

OCCMA

**Oregon City/County
Management Association**

A State Affiliate of **ICMA**

FIRST QUARTER 2020



Census 2020

Everyone Counts

INSIDE...

President's Message

OCCMA Board Establishes Two
New Committees

Career Compass

ICMA Ethics

Calendar of Events

ICMA Resource: The Model
Police Officer

Save the Date - Summer
Conference

City Managers Face Off in Edible
Fundraiser

Senior Advisor Reports

MESSAGE FROM THE PRESIDENT

Spencer Nebel • City Manager • Newport



I thank the members of OCCMA for selecting me to serve as President for the 2020 calendar year. During this past year, I had the opportunity to work with Past President Marty Wine, who has provided steady leadership and guidance for OCCMA. As a result of Marty's service, OCCMA has continued work to meet the needs of our members, as well as focusing on ways to bring a more diverse membership into the profession. On behalf of the members of OCCMA, I thank Marty for her term as president, as well as the time she has served the Association on the Board of Directors.

In 2020, OCCMA will prepare to host the 107th ICMA Conference in Portland, Oregon, on October 3-6, 2021. Over the years, OCCMA has planned well to host this conference with the goal of providing an enjoyable and rewarding experience for ICMA members and their families attending the conference in Portland in 2021.

The next major steps for hosting the ICMA Conference will be to prepare promotional materials to have an active and visible presence at the Toronto 2020 ICMA Conference from September 23-26, and to host the ICMA Planning Committee when it meets in Portland in November to plan the 2021 conference. Hosting this conference will give OCCMA and our partners in WCMA an opportunity to demonstrate the local government innovations in the Northwest, as well as sharing a warm and hospitable welcome to all who attend. It will also be a great opportunity for our own members to attend the largest annual international event dedicated to local government management professionals.

The OCCMA Board held its Annual Retreat in November, and in January met to approve a work plan for the 2020 calendar year. The OCCMA work plan can be found at www.occma.org. I appreciate the involvement of the entire Board for participating in a thoughtful process to identify, pursue, prioritize, and incorporate the top ideas of our members into an action plan to provide guidance to the Board and our committees throughout this next year.

The mission of the Board is to support and energize our members in the profession to foster responsible, responsive local government with the objective of improving the sustainability and livability of Oregon communities. To address our mission, the Board has adopted four strategic goals for 2020 which include providing professional opportunities to our members, supporting our members in the profession, providing outreach to foster diversity and inclusiveness in our membership, and hosting the 2021 ICMA Annual Conference in Portland.

The work of OCCMA is carried out by the Board, and various standing and ad-hoc committees with valued support from the League of Oregon Cities. We are pleased to welcome Kelly Richardson, recently hired by the LOC as Affiliates Project Coordinator to assist OCCMA in carrying out our mission for the Association. I also want to express my appreciation to everyone that stepped forward to volunteer to serve on a committee for the 2020 calendar year. It is at the committee level that much of the work of OCCMA occurs. The 2020 OCCMA work plan provides

direction for each of the committees in pursuing certain efforts throughout this next year. I believe the work plan provides a good framework for utilization of Association members' volunteer time, to further goals and meet the overall mission of this organization.

As part of the strategic planning effort, the Board has established two new ad-hoc committees. The first is the Diversity, Equity, and Inclusion Ad-hoc Committee. This Committee is charged with advancing diversity, equity and inclusion of, and for, the members of OCCMA. A second ad-hoc committee is the Veterans in the Profession Committee. This Committee will facilitate the recruitment and retention of veterans in the city management profession. We are currently seeking Association members who are willing to serve on either of these two new ad-hoc committees. Please apply by emailing Kelly Richardson at the League of Oregon Cities at krichardson@orcities.org, if interested in either of these new ad-hoc committees.

In addition, the Board is discussing incorporating the Northwest Women's Leadership Academy as part of OCCMA. The Academy provides a variety of leadership and professional development opportunities for women in local government. The Academy and OCCMA have closely coordinated activities up to this point. The Board will make decisions on this relationship later this year.

One of the very important annual responsibilities of the Association is handled by the Professional Development Committee which will be planning the Summer Conference being held from July 7-10, 2020, at Mt. Bachelor Village Resort, in Bend. Steve Powers is chairing this Committee. This is a big task and an important opportunity for our members to receive quality professional development, as well as, opportunities for networking with our colleagues and these new to the profession. I encourage you to mark your calendars for this event.

Finally, I would like to thank the members serving on the OCCMA Board for their efforts to help direct the Association in meeting the mission of serving the members of OCCMA. I encourage any members, throughout the course of this year, to contact any of the Board members if they have issues or ideas to help strengthen the Association. The service of the Board members is essential to provide a solid framework for advancing this organization throughout 2020 and beyond.

I look forward to serving the Association throughout this exciting upcoming year!

Respectfully submitted,

A handwritten signature in blue ink that reads "Spencer R. Nebel". The signature is written in a cursive, flowing style.

Spencer R. Nebel
2020 OCCMA President

OCCMA Board Establishes Two New Committees: Supporting Diversity and Veterans

In January, the OCCMA Board took action to establish two new ad-hoc committees. The first is to further Diversity, Equity, and Inclusion efforts and the second is to support Veterans in local government. This action followed extensive discussion at the Board's Annual Retreat in November 2019. Below is a bit more about each committee as provided by the chairs of the committees.

Diversity, Equity, & Inclusion Ad Hoc Committee

By: Brian Sjothun, City Manager – City of Medford; Chair of the Diversity, Equity, & Inclusion Ad Hoc Committee

The approved working framework for creating a Diversity, Equity and Inclusion Ad Hoc Committee was completed by the Board of Directors. The initial tasks of this ad hoc committee is now part of the 2020 Strategic Plan and we're looking for volunteers to assist with this work.

As chair for this ad hoc committee, I am seeking your assistance in further refining the purpose and tasks for this vitally important subject. The work of the committee will be completed by early fall, with a report to the Board on recommended goals and tasks presented at the annual board retreat in October/November 2020.

Our parent organization, ICMA has put staff and financial resources behind their equity and inclusion efforts to coordinate across the organization through Envision ICMA, which is the strategic plan for the organization and approved in September 2017.

It is now time for OCCMA to follow this lead and begin the framework for providing access and educational opportunities for everyone to enjoy public service. Meetings for this committee will take place via phone/video conference along with email. Please consider joining this committee. For questions, contact me at brian.sjothun@cityofmedford.org

Purpose: Advancing diversity, equity and inclusion of and for the Membership of OCCMA.

Tasks: The Committee is tasked with ensuring a sense of belonging and inclusion by and with OCCMA among its membership. Encourage and foster professional management reflective of the community we serve. Promote training and development, for cultural competency in conjunction with the Professional Development Committee for the members of OCCMA. The Committee shall report to the OCCMA Board of Directors.

Members: The President shall appoint members of the Association, and other contributing individuals, to serve on this committee for one-year terms.

Veterans in the Profession Ad Hoc Committee

By: Aaron Palmquist, City Manager – City of Irrigon; Chair of the Veterans in the Profession Ad Hoc Committee & Jerry Gillham, City Manager – City of Sutherlin

For those who have served in the armed forces, the call to service is coming again. The OCCMA Board has pro-actively created a new Veterans in the Profession Ad Hoc Committee with the express purpose to facilitate the recruitment and retention of veterans in the City Management profession.

Just as we are moving forward with encouraging all citizens to consider local government service as a promising career, in particular, many veterans have been able to obtain skills in close affiliation with those required of a city manager/administrator. This new committee will assist in developing strategies to recruit and ensure success for veterans in and entering the profession.

Together a sense of belonging will be created for veteran members of our association, utilizing their highly capable and tested skills learned while serving our Nation, bringing that home to local communities. For questions about this committee, please contact us at aaron.palmquist@ci.irrigon.or.us and j.gillham@ci.sutherlin.or.us.

Purpose: Facilitate the recruitment, retention of veterans in the City Management Profession.

Tasks: The Committee is tasked with developing strategies to recruit and ensure success for veterans entering the City Manager profession. The Committee will work to create a sense of belonging of veterans who are members of the Association. The Committee will coordinate, with efforts from ICMA, to promote and utilize the highly capable and well-tested talent pool of veterans in local government management. The Committee shall report to the OCCMA Board of Directors.

Members: The President shall appoint members of the Association, and other contributing individuals, to serve on this committee for one-year terms.

Want to get involved?

If you are interested in serving on either of these two committees, please let us know by emailing Kelly Richardson at krichardson@orcities.org with copies to Marty Wine marty@tigard-or.gov and Spencer Nebel at s.nebel@newportoregon.gov.

Everyone Counts: The 2020 Census

Across Oregon, communities are getting ready to be part of the decennial Census. The Census asks questions that provide a snapshot of the nation, the results affect people's voice in government, how much funding communities receive, and how cities and counties plan for the future. The census helps determine how many seats states have in Congress, and guides how billions of federal funds are distributed to states and communities each year. Based on the 2010 census, the 55 largest federal funding programs obligated for Oregon \$13.2 billion in financial assistance programs, \$181.5 million in federal tax expenditures, and \$68.9 million in federal procurement programs.

The Census will provide updated population counts, demographic information, and opportunities to meet the needs of our communities. Many cities and counties are hosting and participating in Complete Count committees (CCCs), partnering to reach out to hard-to-reach communities. Complete Count committees are volunteer committees established by tribal, state and local governments to increase awareness and motivate response to the Census. Community CCCs may be formed by a community group or organization or coalition where no governmental committee is formed or targeted outreach is needed. This community involvement is crucial to the count's success.

The Census is easy. The ten questions are simple. Despite concerns about privacy and safety, here's why the Census asks for this information. Much of it is intended to collect data that allows for planning and funding of government programs.

- **Population Count:** to get an accurate count
- **Any Additional People Living or Staying:** to count people once, only once and in the right place
- **Owner or Renter:** to collect statistics about homeownership and renters

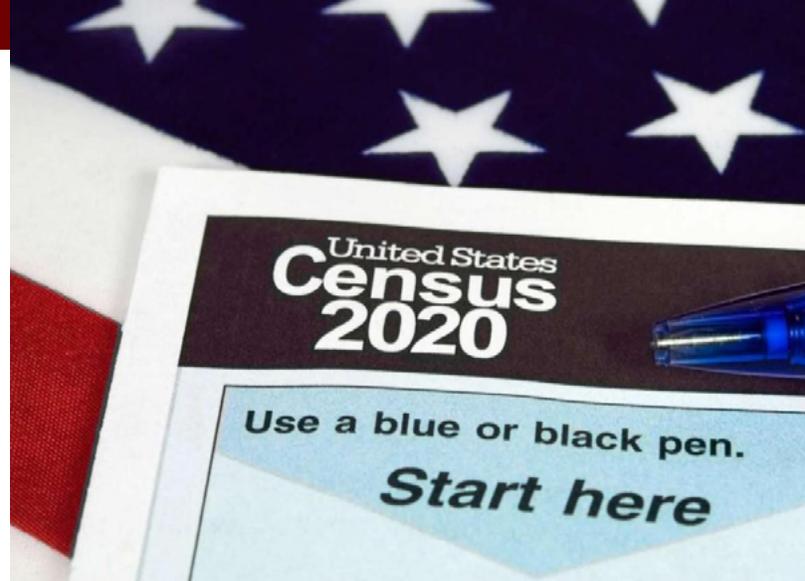
- **Phone Number:** in case the Census needs to contact the respondent
- **Name:** to ensure an accurate count
- **Sex:** to create statistics about males and females
- **Age and Date of Birth:** to understand the size and characteristics of different age groups
- **Hispanic, Latino or Spanish Origin:** to create statistics about this ethnic group and monitor compliance with anti-discrimination provisions
- **Whether a Person Lives or Stays Somewhere Else:** to ensure individuals are not counted at multiple addresses
- **Relationship:** to create estimates about families, households and other groups

The operational timeline for the Census is:

- **March 2020:** Census Bureau will send online invitations and reminder letters to respond to the 2020 Census. Some households will receive paper questionnaires. Internet self-response to the Census will begin.
- **April 1, 2020:** Census Day. The Census' goal is to count people once, only once and in the right place according to where they live on Census Day (April 1, 2020).
- **Beginning April-May 2020:** Reminder postcards and letters and paper questionnaires will be sent by mail to non-responding households.
- **December 2020:** Apportionment counts are delivered to the President.
- **March 31, 2021:** Redistricting Summary Files will be delivered to all states.

While there are many benefits and the need to get accurate counts for all communities there are a few areas some communities will give extra attention to, and find challenges, to ensure a complete and accurate count.

- **Housing and Structures:** Because the Census is done every ten years, developments may not be correctly recorded in mapping systems by Census block. In Eastern Oregon this has led to some discrepancies in described land uses. As an example, a Census block map notes four living structures when there are actually over nine such single-family dwellings. These homes may have been there for over 20 years. Paying close attention to actual living units makes counting even more critical to see that all persons are counted and where they live.
- **Employment Opportunities:** Across the state and especially in rural areas thousands of people to support the Census effort are desperately needed. Promoting www.gsa.gov/fedrelay census or 1-855-562-2020 will highlight various job opportunities and qualifications that are needed to help with the Census.
- **Historically Undercounted Groups:** Many people will need in-person contact to complete the Census. #WeCountOregon (<https://wecountoregon.com/>) is helping to ensure that hard-to-count individuals are counted. The challenge is to reach out to about one-quarter of the state's population: our state has about a million hard-to-count people. Examples include seniors, renters, young children, people experiencing homelessness, migrant workers, those born in other countries, and those with low Internet access. Training courses are available to understand and equip communities to help those taking the 2020 Census. Census Assistance Centers are being set



up as safe spaces where people can fill out their census online, with a strong and direct connection with the communities they serve.

- **Technology:** Individuals will have the opportunity to self-report via the Internet, which can be done from any computer. Libraries are examples of Census Assistance Centers where stations will be set up securely so that individuals can respond from public computers, and those needing assistance can get help and their information is held confidential. The intent is a safe environment for those who may be fearful of reporting.

For most communities, the Census will be the biggest civic engagement project of the decade and everyone is encouraged to participate, regardless of resident status, age, or housing situation.

(Sources: wecountoregon.com and US Census Bureau website on Complete Count Committees)

Local Government Spring Conference

April 24, 2020 in Hermiston



The LOC's 2020 Local Government Spring Conference will be held at the Eastern Oregon Trade & Event Center in Hermiston. This one-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 at www.orcities.org.





The Key Competency for 21st Century Leaders

By Dr. Frank Benest

I am a fire captain in a mid-sized city in the west. The fire chief recommended me to represent the department on a multi-department team. Appointed by the city manager, the team is charged with addressing the growing problem of individuals or families living in cars and recreational vehicles. Oftentimes the people living in their vehicles have jobs and many of the kids go to school. The families just can't afford the cost of housing in the region. Moreover, there are a lot of stakeholder groups (neighborhood groups, business associations, churches, schools, advocacy organizations) that are involved yet often in conflict about what to do about the problem.

The community services director is the chair of the committee and after the first couple of meetings asked me to serve as vice-chair. I don't mind backing her up, but I know nothing of this complicated problem. I take a leadership role in my department, but I am uncertain and uneasy about helping to lead this multi-department team. I feel for these people and want to help the city address the challenge but I'm not comfortable taking a leadership role.

The problem of people living in vehicles, RVs, or on the streets is a big adaptive challenge. It is not a technical challenge where the solutions are known and can be addressed through management.

According to Ronald Herzberg and Marty Linsky in their book *Leadership on the Line*, an adaptive challenge is one where there are no right or wrong answers, each stakeholder group has its own preferred solution, and value conflicts abound. Adaptive challenges can only be addressed through leadership, not management. Homelessness is a classic adaptive challenge.

VUCA

People living in their vehicles is a messy and contentious problem. The military uses the term “VUCA” to describe such situations. For instance, as opposed to past wars, the army is not fighting on the linear fields of Europe with mechanized armies against nation-states. Rather, today when the army sends a field unit into an Afghani village, it is difficult to identify the enemy combatants vs. the noncombatant civilians. The soldiers are not fighting on the fields of Europe but block by block, house by house. It is volatile, uncertain, complex, and ambiguous. It is a “VUCA” situation—just like your homelessness challenge.

Many of the contemporary problems that we face in local government—affordable housing, water shortages, immigration, poverty, economic vitality—are VUCA-like. They are adaptive challenges for which we don't have technical solutions acceptable to everyone in our heterogeneous communities.

Veto Power

After writing his book *Good to Great*, Jim Collins spoke at the ICMA Annual Conference on his research about how corporations get from “good” to “great.” The city and county managers challenged Collins to explore how local governments (as opposed to business entities) could go from good to great. Collins took on the challenge and discovered that decision-making was strikingly different in the public sector. In fact, Collins identified that the defining element of the public sector (vs. the private sector) was that everyone could say “no.”

Not only are you dealing with an uncertain situation, but every stakeholder group can block your committee's efforts to implement a positive response to the homelessness problem. All these groups can “veto” your efforts. So, the leadership question is “How do we get to ‘yes’ when everyone can say ‘no’?”

To get to “yes” (or at least minimize opposition to a positive approach), your group must get out of the city silo, cross boundaries, and engage stakeholders along with the individuals and families involved. When you cross boundaries, you have no authority. That will feel very uncomfortable.

Learning Agility

You and your colleagues on the committee have a lot of technical knowledge and skills. For instance, I am sure that you know how to knock down a fire, help someone amid a heart attack, or inspect a commercial building for fire hazards. Since you and your city colleagues can't solve the homelessness challenge with your technical expertise, you must get out of your comfort zone and explore a range of possible responses, none of which are perfect solutions for everyone.

You can leverage technical knowledge and skills in a stable environment. In an uncertain and disruptive environment, technical skills quickly become obsolete. Learn-how becomes as important as know-how. It's all about learning agility.

So, how do you become an agile learner?

In her blog piece on March 15, 2018, “Why Learning Agility Is Key to Survive in Today's Business World,” Rayi Noomega

defined an agile learner as “someone who has the ability to learn new things and easily adapt to changes and make the most of it.” When confronted with new situations and realities, someone who is an agile learner will view the challenge from multiple angles and generate new ideas on how to respond with others.

To promote learning agility in your situation, you and your colleagues should:

- Start a lot of conversations with affected parties (see Career Compass #61 “Leadership is the Art of Conversation”).
- Reach out to other jurisdictions and organizations that are struggling with the same challenge.
- Read a lot.
- Brainstorm with everyone.
- Identify a few options.
- Try out one or several experiments.
- Fix up the “solutions” as you go along.

Get Uncomfortable

Little learning occurs when you and your colleagues are comfortable. This team assignment is obviously a “stretch” opportunity for you to learn and grow. You must get uncomfortable if you are to take advantage of the opportunity to learn and lead.

Enlarge Your Team

You might want to enlarge and diversify your multi-department team to include external stakeholder group representatives and several people who live in a vehicle or RV. As Google’s Aristotle Project discovered, effective teams that arrive at great solutions are diverse and ensure that there is broad participation. Team leaders need to ensure that there is “psychological safety” to disagree so that everyone is unafraid to share their unique perspectives.

Start a Series of Conversations

To identify the best or most acceptable approach for implementation, you must engage stakeholder groups in authentic conversations, ask questions, listen intently, incorporate their ideas where possible, address their concerns and fears, and generally get their “fingerprints” on the proposed solution.

As a leader, you must show in tangible ways that the conversation influenced your thinking and the proposal. Otherwise, the conversation is not “authentic;” it is merely talk. To influence others, you must let them influence you. And you must provide feedback to the other person about how the conversation changed your perspective or idea.

Typically, the most elegant solution or best idea to implement comes after any initial ideas are tested against reality, including available resources and political acceptability. It is an iterative process of testing out and morphing your idea as you discover the interests and concerns of other people. As everyone gets their fingerprints on the eventual solution, it becomes “our idea” and thus acceptable to most parties.

Take Smart Risks

To address this VUCA challenge, take some smart risks (as opposed to wild gambles). To take smart risks and make a difference for your community, you and your team should:

1. Consider the risks only if they are important to you and align with your passion and values. If this issue is important to you and the community that you serve, you might be willing to take the required risks to pursue solutions.
2. Calculate the costs of doing nothing (status quo option). We typically ignore the costs of the status quo. What are the negative impacts to the community and the families who live in the vehicles if the city does nothing?
3. “Ready, fire, aim.” It’s about getting things “roughly right” and fixing up the approach as you go along. There is no perfect solution in a VUCA situation.
4. Use a respected sponsor. If you know the politics of your city council and your community, you might want to find a front-person or two to serve as sponsors. For instance, the police chief, the president of a neighborhood group and/or a minister might be a good sponsor for your effort.
5. Spread the risk. By engaging stakeholder groups and getting their fingerprints on the proposal, you spread the risk and minimize the potential for opponents to attack your team.
6. Tie the change project to another initiative or investment already underway. You are more likely to secure support for your proposed solution if you tie it to an ongoing priority of the council or some other influential group.
7. Pilot everything. Even if what you propose is not an experiment, call it a “pilot.” A pilot suggests that there will be missteps and errors that you will learn from them to develop a better permanent solution.
8. Take incremental steps and ramp up over time. It creates momentum, and moreover, any one action is reversible.
9. Debrief experience as you go along. Doing post-action reports as you proceed allows you to learn what works and how to enhance your future efforts.
10. Seek guidance from your “dream team.” Since this is a messy and potentially contentious issue, you need to seek guidance and advice from formal and informal coaches.

Responding to the homeless problem in your community is challenging and beyond your technical skills and expertise. Yet it is a wonderful opportunity to learn and grow and become a better leader. As John F. Kennedy stated, “leadership and learning are indispensable to each other.”

Enjoy the leadership and learning journey.

Sponsored by the ICMA Coaching Program, Career Compass is a monthly column from ICMA focused on career issues for local government professional staff. If you have a career question contact Frank directly at frank@frankbenest.com.

Edited for space. Full article at www.icma.org.



Surviving Election Season

Practical ways to avoid missteps

By Martha Perego, ICMA-CM

In any election season, the probability that the campaign trail will lead to the steps of your county courthouse or city hall is high. Although broader in its original context, the old adage that “all politics is local” has never been truer.

Today, we have no shortage of issues to motivate, galvanize, and polarize a community and the candidates for elected office who want to represent that community. In the middle of this stands local government staff. These smart, committed people have their personal position on the issues and candidates.

They also have a critical job to do in the public domain. Their job is to serve all the residents in a fair and equitable manner. They provide impartial service and recommendations based on professional expertise.

To succeed, they need to be unbiased in both appearance and in fact. One effective way to achieve this is to be politically neutral; that is, to stay out of the process of electing any candidates to any public office.

To be clear, staff share with their fellow residents the right and responsibility to vote for the candidate of choice in local, state, and national races. Staff also have the legal right to engage during nonwork hours in political activity to support a candidate for publicly elected office.

A Balanced Approach

The legal right to be politically active should be balanced with the obligation to ensure that personal political engagement does not interfere with the local government’s operations or reflect negatively on the organization’s reputation. The higher up in the organization chart, the greater the exposure, risk, and impact.

Consider sharing this advice to address common challenges with your staff:

Campaign research

What if a candidate asks staff for information, data, and research about local government operations to use in the campaign? Context and how the information is being used matters.

Residents have the right to obtain information from the locality. Governing body members have a business reason to request research from the staff; however, there is a distinction in responding to these requests versus one from a publicly announced candidate.

Responsibility for gathering information to run a campaign rests with the candidate. Public resources should not be used to assist an individual candidate.

Staff should decline the request and direct the candidate to

publicly available information on the website. The candidate also has the option to submit a public records request and pay the associated fees for the documents.

Dealing with the media

What if the media calls to “fact check” a candidate’s campaign statement or to ask about his or her accomplishments and qualifications for office? All media requests should be directed to a central point of contact in the organization. That contact should decline to comment, referencing the staff’s commitment to political neutrality.

Fake news and bad facts

What if the facts are totally wrong and reflect poorly on the organization? The manager will want to carefully consider whether to issue a public statement to correct the candidate’s statement.

Part of the risk assessment will be the potential for staff to be drawn into the campaign. Remember the other old adage: It is easier to stay out than to get out.

It is important to remember that candidates bear sole responsibility for doing their homework to ensure that they present accurate and correct information.

Attendance and networking at events

Decline any invitation from organizations or community groups to attend an event during the campaign season when the guest speaker is a candidate for political office. It is totally acceptable and even often expected that staff will be out in the community attending civic functions to provide information on community matters, to represent the organization, and to network.

Being present with a candidate during the campaign season, however, can inadvertently draw staff into the campaign.

Political debates

Forums or debates sponsored by independent organizations provide everyone with the opportunity to learn more about the candidates and their positions. For that reason, staff may want to attend as either a private citizen or a staff member.

What’s important is to keep a low profile and be prepared to respond if someone tries to draw you into the debate. An effective response: “I am just here to learn more about the issues and have no comment.”

Donations, lawn signs, bumper stickers, and “behind the scenes” efforts

As noted above, staff have the legal right to engage in campaign activity after work hours. Weigh the likelihood that what you consider to be “private and personal” will be publicly known. Here are a few notable issues:

- Campaign donations are not private. If your name is on the check, that is what will be on the publicly accessible website.
- Are you known in the community because of your work with the city or county? Are you a resident? If yes, then that yard sign is a pretty visible statement of support.
- If the car with the bumper sticker is the one you commute to work in, skip the bumper sticker.
- There may be opportunities to contribute to a campaign in the background and out of public view. The concern with this approach is the reality that if you are engaged with others, news of your involvement will leak out.

2020 CALENDAR OF EVENTS

March 18-20

ICMA West Coast Regional Conference
Vancouver, Wash.

March 20

OCCMA Board of Directors Meeting
Vancouver, Wash.

July 7-10

OCCMA Summer Conference
Mt. Bachelor Village, Bend

July 10

OCCMA Board of Directors Meeting
Mt. Bachelor Village, Bend

October 14

OCCMA Board of Directors Meeting
Salem Convention Center

October 15

Annual Membership Meeting & Fall Workshop
Salem Convention Center

Date TBD (typically November)

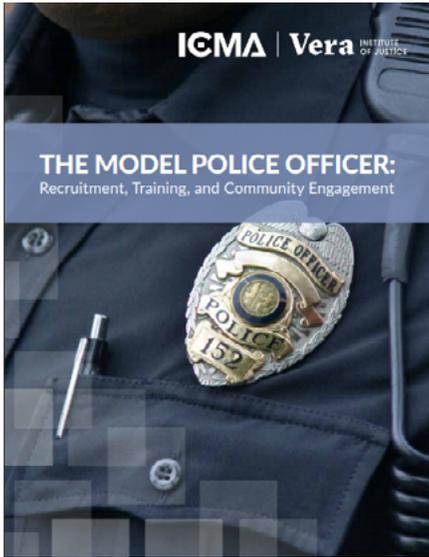
OCCMA Board of Directors Retreat



ICMA

Leaders at the Core of Better Communities

ICMA Resources: The Model Police Officer



ICMA has released a new report: *The Model Police Officer; Recruitment, Training, and Community Engagement*. This report is the result of research conducted by the International City/County Management Association (ICMA), pursuant to an agreement with the Vera Institute of Justice (Vera), to gather information from local government leaders and staff, police chiefs, police union representatives, and citizens. The survey targeted communities of varying sizes in different regions of the country to better understand the characteristics sought in the “model” police officer, and to address:

- What is the current state of police officer recruiting?
- Who should jurisdictions recruit?
- How do they reach those candidates?
- How should they conduct the onboarding and training process?
- If their goal is to engage the new recruits with the community, what are the best methods of doing so?

The report can be found on the ICMA website at: <https://bit.ly/2IAa12B>.



SAVE THE DATE

July 7-10, 2020

OCCMA Summer Conference Mt. Bachelor Village Resort, Bend

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



OCCMA

**Oregon City/County
Management Association**

A State Affiliate of **ICMA**

Apply to Serve on the OCCMA Board of Directors

Due to a resignation, there is currently a vacancy on the OCCMA Board of Directors. Application and requirements are available at www.occma.org.

For more information or questions, contact Kelly Richardson at krichardson@orcities.org or 503-588-6550.



coaching program



Add your coaching skills to a national network of volunteer coaches helping support and prepare our nation's local government professionals.

Why Coach?

Volunteering as a 1-1 Coach can be mutually rewarding: players gain encouragement and guidance for their careers, and coaches gain deeper insights into their own careers and the satisfaction of helping others.

Coaching offers value for people at any career stage, and everyone can benefit from coaches who help them see their situation and opportunities from a fresh perspective; even successful executives seek out coaching. Coaches are encouraged to share expertise, insight, and experiences from their life's work to help others negotiate their own

career paths, overcome obstacles, reinvigorate their passion, and plan next steps.

Sign-up to Coach

We invite you to use our new coach-player matching service, **ICMA CoachConnect**. CoachConnect brings the power of data and search to help players find coaches that match their needs. Coaches come from ICMA membership and from our state and national partner organizations.

If you are interested in being a coach, go to icma.org/1-1-coaching and sign up for CoachConnect!

Your service as a volunteer coach in formal mentoring activities (if the mentee is not your employee) count toward annual professional development requirements for ICMA Credentialed Managers. Learn more at icma.org/coaching.



2020 Coaching Webinars with Speaker Recommendations

Thursday, April 9

Ethics

How to Handle Political Conversations in the Workplace: Guidance for Teams and Team Leaders

- Suggested Panel:

Wednesday, May 13

Skill Building

Managing and Mastering Council-Staff Relationships: The Nuance of Governance

- Suggested Panel: Ann Marie Townshend, City Manager, Lewes, DE;

Wednesday, June 10

Leadership Development

Lessons in Value-Based Leadership: Leading with Principle

- Suggested Panel: Don Davis, County Manager, Jefferson County, CO;

Wednesday, September 9

Community Outreach

Managing Hostility in Public Discourse: Living in an Age of Anger

- Suggested Panel: Erin Vader, Olathe, KS;

Thursday, October 22

Career Development

Charting Your Future: Developing Your Personal Strategic Plan

- Suggested Panel: Dallin Kimble, County Administrator, Mariposa County, CA;

Thursday, November 12

Workplace Development

Talent Management in the 21st Century: Growing, Attracting, and Retaining Your Best

- Suggested Panel: Kim Marshall, Olathe, KS;

All webinars are 90 minutes, and will be held at the same time of day:

- 10:30am Pacific
- 11:30am Mountain
- 12:30pm Central
- 1:30pm Eastern

Easy as pie, for veterans: City managers face off in edible fundraiser

By Anthony Rimel, *Corvallis Gazette-Times*

The rules of the “Battle of the Bosses” pie-eating contest were fairly simple:

Organizers weighed the pies in advance and the five contest entrants, local city managers, had a limited amount of time (the length of the hair metal, um, classic song “Cherry Pie” by Warrant) to eat as much of their pie as they could. After the song ended, organizers weighed the pies again to determine who had eaten the most.



In the end, Corvallis City Manager Mark Shepard was named the winner of the contest, which was held November 10 at 4 Spirits Distillery during the company’s first Corvallis Spirit Festival. The event, which featured live music and tastings with offerings from more than a dozen local craft alcohol makers, was a fundraiser for four veterans organizations.

Dawson Officer, owner of Corvallis-based 4 Spirits, said the net proceeds of the event go directly to the Central Oregon Veterans Ranch, the Oregon State University Student Veterans Association, Samaritan Veterans Outreach and Vets Helping Vets.

Officer said he likes to be efficient, and to that end, he worked to make sure the event did a lot of good all at once: it showcased craft spirits, it raised money for nonprofits and it helped veterans.

“From an efficiency standpoint it’s great,” he said.

He said around 500 tickets were sold in advance and he estimated around 1,000 people would attend the event before it ended.

Officer said the pie-eating contest was a way for attendees to interact with city managers in different way than they might normally. The event was also another way to raise money: organizers sold raffle tickets and buyers then dropped their ticket in a jar with the name of the city manager they thought would win on it. One ticket then was drawn from the winning city manager’s jar. Half the sales of raffle tickets went to the winner and the other half went to the veterans’ causes.

In addition to Shepard, the contest included city managers Peter Troedsson of Albany, Rick Hohnbaum of Monroe, Chris Workman of Philomath, and Pat Hare of Adair Village.

Hare said he got to know Officer well during 4 Spirits’ early days, when the company was located in Adair Village. When Dawson reached out to him about the pie-eating contest he began calling his peers in other cities.

“I was surprised they jumped in,” he said, and then he realized that meant he too would have to participate.

“It’s a good cause,” he said. “When he asked me it was pretty simple to say ‘yes.’”

Shepard said he too participated because it was a good cause.

“I’m really happy to help in raising these funds,” he said.

Shepard added that he felt a bit of pressure to win the competition because it was occurred on his home turf. He said his strategy was to focus on the heavy parts of the pie. Each contestant was provided a cream pie from Shari’s.

“I ignored the crust and concentrated on the custard,” he said.

He said he enjoyed the experience.

“It was a lot of fun to be part of this and the real winners are the veterans,” he said.

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Oregon Senior Advisors



From
**Sheila
Ritz**

Clackamas County Managers

Megan George (Tualatin); Scott McClure (Canby); Tony Konkol (Oregon City); Megan Phelan and Martha Bennett (Lake Oswego); Eileen Stein (West Linn); Sara Jo Chaplan (Oak Lodge Water Services District); and Ann Ober (Milwaukie) were in attendance.

Eileen Stein talked about the public records litigation previously filed by a high school student. The Clackamas County Circuit Court ruled that the councilor's notes taken at the meetings are not subject to disclosure because her notebook is kept at home, not at the city, and she is not a government entity. The student did not have legal representation at the hearing but now he has legal representation and filed an appeal. Don't know when the appeal will be heard. Since the initial decision was by the Clackamas County Circuit Court, it only applies in Clackamas County. They expect the appeal will result in overturning the initial decision. West Linn also has a ballot measure referred by the council that puts back into the city charter explicit language that all city legal representatives report directly to the city council. The city has an in-house attorney besides their contracted legal representatives. The in-house attorney has been reporting to the city manager and the council wants that position reporting directly to the council. Update: this charter ballot measure failed!

Ann Ober reported that Milwaukie received a grant to conduct a Healthy Community Citizen's Jury. The issue is whether or not to pay councilors. The staff has researched which cities pay councilors and mayors and how much. The Citizen's Jury will make a recommendation.



Ray Young, Troutdale City Manager

Things keep progressing in Troutdale. Their urban renewal site just north of downtown is finally almost ready to start marketing the property. Part of

the site is where the sewage treatment plant used to be. They closed the plant 20 years ago and have been working on the clean-up. The city decided to conduct the maximum clean-up standards to enable the property to be used for residential housing. The city has spent \$6.5 million to purchase the 2nd half of the property in the urban renewal site and pay for the clean-up. The total city-owned site is 18 acres and they will market 16 acres of it for development. The plans are for mixed-use development including office, residential, restaurants. The other 2 acres is planned to be a linear park. This trail park will start in downtown and then along the waterfront of the Sandy River. The city is working in cooperation with Metro in hopes of accomplishing this project. Ray says it will probably cost at least \$5 million.

The city is pursuing branding strategies. They are working with Arnett Muldrow from South Carolina to create a unique identity.

They have established a 20-member Town Center Committee to review current zoning and design standards for the downtown area; make recommendations for changes and additional amenities. They are envisioning what they want the downtown area to look like in the future.

The Council has approved a 50% reduction in SDC wastewater fees to encourage restaurants in the downtown area. They already have a few good restaurants downtown and they want to encourage more.

Through a housing inventory study, Troutdale has found that they have a deficit at both the low and high end housing units. The Amazon warehouse facility has been open for a year now and they need more affordable housing units for employees. With the recently passed Metro housing bond for affordable units, Troutdale will be receiving 111 units of subsidized

housing. Three years ago Troutdale only had 17 new housing units built. This year there will be 300 new housing units completed of all types.

Ray says the council members have been doing very well. They continue to be focused on issues, not personalities, and even though they may disagree at times, they respect each other and move forward. They will be using Mike Abbate as the facilitator for their Council goal-setting session this year. Wood Village used him last year and they were very happy with the result.



Greg Dirks, Wood Village City Manager

Greg officially started as the new city manager on November 21. Greg's parents moved to Wood Village when he was 7 years old and his parents still live there. Greg says "During

those childhood years I never thought I would be responsible for ensuring that the entire community is well served, feels valued, and has the opportunity to be engaged, but that's where I am, and I couldn't be happier about it!" The council had hired an executive recruitment firm that conducted a nationwide search for the new city manager. Out of the 31 applicants, the Council narrowed the field to four. After multiple interviews with the Council, community members and area professionals, Greg was honored to be selected.

Greg received his BS degree in Public Policy and Administration from Western Oregon University and then while being employed at Wood Village, earned his MPA degree from USC. Greg was previously the city's Human Resources and Records Manager for the past 11 years.

Major projects underway include building a new city hall in the city's main park off Halsey Street. It will be about 9,000 sq. ft. and include an office space for the Multnomah County Sheriff's Office just like what was provided in the old city hall. (The city contracts with MCSO for police services.) Bill Peterson is continuing to work for the city as their representative for the construction of the new building. The facility is scheduled to be completed by early summer 2021.

The old city hall building at the corner of 238th Drive and Halsey was demolished last

July. The ground work is almost completed now and construction is expected to start the end of January. The builder will start with construction of the commercial building at the corner and then start building the multi-family housing on the north end of the property going toward I-84.

The city has sold a \$3.4 million urban renewal bond which will be used partly for the new city hall building, partly for the utility site prep work on the old city hall site, and for constructing fencing along the newly improved Arata Road and \$600,000 to complete the undergrounding of electric lines on Halsey.

This coming summer the County will be closing 238th Drive between Halsey and Glisan for a road improvement project which will widen out the road on the hill to allow for large trucks to travel this stretch between I-84 and Gresham. While this project greatly enhances the transportation system, there are some residents and business owners who are less than happy about the project and closure.

Greg just hired Rose Douglass as the Asst. to the City Manager. She starts January 26.

The City Council will be using Mike Abbate as the facilitator for their Council Retreat/Goal Setting session again Feb. 1. They were very pleased with his work last year. Greg said that it is such a joy to be able to work with such good people on the City Council. They all get along very well together and have fun!



**Megan Phelan,
Assistant City
Manager/Human
Resources Director,
Lake Oswego**

The new city hall with police department is under construction.

Megan sees the activity from her office window. They are working on the 2nd floor now. The bottom level below ground is police parking. The 2nd floor will house the police department and 911 center. The 3rd floor will be occupied by community development staff. The 4th floor will house city manager/city attorney/human resources/finance staff and also the council chambers. Because the lot is sloped, people entering the building from A Ave. will enter directly into the 3rd floor. From the parking lot behind the building, people will

enter directly into the police department. Included in the new building will be the Friends of the Library book store, Book-tique, and the Lake Oswego Arts Council. The project is expected to be completed in winter 2021.

Megan is responsible for the newly created DEI (diversity, equity and inclusion) Task Force. Representatives from the following groups of people have been appointed by the city council:

- Older adults (over 55 years of age)
- Youth (18-25 years old)
- People with Disabilities (including caretakers of disabled people)
- Women
- People of Color
- Parent (have school aged children in a public or private school in Lake Oswego)
- Business owner (someone who owns and operates a business in Lake Oswego but does not have to live in the city)
- Sexual Orientation (LGBTQ)
- Faith/Religious (someone active in their faith or religious community located in Lake Oswego but does not have to live in the city)
- Socioeconomic.

The assignments of the DEI Task Force are to 1) identify barriers to participation on the City's Boards & Commissions. Make suggestions to reduce or eliminate those barriers; and 2) identify methods by which to increase the applicant pool for City job openings. They hope to have the Task Force's recommendations to the City Council by July this year.

In 2017 Scott Lazenby started the in-house Lake Oswego University to further educate interested staff from all departments and all levels about public management. It is a two year program so they've had one graduating class. The faculty team for the current class includes staff who graduated from the first session. Megan Phelan, Anthony Hooper (Deputy City Manager), Rachael Sykes (Asst. Public Works Director), Anne Marie Simpson (City Recorder), and Jessica Numanoglu (Planning Manager) comprise the current faculty team. There is 25 staff participating in the current program.

Megan has been busy helping Martha Bennett (new city manager) with background information and she is preparing to start fire union negotiations.



**Martha Bennett, Lake
Oswego City Manager**

Martha started as the new city manager on August 19. She was previously the COO of Metro for almost 8 years. Other previous

employment includes Executive Director of the Columbia River Gorge Commission, the City Administrator of Ashland and Assistant City Manager in Milwaukie. Martha has a BA degree in history and political science from Willamette University and a Masters of Public Policy from the University of California Berkeley.

Martha says she really likes being back into city day-to-day operations where you can make a difference every day and things can be accomplished much faster than the work at Metro.

1,000 new housing units were constructed in Lake Oswego during the past 5 years. A large portion of this is senior living facilities. Also there has been redevelopment of old single-family homes. The City and the School District are working together on building a joint recreation center and aquatics facility. The City and the School District would make equal capital contributions to the project. A new goal of the City Council is to develop an economic development strategy so that work is beginning.

There will be 4 positions (Mayor and 3 councilors) open for the next election. The current Mayor terms out this year. There are 2 current councilors who intend to run for mayor. In Lake Oswego people don't run for specific positions except for mayor. Their system is that the top 3 vote-getters will be elected to City Council.

Martha says that Scott Lazenby did an incredible job hiring staff! She feels lucky to be able to work with such high quality staff.



From
**Dave
Kanner**



Aaron Cubic has now passed the eighth year in his tenure as city manager in **Grants Pass**, a remarkable achievement in a city whose middle name was “political turmoil” before he arrived on

the scene. Aaron says he’s extremely pleased with the way things are going in Grants Pass. His councilors have “mixed interests,” which makes for lively discussions but he says they all care deeply about the city, and he refers to his department heads as the “X-Team, because they’re superheroes” who reflect the philosophy and purpose of the organization. Aaron says the city budget is in good shape, with reserves equal to 30-40% of operating revenues, although public safety funding is a concern, as it is in many communities. Public safety consumes 100% of property tax revenues, as well as a \$1.79/\$1,000 special levy that will be up for renewal in November. Aaron’s team is also tackling the largest CIP in city history, including an \$80 million water treatment plant, a \$26 million wastewater treatment plant upgrade, and an \$8 million public safety building. One of Aaron’s more intriguing projects is helping the community determine the future of a 220 acre parcel the city purchased many years ago (outside the city) with the intention of turning into a park... until the city discovered it was in a floodplain! (Ugh. Don’t you hate when that happens?) The city now owns a \$3.5 million asset that it’s currently leasing to a local farmer. (How about a retreat center for ICMA senior advisors? Hmm... I bet Dan Bartlett likes that idea!)



The impossibly high ceiling in **Nathan Cherpeski’s** office in **Klamath Falls** inspires the kind of awe and reverence a city manager deserves! Wish that I had such high ceilings during

my career. (Although those who’ve worked with me would no doubt say I always had a very low ceiling.) Nathan’s office is in the City Hall Annex, a remodeled early-20th century library building. The city is also in the planning stages for a renovation of the old City Hall building across the street. Nathan said the city is focusing a lot of effort on blight removal, a remnant of the recession when banks sat on foreclosed properties. Klamath Falls is trying to address a housing shortage, although the problem is different than that faced by cities in the I-5 corridor, where local governments are dealing with homelessness and transients. In K-Falls it’s a matter of not having enough housing stock to meet buyer demand. Nathan is working with the Economic Development Administration to inventory housing development in the city. He and his team are also working on a \$50 million upgrade of the city’s wastewater treatment plant, which was built in the 1950s. (Note: something or someone born in the 1950s is NOT old.) Nathan has converted to a biennial budget and says there’s enough money to do everything the city needs to do, but enough to do only some of the things they want to do. He is also working with the Council on a new vision statement for Klamath Falls, updating the current one, which was adopted 20 years ago.



Okay, it’s entirely possible that **Jeff Alvis**, city administrator in **Jacksonville**, has a higher ceiling in his office than Nathan has in his. But let us not make ceiling height the measure of a manager’s worth! (I think that’s a line from Shakespeare, but I’m not sure.) Jeff’s office is in what used to be the original Jackson County courthouse, built in 1883. The building has been used for a variety of purposes since the county seat moved to Medford several lifetimes ago and the county gave it to the city in 2012. Jeff,

now in his 28th year with the city and 9th year as city administrator, oversaw an \$875,000 renovation and seismic retrofit of the building – \$300,000 under budget – beginning in 2013, and completed in 2015. With hallway walls lined with historic photos, city hall has the look and feel of a museum. After trying and failing to find a tenant for the second floor of the building, Jeff has now undertaken a project to renovate that space for municipal and community meetings. (It’s a very impressive space that would make an excellent ICMA senior advisor retreat center.) Jeff seems very happy in Jacksonville and the city seems happy with him. He has a number of waterline projects underway and is implementing the second phase of the city’s Water Master Plan. There’s a new community center being built in town (by a private entity) and Jeff reports that the budget is in good shape.



Mark Reagles, city administrator of **Rogue River**, holds the distinction of being (I believe) the longest-tenured CAO with his/her current employer in Oregon. Mark has been the city administrator in Rogue

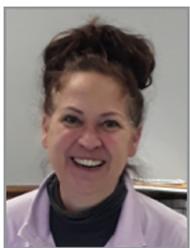
River for 20 years! Mark attributes his longevity to being “very fortunate” and to the fact that his kids were just starting elementary school when he got the city administrator job. By virtue of his and his wife’s involvement with school and the kids’ athletic activities, he (literally) knows everyone in town, which allowed him to build a huge reservoir of trust outside of work. The fact that he’s a smart and easy-going person no doubt has a lot to do with it as well, although he attributes part of his success to the fact that he has office staff “who are way smarter than me.” Rogue River is dealing with huge transportation issues at the moment. I-5, OR-99, the railroad and the Rogue River (of course) all run through town. Meanwhile, people who live in the unincorporated community of Wimer, outside of and four times the size of Rogue River, all have to come through the city to access those transportation routes. ODOT is willing to put up \$5 million for long-term fixes, but the city needs to come up with a \$2.5 million match; a very tall order for a community of 2,200. Meanwhile, the city recently completed a \$1.6 million bond-funded project to treat or repair every street in town, and Mark is now working on sidewalks, thanks to two \$100,000 small cities grants. Mark says

politics in the city are usually pretty quiet and that he can count on one hand the number of times there has been conflict or a split vote on the Council.

In late January, I attended the **Rogue Valley Regional Manager's** meeting in **Central Point**. In attendance were **Danny Jordan, Jackson County; Brian Sjothun, Medford; Jessica Simpson**, interim city manager/city recorder, **Gold Hill; Henry Lawrence, Eagle Point; Mark Reagles, Rogue River; Kelly Madding, Ashland;** and **Jeff Alvis, Jacksonville**. Also in attendance were representatives of Rogue Valley Sanitary Sewer, Jackson County Library District, Oregon DEQ and ODOT. Much of the meeting focused on homelessness issues, following a presentation by the Jackson County Continuum of Care, a multi-agency public/private partnership. The assemblage also heard from RVCOG GIS Specialist Nikki Hart-Brinkley about recent legislation that creates a framework for secure access to geospatial data for all government bodies with no fees.



From
**Larry
Lehman**



Had a great meeting with **Michele Parry**, the new City Manager of **Lakeview**. Michele has been on the job for two months. Her former work experience was in marketing; this is her first city manager position and she is excited about the profession and the prospects that exist for Lakeview.

The Red Rock Company is building a large biomass operation just south of Lakeview.

They will have 100 employees within the year; with perhaps many more in the future.

Geo thermal is continuing to provide energy for the hospital and the state prison. The community is studying ways to expand this energy source.

A new concept for me was the community's desire to become a "dark sky" area. The goal is to limit light pollution and allow locals and visitors to view the night sky in all its glory.



From
**Dan
Bartlett**

North Coast Managers met in Astoria on November 19. Our coordinator/scheduler Kevin Leahy, Executive Director of CEDR/SBDC (our economic development organization in Clatsop County) reported on an enterprise zone formation involving Astoria, Clatsop County, Warrenton and the Port of Astoria. School district superintendents from Astoria, Seaside and Warrenton were going to be making a presentation at the CEDR annual meeting. He also announced that the manager's annual social meeting would be at the Astoria Country Club.

Astoria City Manager Brett Estes reported on an appeal by Grocery Outlet for denial of their development plans. Some residents in the city were looking to change the development code to ban chain hotel developments. There were also discussions about banning development over the water in the river.

Mark Winstanley, Seaside city manager, noted that the power company had removed a pole and that cut power to several City streetlights. The City is working with the Seaside School District on the High School and Middle School construction project. The District web page: www.seaside.k12.or.us/?DivisionID=22431&ToggleSideNav>ShowAll has drone video monthly of the project. (This is a great way to keep the citizens informed and away from the hillside construction site.)

Chad Sweet, Gearhart city administrator/code enforcement officer/elections official, is working with neighborhood concerns about a new fire station. The current facility is old and would not stand an earthquake or tsunami. The City is evaluating several site options.

Jeff Hazen, executive director of Sunset Empire Transportation District, reported they are hiring drivers to start expansion of the weekend service on the eastside. They have a grant for new busses. They have seen a 7% increase in ridership with a fee decrease.

Linda Engbretson, CMC, Warrenton city manager, is hiring a new fire chief. They have had 15 applications. A Main Street project to upgrade the roadside in the downtown is near completion.

Bruce St. Denis, Cannon Beach city manager was dealing with horse poop. They may have a horse diaper requirement for the restaurant where horses were tied up. The owner had to clean up the mess.



I was at the **Toledo** Fire Department on November 21 along with **Wes Hare**, city manager pro tem. Toledo hosted the Central Coast Small Cities Network meeting. This includes Depoe Bay, Dunes City,

Lincoln City, Newport, Siletz, Toledo, Waldport and Yachats. Lincoln City's Emergency Management Coordinator Ken Murphy discussed regional emergency preparedness. He was the director of the Oregon Office of Emergency Management for eight years. Then he was Federal Emergency Management Administration (FEMA) regional administrator, responsible for coordinating federal disaster planning and relief services for Oregon, Washington, Alaska, Idaho and 171 tribal nations. He moved to Lincoln City and has taken their part-time position. Wes noted that they would interview four candidates for city manager. (Apparently, the top candidate refused the job offer and Wes is still doing the pro tem assignment. As I wrote this on the 2/18 submission deadline, I checked with Wes and the Council may decide at their 2/19 meeting on another candidate.)

On December 18, **Mark Winstanley**, Seaside city manager; **Colleen Dick**, assistant city manager/city recorder; **Astoria City Manager Brett Estes**; **Linda Engbretson, CMC, Warrenton** city manager; Jeff Hazen, executive director, Sunset Empire Transportation District; **Don Bohn, Clatsop County** manager; **Monica Steele, Clatsop County** assistant county manager and their senior advisor met at the Astoria Golf & Country Club. Kevin Leahy, Executive Director of CEDR/SBDC arranged our Clatsop Economic Development Resources (CEDR) hosted evening holiday function. I did not take notes!

Skyler Archibald, executive director, Sunset Empire Parks and Recreation District hosted our January 21 meeting. I'm sure the Seaside Brewing Company locations was selected because it's a 5-minute walk from his location.

Monica Steele, Clatsop County assistant county manager, raised this issue: "The census is detrimental to the federal funding amounts received by the state, and then passed down to the local governments, in relation to the census population and providing vital services. I had a Complete Count Committee meeting yesterday for the 2020 census and we are running into issues with the census only going to physical addresses not PO Boxes. Many in the rural areas as well as some parts within the city of Gearhart only have PO Box delivery so I wanted to talk to the cities about possibly putting a flyer in their utility bills to inform people of the importance of participating and how to participate."

Jeff Hazen talked about the NW Connector bus service route improvement. Buses now run from Astoria Transit Center to Portland Union Station. The trip is about three hours along Highway 30.

Astoria City Manager Brett Estes had five meetings with Grocery Outlet to move toward an acceptable land-use application for their project. They were having training with Boards and Commissions to help them understand more about the land-use legal process.

My contribution was that the ICMA West Coast Conference was March 18-20 at the Hilton in Vancouver, Washington. The keynote session will be: Managing Cybersecurity Risks and Resources to Become a Smarter City Against Urban Cyber Terrorism and Why City Size Doesn't Matter.

Conference details can be found at: www.icma.org/events/2020-icma-west-coast-regional-conference

The February meeting was hosted by Will Isom, Port of Astoria's, executive director since December. He was previously their finance director. This was his first meeting with the group.

Kevin Leahy's agenda for the meeting had the Enterprise Zone Resolution expecting to be approved that night by the Astoria City Council and on February 26 by the Clatsop County Commission. He reported that Clatsop WORKS Summer Paid Internship Program had 118 applicants. 23 employers would be hiring 40 interns by April 15. This would be up from last year with 12 employers hiring 22 - Clatsopworks.com. It is modeled after the highly successful McMinnville WORKS internship program, which started in 2008.

Mark Winstanley, Seaside city manager, is in union negotiations. His comment was "that if I do this correctly it would be my last." Rather than a three-year contract, he's going for four years. They are moving forward on a 2.5 million-gallon water tank above the site of the new high school. He figured having that project done before the school opening might be important.

Bruce St. Denis, Cannon Beach city manager, and Colleen Dick, assistant city manager/city recorder, were at the session. Bruce commented on finishing the fore-dune grading project. Cannon Beach has had two record years of transient room tax receipts. They are reducing their budget projection for the future. Don Bohn, Clatsop County Manager, paid about \$420,000 for the Cannon Beach share of the County TRT. This will help Cannon Beach complete some projects. Cannon Beach is the largest recipient of the County TRT followed by Seaside and Astoria.

Skyler Archibald, executive director, Sunset Empire Parks and Recreation District, is filling a marketing/special events position formed in a staff restructuring and is looking at the Seaside School District buildings going to be vacated when the new school opens on the hillside.

Jeff Hazen, executive director, Sunset Empire Transportation District, said that they have increased the frequency of service between Astoria and Seaside and between Warrenton and Hammond.

Will Isom, Port of Astoria executive director, indicated that their Strategic Plan update (2019-2024) was approved by their Commission. This is allowing them to go after State funding for needed improvements. They will expand their boat yard on Pier 3, make repairs to Pier 2 and deal with changes from the closing of the log loading area on Pier 1. Thirty-five cruise ships are scheduled between March 31 and October 22 this year. Some folks are concerned about the impact of these visitors. Many passengers book one or more of the tours offered by the cruise lines, while others take a 1.5 mile walk to downtown along our Riverwalk. Jeff Hazen confirmed from personal experience that many of the crew take busses to Costco or Fred Meyer. They come back to the ship with flat screen TVs and cases of food and snacks. (Full disclosure: Susan and I are tour guides for the 3-hour Astoria Ale Trail Tour. We've run into folks at other times of the year who were on one of our tours.)

Dale Shafer, Nehalem city manager/recorder and **Melissa Thompson-Kiefer**, assistant city manager/recorder are dealing with a wetland owner. The property owner applied in 2007 and wants it accepted now to construct town homes. The owner has one problem - the application is only good for five years. The property in question is now on the National Wetlands map. Melissa redid their website and is working on the municipal code project. They need to upsize a water line.

Astoria City Manager Brett Estes has negotiations underway with three unions. They are short staffed in the dispatch center and working to fill the vacant positions as soon as possible. They are starting a water master plan update. The new requirements make the planning more involved and more like a TSP. They've received a grant to help them analyze their water mainline. The line goes from a city reservoir over eleven miles away to the main supply reservoir, South of Svenson.

Cynthia Alamillo, Manzanita city manager, was not able to be at the meeting. A press release on the City's Facebook page had this information:

Due to the existence of mold and related health concerns for city staff and members of the public, Manzanita City Hall will temporarily relocate its offices to 176 5th Street (the old ambulance quarters). City Council, Planning

Commission and Committee meetings would be held at the Pine Grove Community House (225 Laneda Avenue).

The City takes all health and safety issues very seriously and as a result, commissioned a building health study by Forensic Analytical Consulting Services of Portland. The results of that testing have been received and found a positive presence of mold growth in several parts of the existing City Hall building.

The City of Manzanita regrets any inconvenience this move may cause, but citizens and interested persons should be assured that every effort will be made to lessen negative impacts on the City's day-to-day business and customer service efforts. We will continue to provide regular updates as both the move and remediation decisions continue.



Don Bohn is the new County Manager for **Clatsop County**. He began his new position on Sept. 16. Bohn replaced Cameron Moore, who retired in January. Assis-

tant County Manager Monica Steele served as Interim County Manager after Moore's departure.

"I'm excited to join the Clatsop County team, and excited about the work we're going to do together," Bohn said.

Bohn was Assistant County Administrator for Washington County. He served in Washington County for 28 years, first as a management intern and moving up to administrative analyst and deputy county administrator. In 2006 he was named assistant county administrator, overseeing human resources, finance, information technology, emergency management and other departments.

A native of Colorado, Bohn earned a bachelor's degree in psychology from Pacific University in Forest Grove and a master's degree in public administration from Lewis and Clark College in Portland.

Among his accomplishments is working with an interagency group that developed and won voter approval of a \$77 million bond measure for emergency communications infrastructure. He has

also developed several employee work groups focusing on such areas as capital improvements, and equity, inclusion and diversity teams. Washington County has a workforce of 2,200.

"The beautiful thing with Washington County is that it's a very dynamic organization with a lot of changes and challenges, and Clatsop County is the same way," he said.

Bohn also has ties to the local area: his wife Stacey Larson has deep family roots in Naselle, Wash. area, and the couple owns a second home in Astoria. He enjoys outdoor activities such as hiking, kayaking and gardening.



From
**Gary
Milliman**

Roseburg Transition: The City Council appointed Public Works Director Nikki Messenger as City Manager. Messenger is a long-time City employee and had been serving as Acting City Manager since the retirement of Lance Colley. I met with Messenger in Roseburg to offer support and provide some thoughts on being a new City Manager.

Coquille Transition: Coquille City Manager Chuck Dufner retired July 30. Roberta Vanderwall was retained as Interim City Manager. Prothman has retained to undertake the recruitment for a new City Manager. The City Council has approved a major management restructuring recommended by Vanderwall.

Vanderwall is seeking additional interim assignments. She has a fifth-wheel travel trailer that she uses as a temporary residence. She and her husband are building a new home in Baker. Contact information: Troutmeadow_2@yahoo.com (541) 216-1525.

Bandon Transition: Bandon City Manager Robert Mawson resigned effective October 11, advising the City Council that he is relocating to Arizona for personal reasons. Planning Director Dennis Lewis has been appointed as Interim City

Manager. According to the Mayor, the City has a number of fiscal and personnel issues with which to deal before they undertake recruitment for a new City Manager. Several department head positions are vacant. They have been recruiting for Finance Manager for many months without success.

LOC Small Cities. After attending the LOC Small Cities meeting in Bandon, which was also attended by LOC's Mike Cully and Kevin Toon, I had several discussions with LOC staff and city officials concerning the value of the Small Cities meetings and possible restructuring. Attendance at Small Cities meetings in this region continues to decline. Many City Managers report that they do not attend because they see no value. Councilors report that there is no "take away" from the meetings. Better programming and using the venue as a training opportunity would improve attendance. I offered to assist with this matter in the South Coast region as a pilot project. Not all regions may be experiencing this issue.

I attended the Valley Small Cities meeting in Oakland on December 2. The meeting was well attended. ODOT provided a presentation on electric vehicles and efforts to expand the network of electric fueling stations. There were many questions from city representatives concerning how to develop electric fueling stations in their communities.

ICMA: I attended the ICMA Annual Conference in Nashville. The ICMA Senior Advisor Annual Meeting was held during the conference. There are now 107 Senior Advisors nationwide; 35 attended the Conference. It is the 45th anniversary of the Senior Advisor program. Senior Advisors in attendance took turns staffing the Senior Advisor consultation table at the ICMA Pavilion. The major focus of the annual meeting was a workshop on dealing with City Managers in crisis conducted by a clinical psychologist. I have requested a copy of the Power Point presentation. The importance of using a new, uniform reporting form was emphasized to enable ICMA gather data to evaluate the effectiveness of the program. Seems like its all about data these days. Another important topic was providing assistance to and staying in contact with managers in transition. Senior Advisor Dave Waffle and I were recognized for 45 years of

service to the profession; unfortunately Dave was unable to attend.

Major Topics/Support Provided:

- Met with City Manager and staff in Donald to consult on start-up of a Municipal Court.
- Met with Sutherlin City Manager Jerry Gillham, Assistant City Manager Dan Wilson and Intern Jake Boone (who is also a City Councilor in Cottage Grove and the President of LOC) on various topics. Two topics are worthy of special attention:
 - Approval of a large “destination resort” that will include a “Made in Oregon”-themed shopping center and hotel. The project will include green transit service between the resort and downtown Sutherlin. More information on the project, which is expected to break ground in 2021, can be found at: <https://www.oregononly.com>.
 - To address the shortage of volunteer firefighters, the City is now offering financial incentives to Public Works employees to become “volunteer” firefighters. Incentives are similar to those offered to police employees who achieve intermediate and advanced DPSST certification. The City has four full-time firefighters and 13 volunteers...and has now added 16 public works employees to the volunteer firefighter cadre. The program was well-received by the volunteers. Many cities are experiencing diminishing volunteer firefighters, and this may be a successful approach.

I encouraged city staff to contact LOC Communications Director Kevin Toon to arrange for articles featuring these successes.

- Long-time Elkton City Manager Linda Higgins is retiring and long-time (20+ years) Public Works Director Gary Trout will succeed her.
- I was contacted by a non-member department manager who was disappointed about being “passed over” for a promotion. Provided support and consultation.
- At the LOC Annual Conference I was contacted by the Mayor of Maupin who asked for assistance in securing a new City Manager. Their first-ever

City Manager, appointed in June, had to resign due to illness. I provided some recruitment advice and referrals.

- Participated in a City Council workshop in Myrtle Point on the topic of forming an urban renewal agency, sharing my experience in Brookings.

General Activities

I interacted with city managers at the OC-CMA Summer Conference in Newport, the LOC Annual Conference in Bend and the ICMA Annual Conference in Nashville.

Made site visits with City Managers/Recorders in Sutherlin, Drain, Elkton, Oakland, Myrtle Creek, Coos Bay, North Bend, Myrtle Point, Port Orford, Brookings, Gold Beach, Bandon and Powers.

Provided counseling to one City Recorder on the topic of improving communication with and among City Councilors.

Participated in Senior Advisor conference calls.



From
Dave
Waffle



Andy Varner – City
of North Plains

When Andy came to North Plains to become their City Manager in February 2018, he really reduced his commute time.

Previously Andy served as City Manager for Sand Point, Alaska (in the Aleutian Islands) and flew there monthly from an office shared with other government and non-profit officials in Anchorage. The flight was generally about 3 hours. He’d stay a week and return to Anchorage where he could remotely manage the community and interact with state and regional officials on city business.

Andy now lives in Washington County with his family and finds his new job fun and fascinating. North Plains has attracted considerable residential growth in recent years (300+ units) and recently approved a master plan for an even larger, 500-unit development. All this residential

development in busy Washington County is now generating interest in commercial development. Most of the recent commercial development is near the Highway 26/Glencoe Road interchange which serves the North Plains community. Andy and the City’s consultant team believe there is good potential in the downtown core where local government and retail services can co-exist. There is the underlying authority of an urban renewal district which permits the city to activate and incentivize new commercial investment. Andy’s passion is in the field of economic development. If he could add a position, it would be a Community Development Director who would augment his skill set and extend the team’s effectiveness.

The city will begin breaking ground on a new two-million gallon, seismically sound water reservoir closer to the new residential development this year. The school district will begin construction of a second elementary school this spring. The city also is building several new trail and pathway projects to improve walkability for residents.

One of the challenges of the past year was the transition from a city police force to a service contract from the Washington County Sheriff’s Office (WSCO). The change occurred on July 1, 2019. Andy enjoys the leadership of Chief Jesse Baker, as assigned by the SO, who lives nearby and is in regular communication with city staff.

Among the upcoming issues for Andy and the North Plains leadership are a proposed expansion of the urban growth boundary, a civic facilities study, an emergency operations plan update and consideration of a local gas tax, which will require voter approval.



Robby Hammond,
City of Hillsboro

Robby Hammond was excited to have the Hillsboro Mayor and City Council ask him to remove the “interim” tag from his title in September 2019. Robby was promoted from Assistant City Manager (ACM) to Interim City Manager in January 2019 after Michael Brown chose to leave the organization. Robby came to Hillsboro as

Human Resources Director from the City of San Antonio, Texas in 2012. Now he is faced with back-filling his vacated position of Assistant City Manager. Someone will likely be in that slot by the time you are reading this article. Robby said he intentionally left the assignment of departmental oversight responsibilities open in the job announcement and in conversations with the applicants as he wants to see how the new person blends with the skills and interests of himself and current ACM Simone Brooks.

Robby reports a regular meeting schedule with Mayor Steve Callaway and members of the city council. He'll often meet over dinner with his elected officials whose work responsibilities hinder day-time get-togethers. As Robby began his duties last January, he's already looking forward to a performance review conversation early in 2020.

The Council and staff will hold their annual retreat in February. Among the issues that may surface at the retreat are the continued challenges of affordable housing, homelessness and transportation. The regional affordable housing bond program from Metro allows Hillsboro and other cities to work with developers to generate new housing units. Hillsboro is aiming to offer a site to developers that is next to their new community center in the 53rd Street Park. The site is near a MAX light-rail station, Oregon Human Services offices and the Hawthorne walk-in mental health services facility.

Early in his tenure as the City Manager, Robby was met with considerable social media activity and critical public meetings commentary regarding a street widening project on Jackson School Road that leads northward toward Highway 26. The protests are mostly focused on the removal of mature trees that lined the road near a creek crossing. Even with Hillsboro's sophisticated communication team resources, a steady drumbeat of controversy can be challenging!

Elsewhere in Hillsboro there are thousands of new homes coming to the South Hillsboro (SoHi) area. Among the tasks remaining for the city is to acquire a community center and fire station site to serve the growing population. SoHi residents will benefit from the city's new Internet service now under construction.

By spring the service will be operational, offering 1 GIG service for only \$55 per month. Qualified low-income families can obtain the service for \$10 per month. The optic fiber network connects the schools and also serves an existing lower-income area immediately south of the historic downtown.

Hillsboro is a major employment center and Robby reports significant industrial development near Highway 26. In addition to the new firms offering manufacturing and warehousing jobs, the pharmaceutical company Genentech is expanding and Intel continues their substantial investment in new facilities.

Other News

There are two notable retirements in Washington County. **David Donaldson** is retiring from the City of **Beaverton** after serving as its Public Works Director since 2015. His previous experience includes 7 years with the City of Lake Oswego where he served as Assistant City Manager, responsible for multiple departments including Public Works while also serving as City Manager for one year. Prior to that he served as Deputy City Manager for the City of Wilsonville for 9 years and was also responsible for supervising the Human Resources and Public Works department. In addition, Mr. Donaldson has 12 years of experience in the private sector as an Executive Recruiter for governmental entities across the county and spent a year in the non-profit sector as Vice President of Human Resources for the Woodland Park Zoo in Seattle. Donaldson also served on the OCCMA Board of Directors.

Bob Davis has retired from **Washington County** as their Administrator. Bob worked at Washington County for 36 years, including the past 13 as the county's top executive. While recruitment for a successor continues, former Tualatin City Manager Steve Rhodes is serving as Interim County Administrator. Rhodes also served as Clackamas County's Administrator among other positions in his career.



From
**Wes
Hare**



Part of the challenge of serving as a senior advisor is maintaining the dignity of the profession when

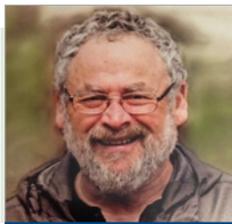
there are so many forces working to tear it down. The picture above of **Albany** manager **Peter Troeddson's** face affixed to a beer keg is an example in point. I am not including videos of **Corvallis** manager **Mark Shepard** dancing or the pie-smearing faces of **Adair Village's Pat Hare**, **Philomath's Chris Workman** and **Monroe's Rick Hohnbaum** for the sake of common decency. Other senior advisors can report on all the good work managers are doing in their respective areas, while I am left with beer drinking, dancing and pie eating. In fairness, it was all in a good cause to raise money for local veterans and I know of many real accomplishments from the managers involved.

During the past few months, I have attended central Coast manager meetings while working as the city manager pro tem in Toledo, as well as Council of Government sponsored gatherings in Lane and Linn counties. Last month, I was able to wish **Ric Ingham**, the long-time **Veneta** city manager, farewell upon his retirement and planned move to Idaho. I was also re-united with an old friend from graduate school, **Greg Rikhoff**, now serving as **Lane County's** administrator. New **Oakridge** manager **Bryan Cutchen** is settling in and discovering the many wonders of the Central Cascades. I told him that since positions I've previously held have

been taken over by a Navy Rear Admiral (Bryan) and a Coast Guard Captain (Peter), I will be requesting command of my own aircraft carrier in the near future.

Among the nicest visits I had in December, was a beautiful drive down the Coast to see **Erin Reynolds** and **Megan Messmer** in Florence. Erin is expecting a daughter in June (I think) and I'm encouraging her to join the ICMA Breeding Program in an effort to replenish the profession. Oregon managers have a proud tradition of surrendering their offspring to ICMA, with Ben Bryant in Happy Valley, Pat Hare in Adair Village and Andrew Bartlett in Hillsboro. I know there are other products of the program, including Chris Eppley in Keizer and Zoe Monahan, now in Idaho. I apologize to any sons or daughters of managers I may have missed.

My work in Toledo will be finished this week (end of February) and I look forward to visiting colleagues throughout my territory over the next few months. Visible evidence from trips to Jefferson County over the past few months, indicates good work is proceeding in Madras, and I hope to schedule an appointment there soon to provide details on a large collection of newly completed building projects.



From
**David
Clyne**

As the Senior Advisor for Yamhill, Polk and Marion Counties (and as Steve Powers in Salem frequently reminds me), I have been somewhat AWOL from my region. Rather, I have been doing my best to make lemonade in the City of Newberg. Being named in one lawsuit, one BOLI claim and two other tort notices, not sure just how successful I have been with that.

Nonetheless, the City of Newberg has sworn in its newest City Manager, Dan Weinheimer, most recently having

served in Routt County, Colorado, the home of Steamboat Springs. Dan was very excited to arrive for his latest challenge (perhaps leaving behind on his last day 10" of fresh snow and -15F temps had something to do with that) and I was equally excited to see him sworn in.

Dan brings a lengthy career in city and county government and has been active in both ICMA and ELGL. Please find an opportunity to welcome him before he forgets how bad mountain winter weather felt as the next round of rains set in.

While most of my time was spent with Newberg, I did have several opportunities to meet folks from the region at the MWVCOG manager luncheons, the Marion County Managers breakfasts and the Polk County breakfast. Unfortunately, I was not able to make the last Yamhill County dinner event. I also had opportunity to meet separately with Rick Hohnbaum, Monroe (didn't mean to poach Wes); Jeff Towery, McMinnville; Kenna West, Willamina; and Michael Thomas, Amity.

Additionally, I had the pleasure of joining my fellow Senior Advisors and joining the OCCMA Board for its annual winter retreat. I arrived a little late being the only one that didn't read the location notice showing the change to Silver Falls State Park instead of Oregon Gardens . . . ugh. I was able, however, to assure folks at the gathering that no one

else had made the same error.

Like everywhere else in Oregon, there has been some movement in the ranks in my region; not all voluntary. In reaching out, it was heartening to learn that folks were largely managing the changes that seem to be an almost inevitable part of our business over the course of years. Democracy on the front lines can be very challenging, but the service you provide in moving your communities forward is truly invaluable. Be strong and always engage with your peers, your families, your friends and of course your senior advisors.

Before closing, I would like to share one valuable experience I was able to have thanks to the City of Newberg. The City Council engaged in its first goal setting with a major outcome being that of moving the City's operational culture forward in the realm of Diversity, Equity and Inclusion (DEI). As a result, I attended a two-and-a-half-day training put on by the Center for Equity and Inclusion (Portland).

It was truly amazing albeit uncomfortable (as it was meant to be) confronting my own biases and privileges. Newberg Department staff and the Newberg Mayor and Council are largely working to schedule the same training in over the coming months. I would strongly urge any and all of you to consider that or something very similar. Getting out of our comfort zones is difficult but critical, in my view.

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

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Dave Kanner – (541) 851-1267, dave_kanner@yahoo.com

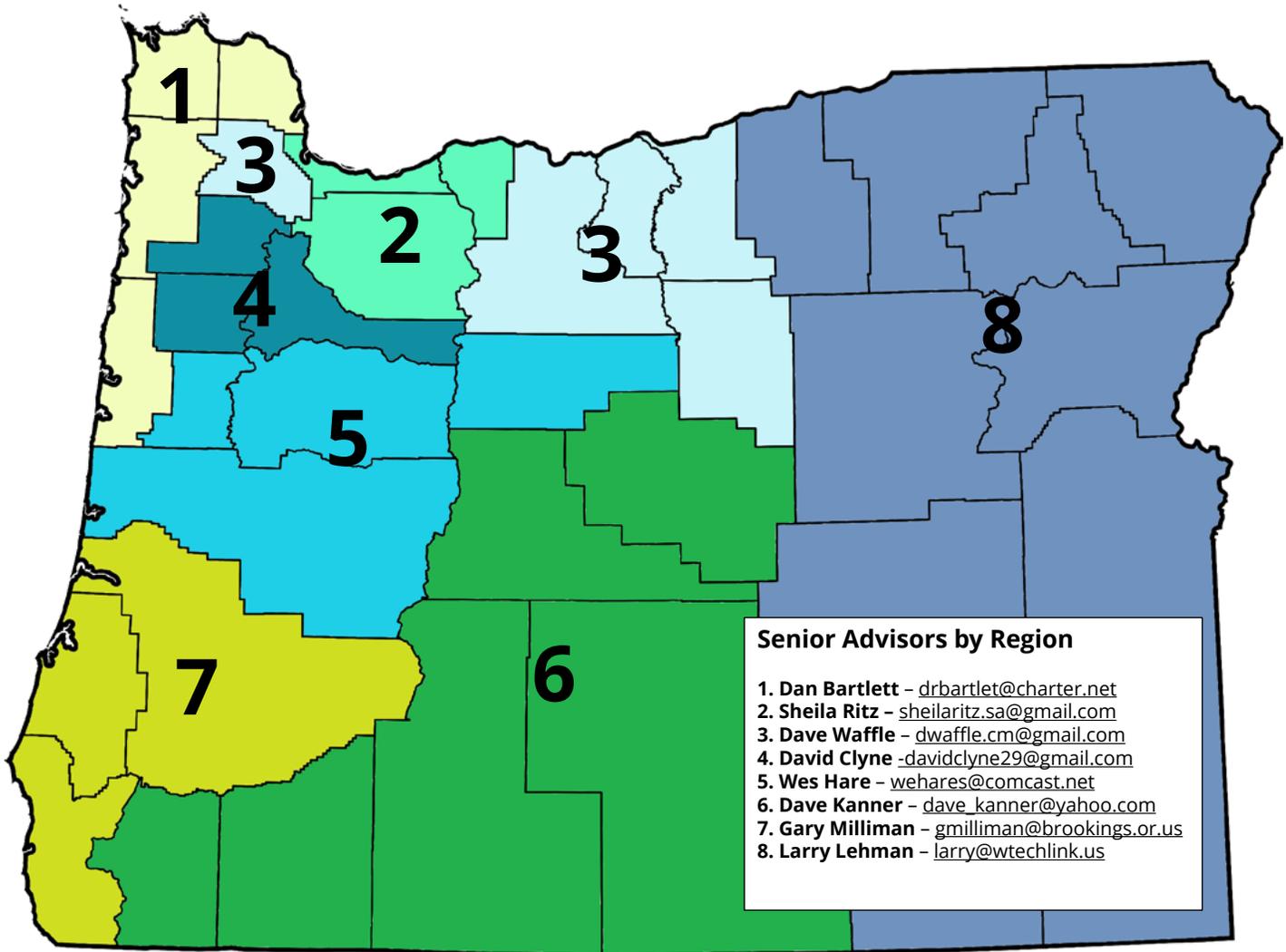
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