

FIRST QUARTER 2023

PODCASTS:

How cities and counties are using them as a communication tool



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MESSAGE FROM THE PRESIDENT

Scott Derickson • City Manager • Woodburn



2022 OCCMA President Susie Marston passes the lantern to 2023 President Scott Derickson.



Council/Manager form of government. Every City Manager should be familiar with the tenants that comprise ICMA's Code of Ethics.

According to ICMA, "Adopted in 1924, the ICMA Code of Ethics defined the principles that today serve as the foundation for the local government management profession and set the standard for excellence. Leadership in a management structure committed to equity, transparency, integrity, stewardship of public resources, political neutrality, and respect for the rights and responsibility of elected officials and residents strengthens democratic local governance ... ICMA members pledge to uphold these principles in their conduct and decisions in order to merit the trust of the public, elected officials, and staff they serve."

As City/County Managers, our moral authority as leaders and the profession's core values are found in ICMA's Code of Ethics. Communicating our obligation to uphold the standards and commitment found in the Code of Ethics with elected officials and community members helps to delineate the boundaries as non-partisan professional executives and provides an answer to those who may see us as political operatives or wish to encroach on our authority. When confronted with political controversy, articulating our ethical standards can help remove us from the line of fire and build confidence in the local government despite the controversy. It also demonstrates ethical leadership and reinforces expectations within our organizations. I can speak firsthand about how effective this can be.

If you need assistance understanding or applying the ICMA Code of Ethics, or grappling with a complex political issue, know that your Senior Advisors and the OCCMA Board members are happy to have a one-on-one conversation with you. You'll find that you're not alone; sometimes, an independent voice can help. I know these conversations have helped me over the years. Additional Code of Ethics material can be found on the OCCMA and ICMA websites.

Scott Derickson

Welcome to the Oregon City/County Management Association's (OCCMA) first quarterly newsletter of the New Year! The upcoming year will prove to be an impactful one. Many exciting efforts are underway, ranging from top-notch professional development opportunities, conference planning and increasing sponsorship revenues to the exploration of an OCCMA Veterans Committee and the development of an Oregon-based Latinos in Local Government Program.

I hear about it all the time. As 2023 gets underway, I know that many of our members are working with newly elected officials as they begin their journey in local government. Many of us also continue to grapple with politically charged environments and relationships as partisan ideological and national issues penetrate deeper and deeper into local government deliberations, creating a variety of difficult challenges. For those involved in city/county management over time, managing local government is getting harder and harder. Civics education has never been more critical. Investing in our executive and communication/relationship skills is necessary for navigating the challenges of today and those well into the future.

As we face the ever-changing dynamics challenging our profession, I've found that leaning in on the International City Management Association (ICMA) Code of Ethics can effectively communicate our roles and obligations as professionals. During last year's OCCMA Summer Conference, ICMA's Martha Perego, Director of Member Services and Ethics, spoke about the importance of professional, ethical conduct, the need to understand the ICMA code of ethics, and the creation of ethical and inclusive culture as a means of holding ourselves to a higher standard of public service, but also as a tool for educating our councils, boards, and communities about the proper role of the manager in a

How cities and counties are using podcasts as a communication tool

Whitney Hale, Deputy Deschutes County Administrator

Some Oregon cities and counties are working to connect with residents in new ways, turning to podcasts to dive deeper into critical issues and connect with residents through conversation.

At the City of Bend, staff launched the monthly [Inside Bend](#) podcast in July 2021. The interview-style podcast features in-depth discussions with city leaders and staff on topics important to life in Bend.

At the City of Tigard, the weekly [Talking Tigard and El Contacto](#) podcasts started in April 2020. These podcasts feature conversations with business owners, community leaders, and elected officials.

In Deschutes County, a new podcast, Inside DC, will launch later this year.

“Because there is no single way to share information, and because everyone learns differently, we deploy many communications, outreach, and engagement tools. A podcast is just one way we reach our audience,” says Tigard Assistant City Manager Kathy Nyland.

Nyland encourages cities and counties to think hard about their goals when considering podcasts.

“Tigard’s Podcasts, not one but TWO (Talking Tigard and El Contacto), are one way we provide information and build relationships. We use the podcast to talk to people, but they are so successful because we are talking with people,” Nyland says. “They are real conversations so that you may learn about a project, but more importantly, you’ll learn about the people....and this is all about building and maintaining relationships. Where else can you learn how people really feel about brussels sprouts?!”

Jacob Larsen, Community Relations Manager at the City of Bend, agrees that the podcast provides the City of Bend a unique opportunity to connect the community to City staff and elected leaders.

“This gives us a platform to dive deeper on topics and to highlight all the hard work staff is doing,” Larsen says. “It really lets people ... get to know the staff and elected leaders in a different way.”



Deschutes County Administrator Nick Lelack prepares for the launch of the county's new podcast.

Larsen, who hosts, edits, and produces the City of Bend’s podcast, says he’d encourage other cities and counties to consider dipping a toe in the world of podcasting. Nyland agrees, acknowledging that the City of Tigard is pivoting from focusing on projects or programs to concentrating on people, partners, and relationships – one of the main drivers for the podcasts and other efforts.

“Successfully engaging our communities increases the likelihood of public support and better outcomes,” Nyland said. “And don’t we all want to be successful?”

Podcast Tips and Tricks

How to get started

- Consider a mobile setup so the podcast can travel. The City of Bend uses two microphones that plug into a computer.
- Keep it simple.
- Consider the average commute time in your area when determining episode length.
- Consider how you’ll edit. The City of Bend uses Adobe Edition.
- Consider where you’ll host. The City of Bend uses PodBean. The City of Tigard uses Libsyn.

Boosting the ICMA Credentialed Manager Program

Dave Waffle, OCCMA Senior Advisor

Many managers and administrators worldwide chose to earn the voluntary ICMA Credentialed Manager (ICMA-CM) designation. Over 6,000 ICMA members have gained the designation. The program was actively promoted several years ago. However, the Oregon City County Management Association (OCCMA) has given it scant attention in recent years. This is evident when reviewing the current roster of 41 Oregon managers holding the ICMA-CM designation. Sixteen of the 41 are retired. The OCCMA board of directors is looking to improve the program's promotion. There hasn't been a program on the topic at a conference in many years. Scott Derickson (City of Woodburn), Aaron Palmquist (City of Irrigon), and Tanya Ange (Washington County) recently obtained this credential. This article will provide current information about the program, cite some advantages and describe the costs and process.

First and foremost, the credentialing program is an important way for any administrator or manager to meet the professional development obligations required by Tenet 8 of the Code of Ethics: *Make it a duty to continually improve the member's professional ability and to develop the competence of associates in the use of management techniques.* The Guidelines for Tenet 8 ([Ethics | icma.org](#)) include annual periodic self-assessment obligations and committing oneself to at least 40 hours of professional development activities.

Secondly, the program offers recognition as a professional local government manager. This is important to your peers, the governing body you serve, and perhaps even a future employer. Often the designation appears as part of a manager or administrator's signature block. We polled several of the local government management recruiters in the area. This is what they had to say:

Erik Jensen (Jensen Strategies) said, "We advise our clients that ICMA Credentialed Managers have received this special designation by meeting comprehensive training and experience requirements. It is a prestigious designation within the city manager industry, and these candidates are uncommon. Ultimately, our client decides what qualifications and characteristics they set as criteria. Since most clients are unaware of this unique credential, we will call it to their attention, especially if a credentialed manager is in the candidate pool."

Wendy Brown (Wendy Brown Creative Partners) provided this advice: "The ICMA designation indicates a solid baseline for identifying ideal candidates that know what the job is, and the relationship between this job, the community, staff, and how this works with elected officials in different

forms of government. Being an ICMA member, not necessarily certified, also comes with a wealth of resources, contacts, and a network to get them through politically challenging situations, or not to have to reinvent the wheel related to creating, interpreting, or applying policy, new legislation, best practices, etc."

Any manager, administrator, or assistant can apply for the credentialing program. Depending on a person's experience and education, they may be eligible only for "candidate" status until they meet the experience standards to claim full ICMA-CM status. The ICMA website describes the ICMA [Voluntary Credentialing Program | icma.org](#) and contains an orientation video.

The credential requires a minimum number of years of executive service that varies depending on the applicant's education credentials. The applicant's degree must be from a regionally accredited or Distance Education Accrediting Association accredited university. The minimum number of years of experience is based on the degree obtained.

- Master's degree in public administration or public policy – 7 years
- Other graduate degree – 8 years
- Baccalaureate – 9 years
- Less than Bachelor's – 15 years

Significant executive experience in the private sector, military or other levels of government may provide partial credit toward the experience factor. Executive-level experience is defined as performing staff management, financial management, policy facilitation, and implementation and service delivery responsibilities.

The credentialing program involves an initial assessment to determine the member's knowledge, skills, and abilities in the 14 core competencies "deemed essential to local government leadership and management." There are two similar options available. Both are priced at \$75 for ICMA members. The Management Assessment is based on the management dimension of these ICMA Practices, and the Leadership Assessment is based on the leadership dimensions. Both assessments are based on ICMA [Practices for Effective Local Government Management and Leadership | icma.org](#). Core competencies include personal and professional integrity, community engagement, strategic leadership, policy facilitation and implementation, technological literacy, financial management, budgeting, and service delivery.

There are no passing grades. You complete the assessment, receive the results for each core content area and design your professional development program to address areas you wish to improve your knowledge and skills. After receiving the results, a person applies online to ICMA for the credentialing designation. Applications are accepted quarterly and require a \$50 fee. ICMA informs applicants of successful attainment following approval by the ICMA Executive Board and publishes the names of the cohort in the newsletter.

After accepting a new position, it is recommended that managers or administrators assess the knowledge, skills, and abilities required for the new job. The assessments serve as partial credit for annual professional development requirements. The significant responsibility after that is to develop a yearly action plan to assure accountability, create time for reflection and seek feedback from peers and the governing body.

To maintain the ICMA credential, members must complete a multi-rater assessment within the first five years of entering the Voluntary Credentialing Program. Sometimes these are referred to as 360-degree assessments. Multi-raters typically include members of the respective governing body, subordinates, and peers. ICMA lists a variety of assessment tools. These are not performance evaluations. ICMA maintains a list of qualified assessment tools ([Multi-rater Assessments Approved for Use by ICMA-CMs | icma.org](#)). The website notes a price of \$225 for several of these tools. Credentialed managers also develop an annual action plan that the Credentialing Advisory Board reviews. Action plans typically list studying, structured mentoring, reading, and coursework as evidence of professional development activities. There is no charge for this review and renewal of the ICMA-CM designation.

Albany City Manager Peter Troedsson (and a recent ICMA regional vice-president) offered this summary as to why he chose to begin the process of becoming a credentialed city manager. “When I retired from my first career and entered my second, I faced a steep learning curve. Trying to figure out where to focus my efforts in learning the local government profession, I was drawn to the ICMA credential as guidance for professional development. It provided a focus for a professional development plan. However, it also quantified the skills and experiences I had gained and demonstrated in my previous career and provided a level of equivalency to those skills. Since then, the rigor and self-discipline demanded to recertify annually is a commitment to continuing my learning – even though the curve isn’t nearly as steep as it once was.”

“From my perspective today, six years after obtaining my credential, it’s clear that a professional credential is becoming



Advantages of ICMA-CM Credentials

- Recognition as a professional local government manager
- Quantification of the unique expertise you offer
- Demonstration of adherence to high standards of integrity
- Demonstration of commitment to lifelong learning
- Structured and focused professional development plan
- Peer review of professional development activities and learning
- Eligibility for Legacy Leaders Program
- Special consideration for workshops and other training, such as the Gettysburg Leadership Institute and Williamsburg Leadership Institute

ing more important in an increasingly professionalized world. The ICMA-CM designation is a readily recognizable certification of education and experience, adherence to a Code of Ethics, and a commitment to continuing professional development. Communities and recruiters increasingly rely upon this certification to indicate the professionalism any candidate brings to the table. The credential’s value will continue to grow. However, it will require ICMA to carefully guard the process and look for ways to increase its relevance, especially as ICMA grows globally.”

ICMA concludes that “Credentialed Managers are viewed with growing distinction by local governing bodies and progressive, civically engaged communities.” Additional information is also available by emailing credentialing@icma.org.

HB 3115 Update

In 2021, the Oregon State Legislature adopted House Bill 3115. The bill requires that any city or county law regulating the acts of sitting, lying, sleeping, or keeping warm and dry outside on public property be “objectively reasonable” based on the totality of the circumstances as applied to all stakeholders, including persons experiencing homelessness. The City of Beaverton is one of many local jurisdictions considering amendments to its current camping ordinances to meet the new requirements of HB 3115 before July 1, 2023.

Homelessness is a complex issue. Any solution a city proposes inherently needs to be multi-faceted because homelessness affects a community in many ways. For most local jurisdictions, amending city ordinances in response to HB 3115 is but one facet of a city’s response to address homelessness. For the City of Beaverton, that means exploring additional homeless services that may need to run in parallel with these code changes and figuring out how to coordinate homeless services with the larger Washington County community.

When the Beaverton city council directed city staff to propose a draft prohibited camping ordinance, the City of Beaverton gathered various internal stakeholders from multiple departments with expertise on the issue and formed an internal work group. This workgroup identified several factors that are important when undertaking this work:

- **Management of public spaces** – Ensuring that any resultant ordinance would conform to the “objectively reasonable” standard yet still meet the needs of the City in managing its public spaces.
- **Feasibility of enforcement** – Assessing whether the proposed enforcement is practical, feasible, and resourced appropriately.
- **Assessment of social service needs** – Assessing whether there is a need for more social services due to the proposed changes to city ordinances.
- **Consultation with neighboring jurisdictions** – Aligning the enforcement approaches by neighboring jurisdictions as much as possible and assessing if the differences may cause unintended consequences.
- **Engagement of impacted communities** – Engaging external stakeholders and soliciting feedback to determine whether there are material, unaddressed issues relating to the language of the draft ordinance.

The City of Beaverton will learn much about what works and what doesn’t as it implements these new requirements in July. Given the changing landscape, the City recognizes that these amendments to its camping ordinance will likely require adjustments and updates over time. However, like other local jurisdictions, the City of Beaverton is committed to learning and improving its approach as new conditions arise.



Join LOC Fridays at Noon for the Latest Legislative News

LOC Executive Director Patty Mulvihill, Legislative Director Jim McCauley and the Intergovernmental Relations team provide the latest information from the Capitol as the 2023 legislative session continues.

When: Fridays at 12 p.m.*

**May 5 and May 12 webinars will be held at 1:30 p.m. due to scheduling conflicts with the President's Regional Roundtables. There will be no webinar on March 24 due to LOC staff traveling to the NLC Conference.*

Learn how to participate via Zoom on the LOC's website: www.orcities.org. The webinars are recorded and available on the LOC website.

The New ICMA Membership Dues Structure

In 2019 the ICMA Executive Board wrestled with an issue that had long been plaguing board members: How do they grow ICMA membership? While members placed a high value on their ICMA membership, some believed the dues were too expensive and often described them as their primary barrier to joining.

ICMA formed a Dues Committee and hired a consultant to guide them through surveying the membership and conducting focus groups to explore various options. In the end, ICMA staff studied 6,000 communities and 250 counties across the United States with an eye toward potential discounts based on population, budget, or a combination of both. Based on the analysis, the team found, among other things, that neither population nor budget size is the sole factor for determining the ability to pay. The team looked at several financial options. The final recommendation reflected a careful balance of forecasting member growth in the years ahead versus the reduction in revenues from the lower cost of dues in the immediate future. The new dues structure was effective on October 1, 2022, and the changes include the following:

- **Managers and Assistants/Deputies (Full Members):** Retained the salary-based approach and decreased the salary adjuster from .008 to .0065 capped at \$1200, representing a minimum 14% dues reduction.
- **Smaller communities discount:** ICMA dues structure has been changed to better serve smaller communities, tying membership dues to community size and General Fund Budget. Full members (CAO or ACAO) working for a local government with a population less than or equal to 7,500 and General Fund Budget less than or equal to \$7.8 million receive an additional 20% discount. The discount will be applied through the join/renew process.
- **Entry level to Department Directors (Affiliate Members):** Established a flat rate of \$200.
- **Private Sector and Academics (Affiliate Members):** Established a flat rate of \$200.
- **Student and Retired Members:** No changes.

Visit <https://icma.org/become-member> for additional information or to become an ICMA member.

Committee Report: Veterans

On January 27, the OCCMA Board of Directors adopted its [2023 Work Plan](#) to guide the committee work throughout the year. This plan evaluates membership interest in creating a “Veteran’s in Local Government Affiliate Group” within the association. The OCCMA would not be alone in this effort; ICMA has a Veterans Advisory Committee (VAC) whose purpose is:

- To raise the visibility of municipal government as a career among active-duty military personnel;
- Build awareness of skills and knowledge that Veterans potentially bring to the profession;
- Develop and improve ICMA’s Veterans programs and services;
- Increase the talent pool of the next generation of local government managers by attracting qualified Veterans; and
- Build and strengthen relationships between the Veteran community and local governments.

In addition, the Colorado City & County Management Association (CCCMA) started the first Veteran’s Affinity Group: Colorado Veterans Leading Government (COVLG). That group’s mission is to advocate, network, train, and provide professional development resources for Veterans and CCCMA members seeking to serve and lead in local government.

In February, OCCMA surveyed the membership to gauge its support of establishing a Veterans affiliate organization in Oregon dedicated to connecting Veterans to serve in local government. The survey comprised two questions:

1. Should this type of group be formed; and
2. Would you be willing to help build this type of organization?

Thank you for responding to the short survey in assisting the OCCMA Board’s decision-making. The results will be shared with the Board of Directors at its April 25 board meeting.

OCCMA Spring Workshop

April 25, 8:30 – 11:00 a.m.

Seaside Civic & Convention Center

Finding the City Path Forward for Houselessness and Community Members in Crisis

Facilitator:

Sara Singer Wilson, President, SSW Consulting

Speakers:

- Jerry Gillham, City Manager, Sutherlin
- John W. McIlveen, Ph.D., LMHC, State Opioid Treatment Authority (SOTA)
- Fred Boss, Oregon Department of Justice
- Glen Suchanek, MSW, CSWA, QMHP, CADCI, CRMII, Behavioral Health Specialist, Milwaukie

Come share and learn how communities across the state are addressing houselessness, opioids and the mental health crisis. What is working? What is not? And where can communities get funding to support these neighbors in need?

The OCCMA Spring Workshop is held during the Local Government Spring Conference, April 25-26 in Seaside.

Register by April 7 on the [LOC website](#).

2023 CALENDAR OF EVENTS

March 28-31

NW Regional Managers Conference
Fairbanks, Alaska

April 25-26

OCCMA Spring Workshop & Board Meeting
Seaside Convention Center

July 19-22

OCCMA Summer Conference
Pendleton Convention Center

August 31

OCCMA Board of Directors Meeting
Virtual

October 11-12

OCCMA Board Meeting & Fall Workshop
The Graduate, Eugene

November 16-17

OCCMA Board of Directors Retreat
Independence

Local Government Spring Conference April 25-26, 2023 in Seaside

This two-day event will be a great opportunity for public officials from around the state to network and learn about issues impacting all cities.

Learn more and register at www.orcities.org.



City Manager Spotlight

Meet Peter Brandom, Cornelius City Manager

Peter Brandom became the City Manager of Cornelius in October 2022. Before applying for the position, he had worked next door at the City of Hillsboro for 14 years. As part of our new manager spotlight, Peter graciously agreed to tell us about himself and his journey to becoming a City Manager.

Q: What brought you to this job, and what motivated you to become a City Manager?

A: When City Managers for whom I've worked would ask groups to raise their hand if their goal was to be one, I wouldn't be the one raising my hand. It wasn't that I couldn't imagine it; it just hadn't been a specific goal, although it had been on my mind. Last summer, a mentor suggested I apply for this position. After a fairly grueling process, I was privileged to be chosen by the Cornelius City Council as their next City Manager. I follow in the footsteps of prior long-time managers Dave Waffle, Rob Drake, and others before them. Thanks to them, this organization is set up well for the future!

Q: Are there things you wish you'd known before becoming the City Manager? Did you feel prepared?

A: Coming in as a first-time City Manager, having spent the past 14 years as Senior Project/Program Manager at the City of Hillsboro, I knew I had absorbed much more there than I realized—still, the adage about not knowing what I don't know rattled around my head. A few months in, I am grateful for the encouragement to apply and the position. I am thrilled that I took the leap. The knowledge I gained from working in the City Manager's Office in Hillsboro, and the skills I formed there and prior, I know now, prepared me well for this role.

Q: What are your impressions of your community and the organization thus far?

A: Cornelius is a special community. We have an amazing Mayor and City Council and dedicated, humble, capable staff who care about the community and its members. More than a couple have worked here

nearly four decades, which is a testament to both the quality of life and work here. We are establishing organizational priorities, prioritizing issues we must address, and working to maximize our work's effectiveness.



Q: What are your priorities for tackling your first City Manager gig?

A: First, I wanted our leadership and City Council to be aligned immediately, so we convened our Council and Senior Leadership Team in February to affirm our strategic objectives and actions for the next 1-5 years. We are working hard to assess areas of our organization that need support, most of all our fire service. We will soon begin the process of a community visioning program – perhaps the first for this community – to establish what all community members want for our future. In parallel, we plan to wholly update our Comprehensive Plan, which dates from the '80s.

Q: What are you looking forward to most in your first year in the administration?

A: There is much more that we plan to achieve together, and thanks to the selflessness and sacrifice of our elected leaders, and many contributions from community volunteers and partners, we will most certainly achieve it!

RETIREMENT

Jodi Fritts Retires

By Gary Milliman, ICMA Senior Advisor

Gold Beach City Administrator Jodi Fritts retired in February after 11 years in that role, concluding a 33-year career in local government. Her public service career began as a volunteer with the U.S. Forest Service in 1987, and she was hired full-time by USFS in 1989. From there, she became a 9-1-1 telecommunications operator/dispatcher with the Curry County Sheriff's Office. She transferred to the Public Services Department in 1995, where her position was split between planning and the surveyor's office.

"Working in the surveyor's office was amazing," Fritts said. "Even though I pretty much lived in Curry County my whole life, I only ever really knew central Curry. Doing fieldwork for the surveyor allowed me to see all the corners of the County. There are some beautiful areas up the Winchuck River and Langlois Mountain Road that I would never have seen if I wasn't doing survey work."

She worked for Curry County until 1999, when she left for the City of Eugene and the Lane County Planning Department, but returned home to Curry in 2001. Initially, she was the City Planner in Gold Beach, then bookkeeping was added to her duties. In 2005, she was asked to return to the County Planning Department; she left as the Planning Manager in 2010.

Fritts continued to work as the City Planner and bookkeeper during her time at the County, and in 2010 she returned to Gold Beach as the full-time Administrative Services Director (and still planner and bookkeeper). "The City Administrator left in the fall of 2011, and on my birthday in October of that year, the Council appointed me City Administrator," Fritts noted.

Q. What prompted you to become a City Administrator?

A. "I certainly didn't want to be a City Administrator when I grew up! Pretty much all my jobs in public service have kind of landed in my lap – not so much me seeking them," Fritts said. "When the Council appointed me in 2011, all I had really wanted was for them not to hire an interim City Administrator while they were



May 4, 2015 ceremonial groundbreaking (Jodi third from left)

looking for a new one! I figured whoever came on as an interim I would be doing pretty much everything anyway. When they asked me how I felt about just taking the job in the September meeting, I was gobsmacked. However, I figured I should say 'yes' because I didn't want to break in a new City Administrator."

Q. What gives you the greatest satisfaction with the job?

A. "Helping folks get to some version of YES. I have always tried my best to remember my job is to SERVE," Fritts emphasized. "When folks come in with development or business plans, maybe what they initially planned isn't really feasible or maybe not permitted in the fashion they hoped, but I try my best to help them get to some version of YES – maybe not totally what they wanted, but a version that lets them do what they intended. I have tried in my years of service to steer clear from the hard NO – that doesn't help anyone."

Q. How has the job or job expectations changed throughout your career?

A. "Most changes have been political – whether locally, state, or federal. Those are the drivers of what priorities are – even for cities our tiny village size. I think the longer you do this job, the more you realize that, in the end, a lot of what seemed incredibly im-



Jodi (left) with then councilor, now Mayor Tamie Kaufman.

portant at one point really doesn't matter in the grand scheme of things. Like the line from the Terminator: *'in a hundred years, who's gonna care!?'*”

“Also, the pandemic, in my opinion, completely changed everything. Everything I thought I knew to be true and right has completely gone out the window. In the beginning, I thought about ‘when things get back to normal,’ but there is no ‘normal’ anymore. It’s just this weirdness that so far hasn’t ended. I will be honest and say it has been a contributing factor to wanting to retire – there just seems to be ZERO civility in the world anymore, and it’s very exhausting.”

Q. Looking back, what is your greatest accomplishment?

A. “I’ve never looked at stuff as MY accomplishment. I’ve always viewed my job as assisting (fill in the blank – county, city, commissioners, council, mayor,

etc.) whoever in getting to their goal. It’s not my accomplishment; it’s theirs.”

“I guess if I had to name something (and most of the folks probably had no idea we were involved), it would be helping to ensure that we were able to rebuild our hospital here in Gold Beach after our old hospital was not able to meet fire code any longer. There was a concerted effort on a state level not to allow us to rebuild over misguided risk management concerns related to the 2011 Japanese earthquake. Persons in positions of authority on the state level were literally trying to prevent us from rebuilding the ONLY hospital in our County. It was just mind-blowing.”

“I get to see the hospital from my office window and back door, and every day when I leave, I am happy that we were able to help keep that facility here for our citizens and, indeed, the whole county.”

“And I guess that is one of the things I enjoy about public service—just quietly going about the work. Most citizens probably had no idea what role the City and I had in helping to ensure the hospital got rebuilt. And that is just fine. But when I look at that great facility, I feel a lot of personal pride that I had a hand in making it happen.”

Q. What are some of your off-the-job or stress-relief activities?

A. “I am by nature an introvert, so I don’t do a lot of activities or club kind of things.

“I like to read (Michael Connelly is a favorite), and movies are always something I have shared with my sons. All three of us love action adventure (the more explosions, the better – it lets me get out my aggressions vicariously), and I am a huge James Bond fan (the correct answer is Sean, then Daniel).”

SAVE THE DATE



July 19-22, 2023
OCCMA Summer Conference
Pendleton Convention Center

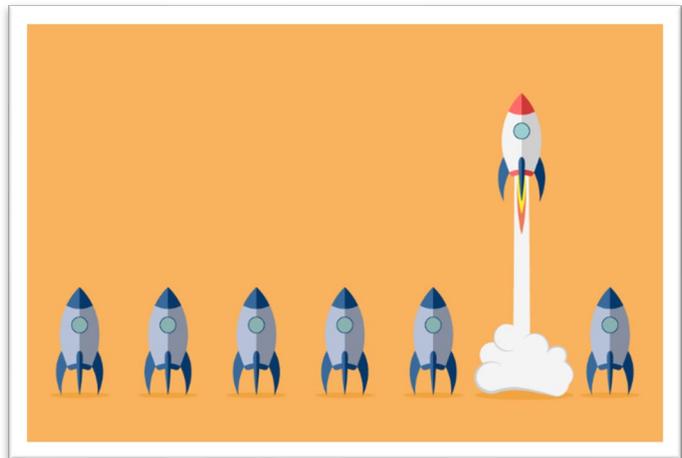
ICMA | coaching program

Career Compass No. 97: Seven Ways To Boost Your Leadership Capabilities

How does one move into a management position when one has little management and leadership experience?

By Dr. Frank Benest | Oct 05, 2022

I'm a senior management analyst in a public works department in a large Southeastern U.S. city. I report to the public works director with whom I have a good relationship. I handle the department budget and am good at staff analysis but want to move into a management position in my department or some other department. I serve on several cross-department teams (i.e., the environmental sustainability team), so I have some exposure to non-public works functions; however, I don't formally supervise other staff or manage a program.



So, I'm stymied on how to gain the necessary experience to advance into management. How do I realistically get ready by developing some management and leadership experiences and skills?

You are experiencing a common dilemma: How does one move into a management position when one has little management and leadership experience?

Becoming the Best Version of Yourself

To begin the journey of leadership development, you must become more aware of how you interact with others in trying to exert influence and how others behave in leadership roles and situations. Specifically, what are your leadership strengths and weaknesses as well as those of others whom you observe?

Self-Reflection and Feedback

To maximize what you have to offer in a management position, you must leverage your strengths. (Typically, we worry too much about our weaknesses.) How do you identify your strengths? There are several ways:

“WE DON’T WANT TO CHANGE YOU. RATHER, WE WANT YOU TO BECOME THE BEST VERSION OF YOURSELF.”

- Do some self-reflection. Ask yourself:
 - Why would anyone follow me? (identify 2-3 reasons)
 - Why would anyone be reluctant to follow me? (identify 2-3 reasons)
- Review past performance evaluations, which will reveal your strengths.
- Have a conversation with your manager and ask about your strengths and any areas that need improvement so you can advance (it is best to do this in a development conversation as opposed to an annual performance review).
- Have a similar conversation with a formal or informal coach or a trusted colleague.
- Take an online assessment, such as “Strength Finders.”

Observation and Critique

To enhance your leadership behaviors, you should observe managers and formal or informal leaders. What do they do well? What don’t they do well?

When I was a young and inexperienced leader, I worked in a city government that was led during my tenure by three terrible city managers. I found them to be aloof and very status-oriented; they cared about themselves more than others; they focused solely on the city council and department heads; and they never truly engaged with employees. They demanded results but were not very effective in achieving them. I vowed never to repeat their mistakes when I advanced into senior management.

I am not suggesting that aspiring managers and leaders compare themselves with others. However, you can certainly learn what to do and what not to do through observation and critique.

Through self-reflection, feedback, and observation, you can get a feel for your strengths and potential as a leader, not to change you, but to become the best version of yourself.

The research on leadership development suggests four key findings:

“TRUE DEVELOPMENT DOES NOT HAPPEN THROUGH CLASSROOM EDUCATION.”

- **Learn by doing.** True development happens not through classroom education. Rather, growth occurs through a series of stretching job assignments coupled with helpful and candid feedback and coaching.
- **Understand the 70/20/10 ideal mix of development.** Again, we tend to focus on classroom training. The research identifies the following ideal mix of learning and development: 70% of your growth and development should come from learning through doing; 20% should come from coaching; 10% should come from classroom education.

How close are you achieving this 70/20/10 mix of development experiences?

- **Secure 2 + 1 Coaching.** Everyone (including world-class athletes) needs coaching. The minimum formula for coaching is “2 + 1.” You need a formal or informal coach within your department (your manager or someone else) who knows how the department works, and a coach (usually a senior manager but not necessarily) in another department who knows the organizational culture and politics of the agency. That’s the “2.” In addition, you should have a coach from another agency who knows the local government profession. That’s the “1.”

(See below for ways to secure a coach.)

- **Seek the “sweet spot” of learning.** The sweet spot of learning and development is when you get a stretch assignment where there is a 50-70% chance of success. If there is a 90% chance of success, there is no learning and development. Your boss is just giving you more work that you know how to do. If there is only a 40% chance of success, the assignment will be too stressful and you may feel overwhelmed and withdraw.

“THE SWEET SPOT OF LEARNING AND DEVELOPMENT IS WHEN YOU HAVE A 50-70% CHANCE OF SUCCESS.”

To grow, you must get uncomfortable, but not too uncomfortable.

Practical Ways to Develop Your Leadership Competencies

Here are seven ways to develop your leadership skills and persona:

1. Actively schedule and participate in an ongoing series of development conversations

Invite a manager or formal or informal coach to coffee and ask to pick their brain about your career. To guide the conversation, you can ask:

- What are my strengths that I can leverage as I advance?
- What are some gaps in my experience or skills that I should work on?
- What are some options or different ways for securing these experiences or skills?
- What is a realistic step or two to advance in my career here in this agency or elsewhere?
- What is an upcoming challenge for our organization that I can get involved in as a formal or informal leader?
- What kind of support do I need?
- What kind of support or assistance can you provide?
- What is an experience from your career journey that may be relevant to me as I contemplate advancement?
- What are some professional associations and regional opportunities in which I could participate and stretch and grow?
- Who else can I talk to?
- Can you make an introduction for me?
- Can we schedule a follow-up chat after I clarify my thinking or take a step or two?
- How can I help you?

2. Get a formal coach

As stated above, everyone needs a coach or two or three. Your local government organization or your professional association may offer a formal coaching or mentoring program. Take advantage of this opportunity!

“TO GROW, YOU MUST GET UNCOMFORTABLE, BUT NOT TOO UNCOMFORTABLE.”

Through its Coaching Program, ICMA offers free one-to-one coaching through *CoachConnect*, an online coaches registry. Free coaching is available to any local government employee; you do not have to be a member of ICMA. So, go to *CoachConnect* at [icma.org/1-1-coaching](https://www.icma.org/1-1-coaching), register as a learner or coachee, review the profiles of the coaches, and send an email via the *CoachConnect* platform asking to schedule a telephone chat, zoom meeting, or in-person get-together with a coach. It can be a one-time or periodic conversation or an ongoing relationship.

Another option is to invite a senior manager from inside or outside the organization for an in-person or virtual cup of coffee and an informational interview. The result of this conversation is not only valuable information. You also want to “hook” the senior manager on your development potential so he or she will be on the lookout for opportunities for you and sponsor you for such opportunities. (See [Career Compass No. 78: Info Interviews—A Tool to Help You Advance.](#))

3. Actively seek options and opportunities to expand experiences

With the support of your manager or informal coaches, you can seek and secure new growth experiences, such as:

- An acting or interim management position (this is often the best way to gain management experience).
- A team leader of a capital improvement project involving different disciplines (architects, engineers, finance people, landscape architects).
- A leadership position on a newly formed department or cross-cutting, multi-department committee.
- A coordinator for a business or neighborhood outreach effort.
- Job rotation or exchange with another position.
 - Participation in a professional association or regional group committee.
 - Supervisor for a team of summer interns exploring a hybrid model of work for your department or a group of departments.

“IN WHAT AREAS CAN YOU BEGIN TO FLEX YOUR BEHAVIOR?”

Options thinking is critical. There is not one way but many ways to get the experiences and skills that you need.

4. “Flex” Your Behavior

In terms of expanding your portfolio of leadership behaviors in any given situation, you want to identify opportunities to flex your normal or “go-to” behaviors. Let me give you an example.

When I did a self-assessment at mid-career of my leadership strengths, I concluded that people tended to follow me because of my big ideas and my courage to pursue those ideas regardless of the obstacles. However, when I asked myself why people would be reluctant to follow me, I concluded that when I ran into a team meeting with my big idea to address a challenge, I enthusiastically advocated my idea and sucked all the air out of the room. Team members would say “Frank, great idea. We will follow you.” However, because it was not their idea, no one really followed.

Therefore, I had to flex my behavior. I started by asking two team members before the meeting to come to the brainstorming session and first present their ideas. I then experimented by going first to the least senior or least influential members of the team and asking them to share one idea or one possible solution. Then I practiced facilitating a discussion and weaved into the conversation all the good ideas (including my good idea). Of course, the resulting ideas were better and more robust than my idea and there was team ownership and commitment.

In what areas can you begin to flex your behavior?

5. Partner with another leader

No one leader has all the necessary leadership skills to succeed. Consequently, it is important to collaborate or partner with others.

Let's say that you find it difficult to facilitate a large department or community meeting. You can partner with a colleague who knows how to facilitate such a meeting. You can do the welcome, share some basic information, let your partner facilitate the discussion, and then end the meeting by summarizing a few themes and the follow-up.

"NO ONE LEADER HAS ALL THE NECESSARY LEADERSHIP SKILLS TO SUCCEED."

Together you lead. In the process, you learn by observing your partner, debriefing the experience, and slowly expanding your role and behaviors.

6. Seek growth experiences outside your organization

Don't limit yourself to learning and growth within your agency. To develop new leadership experiences and skills, consider these opportunities:

- Professional groups

Professional associations in your discipline or in general local government management (such as your state local government management association) are always looking for volunteers to serve on committees, write articles for their publications, or make presentations on conference panels. Your manager, colleague, or coach can make an introduction or you can simply raise your hand and suggest yourself. Volunteer to serve as a chair or vice chair. Or identify an emerging topic (developing hybrid work models in public works or retaining your public works talent) and develop a panel discussion for the next conference.

- Nonprofit organizations

Nonprofit organizations or community, school or neighborhood associations always need leadership talent. Volunteer and lead.

- Faith-based groups

Faith-based groups also need volunteers to take on organizational and leadership tasks. Demonstrate your leadership talent.

As a young parks and recreation professional, I wanted to move into human services management. Recognizing significant gaps in my portfolio of experiences and skills, I took the following actions:

- Joined the California Parks and Recreation Society, served on a committee, wrote a few articles on “hot” or emerging topics, and made several conference presentations.
- Volunteered at the local free clinic as a counselor to get some human services program experience.
- Joined a Latino community organization and volunteered to serve on their board and thereby developed some policy experience.
- Got elected to serve as the president of the employee association (no one else wanted the position so I raised my hand) and developed labor relations experience and negotiating skills.

At the end of several years, I was hired by another city as its assistant director of the human services department.

7. Start small

To further advance on your leadership journey, pick a behavior that you would like to enhance (such as speaking up in team meetings). Practice this skill, debrief with a coach or trusted colleague, make any adjustments, and practice some more.

When you have gotten better, pick another behavior that can propel you forward.

Two Career Journeys

Two of my colleagues actively demonstrated how to proactively develop their management and leadership experiences.

Melissa Stevenson Diaz served as the assistant to the city manager in Morgan Hill, California. She wanted to move into a deputy or assistant city manager position but needed a larger agency experience and a bigger-picture view. With the support of her city manager, Melissa applied to participate in the regional Management Talent Exchange Program sponsored by the regional city managers association. For three months, she served in the strategic planning unit for the large water agency in the region. Not long after her water agency experience, Melissa secured the position of deputy city manager in Fremont, California. Melissa is currently the city manager of Redwood City, California.

Kelly McAdoo was also an assistant to the city manager in Palo Alto, California. Kelly wanted to similarly advance to an assistant city manager position but had little program and personnel management experience. With the support of the assistant city manager and city manager, Kelly served for six months as the acting manager for the arts, open spaces, and sciences division in the city’s community services department. Shortly

thereafter, Kelly was selected as the assistant city manager of Hayward, California. Kelly is currently the city manager of Hayward, California.

Both Melissa and Kelly were self-reflective of what they had to offer and what new experiences they needed. While neither had expertise in water or community services, they got leadership experience and were able to advance.

70% Ready

Like most senior managers, I never had perfect training and experience for an advancement. I had to get myself ready by proactively seeking different opportunities to learn and grow.

It should be emphasized that I've never been 100% ready for a promotion or a new position of responsibility. At best, I was 70% ready, which, therefore, required that I had to focus on learning and growing and thus proving that I was up to the challenge. That was good for me and good for the organization.



Sponsored by the ICMA Coaching Program, [ICMA Career Compass](#) is a monthly column from ICMA focused on career issues for local government professional staff. Dr. Frank Benest is ICMA's liaison for Next Generation Initiatives and resides in Palo Alto, California. If you have a career question you would like addressed in a future Career

Compass, e-mail careers@icma.org or contact Frank directly at frank@frankbenest.com. [Read past columns](#) at icma.org/careercompass.

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City Spotlight: Beaverton

Downtown Equity Helps Promote Inclusion, Prevents Displacement in Beaverton

Jenny Haruyama, City Manager, Beaverton

In a significant moment for our community, the Beaverton City Council adopted a Downtown Equity Strategy in November 2022 to guide redevelopment activities. Developed in partnership with community organizations, the strategy provides new tools to create an inclusive downtown that prevents and mitigates displacement and embeds racial equity in decisions and engagement.

The City of Beaverton will actively use these new tools—such as better community engagement, improved transparency, and audit processes—during the planning and development of various downtown area projects to help ensure that all residents and business owners benefit from revitalization.

The Beaverton Urban Redevelopment Agency (BURA), the group responsible for administering and monitoring urban redevelopment and renewal activities within Beaverton, also approved the strategy. BURA is expected to invest an additional \$70 million to redevelop the city's urban renewal area during the next ten years.

To create the Downtown Equity Strategy, a team of city staff and local consultants was brought together, led by Vision Action Network, Coalition of Communities of Color, ECONorthwest, Adelante Mujeres, APANO, and Bienestar. The project team engaged nearly 300 residents and business owners, researched community and market data in the project area, and studied how other communities across the country addressed displacement and equitable development issues.

Black, Indigenous, and People of Color (BIPOC) communities were intentionally brought in to participate in interviews and focus groups to ensure historically underserved communities were invited to and could contribute. To expand our reach, online engagements, and in-person events were offered in multiple languages and settings.

We heard community members want more intentional community building, especially around public spaces. They also shared support for placemaking opportuni-



ties, assistance for local businesses, more involvement, deeper relationships within our neighborhoods, and better access to critical resources.

One immediate application of the strategy is adopting a new framework to guide the city's successful storefront and tenant improvement grant programs with a renewed focus on equity and displacement mitigation.

Beaverton's storefront and tenant grant programs offer design and improvement grants that significantly impact our local business community. In February, the two existing programs will merge into the new Building Improvement Program that will have expanded eligibility and support for small businesses. Grants will increase to a maximum of \$75,000 for those businesses with less than 25 employees.

You can learn more about Beaverton's Downtown Equity Strategy at www.BeavertonOregon.gov/DES. To learn more about downtown development activities, projects planned, and grant opportunities, visit www.BeavertonOregon.gov.

Addressing Homelessness with Help from Bloomberg Harvard Collaborative

Jenny Haruyama, City Manager, Beaverton

Homelessness is a challenging and complex issue affecting much of the region. It's a topic that requires collaborative attention from local governments and our partners as we balance support for individuals and families experiencing homelessness while maintaining the integrity of our cities for all to enjoy.

Late last year, the City of Beaverton convened a group of nearly 40 leaders representing various local agencies to address homelessness as part of the Bloomberg Harvard City Leadership Initiative. This nationwide program equips city leaders with the skills and management tools to tackle complex challenges and improve people's quality of life. From that group, a team of eight city and community partners has participated in a year-long curriculum to assist Beaverton in developing solutions to address the impacts of street homelessness. Recently, the team traveled to New York to meet with Harvard professors at no cost to participants.

In 2022, the Beaverton City Council approved the city's [first year-round shelter](#) for added relief and better access to services for those experiencing homelessness. This valuable community asset, long planned and supported by community members, will provide further stability to individuals and a critical link to housing through increased capacity, onsite resources, and health services. This effort is one of many ways the City of Beaverton works to respond to homelessness compassionately and safely.

The City of Beaverton also recently received a \$300,000 grant from the Metro Regional Refresh Fund to support community-based cleanup requests, including those from local businesses, focusing on areas that have increased garbage due to homelessness. The grant will not be used on "sweeps" or removal of houseless camps but instead focuses on routine, frequent cleaning of routes identified by community requests and city leadership.

Looking ahead, Beaverton and cities across the state will turn their attention to HB 3115, which requires

each local jurisdiction to amend its camping ordinances to ensure that they are "objectively reasonable as to time, place, and manner with regards to persons experiencing homelessness."



As we clarify city camping ordinances, we expect to further the work underway to provide safe options for unhoused community members.

Together, we better understand how our approaches can have the most significant impact. We look forward to learning more through efforts like our involvement in the Bloomberg Harvard program and sharing our experiences to benefit all our communities.





2023 COACHING PROGRAM

THRIVE IN LOCAL GOVERNMENT

UPCOMING FREE WEBINARS

THURSDAY, APRIL 20

Innovative Ideas to Solve
Everyday Problems

THURSDAY, MAY 18

Fostering Civil Discourse: How Do We
Talk About Issues That Matter

THURSDAY, JUNE 15

Creating Livable Communities:
The Path to Community Prosperity

THURSDAY, SEPTEMBER 7

High Performance Local Government:
Creating a Culture of Higher
Organizational Performance

THURSDAY, OCTOBER 19

Career Pathways to Move Up the
Local Government Ladder

THURSDAY, NOVEMBER 16

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Oregon Senior Advisors



From
**Sheila
Ritz**

Clackamas County Managers Meeting (January 9, 2023)

In attendance were **Martha Bennett (Lake Oswego)**, **Sara Jo Chaplan (Oak Lodge Water Services District)**, **Dan Huff (Molalla)**, **Tony Konkol (Oregon City)**, **Megan George (Tualatin)**, **Jacque Betz (Gladstone)**, **Jeanna Troha (Wilsonville)**, **Ann Ober (Milwaukie)**, **Melanie Wagner (Estacada)**, and **Scott Archer (Canby)**. They discussed funding for public works projects, changes on their City Councils, and addressing homelessness, including shelters, transitional housing, more permanent housing, and behavioral health staff. Dan Huff said there was talk in Molalla about forming an armed militia to patrol the community. However, I talked to Dan later; he said this did not materialize. It was stated that the Ford Family Foundation has an excellent process for developing a community vision and strategic plan.



Kevin Greenwood, Executive Director, Port of Hood River

Originally from Vancouver, Wash., Kevin earned a Bachelor of Arts in English and Political Science from the University of Washington. He also earned his Master of Public Administration from PSU. Before Kevin's public service career, he was a small business owner writing and publishing. He started his public service career in the early 2000s with Rockaway Beach doing grant writing and developing financing for the city hall and community center facility. Then he was the Garibaldi city manager for five years, the Port of Garibaldi Manager for five years, the Port of Newport Director for four years, then started with the Port of Hood River as the Project Manager for the bridge replacement project. He was in

this position for five years and then appointed by the Commission to the Executive Director position when the previous Director retired in 2022.

This bridge across the Columbia River was built as a toll bridge in 1924 and is not on the state highway system. It joins Hood River in Oregon with the cities of White Salmon and Bingen in Washington. The Port bought the bridge in 1949 for \$800,000; its replacement is a \$500 million project. The financing obtained to date is \$5 million from the State of Oregon, \$5 million from the State of Washington, and \$5 million in Federal funds for the preliminary work. They have also received \$75 million from the State of Washington for construction.

Legislation has been passed to allow a new bi-state local government, the Bridge Authority. Once this new entity is created, the Port of Hood River will be out of the toll bridge business for the new replacement project. The new Bridge Authority will be able to issue revenue bonds to help finance the new bridge construction. However, they are prohibited from levying any property taxes. The Commission Formation Agreement (Charter document) is close to completion. Then the involved parties will nominate individuals to the two counties (Hood River and Klickitat), and the counties will appoint the new Bridge Authority Commissioners to 4-year terms. An analysis was done to determine if it was better for the new Bridge Authority to be formed under the state laws of Oregon or Washington. It will be created under Oregon law, but the principal place of operations does not have to be in Oregon, which is yet to be determined.

Collected bridge tolls have subsidized the other Port of Hood River activities since the 1940s. These other activities include the airport, recreation parks, marina, and commercial and industrial parks. The tolls have provided 60% of the Port's budget revenue. Planning for this significant loss of revenue is underway, which will likely be as much as \$3 million. The Port only received \$70,000 out of a \$12 million budget from standing property tax. They will conduct a staff time study to determine the personnel costs that should be charged to each activity fund. They are meeting with other recreational park providers to discuss more efficient park operations options. They are working on attracting more development in their commercial and

industrial parks. Much work must be done to provide sufficient funding to sustain the Port's operations, and Kevin is up to the task!



Jordan Bennett, City Manager, Cascade Locks

Jordan started as the new city manager on October 24. He has a Bachelor of Arts in General Business and Human Resources from Eastern Washington University. He also earned his Master of Public Administration online from Villanova

University. Before coming to Cascade Locks, Jordon was the Interim General Manager (8 months) and then the Human Resources Director (3 months) for the Paiute Tribe in Burns, Oregon. Before that, he was the Fairgrounds Manager for Harney County, Oregon, for four years.

In Cascade Locks, Jordon is seeking a grant to replace the roof and add solar panels to the city hall building. Their city hall is almost 100 years old and needs to be seismically retrofitted along with other improvements. They are exploring all options and associated costs. They may or may not stay in this building.

Jordon is also working on developing a strategic plan for Council approval. He has been getting to know the community by talking with businesses, residents, other organizations, and staff. I told him the City of Canby, and others, have gone through this process, and perhaps they could be helpful from their experience. The City received an EDA \$3.3 million grant to upgrade their electric utility system and that work is in process. Unfortunately, they are still understaffed for the electric utility having a very difficult time hiring linemen. Jordon is also working on obtaining a "quiet zone" from the railroad for the community. There are a number of improvements that will need to be constructed in order to meet the railroad's criteria to approve a "quiet zone."

Jordon stays with relatives in Gresham until he and his wife can sell their house in Burns and find something affordable here. Wishing him the best with his move and new position!



Tony Konkol, City Manager, Oregon City

The City has a \$284 million water infrastructure project for which they have received a \$14 million Federal loan from WIFIA (Water Infrastructure Finance and Innovation Act). These funds will allow needed improvements to protect and

upgrade the City's water infrastructure and expand capacity throughout the City. The City's Charter requires a vote of the people to be able to issue any debt, and voters approved the issuance of debt for this project.

The City had purchased and renovated an industrial building to accommodate their needs. Now that the new public works facility is open, public works, parks, and IT are all in one building. The City hired its first IT Director, Michael Dobaj, who started on January 17. Designed by Scott Edwards Architecture, the facility received the Project of the Year award from the Oregon Chapter of the American Public Works Association.

The City received approximately \$8.2 million in ARPA funding. Some of the more significant investments include the allocation of \$5.6 million to water system infrastructure improvements, \$600,000 for a downtown railroad crossing quiet zone, \$400,000 for a potential facility for homeless services, and \$400,000 to construct a new restroom facility on Main Street in downtown at the base of the municipal elevator.

The City has rewritten its Urban Renewal Plan to include a detailed process and criteria for selecting projects to receive urban renewal funds. They have \$44 million available, but voters must approve issuing any debt. The 11th amendment to the Urban Renewal Plan identified three priority projects: the redevelopment and mitigation at the Rossman Landfill, the development of the Stimpson Lumber site, development and mitigation of Clackamette Cove. Additional projects include the development of the vacant 12th and Main Street property, improvements to the County Courthouse on Main Street, and upgrades to the Oregon Territory Museum.

The City is just starting a Youth Advisory Committee. They are taking applications to serve on the committee and are hoping to get several students interested. The City is wrapping up a community and an internal DEI Task Force. The City will discuss the next steps with the Commission during goal setting.



Megan Phelan, Assistant City Manager, Lake Oswego

Megan was assigned the Emergency Management project of getting the community more prepared, especially seniors and people with disabilities, so they have what they need to survive the first week following a disaster. When I

met with Megan, the Council had just completed their Goal-Setting session identifying 8 overarching goals and developed around 20 initiatives in support of those goals. Staff is now developing a work plan for Council approval to accomplish those initiatives.

Update on the pickleball court controversy: The Council shut down the outdoor pickleball court following extensive complaints about the noise from the adjacent neighborhood. The City looked at relocating it to a different park where it would be further away from residences.

The City has been working with the School District to construct a Recreation and Aquatics Center jointly. This facility will be located on a portion of the municipal golf course to a nine-hole facility. The facility is planned to include a 12-lane competitive pool, a 4,500 sq. ft. recreation pool with three additional lanes for lap swimming, a 3,750 sq. ft. weight and cardio area, a 7,250 sq. ft. gym, a 2,000 sq. ft. multi-purpose group fitness rooms, front desk centralized check-in for aquatics and golf, and office space. This project is partially funded with their 2019 Park Bond proceeds. However, after bids were submitted last November, the project cost presented a \$3.6 million-dollar gap. The City and School District continue looking into ways to fund the shortfall without eliminating any square footage or programs. Proposals for the project were significantly higher than anticipated due to rising construction costs caused by inflation and labor and materials cost escalation. The Council did award the project to Triplett Wellman Contractors for construction to be completed in summer 2024. The City will be responsible for operations, with the School District paying a portion of the costs annually.

Another planned project is Rassekh Park. The City owns a 10-acre parcel which they planned on developing now with a multi-purpose sports field, covered picnic area, playground, trails, and a 10,000 sq. ft. skate park. The City used to have a skate park at the site of

the old Public Works Operations Center. The skate park had to be eliminated in the construction of the new Public Works Operations building. However, bids for this project also came in significantly higher than anticipated, so the Council decided to put this project on hold and divert some of the funding to the Recreation and Aquatics Center project to help fund the shortfall. The skate park supporters are asking the City to develop the skate park first in a phased development approach (no decision yet).

Megan gave me a quick tour of their new City Hall. It was constructed right next to the previous city hall building. Once the staff could move into the new building, the old building was demolished. That area turned into parking and an outdoor seating area. It is an impressive, modern building with lots of glass and exquisite art pieces. The Court and Council Chambers area is a shared room since the court is only held on Wednesdays. Large windows behind the Council dais allow you to see Mt. Hood on a clear day. Three large conference rooms in the lobby look out over the parking area. All the bathrooms are non-gender individual bathrooms. The whole building is very nice indeed!



Clatsop County Area Managers started the New Year hosted by our coordinator Kevin Leahy, Executive Director - CEDR (Clatsop Economic Development Resources) & Clatsop Community College SBDC. We gathered at a local restaurant with the initials ABC. Kevin is the Executive Director of Clatsop Economic Development Resources. In my last quarterly article, I included their website description. We had more of a social meeting than a focus on reports of what was happening. There was a discussion of restaurant food favorites and fish. We talked with those closest to us about what was happening and working with the State with a large number of agency staff turnovers. We had a great time visiting and eating great appetizers.

There are 18 of us on the list, including representatives of State and regional agencies. A few managers were unable to attend because of their local meetings.

Ester Moberg, City Manager for **Warrenton**, was introduced in the last Newsletter. County Manager **Don Bohn**, and **Monica Steel**, Assistant County Manager, attended from **Clatsop County**. **Jeff Hazen** from **Sunset Empire Transit** was there. **Melissa Thompson-Kiefer**, City Manager in **Nehalem**, and **Spencer Kyle**, **Seaside's** manager who started last July, were also included in the previous Newsletter.

On January 19, the OCCMA Support for Managers Committee met virtually in a session established by Angela Speier, LOC Projects and Affiliates Manager. We did not have an ICMA participant. We talked about what was going on in our areas. Gary Milliman sent a photo.

Astoria's new City Manager is **Scott Spence**. He started on January 2, 2023. He was born in Salem, has family in Oregon, and was a former manager in Sherwood. Previously, he was the City Manager in Lacey, Washington. He worked for Lacey for 23 years and was promoted to City Manager in 2011. Scott noted that he's found that Astoria has a sense of pride and civic engagement. Many partners are willing to make it a better community. The 150 years for the Astoria-Warrenton Chamber of Commerce speaks volumes about community engagement. The economic opportunities are interesting. The historic downtown, rebuilt in 1923-24 after burning in 1922, and the various groups investing in redevelopment and supporting tourism demonstrate civic involvement. The four museums in the city help draw people into the community.

Early in February, his family moved into the community. His son will be a Senior at Astoria High School. He'll be a "Fisherman" like my youngest son, who graduated after my family moved here from Milwaukee in September of 2000. Scott is getting established in the community, and Monica Steel is the President of our Rotary Club. She has invited him to visit the historic 1920s Elks Building, where the Rotary meets. It is a distinctive historic building next to Astoria's historic City Hall. The Elks Lodge was listed in the National Register of Historic Places in 1990. It was built in 1923.



Jackson County managers held their monthly open-discussion meeting (their last of 2022) on Halloween, and **Central Point** City Manager **Chris Clayton** more or less challenged me to come in costume. Here is a photo of me at the meeting: Can you guess what I am? Nobody at the meeting could (Hint: not the invisible man; the answer is provided below.)

Present at the meeting were **Chris Clayton, Central Point; Danny Jordan, Jackson County; Brian Sjothun, Medford; Joe Lessard, Ashland; Aaron Prunty, Eagle Point; Ryan Nolan, Rogue River; Eric Swanson, Phoenix; and Jason Ledbetter, Yreka, Calif.** The discussion covered a broad range of topics, including:

- Urban growth boundary expansion;
- Fire district consolidation;
- Land use prescriptions for psilocybin treatment centers;
- Funding for homeless services;
- Property tax collection projections;
- Administrative leave for exempt staff;
- Purchasing policies and use of credit cards; and
- How to post a required notice in the newspaper when the Medford *Mail Tribune* no longer publishes a print edition. (It gets worse. The *Mail Tribune* stopped publishing altogether on January 13. Fortunately, EO Media, which publishes the *Bend Bulletin* and 14 other newspapers, has started publishing a Rogue Valley newspaper.)



Ryan Nolan is the new city administrator in **Rogue River**, stepping into the very large shoes of the now-retired **Mark Reagles**. Ryan is a familiar presence in the Rogue Valley, having previously served as the city recorder for Cave Junction, a planner for Grants Pass, and principal planner for

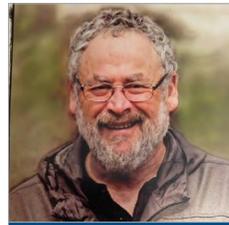
the Rogue Valley Council of Governments (where he provided planning services for Grants Pass, Rogue River, Shady Cove, Jacksonville, Gold Hill, Phoenix, Talent, Eagle Point, and Jackson County). Please don't ask me when he slept; I don't know. Ryan, through his work with RVCOG, was able to see first-hand that Rogue River has a great Council and Planning Commission. He says he's really enjoying being part of the Rogue River team and especially enjoys the problem-solving aspect of a CAO position. Capital improvement projects are high on his agenda. These include a \$3 million safe drinking water project, long-term fixes at the city's wastewater treatment plant to meet new regulatory requirements, and sidewalk improvements, including ADA ramps. He also had a perfect costume at that Halloween city managers meeting (Sorry, I didn't take a picture of it). Rogue River is clearly in excellent hands.

I had lunch in January with **Eric Swanson**, city manager in **Phoenix**, where he, his council, and staff are celebrating the approval of a substantial urban growth boundary expansion that the community has been working on for years. Phoenix had long been stuck in a Catch-22 situation in which it wasn't growing and thus couldn't justify the UGB expansion. However, it couldn't grow because no developable land was left within the city. The next job for Phoenix in the UGB saga is the dissolution of a water district serving the properties in the UGB expansion area. The city and the district are wholesale customers of the Medford Water Commission, so customers shouldn't see much difference.

Meanwhile, the ground has been broken for a new public safety/city hall building in downtown Phoenix, a \$12 million – no, check that – \$16 million – uh, wait a minute – \$18 million project. Who knows what the price tag will be when you read this. The city also continues its slow but steady recovery from the 2020 Alameda fire. Building permits have been issued for over 93 percent of the single-family and multi-family units lost in the fire, with certificates of occupancy issued

for about 80 percent. Things are moving more slowly on the commercial side. However, Puck's Donuts has been rebuilt and re-opened, sparking wild celebrations among my softball playing compadres.

So, have you guessed what my costume was? No? I was, of course, a Faceless Bureaucrat!



From
**David
Clyne**

Many may not know the history of the Small Cities groups that meet around the State. So, I thought I would share an abbreviated version since I had a small role in their creation.

In the early half of the 2000s, when I was managing the City of Brownsville, a small number of city managers from Tangent, King City, Lyons, and myself started conversations surrounding the needs of small city managers. For quite a while, we met informally over Chinese food in Salem, where from time to time, Jennie Messmer from the League joined us as well. It allowed us to discuss the challenges and solutions we faced in our respective communities.

From these discussions and our outreach, it was felt that managers/administrators (and recorders acting in the role of managers) throughout the State in smaller communities would benefit from an organized approach to networking, one that was less costly, more frequent and less time-consuming than the annual treks to LOC Conferences. With the help of Jennie, the League took on the role of facilitation for the meetings that were to occur regularly.

Our meetings were designed to be relationship-building and problem-solving affairs for managers. Then, over time the meeting began to grow and developed into a meeting that included elected officials, LOC staff, and managers. While the Small City Meetings provide a good forum for more generalized coordination and discussion of topics impacting our smaller communities, it becomes more difficult for managers to get into the technical aspects of the profession, especially when it comes to topics of the manager/council roles and elected official relationships, which we know can be one of the more complex and common aspects of the profession.

Suppose you're starting to get my gist. In that case, I'm hoping there can be further conversations about how city managers in small communities can again create a more peer-to-peer support network or regional meetings, either formally or informally, where we can seek the trusted advice of our peers on sometimes sensitive aspects of running local governments.

Of course, I am willing to help in any way I can. I've asked OCCMA President Scott Derickson if the Summer Conference could be an opportunity for interested parties to discuss the possibility of developing a peer support network for managers in small communities.



During the second half of 2022, I had the pleasure of reacquainting myself with many city administrators and managers in the Linn and Benton county area. In October, I accepted an invitation from **Ryan Vogt**, Executive Director of the **Cascade West's Council of Governments**, to attend their monthly regional manager's meeting. In attendance was **Kelcy Young**, the new City Manager for **Sweet Home**; **Chris Workman**, City Manager for **Philomath**; **Mark Shepard**, City Manager for **Corvallis**; **Peter Troedsson**, City Manager of **Albany**; **Joe Samaniego**, City Manager of **Tangent**; **Alex McHaddad**, City Recorder of **Sodaville**; **Hilary Norton**, City Administrator of **Halsey**; and **Pat Hare**, City Recorder of **Adair Village**.

All attendees provided updates on city activities and new projects in their respective communities. Several managers touched on their forthcoming public works projects, with Sweet Home facing the challenge of securing \$35 million in funding to rebuild an aging wastewater plant. Sodaville had great news with acquiring a new well site to address their long-term municipal water supply needs. The group spent most of the meeting discussing the upcoming election and its potential impact on their respective councils. The other main topic, initiated by Hilary from Halsey, was the need for better coordination between state agencies regarding wetlands, wetland mitigation, and public mitigation banks. Pat, from Adair Village, touched on his lengthy history of working with regional partners and state agencies to address their wetland issues. The ongoing

impact of wetlands on jurisdictions is not a new issue. However, there was broad agreement that unless the legislators can step forward with assistance, local wetlands will continue to impact available housing and needed industrial and commercial lands.

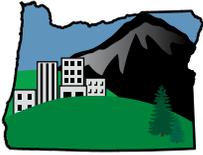
I had the great pleasure of ending 2022 with a visit to an old friend and colleague, **Richard Meyers**. Richard has been a city manager for over 35 years, with 32 of those years at the helm of Oregon cities. He has been the City Manager of **Cottage Grove** for over 25 years. To the best of his recollection, he is Oregon's longest-continuously serving city manager.

For most of my visit with Richard, Assistant City Manager **Jake Boone** was able to join us. He and Richard provided updates on the many projects and community activities they juggle. As with many cities, addressing area homeless issues has been a big part of their work plan. Cottage Grove has recently added 30 pallet shelters. Along with the needed housing, they also secured Care-it-Forward services to manage the new site and provide on-site services, such as counseling and free showers. They have also completed an assessment of available public lands, resulting in a Public Lands Plan to address future shelter sites. Initially, the three identified sites could accommodate 90-100 additional campers. Cottage Grove utilized ARPA, CFR, and community funds for the needed investment in addressing their homeless issues.

On top of homeless issues, Richard has been busy restructuring the City's Police Department and hiring a new police chief. Finally, I couldn't leave Cottage Grove without getting an update on remodeling the City's downtown National Guard Armory. Richard commented that the wood floors have all been redone. However, he is most proud that as of the end of 2022, the Armory is completely booked with events from May through September 20.

Please feel free to call or email the senior advisor in your area if you need assistance

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