



**OCCMA**

**Oregon City/County  
Management Association**

A State Affiliate of **ICMA**

**FIRST QUARTER 2021**



# COVID Creative Communications

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## MESSAGE FROM THE PRESIDENT

Steve Powers • City Manager • Salem



The OCCMA year has started strong with a productive four-hour virtual board meeting. Among the highlights were ICMA 2021, diversity work, and checking in on OCCMA's Code of Ethics process.

ICMA has not decided whether ICMA 2021 Portland/Multnomah County will be in-person, virtual, or some combination of both. OCCMA's Host Committee, chaired by Spencer Nebel, Joe Gall, and Eileen Stein, stands ready to be gracious, welcoming hosts, regardless of ICMA's decision.

OCCMA's DEI Ad Hoc Committee (DEIAC), chaired by Brian Sjothun, has begun developing strategies for OCCMA to have a sense of belonging among its membership, encourage and foster professional management reflective of the communities we serve, and promote training and development for cultural competency for members. The committee will be working on an OCCMA Statement of Belonging with input from the NW Women's Leadership Academy, Veterans in the Profession, and the Local Government Hispanic Network. The second strategy will include encouraging strong partnerships with affiliate groups and creating a formal path for partnership with OCCMA. The third strategy is the development of training and inclusion opportunities by the placement of members, or other volunteers within OCCMA, from the DEIAC onto the Professional Development and Nominating Committees. These appointments are key to ensure that a Diversity, Equity, and Inclusion lens is utilized for the purpose of long-term investments in training for OCCMA members and candidates to serve on the Board and various committees. My thanks to Brian for his leadership and for sharing the excellent work done by the Oregon Recreation and Parks Association on DEI and to the committee members for taking on this critical work.

The Board supported OCCMA assistance to members establishing an Oregon Chapter of the Local Government Hispanic Network. LGHN supports local government efforts in attracting and retaining a diverse pool of talent, elevating Hispanic professionals, and serving as a resource to all local government managers in communities with significant Hispanic populations.

Upon joining OCCMA, we agree to adhere to a code of ethics that promotes the integrity of professional local government management and public service. For OCCMA members that are not members of ICMA, the OCCMA is the only statewide set of ideals and principles. The board reviewed how to continue a robust process for reviewing complaints.

We supported Jeff Towery's pursuit of becoming ICMA President-Elect in 2021-2022. If (when) selected by ICMA's nominating committee, Jeff would be continuing the Oregon presidential tradition started by Roger Jordan.

Unfortunately, we learned that Alaska will be unable to host the Northwest Regional Conference. While Fairbanks would not be my top springtime destination, I was looking forward to visiting Alaska and for our Northwest neighbor to host a regional conference. Discussions are underway with Washington about a late substitution. We will likely not have a Northwest Regional Conference this year.

Without a Northwest conference this year, I urge you to check out the ICMA West Coast Regional Conference scheduled for March 11-12. A pandemic bonus, one registration fee provides access to each of ICMA's regional conferences, an efficient way to get your credentialing hours and participate with colleagues from across the country. The regional conference will include speed coaching. Speed coaching, patterned after speed dating, is an opportunity to receive some coaching or to volunteer as a coach. If interested, contact ICMA.

Deja vu all over again. The OCCMA Professional Development Committee, chaired by Susie Marston, is considering whether the OCCMA Summer Conference should be in-person in Bend or virtual. A decision will be made at the OCCMA March board meeting.

If you have a program that has accomplished great results, share it with your international colleagues through ICMA's award program. Awards are also available for individuals who have made a difference in their communities or to the profession. Nominations are open until March 12, 2021. If you miss the ICMA deadline, hold your great program or person until the LOC awards are open.

Please contact me or one of the board members if you have questions or suggestions for OCCMA.

Best,

Steve Powers

# 2021 ICMA West Coast Regional Conference

The ICMA West Coast Regional Conference will take place virtually March 25-26, 2021!



Every year, members and nonmembers of ICMA attend the ICMA Regional Conferences to share lessons learned and explore strategies and best practices for advancing the local government profession. The event is an opportunity to be inspired, build skills, network with colleagues, and develop meaningful relationships with your local government peers.

In 2021, the ICMA West Coast Regional Conference will be going virtual and will provide a space for local government professionals of all career stages to come together for discussions that focus on tools, processes, and leading practices in the long-term, equitable recovery and transformation of local government management and communities.

The topics covered will include:

- Addressing Racial, Structural, and Systemic Inequities: in public health; in economic opportunities
- Civic Health: civic engagement, civility, dealing with civic unrest/political polarization, community mental health, reimagining public spaces
- Economic Restoration: managing revenue

loss; supporting small businesses; future of retail; future of tourism/visitor economies; strategies for small communities; workforce assistance

- Future of Work: growing your career, navigating the changing workplace; staff recruitment and retention; diverse and inclusive workplaces
- Leadership: leading through disruption; mental health/self-care
- Service Delivery Transformation: police reform; virtualization of services, regional coordination
- Threats and Emergencies: adapting to climate change; cybersecurity; disaster response
- Transformative Technologies: AI (Machine Learning, Natural Language Processing, Robotics), IOT, Blockchain, autonomous vehicles, etc.

## 2021 CALENDAR OF EVENTS

**January 29 Virtual Only**  
**OCCMA Board of Directors Meeting**  
**Location TBD**

**March 19 or TBD**  
**OCCMA Board of Directors Meeting**  
**Location TBD**

**\*July 9 Summer Conference**  
**OCCMA Board of Directors Meeting**  
**Mt. Bachelor Village Resort, Bend**

**October 20-LOC Conference**  
**OCCMA Board of Directors Meeting**  
**River House, Bend LOC Conf**

**October 21-LOC Conference**  
**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.**



# COVID Creative Communications

In 2020, all communities found ways to stay connected by adapting to the COVID-19 pandemic in creative ways. Here are a few examples of innovative ways that our cities are still engaged through outreach and events.

## Willamina (from Kenna West, City Manager)

Every year our City, a restaurant, and the Chamber host a free Christmas dinner. Santa attends and we give out toys to all of the Children. In 2020, we were unable to have this event due to the pandemic. We did, however, find a way to get the components of the event to our community members!

The restaurant owner’s family posted on Facebook about how much they were going to miss the Christmas event in Willamina, particularly handing out gifts to the children. These posts reached a friend of a friend of a friend who had pallets of toys that they couldn’t ship due to COVID supply chain

issues and toy store closures. They offered those toys to us...we just had to pick them up, filling a flatbed truck and two SUVs with toys! Because we don’t have the storage capacity for that many toys, we had to move quickly to set up a free toy giveaway that complied with COVID regulations. One of our local gentlemen volunteered to play Santa (with a mask of course), the Chamber members and City employees volunteered to act as “elves” to stage, coordinate, and help hand out the toys (all with masks, gloves, and hand sanitizer). It was determined the best way to get the toys to our families while complying with COVID regulations was to do a “drive-through” toy giveaway.

What about the free dinner? The City has been working with the Willamina Community Pantry since its inception 2.5 years ago. The Pantry provides weekly food to anyone in need. Since the onset of the pandemic,



City employees deliver weekly bags of food to those who are vulnerable or in need. We set the free toy giveaway for the same time as the Community Pantry food distribution...and, what a distribution it was!! Our community members pulled together and The Pantry received roasts, turkeys, potatoes, yams, bagged salads, bagged rolls, pies, and everything one would need for a Christmas dinner! The volunteers (all in masks and gloves) then placed bags in car trunks so there was no person-to-person contact.



To make this wonderful event work, the ever-amazing City Public Works Director and I sat down and created a safe vehicle route that started at The Pantry and proceeded through our streets to the drive-through toy giveaway. Our Billing Clerk created beautiful laminated signs and Public works put up concrete barriers, safety barriers, and cones to create a safe route where our community members could stay in their cars while receiving food for a full dinner, then on to the toy giveaway. You should have seen the joy and relief this event brought to our families! So many have been devastated by the pandemic job losses, and this event provided them with a holiday dinner and gifts for their children to open on Christmas morning. It was an amazing and beautiful event and community members came out in droves

to help provide a Merry Christmas to their neighbors that have been so devastatingly hurt by the pandemic job losses!

### **Molalla (from Dan Huff, City Manager)**

Back in January of 2020, the Molalla Community Visioning project was running along at a full sprint. The 10-year Community Vision had just been completed with the assistance of the Ford Family Foundation, City Staff, and over 1,000 community members and partners contributing to developing 5 focus areas that will help steer the direction of growth and improvement in the community for the next decade. With the wind at our backs and the sun on our faces, we had all the momentum one can hope for to unveil the finished Visioning document in a series of community outreach meetings, to move forward with identification of immediate action items, and to recruit action implementation teams. But, like so many community initiatives roaring along at that time, we were stopped cold by a heretofore unknown enemy that goes by many names: COVID-19, Novel Coronavirus, and the Pandemic, to name just a few. For months we waited, encouraged by a mid-summer drop in infections and a corresponding easing of restrictions, it was only a matter of time before we could reload the coal stove and allow the Community Vision to begin lumbering down the tracks like a fully-loaded steam engine until it had, once again, gained enough momentum to be self-sustainable. But, the enemy fought back, and once again we found ourselves motionless in the valley of lost opportunity. Only then did it become truly undeniable that the traditional manners and means of doing business were not likely to return in the near-term, if ever. With the totality of these circumstances in-mind, City Staff, the Molalla Community, and our great Visioning/Economic Development Consultant, Mary Bosch, set out to identify and utilize creative, safe, methods to push the Community Vision forward.

During November and December 2020, we were able to develop and seat a Community Program Committee, “the Steering Committee,” and fill it with community champions that would guide the process from Vision to Action and beyond. We offered both COVID-sensitive in-person, and digital Zoom options for all Committee meetings which proved successful in engaging members from all risk and belief categories. Using these communication tools, our team set about piloting an event to unveil the Community Vision and kickoff the first-year action initiatives identified by the Committee. Our focus was on accessibility to the largest possible cross-section of the community, and that meant a program that was both bi-lingual and available on multiple platforms. To achieve these aims, we enlisted the assistance of a local church, Foothills, which was able to provide us with a space large enough to invite COVID-sensitive in-person attendance, access to top-of-the-line audio-visual equipment, and experience born of multiple weekly streaming productions. We marketed the event in both English and Spanish using the City’s social media accounts and website, and each Committee member assisted in broadcasting and posting a series of bilingual flyers with groups and organizations in the community. The event presentation was made in English with instructions for Spanish closed captioning on the Facebook and YouTube streaming

platforms we used to broadcast. An on-demand option was also advertised and was reinforced with flyers disseminated after the presentation. The slide deck supporting the presentation was presented side by side in English and Spanish, and a Spanish-speaking committee member staffed the computers to field questions from the online audience in either language.

But this was only half the battle... as those of us in Community Development know, the time-tested tactic to encourage attendance of these events lies in the provision of nourishment. But, providing food for a partially on-line event (live and on-demand), and meeting COVID restrictions for the in-person option, presented an obstacle that could not be easily overcome. So, we put our heads together and came up with a meal voucher program that at once encouraged attendance (in-person, or online) of the kickoff event, and provided much-needed support to local restaurants. We held the survey and meal vouchers open for two weeks after the kickoff meeting and advertised the on-demand option for those who did not attend the in-person or live stream.

At present, our efforts have provided for approximately 20 action team volunteers and over 150 views (in-person, live stream, and on-demand), with approximately 50 meal vouchers provided to community members for use at local restaurants; these



numbers continue to increase. All of these efforts have provided our community with a path forward, hope for the future, and a great deal of experience overcoming the obstacles of our day to reach the community. I think the Pastor Dale Satrum of Foothills Community Church put it best when he pulled me aside after the kickoff meeting. He told me he'd heard we were trying to figure out whether the first action team meeting should be in-person or online. When I affirmed he said, "as much as it pains me, I don't believe we will ever go back to business as usual. If you want to reach the community, you're going to have to utilize every resource at your disposal. So, if you ask me whether it should be in-person or online, my answer is yes."

### **Toledo (from Judy Richter, City Manager)**

City of Toledo staff, at the suggestion of Toledo Police Chief Mike Pace, reached out to the Port of Toledo, PacWest Ambulance and other special guests to show our appreciation to the residents of Toledo.

A parade route was chosen that snaked through the City and took about 45 minutes to navigate. Participants located appropriate decorations for the vehicles. Notices were sent out to residents via social media and the City website.

An appreciation video was recorded by many of the staff and posted on the City website, thanking the residents for their patience during a very trying year and for their continued support of the City.

On the one day that didn't rain that pre-Christmas week (December 22), City vehicles were polished up and decorated with wreaths and lights. All departments were accounted for. The Fire Department brought the big engine to provide transportation for Santa (Mayor Rod Cross). The Police Department shared their unmarked cars with City Hall and Library staff (who had a ball using the sirens and lights.) Public Works shined up and decorated the street sweeper and the bucket truck (two favorites.) The Port of Toledo did their part by towing a small boat, complete with a Christmas tree!

With lights flashing, sirens blaring and lots of waving and shouting, the parade made its way through the city. The goal was to cheer up the residents and that happened, but the staff received way more than they gave. They were so thrilled with the great results that they have committed to having the parade again next year.

Photo contributed by Tom Fink.



# City Manager Spotlight Greg Hinkelman

By W. Scott Jorgenson, City Manager, Rainier



Greg Hinkelman has served as Clatskanie's City Manager for the last 13 years, and he wouldn't have it any other way.

Hinkelman grew up in Canada—more specifically, Winnipeg in

the Manitoba province and near White Rock, British Columbia, just over the U.S. border. And while that may be far from his current home of Clatskanie, Hinkelman's mother was from Dallas, Oregon and his grandparents lived there.

The Hinkelman clan made the move to Oregon in the mid-1970s, when he was around 12 years old. Their new home was Keizer, which was not yet an incorporated city. Greg attended junior high school there and graduated from Keizer's McNary High School.

While pursuing a bachelor's degree in political science at Oregon State University, Hinkelman became involved in the Air Force Reserve Officers Training Corps (ROTC) program. Once he earned his degree, he headed off to the U.S. Air Force as a Second Lieutenant and was stationed at a now-closed base in Illinois and later Langley AFB in Virginia. In that role, Hinkelman worked as an aircraft maintenance officer. His duties included keeping the famed F-15 fighter jets in good operating condition.

After his active-duty stint, Hinkelman spent over 20 years with the Air Force Reserve where he retired as a Lieutenant Colonel. He worked for the Air Force Academy during that time and his last assignment was as the Director of the Oregon Admissions Liaison

Officers. That involved much interaction with the office of then-Congressman David Wu.

Hinkelman went to the private sector in 1990 after his active-duty military service. In 1993 he was hired by the Oregon Arena Corporation which was part of the Portland Trailblazers organization when the Rose Garden arena (now Moda Center) was just starting construction. As the Conversion Manager, Hinkelman was responsible for all the activities of changing the Memorial Coliseum and Rose Garden facilities over from event to event. He has a slew of stories from those days about celebrities, concerts, and basketball.

In 2002, it was time to move on, and he resumed a public service career doing contracting and budgeting for the patrol and jail divisions of the Washington County Sheriff's Office. Hinkelman likes to say he spent 6 years in Jail and watch people's reactions.

The City of Clatskanie was looking for a new city manager six years later. A candidate from out of state had been offered the position after an extensive recruitment process, but ultimately turned it down. Hinkelman found out about the opportunity and put his hat in the ring.

Having been hired by the Clatskanie city council, Hinkelman and his family packed up their belongings from their Beaverton home and headed over to Columbia County. They've been in Clatskanie ever since.

As is typical of many cities, Clatskanie has experienced turnover on its mayor and council positions. Hinkelman has successfully navigated through those changes and enjoys helping to shape the city's future.

In his spare time, Hinkelman reads extensively about politics and history and tries to travel as much as possible with his wife and son, who turns 18 this year.



# University Connection

## Current Research on Three Public Management Issues

### Series 1 of 3

Edited by Scott Lazenby, Hatfield School of Government, PSU

Students enrolled in PSU's MPA program have access to an academic research library that has subscription agreements with the majority of scholarly and commercial publishers in North America and Europe. Three students recently mined this huge resource to discover the state of research in three key issues facing public managers. Here's what they found.



#### **How to get feedback and input from members of the community who don't or can't use traditional public participation methods by Maggie Gilman Holm**

Traditional mechanisms for public input—public hearings, comments at city council meetings, “town hall” forums, neighborhood associations—are useful, but they leave out many, if not most, members of a community. Low-income community members may have an especially difficult time engaging this way.

Technology has presented us with some exciting possibilities for public engagement. Countries such as Australia, Canada, South Korea, Spain and others have experience we can learn from as we develop strategies that work in our communities.

The choice of the appropriate public input tools depends on the level of engagement needed. Not all situations call for intense, discussion-based decision-making processes; a simple poll or survey may work best. The IAP2 Spectrum of Public Participation provides a useful framework for guiding public involvement strategies; see <https://cdn.ymaws.com/www.iap2.org/resource/resmgr/pillars/>

[Spectrum\\_8.5x11\\_Print.pdf](#)

Peter Johnson, Pamela Robinson, and Simone Philpot summarize recent research in their article, “Type, tweet, tap, and pass: How smart city technology is creating a transactional citizen.” They describe four modes of e-participation transactions:

- **Type** – a more traditional and active kind of transaction between government and the community through forms such as email, letters, and phone calls. The volume of data is limited and generally manageable.
- **Tweet** – involves a third party as an intermediary (i.e., Facebook, Twitter), which can control the information shared on their platform. This communication is also often initiated by a citizen, such as commenting on a Facebook post, but the government does not have complete control over what algorithms do with comments or if they are deleted, etc. This can present problems around verifying where information is coming from (are these comments all from actual residents?) and it can be difficult to process this volume of information so governments can use it in meaningful ways. It can also run the risk of being “surface level” engagement that does not truly give representative, or informed, kinds of engagement.
- **Tap** – is interactions initiated by government such as online platforms commissioned by a local government to gather public input on a parks master plan or community visioning process. This kind of engagement is limited by the fact that not all citizens are will be willing or able to respond. The data

collected here can be valuable but may not represent a wide array of residents.

- **Pass** – is the passive information that can be obtained through data collection from social media, traffic sensors, etc. An advantage is that it reflects the behavior and activities of community members who don't actively provide input. But it can result in a high volume of data that can be difficult to digest and use, and the information collected may only provide one piece of the story in the complex issues cities face. Zencity, which uses machine learning to analyze social media patterns, is an example passive information gathering that is being used by cities in Oregon and globally.

Interestingly, recent research by Ju-Choel Choi and Changsoo Song in South Korea suggests that the perceived ease and usefulness of a platform itself is not as important as previously thought. A strong success factor is individual and community social capital, in which citizens have a high degree of commitment to and ownership in the community and a high level of trust in government.

A practice that holds promise is integrating engagement into one hub that includes all online and offline participation. This space can be used to provide a strong feedback loop for residents to see actual outcomes from their participation.

It is also crucial for public managers to pay attention to participation barriers, such as the digital divide. Other important considerations are language barriers, literacy, and overall accessibility; i.e., can the platform be used by mobile devices? Can those with different disabilities successfully engage with the platform? One recent study found that income, gender, and age were not as significant of a factor in levels of participation as the researchers anticipated.



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# 2021 OCCMA Board

- President** Steve Powers, City Manager, Salem
- Past President** Spencer Nebel, City Manager, Newport
- Directors**
- Aaron Palmquist, City Manager, Irrigon 2021
- Brian Sjothun, City Manager, Medford 2021
- John Walsh, City Manager, St. Helens 2021
- Dan Huff, City Manager, Molalla 2022
- President-Elect** Susie Marston, City Manager, Gervais
- Directors**
- Rachel Fuller, City Manager, Hood River Eastern 2023
- Zoe Monahan, Asst. City Manager, Wilsonville Metro 2023
- Adam Brown, City Manager, Ontario Eastern 2023
- Heidi Bell, City Manager, Donald Valley 2022
- Secretary-Treasurer** Mike Cully, Executive Director, League of Oregon Cities
- Retiring Board Members**
- Ben Bryant, Assistant City Manager, Happy Valley 2020
- Robb Corbett, City Manager, Pendleton 2020
- Sean O'Day, Executive Director, MWVCOG 2020

# Committee Reports



## NW Women's Leadership Academy (NWWLA)

Submitted by **Aquilla Hurd-Ravich**

The NW Women's Leadership Academy (NWWLA), founded in 2018, is a program designed to advance, connect, inspire, and empower women from a variety of backgrounds in local government.

The academy was developed to create a pipeline of women leaders in Oregon ready to move into the City Manager role. In Oregon, as of January 2020,



(2019/2020 Cohort September 2019 in Bend, Oregon)

only 22% of City Managers were women, according to an [ICMA data set that reviewed full and affiliate members of the organization](#). The vision of the academy is talented, powerful, and supported women representing half of the executive leadership positions in local government. Recently, NWWLA completed a [five-year strategic plan](#) to enhance the engagement of those who support the academy, provide a structure of accountability and serve as a communication tool to share information about the academy.

Alissa Angelo, Administrative Services Manager for the City Stayton participated in the inaugural cohort and had this to say about her experience: "The Northwest Women's Leadership Academy opportunity presented itself at a perfect time for me. I've spent my entire career in local government but was unsure what was next. The Academy was the push I needed to focus and set goals for how I want to continue moving

forward serving my community."

The Academy is guided by a 13-member steering committee and volunteers staff a variety of sub-committees that carry out the work of developing curriculum, hosting academy sessions, and communicating with the cohort. Many women and men throughout the state volunteer their time to instruct, mentor, and assist. Host cities support the Academy by providing space to meet and lunch for the participants and speakers. This year, Megan Phelan, Assistant City Manager in Lake Oswego takes over as Chair of the Academy from Rachael Fuller, City Manager of Hood River, who now serves on the board of OCCMA and serves as a liaison between OCCMA and the NWWLA. The OCCMA board formally endorsed the academy in 2020 and provides support through their contract with the League of Oregon Cities.

Recruitment for the NW Women's Leadership Academy typically begins in the spring and summer with notices made via the OCCMA listserv and past cohort participants. Participants are nominated by their City Manager and are then asked to submit an application to the Academy. A selection committee reviews the applications and makes the final determinations of who is admitted. In a typical year, the cohort meets in person monthly in a different host city throughout the state. This year, our third cohort is meeting virtually twice a month.

Sessions vary slightly from year to year, but the academy typically kicks off with an assessment that focuses on strengths, overcome strengths, motives, and conflict. Other topics include relationships with a governing board, crisis management, human resources and labor relations,



(2018/2019 Cohort February 2018 Gresham, Oregon)

land use, budget, process improvements, and a panel of women in leadership positions talking about their path to leadership.

Melissa Hodnett, another graduate of the inaugural cohort and the Budget and Financial Planning Manager for the City of Bend credited the Academy with helping her career progress: “The academy directly helped me make the transition from a principal analyst to budget & financial planning manager by broadening my knowledge of city government and leadership outside of the finance sphere.”

The academy welcomes applications from any woman interested in advancing her career, learning from other women who have blazed a trail, and meeting talented, intelligent, and capable women from local government across the state. “It was truly a rewarding and humbling experience learning not only from strong women leaders across the state but also from my fellow cohort members. I am excited to see what the future holds.” Angela Speier, Assistant to City Manager/ City Clerk for the City of Silverton and 2020 Academy graduate.

For more information visit <https://www.occma.org/nwwla>. A call for nominations will go out around the Summer/ Fall of 2021 for the next cohort of 2022.



## Professional Development Committee

Submitted by Susie Marston

One of the biggest responsibilities of the Professional Development Committee is planning and organizing the annual OCCMA Summer Conference. This year, the conference is scheduled to take place at Mt. Bachelor Village July 6-9. However, the pandemic continues to create challenges in trying to plan for this event. The OCCMA Board will decide at their March 19th board meeting whether or not this conference will be held virtually like it was last year.

The vision for this year’s conference is to promote ethical local government management based on the ICMA Code of Ethics and Oregon Government Ethics and to have topics presented from a diverse and inclusive group of professionals. We would also like to work with Oregon county administrators to consider the development of a county track of training opportunities.

Please watch for updates as plans for this year’s conference unfold. If you are interested in contributing to the conference planning, please consider joining the Professional Development Committee by contacting Susie Marston by email at [smarston@cityofgervais.com](mailto:smarston@cityofgervais.com). There is plenty of room for anyone to join!

## Support for Managers Committee

Submitted by Susie Marston

The Support for Managers Committee is made up of Oregon’s eight senior advisors and three current city managers. The focus of this committee is to promote senior advisor services and to encourage members and non-members to use their services. Senior advisors are retired managers who provide support and counsel to those still working in the profession.

The senior advisors work directly with managers, and not for the jurisdictions those managers serve. Managers and administrators work in high-stress environments and often have no one to turn to for advice and counsel when they encounter difficult personal or professional situations. That's where senior advisors step in.

Thanks to the initiative of Senior Advisor Dave Waffle, the Support for Managers Committee, with the approval of the OCCMA Board, has also developed a Welcome Packet for new Oregon managers and administrators. Look for it soon on the OCCMA website!



# 7 Ways City Leaders Can Address Racial Inequities



This post is written by Leon T. Andrews, Jr., Director of the Race, Equity And Leadership (REAL) initiative at the [National League of Cities](#) and originally appeared in the [CitiesSpeak](#) blog.

The events of this week serve as a horrific reminder of how important it is for cities to acknowledge and take meaningful action on racial injustice. In the days following our country’s collective celebration of Independence Day, two black men were killed by police in Baton Rouge, Louisiana, and Falcon Heights, Minnesota, and white police officers were targeted, wounded, and killed in Dallas, Texas, as they were serving and protecting peaceful protesters.

Racism is killing us.

The National League of Cities (NLC) strengthens the capacity of local elected officials to build racial equity. I encourage municipal leaders across the country to engage with their communities on racial equity issues and make smart policy decisions that can reduce racial inequities in policing and restore police–community trust. Do not wait for a tragedy to occur in your city to address these pressing issues.

Last year, NLC launched the REAL (Race, Equity

And Leadership) initiative to equip its membership with the capacity to respond to racial tensions in their communities, identify the systemic barriers that sustain racial injustice in our nation’s cities, and build more equitable communities. REAL provides training and resources to prepare city leaders to apply a racial equity lens to policies, initiatives, programs and budgets.

## What City Leaders Can Do

City leaders must step up to take the lead with their police departments and community members to address racial inequities in their respective cities and towns. City leaders have a greater capacity to create real, tangible changes in policing than the federal government will ever have. Municipal leaders are in a unique position to be trailblazers in building and strengthening relationships between police and the people they serve.

1. **Build trust.** Actively build trust between police and communities of color in your city. (See [Project Peace](#) in Tacoma, Washington as one example.)
2. **Get the facts** about racial disparities in your city. Numbers get attention. Do you know how many arrests, fines, tickets, violent encounters, and citizen complaints are issued to or by each racial group in your community? Getting real data on police–community interactions disaggregated by race is an important first step to developing solutions that will work for your community. See this [upcoming webinar from](#) our partners at the Government Alliance on Race and Equity.
3. **Listen.** A frustration I hear from communities of color is that their voices are silenced, and that leaders often try to make policy solutions without engaging in meaningful dialogue around the issue. Now more than ever, this is important because folks have a lot to say and great ideas for addressing these

complex issues in their communities. See examples of community dialogues on race in [New Orleans](#) and [Charlottesville, Virginia](#).

4. **Lead.** Be a vocal proponent in your community for racial equity policies, programs, and practices. Here is a [resource guide](#) for government officials and [lessons learned](#) from community leaders.

5. **Change.** Consider [policy reforms](#) that could work in your city. Apply a racial equity lens to your broader policies, initiatives, programs and budgets. [Here is a toolkit](#) to help you get there.

6. **Provide Training.** Training can and should be implemented in every department to understand and recognize explicit and implicit bias and de-escalate crisis moments. [Click here](#) for an NLC guide to police training programs. Register to attend the leadership training on racial equity at NLC's [City Summit](#) in Pittsburgh this November.

7. **Prioritize Accountability.** Reframe how police departments are held accountable. Departments across the country can track quality of interactions and other outcomes in addition to numbers of arrests and tickets, particularly in communities of color. For example, the Gainesville, Florida, Chief of Police instituted an additional level of supervisor review when officers chose to arrest a youth who was in fact eligible for an [alternative statewide civil citation program](#) – and this resulted in an immediate increase in the number of citations issued to non-white youth in lieu of arrest. Similarly, how and when police use their weapons is something for which city leaders can hold police departments accountable on a consistent basis – not just when the media brings attention to a particular incident.

I commend Baton Rouge Mayor Kip Holden for his leadership during this difficult time. Mayor Holden has promised the citizens of Baton Rouge excellence, integrity, and transparency in the investigation

into the shooting death of Alton Sterling. He has also welcomed the support of state and federal law enforcement to ensure his citizens get answers and accountability. Mayor Holden acknowledged the deep pain felt in his community and the need for healing. “We have a wound right now. But we’ll be healing and making this city and parish whole again,” he said. (View his press conference in its entirety [here](#).)

I could not agree more with Mayor Holden that our communities must heal from trauma caused by institutional and structural racism in our country. I see wounds like this in communities divided by race and hurt by racism all over the country. The REAL initiative is just beginning its work on racial healing with the support of the W.K. Kellogg Foundation’s [Truth, Racial Healing, and Transformation Enterprise](#). We look forward to working towards the goal to “bridge deeply embedded divides and generate the will, capacities and resources required for achieving greater equity across the nation.”

## 2021 Summer Conference

The OCCMA Board of Directors is looking for session topic ideas for the 2021 Summer Conference. The conference is scheduled for July at Mt. Bachelor Village in Bend, unless the pandemic forces another virtual conference. If there is a specific topic you would like to suggest for a conference session, please submit your idea by emailing Project Coordinator-Affiliates, Kelly Richardson, by March 5, 2021 or sooner. The OCCMA Professional Development Committee strives to provide continued professional growth opportunities for our membership, and it is important that we hear your ideas to accomplish that goal.



# Leaders Are Dealers in Hope

*Turbulent times can sap hope, which can create anxiety and depression, lower team morale, and damage productivity. But there's hope...in hope!*

I am a finance services manager in a large suburban city and supervise a division of financial analysts and accountants. Over the past three years in my position, I have developed positive and trusting relationships with team members.



Prior to the pandemic, our team enthusiastically took the lead in order to develop a new financial services software package. The software aims to streamline accounting, budgeting, purchasing, and contracting processes; better monitor finances; and speed up program implementation across the city. In doing so, we started collaborating with a vendor and IT staff, as well as representatives from our client departments.

As we shifted to remote work, team members were fearful about their health and the health of their families and loved ones, their jobs and livelihoods, and the general chaos all around us. We quickly got focused on maintaining our work output and decided to postpone the launch of the new software program. Due to the pandemic-related economic crisis, the city laid off all part-time staff and instituted a hiring freeze but we still have all our full-time staff.

After almost a year, most of us still work from home. Our fear has turned into endless uncertainty

not only about our health and jobs but also about all the external change, such as demands to open up the economy and schools, as well as calls for racial justice.

My team is distracted, uneasy, anxious, and exhausted, with little energy to collaborate with others and get innovative about new ways of doing business. In my view, neither the city manager nor the finance director has stepped up to exert strong leadership to counter people's perception of a bleak future.

I feel helpless and so does the team. What can I do as team leader?

To read the full story [CLICK HERE](#)



## SAVE THE DATE

**July 6-9th, 2021**

**OCCMA Summer Conference  
Mt. Bachelor Village, Bend**

Registration Details Coming Soon

The OCCMA Professional Development Committee is putting together an excellent educational program. Watch the OCCMA website and future OCCMA newsletters for more information.



# Incorporating Ethics into Everyday Work in Local Government

**This month's "facts and stats" features highlights from the ICMA Ethics in Local Government survey.**



by **Rebecca DeSantis**, content and engagement coordinator, ICMA

As ICMA celebrates 95 years of the [Code of Ethics](#), we reflect on how we develop and support ethical local government professionals as a core value in ICMA's mission to advance the profession of local government management. Since the development of our Code of Ethics in 1924, ICMA has built an extensive collection of advice on ethics issues, case studies, and model local government documents.

By partnering with Sacramento State University to dive deeper into our understanding of ethics policies at the local level, ICMA tracked the current status of ethics standards and policies, staffing, and training in local governments in the [2018 Ethics in Local Government Survey](#). This survey, distributed to ICMA member chief administrative officers to answer on behalf of their local governments, offers new insights into how local governments are building trust and ensuring ethical behavior.

Many of our members and their jurisdictions are working hard to incorporate ethics into all aspects of their work in local government. Here are some stats from our recent survey with highlights of a few communities influencing public trust with their day-to-day conduct.

**Overall, 78% of responding local governments provide some form of ethics training to elected officials, staff, or board/commission members.**

[Snoqualmie, Washington](#), hired ICMA to conduct ethics training for the entire city workforce in November 2018. The training focused on elements of the city's code of conduct.

Because the commitment to ethics begins at the top, [Mt. Pleasant, South Carolina](#), included ethics training for its leadership team at its annual retreat. This was the prelude to an initiative to review and update the



city's ethics policies. This training was also provided by ICMA.

**55% of responding local governments have an established process for reporting ethics issues.**

[Chesterfield County, Virginia](#), has a fully integrated an ethics, fraud, and whistleblowing program. The program is built on the foundation of a well-defined set of ethical standards and expectations for all employees and officials. To encourage reporting of potential ethical issues or outright fraud, complaints can be reported one of five ways: in person, by phone, by FAX, by mail, or online. Mechanisms are in place on all electronic reporting avenues to conceal the identity of the complainant.

**48% of responding local governments incorporate ethics in the employee recruitment and selection process.**

Hiring employees with strong ethical standards is part of the ethics ecosystem of [Fort Collins, Colorado](#). The city's commitment to building an ethical organization is included in the job announcement, job descriptions, and interview questions. When the final selection is made, the city's expectations about its values is incorporated into the onboarding program.



## Equity & Inclusion

ICMA and our members are committed to ensuring that local governments and the association reflect the diversity of the communities we serve.

### Our Mission

Creating better communities around the world begins with a commitment to equity and

inclusion. ICMA strives to ensure that our members and the overall profession reflects the diversity of the people we serve. We work to mitigate the effects of bias in all areas of local government by developing and promoting programs and initiatives in the areas of service delivery, hiring practices, leadership development, community engagement, workplace culture.

### Our Vision

*ICMA is the equity and inclusion thought leader in local government. Our members and their communities have these values and principles engrained in their culture and practices.*

### Partners & Affiliates

[Government Alliance on Race and Equity \(GARE\)](#)

[Living Cities](#)

[PolicyLink](#)

[NLC Race Equity and Leadership \(REAL\)](#)

[National Forum for Black Public Administrators \(NFBPA\)](#)

[Local Government Hispanic Network \(LGHN\)](#)

[League of Women in Government](#)

[Women Leading Government \(WLG\)](#)

# Oregon Senior Advisors



From  
**Sheila  
Ritz**

move forward. The Council plans on holding a Goal-Setting session early in 2021 which will give him more guidance on the work Council wants to be accomplished. He said the Council is focused on organizational stability. Always good to hear!

distributed a total of \$650,000 (\$150,000 was provided by the State) during 4 rounds of grants in 2020. They paid 2 months' rent for 50 businesses. The business applied to the City and the City paid their rent directly to the landlord. The Covid Response Team is now working on the vaccine and staff reentry to the city hall plan.

Ben told me that the Happy Valley Library was featured as a model for "virtual programming during the pandemic" in the Oregon & Idaho library newsletter. Also, the library has been providing outside pick-up during the same hours as to when they were open pre-Covid.

## **Clackamas County Managers meeting - Jan. 4th**

There were 18 people in attendance at this Zoom meeting. Martine Coblenz with Clackamas County gave an update on the County's Racial Equity project. They have completed the environmental scan but this is still the beginning of the planned entire process. One interesting fact that Martine noted was that in the United States, White women are paid 79 cents to the \$1.00 that White men are paid. Also, Asian women in the U.S. are paid 87 cents to the \$1.00 that White men are paid. The next step will be appointing a steering committee to guide the continuing research.

Gary Schmidt, the County Administrator, asked if any of the cities would be willing to contribute to the cost of this Racial Equity project. The total estimated cost is \$250,000 to \$300,000. This study will be county-wide whether or not cities contribute toward the cost, but the County would appreciate any assistance.

The group talked about defining "essential personnel" to be eligible to get the Covid vaccine and whether or not it would be mandatory. Lake Oswego said they will have it voluntary and basically define "essential personnel" as employees who need to be physically at work to do their job.



**Scott Archer, Canby  
City Administrator**

Scott started in Canby on November 9th. He was previously Director of the North Clackamas Parks & Recreation District for

close to 5 years. Before that, he was the Community Services Director for 12 years in Oregon City. He had also served as the Parks & Recreation Director in Medford, Oregon, and Ellensburg, Washington. He is also a former Board President of the Oregon Parks & Recreation Association. Scott received a BS degree in health and human performance/sport science management from PSU.

Scott says he has considered becoming a city manager for some 10 years. The Canby position came open at the right time and he believes it is the right place for him and his wife.

I asked him if the newly-elected City Councilors were included in the interview process. No, they were not. His last interview was in early August before the Council filing deadline. Then the September fires happened so it took some time to get back to negotiating his contract. The City's in-house City Attorney was the interim City Administrator and the city was in highly capable hands through the transition.

The two new City Councilors are in office now and Scott feels very good about working with all members of the City Council. So far his work has been focused on all the things to do in response to the pandemic, organizational development (including filling some key staff position vacancies), and working on a list of projects that need to



**Ben Bryant, Happy  
Valley Assistant City  
Manager**

Ben just recently completed his term on the OCCMA Board of Directors (my comment is that he served the membership very well!)

This past year Ben was instrumental, along with Clackamas County staff, in amicably resolving the issue of Happy Valley's desire to withdraw from the North Clackamas County Parks & Recreation District. It required approval by the State Legislature and that bill was one of only 3 bills passed by the Legislature. Therefore, Happy Valley is now a Parks & Recreation services provider which due to the pandemic, has so far needed to be virtual programming.

Before the pandemic hit, the city had started searching to hire 2 consultants for their Diversity, Equity, and Inclusion efforts. One consultant was hired for staff training which has proceeded virtually. The other consultant is facilitating the recently established DEI Task Force which first met in December and will be meeting monthly. There are 20 citizens on the Task Force and they are charged with reviewing every city program and service to obtain their feedback on barriers and recommendations for improvement. Ben told me that Happy Valley has the second-lowest % of "white only" population (meaning not of mixed race) of the 13 largest cities in the Metro area. Hillsboro has the first lowest % of "white only" population. Sherwood has the highest % of "white only" population at 91%. Happy Valley has the highest % of the Asian population at 18% in the 13 largest cities in the Metro area.

Ben has been very involved with the City's Covid Response Team. They have



**Rachel Sykes, Lake Oswego Assistant Public Works Director**

Rachel started as a management analyst in the Lake Oswego Public Works Department 5 years ago just out of grad school. She has now progressed to be the Assistant Public Works Director. Anthony Hooper was promoted to Deputy City Manager but is still the Public Works Director as well. Rachel has her MPA degree from PSU specializing in local government. She received her BA degree in Planning, Public Policy, and Management from the U of O in Eugene.

Rachel told me the Public Works Department has 35 positions – the same number of positions since the early 1990s. Of course, service needs have risen over the years so they contract for the extra needed work instead of adding staff. These contracts are mostly for landscaping care, larger sewer repairs, street patch paving, and extra sidewalk repair. Engineering is a separate department and they handle the capital construction projects.

The City developed a remote-read water meter program and they are now changing out all the old meters to smart water meters. Rachel has hired a new employee for the support services specialist position for asset management. She is also now recruiting to fill the management analyst position for ROW management.

Rachel handles franchise agreements for utilities in the ROW. The City's Code has been revamped to establish a ROW licensing process. Rachel developed a policy to manage small cell wireless infrastructure. They have issued 13 permits for these so far but none of them have been constructed yet.



**Tony Konkol, Oregon City Manager**

Tony has been the City Manager in Oregon City for 5 years now. Last October they had the grand opening of the newly constructed Robert Libke Public Safety Facility which houses

court and police services and includes new City Commission Chambers. It is a 34,000 sq.ft. building which cost \$16 million. The equipment needed to live stream meetings is included in the new Commission Chambers. The building is dedicated to Officer Robert Libke who was killed in the line of duty while responding to a house fire in the community. The former police facility was constructed in the 1960s and is under contract to be sold.

They recently filled a new Mental Health Coordinator position in the police department who will help with situations that arise at all City facilities. She will be training staff in de-escalation techniques and be available for crisis intervention.

Due to Covid impacts, the City provided \$500,000 to local businesses thanks to the State and the CARES Act. They provided 2 rounds of debt relief grants to businesses and a forgivable loan program to allow businesses to alter their services to continue operating in the Covid environment.

Last summer they started construction on the new Oregon City Operations Complex; a \$12.8 million project which will consist of a 53,000 sq. ft. warehouse and 26,000 sq. ft. office facility to accommodate the majority of the Public Works Department and Parks Maintenance Division. They are remodeling an existing building which was a beer distributor facility. This building should be completed by Oct. /Nov. this year.

The Molalla Ave. Streetscape Project is under construction and planned to be completed by the end of the year. This project is a total rebuild of the roadway, addresses critical water infrastructure needs, and will provide more visible pedestrian crossings, bike lanes, and transit pull-outs.

Two major parks projects are underway. The D.C. LaTourette Park will be home to a new nature play area with play structures, upgraded basketball court, walking paths, entryway, and additional seating. The park, formerly an outdoor swimming pool (1935-1965) was adopted by a Girl Scout Troop in 2015. Since then they actively pursued raising funds. Grant funds from several different sources were obtained to help fund the \$590,000 project.

The other park project is the Tyrone S. Woods Memorial Park. This is a 9-acre park that will protect and restore natural resources while creating an engaging place for active recreation for people of all ages and abilities. Tyrone Woods was a 1989 graduate of Oregon City High School, a state champion wrestler, and served as a US Navy SEAL. He perished in Benghazi in 2012 while serving with the CIA. The VFW Post 1324 will provide a beautiful stone memorial and engraved plaque at the park.

The Oregon City Mayor was recalled last fall. A new Mayor will be elected on March 9th. There are 4 candidates on the ballot and one of them is currently on the City Commission. The Commission President has been presiding over the meetings and there has only been one issue with a 2-2 vote.



**Kelly Brooks, Assistant City Manager, Milwaukie**

Kelly joined the City in 2017 and her major priority was to implement the City's Safe Access for Everyone (SAFE) program. The communi-

ty of Milwaukie was mostly built-out many years ago before sidewalks were a requirement for development. So now they want to retrofit existing neighborhoods to add ADA accessible pedestrian and bicycle systems. The Council had adopted a 25-year plan and a utility fee to help fund the program. But then the Council wanted to accomplish the program within 9 years. The City restructured its engineering team to maximize the design and delivery of small-scale public improvement projects and a number of them have been accomplished. This year they will construct the Linwood Safe Routes to School project with a new multi-use path along both sides of the road. This is a joint City/County \$10 million project of which the City's portion is \$4 million. Similar improvements will be accomplished this summer on other city streets. It will certainly be a busy construction season in Milwaukie this summer. Kelly is doing very well at coming up with innovative, cost-effective ways to retrofit the city's existing network to meet the community's needs for safe pedestrian and bicycling activities.

Kelly is now serving on the union contracts negotiating team. This is a good opportunity for her to expand her knowledge of city government management.

She has done a great deal of work on community engagement during the Covid pandemic. They have purchased add-on software for their website to allow for online community engagement. She is also assisting Ann Ober with their DEI (Diversity, Equity, Inclusion) efforts.

Besides work, Kelly is working toward her MPA degree through the Villanova University on-line program. She chose this program because they offer a certificate in city management and ICMA has a partnership with the University that offers a tuition discount.



From  
**Dave  
Waffle**



This quarter, I met with Mike Weston, City Manager of King City, and learned about a community that is moving forward with development plans that will fill in parts of the Portland metropolitan

urban growth boundary (UGB). Mike's background in planning and economic development puts him in a good spot to take advantage of that experience. When Mike joined the city in 2016, he found a formerly age-restricted, planned community that was not developing. They started with small goals (i.e., park drainage) and built up the confidence of staff, volunteers and elected officials to tackle larger issues.

Since then, King City earned approval for expansion of the UGB along the Tualatin River in 2018 and is now intensively involved in master planning and a Transportation Systems Plan. In addition to greenfield residential development plans, the older downtown area is being examined for redevelopment opportunities along Highway 99. Mike said they

continue to plan and create momentum for fulfilling the UGB expansion. Most of the planning should be completed in 2021.

Mike is a University of Oregon graduate from the School of Planning, Public Policy and Management (a.k.a. 3PM). Prior to coming to King City, he worked in the planning department at Clatsop County and served the Port of Astoria as the Director of Business Development and Operations, including a stint as the interim Executive Director of the Port. He credits the time in those roles with sharpening his sense of ethics in property and development decisions.

King City has a small staff of 12 FTE but has its own Police Department. Utility services are dependent on the Tigard Water District. One of the upcoming tasks may include examining their charter to create a directly elected Mayor. Currently the Mayor is selected from among the councilors.

Elsewhere around Washington County, managers of the cities and special districts continue to Zoom together. Among the topics addressed in the past months are a new solid waste transfer facility proposed for Cornelius, solid waste rates, Coronavirus vaccinations, utility shutoff policies, working with new and continuing elected officials on 2021 priorities and labor negotiations. To emphasize the degree of collaboration among Washington County managers, please note that Tualatin Valley Fire and Rescue is providing a staff member to serve as interim Fire Chief for the well-integrated (but not formally combined) fire departments serving Forest Grove, Cornelius and Gaston.

In the next report we'll introduce Steve Rymer who was selected as the manager for the City of Tigard. Steve comes to the area from service in Minnesota (Rochester and Mankato). At the January meeting of managers, we learned that he hired Tanya Ange into the recreation program at Mankato about 20 years ago. We introduced OCCMA members to Ms. Ange in the last edition as the new administrator at Washington County. It's a small world among local government managers and we're all better off for it!



From  
**Dave  
Kanner**

Being unable to travel during the pandemic meant, of course, being unable to travel to my old stomping grounds in Deschutes County, although I hope to get up there this summer. In the meantime, I connected in the past quarter with a few of our colleagues in Central Oregon.

Geoff Wullschlager is the new city manager in La Pine. Geoff comes to La Pine after four years in Wheeler and three years in Garibaldi. He earned his MPA while working in the financial aid office at Portland State, where Dr. Philip Cooper was his advisor. As a skier, Geoff's excited to be close to Mt. Bachelor and to be working in a growing community. He describes La Pine as "grounded" and says he has a good, rational council that wants to see the city get things done. As in much of Deschutes County, growth is a major issue. La Pine expects to add 200 housing units in the next 12-18 months; a lot of new housing for a city of 1,900. But, says Geoff, houses in La Pine are selling as soon as they go on the market and he did not sound concerned about over-supply. In addition, he's hoping to work with the County on a master plan for the Newberry Neighborhood, where there are large tracts of undeveloped land on the west side of the city. He'll also be working on a \$40 million water/wastewater project and working with ODOT on a transit center project. Geoff says the city budget is in good shape thanks to conservative budgeting in the past. He's hoping to bring the finance director position in-house (the position is currently contracted out) and says he's blessed with a long-tenured public works director with a deep body of knowledge about the city.

Cory Miskey is now in his third year as city manager of Sisters, which is, he notes, the fastest-growing city (by percentage) in Central Oregon. This surprised me a little, as I remember Sisters' growth potential being severely constrained by the Forest Service lands that abut the city. Cory agreed but said there is land available to the east of the city and that a buildable

lands inventory would appear to justify UGB expansion. Cory's "city manager memo" on the city website notes that 11 single-family permit applications were received in December and Hayden Homes submitted a site plan for a 65-unit multi-family project. Meanwhile, the city has launched its first comp plan update since 2005, with citizen advisory committees holding their initial meetings in December. Sisters has a couple of new city councilors following last November's election, but Cory says they all have prior experience on policy-making bodies and should fit in seamlessly. The city and its business community are heavily dependent on tourism. With the quilt show, the rodeo, and the folk festival all having been canceled in 2020, you'd think the hit to the city's budget would be substantial. Not so, says Cory, who projected a 25-30% drop in transient lodging taxes at the start of the pandemic. In fact, TLT collections last summer were higher than in 2019! (There's even a new hotel being built in town.) Cory attributes this to people just wanting to get away. Meanwhile, the city has updated its urban renewal project list and extended to plan to 2030, with another \$4.7 million in maximum indebtedness. Cory says most of that will be put into downtown improvements.

Speaking of growth in Central Oregon, I checked in with Bend City Manager Eric King to see what was happening with that city's ambitious project to encourage the construction of 3,000 housing units in two years. (The two-year period ends in June.) It's a test of the economic theory that if you goose the supply of housing – regardless of price point – it will dampen housing cost inflation at all price points. The good news: Bend will exceed its goal of 3,000 new housing units, about half of them badly needed multi-family units. The bad news: Those new housing units haven't dampened housing price inflation, as demand in Bend has continued to outpace supply. Eric says the median home price in Bend has increased by more than \$100,000 since September 2019. But he remains bullish on Bend and says the city will now focus on multi-family housing for the younger demographics who want to move to Bend, and the city will need to get more creative with things like cottage housing and cluster development. He also says the city has seen an increase in homelessness during the pandemic and his council – which includes four new councilors –

very much wants to focus on vulnerable populations in the city. This could include purchasing old motels and converting them into shelters or creating structured camps. Bend, meanwhile, succeeded in passing a \$190 million transportation bond in November, with more than 60% of the voters saying yes. That's a stunning achievement given the pandemic and the state of the economy. Eric says the money will go toward the overall improvement of all aspects of the city's transportation system over the next ten years.

The first Rogue Valley Regional Managers meeting of 2021, held on January 25, was lightly attended. In fact, Rogue River City Manager Mark Reagles and Jackson County Administrator Danny Jordan were the only ICMA/OCCMA members in attendance, along with the interim city managers of Ashland and Talent. (Sandy Spelliscy, formerly in Talent, parted company with the city by mutual agreement on January 4.) Local economic development officials and special district directors also Zoomed in. The meeting began with a brief discussion of quarantine protocols for employees who travel out of the county, followed by the news that there will be a loosening of allowed activities in Jackson County at the end of January, even though the county remains in the extreme risk category. Mark reported that Rogue River has been very busy in its Planning Department and that the city is seeking \$400,000 in grant funding for the development of a new park. Danny, meanwhile, did some entirely justified boasting about the mass vaccination event that was held at the Jackson County Fairgrounds January 23-25. The event, which was coordinated by Jackson County, provided 7,200 Covid-19 vaccine doses (9,500 were available) to eligible recipients. Danny gave the event an A+. (I'd note that my wife and I qualified for the vaccine as in-home caregivers, so we went to the event and got vaccinated. I think Danny's being too modest. It was unbelievable how smoothly and efficiently everything worked. I'd give it an A+++.) Danny correctly noted that if enough vaccine had been available, they could have vaccinated the entire county in a matter of weeks!

Deschutes County's experience was similar, according to County Administrator Tom Anderson. Anderson says 8,000 vaccines were administered at a mass

vaccination event at the Deschutes County Fair and Expo Center at the end of January. The event was done in partnership with Jefferson and Crook Counties and the St. Charles hospital system, which serves Central Oregon. According to the newspaper reports, Deschutes has been so successful in vaccinating those in phase 1.A of the vaccine program, the county will move on to vaccinating those 75 and older (the first group in phase 1.b) a couple of weeks ahead of the schedule laid out in state guidelines. Tom emailed me some letters to the editor about the vaccination event, and they are effusive in their praise, describing the experience as flawless and heaping kudos on the county Health Department!

I'd like to close this report by urging you to keep your eyes open for the city manager recruitment in Ashland. The ads may be running by the time this newsletter is published. Ashland moved on from its antiquated mayor/council form of government and became a council/manager government on January 1, thanks to a charter amendment passed by a nearly 2-1 majority last May. Ashland is a fantastic place to live; a cultural hotbed (the home of the Oregon Shakespeare Festival) with abundant and easily accessible outdoor recreation and a top-notch school system. This job is a once-in-a-career opportunity to define the job of the city manager and to establish the norms of the council/manager relationship. The city has a new mayor and council who are committed to making council/manager government work, and they're looking for an experienced manager to guide them through the numerous challenges facing the city. If you're even thinking about pursuing new opportunities (or even if you haven't been), please give some serious consideration to Ashland!



# OCCMA

Oregon City/County  
Management Association

1201 Court St. NE, Suite 200  
Salem, OR 97301

**“OUR MISSION  
IS TO SUPPORT  
AND STIMULATE OUR  
MEMBERS AND THE PROFESSION  
IN ORDER TO FOSTER  
RESPONSIBLE, RESPONSIVE  
LOCAL GOVERNMENT WITH THE  
OBJECTIVE OF IMPROVING  
THE LIVABILITY OF  
OREGON COMMUNITIES.”**

**VISIT OUR WEBSITE  
[WWW.OCCMA.ORG](http://WWW.OCCMA.ORG)**

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## LOC Resources - Communications

The LOC engages with its members and keeps them informed over a broad range of outreach channels, including print and electronic media, as well as social media.

[Local Focus magazine](#) is published quarterly and includes articles on topics and trends important to cities.

The [LOC Bulletin](#) is emailed every Friday and includes the latest legislative happenings, training opportunities and more.

The [City Focus](#) podcast is produced every other Friday and features discussions on policy, legal issues and advocacy matters in a relaxed, conversational style designed to inform and educate.

Looking for the latest news for and about cities? [View the LOC News page](#)