy Wurster referred board members to page two of the agenda packet and summarized the contents of the memo. Ron Foggin resigned his position from the OCCMA Board of Directors effective May 22, 2018. The Nominating Committee recommended Joe Hannan, City Manager of Newberg, to fill Ron Foggin's unexpired term ending December 31, 2020.

It was moved by Robb Corbett and seconded by Sean O'Day to appoint Joe Hannan to fill the remainder of Ron Foggin's term ending December 31, 2020. The motion passed unanimously (10 Yes [Bryant, Clyne, Corbett, Nebel, O'Day, Shafer, Smith, Sykes, Wine and Wurster], 0 No, 0 Absent, 0 Abstain, 1 Vacancy).

Christy Wurster also shared that there was an imbalance of terms on the board. Currently, there is one term expiring in 2019, four terms expiring in 2020 and three terms expiring in 2021. The board discussed, and the consensus was to adjust the imbalance at a future date.

C. Consent Calendar

11:20 am

It was moved by Spencer Nebel and seconded by Marty Wine to approve the consent calendar as presented. The motion passed unanimously (10 Yes [Bryant, Clyne, Corbett, Nebel, O'Day, Shafer, Smith, Sykes, Wine and Wurster], 0 No, 1 Absent [Hannan], 0 Abstain).

D. Senior Advisor Evaluations

11:21 am

Christy Wurster referred board members to page seventy-seven of the agenda packet and summarized the contents. To her knowledge, this is the first time OCCMA has conducted an evaluation of the senior advisor program. This program provides tremendous value to the membership and that was clear in the results of the evaluation.

It was moved by Michael Sykes and seconded by Robb Corbett to reappoint Sheila Ritz, Harold "Andy" Anderson, Larry Lehman and Dan Bartlett for two-year terms to expire December 31, 2020. The motion passed unanimously (10 Yes [Bryant, Clyne, Corbett, Nebel, O'Day, Shafer, Smith, Sykes, Wine and Wurster], 0 No, 1 Absent [Hannan], 0 Abstain).

E. OCCMA/LOC Contract Addendum

11:26 am

Megan George referred board members to page ninety-two of the agenda packet and summarized the contents. The contract for services between OCCMA and LOC does not include services for intermittent or periodic activities – like the Northwest Regional Managers Conference. Included in the agenda packet is a draft of the contract addendum for approval at the November 8-9, 2018 Board of Directors meeting.

F. Committee Updates that Require Board Action

11:28 am

Bylaws and Policy Committee

Spencer Nebel referred board members to page ninety-seven of the agenda packet and summarized the contents of the memo. He shared that the Bylaws and Policy Committee had introduced comprehensive amendments to the OCCMA Policy Annex at the July 13, 2018 Board of Directors meeting and scheduled possible approval of those amendments at the September 27, 2018 Board of Directors meeting. A summary of the changes is included in the memo. The committee is also recommending that approval of the Annual Membership Meeting Minutes be included in the agenda for those meetings.

It was moved by Sean O'Day and seconded by Byron Smith to modify Article 2 of the OCCMA Policy Annex to include approval of the minutes to the agenda of the Annual Membership Meeting approved by the OCCMA Board of Directors on July 13, 2018. The motion passed unanimously (10 Yes [Bryant, Clyne, Corbett, Nebel, O'Day, Shafer, Smith, Sykes, Wine and Wurster], 0 No, 1 Absent [Hannan], 0 Abstain).

Christy Wurster stated that she does not believe she has a direct conflict of interest as it relates to the reimbursement of expenses in Article 5 of the OCCMA Policy Annex because if OCCMA were not to reimburse her expenses, her city would.

It was moved by Sean O'Day and seconded by Dale Shafer to approve the amendments to the OCCMA Policy Annex. The motion passed unanimously (10 Yes [Bryant, Clyne, Corbett, Nebel, O'Day, Shafer, Smith, Sykes, Wine and Wurster], 0 No, 1 Absent [Hannan], 0 Abstain).

Communications Committee

Marty Wine asked the Board of Directors to defer action on this item until the November 8-9, 2018 Board of Directors meeting.

Host Committee

Spencer Nebel referred board members to page 117 of the agenda packet and summarized the contents of the memo. On July 13, 2018, the Board of Directors reviewed a draft of a Memorandum of Authorization (MOA) for the OCCMA Host Committee relating to the Association's responsibilities for hosting the 107th ICMA Conference in Portland, Oregon on October 3-6, 2021. The MOA outlines the role of the committee and the role of the board in relation to the conference as well as establishing a separate fund for the hosting committee that would be administered by the LOC. The first meeting of the Host Committee is scheduled for November 7, 2018 at the Oregon Garden Resort in Silverton.

It was moved by Sean O'Day and seconded by Marty Wine to approve the Memorandum of Authorization for the OCCMA Host Committee for the 107th ICMA Conference. The motion passed unanimously (10 Yes [Bryant, Clyne, Corbett, Nebel, O'Day, Shafer, Smith, Sykes, Wine and Wurster], 0 No, 1 Absent [Hannan], 0 Abstain).

It was moved by Byron Smith and seconded by Michael Sykes to appoint Eileen Stein, Joe Gall and Spencer Nebel as co-chairs of the Host Committee. The motion passed unanimously (10 Yes [Bryant, Clyne, Corbett, Nebel, O'Day, Shafer, Smith, Sykes, Wine and Wurster], 0 No, 1 Absent [Hannan], 0 Abstain).

G. Conference Schedule for 2021

11:45 am

Christy Wurster referred board members to page 123 of the agenda packet and summarized the contents. The Board of Directors has discussed the conference schedule for 2021 several times over this past year. At the July 13, 2018 Board of Directors meeting, the board moved to find an alternate host for the ICMA West Coast Summit, host the Northwest Regional Managers Conference as per the normal rotation, and to host a one or two-day meeting in Portland prior to the ICMA Annual Conference scheduled for October 3-6, 2021 in Portland, Oregon. Portland State University has indicated their interest in hosting the meeting in Portland.

It was moved by Robb Corbett and seconded by Michael Sykes to pursue the opportunity with Portland State University to host the 2021 Summer Meeting at their facilities. The motion passed unanimously (10 Yes [Bryant, Clyne, Corbett, Nebel, O'Day, Shafer, Smith, Sykes, Wine and Wurster], 0 No, 1 Absent [Hannan], 0 Abstain).

The board discussed whether it would be appropriate to survey the membership on what they would like to see at a summer conference this year. The board agreed to defer action on this until receiving more information from Portland State University.

H. Request for Assistance for ICMA Conference Planning

11:53 am

It was moved by Robb Corbett and seconded by Marty Wine to approve the request for assistance submitted by Eileen Stein for her role serving on the ICMA Conference Planning Committee. The motion passed unanimously (10 Yes [Bryant, Clyne, Corbett, Nebel, O'Day, Shafer, Smith, Sykes, Wine and Wurster], 0 No, 1 Absent [Hannan], 0 Abstain).

I. Other Business

11:54 am

There was no other business.

J. Adjournment

11:55 am

President Christy Wurster adjourned the meeting at 11:55 am.

APPROVED by the OCCMA Board of Directors on November 8, 2018.

ATTEST:

Mike Cully, Secretary-Treasurer

Christy Wurster, President

OREGON CITY / COUNTY MANAGEMENT ASSOCIATION
Current Financial Report - October 2018

		2017 BUDGET	2017 ACTUAL	2018 Amended BUDGET	Through October 2018
INCOME					
	Beginning Cash - Operations	51,823	51,823	46,849	46,849
	Beginning Cash - 2021 ICMA Conference	30,739	30,739	72,856	72,856
	Beginning Cash - RJ Scholarship	3,350	3,350	4,872	4,872
	Total Beginning Cash	85,912	85,912	124,578	124,578
Conference Income					
Fall Conference Registrations					
3-4103	· Registration	6,000	9,860	9,000	0
	Total Fall Conference	6,000	9,860	9,000	0
Summer Conference					
3-4104	· Registration	27,000	30,435	28,000	34,865
3-4182	· Sponsorships	12,500	14,900	20,000	19,500
3-4184	· Roger Jordan Scholarship	1,000	1,000	1,000	1,000
3-4188	· Food Charges	5,250	0	0	0
3-4191	· Activity Fee	500	0	0	0
	Total Summer Conference	46,250	46,335	49,000	55,365
NW Regional Conference					
3-4102	· Registration	22,000	29,355	0	0
3-4101	· Sponsorships	12,000	12,900	0	0
	Total NW Regional Conference	34,000	42,255	0	0
NW Women's Leadership Academy					
3-4105	· Registration	0	0	15,000	18,000
	Total NW Women's Leadership Academy	0	0	15,000	18,000
	Total · Conferences	86,250	98,450	73,000	73,365
General Operations Income					
3-4001	· Dues	36,000	46,628	40,000	46,870
3-4003	· Dues Surcharge 2021	5,000	7,117	6,300	6,678
3-4260	· Board Retreat Meetings	2,000	1,209	5,000	318
3-4270	· CIS Senior Advisor	2,500	2,500	2,500	0
3-4280	· ICMA Senior Advisor	7,000	4,352	7,000	3,219
	Total General Operations Income	52,500	61,806	60,800	57,085
	Total Income without Beginning Cash	138,750	160,256	133,800	130,450
	Total Income including Beginning Cash	224,662	246,168	258,378	255,028

		2017	2017	2018 Amended	Through
		BUDGET	ACTUAL	BUDGET	October 2018
EXPENSE					
Conference Expense					
<i>Fall Workshop</i>					
3-5134	· Food & Beverage Fall	3,000	7,168	7,000	0
3-5135	· Room Rental Fall	650	338	650	0
3-5139	· Speakers Fall	2,500	2,500	2,500	4,500
3-5138	· Administration Fall	800	0	0	0
Total · Fall Conference		6,950	10,005	10,150	4,500
<i>Summer Conference</i>					
3-5141	· Activities Summer	0	0	0	0
3-5142	· Administration Summer	7,500	5,772	7,500	518
3-5143	· A/V & Trade Show Summer	550	2,478	2,500	290
3-5144	· Food & Beverage Summer	14,500	18,583	15,500	19,021
3-5145	· Lodging Summer	2,400	1,870	3,000	4,232
3-5146	· Postage/Printing Summer	1,000	278	500	323
3-5147	· Travel Summer	200	302	300	92
3-5149	· Speaker Summer	5,000	1,332	12,500	9,654
3-51481	· Roger Jordan Scholarship	1,000	1,478	3,700	0
Total · Summer Conference		32,150	32,092	45,500	34,129
<i>NW Regional</i>					
3-5152	· Administration	6,000	3,777	0	0
3-5154	· Food & Beverage	14,000	29,212	0	0
3-5156	· Postage/Printing	1,500	157	0	0
3-5157	· Travel	2,200	2,240	0	0
3-5159	· Speaker	4,000	3,450	0	0
Total · NW Regional		27,700	38,836	0	0
<i>NW Women's Leadership Academy</i>					
3-5201	· LOC Administration	0	0	0	0
3-5202	· Other Administration	0	0	0	8,000
3-5203	· A/V & Room	0	0	0	0
3-5204	· Speaker	0	0	0	0
3-5205	· Food & Beverage	0	0	0	1,009
3-5206	· Miscellaneous	0	0	15,000	276
Total · NW Women's Leadership Academy		0	0	15,000	9,285
Total · Conferences		66,800	80,933	70,650	47,914

		2017	2017	2018 Amended	Through
		BUDGET	ACTUAL	BUDGET	October 2018
General Operations Expenses					
	· Contingency	6,750	0	500	0
3-5121	· 2021 ICMA Conference	5,000	0	5,000	0
3-6020	· ICMA Coaching Program	0	1,000	1,000	0
3-6001	· LOC Services	12,000	6,482	12,000	8,046
3-6016	· Board Functions	3,300	5,162	6,500	6,986
3-6021	· Conference Calls	200	196	200	182
3-6023	· Directory	2,000	3,664	0	0
3-6027	· Marketing/Supplies	750	683	750	726
3-6033	· Miscellaneous	1,500	459	2,000	1,346
3-6034	· Miscellaneous - Credit Card Exp	0	1,068	3,000	611
3-6036	· National/Committee Travel	2,500	1,119	2,500	1,888
3-6039	· Newsletter	9,000	4,676	8,000	3,954
3-6042	· Postage	400	179	400	251
3-6045	· Printing, Fax	300	133	300	176
3-6051	· Scholarships Charlie Henry	3,000	2,425	3,000	3,259
3-6054	· Senior Advisor	14,000	10,322	14,000	7,814
3-6057	· Web Support	5,500	3,091	5,500	0
Total General Operations Expenses		66,200	40,658	64,650	35,239
Total Expenses		133,000	121,591	135,300	83,153
Net Income / <Loss> Before Beginning Cash		5,750	38,666	-1,500	47,297
Net Income / <Loss> Including Beginning Cash		91,662	124,578	123,078	171,875
Transfers					
	· Operating to RJ Scholarship	0	2,000	0	0
	· Operating to ICMA 2021	0	35,000	0	0
Total Transfers		0	35,000	0	0
Ending Cash					
	· Ending Cash Balance - Operations	57,573	46,849	46,749	86,468
	· Ending Cash Balance - ICMA 2021	30,739	72,856	74,156	79,534
	· Ending Cash Balance - RJ Scholarship	3,350	4,872	2,172	5,872
Total Ending Cash		91,662	124,578	123,078	171,875

Oregon City/County Management Association

TRANSACTION LIST BY VENDOR

September - October, 2018

DATE	TRANSACTION TYPE	NUM	POSTING	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
Danny Bartlett						
10/23/2018	Bill	Q3 2018	Yes	Sr. Advisors Q4 2017	3-2099 Accounts Payable	1,264.58
10/25/2018	Bill Payment (Check)	3014	Yes		3-1001 Checking	-1,264.58
Elizabeth Gray						
09/17/2018	Bill Payment (Check)	3003	Yes		3-1001 Checking	-37.10
Huell White						
09/17/2018	Bill Payment (Check)	3004	Yes		3-1001 Checking	-17.45
John Lenssen						
09/24/2018	Bill	2018-27	Yes		3-2099 Accounts Payable	1,300.00
10/04/2018	Bill Payment (Check)	3008	Yes		3-1001 Checking	-1,300.00
Josh Subramanyan						
09/17/2018	Bill Payment (Check)	3005	Yes	Voided	3-1001 Checking	0.00
10/04/2018	Bill Payment (Check)	3009	Yes		3-1001 Checking	-178.76
Just Right Awards and Engraving Inc.						
10/23/2018	Bill		Yes		3-2099 Accounts Payable	119.12
10/25/2018	Bill Payment (Check)	3015	Yes		3-1001 Checking	-119.12
Lehman, Larry						
10/23/2018	Bill	Q3 2018	Yes	Q3 2018	3-2099 Accounts Payable	744.16
10/25/2018	Bill Payment (Check)	3016	Yes		3-1001 Checking	-744.16
LOC						
09/01/2018	Bill	July 2018	Yes	LOC Services 2021 Conf planning	3-2099 Accounts Payable	2,307.42
09/17/2018	Bill Payment (Check)	3007	Yes		3-1001 Checking	-847.16
09/24/2018	Bill	CC MG 092018	Yes	LOC Services 2021 Conf planning	3-2099 Accounts Payable	5,132.22
10/04/2018	Bill Payment (Check)	3010	Yes		3-1001 Checking	-7,439.64
10/23/2018	Bill		Yes	LOC Services 2021 Conf planning	3-2099 Accounts Payable	96.00
10/25/2018	Bill Payment (Check)	3017	Yes		3-1001 Checking	-96.00
10/29/2018	Bill		Yes	LOC Services 2021 Conf planning	3-2099 Accounts Payable	36.60
Megan George						
09/24/2018	Bill	exp092418	Yes		3-2099 Accounts Payable	7.49
09/24/2018	Bill	EXP092418a	Yes		3-2099 Accounts Payable	6.40
10/04/2018	Bill Payment (Check)	3011	Yes		3-1001 Checking	-13.89

DATE	TRANSACTION TYPE	NUM	POSTING	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
Mount Bachelor Village						
09/17/2018	Bill Payment (Check)	3006	Yes		3-1001 Checking	-409.52
Rabiner Resources						
10/23/2018	Bill	180927	Yes		3-2099 Accounts Payable	4,500.00
10/25/2018	Bill Payment (Check)	3018	Yes		3-1001 Checking	-4,500.00
Sheila Ritz						
10/23/2018	Bill	Q3 2018	Yes	Reimb - Qtr 4 2017 - Sr Adv Exp	3-2099 Accounts Payable	465.07
10/25/2018	Bill Payment (Check)	3019	Yes		3-1001 Checking	-465.07
Silverton						
10/23/2018	Bill		Yes		3-2099 Accounts Payable	1,887.63
10/25/2018	Bill Payment (Check)	3013	Yes		3-1001 Checking	-1,887.63



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To: OCCMA Board of Directors
From: Megan George, Operations Director
Date: November 1, 2018
Subject: Summary of Contracts Executed on Behalf of OCCMA

There have been no additional contracts executed since the September 27, 2018 Board of Directors Contract. Below are upcoming contracts.

Upcoming Contracts

- Venue for 2019 OCCMA Board Retreat
- Venue for 2020 OCCMA Board Retreat
- Venue for 2021 Northwest Regional Managers Conference (NWRMC)
- Venue for 2021 OCCMA Summer One-Day Conference
- Venue for 2021 OCCMA Board Retreat



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To: OCCMA Board of Directors
From: Megan George, Operations Director
Date: November 1, 2018
Subject: Audit Quotes

The OCCMA Board of Directors directed staff to obtain quotes for completion of an annual audit to occur in the first quarter of 2019. Attached to this memo are two quotes with estimated costs ranging from \$8,500 - \$10,500. Staff also reached out for quotes from Moss Adams and Accuity, LLC, but did not receive them by the date this packet was prepared. The League of Oregon Cities (LOC) and the Local Government Personnel Institute (LGPI) both use Boldt, Carlisle & Smith, LLC for their annual audits.

There are several possible options for the board to consider:

1. Award the contract to either **Boldt, Carlisle & Smith, LLC** or **Grove, Mueller & Swank P.C.**
2. Direct staff to obtain additional quotes for this work.
3. Other.

From: [Jessica Luther-Haynes](#)
To: [Megan George](#)
Subject: OCCMA Audit
Date: Thursday, October 25, 2018 8:22:43 AM

Good morning Megan,

I had a chance to meet with my fellow managers, and we have determined a proposed fee for the audit of the financial statements of OCCMA for the year ended December 31, 2018. Since the engagement will not be a continuous annual audit and certain efficiencies will not be gained due to this, we feel a fee of \$8,500 is appropriate.

If you have any questions, please feel free to contact me.

I hope to hear from you soon.



Jessica Luther-Haynes, CPA | Assurance Manager | JLuther@bcslc.com
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Boldt Carlisle + Smith | Certified Public Accountants

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From: [Ryan Pasquarella](#)
To: [Megan George](#)
Cc: [Ryan Pasquarella](#)
Subject: OCCMA audit fee
Date: Friday, October 26, 2018 9:52:29 AM

Megan,

Good morning. Thank you for reaching out to us about the audit for OCCMA. Our firm will be happy to perform the audit. The fee for the initial year would be \$10,500 which includes my firm drafting the financial statements and communication of the audit results to the Board. The fee for years after the initial year should be a little less. This is due the amount of documentation required the first year regarding the organizations activities, financial processes and structure. The documentation required in future years would be reduced since the initial documents are already created.

We will send you a list of the information we will need OCCMA to prepare for us and an engagement letter if this arrangement is acceptable.

Please let me know if you have any questions about the services we will perform. I hope to hear from you soon.

Ryan

Ryan Pasquarella, CPA
Shareholder
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OCCMA

Oregon City/County Management Association

A State Affiliate of ICMA

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To: OCCMA Board of Directors
From: Megan George, Operations Director
Date: November 1, 2018
Subject: 2018 Summer Conference Recap

The Professional Development Committee was comprised of the following individuals in 2018:

- Marty Wine, Chair
- Steve Bryant
- Nathan Cherpeski
- Phillip Cooper
- Dan Huff
- Erik Jensen
- Masami Nishishiba
- Megan Phelan
- Preston Polasek
- Sara Singer Wilson
- Michael Sykes

Included below are a few tables that show year-over-year changes in sponsorship dollars, scholarships, and conference attendees.

Year	Sponsorship Amount
2018	\$19,500
2017	\$14,900
2016	\$17,250
2015	\$14,000
2014	\$12,500

Year	Scholarship Amount	Scholarships Awarded
2018	\$3,259	12
2017	\$3,903	12
2016	\$1,983	8
2015	\$2,704	3

Year	Members	Non-Members	Guests	Scholarships	Students	TOTAL
2018	99	4	4	10	12	129
2017	91	9	3	13	12	128
2016	82	1	1	10	8	102

Attached to this memo are the results from the satisfaction survey that was distributed after the conference.

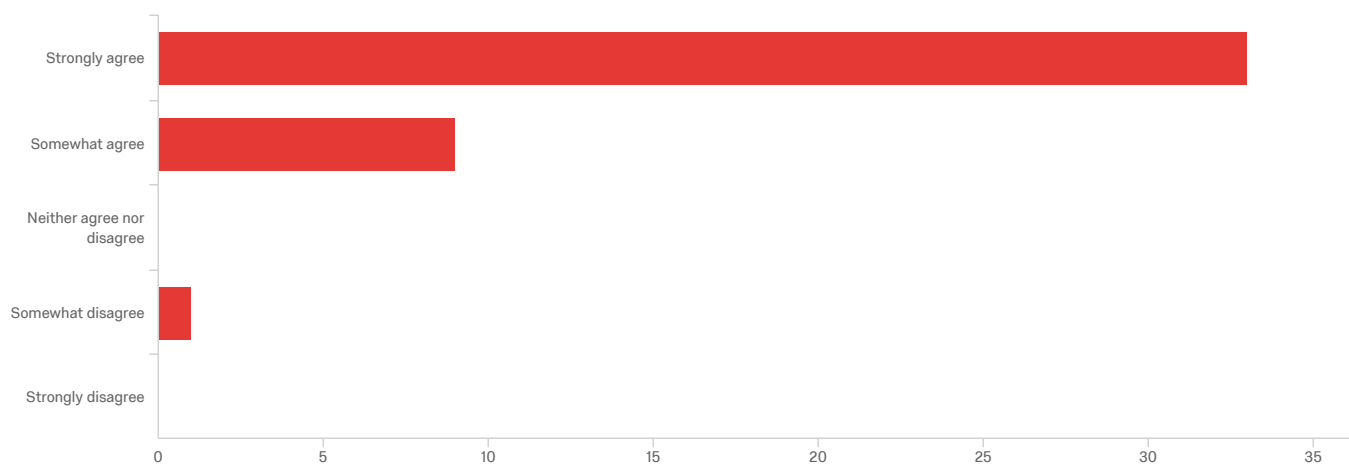
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2018 OCCMA Summer Conference

November 1, 2018 12:11 PM MDT

Q2 - Rate the degree to which you agree with the following statement: The conference

was useful.



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Rate the degree to which you agree with the following statement: The conference was useful.	1.00	4.00	1.28	0.58	0.34	43

#	Field	Choice Count
1	Strongly agree	76.74% 33
2	Somewhat agree	20.93% 9
3	Neither agree nor disagree	0.00% 0
4	Somewhat disagree	2.33% 1
5	Strongly disagree	0.00% 0
		43

Showing rows 1 - 6 of 6

Q3 - Any general comments about the conference?

Any general comments about the conference?

This was a great conference with good information in a great location.

Overall, interesting topics and presentations.

Good program this year.

Very well laid out and support staff did an amazing job.

I've noticed that at each session, similar sets of people, (typically old-timer) tended to take the air-time. It would be nice to make an effort to have the newer members to participate more.

Some of the guest speakers didn't seem to personalize their message to government work (i.e. the futurist speaker)

The subject matter seemed geared toward larger budget entities.

All of the sessions were engaging. This was one of the best conferences I have attended.

Always good to connect with other local government managers.

Good event. Always worth it.

I appreciated the "change" theme. It was necessary and glad we could use this conference to discuss some of those topics.

great networking, wonderful to meet with so many students and interesting materials

The sessions were less helpful and informative than past conferences.

Well planned

this conference seemed to have more useful topics. We didn't get bogged down in "why I lost my job" etc.

I found this to be an excellent networking opportunity and really enjoyed the format. I would enjoy more facilitated sessions and believe that one would have served nicely as an "icebreaker".

Strong presenters were very beneficial. The futurist was particularly wonderful, the opinion on evaluations was not helpful.

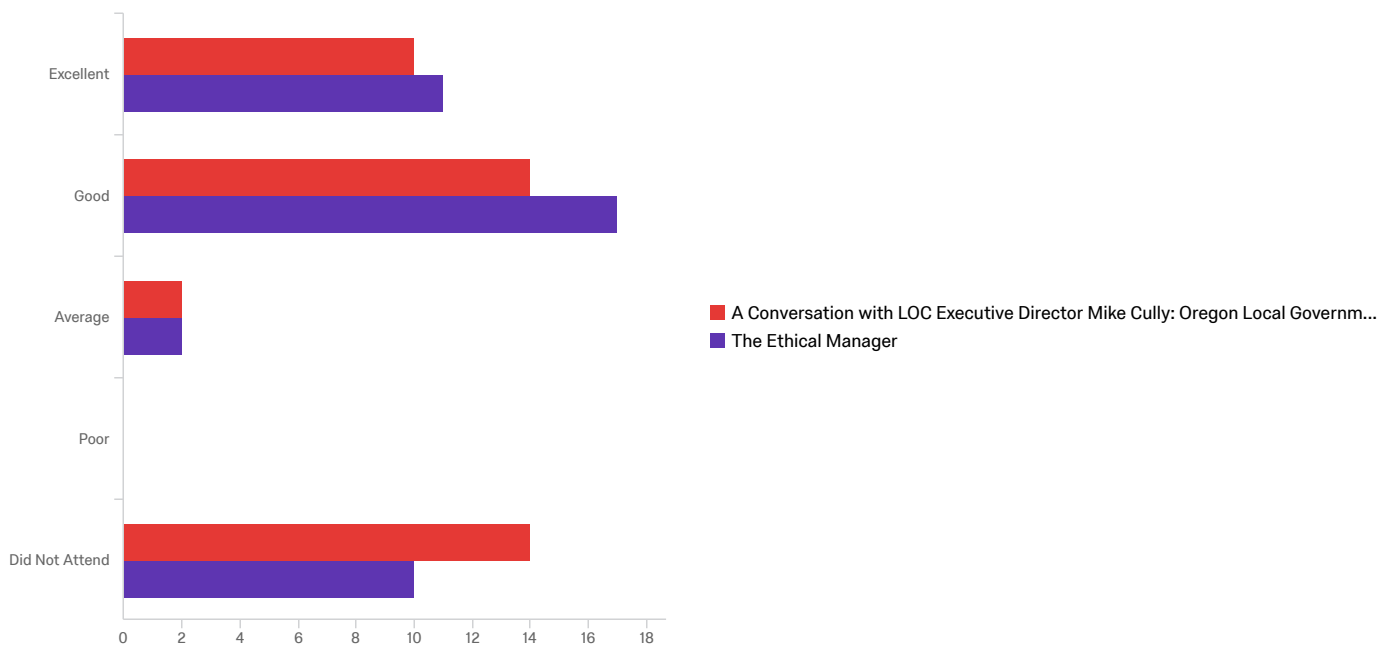
I found the content interesting but a lot of the discussion was based on City's that are a lot bigger than I am and didn't relate to my day to day challenges

This was the best one I have been to so far (out of probably 10). The sessions were varied, the speakers were good, and it seemed like attendees were really engaged.

great range of sessions, nice growing diversity among participants compared with past years

Well done. Loved the location and Steve Brown was really intriguing. Great conference for me as it was my first City/County mgmt. conference.

Q4 - Please evaluate the sessions on Tuesday (July 10th).

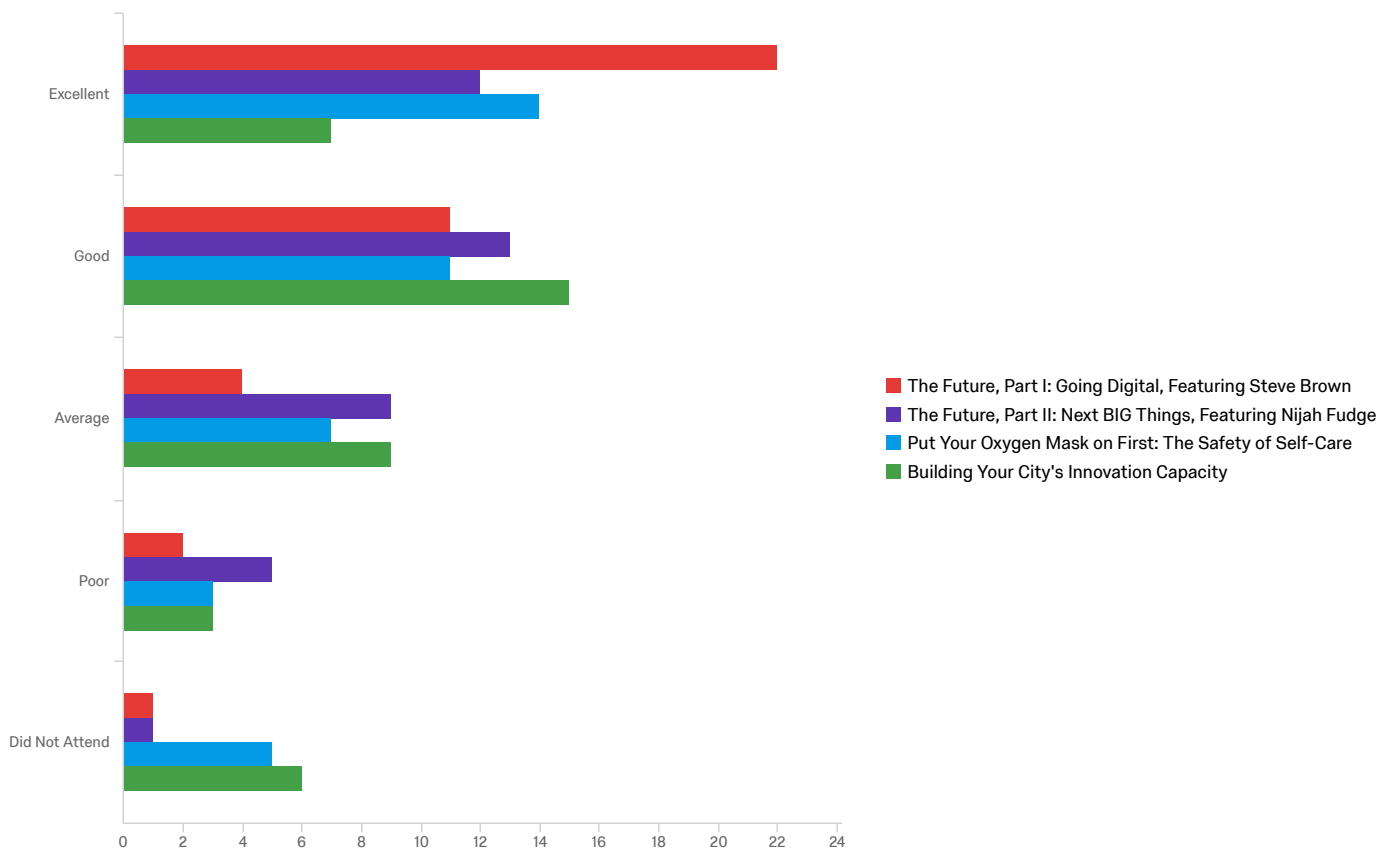


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	A Conversation with LOC Executive Director Mike Cully: Oregon Local Government Opportunities and 2018 Legislative Wrap Up	1.00	5.00	2.85	1.65	2.73	40
2	The Ethical Manager	1.00	5.00	2.52	1.52	2.30	40

#	Field	Excellent		Good		Average		Poor		Did Not Attend		Total
1	A Conversation with LOC Executive Director Mike Cully: Oregon Local Government Opportunities and 2018 Legislative Wrap Up	25.00%	10	35.00%	14	5.00%	2	0.00%	0	35.00%	14	40
2	The Ethical Manager	27.50%	11	42.50%	17	5.00%	2	0.00%	0	25.00%	10	40

Showing rows 1 - 2 of 2

Q5 - Please evaluate the sessions on Wednesday (July 11th).



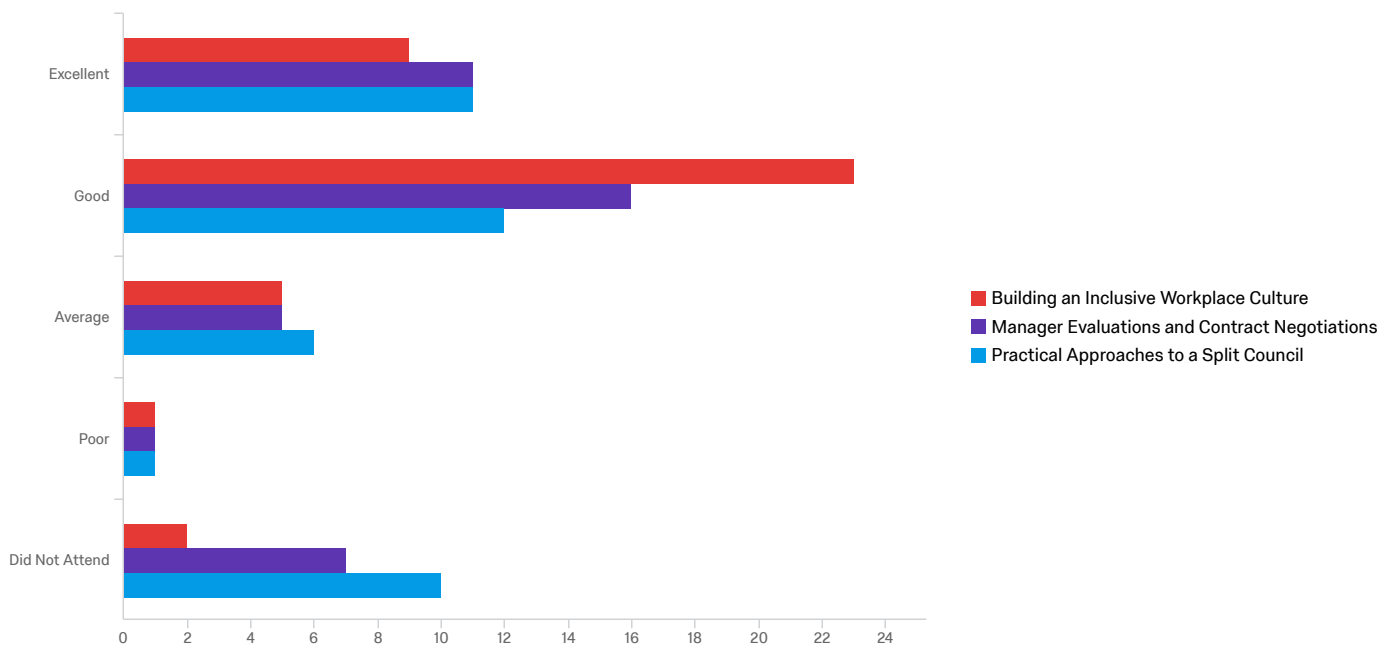
#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	The Future, Part I: Going Digital, Featuring Steve Brown	1.00	5.00	1.73	1.00	1.00	40
2	The Future, Part II: Next BIG Things, Featuring Nijah Fudge	1.00	5.00	2.25	1.09	1.19	40
3	Put Your Oxygen Mask on First: The Safety of Self-Care	1.00	5.00	2.35	1.35	1.83	40
4	Building Your City's Innovation Capacity	1.00	5.00	2.65	1.28	1.63	40

#	Field	Excellent	Good	Average	Poor	Did Not Attend	Total
1	The Future, Part I: Going Digital, Featuring Steve Brown	55.00% 22	27.50% 11	10.00% 4	5.00% 2	2.50% 1	40
2	The Future, Part II: Next BIG Things, Featuring Nijah Fudge	30.00% 12	32.50% 13	22.50% 9	12.50% 5	2.50% 1	40
3	Put Your Oxygen Mask on First: The Safety of Self-Care	35.00% 14	27.50% 11	17.50% 7	7.50% 3	12.50% 5	40

4	Building Your City's Innovation Capacity	17.50%	7	37.50%	15	22.50%	9	7.50%	3	15.00%	6	40
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Q6 - Please evaluate the sessions on Thursday (July 12th).

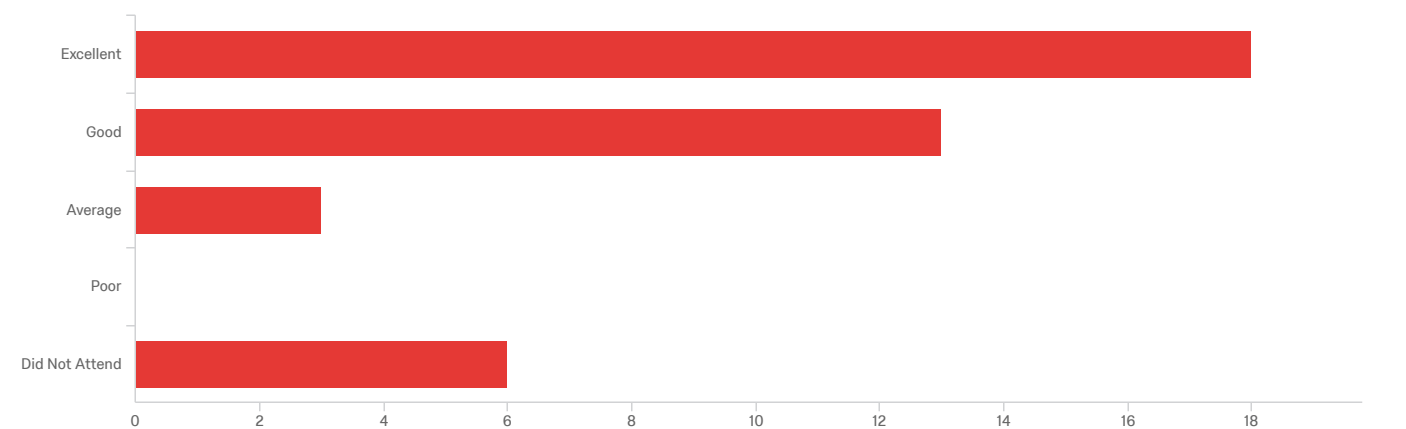


#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Building an Inclusive Workplace Culture	1.00	5.00	2.10	0.94	0.89	40
2	Manager Evaluations and Contract Negotiations	1.00	5.00	2.42	1.38	1.89	40
3	Practical Approaches to a Split Council	1.00	5.00	2.67	1.52	2.32	40

#	Field	Excellent	Good	Average	Poor	Did Not Attend	Total
1	Building an Inclusive Workplace Culture	22.50% 9	57.50% 23	12.50% 5	2.50% 1	5.00% 2	40
2	Manager Evaluations and Contract Negotiations	27.50% 11	40.00% 16	12.50% 5	2.50% 1	17.50% 7	40
3	Practical Approaches to a Split Council	27.50% 11	30.00% 12	15.00% 6	2.50% 1	25.00% 10	40

Showing rows 1 - 3 of 3

Q11 - Please evaluate the session on Friday (July 13th).



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Round Robin	1.00	5.00	2.08	1.37	1.87	40

#	Field	Choice Count
1	Excellent	45.00% 18
2	Good	32.50% 13
3	Average	7.50% 3
4	Poor	0.00% 0
5	Did Not Attend	15.00% 6
		40

Showing rows 1 - 6 of 6

Q7 - Any comments about the conference sessions?

Any comments about the conference sessions?

Excellent variety of topics, all relevant. Well done by conference planning team.

The students were great to interact with and I believe they are a critical part of our profession. We need to work to keep them attending.

The practical approaches to a split council really fell short of my expectations. I didn't get anything like I was hoping from a group of experienced managers.

I enjoy sessions where we get to hear from the experiences of our peers more than the sessions where we hear from consultants, or experts in a certain field.

Some started very late, does it mean more time needed between sessions or just that everyone likes to socialize?

I felt that the Round Robin topics weren't as lively as in years past. Maybe in future people could (if they wish to remain anonymous) drop slips of topic ideas throughout the conference for all to discuss. It seems like people have issues going on in their cities, but hesitated to speak up.

I really enjoyed talking on the side with Mike Cully and Craig Honeyman

Conference was good. Not starting on-time for Wednesday morning as a bit frustrating. The great speaker had to wait nearly 20 minutes before the masses entered the room. Shows a lack of respect to that speaker who was sponsored by a company to be there.

I thought the digital session would be boring and/or over my head, but I found it so very interesting and I would like more on this sort of topic.

While I enjoyed the thinking outside the box in many of the sessions, I would like to see presenters focus on actionable approaches to incorporating topics (i.e. cutting edge technology or diverse hiring practices) focused at the small community setting.

Futurist marvelous, and though provoking. Session on evaluation and contracting was not valuable, and created a good deal of discord and lacked statistical relevance.

The best part of the session led by the City of Hillsboro was the Escape Room box - that was super cool. The rest of it felt less relevant - more like big city with lots of money doing something cool that none of the rest of us could ever replicate. The inclusive workplace session felt more like a lecture; I would have rather heard from the City of Gresham, maybe in concert with the trainer, on how they've been working to build an inclusive culture.

Many of them were practical and good. The future going digital could have been more focused on local government specifically- I felt a little disconnected from the topic even though it was interesting.

Amazing to see how close-knit the group appeared. Loved hearing from such a breadth of experienced pros.

Showing records 1 - 14 of 14

Q9 - What would you like to see next year? Please list session topic ideas for OCCMA's Professional Development Committee as they prepare for the 2019 Summer Conference July 9 - 12 in Newport.

What would you like to see next year? Please list session topic ideas for O...

Continue with the governance theme started by Practical Approaches to a Split Council.

As a veteran manager now, I enjoy the conference to be able to catch up with colleagues and mentor those new to the profession. But find myself still wanting content that can help me navigate the political tricky waters that I operate in with my city council.

* Functioning between and with City and County manager roles and collaboration. (while I like it we tend to speak and be heavy city centric-counties are part of our organization). * Thriving and succeeding in an environment that is western leaning centric in ideology when the majority of the state is rural and does not espouse to the west side ideologies (aka really remain no partisan and non political). * seeking ways to streamline government expenditures instead of the notion that we should always "get" more money/taxes (run and function like a business). * Creating and establishing a process for accessing and/or transition of key/critical staff (positions).

Preview/Planning for ICMA 2021 including Social Activities and Learning Tours.

Keep up the energy and relevant education.

I'd like to see more of the substance be applicable to smaller cities with smaller budgets. I think there are enough topics that would interest cities of all sizes to perhaps make 80% applicable to all with 10% applicable to large and 10% applicable to small. Also, ethics training is great but most of us are seasoned professionals who have learned about ethics throughout undergrad and graduate education, and have practiced ethics in our careers. I don't think dedicating a fairly long work session to the topic is a good use of time.

How to manage difficult employees; innovation in budgeting; risk management/detecting fraud risks in your organization.

Allow time for self-care. It would have been nice to do the river float but decided to stay for the training session instead.

The conference is Best with a mix of individual learning/takeaways, organizational development help, and content that helps managers build management skill.

Civic Engagement, Data Governance (how can we use this to our advantage?), The New Localism?, Performance Management (metrics, data and so forth)

PERS, more smart cities and then also revisit the CM<-->police chief relationship. That's topic that needs refreshing every 3 years or so.

I know the goal is to have certified and degreed city managers, but there are a lot of 'home grown' managers in place now. Many city recorders are being moved into city manager roles and we need help. City Management is so varied and it can be daunting to move into a role that you are not really prepared for. Your Council may feel you are prepared, but everyone needs experience and networking. No one can know everything, but perhaps we could have a panel of successful recorder/assistants who have moved up lead a discussion: What they found out, how to get the experience required etc. Also, any tips from 'credentialed' managers would help out. We are all in this together.

i thought the split council discussion was great and could be expanded on

What I would like to see some focus on re-inventing communities. I know there is a great ICMA presentation of this, and I think that it would be good for administrators/staff to go back to their communities charged with ways to help better or preserve their communities. I especially would like to see the same resources from the presentations made available for those struggling communities that cannot afford to attend.

Use of data and data collection to manage municipal functions; Recruiting and selecting in a tight labor market; legislative update for adopted changes; community engagement strategies

There is an conflict within the City Managers job to be a leader with staff and not be a leader with the dealing with the City Council. I find the skill sets to be very different. How to manage that conflict might be an interesting session.

I'd like to see more sessions focused on the next generation- practical skills to becoming a city manager or hear from our nw leadership academy participants on their experience and takeaways. Or just an opportunity to ask question of a panel of seasoned city managers on what they've learned and advice they have for the next generation of managers.

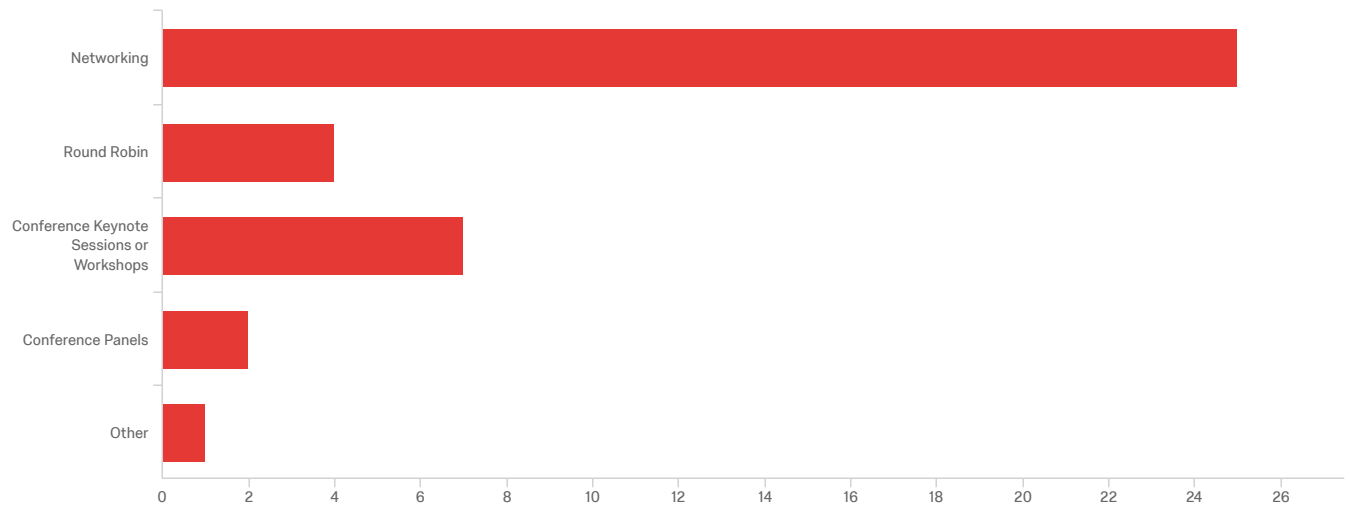
Following up on the split Council, I'd love to hear more ideas on developing training sessions for new Council members. For me, innovation will continue to be top of the list, so I'm interested in hearing how cities of all sizes are approaching this topic. What are cities doing to address the growing partisan divide in our nation while ensuring all voices are heard? What are the latest citizen engagement tools in use across the state?

I enjoy sessions on council and staff management, as it is great to hear varied perspectives on the topic. Meeting management and facilitating effective discussions. The round-robin session is always very interesting and valuable.

Emergency preparedness, iga, young public administrator development

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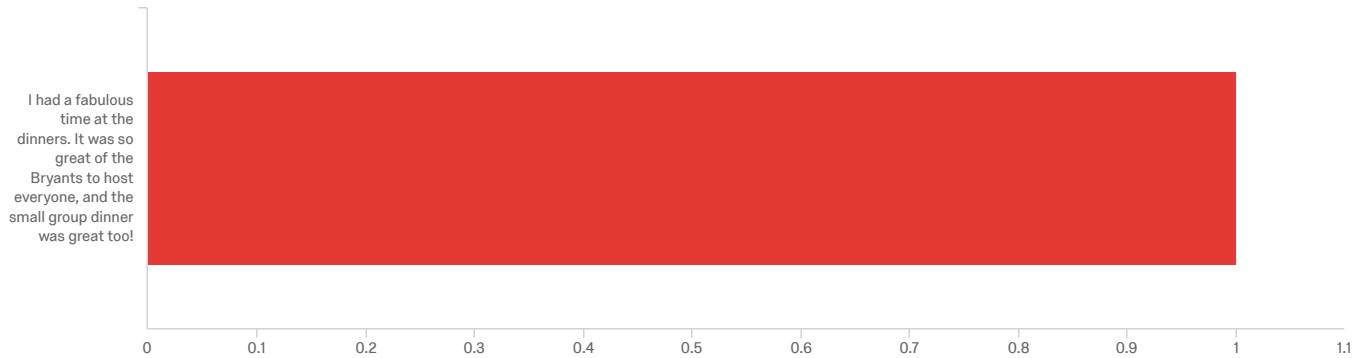
Q8 - What is the most valuable component of the OCCMA Summer Conference (please select one)?




#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	What is the most valuable component of the OCCMA Summer Conference (please select one)? - Selected Choice	1.00	5.00	1.72	1.08	1.18	39

#	Field	Choice Count
1	Networking	64.10% 25
2	Round Robin	10.26% 4
3	Conference Keynote Sessions or Workshops	17.95% 7
4	Conference Panels	5.13% 2
5	Other	2.56% 1
		39

Showing rows 1 - 6 of 6

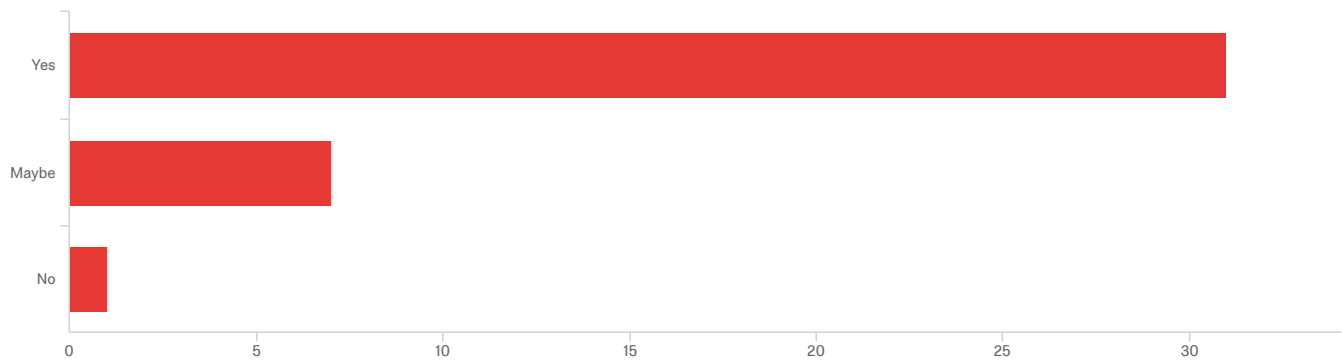



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#	Field	Choice Count
1	I had a fabulous time at the dinners. It was so great of the Bryants to host everyone, and the small group dinner was great too!	100.00% 1

Showing rows 1 - 1 of 1

Q10 - Do you plan to attend the OCCMA 2019 Summer Conference?



#	Field	Minimum	Maximum	Mean	Std Deviation	Variance	Count
1	Do you plan to attend the OCCMA 2019 Summer Conference?	1.00	3.00	1.23	0.48	0.23	39

#	Field	Choice Count
1	Yes	79.49% 31
2	Maybe	17.95% 7
3	No	2.56% 1
		39

Showing rows 1 - 4 of 4

End of Report



City of Tigard Memorandum

To: OCCMA Board Members

From: OCCMA Communications co-chairs
Ben Bryant (Happy Valley) and Marty Wine (Tigard)

Re: OCCMA website recommendation

Date: November 5, 2018

The Communications Committee recommends to the OCCMA board that the OCCMA website be migrated to the Wild Apricot platform with Melissa Thompson-Kiefer, Assistant City Manager of Nehalem, to lead the effort.

Background:

During 2018, the Communications Committee has considered the following situation related to our website:

- League of Oregon Cities has been hosting OCCMA's website, including links to conference registration system, that will no longer be supported with their transition to a new website.
- The current OCCMA website is out-of-date, is not kept current, and could be a better resource for OCCMA members.
- The Committee surveyed OCCMA membership and found that those who responded feel the site is neutral/outdated, and the main reasons that our members use the website include conference information, membership, newsletter, and directory. Accessing listserv information, online membership renewal, and searchability are important features to maintain.

We released a request for quotes in June to firms that could be interested in revamping OCCMA's website.

- We received one original bid in June (Sophicity) that was less than responsive to revamp our website (and more expensive than we need) so we notified them we would not move forward with their proposal.
- The Committee then considered the following three options:
 - Request a proposal for a redeveloped website from the LOC site redesign vendor (Happy, Inc). That scope of work was received in September and, jointly with an Oregon Mayors' Association website

redesign, would cost \$25,000. The Committee also found this proposal to be outside of OCCMA's cost range.

- A tab on LOC's redesigned site, an option that our OCCMA board found wouldn't maintain OCCMA's independence and identity
- Use the platform Wild Apricot to redesign the site. Melissa Thompson-Kiefer of Nehalem uses this platform for the City Records' (OAMR) website, finds Wild Apricot is an excellent value, providing website hosting, membership management, emails and conference registration.

More about the Wild Apricot recommendation:

- The cost is \$90/month and can be discounted by prepaying 1-2 years ahead of time (the Committee recommends paying month-to-month for the first year and then evaluating how it's going). In light of this cost estimate, the annual budget for website costs can be reduced.
- Melissa would lead a subcommittee of OCCMA members willing to help redesign and migrate content the site and will come up with a plan and schedule for the new website. We have current Communications Committee members (Kelsey, Dan, Ben, Marty, Rachel) who are willing to help with the migration of the site.
- Maintaining site content in the future would need to be assigned, potentially to the communications committee and committee chairs to see that the content gets updated.
- There may be a slight loss of search functionality on the OCCMA directory as it will need to be manually updated from iMIS. It won't update in real time, so it might be out of date during renewal periods or if contact information shifts throughout the year.
- Event registration will still be maintained on LOC's iMIS, but could be accessed by a link from the new website.



Date: October 25, 2018

TO: Host Committee Members

FROM: Joseph Gall, Eileen Stein, and Spencer Nebel, Co-Chairs of the ICMA 2021 Host Committee

RE: Host Committee Meeting
Wednesday, November 7, 2018 from 12 PM-4PM
Oregon Garden

On Wednesday, November 7, 2018, the first meeting of the Host Committee for the 107th ICMA Annual Portland Conference will be held at the Oregon Garden in Silverton from noon until 4 PM. It is anticipated that the Host Committee will meet twice a year until the 12-month period preceding the conference. During this last year the Host Committee will meet, as needed, in preparation for the 2021 conference.

Our intent for the November 7 Committee meeting is to provide an orientation on OCCMA's responsibility for hosting the 2021 ICMA Conference, develop a work plan for the 2019 calendar year, including a budget request to the OCCMA Board, and initiate discussions with our various subcommittees regarding how they will fill their role and responsibilities for the ICMA Conference.

On behalf of the OCCMA, we certainly appreciate your willingness to step up to help make the 2021 ICMA Conference a highly-attended memorable experience for ICMA members.

ICMA Host Guidelines

The focus of the Host Committee is to make the event a rewarding and enjoyable experience for all who attend the conference, and to minimize the direct cost to ICMA members and their families. Please note that the Host Committee activities are separate and distinct from the ICMA Conference Planning Committee. While the Planning Committee focuses on content for the Conference, the Host Committee deals with the social and program activities, including Major Evening Social Events, Opening Session, Inspirational Breakfast, Field Demonstrations, Athletic Events, Tours, Partners Activities, and Assistants' Exchange Program.

Beginning with this meeting, subcommittees can begin brainstorming ideas, and begin to carefully observe what works, and does not work, at conferences leading up to the Portland Conference. It is important to remember that the final decisions regarding events, venues, and other Host Committee responsibilities remains with ICMA. This includes vetting potential sponsors for various events to assure that they are not in conflict with ICMA sponsors. Attached to the agenda is a copy of the August 2018 ICMA Annual Conference Host Committee Guidelines for your review.

The proposal accepted by ICMA in selecting Portland for the 2021 Conference was submitted in 2012 by Travel Portland on behalf of OCCMA. In this proposal, Travel Portland made a number of commitments to ICMA regarding facilities, financial support, and other activities. A copy of this letter is included in the agenda packet.

Overview of Future Host Committee Meeting Held in Baltimore

On Monday, September 24, 2018, Joe Gall, Eileen Stein, Spencer Nebel, Steve Powers, Peter Stroedsson and Megan George attended the Future Host Committee Meeting during the 104th ICMA Annual Conference in Baltimore. A summary of the issues faced by Maryland in hosting this conference will be discussed at the Host Committee Meeting.

Governance Structure for the Host Committee

At the September 27, 2018 OCCMA Board Meeting, the Board approved a Memorandum of Authorization outlining the responsibilities and authority of the OCCMA Host Committee in planning the hosting activities for the 2021 ICMA Conference in Portland. The Board of Directors formally named the co-chairs for the Host Committee in accordance with the Memorandum of Authorization. The co-chairs will serve as an executive committee, and will be empowered to act on issues relating to obligations of the Host Committee. Much of the work of the Committee will be done through the various subcommittees. Subcommittees have been created for Fundraising, Major Evening Social Events, Volunteer Coordination, Partners Program, Inspirational Breakfast, Athletic Events, Assistants' Exchange Program, Field Demonstrations, Tour, and Promotional Activities for the 2021 Conference.

On an annual basis, the OCCMA Board will approve a budget for the Host Committee. A separate ICMA Conference financial account will be established through the League of Oregon Cities for the purposes of the Conference, with the co-chairs being authorized to make expenditures from this account, as will be needed through the end of the Conference. As part of the Host Committee obligations, an action plan for the next year, along with a budgetary request, will be made by the Host Committee to the OCCMA Board for the Board's review at the annual retreat in November. The OCCMA annual budget will be approved at the first meeting in 2019.

The subcommittees will provide including any transfer of funds into the Host Committee financial account reports and receive authorization from the co-chairs for various activities undertaken for the support of the 2021 Conference. Each of the

subcommittees has been assigned a co-chair to work with. Each subcommittee will report all activities to their assigned co-chair. A copy of the OCCMA Host Committee Memorandum of Authorization is included in the packet for your review.

Calendar of Events for the Host Committee

A preliminary Conference Planning Calendar was developed in June of this year to outline general timeframes for addressing issues relating to hosting the Conference. The most immediate need will be developing various strategies relating to the efforts to raise funds for the Conference. As we move ahead, we will be developing annual plans and will modify this calendar, as necessary. A summary of the calendar, and general timeframes, is being prepared for your review.

Subcommittee Discussions

It is our plan to allow for some time for subcommittee members to begin the process to discuss various logistics regarding how the subcommittee will function, and to initiate brainstorming ideas relating to their focus of responsibility.

Activities for 2019

After hearing preliminary thoughts from the subcommittees, the Host Committee will develop a work plan for 2019, and a budget request will be developed for the OCCMA Board for funding to carry out the activities in 2019.

Again, we thank you for your interest in working on these important tasks for the next few years to host a truly exceptional Conference in 2021. If you have any questions, please feel free to contact any one of us.

Respectfully submitted,

Joseph Gall, City Manager of Sherwood
Eileen Stein, City Manager of West Linn
Spencer Nebel, City Manager of Newport

cc: Christy Wurster, President, OCCMA
Marty Wine, President Elect, OCCMA
Megan George, Operations Manager, LOC



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 on their interest and feedback on OCCMA's current website. **(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. **(Professional Development 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).**

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

- **Explore partnership with the League of Oregon Cities and other entities to ensure managers have access to compensation benchmarking. (Unassigned)**
- **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. **(Ethics Committee)**
 - Include ICMA Code of Ethics articles in the OCCMA newsletter and make available on the website. **(Communications Committee)**
- **Recommend candidates to serve on the OCCMA Board of Directors 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. (Ad Hoc Committee – David Clyne & Dale Shafer)**
- **Review By-laws and Constitution and recommend amendments as requested by the president/board.**

- In 2018 the By-laws and Constitution Committee will review the Policy Annex and negotiate a contract with the League of Oregon Cities for the provision of administrative services for the board's action. **(By-laws and Constitution Committee)**
- **Identify and recommend action in relation to the ICMA/OCCMA Affiliation Agreement.**

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. **(Steve Powers in 2018 and Eileen Stein in 2019)**
 - Convene sub-committees to tackle different aspects of conference planning, per ICMA's recommendations. **(Host Committee)**



ENVISION

ICMA

STRATEGIC PLAN

Adopted February 17, 2017

ENVISION ICMA

STRATEGIC PLAN | Adopted February 17, 2017

STRATEGIC PLANNING PROCESS

ICMA has been guided by a strategic plan since 1985. The latest update to the plan was adopted in 2008, a time of a global financial crisis—an event almost as significant as the Great Depression, creating an environment of tremendous uncertainty. The environment in which ICMA and its members operate is constantly changing, and while many of the goals from the 2008 strategic plan have been accomplished, it is time to refresh the association's mission, vision, and strategic initiatives in order to ensure that ICMA continues to serve members of the profession effectively and stays relevant in today's environment of rapid, perpetual change.

In early 2015, the Association embarked on a planning process to develop a strategic plan that will guide the association's efforts in the years to come. The ICMA Executive Board established a set of objectives

and a timeline to complete a new strategic plan. In April 2015, ICMA's then-President Jim Bennett and President-Elect Pat Martel appointed 40 individuals to serve on the ICMA Strategic Planning Task Force. These individuals represent 21 states, Canada, and New Zealand. The group includes individuals of varying ages, genders and ethnic backgrounds; and different jurisdictional sizes. This talented and diverse group of professionals was chosen from an applicant pool of nearly 200 volunteers to tackle this important task. The Task Force is led by Chair Sheryl Sculley, City Manager of San Antonio, Texas and Vice-Chair Lee Worsley, Executive Director of the Triangle J Council of Governments in North Carolina.

Felicia Logan, ICMA's Director of Leadership Development, was chosen to facilitate the strategic planning process, with Amber Snowden serving as the Task Force's ICMA staff liaison.

**Change is the law of life. And those who look only to the past
or the present are sure to miss the future.**

— John F. Kennedy

ENVIRONMENTAL FORCES, TRENDS, AND DRIVERS

The first consideration in charting a path for our association's future was to consider the major forces, trends and drivers that will be affecting the members, the profession and the organization, and to understand the environment in which ICMA, and its members, must operate. The pages that follow provide a brief, yet broad examination of the critical strategic factors that we believe face ICMA in the years ahead. These environmental forces, trends, and drivers are grouped into three categories: those impacting local government/communities; those affecting the profession; and, those affecting ICMA as an association.

These environmental forces, trends, and drivers were confirmed with the ICMA Executive Board during their December 2015 meeting in Little Rock, Arkansas.

1. Local Government/Communities

a. Technology

Technological innovation continues to advance at an ever-increasing rate - a pace that continually runs ahead of local governments' capacity to adopt and adapt.

Many of the technologies that will be integral to our daily lives in the next ten to twenty years have not yet been imagined and/or developed. We expect that these innovations will transform the way services are provided and goods are produced, but will also disrupt traditional business practices and operating norms. Local governments will have to contend not only with an inability to predict the future, but also an increased demand for information and services at an increased speed from inception through adoption and into implementation. In order to successfully operate in

this environment, they will have to rethink their strategy, operations, and processes in fundamental ways, proactively developing clear goals that guide how they approach, maximize, and regulate the use of new technology as it becomes available.

Technology has also transformed the way that local governments communicate and share information with their constituents. While some residents attend public meetings and hearings to express their opinions and concerns, many more residents interact with their local governments without ever setting foot inside a government building.

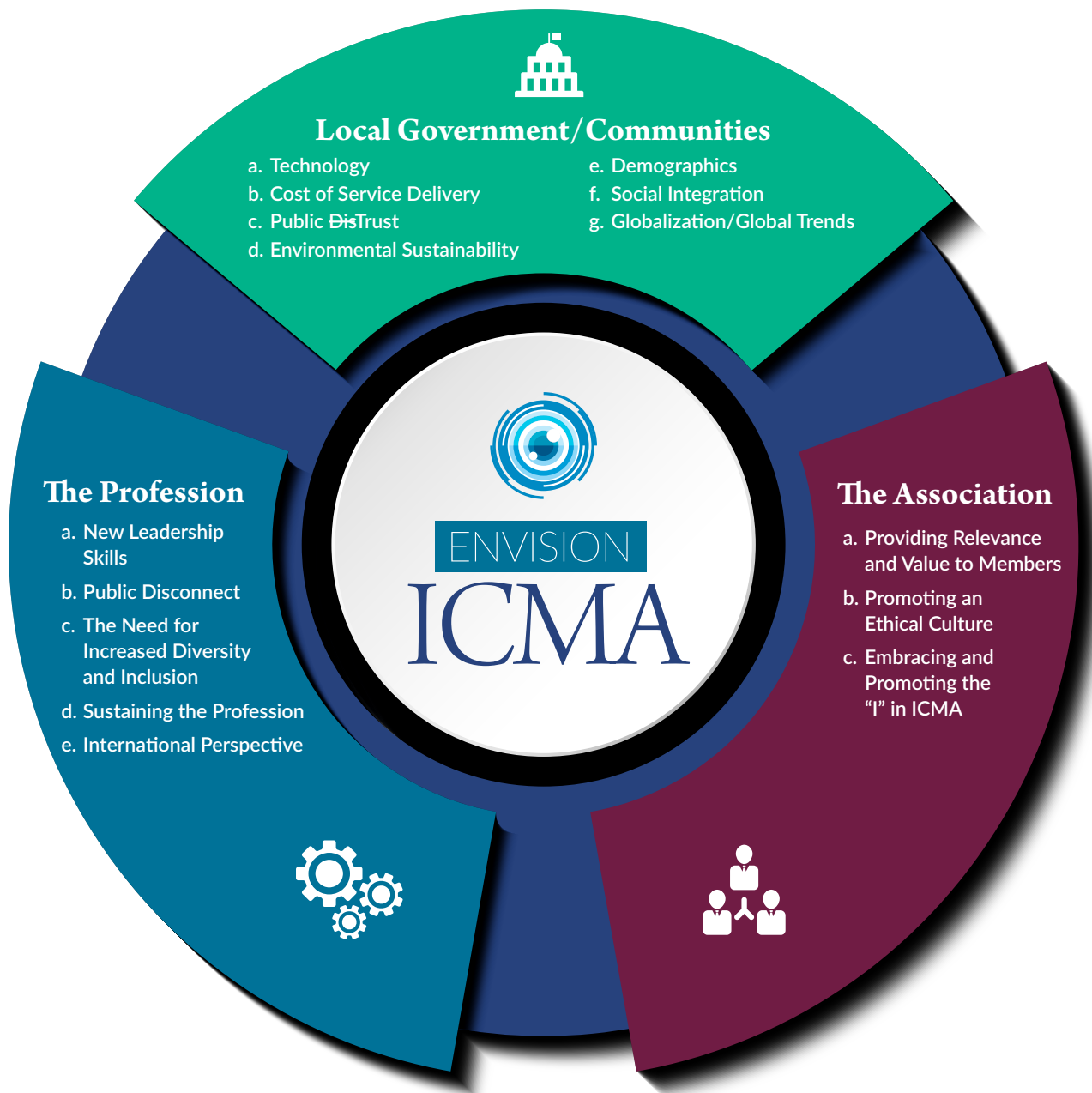
Nearly all residents own a smartphone or other mobile device, and they use these devices not only as the predominant way to obtain information, but also to register complaints about local government services and/or alert public safety or public works departments about an incident or problem.

Social networks are further fueling the new era of electronic civic engagement. The next generation of engaged citizens communicates differently than previous generations, expecting continuous and instantaneous connectivity. Local governments now have the opportunity to share information and engage residents in conversations to obtain input on important proposals or issues via social media channels and mobile apps that allow feedback in real time. On the downside, social media has provided a platform for circulating information that can be inaccurate, slanderous and dangerous for the community.

Technology has enhanced global access to information providing opportunities for networking, learning and sharing best practices across boundaries and time zones.

Local government managers must devise ways to evaluate the positives and negatives of these fast changing technologies to ensure public safety, access, and improved quality of life.

Environmental Forces, Trends, and Drivers



b. Cost of Service Delivery

Local governments have increasingly been expected to take on more community roles than in the past, particularly in being responsive to residents. However, while the roles, responsibilities, and expectations of local governments have grown, revenue options and the fiscal environment continue to become more constrained. More than in past economic downturns, nearly all federal, state and local governments globally were negatively affected

by the recent Great Recession, also facing mounting budgetary challenges and demands for services as revenues plunged. While local government revenues have been slowly improving in recent years, many have not seen their revenues return to pre-recession levels.

Budgetary challenges have also resulted in federal and state cutbacks in funding to local government, coinciding with devolution in the form of unfunded mandates, rules, and regulations, shifting responsibility to the local level without providing corresponding

sources of revenue. This further impacts local governments' finite resources and constrains their ability to provide essential services. These are critical issues because local governments perform most of the activities that residents directly associate with government. Local governments undertake most of the direct spending on public goods and services, and they bear primary responsibility for public safety and investments in social services, education, and infrastructure that directly affect our economy and quality of life.

c. Public DisTrust

Over the past few decades, the rules governing and organizing politics and governance have changed. The increasingly heightened polarization of policy issues makes it more difficult for governments to achieve compromise requiring leaders to identify, speak and agree on common values in order to govern. Political polarization has been further fueled by the new trend in 24/7 media coverage. Constant media attention into the minutest details of politicians' everyday lives has eroded personal privacy, limiting the number of candidates willing to open themselves and their families to such levels of public scrutiny. Instant access to information via social media, paired with anti-government sentiment, create a difficult environment for local governments to present the facts, which are often not as interesting or entertaining.

Too often, social media spreads misinformation before local governments have time to present the facts, putting local leaders on the defensive rather than managing the flow of accurate and timely information.

In the U.S., polls consistently show that public opinion and trust in government have dropped to historical lows. People have become increasingly skeptical about politics and government as a way to affect positive change. This skepticism seems to have corresponded with a sharp decline in civic engagement. By almost every measure, residents' engagement in politics, government, and their communities has fallen steadily and sharply over the last generation. This has occurred despite the fact that education levels, the best individual predictor of civic participation, have risen sharply. Around the globe, local governments are well-positioned to address this trend. Most governmental interactions with residents are at the local level and through transparency, engagement, performance and accountability, local governments can help to build trust with one individual and/or one community group at a time.

d. Environmental Sustainability

Issues such as climate change, energy and water insecurity, natural resource conservation, and the management and disposal of household and industrial waste are serious environmental and socio-political challenges that know no geographic boundaries. The need to build effective partnerships among jurisdictions is essential to preserving public health, safety, and security. Local governments must take both a regional and global approach to build resiliency and develop effective and comprehensive solutions to these complex issues.

e. Demographics

Sweeping demographic changes have been occurring and will continue to occur in the coming years which will have a significant impact on the ability of local governments to provide necessary infrastructure and services. The world's population continues to grow older rapidly as fertility rates have fallen in most developed nations and people are living longer. Today, 8 percent of the world's population is age 65 and older. This percentage is expected to double to 16 percent by 2050. Research also shows that the world's population is increasingly urbanized and will continue to move from rural areas to cities. In response to these shifts in population, local governments will have to address new configurations for housing, transportation, infrastructure, community facilities, health care and social services, education, and public safety.

f. Social Integration

As a result of rapid and dramatic demographic and population changes, our global communities are experiencing cultural change on a scale and at a pace that is unprecedented in human history. Propelled by relatively inexpensive long distance travel, the racial and ethnic compositions of our nations and communities are undergoing rapid and dramatic change. Without providing better opportunities for these growing, yet still disadvantaged populations, tension and social divisions will grow as poverty and segregation persist. This is further fueled by mass media and rising police-community tensions.

It is critical that communities make investments in education, language acquisition, job training, and other services to combat unemployment and facilitate integration and inclusion of diverse groups into society. Special attention must also be given to issues

around enhancing cultural competence, minimizing implicit biases and improving race relations. Local governments along with their police departments will have to work hard to recognize that those in authority must rely on inclusion, openness and encouragement of diversity instead of expecting the continuance of an out of date social order maintained through rules, laws and intimidation. It will be incumbent on local governments to assure that staff and service providers are well-trained in recognizing the value of differences, particularly for those local governments that provide law enforcement, education and social services. Strategies such as those recommended by the 21st Century Policing report and training (re implicit bias) must be considered by local government professionals if we are to embrace all members of our communities.

g. Globalization/Global Trends

Globalization has broken down preexisting jurisdictional boundaries and created a new social and economic reality — one of interaction among people, the private sector, and governments in disparate locations. Local communities are now competing on a world stage to attract labor, businesses and industries, and financial capital. Furthermore, globalization and technological transformations have enabled the workforce to become increasingly mobile. Workers may no longer be tethered to a physical office in order to complete their work, and can choose to live in a place based on quality of life considerations. Local communities who establish equitable policies and practices and develop healthy communities with high degrees of civic participation and strong social support systems will create a sense of safety and belonging that makes residents love where they live, and will attract others to want to live there.

Increasingly, the geography of opportunity will prevail, and the search for political freedom and economic improvement has driven individuals from struggling nations to other places where opportunities seem to be more abundant. This movement of people across borders creates challenges to national security, the loss of national identity, and the need to provide customized services to help these new populations become integrated into society. This integration is challenged by skepticism and fear of the “other,” particularly as fears of terrorism continue to pervade the international dialogue.

While the global transformation has led to increased economic growth, the benefits have not been evenly distributed. Deep challenges remain, including poverty, homelessness, persistent unemployment, political instability, violence, and conflict. These problems are often closely tied to inequality. In developed and developing countries alike, the poorest half of the population often controls less than 10 percent of its wealth, leading to the emergence of a new, and perhaps permanent majority — the economic, cultural, and social underclass. Tensions between those who have and those who have not will continue to result in social unrest.

2. The Profession

a. New Leadership Skills

Faced with fiscal constraints, increased demands for immediate services, declining resources from other levels of government, complicated social and economic issues that transcend geographic boundaries, local governments on their own are challenged to find sufficient resources or solutions to fully meet their communities' wide-ranging needs. Local government management leadership will require a new and improved skill set that includes building collaborative partnerships across all sectors — citizens' groups, neighboring communities, governments at all levels, as well as private and non-profit organizations. They must be adept and willing to seek expertise and resources outside the bounds of their own organization. Leadership skills will be needed to build social capital and foster connections between people to encourage commitment to each other and to the community. Successful local government management leaders will be innovative in developing creative solutions to community problems. Economic, environmental, social and natural disasters will require local government management leaders to be able to develop and support new types of community resiliency plans that incorporate maintaining quality of life as a key to long-term sustainability.

b. Public Disconnect

While professional local government management has a proven track record of more than 100 years of success in creating strong and vibrant communities, the role of the local government manager is still not clear to the general public, or even to many elected officials. There is a lack of understanding of the distinct roles

that various levels of governments, special districts and authorities can play in providing services; and with constant media attention and access to information, single instances of service delivery failure at any level can influence the citizens' perception of all governments.

Most people care about their communities and are willing to learn, providing a captive audience. To make them aware of the value of their local government, we must find ways to "tell our story," and continue efforts to help residents understand that, while they may not constantly think about how services are provided until there is an issue, professional managers and staff are working every day to ensure that local government services are of high quality, run smoothly, and are cost effective to the taxpayer. Improved methods of communication are essential to promote and champion the good things that local governments are doing and to highlight the value proposition of the daily services that local governments provide. Proof is in local government performance.

c. The Need for Increased Diversity and Inclusion

The current overall demographic profile of the local government management profession does not generally reflect the diversity of many of the communities in which we serve. However, ICMA research has shown that MPA/MPP students and early career professionals are more diverse and more reflective of the general population than those currently in local government management positions. Due to the current lack of diversity in the profession, this next generation may not see local government as an attractive option. This makes it imperative that local governments partner with undergraduate/graduate programs to tell their story of community service and to engage in outreach and recruitment efforts to bolster diversity. They must also assess their current practices to ensure that no institutional biases or barriers exist so that they are able to attract, retain, and provide opportunities for advancement to women and minorities.

d. Sustaining the Profession

In the aftermath of the Great Recession, local governments were forced to dramatically retool their organizations in order to create efficiencies. Many downsized or out-sourced services, and combined and/or eliminated services. In doing so, the traditional bench strength of these organizations was depleted. As a large propor-

tion of the public sector workforce nears retirement, it is now more important than ever to develop a strategy to fill the professional pipeline with committed, capable, competent, and diverse professionals. We must identify, grow, and strengthen a pool of candidates within our organizations and within the profession who are ready to take on significant leadership roles.

The next generation of local government leaders, like those who came before, are motivated by more than money. They want opportunities to do something worthwhile, and will examine an organization's mission, values, and culture when considering a position. They also want to work for someone from whom they can learn a great deal. In order to win the competition for talent, we must do a better job of telling the story of local government management as a public service career choice. Local governments must build their brands in order to counter media portrayals of government as slow and unresponsive — we must sell the profession as an opportunity to work for an organization with a mission that matters, to serve the public with integrity, to do interesting work while making a difference.

e. International Perspective

The big issues that local government managers face are issues that transcend traditional boundaries. The challenges faced by a local government manager in North Carolina are similar to those faced in local governments in the Netherlands, Canada, or Australia. New leadership skills are needed to manage communities in today's globalized world. To be effective leaders, local government managers must be adept at identifying, starting, and facilitating conversations across borders; sharing solutions, best practices, and resources to react and adapt to the dynamic and rapidly changing economic and social realities.

3. ICMA: The Association

a. Providing Relevance and Value to Members

ICMA's membership has grown to over 10,000 people, a membership base that includes those currently serving as local government managers, as well as those who aspire to serve in this role. Concerns about the "value proposition" of membership means that for ICMA to enjoy continued growth, the association must increase its potential to serve and provide value to the profes-

sion. ICMA's annual surveys suggest that members highly value membership in ICMA – both the network of peers and the services that it provides. However, as the trends and drivers affecting local governments and the profession change, the expectations and needs of members will also change. In order to remain relevant, ICMA must continually assess and adapt its programs and services to ensure that it continues to provide value and advance the state of the profession.

b. Promoting an Ethical Culture

Promoting an ethical culture is a key leadership responsibility. The commitment to ethics is what distinguishes professional local government managers. The ICMA Code of Ethics establishes boundaries and provides guidance to members as they strive to carry out their duties in an increasingly complex and contentious environment. The Code establishes equity, transparency, honor, integrity, commitment, and stewardship as standards for excellence in democratic local governance. To ensure that ethical conduct remains a centerpiece of the local government profession, ICMA must continue to provide training on ethics for local governments, publications and guidance on ethics issues, as well as technical assistance and advice to members for any issues or concerns that they face.

c. Embracing and Promoting the “I” in ICMA

Today, with more than half of the world's 7 billion inhabitants living in cities, and with projections showing that continued urbanization will increase this to two-thirds by 2050, the “I” in ICMA is more relevant than ever. The urbanization megatrend, if well managed, will have enormous economic, political, demographic, social, public health, and ecological benefits for all.

Given this and other global trends, it is crucial that ICMA strengthen relationships with international affiliates and approach all its programs and services with a global perspective. There are similar issues facing communities around the globe including integration of refugees into communities, climate change, limited resources, unfunded mandates, and there are lessons to be learned from each other. By partnering with our international affiliates, ICMA can provide a network of solutions and enable faster adoption of best practices around the world. ICMA is well positioned to contribute to global efforts in partnership with our affiliates to ensure that our communities are places in which citizens can enjoy safe, prosperous, and productive lives.

Based on its strong membership base, its outstanding reputation, and its long track record of promoting good governance and sound management principles in local governments in developing and decentralizing nations throughout the world, ICMA has established a strong position in the realm of international technical assistance. Through funding from agencies like USAID, ICMA engages in technical assistance activities to build capacity and share knowledge and best practices to communities worldwide.

However, ICMA's International technical assistance activities do not come without risks. ICMA is a complex organization with several diverse revenue sources and business lines. Revenues from grants and contracts in the international arena currently comprise approximately fifty percent of the association's total revenues. Any fluctuation in this revenue source can have a major impact on the overall size and structure of the association.

Member Engagement and Communications

Member engagement is essential to the success of ICMA's initiatives. Therefore, a significant responsibility of the Strategic Planning Task Force was to seek engagement and feedback from ICMA members and stakeholders. With that input, the group worked to develop an updated vision/mission and core beliefs for ICMA's future, along with strategic objectives and a roadmap to move the association forward. The member engagement strategies were designed to ensure that the Strategic Plan reflects the priorities of ICMA members and stakeholders as we move forward to ICMA's next 100 years.

The member engagement strategy included sharing information and the solicitation of input through multiple channels, such as focus groups, surveys, direct member contact at the ICMA Annual Conference, regional summits, and other meetings, and the establishment of an online engagement platform to provide a discussion forum. The data and feedback collected comprised an essential resource used by the Task Force, helping it identify the strategies that ICMA should pursue to advance the state of the art and state of profession, and to continue to provide value to its members.

Just as our membership and Task Force representatives are diverse, so was the feedback received. While it was, perhaps, an easier task to identify core beliefs and trends, it was more difficult to reach consensus on how to quantify and qualify issues and what action strategies to employ.

MISSION & VISION

MISSION

To advance professional local government through leadership, management, innovation, and ethics.

VISION

To be the leading association of local government professionals dedicated to creating and sustaining thriving communities throughout the world.

CORE BELIEFS

WE BELIEVE IN:

1. **PUBLIC SERVICE:** including the stewardship of democratic principles and the efficient and transparent use of public resources
2. **ETHICS:** as the core of professionalism in local government leadership and management as outlined in the ICMA Code of Ethics
3. **COUNCIL-MANAGER FORM OF GOVERNMENT AND PROFESSIONAL MANAGEMENT:** as the preferred local government structure
4. **EQUITY AND INCLUSION:** ensuring that local governments are inclusive and mirror the diversity in communities
5. **THE CONTINUOUS PURSUIT OF EXCELLENCE:** including professional development, life-long learning, networking, capacity building, knowledge sharing, and engagement
6. **STEWARDSHIP:** balancing resources including people, financial, social capital, and environmental so that communities are better than we found them
7. **LEADERSHIP:** developing leadership capacity and attracting and developing future generations of leaders.

KEY PRIORITIES:

The Strategic Initiatives identified by the task force naturally lend themselves to being organized around the following key priorities:

- Member Benefits and Growth
- Learning Community
- Thought Leadership and Resource Network
- Advocacy and Outreach
- Governance and Operations

Strategic Initiatives

Key Priority: Member Benefits and Growth

A. Diversify and expand the membership.

Strategies:

- I. Maintain an organizational priority to grow and retain the membership in order to support local government's ability to attract and retain talented professionals;
- II. Implement board approved recommendations of the Task Forces on Diversity & Inclusion and Women in the Profession;
- III. Develop strategies to assist talented individuals in gaining entry into the profession;
- IV. Define and promote the value of belonging to ICMA in addition to State Associations, International and other Affiliates, and other related professional organizations;
- V. Support the professional and personal needs of members at all life and career stages;
- VI. Continue to expand the relevance of Student Chapters and their respective universities to highlight career opportunities in local government management;
- VII. Work with elected official organizations to develop and implement training to facilitate the increase of a more diverse pool of executives;
- VIII. Identify and promote member services that are relevant to the International community.

Key Priority: Member Benefits and Growth

B. Improve and sustain collaborative relationships with international and state associations and affiliates to support, align, and advance common goals.

Strategies:

- I. Strengthen and formalize relationships with organizations that have similar missions to leverage resources for the benefit of the profession;
- II. Expand the Regional Directors so that at least one director covers each region to foster relationships with international and state associations and the general membership;
- III. Establish deeper relationships with international, state associations and affiliate membership organizations to develop a leadership pipeline to serve on the ICMA Executive Board;
- IV. Enhance communication and dialogue to develop synergistic relationships with international, state and affiliate organizations and other professional associations;
- V. Explore and establish relationships with non-traditional organizations that could serve as partners in achieving ICMA's diversity goals;
- VI. Advance work with IHN, NFBPA, and NACA and other organizations on establishing joint recruitment goals and recruitment opportunities and amend the national affiliate agreements as appropriate to further our shared goals.

Key Priority: Learning Community

C. Create a worldwide learning community of local government professionals and provide training programs for all career stages.

Strategies:

- I. Expand learning opportunities and professional development for members at every career stage;
- II. Create opportunities for individuals with diverse career backgrounds to engage in training and professional development on local government;
- III. Create learning opportunities for members to share experiences from countries around the world;

- IV. Create a mechanism for mutual exchange of best practices;
- V. Further expand the ICMA coaching program and Local Government Management Fellowship program;
- VI. Continue to create professional development content on management practices;
- VII. Consider ways to market ICMA's professional development programs to local government professionals who are not ICMA members;
- VIII. Develop mechanisms to evaluate the effectiveness and impact of professional development programs.

Key Priority: Learning Community

D. Think globally, act globally.

Strategies:

- I. Develop coordinated strategy to increase brand awareness of ICMA and its benefits to international affiliates.
- II. Promote international awareness and perspective of the local impact of globalization;
- III. Develop a more robust learning network of US and International members;
- IV. Sustain ICMA's technical assistance globally to foster professional management and create sustainable communities.

Key Priority: Thought Leadership and Resource Network

E. Ensure future ready leaders by providing thought leadership for the emerging and enduring challenges facing local governments.

Strategies:

- I. Continue to support and highlight academic and practitioner research identifying the most significant issues facing local governments;
- II. Partner with the Big 7¹ and other related organizations to collectively respond to public policy issues impacting local governments.

Key Priority: Thought Leadership and Resource Network

F. Be the principal resource for leadership and management in local government.

Strategies:

- I. Design and deliver programming to address the important trends, drivers, and issues affecting local government professionals;
- II. Assess, develop, and promote professional management competencies and disciplines;
- III. Incorporate the concept of leadership in professional development offerings;
- IV. Promote leading practices to ensure local government's ability to attract and retain a talented and diverse workforce;
- V. Promote ICMA globally as the resource for leading practices in local government management;
- VI. Organize and deliver content so it is easily accessible and fresh.

Key Priority: Advocacy and Outreach

G. Promote the value of professional management and ICMA membership.

Strategies:

- I. Focus prioritization on ethics, leadership, professional development, and member connection;
- II. Find new ways to articulate the value of ICMA membership;
- III. Educate elected officials on the value of professional local government management;
- IV. Expand programs in schools to explain local government and encourage careers in local government management;
- V. Educate the public on the council-manager form of government;
- VI. Expand the outreach to community members presenting value of professional management;

¹ The Big 7 is a collaboration of seven associations in Washington D.C. that represent their state and local government members from a broad and far-reaching perspective. Its members include: ICMA, the National Governors Association (NGA), the National Conference of State Legislatures (NCSL), the Council of State Governments (CSG), the National Association of Counties (NACo), the National League of Cities (NLC), and the U.S. Conference of Mayors (USCoM).

- VII. Connect the profession's commitment to ethics to building public trust;
- VIII. Enhance the job center platform to support member career advancement.

Key Priority: Advocacy and Outreach

H. Reach members and other important stakeholders through expanded use of technology and emerging media.

Strategies:

- I. Identify ways to support distance learning for members;
- II. Use new technology, digital/video media, and graphic design to engage members and deliver content;
- III. Continue to invest in developing a platform to share content and to encourage peer learning and discussions;
- IV. Identify business partners to help leverage technology and media capability;
- V. Expand the way ICMA delivers its message and content.

Key Priority: Governance and Operations

I. Support the continued growth and development of ICMA's business enterprises and operational resources.

Strategies:

- I. Maintain strong financial and operational policies and practices to ensure the vitality of the Association;

- II. Develop strategies to attract and retain outstanding and diverse staff for ICMA;
- III. Support a range of viable business lines to diversify the Association's revenue stream;
- IV. Periodically review the dues policy to ensure that ICMA can attract, retain and grow membership;
- V. Maintain the strong relationship with ICMA-RC to support our members and their role in building great communities.

Key Priority: Governance and Operations

J. Evaluate the governance of the Association to enhance alignment with ICMA's strategic goals and core beliefs.

Strategies:

- I. Expand efforts to inform members about the role of the Executive Board and its election process;
- II. Evaluate the Executive Board selection process, including regional protocols and geographic assignment of states so that it aligns with ICMA's Core Beliefs and goals;
- III. Review voting eligibility so that it is consistent with the core beliefs and goals of the Association.

2015–17 STRATEGIC PLANNING TASK FORCE MEMBERS

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Assistant City Manager, Olathe, Kansas

Jeffrey Towery

City Manager, McMinnville, Oregon

ICMA Executive Director

Marc Ott

Washington, DC

ABOUT ICMA

ICMA, the International City/County Management Association, advances professional local government worldwide. The organization's mission is to create excellence in local governance by developing and fostering professional management to build better communities.

ICMA identifies leading practices to address the needs of local governments and professionals serving communities globally. We provide services, research, publications, data and information, peer and results-oriented assistance, and training and professional development to thousands of city, town, and county leaders and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect millions of people living in thousands of communities, ranging in size from small towns to large metropolitan areas.



INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION

777 N. Capitol St NE, Ste. 500, Washington, DC 20002

202.962.3680 | 202.962.3500 (f) | icma.org



OCCMA Standing & Ad Hoc Committee 2019 Membership Requests

Last Updated: 11/05/2018

Standing Committees

Nominating

Christy Wurster, City Manager, Silverton (Immediate Past-President, Chair)¹

Ben Bryant, Assistant City Manager, Happy Valley

Dale Shafer, City Manager, Nehalem

Eileen Stein, City Manager, West Linn

Ethics

Marty Wine, City Manager, Tigard (President, Chair)²

Keith Campbell, City Manager, Stayton

W. Blair Larsen, City Manager, Stanfield

Dale Shafer, City Manager, Nehalem

Mark Shepard, City Manager, Corvallis

Chris Workman, City Manager, Philomath

Christy Wurster, City Manager, Silverton

Support for Managers

Dan Bartlett, OCCMA Senior Advisor

W. Blair Larsen, City Manager, Stanfield

Eileen Stein, City Manager, West Linn

Michael Sykes, City Manager, Scappoose

Bylaws and Policy

Nathan Cherpeski, City Manager, Klamath Falls

Dale Shafer, City Manager, Nehalem

Audit³

Spencer Nebel, City Manager, Newport (President-Elect, Chair)

Sean O'Day, Executive Director, MWVCOG

Professional Development

Spencer Nebel, City Manager, Newport (President-Elect, Chair)

¹ Or other active member appointed by the President (OCCMA Bylaws Article 7 Section 2)

² This committee has typically been chaired by the President, although the Bylaws do not require it.

³ OCCMA Bylaws Article 10 Section 4 AUDIT COMMITTEE: An Audit Committee shall consist of the President Elect, and two other directors appointed by the President.

Nathan Cherpeski, City Manager, Klamath Falls
Phillip Cooper, Professor, Portland State University
Steve Dahl, City Administrator, Drain
Joe Gall, City Manager, Sherwood
Masami Nishishiba, Associate Professor, Portland State University
Sara Singer-Wilson, Principal, SSW Consulting
Michael Sykes, City Manager, Scappoose

Ad Hoc Committees

Academic Affairs

W. Blair Larsen, City Manager, Stanfield
Kelsey Lewis, Management Analyst II, Tualatin
Eileen Stein, City Manager, West Linn

Communications

Dan Bartlett, OCCMA Senior Advisor
Heidi Bell, City Manager, Donald
Ben Bryant, Assistant City Manager, Happy Valley
Christina Fadenrecht, Administrative Specialist, Milwaukie
Kelsey Lewis, Management Analyst II, Tualatin
Rachel Sykes, Support Services Supervisor, Lake Oswego
Melissa Thompson-Kiefer, Assistant City Manager/City Recorder, Nehalem

Next Generation

Heidi Bell, City Manager, Donald
Rachael Fuller, City Manager, Hood River
Joe Gall, City Manager, Sherwood
Anne Heath, City Administrator, Coburg
W. Blair Larsen, City Manager, Stanfield
Sean O'Day, Executive Director, MWVCOG
Peter Troedsson, City Manager, Albany

ICMA Liaison

Martha Bennett, COO, Metro
Brian Latta, City Administrator, Harrisburg

Host Committee

Joe Gall, City Manager, Sherwood (Co-Chair)

Eileen Stein, City Manager, West Linn (Co-Chair)

Spencer Nebel, City Manager, Newport (Co-Chair)

Cynthia Alamillo, City Manager, Manzanita

~~Andy Anderson, OCCMA Senior Advisor~~

Dan Bartlett, OCCMA Senior Advisor

Martha Bennett, COO, Metro

Ben Bryant, Assistant City Manager, Happy Valley

Zach Chamberlin, Student, Portland State University

Steve Dahl, City Administrator, Drain*

Rachael Fuller, City Manager, Hood River*

Elizabeth Gray, Assistant City Manager, Silverton

Joe Hannan, City Manager, Newberg

Anne Heath, City Administrator, Coburg*

Erik Jensen, Principal, Jensen Strategies

Michael Jordan, Director, Portland Bureau of Environmental Services

Brian Latta, City Administrator, Harrisburg

Kelsey Lewis, Management Analyst II, Tualatin

Richard Meyers, City Manager, Cottage Grove

Cory Misley, City Manager, La Pine

Bill Monahan, Retired City Manager

Ann Ober, City Manager, Milwaukie

Sean O'Day, Executive Director, MWVCOG

Aaron Palmquist, City Manager, Irrigon

Megan Phelan, Assistant City Manager, Lake Oswego

Steve Powers, City Manager, Salem

Amanda Rapinchuk, Student, Portland State University

Colleen Riggs, Assistant City Manager/City Recorder, Cannon Beach

Dale Shafer, City Manager, Nehalem

Sara Singer Wilson, SSW Consulting

Madison Thesing, Management & Program Analyst, Lake Oswego

Jeanna Troha, Assistant City Manager, Wilsonville

Dave Waffle, Assistant Finance Director, Beaverton

Marty Wine, City Manager, Tigard

Kent Wyatt, Senior Management Analyst, Tigard

~~Kirsten Wyatt, Executive Director, ELGL~~

Kim Yamashita, City Manager, Sandy

Eric Zimmerman, Deputy City Manager

From: [Rachael Fuller](#)
To: [Megan George](#)
Subject: OCCMA Board Update
Date: Friday, October 26, 2018 1:46:59 PM
Attachments: [image001.png](#)

Megan,
Here you go. Let me know if you have any questions.

Graduation Day for the inaugural class of the 2018 NW Women's Leadership Academy is Friday, November 9. There is much excitement to continue the program for another year. Based on feedback from the cohort that the summer break was disruptive, we are recommending a Fall, 2019 start for the next cohort. We will engage the steering committee in January, 2019 to discuss next steps and look forward to continuing to update the OCCMA board. To be successful long-term, we will continue to brainstorm ideas to institutionalize this program in the state of Oregon.

Feedback from the cohort indicated that participants most appreciated the high quality instructors and speakers, the personal insights gained from the strengths deployment inventory and the cohort structure itself, which provided an opportunity to build relationships and to network with women throughout the state. While we have many opportunities to improve, the cohort felt it was a sign of success that all thirty participants were still engaged despite job changes and relocations.

Thank you to the numerous men and women who have supported this effort and to the OCCMA Board for your support. We look forward to 2019!

Rachael Fuller, City Manager

City of Hood River • CityofHoodRiver.com
211 2nd Street • Hood River, OR 97031 • P 541.387.5252





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To: OCCMA Board of Directors
From: Megan George, Operations Director
Date: November 1, 2018
Subject: Region 5 Vacancy

Harold “Andy” Anderson notified President Christy Wurster that he would be resigning his position as OCCMA Region Five Senior Advisor effective December 31, 2018. He has agreed, however, to participate in the production of the first quarter newsletter for 2019. Please see his email correspondence with President Wurster attached to this email.

The question for the board is if and how to fill the vacancy. The process to fill the Region Four vacancy included the following:

- The vacancy was announced on the OCCMA website, listserv and through the fourth quarter newsletter.
- Applicants were required to submit an application, statement of interest, and resume. The application was designed using a template provided by ICMA Senior Advisor Coordinator, Greg Bielawski.
- The current senior advisors met (via conference call) to discuss the applicants and submitted their recommendation to the OCCMA President.
- The OCCMA Board of Directors reviewed the applications as part of their normally scheduled meeting and made the appointment.
- ICMA was notified of OCCMA’s action and the appointment was confirmed.

From: [Harold Anderson](#)
To: [Christy Wurster](#)
Cc: [Megan George](#)
Subject: Senior Adviser
Date: Wednesday, October 31, 2018 5:30:32 PM

Christy,

I never thought I'd write this but I am going to be a grandfather. Gloria and I have an only daughter who is 41 and she and her husband always maintained they did not want to have children. You can imagine our surprise when she announced her pregnancy. Why am I telling you this? She and her husband live in Oklahoma City and we will be moving there after the first of the year in a February/ March time frame. I will therefore have to resign from the position of senior adviser.

I would like, with you and the board's permission, to continue through the next two newsletters. I will make my last trip in December and write up my newsletter article for the first quarter of 2019. I also should have enough time to help my replacement get started. In addition, I will not be able to attend the board retreat next month.

Further, I'm not going to be able to continue on the host committee for the Portland ICMA Conference, I didn't do very much to date anyway.

I have thoroughly enjoyed my time as a range rider/ senior adviser. I loved traveling around the state visiting our members and reporting on their communities' accomplishments.

It was a great thing to do as a retiree and I hope I made a difference in the members who I interacted with lives.

I thank everyone for this awesome opportunity,
Andy Anderson



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To: OCCMA Board of Directors
From: Megan George, Operations Director
Date: November 1, 2018
Subject: 2019 OCCMA Board Meeting Schedule

The OCCMA Board typically meets five times throughout the year. Three of those meetings are paired with conferences (Northwest Regional Managers Conference, OCCMA Summer Conference and OCCMA Fall Workshop). However, the board still needs to set the schedule for the first meeting of the year and the Board Retreat. In addition, there has been a request to discuss the possibility of adjusting the timing of the September 26th meeting so that it does not overlap with the timing of the Fall Workshop. For reference, the League of Oregon Cities (LOC) Board of Directors and Oregon Mayors Association (OMA) Board of Directors meet on the day prior to the conference.

There are two actions for the board to consider. First, the board must determine a date, time and location for the first meeting of the year. Second, the board must determine whether to adjust the timing of the September 26th meeting. The board retreat will be discussed in a later agenda item.

Date TBD (typically January/February)

OCCMA Board of Directors Meeting
Location TBD

May 3

OCCMA Board of Directors Meeting
Best Western Plus, Hood River

July 13

OCCMA Board of Directors Meeting
Best Western Agate Beach, Newport

September 26

OCCMA Annual Business Meeting and Fall Workshop
Riverhouse on the Deschutes, Bend

Date TBD (typically November)

OCCMA Board of Directors Retreat
Location TBD



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To: OCCMA Board of Directors
From: Megan George, Operations Director
Date: November 1, 2018
Subject: LOC-OCCMA Contract Addendum

As discussed at the September 27, 2018 Board of Directors meeting, the contract for services between OCCMA and LOC does not include services for intermittent or periodic activities – like the Northwest Regional Managers Conference. As OCCMA is slotted to host this conference (and has secured a venue) in 2019, LOC staff has prepared an addendum for the board's review and approval (see attached).

The addendum includes a flat fee of \$5,000 for services provided by the LOC.

ADDENDUM TO CONTRACT FOR SERVICES

1. This Addendum supplements the attached Contract for Services (Contract) between the Oregon City/County Management Association (OCCMA) and the League of Oregon Cities (LOC) concerning and shall be effective upon signature of both parties.
2. This Addendum supplements the Contract effected as of July 1, 2018, as provided in Exhibit A.
3. All existing provisions on the Contract remain in full force and effect, other than any provision that conflicts with the terms and spirit of this Addendum, which shall be deemed to be amended appropriately in order to be consistent with this Addendum.

The Oregon City/County Management
Association

The League of Oregon Cities

Christy Wurster
OCCMA President

Date

Mike Cully
Executive Director

Date

ADDENDUM TO CONTRACT FOR SERVICES - EXHIBIT A

Section 1. 2019 NW Regional Managers Conference Scope of Services. The parties agree that both will play a role in the creation and production of the 2019 NW Regional Managers Conference held from April 30 to May 3, 2019. 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, hotel room rate guarantees, or liability insurance until the same has been approved by the OCCMA Board of Directors. LOC will be responsible for providing the following work:

- A. 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 the conference.
- B. Handle all funds and management expenses related to the conference.
- C. Set up conference registration by using an existing LOC system.
- D. Submit invitations to the conference to OCCMA via the website and/or listserv and/or quarterly newsletter and work with the Washington City/County Management Association (WCMA) staff to distribute invitations to their members.
- E. Track conference registrations.
- F. Securely process registration funds for the conference, including accounting for merchant and interchange fees (credit card, etc.).
- G. Send registration confirmations, email follow-ups, etc.
- H. Source appropriate meeting and function space including venue negotiations and contract execution.
- I. Hotel room negotiations and contract execution (if different from venue).
- J. Catering negotiations and contract execution (if different from venue).
- K. Provide logistical support to the OCCMA professional development committee.
- L. Process speaker registrations and ensure all speakers are registered.
- M. Greet and manage speakers at the conference.
- N. Coordinate, record and provide archiving service for speaker presentations.

- O. Coordinate conference publications (print or electronic).
- P. Manage on-site setup of the conference.
- Q. AV and WI-FI negotiations and contract execution.
- R. Serve as on-site liaison with AV and technical suppliers.
- S. Negotiate and obtain liability insurance.
- T. Track and coordinate conference sponsorships.
- U. Track and coordinate conference scholarships.
- V. Generate certificates of attendance for LGMC purposes.
- W. Administer and collect results from satisfaction surveys.

Section 2. Payment for Services. OCCMA agrees to pay LOC a flat fee of five thousand dollars (\$5,000) for services provided under this Addendum. The Fee will cover all of LOC's services provided in Section 1 above. The Fee shall be paid by June 30, 2018 to cover the cost of personnel expenses incurred by LOC in providing services to the OCCMA. In the event OCCMA requests and authorizes work by LOC staff not identified in Section 1, OCCMA shall reimburse LOC for such staff time at a rate that will reimburse the LOC at an hourly rate that captures the annual total cost of staffing compensation divided by 2080 hours. In addition to the flat fee, the OCCMA shall be financially responsible for the following:

- A. Hard costs associated with the conference including but not limited to facility rental, catering, equipment rental, and liability insurance.
- B. Any paper copies made by LOC shall be billed to the OCCMA at a rate of 10 cents per page.
- C. Any postage paid by LOC on behalf of the OCCMA shall be billed to the OCCMA at the actual cost incurred.
- D. Any printing costs paid by LOC on behalf of the OCCMA shall be billed to the OCCMA at the actual cost incurred.
- E. Any travel expenses incurred by no more than four LOC administrative support persons who are requested to attend the conference in person shall be billed to the OCCMA for services outlined below. In no instance shall the OCCMA be expected to pay the travel expenses incurred by the LOC's Executive Director.

- a. Reimbursement for mileage at the current federal General Services Administration rate;
- b. Hotel expenditure; and
- c. Reimbursement for food at the current per diem rate established by the General Services Administration for the state of Oregon.

DRAFT



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To: OCCMA Board of Directors
From: Megan George, Operations Director
Date: November 1, 2018
Subject: Future OCCMA Board Retreats

The OCCMA Board of Directors Retreat is typically scheduled for late October or early November. The board has met at the Oregon Garden Resort in Silverton since at least 2014. Prior to that, the board has met at the Silver Falls Lodge in Silverton. Staff is looking for direction from the board on where to host the 2019 and 2020 retreats. There are several options to consider:

1. Return to the Oregon Garden Resort in Silverton.

Available Dates in 2019: October 17/18; October 24/25; and November 21/22

Available Dates in 2020: Wide Open

2. Rotate the location according to President's home city, or other.

There are several venues in Tigard and Newport that could accommodate a group of this size and would be priced similarly to the Oregon Garden Resort.

3. Other.



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To: OCCMA Board of Directors
From: Megan George, Operations Director
Date: November 1, 2018
Subject: Future OCCMA Conferences

The following list includes all known conferences hosted by OCCMA through 2022. The dates highlighted yellow require board input and are described below.

2019

Northwest Regional Managers Conference | April 30 – May 3, 2019 | Best Western Plus | Hood River, OR
OCCMA Summer Conference | July 9 – 12, 2019 | Best Western Agate Beach Inn | Newport, OR
OCCMA Fall Workshop | September 26, 2019 | Riverhouse on the Deschutes | Bend, OR

2020

OCCMA Summer Conference | July 7 – 10, 2020 | Mt. Bachelor Village Resort | Bend, OR
OCCMA Fall Workshop | Dates TBD | Salem Convention Center | Salem, OR

2021

Northwest Regional Managers Conference | Dates TBD | Location TBD
OCCMA Summer One-Day Conference | Dates TBD | Location TBD
OCCMA Fall Workshop | Dates TBD | Location TBD
ICMA Annual Conference | October 3- 6, 2021 | Hyatt | Portland, OR

2022

OCCMA Summer Conference | Dates TBD | Location TBD
OCCMA Fall Workshop | Dates TBD | Location TBD

The board has discussed the OCCMA Summer Conference location at length on several occasions. Normally, OCCMA would not discuss the location four-years-out, however, due to changes with the Mt. Bachelor Village Resort in Bend, staff requires direction as to whether the association would like to host the conference in Bend in 2022 or in an alternate location. At the February 22, 2018 Board of Directors meeting, the board discussed the Pendleton Convention Center as a possible venue for a future conference.



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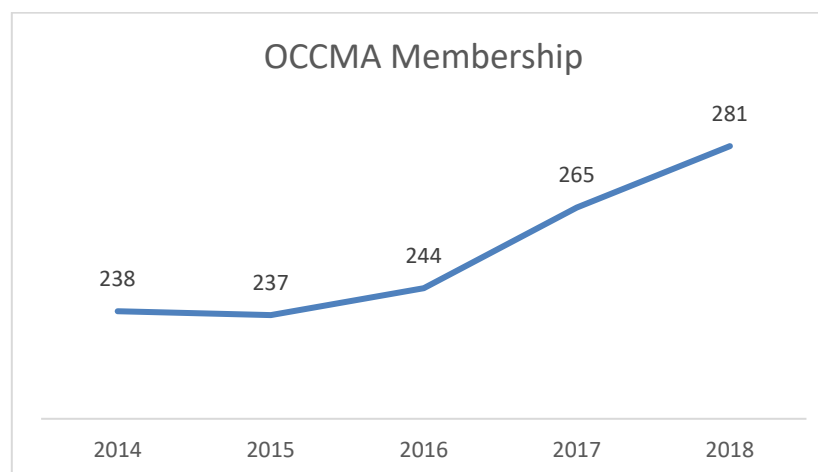
To: OCCMA Board of Directors
From: Megan George, Operations Director
Date: November 1, 2018
Subject: 2019 OCCMA Membership Drive

As of October 31, 2018, OCCMA had received 281 applications for membership. For the purposes of tracking the volume of membership applications, lifetime and honorary memberships are not included in the total. The specific breakdown between membership classifications is included below:

Active	201
Affiliate	28
Cooperating	2
Honorary	2
ICMA Complimentary	7
Lifetime	33
Retired	28
Student	12
Members in Transition	3
TOTAL	316

Most are active members in the association. In addition, most come from cities. To date, OCCMA has eleven county members. All of these identify as either County Administrator or Deputy County Administrator.

As discussed in previous membership reports, membership has increased over the past five-years. The increase from 2017 to 2018 represents about 5.8% growth as compared to the 8.2% growth from the year before.



Staff is beginning to prepare for the 2019 OCCMA Membership Drive. Typically, this includes a few steps:

- Mail each current OCCMA member a paper membership form.
- If not already an OCCMA member, mail a paper membership form to all chief administrative officers in Oregon.
- Post the materials on the OCCMA website, listserv and in the quarterly newsletter.

This past year, the board allowed payment by credit cards. In total, the association paid approximately \$600 in credit card fees. This was covered by adding an additional \$10 charge to the base rate for each active member, which equated to \$2,010 in revenue. This increase was not applied to other categories of membership.

Staff is currently working with our database consultant – Associated Technology Services – to see if it is possible for our database to permit electronic membership renewal. We should know in the next two weeks whether this is a possibility for the upcoming calendar year. Electronic renewal would be offered *in addition* to the paper renewal forms.

This agenda item is included for discussion, but there is no action required unless the board would like to make changes to the fee schedule or renewal process. The fee schedule is included below for reference.

Active	Base dues: \$44.50 + Calculation
Affiliate	\$90
Cooperating	\$90
Honorary	Complimentary
ICMA Complimentary	Complimentary
Lifetime	Complimentary
Retired	Complimentary
Student	\$30
Members in Transition	Complimentary for the first year



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To: OCCMA Board of Directors
From: Megan George, Operations Director
Date: November 1, 2018
Subject: 2019 OCCMA Draft Budget

Attached to this memo is the draft budget. It is included in the agenda packet for the board to discuss financial priorities and opportunities for the following year. Staff will plan to present the proposed budget at the first meeting of 2019 for the board's formal action.

There are several noticeable changes in the draft column. Specifically:

- The Memorandum of Authorization for the Host Committee requires that a separate account be set up. This draft assumes that a transfer of the total balance will be made at the end of this calendar year and that subsequent revenue derived from the dues surcharge will be transferred on an annual basis. Other sources of revenue will be directly applied to the Host Committee account.
- This draft includes funding for the Northwest Women's Leadership Academy, as per their direction.
- All line items related to services rendered by the LOC have been consolidated into the LOC Services line item (3-6001), except for the proposed contract amount for the Northwest Regional Managers Conference which remains within that category (3-5152).
- The Web Support line item (3-6057) has been reduced with the assumption that OCCMA will utilize Wild Apricot to design and maintain the new website.
- A line item to encapsulate expenses related to an annual audit is included.
- A line item to encapsulate sponsorship of other organizations is included. This past year, OCCMA provided sponsorship funds to ELGL for the Pop-Up Conference and Inspire Event held at Willamette.

OREGON CITY / COUNTY MANAGEMENT ASSOCIATION
2019 Draft Budget

		2017 BUDGET	2017 ACTUAL	2018 Amended BUDGET	Through October 2018	2018 Year-End Estimate	2019 Draft BUDGET
INCOME							
	Beginning Cash - Operations	51,823	51,823	46,849	46,849	46,849	146,310
	Beginning Cash - 2021 ICMA Conference	30,739	30,739	72,856	72,856	72,856	0
	Beginning Cash - RJ Scholarship	3,350	3,350	4,872	4,872	4,872	5,872
	Total Beginning Cash	85,912	85,912	124,578	124,578	124,578	152,182
Conference Income							
	Fall Conference Registrations						
3-4103	· Registration	6,000	9,860	9,000	0	9,000	9,000
	Total Fall Conference	6,000	9,860	9,000	0	9,000	9,000
	Summer Conference						
3-4104	· Registration	27,000	30,435	28,000	34,865	34,865	28,000
3-4182	· Sponsorships	12,500	14,900	20,000	19,500	19,500	14,000
3-4184	· Roger Jordan Scholarship	1,000	1,000	1,000	1,000	1,000	1,000
3-4188	· Food Charges	5,250	0	0	0	0	0
3-4191	· Activity Fee	500	0	0	0	0	0
	Total Summer Conference	46,250	46,335	49,000	55,365	55,365	43,000
	NW Regional Conference						
3-4102	· Registration	22,000	29,355	0	0	0	25,000
3-4101	· Sponsorships	12,000	12,900	0	0	0	12,000
	Total NW Regional Conference	34,000	42,255	0	0	0	37,000
	NW Women's Leadership Academy						
3-4105	· Registration	0	0	15,000	18,000	18,000	15,000
	Total NW Women's Leadership Academy	0	0	15,000	18,000	18,000	15,000
	Total - Conferences	86,250	98,450	73,000	73,365	82,365	104,000
General Operations Income							
3-4001	· Dues	36,000	46,628	40,000	46,870	46,870	46,900
3-4003	· Dues Surcharge 2021	5,000	7,117	6,300	6,678	6,678	6,700
3-4260	· Board Retreat Meetings	2,000	1,209	5,000	318	1,000	1,000
3-4270	· CIS Senior Advisor	2,500	2,500	2,500	0	2,500	2,500
3-4280	· ICMA Senior Advisor	7,000	4,352	7,000	3,219	4,500	6,000
	Total General Operations Income	52,500	61,806	60,800	57,085	61,548	63,100
	Total Income without Beginning Cash	138,750	160,256	133,800	130,450	143,913	167,100
	Total Income including Beginning Cash	224,662	246,168	258,378	255,028	268,491	319,282

		2017 BUDGET	2017 ACTUAL	2018 Amended BUDGET	Through October 2018	2018 Year-End Estimate	2019 Draft BUDGET
EXPENSE							
Conference Expense							
<i>Fall Workshop</i>							
3-5134	· Food & Beverage Fall	3,000	7,168	7,000	0	5,000	5,000
3-5135	· Room Rental Fall	650	338	650	0	400	650
3-5139	· Speakers Fall	2,500	2,500	2,500	4,500	4,500	2,500
3-5138	· Administration Fall	800	0	0	0	0	0
Total · Fall Conference		6,950	10,005	10,150	4,500	9,900	8,150
<i>Summer Conference</i>							
3-5141	· Activities Summer	0	0	0	0	0	0
3-5142	· Administration Summer	7,500	5,772	7,500	518	518	0
3-5143	· A/V & Trade Show Summer	550	2,478	2,500	290	290	2,500
3-5144	· Food & Beverage Summer	14,500	18,583	15,500	19,021	19,021	20,000
3-5145	· Lodging Summer	2,400	1,870	3,000	4,232	4,232	4,000
3-5146	· Postage/Printing Summer	1,000	278	500	323	323	500
3-5147	· Travel Summer	200	302	300	92	92	300
3-5149	· Speaker Summer	5,000	1,332	12,500	9,654	9,654	5,000
3-51481	· Roger Jordan Scholarship	1,000	1,478	3,700	0	0	3,000
Total · Summer Conference		32,150	32,092	45,500	34,129	34,130	35,300
<i>NW Regional</i>							
3-5152	· Administration	6,000	3,777	0	0	0	5,000
3-5154	· Food & Beverage	14,000	29,212	0	0	0	20,000
3-5156	· Postage/Printing	1,500	157	0	0	0	500
3-5157	· Travel	2,200	2,240	0	0	0	4,000
3-5159	· Speaker	4,000	3,450	0	0	0	5,000
Total · NW Regional		27,700	38,836	0	0	0	34,500
<i>NW Women's Leadership Academy</i>							
3-5201	· LOC Administration	0	0	0	0	0	0
3-5202	· Other Administration	0	0	0	8,000	13,000	0
3-5203	· A/V & Room	0	0	0	0	0	0
3-5204	· Speaker	0	0	0	0	0	0
3-5205	· Food & Beverage	0	0	0	1,009	1,009	0
3-5206	· Miscellaneous	0	0	15,000	276	1,000	15,000
Total · NW Women's Leadership Academy		0	0	15,000	9,285	15,009	15,000
Total · Conferences		66,800	80,933	70,650	47,914	59,039	92,950

		2017 BUDGET	2017 ACTUAL	2018 Amended BUDGET	Through October 2018	2018 Year-End Estimate	2019 Draft BUDGET
General Operations Expenses							
	· Contingency	6,750	0	500	0	0	0
3-5121	· 2021 ICMA Conference	5,000	0	5,000	0	500	0
3-6020	· ICMA Coaching Program	0	1,000	1,000	0	1,000	1,000
3-6001	· LOC Services	12,000	6,482	12,000	8,046	18,449	25,375
3-6016	· Board Functions	3,300	5,162	6,500	6,986	8,500	9,000
3-6021	· Conference Calls	200	196	200	182	200	200
3-6023	· Directory	2,000	3,664	0	0	0	0
3-6027	· Marketing/Supplies	750	683	750	726	750	750
3-6033	· Miscellaneous	1,500	459	2,000	1,346	1,500	1,500
3-6034	· Miscellaneous - Credit Card Exp	0	1,068	3,000	611	611	1,500
3-6036	· National/Committee Travel	2,500	1,119	2,500	1,888	2,300	3,000
3-6039	· Newsletter	9,000	4,676	8,000	3,954	5,000	6,000
3-6042	· Postage	400	179	400	251	400	400
3-6045	· Printing, Fax	300	133	300	176	300	300
3-6051	· Scholarships Charlie Henry	3,000	2,425	3,000	3,259	3,259	3,000
3-6054	· Senior Advisor	14,000	10,322	14,000	7,814	9,000	12,000
3-6057	· Web Support	5,500	3,091	5,500	0	5,500	1,500
NEW	· Audit	0	0	0	0	0	8,500
NEW	· Sponsorship of Other Organizations	0	0	0	0	0	2,000
Total General Operations Expenses		66,200	40,658	64,650	35,239	57,269	76,025
Total Expenses							
		133,000	121,591	135,300	83,153	116,308	168,975
Net Income / <Loss> Before Beginning Cash							
		5,750	38,666	-1,500	47,297	27,605	-1,875
Net Income / <Loss> Including Beginning Cash							
		91,662	124,578	123,078	171,875	152,182	150,307
Transfers							
	· Operating to RJ Scholarship	0	2,000	0	0	0	0
	· Operating to ICMA 2021	0	35,000	0	0	0	0
	· ICMA 2021 to Host Committee Account	0	0	0	0	79,034	6,700
Total Transfers		0	35,000	0	0	0	0
Ending Cash							
	· Ending Cash Balance - Operations	57,573	46,849	46,749	86,468	146,310	146,435
	· Ending Cash Balance - ICMA 2021	30,739	72,856	74,156	79,534	0	0
	· Ending Cash Balance - RJ Scholarship	3,350	4,872	2,172	5,872	5,872	3,872
Total Ending Cash		91,662	124,578	123,078	171,875	152,182	150,307