

## OCCMA Board of Directors Meeting

November 7, 2019 10:00 am – 4:00 pm | November 8, 2019 8:30 am – 12:00 pm

Silver Falls Lodge & Conference Center | Smith Creek Meeting Hall

20022 Silver Falls Hwy SE, Sublimity, OR 97385

### AGENDA

#### **REGULAR AGENDA** (*Marty Wine*)

<b>A. Welcome &amp; Roll Call</b> .....	-
<b>B. Consent Calendar*</b> .....	-
1. Minutes of the September 25, 2019 OCCMA Board Meeting .....	3
2. Current Financial Report .....	6
3. Summary of All Transactions by Vendor .....	8
4. Summary of All Contracts Executed on Behalf of OCCMA .....	9
<b>C. Committee Updates</b> .....	-
1. Nominating Committee ( <i>Christy Wurster</i> ) .....	-
2. Ethics Committee ( <i>Marty Wine</i> ) .....	-
3. Support for Managers Committee ( <i>Michael Sykes</i> ) .....	-
4. Bylaws and Policy Committee ( <i>Sean O'Day</i> ) .....	-
5. Audit Committee ( <i>Spencer Nebel</i> ) .....	10
a. Professional Audit Scope of Work .....	-
6. Professional Development Committee ( <i>Spencer Nebel</i> ) .....	-
7. Academic Affairs Committee ( <i>Eileen Stein</i> ) .....	-
8. Communications Committee ( <i>Ben Bryant</i> ) .....	-
9. Next Generation Committee .....	-
10. Host Committee ( <i>Spencer Nebel</i> ) .....	11
11. Membership Committee ( <i>Robb Corbett</i> ) .....	-
a. Membership Dues for Educators .....	-
12. ICMA Liaison Committee ( <i>Peter Troedsson</i> ) .....	-
<b>D. Senior Advisor Reports</b> ( <i>Senior Advisors</i> ) .....	-

#### **RETREAT AGENDA** (*Spencer Nebel*)

<b>E. Bylaws and Policy Annex</b> .....	-
<b>F. 2020 OCCMA Board Calendar</b> .....	12
<b>G. Committees</b> .....	-
1. Review of 2019 Committees .....	13
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<b>K. LOC Board of Directors Appointed Official Positions .....</b>	<b>69</b>
<b>L. 2020 Strategic Plan .....</b>	<b>70</b>
<b>M. 2020 OCCMA Proposed Budget .....</b>	<b>74</b>
<b>N. Other Business .....</b>	<b>-</b>
<b>O. Adjournment .....</b>	<b>-</b>

\*Agenda items denoted with an asterisk indicate a motion is recommended. The sample motion will appear in the agenda item's associated materials.



## OCCMA Board of Directors Meeting

September 25, 2019 | 3:37 pm – 5:01 pm | Riverhouse on the Deschutes

### MINUTES

#### **PRESENT**

**Board Members:** Marty Wine, President (arrived 4:21 pm)  
 Spencer Nebel, President-Elect  
 Christy Wurster, Past President  
 Ben Bryant, Director  
 Robb Corbett, Director (arrived 3:45 pm)  
 Susie Marston, Director  
 Sean O'Day, Director (via phone, then in person at 4:25 pm)  
 Aaron Palmquist, Director  
 Brian Sjothun, Director  
 John Walsh, Director

**Staff:** Mike Cully, Executive Director, LOC  
 Megan George, Operations Director, LOC

**Other:** Jake Boone, Vice President, LOC  
 David Clyne, Senior Advisor  
 Gary Milliman, Senior Advisor  
 Mike Nelson, NLC  
 Dave Waffle, Senior Advisor

#### **Absent:**

#### **A. Welcome & Roll Call**

**3:37 pm**

President-Elect Spencer Nebel called the meeting to order at 3:37 pm.

#### **B. Consent Calendar**

**3:38 pm**

*It was moved by Christy Wurster and seconded by Susie Marston to approve the consent calendar as presented. The motion passed unanimously (8 Yes [Bryant, Marston, Nebel, O'Day, Palmquist, Sjothun, Walsh and Wurster], 0 No, 0 Abstain, 2 Absent [Corbett and Wine] and 1 Vacancy).*

#### **C. Membership Requirement for Service on OCCMA Committees**

**3:39 pm**

Spencer Nebel referred board members to page ten of the agenda packet and summarized the contents. The Bylaws Committee reviewed the board's question and provided the opinion that the bylaws do not

require ad hoc committees do not require membership in the association to participate. The committee felt that perhaps the language should be updated to make clear the difference between standing and ad hoc committees.

Spencer Nebel announced that Agenda Item D would be deferred until Marty Wine arrived as she had a specific recommendation related to this topic.

## **E. Committee Updates**

**3:47 pm**

### Nominating Committee

Chair Christy Wurster referred board members to page 14 of the agenda packet. The Nominating Committee met and submitted a slate of candidates to the board. Since that time the committee was made aware of an issue with the rotation of director positions on the board.

*It was moved by Ben Bryant and seconded by Aaron Palmquist to amend the slate of candidates recommended to the membership for election to include a three-year term for Dan Huff, as recommended by the OCCMA Nominating Committee. The motion passed unanimously (9 Yes [Bryant, Corbett, Marston, Nebel, O'Day, Palmquist, Sjothun, Walsh and Wurster], 0 No, 0 Abstain, 1 Absent [Wine] and 1 Vacancy).*

### Bylaws and Policy Committee

Chair Sean O'Day referred board members to page 15 of the agenda packet and asked the board to direct staff to update the following documents in the Policy Annex:

- The 2019 Certificate of Insurance dated July 2019;
- The new Affiliate Agreement between ICMA and OCCMA (pending ICMA's signature); and
- The agreement between LOC and OCCMA for Host Committee administrative support.

*It was moved by Aaron Palmquist and seconded by Robb Corbett to direct staff to update the documents, as recommended by the Bylaws and Policy Committee. The motion passed unanimously (9 Yes [Bryant, Corbett, Marston, Nebel, O'Day, Palmquist, Sjothun, Walsh and Wurster], 0 No, 0 Abstain, 1 Absent [Wine] and 1 Vacancy).*

### Audit Committee

Chair Spencer Nebel referred the membership to page 18 of the agenda packet and summarized the contents. The committee reviewed OCCMA's financial statements from 2018 and made several findings but were satisfied with staff's response to those findings. The committee recommends the association pursue a professional audit in the coming year, continue to require checks be signed by two individuals and finally that the Bylaws Committee develop a scheduled in the Policy Annex for the annual membership drive process and collection of dues.

*It was moved by Aaron Palmquist and seconded by Ben Bryant to approve the three recommendations (see below). The motion passed unanimously (9 Yes [Bryant, Corbett, Marston, Nebel, O'Day, Palmquist, Sjothun, Walsh and Wurster], 0 No, 0 Abstain, 1 Absent [Wine] and 1 Vacancy).*

- *The Audit Committee recommends that the Board discuss having the Audit Committee provide a report for the fall retreat on the type and scope of an audit/financial review that could be*

*completed on Association finances, with a decision being made at that time on whether to appropriate funding for this effort in the 2020 budget.*

- *All OCCMA check payments need to be signed by a representative of LOC and a representative of OCCMA in accordance with the policies adopted by the Association.*
- *The Audit Committee is recommending that the Board direct the Bylaws Committee to develop written procedures and scheduling for the annual billing and follow-up for membership dues as part of Article 5 of the Policy Annex.*

#### Professional Development Committee

Chair Spencer Nebel referred board members to page 22 of the agenda packet and summarized the contents. The board discussed sponsorships and whether there are guidelines in place to guide how the process works. Spencer Nebel informed the board that he plans to draft a series of guidelines for the board's discussion in November.

#### Host Committee

Spencer Nebel referred board members to page 76 of the agenda packet and summarized the contents.

#### **D. LOC Board of Directors Appointed Official Applications**

**4:34 pm**

Megan George referred board members to page 12 of the agenda packet and summarized the contents. Marty Wine shared that because the timeline was so compressed and the OCCMA Nominating Committee had not had the opportunity to review applications, she would encourage the board to defer action on this item. The board discussed and felt that it was important for OCCMA to be involved, but that the role and process merited further discussion.

*It was moved by Sean O'Day and seconded by Robb Corbett to defer action on this item indefinitely. The motion passed unanimously (10 Yes [Bryant, Corbett, Marston, Nebel, O'Day, Palmquist, Sjothun, Walsh, Wine and Wurster], 0 No, 0 Abstain, 0 Absent and 1 Vacancy).*

#### **F. Other Business**

**4:47 pm**

Marty Wine introduced Mike Nelson of the National League of Cities (NLC). Mike Nelson shared that his role with the NLC is to work directly with cities on the west coast. Priorities in 2019 for the NLC included affordable housing, resiliency and climate change. In 2020, NLC will be looking at creating a presidential taskforce so that NLC has an existing relationship with the president, regardless of party affiliation. Oregon will have two representatives on this taskforce.

Mike Nelson shared that NLC is working to create a municipal data center. They are working with a vendor to create a cloud-based solution to store different data types. Collecting and storing this data will then allow NLC staff, and others, to conduct additional research. Eventually, the goal is to make this data center accessible to state leagues and NLC members.

#### **G. Adjournment**

**5:01 pm**

*It was moved by Spencer Nebel and seconded by Sean O'Day to adjourn the meeting. The motion passed unanimously (10 Yes [Bryant, Corbett, Marston, Nebel, O'Day, Palmquist, Sjothun, Walsh, Wine and Wurster], 0 No, 0 Abstain, 0 Absent and 1 Vacancy).*

## BUDGET VS. ACTUALS: FY19 JAN-DEC - FY19 P&L

January - September, 2019

	TOTAL			
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
<b>Income</b>				
3-4000 Fund Income				
3-4001 Dues	38,704.33	46,900.00	-8,195.67	82.53 %
3-4003 Dues Surcharge 2021	5,776.68	6,700.00	-923.32	86.22 %
3-4103 Registration Fall Conference		9,000.00	-9,000.00	
3-4104 Registration Summer Conference	45,235.00	28,000.00	17,235.00	161.55 %
3-4182 Sponsorships	31,000.00	14,000.00	17,000.00	221.43 %
3-41841 Summer Wells/Jordan Scholarship	1,000.00	1,000.00	0.00	100.00 %
3-4188 Food Charges	150.00		150.00	
<b>Total 3-4000 Fund Income</b>	<b>121,866.01</b>	<b>105,600.00</b>	<b>16,266.01</b>	<b>115.40 %</b>
3-4102 NW Regional Conference reg	34,670.00	25,000.00	9,670.00	138.68 %
3-4101 NW Regional Conf - Sponsorships	11,250.00	12,000.00	-750.00	93.75 %
<b>Total 3-4102 NW Regional Conference reg</b>	<b>45,920.00</b>	<b>37,000.00</b>	<b>8,920.00</b>	<b>124.11 %</b>
3-4105 3-4105 NW Women's Leader Summit	15,900.00	15,000.00	900.00	106.00 %
3-4200 General Operations				
3-4260 Board Retreat Meetings	966.16	1,000.00	-33.84	96.62 %
3-4270 CIS Senior Advisor		2,500.00	-2,500.00	
3-4280 ICMA Senior Advisor	4,303.75	6,000.00	-1,696.25	71.73 %
<b>Total 3-4200 General Operations</b>	<b>5,269.91</b>	<b>9,500.00</b>	<b>-4,230.09</b>	<b>55.47 %</b>
Beginning Cash		83,009.00	-83,009.00	
Beginning Cash - 2021 ICMA Conf		76,304.00	-76,304.00	
<b>Total Income</b>	<b>\$188,955.92</b>	<b>\$326,413.00</b>	<b>\$ -137,457.08</b>	<b>57.89 %</b>
<b>GROSS PROFIT</b>	<b>\$188,955.92</b>	<b>\$326,413.00</b>	<b>\$ -137,457.08</b>	<b>57.89 %</b>
<b>Expenses</b>				
3-5100 Conferences				
3-5130 Fall Conference				
3-5134 Food & Beverage Fall		5,000.00	-5,000.00	
3-5135 Room Rental Fall		650.00	-650.00	
3-5138 Administration - Fall		5,000.00	-5,000.00	
3-5139 Speakers Fall	122.30		122.30	
<b>Total 3-5130 Fall Conference</b>	<b>122.30</b>	<b>10,650.00</b>	<b>-10,527.70</b>	<b>1.15 %</b>
3-5140 Summer Conference				
3-5143 Audio/Trade Show Summer	448.00	2,500.00	-2,052.00	17.92 %
3-5144 Food & Beverage Summer	30,060.60	20,000.00	10,060.60	150.30 %
3-5145 Lodging Summer	0.00	4,000.00	-4,000.00	0.00 %
3-5146 Postage/Printing Summer	573.13	500.00	73.13	114.63 %
3-5147 Travel Summer	99.76	300.00	-200.24	33.25 %
3-51481 Summer Wells/Jordan Scholarship	1,250.00	3,000.00	-1,750.00	41.67 %
3-5149 Speaker Summer	6,710.36	8,000.00	-1,289.64	83.88 %
<b>Total 3-5140 Summer Conference</b>	<b>39,141.85</b>	<b>38,300.00</b>	<b>841.85</b>	<b>102.20 %</b>
3-5150 NW Regional	1,475.00		1,475.00	
3-5152 NW Administration	7,451.15	5,000.00	2,451.15	149.02 %

	TOTAL		Page 7 of 76	
	ACTUAL	BUDGET	OVER BUDGET	% OF BUDGET
3-5154 NW Hotel/Food/Reception	21,433.78	20,000.00	1,433.78	107.17 %
3-5156 NW Postage/Printing	126.30	500.00	-373.70	25.26 %
3-5157 NW Travel	5,549.50	4,000.00	1,549.50	138.74 %
3-5159 NW Speakers	4,791.63	8,000.00	-3,208.37	59.90 %
<b>Total 3-5150 NW Regional</b>	<b>40,827.36</b>	<b>37,500.00</b>	<b>3,327.36</b>	<b>108.87 %</b>
<b>Total 3-5100 Conferences</b>	<b>80,091.51</b>	<b>86,450.00</b>	<b>-6,358.49</b>	<b>92.64 %</b>
3-5202 Other Administration	665.00		665.00	
3-5206 Miscellaneous	7,054.96	15,000.00	-7,945.04	47.03 %
3-6000 Operations Expense				
3-6001 LOC Services	12,931.83	25,375.00	-12,443.17	50.96 %
3-6016 Board Functions	1,415.99	9,000.00	-7,584.01	15.73 %
3-6020 Coaching Program		1,000.00	-1,000.00	
3-6021 Conference Calls		200.00	-200.00	
3-6027 Marketing/Supplies	118.81	750.00	-631.19	15.84 %
3-6033 Miscellaneous	268.98	1,500.00	-1,231.02	17.93 %
3-6034 Miscellaneous Credit Card Exp	822.34	1,500.00	-677.66	54.82 %
3-6036 National/Committee Travel		3,000.00	-3,000.00	
3-6039 Newsletter	3,444.82	6,000.00	-2,555.18	57.41 %
3-6042 Postage	172.98	400.00	-227.02	43.25 %
3-6045 Printing, Fax	477.70	300.00	177.70	159.23 %
3-6051 Scholarships Charlie Henry	4,380.93	3,000.00	1,380.93	146.03 %
3-6054 Senior Advisor	9,739.86	12,000.00	-2,260.14	81.17 %
3-6057 Web Support	972.00	1,500.00	-528.00	64.80 %
3-6058 Audit		8,500.00	-8,500.00	
3-6059 Sponsorship of Other Organizations		2,000.00	-2,000.00	
<b>Total 3-6000 Operations Expense</b>	<b>34,746.24</b>	<b>76,025.00</b>	<b>-41,278.76</b>	<b>45.70 %</b>
<b>Total Expenses</b>	<b>\$122,557.71</b>	<b>\$177,475.00</b>	<b>\$ -54,917.29</b>	<b>69.06 %</b>
<b>NET OPERATING INCOME</b>	<b>\$66,398.21</b>	<b>\$148,938.00</b>	<b>\$ -82,539.79</b>	<b>44.58 %</b>
<b>NET INCOME</b>	<b>\$66,398.21</b>	<b>\$148,938.00</b>	<b>\$ -82,539.79</b>	<b>44.58 %</b>

# Oregon City/County Management Association

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## TRANSACTION LIST BY VENDOR

September 2019

DATE	TRANSACTION TYPE	NUM	POSTING	MEMO/DESCRIPTION	ACCOUNT	AMOUNT
Bleu Bite Catering						
09/17/2019	Bill Payment (Check)	3092	Yes		3-1001 Checking	-752.40
09/24/2019	Bill	092419	Yes		3-2099 Accounts Payable	752.40
Danny Bartlett						
09/30/2019	Bill		Yes	Q2 Senior Advisor Reimbursement	3-2099 Accounts Payable	707.06
Dave Kanner						
09/30/2019	Bill		Yes		3-2099 Accounts Payable	863.58
Dave Waffle						
09/30/2019	Bill		Yes		3-2099 Accounts Payable	656.19
Gary Milliman						
09/30/2019	Bill		Yes		3-2099 Accounts Payable	2,397.00
Hood River						
09/17/2019	Bill Payment (Check)	3093	Yes		3-1001 Checking	-123.77
Just Right Awards and Engraving Inc.						
09/11/2019	Bill	77529	Yes		3-2099 Accounts Payable	118.81
Lehman, Larry						
09/30/2019	Bill		Yes	Q3 2018	3-2099 Accounts Payable	402.52
LOC						
09/17/2019	Bill Payment (Check)	3094	Yes		3-1001 Checking	-18,731.99
Scott Lazenby.						
09/30/2019	Bill		Yes		3-2099 Accounts Payable	122.30
Sheila Ritz						
09/24/2019	Bill Payment (Check)	3096	Yes		3-1001 Checking	-648.96
09/30/2019	Bill		Yes		3-2099 Accounts Payable	140.61
SSW Consulting LLC						
09/05/2019	Bill	1121	Yes	NW Woman's Leadership Academy	3-2099 Accounts Payable	5,320.56
09/17/2019	Bill Payment (Check)	3095	Yes		3-1001 Checking	-5,320.56



**To:** OCCMA Board of Directors  
**From:** Megan George, Operations Director  
**Date:** October 20, 2019  
**Subject:** Summary of Contracts Executed on Behalf of OCCMA

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There have been no contracts executed on behalf of OCCMA since the last board report.

Upcoming Contracts

- Venue for 2020 OCCMA Board Retreat
- Venue for 2021 OCCMA Summer One-Day Conference (Portland)
- Venue for 2021 OCCMA Board Retreat
- Venue for 2022 OCCMA Summer Conference (Bend)
- Venue for 2022 OCCMA Board Retreat
- Venue for 2023 OCCMA Summer Conference (Pendleton)



TO: OCCMA Board of Directors

FROM: Spencer Nebel, Chair of Audit Committee

DATE: October 30, 2019

SUBJECT: Report from the Audit Committee

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At the September Board meeting, the Audit Committee gave a report to the Board of Directors on the Financial Review for 2018. One of the lingering questions that was initially raised by the Audit Committee in the previous year is whether there is a need to complete a full, independent audit of the OCCMA Financial Report. The Board also targeted 2019 as a year to be audited, since 2019 will be a year in which we have operated under our adopted financial policies as an association in conjunction with LOC.

I hope to have some additional information as to the options of going forward with an audit or financial review of OCCMA finances. I will attempt to have additional information for the Board's consideration at the annual retreat.

Respectfully submitted,

A handwritten signature in blue ink, which appears to read 'S. Nebel', is positioned below the 'Respectfully submitted,' text.

Spencer R. Nebel  
Chair of Audit Committee



TO: OCCMA Board of Directors

FROM: Spencer Nebel, Co-Chair, Host Committee

DATE: October 30, 2019

SUBJECT: Host Committee Report

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The OCCMA Host Committee will be meeting in Portland on Wednesday, November 5, 2019 prior to the Annual Retreat. Twenty-five members of the Host Committee plan to attend this meeting at the Convention Center. Jeremy Figoten, ICMA Director, Conferences & Sponsorships, will be meeting with the committee for the first time to continue our planning efforts in hosting the 2021 conference. Jeremy just completed his first conference with ICMA in Nashville, and is looking at modifying some aspects of conference planning and format.

In 2020, the ICMA Conference will be in Toronto, and we will need to have a presence at the conference to promote the 2021 Portland event.

We will have a more detailed report for the Board following Wednesday Host Committee meeting.

Respectfully submitted,

A handwritten signature in blue ink, which appears to read 'S. R. Nebel', is positioned below the 'Respectfully submitted,' text.

Spencer R. Nebel, Co-Chair  
Host Committee

**To:** OCCMA Board of Directors  
**From:** Megan George, Operations Director  
**Date:** October 20, 2019  
**Subject:** 2020 OCCMA Board Calendar

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At the September 26<sup>th</sup> OCCMA Annual Membership Meeting, the following dates were announced. Two of the dates require further discussion before they are finalized (highlighted below).

**January 31** | 9:00 am – 2:00 pm

OCCMA Board of Directors Meeting

Location TBD – This meeting location has varied. Sometimes it takes place in the president’s home city, sometimes at LOC offices and sometimes in other locations.

**March 20** | 10:00 am – 12:00 pm

OCCMA Board of Directors Meeting

Vancouver, Washington

**July 10** | 10:00 am – 12:00 pm

OCCMA Board of Directors Meeting

Mt. Bachelor Village Resort, Bend

**October 14** | 3:30 pm – 5:30 pm

OCCMA Board of Directors Meeting

Salem Convention Center, Salem

**October 15** | 11:30 am – 12:00 pm

OCCMA Annual Membership Meeting

Salem Convention Center, Salem

**November 12 – 13**

OCCMA Board of Directors Retreat

Location TBD – Typically, this meeting requires a venue contract. Staff is looking for direction from the board on where to solicit proposals from (Silver Falls Resort, Oregon Garden Resort, other). All received proposals will be presented to the board at the first meeting of 2020.



## 2019 Committees

Last Updated 10/23/2019

### Nominating

*Recommend board slate for following year at the September business meeting.*

**Christy Wurster, City Manager, Silverton (Past President, Chair)**

Ben Bryant, Assistant City Manager, Happy Valley

Dale Shafer, City Manager, Nehalem

Eileen Stein, City Manager, West Linn

**cwurster@silverton.or.us**

benb@happyvalleyor.gov

manager@ci.nehalem.or.us

estein@westlinnoregon.gov

### Ethics

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

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

Keith Campbell, City Administrator, Stayton

W. Blair Larsen, Community Development Director, Sweet Home

Tom Pessemier, City Manager, Independence

Dale Shafer, City Manager, Nehalem

Mark Shepard, City Manager, Corvallis

Chris Workman, City Manager, Philomath

Christy Wurster, City Manager, Silverton

**marty@tigard-or.gov**

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tpessemier@ci.independence.or.us

manager@ci.nehalem.or.us

mark.shepard@corvallisoregon.gov

chris.workman@philomathoregon.gov

cwurster@silverton.or.us

### Support for Managers

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

**Michael Sykes, City Manager, Scappoose (Chair)**

Dan Bartlett, OCCMA Senior Advisor

Ben Bryant, Assistant City Manager, Happy Valley

David Clyne, Retired Manager

Robb Corbett, City Manager, Pendleton

Dan Huff, City Manager, Molalla

W. Blair Larsen, Community Development Director, Sweet Home

Zoe Monahan, Assistant to the City Manager, Wilsonville

Eileen Stein, City Manager, West Linn

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estein@westlinnoregon.gov

## Bylaws and Policy

*Review Bylaws and Constitution and recommend amendments as requested by the President and Board of Directors.*

### **Sean O'Day, Executive Director, MWVCOG (Chair)**

Denise Carey, City Manager, Estacada  
Nathan Cherpeski, City Manager, Klamath Falls  
Spencer Nebel, City Manager, Newport  
Aaron Palmquist, City Manager, Irrigon  
Tom Pessemier, City Manager, Independence  
Dale Shafer, City Manager, Nehalem  
Kenna West, City Manager, Willamina

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manager@ci.nehalem.or.us  
westk@ci.willamina.or.us

## Audit

*Meet with Secretary-Treasurer to review all financial transactions and provide a report to the Board after the close of the fiscal year.*

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

Sean O'Day, Executive Director, MWVCOG  
Dale Shafer, City Manager, Nehalem

**s.nebel@newportoregon.gov**  
soday@mwvcog.org  
manager@ci.nehalem.or.us

## Professional Development

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

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

Nathan Cherpeski, City Manager, Klamath Falls  
Phillip Cooper, Professor of Public Administration, PSU  
Steve Dahl, City Administrator, Drain  
Rachael Fuller, City Manager, Hood River  
Joe Gall, City Manager, Sherwood  
Dan Huff, City Manager, Molalla  
Sherilyn Lombos, City Manager, Tualatin  
Susie Marston, City Manager, Gervais  
Masami Nishishiba, Associate Professor & Department Chair  
Ann Ober, City Manager, Milwaukie  
Aaron Palmquist, City Manager, Irrigon  
Sara Singer Wilson, Principal, SSW Consulting  
Michael Sykes, City Manager, Scappoose  
Peter Troedsson, City Manager, Albany  
John Walsh, City Administrator, St. Helens  
Marty Wine, City Manager, Tigard  
Christy Wurster, City Manager, Silverton

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dhuff@cityofmolalla.com  
slombos@tualatin.gov  
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nishism@pdx.edu  
obera@milwaukieoregon.gov  
aaron.palmquist@ci.irrigon.or.us  
sara@sarasingerwilson.com  
msykes@ci.scappoose.org  
peter.troedsson@cityofalbany.net  
jwalsh@ci.st-helens.or.us  
marty@tigard-or.gov  
cwurster@silverton.or.us

## Academic Affairs

*Increase partnerships with universities to help build future generations of local government managers.*

### **Eileen Stein, City Manager, West Linn**

Robb Corbett, City Manager, Pendleton  
W. Blair Larsen, Community Development Director, Sweet Home  
Kelsey Lewis, Management Analyst II, Tualatin

**estein@westlinnoregon.gov**  
robb.corbett@ci.pendleton.or.us  
blarsen@sweethomeor.gov  
klewis@tualatin.gov

## Communications

*Maintain and enhance multimedia member communication and information exchange programs.*

### **Ben Bryant, Assistant City Manager, Happy Valley (Chair)**

Dan Bartlett, Senior Advisor, OCCMA  
 Heidi Bell, City Manager, Donald  
 Robb Corbett, City Manager, Pendleton  
 Christina Fadenrecht, Administrative Specialist, Milwaukie  
 Kelsey Lewis, Management Analyst II, Tualatin  
 Aaron Palmquist, City Manager, Irrigon  
 Alex Rains, Assistant City Manager, Scappoose  
 Rachel Sykes, Management Analyst, Lake Oswego  
 Melissa Thompson-Kieffer, Assistant City Manager/City Recorder  
 John Walsh, City Administrator, St. Helens  
 Marty Wine, City Manager, Tigard

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 fadenrecht@milwaukieoregon.gov  
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 rsykes@ci.oswego.or.us  
 recorder@ci.nehalem.or.us  
 jwalsh@ci.st-helens.or.us  
 marty@tigard-or.gov

## Next Generation

*Develop future generations of local government managers to sustain the profession. Assist with the development of educational programs that promote city management and internship opportunities. Support and collaborate with the Engaging Local Government Leaders (ELGL).*

Heidi Bell, City Manager, Donald  
 Rachael Fuller, City Manager, Hood River  
 Joe Gall, City Manager, Sherwood  
 Anne Heath, City Administrator, Coburg  
 Anthony Hooper, Deputy City Manager, Lake Oswego  
 W. Blair Larsen, Community Development Director, Sweet Home  
 Zoe Monahan, Assistant to the City Manager, Wilsonville  
 Sean O'Day, Executive Director, MWVCOG  
 Aaron Palmquist, City Manager, Irrigon  
 Peter Troedsson, City Manager, Albany

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 blarsen@sweethomeor.gov  
 monahan@ci.wilsonville.or.us  
 today@mwvcog.org  
 aaron.palmquist@ci.irrigon.or.us  
 peter.troedsson@cityofalbany.net

## ICMA Liaison

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

### **Marty Wine, City Manager, Tigard (Chair)**

Martha Bennett, Chief Operating Officer, Metro  
 Brian Latta, City Administrator, Harrisburg  
 Jeff Towery, City Manager, McMinnville  
 Peter Troedsson, City Manager, Albany

**marty@tigard-or.gov**  
 martha.bennett@oregonmetro.gov  
 blatta@ci.harrisburg.or.us  
 jeff.towery@mcminnvilleoregon.gov  
 peter.troedsson@cityofalbany.net

## Membership

*Ad Hoc Committee to investigate OCCMA membership classifications and dues structure and provide recommendations to the OCCMA Board of Directors.*

### **Robb Corbett, City Manager, Pendleton (Chair)**

Sean O'Day, Executive Director, MWVCOG  
 Christy Wurster, City Manager, Silverton

**robb.corbett@ci.pendleton.or.us**  
 today@mwvcog.org  
 cwurster@silverton.or.us

## Host Committee

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

**Joe Gall, City Manager, Sherwood (Chair)**

**Spencer Nebel, City Manager, Newport (Chair)**

**Eileen Stein, City Manager, West Linn (Chair)**

Cynthia Alamillo, City Manager, Manzanita

Dan Bartlett, Senior Advisor, OCCMA

Martha Bennett, City Manager, Lake Oswego

Ben Bryant, Assistant City Manager, Happy Valley

Jan Carothers, President, Carothers, Bornefeld & Associates

Pete Capell, City Administrator, Camas

Zach Chamberlin, Student, Portland State University

Rachael Fuller, City Manager, Hood River

Elizabeth Gray, Assistant City Manager, Silverton

Joe Hannan, Retired City Manager

Susan Hartnett, Strategic Projects Manager, Portland

Shawn Hennessee, County Manager, Clark County

Anthony Hooper, Deputy City Manager, Lake Oswego

Erik Jensen, Principal, Jensen Strategies

Michael Jordan, Director, Portland Bureau of Enviro. Services

Brian Latta, City Administrator, Harrisburg

Kelsey Lewis, Management Analyst II, Tualatin

Sherilyn Lombos, City Manager, Tualatin

Megan Messmer, City Projects Manager, Florence

Richard Meyers, City Manager, Cottage Grove

Cory Misley, City Manager, Sisters

Bill Monahan, Retired City Manager

Timothy Mongin, Convention Services Manager, Travel Portland

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

Erin Reynolds, City Manager, Florence

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

Gary Schmidt, County Administrator, Clackamas County

Cate Schneider, Analyst, Multnomah County

Dale Shafer, City Manager, Nehalem

Lindsey Shafer, Senior Legislative Assistant, Clark County

Sara Singer Wilson, Principal, SSW Consulting

Ashley Sonoff, Administrative Analyst, Gresham

Michael Sykes, City Manager, Scappoose

Rachel Sykes, Assistant Public Works Director, Lake Oswego

Steve Taylor, City Manager, Kelso

Madison Thesing, Management & Program Analyst, Lake Oswego

Doris Towery

Jeff Towery, City Manager, McMinnville

Peter Troedsson, City Manager, Albany

Jeanna Troha, Assistant City Manager, Wilsonville

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Tim Troxel  
Dave Waffle, OCCMA Senior Advisor  
Marty Wine, City Manager, Tigard  
Kim Yamashita, Retired City Manager  
Eric Zimmerman, Deputy City Manager, Medford

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eric.zimmerman@cityofmedford.org



## OCCMA Standing & Ad Hoc Committee 2020 Membership Requests

Last Updated: 10/20/2019

### Standing Committees

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#### Nominating

**Marty Wine, City Manager, Tigard (Immediate Past-President, Chair)<sup>1</sup>**

Susie Marston, City Manager, Gervais

Christy Wurster, City Manager, Silverton

#### Ethics

**Spencer Nebel, City Manager, Newport (President, Chair)<sup>2</sup>**

Keith Campbell, City Manager, Stayton

Brian Latta, City Manager, Dallas

Kelsey Lewis, Management Analyst II, Tualatin

Gary Milliman, Senior Advisor, OCCMA

Marty Wine, City Manager, Tigard

Christy Wurster, City Manager, Silverton

#### Support for Managers

Susie Marston, City Manager, Gervais

Gary Milliman, Senior Advisor, OCCMA

Christy Wurster, City Manager, Silverton

#### Bylaws and Policy

Aaron Palmquist, City Manager, Irrigon

#### Audit<sup>3</sup>

**Steve Powers, City Manager, Salem (President-Elect, Chair)**

#### Professional Development

**Steve Powers, City Manager, Salem (President-Elect, Chair)<sup>4</sup>**

Jeff Aprati, Partner, Jensen Strategies

Phil Cooper, Douglas and Candace Morgan Professor of Local Government, Portland State University

Joe Gall, City Manager, Sherwood

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

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

<sup>3</sup> 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.

<sup>4</sup> This committee has typically been chaired by the President-Elect, although the Bylaws do not require it.

Anne Heath, City Administrator, Coburg  
Susie Marston, City Manager, Gervais  
Masami Nishishiba, Professor of Public Administration, Portland State University  
Aaron Palmquist, City Manager, Irrigon  
Brian Sjothun, City Manager, Medford  
Ashley Sonoff, Administrative Analyst, Gresham

## Ad Hoc Committees

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### Academic Affairs

Kelsey Lewis, Management Analyst II, Tualatin  
Gary Milliman, Senior Advisor, OCCMA  
Masami Nishishiba, Professor of Public Administration, Portland State University

### Communications

Jeff Aprati, Partner, Jensen Strategies  
Aaron Palmquist, City Manager, Irrigon  
Melissa Thompson-Kiefer, Assistant City Manager, Nehalem  
Marty Wine, City Manager, Tigard

### Next Generation

Aaron Palmquist, City Manager, Irrigon  
Brian Sjothun, City Manager, Medford

### ICMA Liaison

Adam Brown, City Manager, Ontario  
Brian Latta, City Manager, Dallas  
Marty Wine, City Manager, Tigard

### Host Committee (NEW MEMBERS)

Anne Heath, City Administrator, Coburg  
Brian Sjothun, City Manager, Medford

## Flexible (Asked for Board Assignment)

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- **Andy Varner**, City Manager, North Plains (1 Committee – Support for Managers, Professional Development, Communications or ICMA Liaison)
- **Harry Staven**, City Manager, Gold Hill (1 Committee - Flexible)
- **Jerry Gillham**, City Manager, Sutherlin (3 Committees – Ethics, Support for Managers, Professional Development, Academic Affairs, Communications or Next Generation)
- **John Leuthauser**, City Manager/Recorder, Rivergrove (1 Committee – Flexible)
- **Kelly Madding**, City Administrator, Ashland (1 Committee – Flexible)

- **Robb Corbett**, City Manager, Pendleton (2 Committees – Flexible)
- **Ron Harding**, City Administrator, Aumsville (1 Committee – Flexible)
- **Sherilyn Lombos**, City Manager, Tualatin (2 Committees – Flexible)
- **Tom Pessemier**, City Manager, Independence (2 Committees – Support for Managers, Bylaws and Policy or ICMA Liaison)

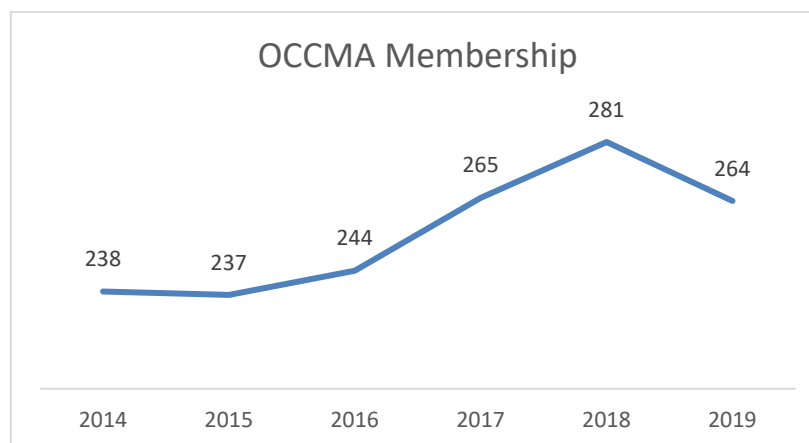
**To:** OCCMA Board of Directors  
**From:** Megan George, Operations Director  
**Date:** October 23, 2019  
**Subject:** 2020 OCCMA Membership Drive

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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:

<b>Active</b>	186
<b>Affiliate</b>	24
<b>Cooperating</b>	2
<b>Honorary</b>	2
<b>ICMA Complimentary</b>	7
<b>Lifetime</b>	38
<b>Retired</b>	34
<b>Student</b>	8
<b>Members in Transition</b>	3
<b>TOTAL</b>	<b>304</b>

Most are active members in the association. In addition, most come from cities. Only eight active members come from counties. The figure below shows that membership declined this past year by about twenty members. This figure does not include lifetime and honorary members in the association.



Staff is beginning to prepare for the 2020 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.

Based on conversations at the board and committee level, the proposed membership timeline has been adjusted.

**November** – Post Membership Drive Renewal Information on the website and listserv. Mail paper renewal forms to all OCCMA members and all chief administrative officers (if not already OCCMA members).

**December** – Membership Forms and payment due by Dec. 31<sup>st</sup>

**January** – Monthly reminder email to those who have not yet renewed or paid. Listserv expiration on January 31<sup>st</sup>.

**February** – Monthly reminder email to those who have not yet renewed or paid. Confirm all committee members and board members have renewed.

**March** – Monthly reminder email to those who have not yet renewed. Issue final invoice to those who applied but have not yet paid.

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. Staff will work with President-Elect Spencer Nebel to draft updated membership letters (see attached to this memo).

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



*Please print legibly*

NAME ▲

JOB/TITLE ▲

CITY/AGENCY ▲

EMAIL ADDRESS ▲

MAILING ADDRESS (INCLUDE CITY AND ZIP) ▲

STREET ADDRESS (INCLUDE CITY AND ZIP) ▲

## REGISTER HERE FOR 2020 LISTSERV

LISTSERV & MEMBERS-ONLY WEBSITE NOT AVAILABLE TO COOPERATING MEMBERS

☐ I WISH TO BE ON  
THE OCCMA LISTSERV

☐ I DO NOT WISH TO BE ON  
THE OCCMA LISTSERV

► MY LISTSERV EMAIL ADDRESS IS: \_\_\_\_\_

►

## DIRECTORY

Which contact number(s) would you like  
published in the 2020 OCCMA directory?  
(If not specified, office phone and fax only.)

☐ OFFICE  
PHONE

☐ HOME  
PHONE

☐ FAX  
NUMBER

☐ CELL  
PHONE

OFFICE

--	--	--	--	--	--	--	--	--	--

FAX

--	--	--	--	--	--	--	--	--	--

HOME

--	--	--	--	--	--	--	--	--	--

CELL

--	--	--	--	--	--	--	--	--	--

## MEMBERSHIP CLASSIFICATION & RENEWAL FEES

**NOTE:** For all membership categories except students, the 2020 membership fees include a 15% dues surcharge to go toward the 2021 ICMA Annual Conference to be held in Portland, Oregon.

Which membership  
classification is right for  
you? (descriptions on  
reverse side)

☐ ACTIVE MEMBER  
(see calculation, right)

☐ HONORARY MEMBER  
(complimentary)

☐ RETIRED MEMBER  
(complimentary)

☐ LIFETIME MEMBER  
(complimentary)

☐ AFFILIATE MEMBER  
\$90 flat fee

☐ COOPERATING MEMBER  
\$90 flat fee

☐ STUDENT MEMBER  
\$30 flat fee

☐ MANAGER IN TRANSITION  
(complimentary for the  
first year in transition)

### ACTIVE MEMBERSHIP DUES CALCULATION

Formula: .00191705 times total annual salary in excess of \$5,000 plus base dues.

Line 1. Annual Salary	\$	
Line 2. Add deferred comp.	\$	
Line 3. Total salary, Line 1+2	\$	
Line 4. Less \$5,000	\$	(5,000.00)
Line 5. Effective salary, line 3-4	\$	
Line 6. Line 5 x .00191705	\$	
Line 7. Add base dues	\$	44.50
Line 8. Total, line 6 + 7	<b>TOTAL TO BE PAID</b>	\$

I have read and I endorse and agree to abide by the International City/County Management Association's Code of Ethics as a condition to my membership in the Oregon City/County Management Association.

MEMBER SIGNATURE

DATE

Return completed form and payment to: OCCMA, 1201 Court St. NE #200, Salem, OR 97301, or fax (503) 399-4863, or email dhiggins@orcities.org. Credit card payments accepted, please call (503) 588-6550.

# MEMBERSHIP CLASSIFICATIONS

<b>ACTIVE</b>	Any person who meets the criteria for full membership in the International City/County Management Association (ICMA) shall be eligible for active membership in the Association. Full membership in ICMA is for chief administrative officers (CAOs) whose scope of responsibility meets these six criteria: appointment, policy formulation, budget, appointing authority, organizational relationships, and qualifications; assistant/deputy chief administrative officers; and other senior-level staff in local government who have significant administrative duties and report directly to a CAO whose position meets the six criteria for joining. A person shall become a member by notifying the Secretary-Treasurer of a desire to participate in the Association and upon payment of the dues for the current year. Active members shall comply with the ICMA Code of Ethics.
<b>AFFILIATE</b>	Any person who does not meet the qualifications for the above full membership category but who has an interest in a career in city/county management shall be eligible to be an affiliate member. This includes entry- to mid-level local government employees, professors, private and nonprofit sector employees, federal/state government employees.
<b>COOPERATING</b>	Individuals who work for an employer who does business with and has close ties to one or more units of local government. Cooperating members shall hold no office or vote or have access to the listserv and members-only page of the website.
<b>RETIRED</b>	<p>Any person who was previously an active member and has qualified for benefits under a local government retirement plan shall be eligible for retired membership by providing written notice to the Secretary-Treasurer and payment of the membership fee for the current year.</p> <p>An individual who was not previously a member of OCCMA but who now resides in Oregon and has had a career in local government management that would have made them eligible as an active member in OCCMA may become a retired member upon approval of the majority of the Board of Directors. Retired members shall hold no office or vote. Retired members have access to the listserv and members-only page of the website.</p>
<b>LIFE</b>	<p>Lifetime member shall represent the highest honor afforded to retired members. Lifetime members shall be chosen because of distinguished service in the field of city or county management during his or her management career and lasting and meaningful contributions to the OCCMA and the profession of local government management.</p> <p>To be eligible for lifetime membership in the Association, the person must have been a full or associate member of the Association for a minimum of five years and is currently retired from the profession or no longer employed in the profession. Following a written letter of nomination signed by at least three active members of OCCMA, the Board will consider conferring Lifetime Membership to the nominee at any regular business meeting. A lifetime member shall be elected only upon recommendation of the Board of Directors. In making this recommendation, the board shall consider contributions to the profession at a level greater than the organizations served by the nominee; contributions at a national level; contributions to the profession as a whole, including teaching or publication; and any other relevant service. Once a recommendation has been approved by the board, lifetime membership shall be conferred upon an individual after a majority vote of the membership present at a general membership meeting. Lifetime members shall comply with the ICMA Code of Ethics and the Declaration of Ideals. Lifetime members shall pay no dues, hold no office or vote. Lifetime members have access to the listserv and members-only page of the website.</p>
<b>HONORARY</b>	Honorary members shall be chosen based on their contributions to the Association and/or to the field of city or county management in Oregon. Honorary membership shall be conferred by a Board vote at any regular business meeting. Honorary members shall pay no dues, hold no office, or vote. Honorary members have access to the listserv and members-only page of the website.
<b>STUDENT</b>	Any person who is registered as a student in a college or university public administration program or is currently working in a career in public management may petition the executive Board for membership. Student members shall hold no office or vote. Student members have access to the listserv and members-only page of the website.



**DATE:** January 7, 2019  
**TO:** City/County Managers, Administrators, Assistants, Records and COG Directors  
**FROM:** Marty Wine, 2019 OCCMA President, City Manager, Tigard  
**SUBJECT:** 2019 OCCMA Membership

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Welcome to the new year! It's time to either renew or become a member of the Oregon City/County Management Association (OCCMA). OCCMA's aim is to be the leading organization in supporting and encouraging careers in local government professional management in Oregon. I hope you will consider renewing or joining.

A significant benefit of membership is access to the Senior Advisor Program. Senior advisors are respected retired professional managers who desire to serve the profession. Each advisor represents one of the five regions in the state. They are available to you as a resource for advice and can assist you with additional help if requested.

Another benefit of membership is keeping you connected to others in the profession. Your membership affords you meaningful networking opportunities with your peers at various conferences offered throughout the year.

- The **Northwest Regional Managers Conference** will be held April 30 – May 3<sup>rd</sup> at Best Western Plus in Hood River
- The **OCCMA Summer Conference** will be held July 9-12<sup>th</sup> at Best Western Agate Beach in Newport. OCCMA members receive a discounted registration fee for the summer conference.
- Our fall **Managers' Workshop** is held during the League of Oregon Cities' Annual Conference which will take place at the Riverhouse on the Deschutes in Bend on September 26.

The OCCMA website – [www.occma.org](http://www.occma.org) – will undergo an overhaul in 2019. The site has many resources available including an online directory which is updated continuously throughout the year. In addition, active, affiliate, retired, honorary, lifetime and student members have access to the association's listserv, which is an invaluable tool for discussion of current topics. Through email, members can access the expertise of professional peers simply by posting a question or commenting on a previous post.

Be sure to review the categories of membership and the ICMA Code of Ethics before signing the membership form. Until 2021, the dues fee will include a 15% surcharge that goes into an account for the 2021 ICMA Annual Conference to be held in Portland, Oregon. If you have questions please contact Megan George at [mgeorge@orcities.org](mailto:mgeorge@orcities.org) or 503.588.6550. Also consider joining the International City/County Management Association (ICMA) to become part of the international network of local government management professionals.

I am very honored to serve as your OCCMA president for 2019. Our board is made up of new members from around our great state, and we have refreshed OCCMA's strategic plan to be more focused on membership support and valuing diversity, equity and inclusion. Together we hope to provide excellent professional development and support for you in the coming year.

Sincerely,



Marty Wine, City Manager, Tigard  
 2019 OCCMA President

Date

Dear First Name:

Thank you for joining OCCMA for 2019. We have an exciting year ahead in 2019, as OCCMA is sponsoring two major activities to bring managers together to focus on professional topics and training.

- **Northwest Regional Managers Conference, April 30 – May 3** at Best Western Plus in Hood River. This conference joins managers from Oregon and Washington for professional development and networking.
- **OCCMA Summer Conference, July 9-12** at Best Western Agate Beach in Newport. This conference is an opportunity for developing professional and personal skills as well as relationships with colleagues.
- **Fall Workshop, September 26** at the Riverhouse on the Deschutes in Bend. OCCMA holds its annual business meeting and one-day training session during the League's Annual Conference in September.

In addition to these activities, OCCMA sometimes sponsors or co-sponsors more specialized seminars, coaching opportunities and training programs at a variety of locations in Oregon and the Northwest. We publicize the availability of these programs on our website – [www.occma.org](http://www.occma.org) – and through our quarterly newsletter sent to all members. Our website also includes an online membership directory that is continuously updated. You members only user id is: \_\_\_\_\_ and your password is: \_\_\_\_\_.

During the year, managers can stay connected with and ask questions of fellow managers on the OCCMA listserv. Many members have found this service of value when they need to do a quick survey of what other cities are doing with a particular issue. If you did not request to be added to the listserv and decide you would like to be included, please email Debi Higgins at [dhiggins@orcities.org](mailto:dhiggins@orcities.org).

Retired city managers Dan Bartlett of Astoria, Larry Lehman of Pendleton, Wes Hare of Albany and Sheila Ritz of Happy Valley, serve as Oregon's Senior Advisors. Senior Advisors will visit managers throughout the year, keep you abreast of ICMA services and programs, and serve as a "sounding board" for new and seasoned managers alike. I hope you will reach out to your Senior Advisor for any advice or assistance you need.

The Board and I thank you for joining OCCMA, and hope that you will become an active member and participate fully in the organization. If you are in the Silverton area, please stop by my office for a visit. If you have any membership questions, please feel free to contact Megan George at [mgeorge@orcities.org](mailto:mgeorge@orcities.org).

Sincerely,



Marty Wine, City Manager, Tigard

2019 OCCMA President

Date

Dear First Name:

Thank you for renewing your OCCMA membership for 2019. We have an exciting year ahead in 2019, as OCCMA is sponsoring three major activities to bring managers together to focus on professional topics and training.

- **Northwest Regional Managers Conference, April 30 – May 3** at Best Western Plus in Hood River. This conference joins managers from Oregon and Washington for professional development and networking.
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During the year, managers can stay connected with and ask questions of fellow managers on the OCCMA listserv. Many members have found this service of value when they need to do a quick survey of what other cities are doing with a particular issue. If you did not request to be added to the listserv and decide you would like to be included, please email Debi Higgins at [dhiggins@orcities.org](mailto:dhiggins@orcities.org). You will see changes to OCCMA's website and listserv in 2019 to bring you more timely and relevant news and content.

Retired city managers Dan Bartlett of Astoria, Larry Lehman of Pendleton, Wes Hare of Albany and Sheila Ritz of Happy Valley, serve as Oregon's Senior Advisors. Senior Advisors will visit managers throughout the year, keep you abreast of ICMA services and programs, and serve as a "sounding board" for new and seasoned managers alike. Please reach out to your Senior Advisor for whatever advice and assistance you need.

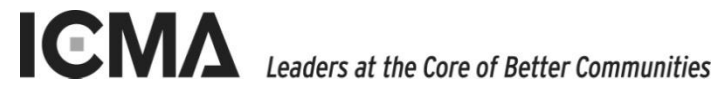
The Board and I thank you for renewing your OCCMA membership. If you are in the Tigard area, please stop by my office for a visit. If you have any membership questions, please feel free to contact Megan George at [mgeorge@orcities.org](mailto:mgeorge@orcities.org).

Sincerely,



Marty Wine, City Manager, Tigard

2019 OCCMA President



# **ICMA Senior Advisors Program Manual**

**January 2017**

## **ACKNOWLEDGEMENT AND THANKS**

**In January 1973, Wes McClure, the city manager of San Leandro, California and ICMA Vice President wrote a letter to Mark Keane, the executive director of ICMA. In the letter, McClure explained his idea for a new program – a program of volunteers in public service. A key element of the program was to provide managers who were about to retire with an opportunity for continued public service to the profession. According to McClure, “The value of the system is that it would make use of the abilities of experienced administrators whose talents would otherwise be wasted.” Wes’ vision resulted in the creation of the ICMA Senior Advisor program in 1974 to make the counsel, experience, and support of respected, retired managers of the profession available to city and county managers and administrators with Wes being the very first Senior Advisor. All Senior Advisors since are grateful to Wes.**

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## INTRODUCTION TO THE ICMA SENIOR ADVISOR PROGRAM

The ICMA Senior Advisor program was established by the ICMA Executive Board in 1974 as the ICMA Range Rider Program\* to make the counsel, experience, and support of respected, retired managers of the profession available to members. There are currently more than 85 Senior Advisors serving members in 22 states.

Senior Advisors are retired managers with extensive experience who volunteer their time to provide a unique source of outside advice to their colleagues. They are selected jointly by the state sponsor and the ICMA Executive Director. Although they are expected to be visible, accessible and responsive to members and association needs, Senior Advisors are unpaid volunteers who pursue other activities while in retirement and thus are not employed “full time.” Expenses incurred are reimbursed and shared by ICMA and the sponsoring state organization. The expenses allocated depend on the size of the state, the number of Senior Advisors and funds available from the sponsors.

Senior Advisors are available to meet periodically with members in their states or areas to discuss the profession and their concerns as members. Discussion topics range from relations with elected officials, overall management questions, relations with ICMA, responses to local controversies such as referenda on the council-manager plan, to career development.

All discussions are on a confidential basis. Senior Advisors are friends, colleagues, and advisors to the profession—not consultants. The Senior Advisor program is designed to help with personal and professional issues, not to provide technical assistance or solve substantive problems in a local government. However, a Senior Advisors may consult with local governments as individuals, on a part-time basis, as long as the consulting does not impair his or her effectiveness. Program guidelines contain advice for Senior Advisors who are part-time consultants.

Senior Advisors may also help communities interested in creating a professional local government management position, including or in the adoption of council-manager government.

Members with questions on the Senior Advisor program can contact Senior Advisor Greg Bielawski at 630/462-1876 or e-mail [gbielawski@icma.org](mailto:gbielawski@icma.org)

\*In 2013, a Range Rider 2014 Advisory Committee was appointed by ICMA Executive Director Bob O’Neill to celebrate 40 years of the program and to enhance its value to ICMA members and to state associations in the second century of ICMA. A number of the adopted recommendations reinforced current guidelines and some involved changes and/or greater clarity. The Committee, and others who provided feedback urged a change in the name from Range Riders to Senior Advisors to better describe the role and its primary emphasis on providing members with advice and support.

## **SENIOR ADVISOR PROGRAM GUIDELINES**

The following guidelines review the purpose of the program, and provide guidelines for each of the key program participants, Senior Advisors, state sponsors, and ICMA, and provide structure for the program nationwide while recognizing the differing needs of the individual states. Details of the program can be found in the remaining sections of the ICMA Senior Advisor Program Manual and by contacting the ICMA Senior Advisor Program Coordinator, ICMA Senior Advisor Greg Bielawski at [gbielawski@icma.org](mailto:gbielawski@icma.org).

### **A. Purpose of the Senior Advisor Program**

The program is a partnership between ICMA and state sponsors to help address the personal and professional needs of individual members. Personal support is the program's priority activity. Assistance to governing bodies, charter commissions and community groups on the form of government is the second priority.

### **B. Senior Advisor Qualifications**

1. Be a retired member in good standing with ICMA and the state sponsor upon appointment and while serving as a Senior Advisor.
2. Have served a minimum of ten years as the appointed CAO of a local governmental jurisdiction OR if not served as a CAO, have had at least ten years of management experience as an Assistant/Deputy CAO.
3. Maintain an active phone number and email address.
4. Be a resident of the state at the time of appointment.
5. Be willing to actively participate in the program for the duration of the appointment.
6. Affirm knowledge of and a commitment to the ICMA Senior Advisor Program Guidelines and the state sponsor's Senior Advisor Program Policy.

### **C. Guidelines for Senior Advisors**

1. Serve as a volunteer advisor, following retirement from local government in-service employment, to support state sponsor and ICMA members, with only out-of-pocket expenses reimbursed.
2. Reach a mutual understanding with the state sponsor on the amount of time that will be available to devote to the program and what expenses will be reimbursed.
3. Follow up when alerted to members in crisis and CAOs new to the state.



4. Contact all CAOs in your designated region by phone or in person on a schedule agreed upon and publicized by the state sponsor. It is important to reach out instead of waiting to be contacted.
5. Maintain membership in ICMA and with the state sponsor and advocate membership in both organizations to nonmembers.
6. Maintain current knowledge about both sponsors' programs and services to help members make good use of available resources.
7. Uphold the high standards as embodied in the ICMA Code of Ethics. The primary mission of Senior Advisors is to serve colleagues and to represent the profession. Senior Advisors should avoid participating in elections at the local level and should avoid taking a stance on controversial issues unless they act in concert with the state sponsor. Before participating in any political activity at the local, state or national level, Senior Advisors should consult with state sponsor leadership to seek their guidance and permission to proceed.
8. Be sensitive to the appearance of a conflict of interest in considering part-time consulting jobs. Consult the *Avoiding Conflicts of Interest* section of the Guidelines for permissible consulting activities and contact the state sponsor for guidance.
9. Submit quarterly activity reports and expense reports to the state sponsor. ([Appendix D](#)).
10. Attend the state sponsor annual meeting and any other meetings designated by the state sponsor. Try to attend ICMA's annual conference when possible, especially when the conference is in the region.
11. Maintain an active and regularly accessed e-mail address.
12. If asked to provide assistance to local governments in recruitment and selection of a CAO, consult the *Assistance to Local Governments in Recruitment of a Manager/Administrator* section of the Guidelines and contact the state sponsor for guidance.

## **D. Guidelines for ICMA**

ICMA maintains policies, goals, and guidelines for the program and conducts periodic reviews in consultation with key stakeholders. The most recent review was conducted in 2013-2014. ICMA also provides a Senior Advisor Program Coordinator to encourage and assist with establishing programs, to advise on policy, to share information on policies and procedures in other states and to maintain regular communication with Senior Advisors.

In Establishing a Program, ICMA and the Senior Advisor Program Coordinator will:

1. Provide materials on starting and maintaining a Senior Advisor program.

2. Assist state sponsors in drafting appropriate policies and guidelines for their state. See [Appendix A](#) for a *Recommended State Sponsor Senior Advisor Program Policy*
3. Provide a list of Life and Retired Members in a state to help identify potential new Senior Advisors.
4. Announce new Senior Advisor programs in coordination with the state sponsor and find ways to give Senior Advisors more national visibility.

In Maintaining a Program, ICMA will:

5. Pursuant to a mutually agreed upon budget, share expenses equally with the state sponsor. (Note: Should a Senior Advisor be asked to spend more than a day at any particular local government during a visit or to undertake a special project for the local government, reimbursement for travel and per diem will be covered by the local government and not the state sponsor or ICMA.)
6. Provide a timely response to state sponsor requests for approval of new Senior Advisors.
7. Provide a sample form that state sponsors can adapt for the periodic Senior Advisor performance review. This is conducted to ensure program effectiveness and that all parties are meeting the expectations as outlined in ICMA's program guidelines and the recommended State Sponsor Senior Advisor Program Policy. (See [Appendix C](#)) Share examples of review processes from other states when requested.
8. Provide Senior Advisors with ICMA business cards using the names of both sponsoring organizations and, upon request, ICMA stationery. (See [Appendix H](#) for instructions on ordering business cards).
9. Provide regular communications on ICMA activities and the profession to keep Senior Advisors up to date on current developments in the field of professional management.
10. Provide complimentary registration to Senior Advisors at the ICMA Annual Conference and organize a meeting for those in attendance. Encourage conference attendance by including a contribution to hotel expenses for Senior Advisors attending from the ICMA region in which the Annual Conference is held.
11. Provide a list of Members in Transition via the ICMA Web site and include new MITs in the *ICMA Leadership Matters* newsletter.
12. Conduct a periodic assessment of the Senior Advisor Program.

## **E. Guidelines for State Sponsors**

In Establishing a Program, the state sponsor will:

1. Adopt the recommended State Sponsor Senior Advisor Program Policy (See [Appendix A](#)) tailored to the specific needs of the sponsor. This includes guidelines for Senior Advisors clearly stating program goals, expectations and the responsibilities of Senior Advisors and the state sponsor.
2. Identify a qualified, skilled and experienced individual or individuals who are eager and committed to participate. ( See [Appendix E](#))
3. Establish a budget for the program. Annual expenses can range from \$500 to \$1000 per Senior Advisor depending on the area covered and the activities of the Senior Advisor.
4. Designate one individual who is responsible for coordination and access to the state sponsor board. In most states, this is provided by the association secretariat, usually in the state league or a university. This is a key ingredient for a successful Senior Advisor program.
5. Contact ICMA, who in addition to the state sponsor, approves each Senior Advisor. Also provide the budget that you have established and which ICMA is asked to match. ICMA will then execute a letter of agreement. (See [Appendix B](#)) At this time, ICMA will coordinate with you on announcing the new program to your members.

In Maintaining a Program, the state sponsor will:

1. Review and approve Senior Advisor expenses and submit activity and expense reports on at least a quarterly basis to ICMA. Reimbursement of expenses will be contingent upon submission of proper documentation. State sponsors are urged to reimburse Senior Advisors promptly and bill ICMA for 50 percent of the amount paid. ICMA operates on a July 1 - June 30 fiscal year. Reminders are sent to state sponsors in May requesting that all reimbursements for that period be submitted by early July.
2. Provide regular communications on state sponsor activities; include Senior Advisors in the statewide list serves.
3. Arrange a periodic meeting or conference call with all Senior Advisors in the state.
4. Encourage members to take advantage of the Senior Advisor program. For example, send congratulatory communications to all newly appointed managers copying the appropriate Senior Advisor. Include an explanation of the purpose of the Senior Advisor program and the name, address, email address, and telephone number of his or her Senior Advisor.
5. Notify Senior Advisors of members in crisis and those whose employment has been terminated.
6. Find ways to increase program visibility. For example, solicit articles from Senior Advisors for publication in your state newsletter. Publishing information about the goals, achievements, and individuals of the Senior Advisor program is the easiest way to gain visibility for the program and broaden support among members. Also, recognize Senior

Advisors on appropriate occasions, such as at a state conference and at board meetings.

7. Provide complimentary registration and expense reimbursement for Senior Advisors to attend annual state meetings. Define which other meetings Senior Advisors are expected to attend.
8. Advise ICMA of Senior Advisor vacancies due to retirements or other reasons. Recommend Senior Advisor candidates for joint appointment.
9. Conduct a performance review with each Senior Advisor on the schedule established in the state's Senior Advisor Program Policy ([See Appendix C](#)). To facilitate conversations on mutual expectations, ICMA's recommended policy encourages an initial appointment of one year for new Senior Advisors with a performance review after that first year, and if performance is acceptable, then two-year reappointments with a performance review at least every two years to discuss how things are going. The initial and subsequent reviews should be based on clear expectations/criteria outlined in the state's Senior Advisor Program Policy.
10. States have the option to confer Emeritus status to those Senior Advisors who wish to retire or who have limitations in performing their duties to the fullest extent. ICMA does not provide financial support or oversight for those in Emeritus status.

## **F. Part-Time Employment and Avoiding Conflicts of Interest**

Senior Advisors, as retired professional administrators, possess skills that may be marketable after leaving full-time employment. This marketability can contribute significantly to the good of the profession, and it can offer opportunities for the Senior Advisor to benefit from gainful employment and to pursue professional interests. The Senior Advisor program recognizes such marketability and its opportunities. Assumption of a Senior Advisor position, however, includes an obligation to commit a minimum level of time and availability to the program and to conform to ethical standards as embodied in ICMA's Code of Ethics, Tenets 1 and 3.

The following guidelines are provided to assist both the Senior Advisor and the state sponsor avoid conflict of interest, in fact or appearance, and to facilitate consistency throughout the program.

1. Senior Advisors may engage in part-time consulting or comparable professional activities as private entities, or sole proprietors or as an individual corporation such as a Limited Liability Corporation. They may also engage in teaching, consulting, or interim service with state agencies, quasi-public entities, local governments, or regional agencies. Retired administrators who commercially advertise as consultants are not eligible for Senior Advisor appointment
2. Any consulting or other activity should be part-time, intermittent, or on a short-term basis to permit the Senior Advisor to carry out active and responsive program responsibilities. Should a paid engagement limit or become limiting to the performance of Senior Advisor

duties, the individual should balance the engagement against resigning as a Senior Advisor so as not to impair the program.

3. Senior Advisors may be employed by a consulting firm on a part-time basis or as an independent contractor if the focus of the work is on providing technical expertise on individual projects and there is no responsibility for soliciting business or for client development/maintenance for purposes of future business.
4. When consulting or comparable professional services are provided to a local government for compensation, the services should not include those provided under the Senior Advisor program. Such an engagement should be by invitation of the local government in contrast to solicitation by the Senior Advisor.
5. When a Senior Advisor is unclear about how these guidelines apply to a particular situation, the Senior Advisor should contact the state sponsor or the Senior Advisor Program Coordinator at ICMA for guidance.
6. A state sponsor may establish conflict-of-interest guidelines that further clarify or restrict these national guidelines but may not negate or lessen their effect or intent.

## **G. Assistance to Local Government in Recruitment of a Manager/Administrator.**

In some states, Senior Advisors individually help identify candidates and advise on the recruitment process for communities, especially small ones, which have chosen not to use a search firm. Any involvement is up to the state sponsor, but that assistance should not include involvement in the final selection process except perhaps in exceptional circumstances to maintain the integrity of the position. The following statement of policy is provided to clarify any Senior Advisor involvement in placement work:

1. Senior Advisor involvement in placement work for a local jurisdiction should be the exception rather than the rule as the main focus of the Senior Advisor Program is member support and advocacy of the Council-Manager Form and other forms of professionalism in local government management. Generally, placement work is best handled by a search firm or by the jurisdiction on their own, especially in cases where there are divided governing bodies or there are complex local issues. In cases where a jurisdiction lacks resources and seeks the assistance of the Senior Advisor Program in a placement process for the chief administrative officer, basic guidelines are presented below.
2. Senior Advisor placement assistance to a local jurisdiction may include some or all of these items:
  - a. Discussing the placement process with elected officials at public meetings. This includes the option for a jurisdiction to use a search firm.
  - b. Providing information to the local governing body on the benefits of seeking an experienced public manager or assistant, preferably an ICMA member.
  - c. Working with the local governing body on determining position requirements, KSA's (Knowledge, Skills, Abilities) and compensation.

- d. Working with the jurisdiction to prepare a position summary and advertisement based on local charter or code provisions.
  - e. Review resumes and application materials and assist the local jurisdiction in developing a list of those applicants meeting the requirements set forth by the governing body. Note: if more than one Senior Advisor is involved with the application review process, the Senior Advisors should be aware of any restrictions in state law that might prohibit discussion outside the public meeting.
  - f. Assist the local governing body in developing the interview process.
  - g. At the request of the governing body, facilitate the selection of the finalists for an interview. The local governing body is solely responsible for the selection of finalists for interview purposes. This should be done in accordance with applicable state or local laws regarding open meetings.
  - h. Assist the local governing body in the interview process but not participate in the actual interview.
3. What the Senior Advisors *SHOULD NOT* do in a placement process are as follows:
- a. Perform background checks on candidates.
  - b. Be involved in the selection of the candidate by the governing body.
  - c. If involved with a placement project for jurisdiction, offer to serve as or accept permanent appointment as the chief administrative officer.
  - d. Be involved in the negotiation of terms of employment for the selected candidate.

## **APPENDIX A**

### **RECOMMENDED STATE SPONSOR SENIOR ADVISOR PROGRAM POLICY**

#### **[Name of State Sponsor] SENIOR ADVISOR PROGRAM**

##### **STATEMENT OF POLICY**

#### **I. PURPOSE**

The purpose of the Senior Advisor Program is to make the counsel, experience, and support of respected, retired managers of the profession available to individual members. The program is designed to help with personal and professional issues and not to provide technical assistance nor to solve substantive problems in a local government.

#### **II. APPOINTMENT OF SENIOR ADVISORS**

##### **A. QUALIFICATIONS - A Senior Advisor shall have the following qualifications:**

- A resident of        at the time of appointment.
- At least ten years' experience as an appointed Chief Administrative Officer (CAO) and/or an Assistant/Deputy CAO in local government.
- A willingness to actively participate in the program for the duration of the appointment.
- A commitment to follow the outline of responsibilities for Senior Advisors and the ICMA Senior Advisor Program Guidelines and Manual.
- Be a member of ICMA and the [State Sponsor] at the time of appointment and to maintain such memberships during service as a Senior Advisor.
- Have an active phone number and email address.

##### **B. APPOINTMENT PROCESS - The following process shall be used for the appointment of Senior Advisors.**

- Creation of an open position by the [State Sponsor] Board of Directors through the declaration of a vacancy as a result of the departure of an incumbent or by expanding the total number of Senior Advisor positions.
- Notice of any vacancy shall be given to all [State Sponsor] members, who then shall be given 30 days from the date of notice to recommend candidates to apply or to recommend others to the [State Sponsor] President. Potential candidates shall be requested to submit a letter of interest and a resume. The final selection process shall be determined by the Board of Directors.
- Appointments shall be made jointly by the President of the [State Sponsor] with the concurrence of the [State Sponsor] Board and the Executive Director of ICMA.

### C. TERM OF APPOINTMENT

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

## III. OUTLINE OF RESPONSIBILITIES FOR SENIOR ADVISORS

- The Senior Advisor is encouraged to make contact by phone, email, or in person with each member within his/her assigned area as practicable or suitable on an annual basis.
- The Senior Advisor is encouraged to contact, within the Senior Advisor's assigned area, each newly appointed manager and assistant manager within one month of notice of appointment; and is encouraged upon notification to immediately contact each member in transition within the Senior Advisor's assigned area.
- The Senior Advisor is expected to provide confidential counseling to all ICMA and [State Sponsor] members on personal and professional issues when invited to do so by a member within a 48 hour response time if at all possible.
- The Senior Advisor is expected to offer support upon request in a private manner directly to members who may be experiencing problems with their elected officials.
- The Senior Advisor is encouraged to attend at least one meeting or social event annually of the managers' group within the Senior Advisor's assigned area.
- The Senior Advisor is expected to attend the annual [State Sponsor] conference.
- The Senior Advisor is expected to refrain from direct or indirect public criticism of any member and to uphold the standards of the profession as embodied in the ICMA Code of Ethics.
- The Senior Advisor shall provide, at least quarterly, a statement of expenses along with a report of activities to the [State Sponsor] secretary who shall then forward the same to the [State Sponsor] President and ICMA Senior Advisor Coordinator.
- As requested assist in the recruitment of ICMA and [State Sponsor] members and other joint activities and programs with ICMA.

## IV. SENIOR ADVISOR EXPENSES

- Each year the [State Sponsor] Board of Directors shall determine eligible expenses and approve an annual budget for the Senior Advisor Program. Any changes to the budget should be communicated to ICMA.
- Eligible Expenses may include:
  - automobile travel at the current IRS mileage rate



- transportation, meals, lodging, and registration fees while attending managers meetings and the [State Sponsor] Annual Conference
- ICMA Annual Conference attendance.
- Procedure for Expense Reimbursement
  - Senior Advisors shall send the request for expense reimbursement along with a report of activity required in Section III to the [State Sponsor] Secretariat
  - The [State Sponsor] shall submit, at least quarterly, a request for 50% reimbursement to ICMA using the form provided by ICMA.

## **V. OUTSIDE ACTIVITIES**

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

## **VI. SUPPORT FOR AND REVIEW OF SENIOR ADVISOR PROGRAM**

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

## **VII. APPROVAL OF AND AMENDMENTS TO THE STATEMENT OF POLICY**

- This Statement of Policy shall become effective upon a majority vote of the [State Sponsor] Board of Directors.
- This Statement of Policy may be amended using the same process as with its original approval.

## APPENDIX B

### SAMPLE ICMA/STATE SPONSOR AGREEMENT

#### **Joint Support of Senior Advisor Program**

This letter of agreement sets forth the understanding between ICMA and \_\_\_\_\_ ( ) as to their joint support of a Senior Advisor program for the state of \_\_\_\_\_.

**Term of Agreement:** This agreement shall be for a period through June 30, 20\_\_\_. It shall be automatically renewed unless canceled by either of the parties, which may be done at any time with 60 days written notice to the other.

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

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

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

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

**Appointment of Senior Advisor:** The Senior Advisor appointed under this agreement is \_\_\_\_\_.

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

\_\_\_\_\_  
President, \_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Executive Director, ICMA

\_\_\_\_\_  
Date

## **APPENDIX C**

### **PERFORMANCE REVIEW**

In order to ensure that the Senior Advisor Program is of high quality and of continuing value, it is important periodically to review the performance of the providers.

- It is recommended that the state sponsor conducts a review of its program policy, the program's effectiveness and the year's activity at a board of directors meeting at least every two years. Senior Advisors should be invited to this discussion.
- In addition, one year after the initial appointment of a Senior Advisor, a review of his/her performance shall be conducted to identify successes, areas for improvement and to determine if the Senior Advisor should be reappointed.
- A sample Senior Advisor Performance Review form can be found [here](#) and is provided to assist sponsors in establishing a process. This form is based on the process used in California. For illustrative purposes, the list of expectations is taken from the recommended state sponsor policy, however, the actual list should be determined by the state sponsor and the Senior Advisor.
- When it is time for the review process, Senior Advisors are asked to complete a self-evaluation using this form or another developed by the state sponsor, followed by a conversation with the designated state sponsor representative. The Senior Advisor and the state sponsor are encouraged to obtain input from members and others who have had experience with the program to ensure as thorough of a review as possible.
- If reappointed, a performance review following the same process should be undertaken at least every two years.
- ICMA, as part of the affiliation agreement monitoring process, will review the performance of both partners in support of the Senior Advisor program.

## **APPENDIX D**

### **ACTIVITY AND EXPENSE REPORTS**

Senior Advisors are required to submit reports of activities and expenses. Both are to be submitted to the state sponsor while the activity report only is submitted to the ICMA Senior Advisor Program Coordinator. At a minimum, reports are to be provided quarterly, but particularly active states or Senior Advisors may wish to agree on more frequent reports.

#### *Activity reports*

ICMA and state sponsors require activity reports to:

- Help determine the volume and nature of Senior Advisor activities which in turn helps determine the overall value of the program and suggestions for improvement.
- Help provide information about the state of the profession and specific managers to sponsoring organizations.

It is important to maintain confidentiality in reporting the activities and concerns of members. Senior Advisors should not be reporting anything that would be uncomplimentary or critical of a manager or that would negatively affect a manager. That would be totally contrary to the main objectives of this program -- to help managers and professional management.

If a member does not wish a Senior Advisor report to include his or her name, the report can simply include the date and the fact that there was contact and nothing more.

Two sample activity reporting forms can be provided: one as an [EXCEL spreadsheet](#) and one as a [WORD document](#).

#### *Expense reports*

Requests for expense reimbursement must be submitted to the state sponsor by individual Senior Advisors and by the state sponsor to ICMA at least quarterly. This allows ICMA to manage the expense reimbursement process and to forecast expenses for its July 1 - June 30 fiscal year. Contact your state sponsor for a copy of the summary expense reimbursement form to use. ICMA staff has provided template forms to each state sponsor to help streamline the reimbursement process for ICMA.

## APPENDIX E

### TIPS FOR STATE SPONSORS ON INITIATING A PROGRAM

- **Developing a formal, written policy establishing the program** (See [Appendix A](#) for the Recommended State Sponsor Senior Advisor Program Policy.)

The state sponsor establishes realistic expectations that are consistent with the overall objectives of the Senior Advisor program and the state policy. They should be written in a clear, concise manner and agreed upon by all Senior Advisors in the state. ICMA urges state sponsors to regularly review guidelines to adapt to changing circumstances.

A fundamental issue to consider is the amount of time that Senior Advisors are expected to donate to the program. While this may vary considerably from one individual to another and from one state to another, the state policy should clarify your expectations. Or you may prefer to establish minimum goals for each Senior Advisor to meet.

Additional expectations of Senior Advisors to clarify include:

- In addition to the annual state sponsor conference, which meetings are Senior Advisors expected to attend? Regional meetings? State board meetings?
- What specific expenses will be reimbursed?
- What is the process for submitting quarterly activity reports?
- Who should be notified of each consulting job being contemplated?
- Is assisting local governments in the recruitment for city/county manager positions included in Senior Advisor duties?
- Are interim manager assignments acceptable and if so, under what circumstances?
- Is holding an elective office acceptable?

Some states have conducted an orientation session for new Senior Advisors which has been very helpful in clarifying expectations. ICMA can provide a sample agenda.

- **Identifying skilled, experienced individual or individuals who are eager and committed to participate.**

CAOs or Assistant/Deputy CAOs who have retired from a position in the state are likely to be more readily accepted since they are already known and respected by colleagues. Furthermore, familiarity with your state's form of the council-manager plan and/or professional management positions will enable Senior Advisors to advocate more effectively for professional management in cases of adoption and retention.

Once candidates have been identified, confirm that:

- The candidate is a member of ICMA and the state sponsor.(Requirement)
- The candidate is acceptable to all.
- The candidate understands the expectations and responsibilities of the Senior Advisor position
- The candidate has an active email address (Requirement)
- The candidate understands the importance of logging and reporting activities.

## **APPENDIX F**

### **TIPS FOR SENIOR ADVISORS**

Senior Advisors provide valuable services to the associations, their members, and the local government management profession. Welcoming new managers to the state, congratulating managers on their appointments, providing support and advice to the individual member, promoting the value of the state sponsor and ICMA, and serving as a resource to community groups and elected bodies are some examples.

Increasingly Senior Advisors are being called upon to deal with complex and sensitive issues involving the manager's relationship with the council or other significant persons or groups. Senior Advisors find that the challenges they encounter require many of the same skills they honed as managers—the foremost of which is the ability to listen and help problem solve. Activities include providing support to a manager who is in trouble or is in transition, mediating a dispute between a manager and a council, and providing career counseling.

Senior Advisors may also be called upon to assist an elected board in its consideration of hiring a professional manager for the first time or a replacement. They may be a resource to community groups and elected bodies on adopting or retaining professional management.

The state's Senior Advisor Program Policy should outline procedures and expectations for your state. Contact your state contact, if you need clarification.

### **Member Support**

One of the most important -- and most challenging -- tasks you will face as a Senior Advisor is keeping the members you serve aware of your availability. Being visible at state organization meetings and other similar gatherings of members is one way to do so. Courtesy calls to members on a regular basis in order to build trust and confidence is another. Introducing a member to a new development, product, or service of ICMA or the state sponsor may be a good starting point for conversation.

In order to help you engage in personal support the following eleven tips are suggested:

1. Show an interest in the member's problems.
2. Be a good listener.
3. Be understanding; don't try to fix blame; let the member know he or she has a friend.
4. The main thrust of the discussion should be to help him or her think through the problems and alternate courses of action.
5. Call or visit those who you hear are having problems to let them know that someone cares.
6. Offer suggestions if you can
7. Remember we are not trained, professional counselors. If the member seems in distress he/she may need professional help. Tactfully and carefully suggest that such help is sought.

Sources of such help might be Employee Assistance Programs, government health departments, private counselors, ministers, etc.

8. Use follow-up calls when appropriate to find out if things have changed and to show your concern, but don't overdo it.
9. Offer to meet with the member and spouse if appropriate.
10. If the problem is with the member and council, suggest that sometimes an outside facilitator can be helpful.
11. At times it may be appropriate to suggest to the member it is time to move. Suggest a contact with ICMA to obtain the latest list of openings and search firms.

## **Membership Development**

Senior Advisors should be knowledgeable about the programs of ICMA and the state sponsor. While Senior Advisors are not salespeople and should take care not to be perceived as such, be prepared to answer questions about products and services available through ICMA and state sponsors. It is also helpful to sponsors when Senior Advisors solicit feedback about new initiatives.

As a Senior Advisor, feel free to help non-members as well as members of sponsoring organizations. It is recommended that you have ICMA and state sponsor membership applications available so that you can assist a non-member who asks about membership.

## **Staying Current**

Besides reading the *ICMA Leadership Matters* newsletter, *Membership Monday*, the daily ICMA News Briefings, *PM Magazine* and state sponsor publications, Senior Advisors can enjoy professional development opportunities at their state sponsor conference, and, when it's being held in their home region, the ICMA Annual Conference. In addition to providing Senior Advisors with an opportunity to talk with members, the conferences provide an excellent opportunity for Senior Advisors to be brought up to date on developments in the profession and their associations. Senior Advisor meetings held at the conference give Senior Advisors an opportunity to exchange ideas, concerns, and successes with one another and with the attendees.

## **Adoption and Retention of the Council-Manager Plan and Professional Local Government Management**

If you hear of a community that is seeking information on professional local government management, including adoption/retention of council-manager government or the creation of a position of professional local government management, please direct them to, Michele Frisby Director, Public Information. Michele handles all form of government requests and may be reached at [MFRISBY@ICMA.org](mailto:MFRISBY@ICMA.org) or at 202-962-3658.

Because Senior Advisors often have high name recognition and acceptance due to their experience and knowledge, their advice and assistance are frequently sought by elected officials considering changing their form of government to the council-manager plan or other forms of professional management. You may also be called upon to assist in communities actively



seeking to retain the council-manager form of government. In both cases, the local government and all individuals involved benefit from a knowledgeable presentation about the advantages of the council-manager plan. ICMA has a generic PowerPoint presentation available and can customize it with statistics specific to that local government.

In situations in which you are called upon to defend the council-manager plan, you will need to confer with the incumbent manager, previous managers, and elected officials to determine why the plan is being challenged. You also will need to familiarize yourself with the ordinance or charter. Can you identify reasons that the charter is not working? Is there a group working to abandon the plan? Why? Is there a group that is promoting the retention of council-manager? Be prepared to discuss your findings and conclusions with the manager and elected officials.

[Resources for making a presentation to citizen groups](#) are provided on the Web site. In addition, materials in the *Council-Manager Form Resource Package* are available to help you support the council-manager form of government. The package is a compilation of articles and statistics attesting to the benefits and prevalence of professional local government management especially through the council-manager form of government.

If you are called upon to argue in cases of adoption or retention, you will need to prepare both yourself and your audience. An audience of elected officials, members of the media, and the general public will include individuals who may not be familiar with the complexities of government and the issues. One former Senior Advisor suggested, “Know your audience and the issues and address each with a simple, direct and factual presentation. Some of the public will misunderstand; some of the elected officials will question, and some of the media will present information in a manner to make it more readable and controversial. As a Senior Advisor and visiting expert, your presentation must reduce these possibilities of misinformation. Some people outside of the profession and government have difficulty with jargon that uses the alphabet, so avoid it. You would be amazed at the people who do not know what ‘ICMA’ is, so say the name in full.”

Before speaking, give elected officials and media representatives the following materials:

- Your business card.
- A brief explanation of the Senior Advisor Program.
- Information on ICMA and your state sponsor, including a brief description of the purpose of these organizations and their importance to professional management.
- The *Council-Manager Form Resource Package* available in downloadable versions at <http://icma.org/en/icma/about/overview/resource> (hard copies available from ICMA). This includes materials geared to establishing a position of professional management other than the council-manager form.
- The ICMA Code of Ethics.

After a brief introduction and argument, devote the majority of the time allotted to answering questions from elected officials and the public. Include the following major points in your discussions on council-manager government. These can be easily adapted if the focus is on another type of professional position:

- The professional code of ethics and its benefit to the community;
- The similarity between the council-manager plan and the structure of private businesses;
- The similarity between the council-manager plan and most school board/superintendent structures;
- The fact that the manager serves as the chief adviser to the council, which makes the final decisions, and that the manager must execute the council's decisions within the laws of the city/county, state, and federal governments;
- The growth of the council-manager plan in the country and in the specific state;
- The types of problems that confront a local government which professional managers are uniquely qualified to resolve. Include, for example, descriptions of the manager's role in administering personnel systems and practices, in developing and administering budgets, and in conducting in-depth analyses and reports on community issues, service delivery problems, and alternative approaches.
- Procedures for recruiting, screening, interviewing, and selecting a manager.

Stress 'ethics.' This appeals to the public, elected officials and the media. They listen carefully to a brief summary of our Code of Ethics and its enforcement.

Offer to meet with citizen groups, community service clubs, and charter committees after your presentation. Meet with groups that are for the adoption or retention of the plan to discuss future strategies and offer resources. You may also want to argue your case before groups that are against adoption or retention. Meeting with these groups may allow you to learn more about their specific arguments. You should also make a concerted effort to meet with the media after your presentation; this will allow you make sure you've answered their questions thoroughly and provided them with the information they desire.

### **Assistance to Local Governments in Recruitment of a Manager**

Senior Advisors can assist the community and members by providing the names of members in transition who may be interested in and qualified for the interim assignment. Senior Advisors may serve as interim managers on a limited basis. Because this activity is not usually covered under the regular Senior Advisor duties, approval should be received from the state sponsor and additional compensation should be sought from the local government that is served.

The ICMA Senior Advisor Program Manual provides detailed guidelines on participation in the recruitment process for a permanent manager.

While you may be asked to assist in recruiting and selecting a manager, you should explain the role of search firms. If the local government chooses not to use a search firm, you may wish to offer to help draft an advertisement for publication in the *ICMA Leadership Matters* newsletter and on ICMA's online [Job Center](#). In addition, refer elected officials to ICMA's [Recruitment Guidelines for Selecting a Local Government Administrator](#) (limited physical copies available from ICMA). This handbook contains tips on recruiting applicants, interviewing, and selecting the preferred candidate along with other organizations in which to post a job announcement.

## **APPENDIX G**

### **KEY ICMA INITIATIVES/PROGRAMS**

ICMA's programs and services are many and varied and this appendix provides a sampling of particular interest to Senior Advisor activities. **Click on the link (below)** to be taken to appropriate sections of the website. ICMA's priority areas may be viewed by clicking [here](#) and selecting priorities from the menu.

#### **MEMBER-IN-TRANSITION ASSISTANCE**

A comprehensive range of hard copy and on-line resources and support is available to the member in transition including Senior Advisors, a bi-monthly conference call, a discussion forum, complimentary access to some of ICMA's professional development offerings including ICMA Webinars, Regional Summits, and financial assistance to attend the ICMA Annual Conference.

#### **ICMA'S CODE OF ETHICS**

The ICMA Code of Ethics was adopted by the ICMA membership in 1924, and most recently amended by the membership in April 2015. The Guidelines for the Code were adopted by the ICMA Executive Board in 1972, and most recently revised in June 2015. Questions regarding the Code of Ethics may be directed to [mperego@icma.org](mailto:mperego@icma.org)

#### **PROMOTING PROFESSIONAL LOCAL GOVERNMENT MANAGEMENT**

ICMA's origins lie in the council-manager form of local government, which combines the strong political leadership of elected officials (in the form of a council, board, or another governing body) with the strong professional experience of an appointed local government administrator. ICMA also advocates for professional management positions in other forms of government. Resources, including flyers, on professional management, are available [here](#).

#### **ICMA CAREER NETWORK**

The Career Network includes the ICMA Job Center with a database of current job openings for local government professionals. It also includes a variety of Career Resource publications such as *Job Hunting Handbook*, *Model Employment Agreement*, *Manager Evaluations Handbook*, and *First Time Administrator's Handbook*. In addition, there is information on student chapters and on resources for members who teach.

#### **VOLUNTARY CREDENTIALING PROGRAM**

The ICMA Voluntary Credentialing Program is a means of defining and recognizing an individual ICMA member who is a professional local government manager qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development.



## **APPENDIX H**

### **ORDERING BUSINESS CARDS**

To order business cards, please email Rosalyn Ceasar ([rceasar@icma.org](mailto:rceasar@icma.org)) with the following information as it should appear on the cards (Allow 6-8 weeks for delivery):

Name:

Address:

Telephone: \*

Cell phone:

Fax (optional):

Email:

Name of State Sponsor (ex. Colorado City/County Management Association):

\*You may put one or two phone numbers

## ICMA/STATE SPONSOR AGREEMENT

### Joint Support of Senior Advisor Program

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

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

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

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

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

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

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

  
\_\_\_\_\_  
President, Christy Wurster

Date

2/22/2018

  
\_\_\_\_\_  
Executive Director, ICMA

Date

5/9/18



TO: OCCMA Board of Directors

FROM: Spencer Nebel, Chair, Professional Development Committee

DATE: October 30, 2019

SUBJECT: Draft Policy & Procedures for the Professional Development Committee

At the July and September Board meetings, the process for planning conferences was discussed. The discussions related to the Northwest Regional Manager's Conference and the Summer Conference. More specifically, discussion occurred on the timing of the 2019 Northwest Conference, and how last year's dates conflicted with Budget Committee meetings, and other budgetary efforts. Furthermore, from a planning standpoint, the window of time for planning the Northwest Conference was unrealistically short. The Professional Development Committee was not appointed until January, and had the responsibility of planning the Northwest Conference, which was held this year on April 30 through May 3. This was compounded with the membership indicating a preference for holding the conference in February or March. This was based on the responses from those that answered this question on the evaluation for the Summer Workshop, and it would require different timing for the planning of this conference.

In order to properly plan for the Northwest Regional Manager's meeting, the proposed policy/procedures have the Professional Development Committee appointed in the year prior to the Northwest Conference responsible for planning the Northwest Conference. The policy and procedures lays out a calendar for how this could be accomplished for discussion and review by the Board.

In addition, the Board discussed cancellation of policies for those who paid to attend the conference, but were unable to attend. I have incorporated the policy that has been adopted by the League of Oregon Cities regarding cancellations within the draft policy and procedures for review and discussion by the Board of Directors. This is an issue that came with the Northwest Regional Conference where we had a number of requests for refunds. The Board used this general policy to determine whether refunds would be made. I believe it is more important to have a written policy to guide this process versus having to make these sorts of decisions on a case-by-case basis.

Throughout the course of this past year, I felt it would have been very helpful to have some sort of compiled written procedures to help me better understand my role as Chair

of the Professional Committee, and understand what role the committee plays, and what role LOC staff plays. This is particularly important since the chair changes each year for the Professional Development Committee, and LOC staffing changes from time to time, as well (a good example this year is with both Jenny Kistler and Megan George both leaving their positions with the League of Oregon Cities). I have tried to outline the responsibilities as they played out during this year for planning the Northwest Summer and Fall Workshop. It would be appropriate for the Board to review these responsibilities, provide some guidance as to what changes or modifications might be appropriate in order to finalize proposed policy and procedures for the Professional Development Committee, and forward this information to the Bylaws Committee to determine whether these policies should be incorporated in the Policy Annex.

I am also enclosing a copy of a communication from Mark Shepard, City Manager of Corvallis, regarding concerns over sponsorship of OCCMA Conferences. Specifically, Mark was concerned about the sponsorship of Comcast for the conference, since Corvallis and other cities have experienced significant challenges in dealing with compliance with franchise agreements, as well as Comcast's efforts to fight local control of rights-of-way, property tax payments, and franchise fees. I indicated to Mark that I would share his letter with the Board for discussion of this item as part of our discussion on policy and procedures for the Professional Development Committee. Mark's letter is attached to this communication.

I look forward to a discussion on how to proceed with the conference planning efforts by the Professional Development Committee in future years.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "S. R. Nebel".

Spencer R. Nebel, Chair  
Professional Development Committee



**DRAFT**  
**Proposed Policy/Procedures**  
**Conference Planning by the Professional Development Committee**

The Professional Development Committee (PDC) is responsible for planning the OCCMA Summer Conference, OCCMA Work Shop (held in conjunction with the LOC Annual Conference) and the Northwest Regional Managers Conference, in alternating years, typically with Washington State, with Alaska occasionally being in the rotation.

In years that the NW Conference is scheduled to be held in Oregon, the PDC appointed the year prior to the NW Conference, shall continue through the NW Conference (which will typically occur in late winter or spring of the following year) including the completion of the report and evaluations for that conference.

**Appointment of the Professional Development Committee**

The PDC will be appointed annually by the OCCMA president, for a term beginning January 1 through December 31, except in years when OCCMA is hosting the NW Regional Managers Conference in Oregon. In these years, the Committee will remain seated until the final report on the NW Conference is submitted to the OCCMA Board of Directors for the conferences which will be held late winter or early spring of the following year. In these years, there will be overlapping PDCs until the responsibilities with the NW Conference are completed. The president elect shall serve as chair of the PDC. It shall be the responsibility of the president to continue chairing the PDC through the NW Conference in years in which Oregon is hosting this event. The president shall endeavor to appoint one or more members from the community(ies) hosting the Summer and NW Conferences (when this conference is in Oregon), to help facilitate planning for any conference events that may occur off-site, such as evening events, hosted dinners, mobile work shops, tours, and other similar educational and enhancement events for this conference.

**Budget**

The Board shall approve a budget for each conference as part of the annual budgeting process. In addition, when Oregon is hosting the NW Conference, the Board shall set a preliminary budget for this event, which will occur the following spring. This budget will be finalized and approved by the Board in the year of the conference. The budget should identify estimated revenues from registration, sponsorships, and other sources, and shall indicate expenses that the Committee is authorized to spend to convene the conference.

**Conference Fees**

Each conference shall be supported by registration fees and sponsorship fees (optional for the OCCMA Work Shop in conjunction with the LOC Annual Conference). The registration fees shall include member, non-member, student, and other fee categories. If a retiree is representing another entity, then that retiree is obligated to pay the appropriate fees for that organization for the conference. For reference, the registration cost for the NW Conference, Summer Conference and Work Shop were as follows:

### 2019 Northwest Regional Managers Conference

Member (OCCMA, WCMA or AMMA)	\$375
Non-Member- Governmental	\$475
Non-Member- Corporate	\$750
Student/WA Senior Advisory/Retired Managers	\$275
Spouse/Guest Registration	\$275
Dinner Events - Unregistered Guest	\$ 60
Late Registration Fee	\$ 50

### 2019 Summer Conference

Member	\$ 390
Non-Member- Governmental	\$ 490
Non-Member- Corporate	\$1,000
Additional Corporate Registration	\$ 500
Student	\$ 250
Spouse/ Guest Registration	\$ 250
Senior Advisors / Retired/In-Transition/Lifetime	Free

### 2019 Fall Work Shop

Fall Work Shop	\$ 70
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The Committee should determine whether fees should be adjusted up or down in order to meet the Board's anticipated budget targets for the conferences. Non-member Corporate registration fees should be established at a rate high enough to encourage sponsorship of conference activities by private firms.

### Cancellation Policy

Training and continuing education programs are designed to promote a reliable and consistent learning experience for members. While schedules change, and emergencies unfortunately occur, when reservations are cancelled, particularly close to the event date, additional personnel and financial resources are expended, the cost of which are often difficult if not impossible to recoup. Therefore, refunds for cancelling participation in a training or continuing education program will only be provided in accordance with this Cancellation Policy.

1. 30 or More Days Prior. Cancellations made 30 or more days in advance of the event date will receive a full refund, minus a \$50.00 administrative fee.
2. 14 - 29 Days Prior. Cancellations made between 14 to 29 days in advance of the event date will receive a full refund, minus a \$100.00 administrative fee.
3. 13 Days and Less. Cancellations made 13 days or less in advance of the event date are not eligible for a refund.
4. Exception Requests. Notwithstanding the preceding sections, refunds may be provided in accordance with the terms of this section.

a. Bereavement. Full refunds will be given in the event of the death of the registrant or an immediate family member of the registrant. A registrant's immediate family includes any of the following: spouse, child, parent, sibling, grandparent, grandchildren, parent-in-law, child-in-law, sibling-in-law, stepparent, stepchild,

stepsibling, step-grandparent, or step-grandchild.

b. Critical Illness. Full refunds will be given in the event the registrant suffers from a critical illness. A critical illness is one in which:

- The registrant or an immediately family member of the registrant requires impatient medical care. Immediate family is defined in the above subsection 4(a).
- The registrant is under the care of a physician and has been deemed contagious.

c. Transportation Failure. Full refunds may be given in the event the registrant is unable to attend the event due to an unforeseen transportation failure. Examples of an unforeseen transportation event include: motor vehicle accident on the way to the event; a flat tire on the way to the event; or cancellation/delay of air/bus/train travel beyond the control of the registrant.

d. Event of Force Majeure. If a force majeure event occurs and prevents the registrant from attending the event, a full refund may be provided. A force majeure event includes:

- An act of God, such as, but not limited to, fires, explosions, earthquakes, tidalwaves, and floods;
- War, hostilities (whether war be declared or not), invasion, or act of foreign enemies.
- Riot, commotion, or strike.
- Acts or threats of terrorism.

5. Documentation. To receive a refund, a registrant must submit written documentation to the League of Oregon Cities (LOC) on behalf of OCCMA, identifying why they believe a refund is entitled.

a. Format. The written documentation can be in the form of an email or letter which identifies the registrant's name, the name of the event the registrant is enrolled to attend, the date of cancellation, the reason for the cancellation, and an explanation of why the registrant believes they are entitled to a refund.

b. Submission. All requests for refunds shall be submitted to the OCCMA either at: [loc@orcities.org](mailto:loc@orcities.org); or, OCCMA, 1201 Court Street NE, Suite 200, Salem, Oregon 97301.

c. Additional Document. LOC reserves the right to ask a registrant seeking a refund for additional documentation to support their request. For example, in the event a registrant is seeking a refund due to a critical illness, LOC reserves the right to ask for a statement from the registrant's medical provider.

d. Discretionary Approval. The OCCMA Board of Directors has sole and exclusive discretion to grant a refund, provided the terms and conditions of this Cancellation Policy are followed.

6. Refunds. If LOC determines that a registrant is entitled to a refund, the refund will be processed, and the registrant reimbursed within 60 days of LOC's decision to grant the refund request.

### Conference Planning

At the OCCMA Annual Board Retreat, time should be scheduled to review any priorities, direction, or program ideas that the Board may have regarding the educational sessions that will be planned in the following year. While the conference locations and dates will have been set, there would an opportunity for the Board to discuss and provide direction

on possible programs, keynote speakers, conference lay out, scheduling, and other preliminary direction for the PDC to consider.

The recommended conference planning schedule for each of the conferences are provided below: Please note that the NW Regional Managers Conference schedule is only relevant when OCCMA will be hosting the NW Conference in the following year with LOC staff, in consultation with the PDC Chair, should prepare a detailed Conference Planning Schedule specific dates for the first meeting at the PDC for review and approval by the Committee.

### Conference Planning Schedule

#### January

	Summer Conf.	Fall WS	NW Region.
Professional Development Committee Meeting:			
Develop Conference Planning Timeline	X	X	X
Finalize Sponsorship Levels and Applications	X	X	X
Review Past Conferences, Evaluate and Report	X	X	X
Develop Possible Program Ideas for Conferences	X	X	X
Review and Finalize Sponsorship Levels	X	X	X
Prepare Report for OCCMA Board	X	X	X

#### February

	Summer Conf.	Fall WS	NW Region.
Professional Development Committee Meeting:			
Summer Conference Sessions Identified	X		
Assigned to Coordinate for Specific Sessions	X		
Appoint Scholarship Subcommittee	X		

#### March

	Summer Conf.	Fall WS	NW Region.
Professional Development Committee Meeting:			
Summer Conference Leads: Submit Session Titles and Descriptions	X		
Preliminary Program Developed / Discuss Keynote for Fall Work Shop	X	X	
Scholarship Subcommittee Finalize Applications	X		
OCCMA Board Members RSVP for Housing	X		
NW Regional Conference is Held			

Report to the OCCMA Board	X	X	X
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## April

	Summer Conf.	Fall WS	NW Conf.
Professional Development Committee Meeting:			
Early April - Registration Open for Conference	X		

## May

	Summer Conf.	Fall WS	NW Region.
Professional Development Committee Meeting:			
Finalize Fall Work Shop Keynote		X	
Finalize Session Leads	X		
Scholarship Applications Due Approximately May 1	X		
Scholarship Subcommittee Meeting - Review Scholarship Applicants	X		
Scholarship Recipients Notified of Award	X		

## June

	Summer Conf.	Fall WS	NW Region.
Professional Development Committee Meeting:			
Final Program for Conference Reviewed			
AV Needs are Due for Speakers from Session Leads	X		
Presentation and Handouts from Session Leads are Due	X		
Deadline is Established for Group Lodging	X		
Deadline is Established for Conference Registrations	X		
Summer Conference Sponsor Contracts are Due	X		

## July

	Summer Conf.	Fall WS	NW Region.
Summer Conference is Held	X		
Registration Opens for Fall Work Shop		X	
Summer Conference Evaluations are Distributed Electronically Following the Conference	X		

## August

	Summer Conf.	Fall WS	NW Region.
No Planned Activities			

## September

	Summer Conf.	Fall WS	NW Region.
Professional Development Committee Meeting:			
Seek Sponsorships for the NW Regional Conference			X
Identify Possible Session Topics			X
Report on Conferences is Completed for Board	X		

## October

	Summer Conf.	Fall WS	NW Region.
Fall Work Shop		X	
Fall Work Shop Evaluations are Distributed after the Work Shop		X	

## November

	Summer Conf.	Fall WS	NW Region.
Professional Development Committee Meeting:			
NW Conference Programs Identified			X
Leads Assigned to Coordinate Specific Sessions			X
OCCMA and WCMA Board Members RSVP for Housing			X

## December

	Summer Conf.	Fall WS	NW Region.
Professional Development Committee Meeting:			
Session Titles and Descriptions are Due			X
Registration and Housing Open			X

## January

	Summer Conf.	Fall WS	NW Region.
Professional Development Committee Meeting:			
Finalize Speakers for Sessions			X
Finalize Conference Program			X

## February

	Summer Conf.	Fall WS	NW Region.
Professional Development Committee Meeting:			
Sponsor Contracts Due			X
AV Needs are Due			X
Final Program is Developed			X
Deadline for Housing is Established			X
Deadline for Late Registration is Established			X

## March

	Summer Conf.	Fall WS	NW Region.
Presentation and Handouts by Session Leads is Due			X
NW Regional Managers Conference is Held			X
Evaluations are Completed			X
Final Report on the Conference is Completed			X

Sponsorships

An important source for funding the Summer and NW Regional Conferences are sponsorships. The PDC should review the sponsorship guidelines from the previous year, modify, and approve the sponsorship package levels for the upcoming conferences. The 2019 Summer Conference sponsorship levels, and benefits to sponsors follow for informative purposes. The PDC should establish sponsorship levels early in the planning process.

**2019 Conference Sponsorships**

The Oregon City/County Management Association (OCCMA) strives to support and stimulate our members and the profession in order to foster responsible, responsive local government with the objective of improving the livability of Oregon communities.

The Oregon City/County Management Association hosts two conferences in 2019, which provide opportunities to develop professional/personal skills and relationships with our

colleagues: The Northwest Regional Managers Conference, held April 30-May 3 in Hood River, Oregon and the Oregon City/County Managers Association Summer Conference, held July 9-12 in Newport, Oregon.

To become a conference sponsor, for both events or for the Northwest Regional Managers Conference only, please complete and return the sponsorship form on the reverse side by **April 1, 2019**. To become a conference sponsor for the Oregon City/County Managers Summer Conference only, please complete and return the sponsorship form on the reverse side by **June 1, 2019**.

### **Sponsor Recognition**

All sponsors will be recognized in the Conference Program and OCCMA newsletter, have their name and logo on conference signage with sponsorship level and receive a listing in the sponsor directory. See below for additional recognition provided for each level of sponsorship. Table locations will be assigned in the following order: keynote, reception, golf, platinum, gold, silver and non-profit.

#### **Platinum: \$2,500**

A display table will be provided during the conference for the Platinum sponsor. In addition, the sponsor will be recognized at a general session or event during the conference. Platinum sponsors may have up to three representatives attend the conference. Platinum sponsors will have their company logo and name on the OCCMA website for three months following the conference. Platinum sponsors will receive a complimentary roster of conference attendees.

#### **Gold: \$1,500**

A display table will be provided during the conference for the Gold sponsor. In addition, the sponsor will be recognized at a general session or event during the conference. Gold sponsors may have up to two representatives attend the conference. Gold sponsors will have their company logo and name on the OCCMA website for three months following the conference. Gold sponsors will receive a complimentary roster of conference attendees.

#### **Silver: \$1,000**

Silver sponsors will have a display table during the conference and may have one representative attend the conference. Silver sponsors will have their company logo and name on the OCCMA website for two months following the conference. Silver sponsors will receive a complimentary roster of conference attendees.

#### **Non-Profit: \$750**

Non-profit organizations that sponsor an OCCMA conference will have a display table during the conference, and may have one representatives attend the conference. Their company logo and name will be displayed on the OCCMA website for one month following the conference.



## **Keynote / Event Sponsorships**

### **Keynote Sponsor: \$5,000**

The Keynote sponsor will receive all of the benefits of a Platinum sponsor. In addition, they will have the opportunity to discuss the services their company provides for 10 minutes prior to the Keynote speaker and can introduce the keynote speaker. Their company name and logo will appear on the OCCMA website for four months following the conference. There is one sponsorship opportunity available at this level for each conference.

### **Reception Sponsor: \$3,500**

The Reception sponsor will receive all of the benefits of a Platinum sponsor. In addition, they will have a large sign at the reception acknowledging their sponsorship and will have a five-minute opportunity to welcome attendees to the event. Their company name and logo will appear on the OCCMA website for four months following the conference.

LOC will maintain a list of previous sponsors. The general sponsorship communication shall be sent out to previous sponsors of the conference(s). Potential sponsors for the conference(s) shall be contacted by individual PDC members for follow-up, which can include either prior sponsors or as new sponsors for the conferences. Committee members should forward information to LOC staff as to whether the potential sponsor is willing to (or not) be a sponsor for the conference, including the level of sponsorship. LOC staff will follow up with a sponsorship agreement. The PDC chair will work with LOC staff to sort out any competing interest relating to sponsorship of specific events during the conference(s). Typically, this would be done on a first-come first-served basis. Sponsor family members attending OCCMA conferences, dinners and events may participate in events by paying the fee for unregistered guests if participants exceed the number of guests allowed in that sponsorship category.

## **Programming**

The heart of the responsibility for the PDC, is to develop educational programs for the OCCMA membership at the conference(s) and Fall Work Shop. The PDC should review previous reports, programs, and evaluations of previous conferences, to determine member preferences for programs, activities, and scheduling during the conference(s).

The PDC then should prioritize programs for the upcoming conference(s) and work shop, then begin identifying potential speakers and panelists for these sessions. PDC members will be assigned to coordinate programs, contact potential speakers, and present this information to the PDC. Once approved, the assigned Committee member will then write up a description of the session and submit that to LOC for review and inclusion in the conference program. The PDC member will then facilitate that session. The PDC chair will work with LOC regarding the development of a preliminary schedule for the programming. It is good to check with the PDC member responsible for that session to be sure the scheduling issues are not a problem for their speakers.

The Conference schedule should include breaks for networking opportunities and activities. In addition to the educational session, the PDC shall identify events, including meal events, receptions and any activities that help create networking opportunities for

the membership, and add interest to the conference. LOC staff will work with venues to arrange for these events to take place.

Tuesday afternoon at the Summer Conference has been a time slot where attendance is usually lighter. This time works well for a work shop type session that will be attended by a smaller subset of the membership

Dinners can be held at the conference site or off site at an interesting venue for attendees. Tours, mobile work shops, and other similar activities can be considered by the PDC to feature educational opportunities in or near the community where the conference is being hosted. The PDC member(s) from the host community or area, can play an important part in identifying options for the PDC to consider for these possible venues. LOC staff will work with the Committee to determine the feasibility of proceeding with these off-premise activities. Where agreements/contracts are needed to secure a site, LOC staff will handle those provisions. The PDC can consider offering the mobile work shops and tours as a concurrent session, along with an education program, should it be appropriate to add these types of programs to the itinerary. Group signups for independent dinners have been well received. These are best coordinated by representatives of the Host Committee, with signups being provided in the conference registration areas. This is also a good opportunity to encourage new OCCMA members to participate in an event where they will begin to network with other members.

### Registration Materials and the Conference Program

LOC staff is responsible for preparing the conference program and registration materials. The PDC chair and OCCMA president should jointly prepare a letter for the membership, encouraging participation for each of the conference(s) and the Fall Work Shop. This information can be included in the registration materials and should be posted on the OCCMA website. It should also be sent as a separate communication on the OCCMA listserv.

### Scholarships

The PDC chair shall establish a scholarship committee to award any available scholarships to OCCMA members and/or students wishing to attend the conferences. An application shall be developed by LOC staff with a notice being submitted by LOC staff of the application process and deadlines. The scholarship committee shall then determine how any scholarship funds will be utilized among the applicants. The scholarship funds may be used for conference registration and/or housing as determined by the scholarship committee. This program can facilitate students participating in the conferences, as well as, encouraging members who have not attended conferences in the past. For each day of the conference, the PDC chair or members should be facilitator of these sessions.

### Conference Responsibilities

At the time the conferences are held, there are a number of responsibilities for the PDC, PDC chair, OCCMA president and LOC staff. LOC staff is responsible for setting up and staffing registration, assuring that all venues are ready to go for the conference, coordinating with venue staff for meals, and other services. The PDC chair, or designated

PDC committee members, are responsible for handling the floor responsibilities during the conference, making appropriate announcements through the course of the conference, coordinating with the LOC staff on any logistical issues, and assure that sessions are starting and ending at the appropriate times. The PDC chair or designee, should assure that the moderators for the next sessions have their panels or speakers ready for a timely start for the next session.

The PDC chair will introduce the keynote speaker for the conference. The PDC chair shall also make periodic announcements thanking sponsors, and shall provide an opportunity for sponsors of specific events to say a few words prior to the initiation of that event. The PDC chair may choose to designate different committee members as the “floor manager” during the conference who would function in the capacities as outlined above.

The PDC members who are coordinating a specific session should be sure that their speakers/panelists are in place and work with LOC staff to be sure that any technology is ready to go for that particular session. They shall introduce the program and make sure the program ends at the appropriate time. The PDC coordinator for that session can also direct questions to panel members after the presentations are completed.

LOC staff is responsible for making sure the technology is in place, presentations are loaded, and will coordinate with the venue for any specific needs on behalf of the Association.

A list of tasks that are required in order to plan and hold a conference has been compiled. This list provides suggestions as to who the lead responsibility should be for these various functions. This can be reviewed each year and if there are any changes suggested, it would be good to agree upon those changes early, so there is not confusion as to responsibilities for planning and holding a successful educational event during the course of the year.

	President	Board	PDC Chair	PDC	LOC Staff
Selection of Conference Location & Dates		X			
Appointment Committee	X				
Budget		X			
Establish Registration Fees				X	
Establish Sponsoring Fees				X	
Cancellation Policy		X			
Schedule PDC Meetings			X		
Set PDC Agendas			X		
Complete Agenda Materials					X
Email Agenda Packets					X
Recruit Keynote Speakers			X	X	
Develop Education Sessions				X	
Recruit Panelists				X	
Enter into Speaker Agreements					X
Expense Reimbursements					X
Submission of Session Descriptions				X	
Final Conference Program					X
Preparation of Registration Materials					X
Encourage Attendance	X	X	X	X	X
Contact Sponsors				X	
Selection of Event Venues				X	
Contract with Sponsors					X
Contracting with Event Venue					X
Coordinate/MC Conference Events			X		
Welcome Attendees /Closing Remarks	X				
Issue Resolution with LOC Staff During Conference			X		
Working with Venues During Conference					X
Reviewing Evaluation Form				X	
Insert the Evaluation Form					X
Preparation of Final Report of Conference			X		

**To:** OCCMA Board of Directors  
**From:** Megan George, Operations Director  
**Date:** October 23, 2019  
**Subject:** LOC Board of Directors Appointed Official Positions

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At the September 26<sup>th</sup> OCCMA Board of Directors meeting, the board discussed whether to recommend a candidate to serve on the LOC Board of Directors. Ultimately, the board opted to defer action indefinitely for a variety of reasons including a compressed timeline. The board also elected to further this discussion at the board retreat.

Section 9(3)(g) of the LOC Bylaws indicate that the LOC Nominating Committee shall consider the recommendation of the OCCMA regarding the non-voting Director position who holds an appointed city position. Specifically, the Bylaws state:

*(g) No more than one nominee for the non-voting Director who holds an appointed city position. The Nominating Committee shall consider the recommendation of the Oregon City/County Management Association (OCCMA) regarding this position.*

Each year there is one available position for an individual who holds an appointed city position. Once appointed, this individual goes through a three-year rotation on the board. There has not been a formal process by which OCCMA has submitted a recommendation to the LOC Nominating Committee. In some years, OCCMA has made no recommendation. This past year, the intent was for all applications received by the deadline to be submitted to the OCCMA Nominating Committee for review and recommendation. No applications were received by the deadline.



## 2019 Strategic Plan

### OUR MISSION

Our mission is to support and energize 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.

### CORE BELIEFS (taken from Envision ICMA Strategic Plan – Adopted February 17, 2017)

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; and
7. **LEADERSHIP:** developing leadership capacity and attracting and developing future generations of leaders.

## Strategic Focus Areas For 2019

### Professional Development

- **Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.**
  - Promote LOC, ICMA and CIS professional development opportunities. **(Communications Committee)**
  - Provide relevant sessions that encourage members to attend OCCMA conferences. **(Professional Development Committee)**
  - Develop training to prepare managers for resiliency and preparing for the future. **(Professional Development Committee)**
- **Nurture communication between Board and membership in order to increase value in membership and involvement.**
  - Continue to provide members with an OCCMA quarterly newsletter. **(Communications Committee)**
  - Encourage continued participation in the listserv. **(Communications Committee)**
  - Redevelop the OCCMA Website. **(Communications Committee)**
  - Restructure the Annual Membership Meeting to provide greatest value to the membership. **(OCCMA Board of Directors)**
- **Promote and educate members about ICMA Code of Ethics.**
  - Plan and include at least one session on ethics at an OCCMA conference. **(Ethics Committee)**
  - Monitor OCCMA and ICMA compliance with the ICMA Code of Ethics. Activate committee to serve as the local fact-finding body for any ethics inquiry. **(Ethics Committee)**
  - Include ICMA Code of Ethics articles in the quarterly OCCMA newsletter and make the newsletter available on the website. **(Communications 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 Summer 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)**
  - Explore possibility of providing membership in OCCMA to members of the Northwest Women's Leadership Academy cohort. **(Ben Bryant and Marty Wine)**
- **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). (Next Generation Committee)**
- **Survey the membership annually to determine effectiveness of professional development opportunities and resources available. (OCCMA Board of Directors)**

### **Outreach to Foster Diversity and Inclusiveness**

- **Develop an OCCMA statement of intent valuing diversity, inclusion and equity in our organization and communities. (OCCMA Board of Directors)**
- **Develop strategies to remove barriers and create opportunities for participation of communities and populations facing disparities in being part of OCCMA. (OCCMA Board of Directors)**
- **Recruitment of local government managers and local government professionals, generally. (Next Generation Committee)**
- **Recruitment of OCCMA Board members that are reflective of our communities. (Nominating Committee)**
- **Leverage relationship network to craft and disseminate messages to the general public on issues that impact all local governments. (OCCMA Board of Directors)**

### **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)**
  - **Welcome newly appointed managers to the association by providing a welcome packet from OCCMA with information on resources available. (Next Generation Committee)**
  - **Determine the future of an OCCMA-specific Coaching Program and how it is distinguished from, or the same as, the work of Senior Advisors. (Support for Managers and Bylaws and Policy Committee)**
  - **Review the membership classifications and dues schedule. (Membership Committee)**
  - **Reach out and encourage participation from counties. (Membership Committee)**

### **Leadership**

- **Develop a diverse slate of candidates to serve on the OCCMA Board of Directors.**
  - **Develop a recommendation for the Board of Directors on how to incorporate a member of an ICMA Student Chapter on the Board of Directors. (Academic Affairs Committee)**
  - **Encourage diverse applicants. (OCCMA Senior Advisors)**



- **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)**
  - Encourage OCCMA members to engage proactively with schools and youth in their communities about local government service. **(Next Generation Committee)**
  - Plan and include at least one session on engaging youth at an OCCMA conference. **(Next Generation Committee)**
- **Identify and recommend action in relation to the ICMA/OCCMA Affiliation Agreement. (ICMA Liaison Committee)**

#### Host Committee

- **Host a well-organized, sufficiently funded and successful conference.**
  - Ensure Oregon retakes the honor of having the best attended ICMA conference. **(Host Committee)**
  - Continue dues surcharge through 2021. **(Board of Directors)**
- **Focus efforts on fund raising, social activities, program activities and business and logistical support.**
  - Have an OCCMA member appointed to the ICMA Planning Committee through 2021. **(Host Committee)**
  - Follow through with the Memorandum of Authorization as it relates to planning the conference. **(Host Committee)**

**OREGON CITY / COUNTY MANAGEMENT ASSOCIATION**  
**2020 Proposed Budget**

		2017 ACTUAL	2018 ACTUAL	2019 Adopted BUDGET	2019 ESTIMATE	2020 Proposed BUDGET
<b>INCOME</b>						
	Beginning Cash - Operations	51,823	46,849	77,137	73,856	87,608
	Beginning Cash - 2021 ICMA Conference	30,739	72,856	76,304	79,534	115,311
	Beginning Cash - RJ Scholarship	3,350	4,872	5,872	5,872	5,622
	<b>Total Beginning Cash</b>	<b>85,912</b>	<b>124,578</b>	<b>159,313</b>	<b>159,262</b>	<b>208,541</b>
<b>Conference Income</b>						
	<b>Fall Conference Registrations</b>					
3-4103	· Registration	9,860	7,905	9,000	8,000	8,000
	<b>Total Fall Conference</b>	<b>9,860</b>	<b>7,905</b>	<b>9,000</b>	<b>8,000</b>	<b>8,000</b>
	<b>Summer Conference</b>					
3-4104	· Registration	30,435	34,865	28,000	45,235	35,000
3-4182	· Sponsorships	14,900	19,500	14,000	31,000	20,000
3-4184	· Roger Jordan Scholarship	1,000	1,000	1,000	1,000	1,000
3-4188	· Food Charges	0	0	0	150	0
3-4191	· Activity Fee	0	0	0	0	0
	<b>Total Summer Conference</b>	<b>46,335</b>	<b>55,365</b>	<b>43,000</b>	<b>77,385</b>	<b>56,000</b>
	<b>NW Regional Conference</b>					
3-4102	· Registration	29,355	0	25,000	34,670	0
3-4101	· Sponsorships	12,900	0	12,000	11,250	0
	<b>Total NW Regional Conference</b>	<b>42,255</b>	<b>0</b>	<b>37,000</b>	<b>45,920</b>	<b>0</b>
	<b>NW Women's Leadership Academy</b>					
3-4105	· Registration	0	18,000	15,000	15,900	15,000
	<b>Total NW Women's Leadership Academy</b>	<b>0</b>	<b>18,000</b>	<b>15,000</b>	<b>15,900</b>	<b>15,000</b>
	<b>Total - Conferences</b>	<b>98,450</b>	<b>81,270</b>	<b>104,000</b>	<b>147,205</b>	<b>79,000</b>
<b>General Operations Income</b>						
3-4001	· Dues	46,628	46,915	46,900	38,704	40,000
3-4003	· Dues Surcharge 2021	7,117	6,678	6,700	5,777	6,000
3-4260	· Board Retreat Meetings	1,209	6,754	1,000	966	5,000
3-4270	· CIS Senior Advisor	2,500	2,500	2,500	2,500	25,000
3-4280	· ICMA Senior Advisor	4,352	3,219	6,000	6,000	7,000
	<b>Total General Operations Income</b>	<b>61,806</b>	<b>66,066</b>	<b>63,100</b>	<b>53,947</b>	<b>83,000</b>
	<b>Total Income without Beginning Cash</b>	<b>160,256</b>	<b>147,336</b>	<b>167,100</b>	<b>201,152</b>	<b>162,000</b>
	<b>Total Income including Beginning Cash</b>	<b>246,168</b>	<b>271,914</b>	<b>326,413</b>	<b>360,414</b>	<b>370,541</b>

		2017 ACTUAL	2018 ACTUAL	2019 Adopted BUDGET	2019 ESTIMATE	2020 Proposed BUDGET
<b>EXPENSE</b>						
<b>Conference Expense</b>						
<i><b>Fall Workshop</b></i>						
3-5134	· Food & Beverage Fall	7,168	4,752	5,000	5,000	5,000
3-5135	· Room Rental Fall	338	378	650	0	500
3-5139	· Speakers Fall	2,500	4,500	5,000	300	2,500
3-5138	· Administration Fall	0	0	0	0	0
<b>Total · Fall Conference</b>		<b>10,005</b>	<b>9,629</b>	<b>10,650</b>	<b>5,300</b>	<b>8,000</b>
<i><b>Summer Conference</b></i>						
3-5141	· Activities Summer	0	0	0	0	0
3-5142	· Administration Summer	5,772	518	0	0	0
3-5143	· A/V & Trade Show Summer	2,478	290	2,500	448	1,000
3-5144	· Food & Beverage Summer	18,583	19,021	20,000	30,061	30,000
3-5145	· Lodging Summer	1,870	4,334	4,000	0	1,000
3-5146	· Postage/Printing Summer	278	611	500	573	500
3-5147	· Travel Summer	302	92	300	100	300
3-5149	· Speaker Summer	1,332	9,654	8,000	6,710	7,500
3-51481	· Roger Jordan Scholarship	1,478	0	3,000	1,250	3,000
<b>Total · Summer Conference</b>		<b>32,092</b>	<b>34,521</b>	<b>38,300</b>	<b>39,142</b>	<b>43,300</b>
<i><b>NW Regional</b></i>						
3-5152	· Administration	3,777	0	5,000	7,451	0
3-5154	· Food & Beverage	29,212	0	20,000	21,434	0
3-5156	· Postage/Printing	157	0	500	126	0
3-5157	· Travel	2,240	0	4,000	5,550	0
3-5159	· Speaker	3,450	0	8,000	4,792	0
<b>Total · NW Regional</b>		<b>38,836</b>	<b>0</b>	<b>37,500</b>	<b>39,352</b>	<b>0</b>
<i><b>NW Women's Leadership Academy</b></i>						
3-5201	· LOC Administration	0	0	0	0	0
3-5202	· Other Administration	0	13,000	0	0	0
3-5203	· A/V & Room	0	0	0	0	0
3-5204	· Speaker	0	0	0	0	0
3-5205	· Food & Beverage	0	1,009	0	0	0
3-5206	· Miscellaneous	0	1,015	15,000	15,000	15,000
<b>Total · NW Women's Leadership Academy</b>		<b>0</b>	<b>15,024</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Total · Conferences</b>		<b>80,933</b>	<b>59,173</b>	<b>101,450</b>	<b>98,794</b>	<b>66,300</b>

		2017 ACTUAL	2018 ACTUAL	2019 Adopted BUDGET	2019 ESTIMATE	2020 Proposed BUDGET
<b>General Operations Expenses</b>						
	· Contingency	0	0	0	0	
3-5121	· 2021 ICMA Conference	0	0	0	0	0
3-6020	· ICMA Coaching Program	1,000	1,000	1,000	1,000	1,000
3-6001	· LOC Services	6,482	10,422	25,375	26,000	28,000
3-6016	· Board Functions	5,162	13,576	9,000	1,416	5,000
3-6021	· Conference Calls	196	182	200	200	200
3-6023	· Directory	3,664	0	0	0	0
3-6027	· Marketing/Supplies	683	1,452	750	119	750
3-6033	· Miscellaneous	459	1,346	1,500	269	1,500
3-6034	· Miscellaneous - Credit Card Exp	1,068	989	1,500	822	1,500
3-6036	· National/Committee Travel	1,119	2,583	3,000	0	3,000
3-6039	· Newsletter	4,676	5,124	6,000	5,000	5,000
3-6042	· Postage	179	488	400	300	400
3-6045	· Printing, Fax	133	350	300	600	300
3-6051	· Scholarships Charlie Henry	2,425	3,240	3,000	4,381	3,000
3-6054	· Senior Advisor	10,322	9,725	12,000	12,000	14,000
3-6057	· Web Support	3,091	3,000	1,500	972	1,500
3-6058	· Audit	0	0	8,500	0	5,000
3-6059	· Sponsorship of Other Organizations	0	0	2,000	0	2,000
<b>Total General Operations Expenses</b>		<b>40,658</b>	<b>53,478</b>	<b>76,025</b>	<b>53,079</b>	<b>72,150</b>
<b>Total Expenses</b>		<b>121,591</b>	<b>112,652</b>	<b>177,475</b>	<b>151,873</b>	<b>138,450</b>
<b>Net Income / &lt;Loss&gt; Before Beginning Cash</b>		<b>38,666</b>	<b>34,685</b>	<b>-10,375</b>	<b>49,279</b>	<b>23,550</b>
<b>Net Income / &lt;Loss&gt; Including Beginning Cash</b>		<b>124,578</b>	<b>159,262</b>	<b>148,938</b>	<b>208,541</b>	<b>232,091</b>
<b>Transfers</b>						
	· Operating to RJ Scholarship	2,000	0	0	0	0
	· Operating to ICMA 2021	35,000	0	0	40,000	0
	· ICMA 2021 to Host Committee Account	0	0	10,000	10,000	10,000
<b>Total Transfers</b>		<b>37,000</b>	<b>0</b>	<b>10,000</b>	<b>50,000</b>	<b>10,000</b>
<b>Ending Cash</b>						
	· Ending Cash Balance - Operations	46,849	73,856	72,062	87,608	117,158
	· Ending Cash Balance - ICMA 2021	72,856	79,534	73,004	115,311	111,311
	· Ending Cash Balance - RJ Scholarship	4,872	5,872	3,872	5,622	3,622
<b>Total Ending Cash</b>		<b>124,578</b>	<b>159,262</b>	<b>148,938</b>	<b>208,541</b>	<b>232,091</b>