



## OCCMA Board of Directors Retreat

November 12, 2:30 pm or Following Board meeting

November 13, 2020 8:00 am – 12:00 pm

Location Virtual

<https://us02web.zoom.us/j/84187317998?pwd=cWZnZ25tZDlvTkVtdUtMT0NQSVZLZz09>

Meeting ID: 841 8731 7998

Passcode: 905459

One tap mobile

+14086380968,,84187317998#,,,,,0#,,905459# US (San Jose)

+16699006833,,84187317998#,,,,,0#,,905459# US (San Jose)

### AGENDA

<b>A. Presidents Report.....</b>	<b>02</b>
<b>B. Bylaws and Policy Annex.....</b>	<b>04</b>
<b>C. 2021 OCCMA Board Calendar.....</b>	<b>24</b>
<b>D. Committees .....</b>	
1. Review of 2020 Committees Structure .....	25
2. 2021 Committee Chair Appointments .....	27
3. LOC Staff Expectations for 2021 with regard to committees.....	29
<b>E. Membership Drive &amp; Dues Structure* .....</b>	<b>30</b>
<b>F. Senior Advisor Program Annual Review .....</b>	<b>34</b>
<b>G. Ethics Complaint Process .....</b>	
<b>H. 2021 ICMA Conference Discussion.....</b>	
<b>I. Review 2020 Strategic Action Plan.....</b>	<b>63</b>
<b>J. 2021 Strategic Action Plan .....</b>	<b>68</b>
<b>K. 2021 OCCMA Proposed Budget .....</b>	<b>75</b>
<b>L. Other Business .....</b>	
<b>M. Adjournment .....</b>	

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

THE RETREAT MAY BEGIN AT AROUND 2:30 ON NOVEMBER 12<sup>TH</sup> , FOLLOWING THE BOARD MEETING AND CONTINUE TO NOVEMBER 13<sup>TH</sup> IF TIME PERMITS.



TO: Board of Directors and Directors-elect

FROM: Spencer Nebel, President OCCMA

DATE: November 6, 2020

SUBJECT: OCCMA Board Retreat on November 12 & 13

On November 12 and 13, following the regular OCCMA Board of Directors meeting which begins at 1 PM, the current OCCMA Board will meet with the newly-elected members and senior advisors to conduct a retreat to identify priorities for the 2021 calendar year. President-elect, Steve Powers, will facilitate this meeting.

There has been some discussion about revamping our committee structure within OCCMA. This discussion will certainly guide how the Association handles issues going forward, since committees are where much of the work of the Association takes place.

The retreat has traditionally been the place where chairs of committees are appointed by the President-elect. Remaining numbers will be appointed to the committees by the President-elect on or about the first of the year.

Kelly Richardson has requested discussion on what the expectations are for LOC staff to support the various committees for OCCMA, as well.

We have had discussions about restructuring our dues, and potentially expanding membership encouraging department heads, and others, to participate in OCCMA. At the retreat, this is an item that should be discussed with direction as to how the Board will want to proceed with this effort. Please note that the dues for 2020-2021 will be set by the Board of Directors at the Board meeting, since the billings for the dues are required to go out by December 1. I am recommending that the surcharge for hosting the ICMA 2021 Conference, be dropped from the dues for this year. This will reduce expenses for our members in 2021.

There will brief update on the 2021 ICMA conference planning.

Last year at the retreat, the Board and senior advisors compiled an extensive list of potential actions OCCMA could consider taking in the future. I have enclosed a copy of this list for your review. In discussing with President-elect Steve Powers, he believes that this could be the basis of identification of priorities for this next year. It would be appropriate to consider adding any ideas that members have to this lengthy list, and then prioritizing those items that the Board would like to tackle in the new year.

I have also enclosed a copy of the 2020 work plan including the status of the various work items identified last year during the retreat.

Finally, the retreat will review the 2021 proposed budget for OCCMA, and suggest any changes that will be considered by the Board when a budget is adopted at the first meeting in January. President-elect, Steve Powers, and I look forward to meeting with the Board, senior advisors, and the newly elected and appointed members to the Board to fill terms beginning January 1 to strategize about plans for 2021.

We all hope it will be a much less eventful year than 2020!

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "S. R. Nebel", is positioned above the typed name.

Spencer R. Nebel  
OCCMA President

Enc: Potential Actions List  
2020 Work Plan

# **Oregon City/County Management Association Bylaws and Policy Annex**

## **BYLAWS**

### **ARTICLE 1**

#### *Name*

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

### **ARTICLE 2**

#### *Organization*

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

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

### **ARTICLE 3**

#### *Purpose*

The purpose of OCCMA shall be to:

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

### **ARTICLE 4**

#### *Membership*

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

Section 2. **ACTIVE MEMBERS:** Any person who is an appointed manager or administrator, or an assistant city or county manager or administrator, or an assistant to a manager or administrator of a general purpose local

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

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

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

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

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

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

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

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

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

publication; and any other relevant service. Once a recommendation has been approved by the Board, lifetime membership shall be conferred upon an individual after a majority vote of the membership present at a general membership meeting. Lifetime members shall comply with the ICMA Code of Ethics and the Declaration of Ideals.

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

## **ARTICLE 5**

### *Membership Meetings*

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

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

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

## **ARTICLE 6**

### *Offices and Terms of Office*

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

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

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

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

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

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

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

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

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

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

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

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

## **ARTICLE 7**

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

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

Section 2. **NOMINATING COMMITTEE:** Nominations to the Board of Directors for the President Elect and Directors shall be made by the Nominating Committee made up of not less than three (3) members. The Immediate Past President, or other active member appointed by the President, shall Chair the Nominating Committee. The other members shall be appointed by the President. The nominations committee shall strive to nominate candidates, at the time of election, which includes a minimum of one county member, one assistant manager or one assistant to a manager, and one member from a community of 5,000 or less population. In addition at least one Board member should represent, at the time of election, each of the following generally described state regions: Metropolitan Portland; the Willamette Valley; Coast; Eastern; and Southern.

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

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

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

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

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

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

Formal complaints to request an Officer or Director be removed from office will be submitted to the President or President Elect. The President or President Elect will notify the Board that a complaint has been made, and



shall forward background information provided in the complaint. The President or President Elect will advise the Board in writing of the formal complaint and schedule a meeting to hear the complaint. The President or President Elect shall notify the Officer or Director whose conduct is at issue and name the allegations and provide the Officer or Director the opportunity to provide the Board additional information relating to the allegations. Such notice shall occur at least four (4) weeks prior to the meeting at which the allegations will be discussed. The Officer or Director may provide the board information orally, in writing at least four (4) days prior to the meeting, or both. After considering all the information received, the Board may by majority vote do the following:

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

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

## **ARTICLE 8**

### *Board Meetings*

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

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

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

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

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

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

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

## **ARTICLE 9**

### *Membership Committees*

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

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

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

## **ARTICLE 10**

### *Fiscal Affairs*

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

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

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

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

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

## **ARTICLE 11**

### *Code of Ethics*

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

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

## **ARTICLE 12**

### *Nondiscrimination*

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

## **ARTICLE 13**

### *Indemnification*

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

## **ARTICLE 14**

### *Amendments*

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

### History of amendments to the OCCMA Governing Documents

Constitution and Bylaws originally adopted November 16, 1958. Includes amendments approved March 13, 1965, November 17, 1970, November 14, 1971, November 16, 1975, November 12, 1978, November 12, 1983, November 8, 1986, November 10, 1991 November 15, 1992, November 6, 1998, November 9, 2001, November 15, 2003, November 10, 2005, October 2, 2008, October 1, 2009, September 29, 2011, September 27, 2012, September 24, 2015 and September 29, 2016. On September 28, 2017 the Constitution and Bylaws were repealed and replaced with Bylaws and a Policy Annex.

# **OREGON CITY/COUNTY MANAGEMENT ASSOCIATION POLICY ANNEX**

## **ARTICLE 1**

### *Purpose*

Section 1. Article 6, Section 6 of the Oregon City/County Management Association Bylaws provides that the Board may enact, amend or repeal policies to govern the operations of the Association. Policies are enacted by a vote of two thirds of the members of the Board present at a regular meeting after they have been introduced at a previous Board meeting, and after at least thirty (30) days' notice has been provided in the OCCMA newsletter; and/or the OCCMA website; and/or on the OCCMA list serve. Policies take immediate effect upon the Board adoption. The Bylaws and Policies Committee will give a report at the annual membership meeting which will include any policies approved, amended or repealed since the last annual meeting. A majority of the membership may reverse or repeal any action taken by the Board of Directors following the report of policy changes at the annual meeting.

Section 2. The policy annex shall include a date indicating when policies are adopted and revised.

*Adopted 9-28-2017; Amended 9-27-2018*

## **ARTICLE 2**

### *Meetings / Conferences*

Section 1. ANNUAL MEMBERSHIP MEETING: Article 5 of the Bylaws provide that an annual Membership meeting be held at the same time and place as the League of Oregon Cities annual meeting. The OCCMA President is the Chair of the annual Membership meeting. At the annual Membership meeting of the Association, an agenda shall be available that includes the following:

- Call to Order;
- Roll call;
- Minutes;
- Correspondence;
- Financial Report;
- President's Report;
- Announcement of the Board meeting schedule;
- Bylaws or Policy Amendments;
- Committee Reports;
- Election of officers;
- Other business;
- Adjournment.

Section 2. PARLIAMENTARIAN. The President shall appoint a parliamentarian for the annual Membership meeting. The parliamentarian shall advise the President on any questions of order. The President shall decide all points of order, including interpretations of the By-Laws and the Policy Annex, which decisions shall be final and not subject to appeal.

Section 3. CONFERENCE AND BOARD MEETING DATES: The Board and the Board elect shall meet annually in November to establish the Association's goals and Board meeting dates for the upcoming fiscal year. The Spring Conference, if hosted by the Oregon City/County Management Association, shall be set by the Board of Directors, and shall be held during the spring. The Summer Conference, if held, shall be on a Wednesday, Thursday and Friday in July, and shall be in various locations as determined by the Board. The annual

Membership meeting shall be held in conjunction with the League of Oregon Cities Conference. The Board may approve changes in this schedule and report any changes to the membership.

#### Section 4. BOARD OF DIRECTOR'S MEETINGS CONDUCTED VIA EMAIL:

- A. Any board member may make a motion via email.
  - 1. The subject line should include the word "Motion."
  - 2. The first line of the body of the email should include the words "I move that the board approve/authorize/recommend ..."
  - 3. The motion shall be forwarded to the Secretary-Treasurer for distribution to the Board members, and to provide notice to the membership of the meeting being conducted via e-mail.
- B. All board members, including the President, may vote. Board members should include the words "I vote No" or "I vote Yes" in the first line of their response. A member may vote "No" and indicate that deliberation is suggested on that motion.
- C. A majority of Board member votes are required to decide an email motion. The member who proposed the motion is automatically counted as an affirmative vote.
- D. Email motions can only be voted up or down and cannot be amended.
- E. The motion will expire in seven calendar days or at the start of the next board or membership meeting – whichever comes first. If the motion doesn't receive the required majority vote by the deadline it fails.
- F. The member who proposed the motion may withdraw it at any time prior to approval.
- G. The s Secretary-Treasurer is responsible for tallying the votes and informing the board of the outcome. If a member fails to cc: other board members on his vote, the Secretary-Treasurer should forward the email to the others.

*Adopted 9-28-2017; Amended 9-27-2018.*

### **ARTICLE 3**

#### *Elections*

Section 1. ELECTION OF DIRECTORS AND PRESIDENT ELECT: Article 7 of the Bylaws provides for a nominating committee to be appointed by the President to present a slate of candidates including Directors and a President Elect for the Association. Once approved by the Board, a final slate of candidates will be presented to the membership for a vote. Nomination of qualified members can also be made from the floor to fill the position of Director or President Elect. For qualifications, see Article 7.4 of the Bylaws.

Section 2. ELECTION PROCESS: The election process will be as follows:

- A. At the first meeting of the Board in the new calendar year, the President appoints no less than three individuals to serve on the Nominating Committee, with the Immediate Past President to serve as Chair.
- B. On, or before July 1, the Secretary-Treasurer will publish a notice indicating which positions must be filled in the upcoming election and invite members who are interested to apply for open positions.

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

- C. July 30 is the deadline for applications.
- D. The Secretary-Treasurer will review the applicants to determine whether the member is in good standing, and has the required years of service in OCCMA, and meets any term limitations. The Secretary-Treasurer will provide all applications, and a report on any ineligible candidates to the Chair of the Nominating Committee.
- E. At least forty-five days before the annual meeting, the Nominating Committee will provide a report to the Board, including the names of all applicants and the recommended nominees for election.
- F. At least thirty days prior to the annual meeting, the President will call a special meeting (via email or telephone) to vote to forward a list of nominees for election to the membership
- G. Notice of the nominees will be provided in the agenda packet distributed approximately ten days prior to the annual meeting via the OCCMA website and/or OCCMA list serve.
- H. In the event that the Board does not forward a candidate for all open positions, a call for nominations from the floor will be made by the President at the annual meeting.
- I. At the annual meeting, the President will present the list of nominees approved by the Board to the membership.
- J. The President will call for any other nominations of qualified candidates from the floor for election to vacant positions. If there are no nominations of other candidates from the floor, the President will call for a motion and support to elect the candidates as a slate as presented by the Board of Directors, and a voice vote on the motion will be made.
- K. If other qualified candidates are nominated from the floor, and there are more candidates than open positions, the President will conduct voting through a paper ballot with the Secretary-Treasurer and Immediate Past President charged with counting the election ballots. The candidates with the highest vote totals will be elected.

*Adopted 9-28-2017; Amended 7-13-2018.*

#### **ARTICLE 4**

##### *Annual Budget*

Section 1. BUDGET PREPARATION: In accordance with Article 10.2 of the Bylaws, the Board shall adopt an annual budget at the first meeting of the newly seated Board. The draft budget shall be developed by the Secretary-Treasurer in consultation with the President Elect.

Section 2. BUDGET CALENDAR:

- A. The Secretary-Treasurer shall prepare a draft budget in consultation with the President Elect for presentation at the annual Board retreat in November.
- B. At the annual Board retreat, the current Board and Board-Elect will review the draft budget and provide comments to the Secretary-Treasurer and President Elect on any suggested modifications to the draft budget.
- C. At the first meeting of the Board in the new calendar year, the Board will review, modify, and formally adopt the budget.

*Adopted 9-28-2017; Amended 9-27-18*

## **ARTICLE 5**

### *Reimbursement and Financial Policies*

#### **Section 1. TRAVEL EXPENSES:**

- A. When used in this policy, the term “travel expenses” means and is limited to:
  - 1. The costs of a rental car, or mileage for private automobile travel at current IRS-approved rates, whichever would be less;
  - 2. Coach/economy class airfare, airport parking, and ground transportation to and from the departure and destination airport, when traveling out of state and travel by air is least cost to the Association;
  - 3. Hotel or motel accommodations at an amount that does not exceed the federally established Government Service Administration lodging per-diem rates (excluding local taxes) for the locality where the event or meeting is held;
  - 4. Actual expenses for meals including gratuities in an amount not to exceed the federally established per-diem rate for the locality in which the meal was consumed;
  - 5. Registration fees for ICMA Annual Conference, Northwest Regional Conference (when held outside of Oregon), and the ICMA West Coast Regional Conference; and
  - 6. Incidental expenses, to include but not limited to, long distance telephone charges, copy charges, transportation and luggage handling tips, dry cleaning, at an amount not to exceed \$5/day.
- B. President Travel Expenses: Within 30 days of travel, the President may request reimbursement for travel expenses to attend the ICMA Conference, Northwest Regional Conference (when held outside of Oregon), ICMA West Coast Regional Conference, ICMA committee meetings, and Field Visits (when the field visit was approved by the Board). No reimbursement shall be provided for attendance at the annual League of Oregon Cities conference. The President may designate a board member to attend meetings on the President’s behalf and receive reimbursement pursuant to this policy.
- C. Board Member Travel Expenses: For all membership events, including the annual Board retreat/business meeting, all expenses shall be paid by individual Board members. Provided however that any meals provided as part of the meeting, facility/meeting room and audio-visual equipment costs shall be paid by the Association.
- D. ICMA Committee Member Travel Expenses: Active Association members (including Board members) may request, by petition to the Board, up to one-half of their travel expenses for out-of-State participation on national committees including but not limited to Conference Planning Committee, Strategic Planning Committee and Small Community Task Force.

- E. Travel Expenses for Members in Transition: Board Members or Active Association members appointed to an ICMA Committee who are in transition may make requests to the Board for reimbursement of travel expenses incurred to attend Association business meetings.
- F. Procedure for Expense Reimbursement: The OCCMA Secretary-Treasurer (or designee) will develop an expense report form that is consistent with this policy for persons to use when submitting a reimbursement request. A person who is eligible for reimbursement under this policy shall send the request for reimbursement along with the expense report, which must include receipts substantiating the expense, to the OCCMA Secretary-Treasurer (or designee) within thirty days of the last day of travel in which the expense was incurred. All reimbursements are subject to sufficient funds being allocated in the Association budget to pay for the expenses. Any disputed reimbursements shall be reviewed and settled by the Board.

Section 2. DUES: The OCCMA membership year runs January 1 through December 31. A new member's initial dues may be prorated by 50% if the member joins after June 30. On a regular basis, the OCCMA Secretary-Treasurer (or designee) will verify that all applicants for membership have paid dues within thirty-days of application.

Section 3. FINANCIAL CONTROLS: All check payments shall require two signatures: that of the OCCMA Secretary-Treasurer (or designee), and the President (or the President's designee).

Section 4. AUDIT: The Association shall budget for and hire an independent auditor to review the Association's financials on a periodic basis not to exceed five years.

*Policies on League Reimbursement, Expense Reimbursement, and Proration of Dues adopted 9-28-2017; combined and amended 9-27-2018.*

## **ARTICLE 6**

### *Member Directory and Member Communications*

The Association will maintain a directory of members on the website that includes all active members of the Association. The Association newsletter and recruitment information to the Association shall be provided just prior to the start of the fiscal year to all public officials of an eligible organization who serve in a chief executive capacity. All managers new to the state shall receive a letter from the President welcoming them and providing membership information.

*Adopted 9-28-2017; Amended 9-27-2018.*

## **ARTICLE 7**

### *Coaching Program*

Section 1. PURPOSE: The purpose of the Coaching Program shall be to create an opportunity to bring together a new member or member new to Oregon, with an experienced member. The experienced member, or Coach, provides assistance, advice, counsel and support to the new member. OCCMA has an affiliation with International City Managers Association (ICMA) who will assist the member to obtain a coach. Every effort will be made to obtain a coach who is also an Oregon manager.



## Section 2. ASSIGNMENT OF COACHES:

1. Register on "CoachConnect" at <https://icma.org/icma-coaching-program>. You do not need to be a member of either ICMA or OCCMA to participate.
2. You will be invited to choose a prospective coach. Once completed, the system will connect coaches and prospects by email.

Section 3. OCCMA's Role. OCCMA will support the ICMA coaching program for its members by identifying adequate numbers of coaches who are familiar with being a manager in Oregon. Coaches will be appointed by the President, prior to and announced at the annual meeting. A minimum of 3 coaches will be appointed with an emphasis on diversity.

The association will also support the program by promoting the program to its membership. A web page will be created which points members to the ICMA coaching program and the association will write an article about the program in its magazine at least annually.

*Adopted 9-28-2017; Amended 10-13-2020*

## **ARTICLE 8**

### *Senior Advisor Program*

#### Section 1. PURPOSE:

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

#### Section 2. APPOINTMENT OF SENIOR ADVISOR:

##### A. Qualifications

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

##### B. Appointment Process

1. When there is a vacant Senior Advisor position created by a decision of the OCCMA Board declaring a vacancy as a result of the resignation or removal of an incumbent or a decision to

increase the total number of Senior Advisor positions, notice of that vacancy will be given in the OCCMA Newsletter or by email to all members.

2. Members shall have 30 days from the date of the notice to apply for the position or recommend a candidate to the OCCMA President. Potential candidates shall submit a letter of interest and a resume to the President. The final selection process shall be determined by the Board.
3. Initial appointments shall be made jointly by the President of OCCMA, with Board concurrence, and the Executive Director of the ICMA.
4. Reappointments do not require declaration of a vacancy and may be made by the President. Senior Advisors must continue to meet the program's qualifications in order to be considered for reappointment.

C. Terms of Appointment

1. The term of an initial appointment shall be one year.
2. After the first term, the Board will conduct a review to assess whether expectations are being met. Senior Advisors must continue to meet the program's qualifications in order to be considered for reappointment. Reappointment can be made for up to two years with a review conducted at least every two years.
3. 30 days before a review the membership shall be notified and may provide comments to the President.
4. ICMA, OCCMA Board or the Senior Advisor may terminate an appointment with written notification.

Section 3. SENIOR ADVISOR RESPONSIBILITIES:

- A. Make contact by phone, email or in person with each OCCMA or ICMA member and other local government chief administrators in the Senior Advisor's assigned region within one year of appointment as a Senior Advisor. Also, make contact within one month of receipt of notice of appointment of a new manager, assistant, chief administrator or COG director.
- B. Meet with members in the assigned region as frequently as possible. Meetings may take place at the manager's office, at OCCMA events, at regional managers' meetings, or any other venue that affords the Senior Advisor an opportunity to develop meaningful rapport with the individual manager.
- C. Contact members who are in transition within five days of learning of this development and as frequently thereafter as the situation indicates to assure the awareness of continued OCCMA support.
- D. Provide confidential counseling/support to all ICMA and OCCMA members on personal and professional issues when invited to do so by the member, within a 48-hour response time, if at all possible.
- E. Offer support in a private manner directly to members who may be experiencing problems with their elected officials, staff or community groups.
- F. Attend at least one meeting or social event annually of the managers' group within the Senior Advisor's assigned area, if possible.
- G. Attend meetings of the Board, OCCMA business meetings and other OCCMA sponsored events, as time permits.
- H. Refrain from direct or indirect public criticism of any member and uphold the standards of the profession as embodied in the ICMA Code of Ethics.

- I. Provide, at least quarterly, a statement of expenses to the Secretary-Treasurer (or designee) accompanied by a chronological report of activities to the President and ICMA Senior Advisor Coordinator.
- J. Contribute information for use in the OCCMA Newsletter.
- K. Encourage participation by members in OCCMA, ICMA, LOC and AOC activities.
- L. Provide support for the Council-Manager Plan when requested.
- M. Assist in recruitment of ICMA and OCCMA members and other joint activities and programs with ICMA when requested.
- N. Keep informed about current municipal affairs by reading *PM*, the LOC and ICMA newsletters and other publications.

#### Section 4. ANNUAL BUDGET:

Each year the Board shall consult with the Senior Advisors at the November Board meeting to determine eligible expenses and approve an annual budget for the Senior Advisor Program. ICMA will provide 50% reimbursement to the Association for eligible and budgeted Senior Advisor expenses. Any changes to the budget shall be communicated to ICMA for approval by ICMA in accordance with the ICMA/OCCMA Sponsor Agreement.

#### Section 5. SENIOR ADVISOR EXPENSES:

- A. Senior Advisors shall be reimbursed for certain expenses in fulfilling the responsibilities outlined in this policy as follows:
  - 1. Meeting with members within their assigned region.
  - 2. Attending membership meetings within their assigned region.
  - 3. Attending meetings of the association board or general membership and association sponsored events and conferences.
  - 4. Attending the Northwest Regional Managers Association Conference.
  - 5. Attending the ICMA Annual Conference when that conference is in the ICMA West Coast Region.
  - 6. Other activities as specifically requested by the Senior Advisor and approved by the Board.
- B. The following expenses are eligible for reimbursement:
  - 1. Mileage for private automobile travel at current IRS-approved rates for in state travel for business expenses.
  - 2. Hotel or motel accommodations at a conference hotel for a basic room, or at an amount that does not exceed the federally established Government Service Administration lodging per-diem rates (excluding local taxes) for the locality where the event or meeting is held.
  - 3. Actual expenses for meals in an amount not to exceed the federally established per-diem rate for the locality in which the meal was consumed at moderate prices and at meeting events.
  - 4. Registration fees unless waived by the hosting organization.

5. Long distance telephone charges, postage, miscellaneous supplies and copying costs and similar expenses incidental to performing Senior Advisor duties.
  6. Coach/economy class airfare, airport parking, and ground transportation to and from the departure and destination airport, when traveling out-of-state and travel by air is least cost to the Association.
  7. Reimbursement shall not be provided for out-of-state travel (except for the Northwest Regional Managers Meeting, and the ICMA Annual Conference), unless authorized by the Board.
  8. Reimbursement for attendance at the ICMA Annual Conference is subject to having adequate funding appropriated by the Board in the Senior Advisors' budget for the purpose.
- C. In accordance with the ICMA Senior Advisors Program Manual, complimentary registrations shall be provided to Senior Advisors as follows:
1. The Association shall provide complementary registrations for the attending Association sponsored events.
  2. ICMA shall provide complementary registration for attending the ICMA Annual Conference.
- D. Procedure for Expense Reimbursement:
1. Once a quarter Senior Advisors shall send the request for expense reimbursement along with a report of activity required in Section 3 to the OCCMA Secretary-Treasurer (or designee) for the preceding quarter.
  2. The OCCMA Secretary-Treasurer (or designee) shall authorize payment for expenses incurred by the Senior Advisor(s) in conformance with this policy and shall submit, at least quarterly, a request to ICMA for 50% reimbursement.

#### Section 6. OUTSIDE ACTIVITIES:

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

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

- A. Senior Advisor involvement in placement work for a local jurisdiction should be the exception rather than the rule as the main focus of the Senior Advisor Program is member support and advocacy of the Council-Manager Form and other forms of professionalism in local government management. Generally, placement work is best handled by a search firm or by the jurisdiction on their own,

especially in cases where there are divided governing bodies or there are complex local issues. In cases where a jurisdiction lacks resources and seeks the assistance of the Senior Advisor Program in a placement process for the chief administrative officer, basic guidelines are presented below.

- B. Senior Advisor placement assistance to a local jurisdiction may include some or all of these items:
  - 1. Discussing the placement process with elected officials at public meetings. This includes the option for a jurisdiction to use a search firm.
  - 2. Providing information to the local governing body on the benefits of seeking an experienced public manager or assistant, preferably an ICMA member.
  - 3. Working with the local governing body on determining position requirements, KSAs (Knowledge, Skills, Abilities) and compensation.
  - 4. Working with the jurisdiction to prepare a position summary and advertisement based on local charter or code provisions.
  - 5. Review resumes and application materials and assist the local jurisdiction in developing a list of those applicants meeting the requirements set forth by the governing body. Note: if more than one Senior Advisor is involved with the application review process, the Senior Advisors should be aware of any restrictions in state law that might prohibit discussion outside the public meeting.
  - 6. Assist the local governing body in developing the interview process.
  - 7. At the request of the governing body, facilitate the selection of the finalists for interview. The local governing body is solely responsible for selection of finalists for interview purposes. This should be done in accordance with applicable state or local laws regarding open meetings.
  - 8. Assist the local governing body at the interview process but not participate in the actual interview.
- C. What the Senior Advisors SHOULD NOT do in a placement process are as follows:
  - 1. Perform background checks on candidates.
  - 2. Be involved in the selection of the candidate by the governing body.
  - 3. If involved with a placement project for jurisdiction, offer to serve as or accept permanent appointment as chief administrative officer.
  - 4. Be involved in negotiation of terms of employment for the selected candidate.

#### Section 8. SUPPORT FOR AND REVIEW OF SENIOR ADVISOR PROGRAM

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

*Adopted 9-28-2017; Amended 9-27-2018.*

### **ARTICLE 9**

#### *Policy Annex Attachments*

Section 1. Article 13 "Indemnification" of the Oregon City/County Management Association Bylaws provides that a current summary of insurance coverage be included as part of the policy annex. The current certificate

of coverage will suffice for this purpose. A change in insurance coverage or a new certificate of coverage, does not constitute a change of policy with the notice requirements as outlined in Article 6, Section 6 “Promulgation of Policies” of the Bylaws.

Section 2. Article 10, Section 3 “Financial Management” provides that the agreement for administration and financial support services with the League of Oregon Cities, or other qualified providers, be included in the policy annex.

Section 3. Any multiyear agreements, memorandums of understanding, affiliate agreements, or other similar types of agreements approved by the Board of Directors shall be attached in whole or as a summary in the policy annex. The Board’s approval of these types of agreements do not constitute a policy change, in accordance with Article 6, Section 6 “Promulgation of Policies”, and can be approved by majority vote at the meeting in which the agreement is introduced.

*Adopted 9-27-2018.*

## **OREGON CITY/COUNTY MANAGEMENT ASSOCIATION POLICY ANNEX ATTACHMENTS**

### **A. Required Attachments per Bylaws:**

1. ARTICLE 13 of the Bylaws: Certificate of Insurance from C.I.S.
2. ARTICLE 10 Section 3. Financial Management: Contract for Services with the League of Oregon Cities.  
Effective Date: July 1, 2018  
Termination Date: June 30, 2021.

### **B. Board Agreements, Memorandum of Understandings, and Affiliate Agreements:**

1. Affiliate agreements between ICMA and OCCMA:  
Effective Date: December 14, 2016  
Termination Date: Indefinite.

2. Joint support of the Senior Advisory Program with ICMA:  
Effective Date: May 9, 2018  
Termination Date: Indefinite.
3. Affiliate relation between the Alliance for Innovation and OCCMA:  
Effective Date: May 1, 2018  
Termination Date: April 30, 2019, but automatically renews unless a written notice is provided.
4. OCCMA Host Committee Memorandum of Authorization:  
Effective Date: September 29, 2018  
Termination Date: December 31, 2021.



# OCCMA

**Oregon City/County  
Management Association**

A State Affiliate of **ICMA**

**To:** OCCMA Board of Directors  
**From:** Kelly Richardson, Project Coordinator- Affiliates  
**Date:** September 24, 2020  
**Subject:** 2021 OCCMA Board Calendar

---

This is a list of tentative/proposed dates some of which are set by the Bylaws and policies. The January and March dates and locations are not set and TBD. Most likely the January meeting will be virtual unless there is a location to meet the pandemic restrictions.

**January 25\* Or TBD**

OCCMA Board of Directors Meeting  
Location **TBD**

**March 19 or TBD**

OCCMA Board of Directors Meeting  
Location Fairbanks, Alaska in conjunction with NW Regional Conf. **TBD**

**July 9**

OCCMA Board of Directors Meeting  
Mt. Bachelor Village Resort, Bend

**October 19**

OCCMA Board of Directors Meeting  
River House, Bend LOC Conf

**October 20**

OCCMA Annual Membership Meeting  
River House, Bend LOC Conf

**November 18 – 19**

OCCMA Board of Directors Retreat  
Location Oregon Gardens, Silverton

\*These dates are tentative.





## 2021 OCCMA Committee Solicitation

The OCCMA Board of Directors is soliciting OCCMA members who are willing to serve on an OCCMA Committee in 2021. The Board will make 2021 committee appointments during their annual retreat November 12-13, 2020. A list of committees and their objectives is below.

Please complete and return this form **by October 16, 2020** if you're interested in serving on one or more committees beginning January 1, 2021. Current committee rosters can be viewed at [www.occma.org](http://www.occma.org) under the About OCCMA tab. In addition, the OCCMA Strategic Plan can also be viewed on the website.

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Entity: \_\_\_\_\_ Email: \_\_\_\_\_

Check one or more	Committee
	<i>Current committee rosters are found at <a href="http://www.occma.org">www.occma.org</a> under the About OCCMA tab.</i>
	<b>NOMINATING</b> Recommend candidates for the OCCMA Board of Directors for the following year at the Annual Membership Meeting in September.
	<b>ETHICS</b> Monitor OCCMA and ICMA member compliance with the ICMA Code of Ethics. The Committee also serves as the local fact-finding body inquiry.
	<b>SUPPORT FOR MANAGERS</b> To connect managers with the network of opportunities to gain knowledge, insight, experience and perspective through developing other professionals in the field.
	<b>BYLAWS &amp; POLICY</b> Review Bylaws and Policy Annex and recommend amendments as requested by the Board of Directors.
	<b>PROFESSIONAL DEVELOPMENT</b> Plan conferences and other training opportunities including the Northwest Regional Managers Conference, Summer Conference and Fall Workshop.
	<b>ACADEMIC AFFAIRS</b> Increase partnerships with universities to help build future generations of local government managers.
	<b>COMMUNICATIONS</b> Maintain and enhance multimedia communication and information exchange through quarterly newsletter, website and other tools.
	<b>NEXT GENERATION</b> Assist with the development of educational programs that promote city management and internship opportunities. Support and collaborate with ELGL.
	<b>ICMA LIAISON</b> Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.
	<b>HOST COMMITTEE</b> Participate with planning efforts for 2021 ICMA Annual Conference in Portland, Oregon. This appointment will last through December 31, 2021. If you are already a member of this committee, you do not need to sign up again.

	<ul style="list-style-type: none"> <li>• <b>Diversity, Equity, &amp; Inclusion</b> Advancing diversity, equity and inclusion of and for the Membership of OCCMA. The Committee will seek to ensure a sense of belonging and inclusion by and with OCCMA among its membership. Encourage and foster professional management reflective of the community we serve. Promote training and development, for cultural competency in conjunction with the Professional Development Committee for the members of OCCMA. The Committee shall report to the OCCMA Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Veterans in the Profession.</b> The Committee is tasked with developing strategies to recruit and ensure success for veterans entering the City Manager profession. The Committee will work to create a sense of belonging of veterans who are members of the Association. The Committee will coordinate, with efforts from ICMA, to promote and utilize the highly capable and well-tested talent pool of veterans in local government management. The Committee shall report to the OCCMA Board of Directors.</li> </ul>

☐ I am flexible and would like for the OCCMA Board of Directors to assign me to \_\_\_\_\_ (# of committees) that have the most need.

**Return completed form by October 16<sup>th</sup> to Kelly Richardson at [krichardson@orcities.org](mailto:krichardson@orcities.org).**



# OCCMA

**Oregon City/County  
Management Association**

A State Affiliate of **ICMA**

**To:** OCCMA Board of Directors  
**From:** Kelly Richardson, Project Coordinator- Affiliates  
**Date:** November 07, 2020  
**Subject:** 2021 OCCMA Board Committee Chair Appointments

---

Current List of Committees:

Check one or more	<b>Committee</b> <i>Current committee rosters are found at <a href="http://www.occma.org">www.occma.org</a> under the About OCCMA tab.</i>
	<b>NOMINATING</b> Recommend candidates for the OCCMA Board of Directors for the following year at the Annual Membership Meeting in September.
	<b>ETHICS</b> Monitor OCCMA and ICMA member compliance with the ICMA Code of Ethics. The Committee also serves as the local fact-finding body inquiry.
	<b>SUPPORT FOR MANAGERS</b> To connect managers with the network of opportunities to gain knowledge, insight, experience and perspective through developing other professionals in the field.
	<b>BYLAWS &amp; POLICY</b> Review Bylaws and Policy Annex and recommend amendments as requested by the Board of Directors.
	<b>PROFESSIONAL DEVELOPMENT</b> Plan conferences and other training opportunities including the Northwest Regional Managers Conference, Summer Conference and Fall Workshop.
	<b>ACADEMIC AFFAIRS</b> Increase partnerships with universities to help build future generations of local government managers.
	<b>COMMUNICATIONS</b> Maintain and enhance multimedia communication and information exchange through quarterly newsletter, website and other tools.
	<b>NEXT GENERATION</b> Assist with the development of educational programs that promote city management and internship opportunities. Support and collaborate with ELGL.
	<b>ICMA LIAISON</b> Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.
	<b>HOST COMMITTEE</b> Participate with planning efforts for 2021 ICMA Annual Conference in Portland, Oregon. This appointment will last through December 31, 2021. If you are already a member of this committee, you do not need to sign up again.

	<ul style="list-style-type: none"> <li>• <b>Diversity, Equity, &amp; Inclusion</b> Advancing diversity, equity and inclusion of and for the Membership of OCCMA. The Committee will seek to ensure a sense of belonging and inclusion by and with OCCMA among its membership. Encourage and foster professional management reflective of the community we serve. Promote training and development, for cultural competency in conjunction with the Professional Development Committee for the members of OCCMA. The Committee shall report to the OCCMA Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Veterans in the Profession.</b> The Committee is tasked with developing strategies to recruit and ensure success for veterans entering the City Manager profession. The Committee will work to create a sense of belonging of veterans who are members of the Association. The Committee will coordinate, with efforts from ICMA, to promote and utilize the highly capable and well-tested talent pool of veterans in local government management. The Committee shall report to the OCCMA Board of Directors.</li> </ul>



# OCCMA

**Oregon City/County  
Management Association**

A State Affiliate of **ICMA**

**TO:** OCCMA BOARD

**FROM:** KELLY RICHARDSON

**SUBJECT:** DISCUSSION OF BOARD EXPECTATIONS REGARDING COMMITTEES

**DATE:** AUGUST 21, 2020

**CC:** FILE

---

Since the Board is discussing at the next Board meeting 2021 Committees, staff wanted to discuss with the Board, what their expectations were, with regard to Committees for the 2021 year.

- Scheduling and process
- Preparation process
  - Agenda
  - Zoom
  - In-person
- Follow up
  - Minutes
  - Brief overview

Basically, staff wants to make sure the needs of the association are being met and would like direction.

Thank you,



# OCCMA

**Oregon City/County  
Management Association**

A State Affiliate of **ICMA**

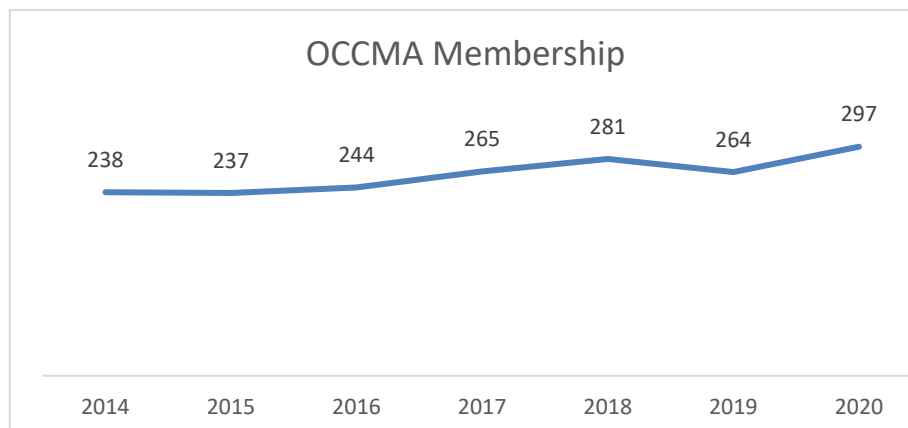
**To:** OCCMA Board of Directors  
**From:** Kelly Richardson, Project Coordinator-Affiliates  
**Date:** October 30, 2020  
**Subject:** 2021 OCCMA Membership Drive

---

As of October 30, 2020, OCCMA had received 297 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>	183
<b>Affiliate</b>	20
<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>297</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 2021 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.

Below you will find the process followed for 2020:

**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.

#### **New for 2021**

LOC is updating its systems, and this will affect timing for the 2021 membership drive processes as follows:

- There will be no post renewal drive for 2021
- Membership letters will be mailed on December 16<sup>th</sup>, hopefully this will allow LOC to finish its system wide update. This update will allow members to renew and apply online without sending in any type of renewal forms additionally, it will allow payments to be made online. These updates should streamline the process moving forward.

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



**OCCMA**

**Oregon City/County  
Management Association**

A State Affiliate of **ICMA**

Date: November 12, 2020

TO: City/County Managers, Administrators, Assistants, Records, and COG Directors

FROM: Steve Powers, 2021 OCCMA President

RE: 2021 OCCMA Membership

---

Dear Colleagues:

The Oregon City/County Management Association (OCCMA) is an organization of managers, administrators, and assistants from throughout the State of Oregon. Our mission is to support and energize our members, and the profession in order to foster responsible, local government with the objective of improving the sustainability and livability of Oregon communities.

As incoming President of OCCMA, I invite you to either renew your membership or become a member of the association for the 2021 calendar year. OCCMA exists to support professional local government management by increasing the knowledge and ability of administrators and managers, promoting the exchange of information between the members, and sustaining the functions, principals and goals of the International City/County Management Association (ICMA).

Membership in OCCMA provides the following benefits to help meet these obligations:

- Access to the OCCMA list serve (for active and affiliate members)
- Access to the members only portion of the website at [www.occma.org](http://www.occma.org)
- Support service from the OCCMA Senior Advisor Program
- Networking opportunities
- Professional development opportunities:
  - ICMA Regional Meeting, March 19, TBD
  - OCCMA Summer Conference, July 6-9, Bend, Oregon
  - Fall Manager's Workshop, October 20, Bend, Oregon

Another unique opportunity will occur on October 3-6, 2021, when OCCMA will be the host association for the ICMA Annual Conference in Portland, Oregon. OCCMA has been preparing for this responsibility for a number of years. In order to provide the financial support for this conference, the association will continue to levy a 15% surcharge on dues to help cover our hosting responsibilities for this important event. This conference will bring together over 3,000 managers from small and large units of government from



throughout the U.S. and internationally for professional development, networking, and sharing of ideas and building skills for local government management. The OCCMA Board of Directors is looking at opportunities for Oregon members, who have not traditionally been able to participate in ICMA conferences, to be a part of the Portland conference in 2021.

Be sure to review the categories of membership and the ICMA Code of Ethics, which has been adopted by OCCMA before signing the membership form. If you have any questions about membership, please contact Kelly Richardson at [KRichardson@ORcities.org](mailto:KRichardson@ORcities.org) or by phone at 503-588-6550. Also consider joining the International City/County Management Association (ICMA) to become part of the international network for local government management professionals.

I look forward to working with you to continue bringing excellent, professional development and support services to the local government managers in the State of Oregon in 2021!

Sincerely,

Steve Powers, City Manager  
Salem, Oregon  
2021 OCCMA President



# OCCMA

**Oregon City/County  
Management Association**

A State Affiliate of **ICMA**

## Memorandum

To: OCCMA Senior Advisors & President Nebel-President Elect Powers  
From: Kelly Richardson, Project Coordinator-Affiliates, LOC  
Date: November 13, 2020  
Subject: 2020 Senior Advisor Updates

---

The purpose of this memo is to summarize relevant dates and processes for the OCCMA Senior Advisors for 2021.

### **1. 2021 Monthly Call Schedule**

Conference calls are hosted monthly to provide senior advisors the opportunity to consult and update the “Managers on the Move” document. These calls are chaired by the current president and are typically joined by Gary Milliman, ICMA Liaison to Oregon, Kelly Richardson, OCCMA staff support, and occasionally by Greg Bielawski, ICMA Program Manager. Below is the calendar.

### **2. 2021 Quarterly Newsletters**

OCCMA produces a quarterly newsletter. Senior advisors are responsible for submitting written reports of their activities to be included in the newsletter (maximum 2,000 words). Attached is a sample of the written reports pulled from the fourth quarter of 2020. Content is due to Kelly by:

- 1<sup>st</sup> Quarter – February 16<sup>th</sup>
- 2<sup>nd</sup> Quarter – May 4<sup>th</sup>
- 3<sup>rd</sup> Quarter – August 3<sup>rd</sup>
- 4<sup>th</sup> Quarter – November 5<sup>th</sup>

### **3. Expense Reimbursements**

Senior Advisors must submit their request for expense reimbursement at least quarterly to OCCMA staff. The 2020 reimbursement rate is \$0.575/mile. If the reimbursement is more than \$25 one-way (approximately 46 miles), documentation of the trip is required. Documentation can include a Google Maps or MapQuest document that includes the start-point, end-point and

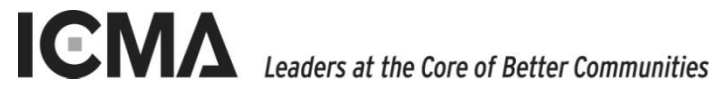
total mileage. Attached is the Senior Advisor Expense Form and a guide for using the form. The form is designed to auto-populate. Reimbursement requests are due to Kelly by:

- 1<sup>st</sup> Quarter – April 5<sup>th</sup>
- 2<sup>nd</sup> Quarter – July 1<sup>st</sup>
- 3<sup>rd</sup> Quarter – October 7<sup>th</sup>
- 4<sup>th</sup> Quarter – January 6<sup>th</sup>

#### 4. Guiding Documents

There are a few documents relevant to the Senior Advisor Program. These documents are all attached.

- **State Sponsor Agreement.** This was last authorized by the OCCMA Board of Directors on May 9, 2018.
- **ICMA Senior Advisor Program Manual.** This was last updated by ICMA in January of 2017.
- **OCCMA Bylaws.** The OCCMA Bylaws were last adopted by the membership on October 13, 2020; along with, the Policy Annex adopted by the OCCMA Board of Directors on October 13, 2020. Discussion of the Senior Advisor Program begins on **page fourteen**.



# **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.**

## **Table of Contents**

### **Acknowledgment and Thanks**

### **Introduction to the ICMA Senior Advisor Program**

#### **Senior Advisor Program Guidelines**

- A. Purpose of the Senior Advisor Program
- B. Guidelines for Senior Advisors.
- C. Guidelines for ICMA
- D. Guidelines for State Sponsors
- E. Avoiding Conflicts of Interest
- F. Assistance to Local Governments in Recruitment of a Manager/Administrator

#### **Appendix A: Recommended State Sponsor Senior Advisor Program Policy**

#### **Appendix B: Sample ICMA/State Sponsor Agreement**

#### **Appendix C: Performance Review Process**

#### **Appendix D: Activity and Expense Reports**

#### **Appendix E: Tips for State Sponsors in Initiating a Program**

#### **Appendix F: Tips for Senior Advisors**

#### **Appendix G: Key ICMA Initiatives and Programs**

#### **Appendix H: Ordering Business Cards**

## 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



**OCCMA**  
**Oregon City/County**  
**Management Association**  
A State Affiliate of **ICMA**

## 2020 WORK 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:

- A. Provide professional development opportunities to our Members.
- B. Support our Members in the Profession.
- C. Provide outreach to foster diversity and inclusiveness of our Membership.
- D. Host the 2021 ICMA Annual Conference in Portland.

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.

### WORK PLAN

OCCMA carries out its Mission through programs, support services, and special activities conducted by the Board and a number of standing and ad hoc committees, with administrative support from the League of Oregon Cities. On January 31, 2020, the Board of Directors

adopted a work plan for 2020. The letters in parentheses reference the goals(s) related to that work item. The 2020 OCCMA Work Plan is as follows:

**A. OCCMA Board**

**A.1 Promote the council/manager form of government by creating a League of Oregon Cities conference work shop or program on the council/manager form of government. (B).** *This did not occur at the LOC virtual Conference this year. It remains a goal for development in 2021.*

**A.2 Schedule the annual retreat on November 12-13 in conjunction with the ICMA Planning Committee that meets in Portland November 13-15, 2021. (B, D).** *Due to COVID-19, the ICMA Planning Committee meeting is being held virtually, as is the retreat.*

**A.3 Create a Diversity, Equity and Inclusion ad hoc Committee. (C).** *This has been completed and appointments have been made.*

**A.4 Create a Veterans in the Profession ad hoc Committee. (C).** *This has been completed by the Board and appointments have been made.*

**A.5 Advocate with LOC for bylaws changes regarding manager nomination and participation on the LOC Board of Directors. This was done and LOC approved the amendments to the LOC bylaws and OCCMA recommended its first member under the new provisions.**

**A.6 Develop and provide OCCMA branded items for use in promoting the benefits and membership in OCCMA. (B).** *Work is underway in providing materials for senior advisors and general promotion of the OCCMA to new members.*

**A.7 Review membership criteria to encourage broader participation of local government administrators in the Association. The membership report was received by the Board on this issue. I believe that this is an area in which discussion should be held relating to membership categories and dues structure for 2021.**

**B. Nominating Committee**

**B.1 Recruit a diverse slate of candidates for the Board and president-elect reflective of the OCCMA community (C).** *Completed.*

**C. Ethics**

**C.1 Develop a policy for addressing ethics complaints for members who are ICMA members and for OCCMA members who are not ICMA members. A provisional policy was adopted by the Board to deal with ethics complaints. Three ethics complaints have been handled during this year. This document should be finalized and incorporated in the policy annex of the OCCMA bylaws in 2021.**



**D. Support for Managers**

**D.1 Regularly promote senior advisor services and encourage members and non-members to avail themselves of these services. (B).** *Despite COVID-19, we have expanded the senior advisor services for the membership.*

**D.2 Work with the Board to review content of membership promotion and support material. (B).** *In progress with the development of promotional materials.*

**E. Bylaws Committee**

**E.1 Implement changes to Policy Annex Article 7, relating to the coaching program. (B).** *This was completed and adopted by the Board.*

**E.2 Develop written guidelines for scheduling billing and collection of dues by OCCMA. (B).** *This did not get completed this year. It should potentially carry over for next year.*

**F. Audit Committee**

**F.1 Determine the need for a financial review or audit of OCCMA financial statements. (B).** *The Board has accepted the recommendation of the Audit Committee to do a financial review, not an audit, of financial statements.*

**G. Professional Development Committee**

**G.1 Utilize the draft PDC guidelines as a basis for conference planning in 2020, and review and revise the draft policy guidelines to reflect operational best practices for future conference planning. (A).** *The events of 2020, including moving forward with a virtual conference, significantly shifted priorities in the development of OCCMA's first virtual conference.*

**G.2 Provide an opportunity at the conference to promote ethical local government management based on the ICMA Code of Ethics and Oregon Government Ethics. (A).** *Ethics was not able to be incorporated in the program due to the limited format of holding a virtual conference this year. This is an item that should be carried for future a conference idea.*

**G.3 Work with county managers to consider the development of a proposed county track of training opportunities at the conferences. (A).** *While there was some initial discussion on this item, this is an issue that needs further exploration.*

**G.4 Focus on utilization of diverse and inclusive professionals to present at our conferences and engage with OCCMA. (A, C).** *This was accomplished with both the virtual summer conference, as well as the virtual workshop.*

**H. Academic Affairs (ad hoc)**

**H.1 Prepare a brief local government curriculum for local government officials to present when asked to speak with school and other local community groups about the manager form of government. (B).** *This remains a pending item.*

**H.2 Pair up university students attending conferences (including ICMA) with managers attending that conference. (B, C).** *With the virtual nature of the conferences, this was*

*difficult. We did have university students participating in the conferences, and in the virtual social hour during the summer conference.*

**H.3 Develop a program at Southern Oregon University linking students with OCCMA. (B, C). *This is a pending item.***

**I. [Communications \(ad hoc\)](#)**

**I.1 Produce a quarterly newsletter with articles on ethics, promotion of professional development opportunities, and diversity, equity and inclusion initiation opportunities for the profession, including a list of regional managers' meetings and contacts for those groups. (B). *Quarterly newsletters were produced with three of them e-newsletters during this COVID-19 year.***

**I.2 Explore the development of an OCCMA app. (B). *In put is being requested in an OCCMA survey on this item.***

**I.3 Develop a survey for Board approval regarding OCCMA services including coaching, communication with members, membership criteria and diversity, equity and inclusion in the profession. (B). *The survey is currently out to the members to obtain information from the members.***

**J. [ICMA Liaison \(ad hoc\)](#)**

**J.1 Review compliance of OCCMA and ICMA with the Affiliation Agreement between ICMA and OCCMA dated December 14, 2016. (B). *This is a pending item.***

**K. [Diversity, Equity and Inclusion \(ad hoc\)](#)**

**K.1 Review purpose and task relating to the mission of this ad hoc committee and report back any suggested modifications to the Board. *The Board has set up the Diversity, Equity, and Inclusion Committee. Appointments have recently been made, and the Committee will review its purpose when meeting.***

**K.2 Increase support for the Women's Leadership Academy, including administration and logistics, continue with OCCMA memberships and expand programming. (B, C). *The Association has incorporated the Women's Leadership Academy as an ad-hoc committee of OCCMA, with OCCMA providing the logistical support for this for the academy.***

**K.3 Focus on recruiting and expanding diversity of members in OCCMA. (B, C). *This item is pending.***

**L. [Host Committee \(ad hoc\)](#)**

**L.1 Educate Oregon managers about the 2021 ICMA conference, explore discounts for first time attendees, scholarships and other programs that encourage managers from Oregon to be involved with this conference. (A, D). *Periodic updates have been provided on planning the Portland conference with the uncertainties created by COVID-19.***

**L.2 Consider a scholarship program for 2021 ICMA conference utilizing funding raised by the Host Committee. (A, D). *This item is pending. Please note that if funding is not needed for hosting the conference in Portland, then the Board may want to consider setting up a scholarship fund for managers to participate in ICMA conferences. Furthermore, if all the funds are not needed for this purpose, the remaining funds could be used to encourage participation in the Portland ICMA Conference., if it is held in person.***

**M. [Next Generation Committee \(ad hoc\)](#)**

**M.1 Pair up new managers with existing managers to help welcome new members at conferences and other events. (B, C). *This item is pending.***

**M.2 Welcome newly-appointed managers to the Association with a welcome package. (B, C). *This item is pending.***

**N. [Veterans Advisory Committee \(ad hoc\)](#)**

**N.1 Review the purpose and task relating to the mission of the Ad hoc Committee and report any suggested modifications back to the Board. *The Board has set up the Veterans Advisory Committee. Appointments have recently been made, and the Committee will review its purpose when meeting.***



**OCCMA**  
**Oregon City/County**  
**Management Association**  
A State Affiliate of **ICMA**

Date: January 23, 2020  
TO: Board of Directors  
FROM: Spencer Nebel, Chair of the Professional Development Committee  
RE: Report on the 2020 Action Plan

---

### Introduction

The Oregon City County Management Association met at Silver Falls on November 7 and 8 for a retreat for the Board members, incoming Board members, and senior advisors, to review strategic focus areas and develop a work plan for OCCMA for their 2020 Calendar year. Following a regular Board meeting, the members reviewed the OCCMA Bylaws and Policy Annex, reviewed possible operational procedures for the Professional Development Committee established meeting dates and locations for the 2020 year, examined the current Committee structure, discussed the senior advisor program, designated members of the Board to serve as chair of the various standing and ad hoc committees, and reviewed a proposed budget for 2020.

On Friday, the members reviewed and made modifications to the 2019 strategic plan, and developed an action plan for the 2020 calendar year.

### Review of the 2019 Strategic Plan

The mission statement and core beliefs were carried over for the 2020 fiscal year. At the retreat, the strategic focus areas for 2019 were reviewed and modified to include Professional Development, Outreach to Foster Diversity and Inclusiveness, Membership Support, and Hosting the 2021 ICMA Annual Conference in Portland. The list of individual actions from 2019 was examined, and those items that were completed in 2019 were removed from the list.

Retreat participants were asked to identify possible ideas for the 2020 work plan for various standing committees, ad hoc committees and Board to fulfill during the 2020 calendar year.

### Development of a 2020 Strategic Work Plan

The participants wrote individual ideas on index cards. The cards were collected and assigned to one of the standing committees, ad hoc committees, or the OCCMA Board for possible consideration in 2020. Items not completed from the 2019 strategic plan were included for prioritization along with the new ideas that were generated during the retreat. Seventy-five unique work plan ideas were identified through the process.

## Work Plan Ideas Generated at the Retreat

The following work items were generated from the retreat participants during the course of the retreat or are items carried over from the 2019 strategic plan. The number in parentheses indicates the number of participants who prioritized that as an action for the 2020 fiscal year. Where there are no numbers listed after the work plan idea, the idea was generated during the retreat, but not prioritized by any participants at the meeting. The letters indicate which goals are addressed by the action. The items are organized by possible assignments to OCCMA standing committees, ad hoc committees, or the Board of Directors. After reviewing the work ideas as prioritized, there may be an opportunity to reorganize or shift some of these responsibilities from one committee to another, or have different committees take up different aspects of that work plan idea. Those concepts will be identified in the draft strategic plan for 2020. At the January Board meeting, the Board will review, modify and approve the 2020 work plan for the Board and advisory committees.

## DRAFT 2020 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:

- A. Provide Professional Development Opportunities to our Members.
- B. Support our Members in the Profession
- C. Provide Outreach to Foster Diverse and Inclusiveness of our Membership.
- D. Host the 2021 ICMA Annual Conference in Portland.

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.

## OUR OBJECTIVES FOR 2020

The Board of Directors has identified objectives for addressing OCCMA goals for the 2020 calendar year. These objectives are as follows:

### A. OCCMA Board

- A.1 Promote the manager/council form of government by revising the model ordinance and creating a conference work shop on converting manager/ council form of government. (6) (B)
- A.2 Schedule a November 12-13 retreat in conjunction with the ICMA Planning Committee that meets November 13-15. (2) (B,D)
- A.3 Create a Diversity, Equity and Inclusion Ad hoc Committee. (C)
- A.4 Create a Veterans in the Profession Ad hoc Committee. (C)

Other items identified but not prioritized:

- Encourage the LOC to provide local management certification program classes all throughout the state. (1)
- Create an agency membership to allow for more staff to become 4.4 managers.(I)
- Advocate with LOC for bylaws changes regarding manager nomination and participation on the LOC Board of Directors. (1)
- Ask LOC to adjust dates of small city meetings to avoid conflicts with organizational meetings that pull attendees away from small city meetings. (1 )
- Consider development of a legislative committee.
- Work with LOC on staffing for small cities OCCMA.
- Develop relationship with the Municipal Judges' Association to pursue common goals and shared information, including cross inviting speakers to annual conferences.

### B. Nominating Committee

- B.1 Recruit a diverse slate of candidates for the Board and president-elect reflective of the OCCMA community. (5) (C)

### C. Ethics

(No specific suggestions)

### D. Support for Managers

- D.1 Regularly promote senior advisor services and remind members to avail themselves of these services. (7) (B)
- D.2 Develop membership promotion package. (3) (B)

Other items identified but not prioritized:

- Promote the new ICMA Managers in transition support programs.
- Increase communities' participation in the coaching program.
- Develop and provide OCCMA branded items for senior advisors to leave with managers when they visit, perhaps using our conference 2021 materials for that purpose.

#### E. Bylaws Committee

- E.1 Review Policy Annex Article 7 regarding the OCCMA Coaching Program. (5) (B)
- E.2 Develop written procedures for scheduling the issuance of dues and collection of dues by OCCMA. (2) (B)

Other items identified but not prioritized:

- Review Article 9 of the bylaws in regard to participation on standing and ad hoc committees. (1)

#### F. Audit Committee

- F.1 Determine whether we need a financial review or audit of OCCMA financial statements.(B)

#### G. Professional Development Committee

- G.1 Provide an opportunity at the conference to promote ethical local government management based on the ICMA Code of Ethics and Oregon Government Ethics. (6) (A)
- G.2 Work with county managers to consider the development of a proposed county track of training opportunities at the conferences. (4) (A)
- G.3 Focus on utilization of Latino and Black professionals to speak at our conferences and engage with OCCMA. (2)(A,C)
- G.4 Utilize the draft PDC guidelines as a basis for conference planning in 2020, then provide comments on possible revisions or adjustments to these draft policy guidelines. (2) (A)

Other items identified but not prioritized:

- Provide first time conference attendees with a discount to encourage participation.
- Assess the impact of ICMA membership category changes on OCCMA professional development and governance.
- Include a conference session on engaging youth.
- Incorporate the CIS top ten case studies at future conferences.
- Include programs on community engagement, strategies and outcomes.
- Modify the PDC's guidelines to provide for Board review of conference charges in January.
- Collaborate with chiefs of police as conference speakers or serving on joint committees or task force.
- Conduct the fall workshop.
- Conduct the summer conference.
- Develop a session or work shop on government ethics on the top ten violations.
- Develop a work shop on how to land a dream job for membership.
- Insure association goals have appropriate representation in our communications and conferences.

#### H. Academic Affairs Ad hoc Committee

H.1 Prepare a brief local government curriculum that local government officials can present when asked to speak with school groups. (6) (B)

H.2 Pair up PSU students attending conferences (including ICMA) with managers attending that conference. (4) (B,C)

H.3 Develop a program at Southern Oregon University linking students with OCCMA. (2) (B,C)

Other items identified but not prioritized:

- Develop a civics education program for use for K-12, perhaps modeled after the ICMA curriculum developed by ICMA 20 years ago. (1)
- Increase the use of interns by providing examples of programs utilized by current organizations, with that data being available on the website. (1)
- Continue growing our relationship with PSU. (1)
- Continue developing a program with a PSU liaison to utilize public administration students in support roles with pay within local government organizations. (1)
- Create a list of students interested in internships that cities can access.
- Look to combine Next Generations Committee with the Academic Affairs Committee.
- Develop a program to grow the next generation of local government managers.

#### I. Communications Ad hoc Committee

I.1 Develop a survey for city/county managers regarding how OCCMA serves, or could serve, members of the association. (3) (B)

I.2 Develop an OCCMA app. (3) (B)

I.3 Produce a quarterly newsletter. (2) (B)

Other items identified but not prioritized:

- Work with the League to improve the value of small cities' meetings. (1)
- Create regular listserv email blasts about OCCMA/ICMA resources available to members, such as senior advisors, coaching and conference (1)
- Encourage continued participation in the listserv. (1)
- Provide regular ethics articles. (1)
- Reach out to city staff and leaders beyond OCCMA membership to understand their needs and how OCCMA may be able to serve that population. (1)
- Include a small write-up in the newsletter as a strategy to promote ethical and local government based on the ICMA Code of Ethics.
- Notify ICMA student chapter of all events occurring at OCCMA and ICMA, including things such as regional meetings.
- Identify and publish a listing of the regional managers meetings that occur across the state and include this as a regular insert in the newsletter.
- Promote LOC, ICMA and CIS professional development opportunities.
- Monitor IVCMA and OCCMA Code of Ethics.



#### J. ICMA Liaison Committee

J.1 This report represents draft of an action plan based upon the raw data compiled by the Board at the 2019 OCCMA Board Retreat in Silver Falls. The Board will review, modify and adopt a strategic plan for OCCMA for the 2020 calendar year.

#### K. Diversity, Equity and Inclusion Ad hoc Committee

K.1 Increase support for the Women's Leadership Academy, including administration and logistics, continue with OCCMA memberships and expand programming. (7) (B,C)

K.2 Focus on recruiting gender diverse candidates for membership on OCCMA committees and the Board. (3) (B,C)

Other items identified but not prioritized:

- Identify components or strategies to remove barriers to entry into the profession to promote diversity, equity and inclusion. (1)
- Create a diversity, equity and inclusion subgroup utilizing the ELGL model. (1)
- Change the strategic plan goal to outreach to foster equity and inclusion.
- Survey members to identify barriers that impact membership to OCCMA.
- Create a mentoring program as a strategy to promote development in inclusion of members into the profession.
- Increase female leadership in cities, boards and committees and foster an understanding of the role of the Board to diversify membership.

#### L. Host Committee (ad hoc)

L.1 Educate Oregon managers about the 2021 ICMA conference, including discounts for first time attendees, scholarships and other programs that encourage managers from Oregon to be involved with this conference. (9) (A,D)

L.2 Consider a scholarship program for 2021 ICMA conference utilizing funding raised by the Host Committee. (2) (A,D)

Other items identified but not prioritized:

- Maintain all current OCCMA goals for the Host Committee. (1)

#### M. Next Generation Ad hoc Committee

M. 1 Pair up new managers and students with existing managers to help integrate those new members with the membership at conferences and other events. (4) (B,C)

M.2 Welcome newly-appointed managers to the association by providing a welcome package. (2) (B,C)

Other items identified but not prioritized:

- Engage League for America in developing and expanding their local government fellowship program in Oregon. (1)

- Establish guidelines for sharing a city manager among several small cities, including things such as simple contracts, job descriptions, and qualifications. (1)
- Continue OCCMA collaboration with ELGL. (1)
- Encourage OCCMA members to engage proactively with schools and youth.

N. Veterans Advisory Ad hoc Committee

N.1 Create the Veterans Advisory Ad hoc Committee to coordinate with the ICMA Veterans Committee. (B,C)



**OCCMA**  
Oregon City/County  
Management Association  
A State Affiliate of ICMA

## OREGON CITY / COUNTY MANAGEMENT ASSOCIATION

### 2021 Budget

		2018	2019	2020	2020	2020	2021
		ACTUAL	ACTUAL	September YTD	BUDGET	Estimate Year End	PROPOSED BUDGET
<b>Conference Income</b>							
<b>Fall Conference Registrations</b>							
3-4303	· Registration	7,905	3,671	0	8,000	1,975	7,500
<b>Total Fall Conference</b>		<b>7,905</b>	<b>3,671</b>	<b>0</b>	<b>8,000</b>	<b>1,975</b>	<b>7,500</b>
<b>Summer Conference</b>							
3-4404	· Registration	34,865	45,235	4,875	40,000	4,875	40,000
3-4407	· Sponsorships	19,500	31,000	8,400	25,000	8,400	25,000
3-4411	· Roger Jordan Scholarship	1,000	1,000	0	2,000	0	1,000
3-4413	· Food Charges	0	275	0	0	0	0
3-4420	· Activity Fee	0	0	0	0	0	0
<b>Total Summer Conference</b>		<b>55,365</b>	<b>77,510</b>	<b>13,275</b>	<b>67,000</b>	<b>13,275</b>	<b>66,000</b>
<b>NW Regional Conference</b>							
3-4501	· Registration	0	35,045	0	0	0	0
3-4505	· Sponsorships	0	11,250	0	0	0	0
<b>Total NW Regional Conference</b>		<b>0</b>	<b>46,295</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NW Women's Leadership Academy</b>							
3-4600	· Registration	18,000	15,900	0	15,000	0	15,000
<b>Total NW Women's Leadership Academy</b>		<b>18,000</b>	<b>15,900</b>	<b>0</b>	<b>15,000</b>	<b>0</b>	<b>15,000</b>
<b>Total · Conferences</b>		<b>81,270</b>	<b>143,376</b>	<b>13,275</b>	<b>90,000</b>	<b>15,250</b>	<b>88,500</b>
<b>General Operations Income</b>							
3-4701	· Dues	46,915	44,879	40,785	45,000	40,785	41,000
3-4703	· Dues Surcharge 2021	6,678	6,773	6,094	6,500	6,094	0
3-4760	· Board Retreat Meetings	6,754	2,015	928	5,000	928	5,000
3-4770	· CIS Senior Advisor	2,500	2,500	0	2,500	0	2,500
3-4780	· ICMA Senior Advisor	3,219	7,485	629	7,000	629	7,000
<b>Total General Operations Income</b>		<b>66,066</b>	<b>63,652</b>	<b>48,436</b>	<b>66,000</b>	<b>48,436</b>	<b>55,500</b>
<b>Total Income</b>		<b>147,336</b>	<b>207,028</b>	<b>61,711</b>	<b>156,000</b>	<b>63,686</b>	<b>144,000</b>
<b>EXPENSE</b>							
<b>Conference Expense</b>							
<b>Fall Workshop</b>							
3-5334	· Food & Beverage Fall	4,752	4,194	0	5,000	0	5,000
3-5335	· Room Rental Fall	378	0	0	500	0	500
3-5338	· Administration Fall	0	122	0	0	0	0
3-5339	· Speakers Fall	4,500	527	0	5,000	0	5,000
<b>Total · Fall Conference</b>		<b>9,629</b>	<b>4,843</b>	<b>0</b>	<b>10,500</b>	<b>0</b>	<b>10,500</b>



**OCCMA**  
Oregon City/County  
Management Association  
A State Affiliate of ICMA

**OREGON CITY / COUNTY MANAGEMENT ASSOCIATION**  
**2021 Budget**

	2018 ACTUAL	2019 ACTUAL	2020 September YTD	2020 BUDGET	2020 Estimate Year End	2021 PROPOSED BUDGET
<b>Summer Conference</b>						
3-5441 · Activities Summer	0	2,990	0	3,000	0	3,000
3-5442 · Administration Summer	518	460	8,272	500	8,272	500
3-5443 · A/V & Trade Show Summer	290	448	0	2,500	0	1,000
3-5444 · Food & Beverage Summer	19,021	30,061	0	30,000	0	30,000
3-5445 · Lodging Summer	4,334	0	0	4,000	0	1,000
3-5446 · Postage/Printing Summer	611	802	324	500	324	500
3-5447 · Travel Summer	92	100	0	300	0	300
3-5448 · Roger Jordan Scholarship	0	1,250	0	3,000	0	1,000
3-5449 · Speaker Summer	9,654	6,710	0	8,000	0	7,500
<b>Total · Summer Conference</b>	<b>34,521</b>	<b>42,820</b>	<b>8,596</b>	<b>51,800</b>	<b>8,596</b>	<b>44,800</b>
<b>NW Regional</b>						
3-5552 · Administration	0	7,451	0	0	0	0
3-5554 · Food & Beverage	0	22,909	0	0	0	0
3-5556 · Postage/Printing	0	126	0	0	0	0
3-5557 · Travel	0	5,550	0	0	0	0
3-5559 · Speaker	0	4,792	0	0	0	0
<b>Total · NW Regional</b>	<b>0</b>	<b>40,828</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NW Women's Leadership Academy</b>						
3-5601 · LOC Administration	0	0	0	0	0	2,500
3-5602 · Other Administration	13,000	665	975	5,000	1,475	12,500
3-5603 · A/V & Room	0	0	0	0	0	0
3-5604 · Speaker	0	0	0	0	0	0
3-5605 · Food & Beverage	1,009	0	0	0	0	0
3-5606 · Miscellaneous	1,015	12,938	0	15,000	0	0
<b>Total · NW Women's Leadership Academy</b>	<b>15,024</b>	<b>13,603</b>	<b>975</b>	<b>20,000</b>	<b>1,475</b>	<b>15,000</b>
<b>Total · Conferences</b>	<b>59,173</b>	<b>102,094</b>	<b>9,571</b>	<b>82,300</b>	<b>10,071</b>	<b>70,300</b>



**OCCMA**  
Oregon City/County  
Management Association  
A State Affiliate of ICMA

## OREGON CITY / COUNTY MANAGEMENT ASSOCIATION

### 2021 Budget

	2018 ACTUAL	2019 ACTUAL	2020 September YTD	2020 BUDGET	2020 Estimate Year End	2021 PROPOSED BUDGET
<b>General Operations Expenses</b>						
3-6001 · LOC Services	10,422	25,807	12,875	28,000	28,000	28,000
3-6016 · Board Functions	13,576	4,299	0	6,000	0	5,000
3-6020 · ICMA Coaching Program	1,000	0	572	1,000	0	1,000
3-6021 · Conference Calls	182	451	0	500	0	100
3-6023 · Directory	0	0	0	0	0	0
3-6027 · Marketing/Supplies	1,452	743	0	10,000	0	1,000
3-6033 · Miscellaneous	1,346	348	250	1,500	250	1,500
3-6034 · Miscellaneous - Credit Card Exp	989	1,900	825	2,000	1,000	2,000
3-6036 · National/Committee Travel	2,583	2,422	0	3,000	572	1,500
3-6039 · Newsletter	5,124	4,405	1,401	5,000	2,800	2,500
3-6042 · Postage	488	557	143	600	250	400
3-6045 · Printing, Fax	350	478	0	600	0	300
3-6051 · Scholarships Charlie Henry	3,240	4,381	0	4,500	0	3,000
3-6054 · Senior Advisor	9,725	12,722	2,400	14,000	2,400	14,000
3-6057 · Web Support	3,000	1,092	0	1,500	1,500	1,500
3-6058 · Audit	0	0	0	7,500	0	7,500
3-6059 · Sponsorship of Other Organizations	0	0	0	2,000	0	2,000
· Host Committee Account Transfer	0	0	60,000	60,000	60,000	81,901
<b>Total General Operations Expenses</b>	<b>53,478</b>	<b>59,604</b>	<b>78,465</b>	<b>147,700</b>	<b>96,772</b>	<b>153,201</b>
<b>Total Expenses</b>	<b>112,652</b>	<b>161,698</b>	<b>88,036</b>	<b>230,000</b>	<b>106,843</b>	<b>223,501</b>
<b>Net Income (Loss)</b>	<b>34,685</b>	<b>45,331</b>	<b>26,644</b>	<b>-74,000</b>	<b>-43,157</b>	<b>-79,501</b>
<b>Fund Balance, beginning year</b>	<b>125,169</b>	<b>159,853</b>	<b>205,185</b>	<b>205,185</b>	<b>205,185</b>	<b>162,028</b>
<b>Net Income (Loss)</b>	<b>34,685</b>	<b>45,331</b>	<b>26,644</b>	<b>(74,000)</b>	<b>(43,157)</b>	<b>(79,501)</b>
<b>Fund Balance, end of year</b>	<b>159,853</b>	<b>205,185</b>	<b>231,829</b>	<b>131,185</b>	<b>162,028</b>	<b>82,527</b>



**OCCMA**  
Oregon City/County  
Management Association  
A State Affiliate of ICMA

**OREGON CITY / COUNTY MANAGEMENT ASSOCIATION**  
**2021 Budget**

	2018 ACTUAL	2019 ACTUAL	2020 September YTD	2020 BUDGET	2020 Estimate Year End	2021 PROPOSED BUDGET
<b>Beginning Cash</b>						
Beginning Cash - Operations	47,441	74,447	110,256		110,256	104,267
Beginning Cash - 2021 ICMA Conference	72,856	79,534	89,307		89,307	75,807
Beginning Cash - RJ Scholarship	4,872	5,872	5,622		5,622	5,622
<b>Total Beginning Cash</b>	<b>125,169</b>	<b>159,853</b>	<b>205,185</b>		<b>205,185</b>	<b>185,696</b>
<b>Transfers</b>						
· Operating to RJ Scholarship	1,000	0	0		0	0
· Operating to ICMA 2021	6,678	9,773	46,500		46,500	6,094
· ICMA 2021 Host Committee Account	1,000	0	0		0	0
<b>Total Transfers</b>	<b>8,678</b>	<b>9,773</b>	<b>46,500</b>		<b>46,500</b>	<b>6,094</b>
<b>Ending Cash</b>						
· Ending Cash Balance - Operations /Unrestricted	74,447	110,256	104,267		80,599	76,905
· Ending Cash Balance - ICMA 2021	79,534	89,307	75,807		75,807	0
· Ending Cash Balance - RJ Scholarship	5,872	5,622	5,622		5,622	5,622
<b>Total Ending Cash OCCMA</b>	<b>159,853</b>	<b>205,185</b>	<b>185,696</b>		<b>162,028</b>	<b>82,527</b>



**OCCMA**  
**Oregon City/County**  
**Management Association**  
 A State Affiliate of **ICMA**

**OCCMA HOST COMMITTEE**  
**2021 Budget**

September Reconciliation

	2020 September YTD	2020 BUDGET	2020 Estimate Year End	2021 Proposed BUDGET
<b>Income</b>				
3-4900 · Revenue				81,901
3-4900 · Sponsors				90,000
<b>Total Income</b>	0	0	0	171,901
<b>EXPENSE</b>				
3-6250 · ICMA Conference Portland	2,449	0	2,449	229,452
<b>Total Expenses</b>	2,449	0	2,449	229,452
<b>Net Income (Loss)</b>	(2,449)	0	(2,449)	(57,551)
<b>Fund Balance, beginning year</b>	-	-	-	57,551
<b>Net Income (Loss)</b>	(2,449)	(2,449)	(2,449)	(57,551)
<b>Fund Balance, end of year</b>	(2,449)	(2,449)	(2,449)	-
<b>OCCMA HOST COMMITTEE</b>				
Beginning Cash	0	57,551	57,551	
Transfers from OCCMA	57,551	0	0	
<b>Total Ending Cash Host Committee</b>	<u>57,551</u>	<u>57,551</u>	<u>0</u>	

OCCMA  
 Host Committee  
 Budget vs Actual