

**OCCMA**

**Oregon City/County  
Management Association**

A State Affiliate of **ICMA**

SECOND QUARTER 2023

# Implementing HB 4123

## Umatilla County shares their experience so far



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## MESSAGE FROM THE PRESIDENT

Scott Derickson • City Manager • Woodburn



*“The ICMA Voluntary Credentialing Program recognizes ICMA members qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. Participants who complete this self-directed program may earn the designation of ICMA Credentialed Manager (ICMA-CM) granted by the ICMA Executive Board through a peer review credentialing process. ICMA Credentialed Managers are viewed with growing distinction by local governing bodies and progressive, civically engaged communities.” – ICMA Website*

Having spent years in the public sector, one thing has become clear: successful city managers recognize the various aspects of the profession that require both soft skills, such as political intuition, understanding community values and relationship building strategies along with the higher executive skills, such as budgeting and financial management best practices, etc. We seek to improve our skills in all essential areas over the trajectory of our careers and maintain our relevance in rapidly changing community expectations and organizational needs. Savvy city managers work to create a learning culture within city hall, building knowledge and capacity.

There is no better way to lead than by example.

For eligible city managers, ICMA’s Voluntary Credentialing Program serves as an excellent resource and opportunity to help assess and focus your professional development efforts, demonstrate your ongoing commitment to learning and skill development as well as justifying budget allocations for trainings and professional conference attendance. Anyone interested in ICMA’s credential program can learn more about it at: <https://icma.org/icma-voluntary-credentialing-program#getstarted>.

Additionally, it is becoming common for elected officials across the country to seek out credentialed city manager candidates because of their commitment to ICMA’s programs, such as the ICMA Code of Ethics, and the integrity the credential represents. Public

executives who understand the value of self-assessment and continued professional growth development are always of value.

ICMA Credentialed Managers commit to 40 hours of annual professional development training and reporting consistent with ICMA’s Management Assessment tool. I can attest firsthand to the value and importance of professional development, sharing your learning goals and training with city councils and encouraging city staff to do the same. For example, over the past several years, as part of my continuing education plan for ICMA, I have specifically developed a professional reading list focused on issues associated with racial justice and diversity, equity, and inclusion topics. After having read various perspectives and opinions and attended trainings and conferences, I can better engage my organization and community members from an informed perspective helping to move the city council’s agenda forward. For many of us, we are doing this work anyway.

Credentialed city managers are also given preference for top-notch ICMA leadership training, such as the Senior Executive Institute, the Gettysburg and Colonial Williamsburg Leadership Institutes and other programs. These are some of the best leadership trainings available to our profession.

Based on my professional growth, which I attribute to my 15 years of participating in ICMA’s Voluntary Credentialing Program, I encourage non-credentialed managers to consider how an ICMA credential fits into your short and longer term professional objectives and if credentialing is right for you. I’m happy to discuss my experiences and answer any questions about the credentialing program to anyone interested in participating.



Scott Derickson

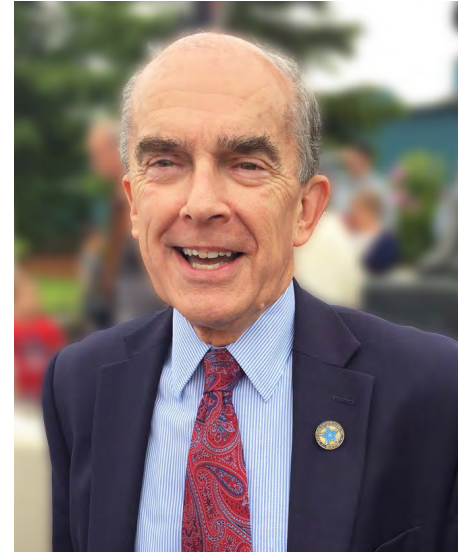
# OCCMA's Newest Advisor: Rob Drake

On April 25, the OCCMA Board of Directors unanimously approved appointing Rob Drake as OCCMA's newest advisor. Rob will be working directly under the OCCMA and supporting OCCMA members, city managers, administrators, recorders, and assistant city managers in Region 8, which encompasses the following counties: Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, and Wallowa.

Rob's career in local government dates back to 1981, and he has experience as an elected official and city manager. He served as the Mayor/CEO for the city of Beaverton for 16 years. After Beaverton, he served in interim city manager roles in Tillamook and Carlton. He recently retired from Cornelius, where he served as city manager for ten years. In 2019, Cornelius received the "All-America City Award" from the National Civic Foundation for their work in disbanding their former police department and contracting with the Washington County Sheriff in 2014, the adoption of a new Downtown Plan, the formation of an Urban Renewal District, and the funding and construction of a new city library with 45-units of affordable senior housing on the top two floors that was completed in FY 2018-19. In addition, Cornelius formed and added numerous community events while under Rob's leadership, in-

cluding the Community Clean-up Day, Holiday Tree Lighting, Flicks in the Park, Concerts in the Park, Ice Cream Social, Spanish-speaking Town Halls (Cornelius is 52% Latino), Community Thanksgiving Dinner and joint sponsorship with two veterans' groups of the Veterans Day Celebration in Veterans Memorial Park.

Rob is excited to represent Region 8 and has family roots in Heppner, where his dad's family are farmers. He understands small cities' unique challenges and the skill set needed to run their daily operations. Rob will attend the 2023 Summer Conference in Pendleton and looks forward to visiting with the members in his new role. Welcome, Rob!



## REGISTRATION NOW OPEN

### OCCMA Summer Conference

July 19-22, 2023 | Pendleton Convention Center



Registration is now open for the OCCMA Summer Conference. Please visit the [conference webpage](#) to view the preliminary agenda and the lodging options. Please note that registration is processed through LOC's registration portal and that your login will be the same as your LOC login. If you are unsure what your login is, please contact [loc@orcities.org](mailto:loc@orcities.org).

[Register Here](#)

# Providing Practical Assistance through Transitional Housing (PATH) in Umatilla County

## Our experience so far implementing House Bill 4123

By David Stockdale, Umatilla City Manager

Homelessness is a complex issue with no silver-bullet answer, one that necessitates collaboration of government/nonprofit/for-profit enterprises to be successful and garner the needed support. To us in Umatilla County, the beauty of HB 4123 in addressing homelessness is that it provided a basic framework for communities to follow but left the core priorities and services to be provided to the local municipalities to determine and implement. We first want to acknowledge the extensive amount of trust from the State to put their confidence in local cities/counties to address a statewide priority through a local consortium. HB 4123 extended that arm of trust to cities/counties throughout Oregon, and we here in Umatilla County are incredibly grateful for this opportunity to show Oregon what we can do.

The West Umatilla County managing Project PATH group consists of Umatilla County and the cities of Hermiston, Umatilla, Stanfield, and Echo, together with our nonprofit contracted partner Stepping Stones Alliance. Where many of the pilot programs throughout the State hired additional staff, we chose the nonprofit partnership route. We gave the “other duties as assigned” work to the City of Umatilla’s Community Development Department. The land for our PATH facility was provided by Umatilla County: approximately a 2.5-acre site initially. That property was annexed into the City of Umatilla but has a Hermiston address (the U.S. Postal Service doesn’t follow city boundaries, as many of you know). It is centrally located between Hermiston and Umatilla, nearly in the middle.

Our soon-to-be-adopted Strategic Plan confesses that “the success of Project PATH will be achieved [only] through partnerships and [collaborations].” Stepping Stones has been an incredible partner. They are bringing over \$1.1 million of their grant funding to pool together with ours and their myriad of experience and already existing and growing partnership network. Since June 2022, PATH, through our partnerships, has logged more than 3,500 volunteer hours, hosted more than two dozen work parties, and partnered with skilled laborers and contractors who donated their facilities and other resources to help us meet our initial goals to get our facility operational this



*Front of a hut*

summer. It is truly a remarkable honor to witness a community come together to support a common goal: to provide the most basic human need of straightforward, adequate, and safe housing.

Regarding the Strategic Plan, HB 4123 required creating and adopting a five-year strategic plan. Our Plan is working its way through formal adoption by each Council/Commission and will be adopted by the end of May. Our Plan outlines our Vision/Mission/Values and identifies our Advisory Committee, trusted partners, and funding needs. Our four core goals focus on shelter, services, housing, and advocacy. Project PATH “envisions a region with equal opportunities and support, where everyone who needs stable housing can find and afford it – especially communities who have faced disproportionate barriers to housing – so everyone can achieve the best quality of life possible.” Working with those in West Umatilla County on this issue, I am happy to attest that this is not simply rhetoric but a true Vision that our partnership believes in and one we sincerely work to achieve.

Stepping Stones provides the steps forward, and PATH provides the way to get there. At Project PATH, we take you as you are. We understand and respect



those institutions that provide housing services that require sobriety, for example. However, with some rules and codes of conduct, PATH recognizes that you might be coming to us at your most desperate time. If you only need a one-night emergency shelter, we have a Sleep Center that will help you get a hot meal for the night and get you back on your way tomorrow morning. But, the core purpose of PATH is to help individuals and families work through what is likely one of their most difficult circumstances in life. We hope to provide you with that stable housing unit to put a safe roof over your head and a place to store your belongings. In contrast, we provide you practical assistance to get access to services that you qualify for, to vocational training, to education, to essential medical/dental services, and to connect you with your community and hopefully provide a place to make lasting social connections and friendships.



*Shower trailer*



# Northwest Managers Conference Recap

By David Milliron, North Bend City Administrator

I was excited as researchers opened the air-tight door and escorted a group of local government managers into the U.S. Army's Cold Regions Research and Engineering Laboratory's Permafrost Tunnel and a ~40,000-year-old frozen world. We step inside, breathing in cold air and musky dust as we walk back through time. Mammoth bones jut out of tunnel walls etched with glassy permafrost ice wedges formed over tens of thousands of years. Our guide stops at a yellow tag in the tunnel's deepest, farthest back part. She points out an alder branch sticking out of the wall. We learn that permafrost is any soil, ice, or organic matter like plant material or bone that remains frozen year-round for at least two years. It's 43,260 years old (+/- 360 years). There's no other facility like it in the world. The tunnel was initially excavated in the 1960s and has been expanded since 2011. The facility has yielded much scientific research and developments on mining, civil engineering on permafrost, geology, paleontology, biology, and even Mars studies. What a treat for the Oregon, Washington, and Alaska attendees to the Northwest Managers Conference held March 28-31 in Fairbanks.

The conference provided a robust understanding of topics on the Arctic, including defense and security strategies, northwest Pacific and Arctic fisheries, and climate change impacts and trends. We engaged in much networking at the receptions, which included an outing to the Fountainhead Antique Auto Museum (where we got to see the first electric car), and the International Ice Carving Competition, sporting over 100 competition sculptures and exhibition pieces and the ever-expanding playful ice attractions in the Kids Park.



While in Fairbanks, I met David Miller, City Administrator for North Bend, Washington. We chatted about how often we get inquiries from the wrong state. The irony is how close our names are to one another, and that both of us were named to our current positions within months of one another. It is like we've memorized each other's area code, knowing they've called the correct city but the wrong state. The conference was a bonding moment for both of us.



Representing Oregon was ICMA President Jeff Towery (McMinnville City Manager), Newport City Manager Spencer Nebel, Umatilla City Manager David Stockdale, Woodburn City Administrator Scott Derickson, Florence Assistant City Manager Megan Messmer, Albany City Manager Peter Troedsson, and North Bend City Administrator David Milliron.





## OCCMA Hosts Spring Workshop

The OCCMA Professional Development Committee hosted its first spring managers workshop held in conjunction with the LOC Spring Conference. The workshop titled "Finding the City Path Forward for Houselessness and Community Members in Crisis" brought managers together from all corners of Oregon to discuss and share best practices on how their communities are addressing houselessness, opioids and the mental health crisis. Participants heard from state, county, and city leaders on funding options and what has been working in communities both small and large. After the panel discussion the managers broke out into small groups to discuss current practices, to identify where there are gaps in resources, and lastly to identify potential partners. You can access the session materials on the [LOC website](#).

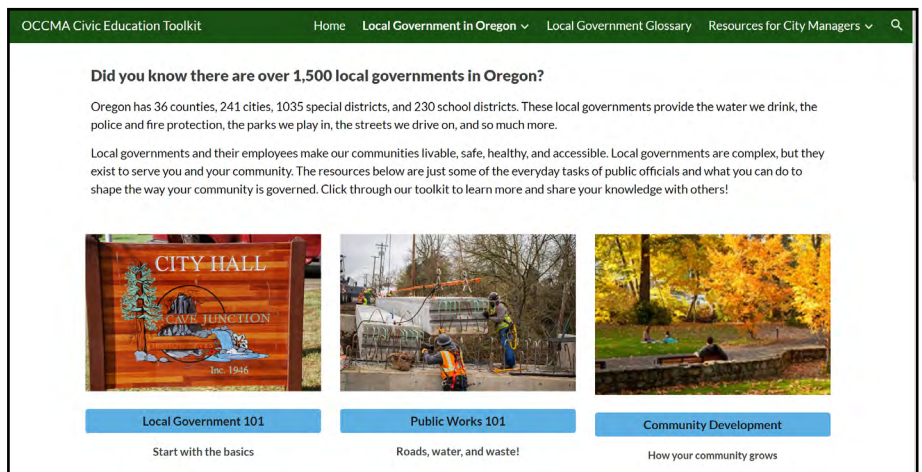
## OCCMA Local Government Toolkit

Last summer, OCCMA members were introduced to the Local Government Toolkit developed by former Portland State University Master's of Public Administration student Ashleen McGrik in partnership with the Civic Education Ad Hoc Committee. The tool kit was developed to provide a resource center for City Managers to use in their work or with their community. The resources are intended to help explain the often complicated or misunderstood world of local government and the City Manager's role. The tool kit is an excellent resource for onboarding new committee members or City Councilors.

The Civic Education Toolkit is available on OCCMA's website or here: <https://sites.google.com/pdx.edu/civiceducationtoolkit/home>.

It has a glossary, information, and videos to help explain topics such as local government's budget, public works operations, and community development. The topics are broad to serve as an information hub to be used by all Oregon cities. The materials can be provided to elected officials, community groups, and others to help people understand how city government works.

The toolkit is an excellent resource for sharing with your local schools. Students are our future elected



officials, employees, and voters, making it essential for local government officials to communicate what local governments do. The committee will be working to develop a playbook and presentation materials for members to share with their local schools.

In 2023, the Civic Education ad hoc committee will develop additional resources to help managers present the materials to school and community groups. The committee would like to know what would be helpful to managers. Are there topics that should be added to the toolkit or resources that would be helpful to you as you share this information in your community? Please take this [short survey](#) (its only three questions) to help the committee make this a more useful tool for OCCMA members.



# Oregon Latinos in Local Government Expanding Resources to Members

In 2021, the OCCMA Board of Directors agreed to provide support to a new organization, Oregon Latinos in Local Government. OLLG is a membership organization focused on the following:

- Supporting Latino professionals in local government;
- Promoting cultural awareness among local government employees who serve communities with a significant Latino population; and
- Increasing public participation in local government within the Latino community.

The OLLG launched its first membership drive last year and 23 local government organizations have joined and over 150 employees from those organizations have signed up as members. This year the OLLG Communications Committee has launched a new website: [www.ollg.org](http://www.ollg.org). This website provides members with

access to recordings of their quarterly Café con Leche educational and networking events, job postings, past newsletters and more. In addition, to the launch of the website the Communications Committee released the first edition of PUENTE, OLLG's quarterly Newsletter. The word puente in Spanish means bridge. The OLLG Board of Directors decided bridge is an appropriate metaphor for the work that OLLG is trying to do. The OLLG wants to bridge skills, ideas, and connections among one another as well as bridge connections, services and resources to the people OLLG's serve as government workers. Visit the OLLG website to sign up to start receiving their newsletters directly to your inbox. In addition, the OLLG now has its own listserv for members to share resources with one another.

Please consider joining the 23 organizations by becoming a member of OLLG today! For additional information about membership options, visit <https://www.oregonlatinosinlocalgovernment.org/join>

## The OCCMA Board of Directors Seeks Applicants for 2024

In late June, the OCCMA Board will begin accepting applications from current OCCMA members who are interested in serving on the board as a director or president-elect (note: candidates for president-elect must have previous service on the OCCMA board). In creating a proposed board slate for the membership's consideration, the OCCMA Nominating Committee will strive to nominate candidates that include a minimum of one county member, one assistant manager or one assistant to a manager, giving consideration to race, gender, tenure, size of community served, and geographic area served at the time of election and areas served throughout the candidates' career. Elections take place at the OCCMA Membership Meeting scheduled for October 12 at the Graduate in Eugene, after the OCCMA Fall Workshop.

New board members will join continuing members November 16-17 in Independence for the board's annual retreat. The new term of office begins in January 2024. Terms of office for director positions are three years. If you are interested in applying please contact Angela Speier at [aspeier@orcities.org](mailto:aspeier@orcities.org) or 503-540-6599.

## 2023 CALENDAR OF EVENTS

**July 19-22**

OCCMA Summer Conference  
Pendleton Convention Center

**August 31**

OCCMA Board of Directors Meeting  
Virtual

**October 11-12**

OCCMA Board Meeting & Fall Workshop  
The Graduate, Eugene

**November 16-17**

OCCMA Board of Directors Retreat  
Independence



# City Manager Spotlight

## Shawn Waite, Hubbard

You might want to check the closest golf course when you can't find Shawn Waite at Hubbard City Hall. That's her No. 1 hobby, ahead of traveling and reading. She travels with a big group of friends, and they pick a place and hit all the places to see. Most recently, it was Mexico.

"And I have to say, seeing the Mayan Ruins, that was really amazing," she said. "I'm a history buff when it comes to the Aztecs and Mayans and understanding that culture and their history – just being able to see some of their infrastructure and how amazing it was to have been built so long ago with no modern-day tools or engineering."

Golf may be Shawn's hobby, but public service and making a difference is her passion.

"I've been in public service for over 20 years. So, I'm very passionate about the work I do when serving the community," said Shawn, who began in Hubbard in March 2023 after leaving Lane County, where she served as their Capital Planning and Facilities Management Manager. "About 15 years ago, I left the public sector and worked for a year and a half in the private sector but found I wasn't being fulfilled as far as that service work. So, I returned to the public sector and love serving the community."

Shawn holds an undergraduate and graduate degree in Business Administration. She said she was drawn to Hubbard because "it has a lot of opportunity, and they're starting to realize some growth." Hubbard is home to 3,500 residents but is contemplating a new subdivision adding another 1,000 people. "So, making sure our infrastructure is prepared to deal with a large subdivision going in and seeking grant opportunities to do downtown revitalization and looking at what kind of economic growth and the impact that we can bring into the community as it's growing is what interested me in the community."

Shawn says the City Manager role in Hubbard is new to the community and that everyone "is basically all learning together ... so it's just kind of figuring out roles and responsibilities," which she admits has "been a little bumpy."

"I have a great Council and a great Mayor," Shawn said.

"They've been 100 percent supportive. So that's been great. And I must say that reaching out to my peers across the state has been amazing and super helpful. My fellow city managers have been great about pointing out some things to keep on my radar, providing advice on what it's like to be a city manager, and how I need to make sure I have a work/life balance and take care of myself. It's just been an incredible group."

Shawn says a temperature check was the catalyst for Hubbard switching to the council-manager form of government. "... the Council had to have special meetings just to make regular operating decisions." There were issues like managing the City's finances on a daily basis and financial reporting," along with the proposed subdivision and infrastructure concerns, that motivated the Council to move forward with a change in its form of government.



# ICMA | coaching program

## Career Compass No. 99: Harness the Hidden Power of Rituals

Amid all the uncertainty in local government, rituals can help us focus, relax, and serve as a better leader and colleague.

By Dr. Frank Benest | Dec 12, 2022 | ARTICLE

*I'm a mid-manager who leads a program team in the community services department of a mid-sized suburb in the Southeast. The team is inundated with new and changing demands to*

- *Digitize services and procedures.*
- *Respond to new populations and user groups, such as families living in cars and RVs.*
- *Decrease the carbon footprint and water usage at our municipal facilities.*
- *Work with colleagues and community stakeholders in virtual environments.*



*Team members complain that they feel harried, disconnected from each other, unappreciated, and lack opportunities to pursue new learning and development. I sense that team members feel our work lives are unsettled and even out of control. To make matters worse, there is a lot of churn in our department and the team itself, with talent moving to other organizations and new staff joining us. As the team leader, I, too, feel unsettled.*

*How do I help our team (and myself) feel more settled and focused?*

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The world of local government has become much more turbulent, uncertain, and “messy.” This disruptive, ever-changing world will remain your reality.

The new normal certainly requires that leaders help their teams:

- Acknowledge the messiness and all the changing demands.
- “Narrow the focus” by identifying a few priorities that the team can adequately address.
- Clarify the end goal but allow flexibility in how to get there.
- Advocate for the team so that the department director, city manager, and city council support a few priorities within your team’s capacity to respond.
- Take a few steps forward on any priority, be ready to pivot, fix up mistakes, and learn as you go.

(See *ICMA Career Compass No. 94: Leading in Turbulence*.)

As we deal with a lot of uncertainty, rituals can help us manage some of the “messiness” in our personal and work lives.

## What Are Rituals?

Rituals are defined as a prescribed set of actions regularly repeated in a precise manner by an individual or members of a group. According to anthropologists, from the beginning of human time, cultures have used rituals to forge identity, support group values, promote learning, and build community. (See Francesca Gino and Michael

*“FROM THE BEGINNING OF TIME, CULTURES HAVE USED RITUALS TO FORGE IDENTITY, SUPPORT GROUP VALUES, PROMOTE LEARNING, AND BUILD COMMUNITY.”*

Norton, “*Why Rituals Work*,” *Scientific American*, May 14, 2013.)

Let me give you an example. When I was growing up, my family had a ritual of getting together every Sunday. My grandmother Rebecca would cook a large Lebanese meal that was followed by drinking Turkish coffee. We all shared what was going on with ourselves and told family stories. There was no excuse for missing a Sunday lunch. These Sunday lunches brought us together as a family, passed on culture and family wisdom, provided a sense of identity, and allowed us to unwind and get ready for the coming week.

## Why Are Rituals Important?

Rituals that are practiced individually or by our teams give us a sense of certainty and a small measure of control amid a lot of change and turbulence.

As we transition from the post-pandemic, The Gallup Organization has found that 55% of all employees are not engaged. (See Heidi Grant, “*Rituals Make Us Value Things More*,” *hbr.org*, Dec 12, 2013.) Rituals are engaging and allow us to reduce anxiety, increase productivity, and enhance the quality of our day-to-day lives at home and on the job.

As the world of local government becomes even more turbulent, rituals are more important than ever. Dimitris Xygalatas has stated, “Rituals impose order on a chaotic world. They make our lives more predictable and safe.” (See Eric Barker, “[Barking Up the Wrong Tree](#)” blog, Oct 10, 2022.)

*“RITUALS GIVE US A SENSE OF CERTAINTY AND A SMALL MEASURE OF CONTROL AMIDST A LOT OF CHANGE AND TURBULENCE.”*

## Personal Rituals

Many of us have personal rituals at the beginning of the day, at midday, and at the end of the day. We conduct these ritualistic activities without much thinking because they have become habits.

Each of us has different personal rituals that give us a sense of comfort. For instance, some people walk their dog at the same time each day or read to their child at bedtime.

Here are some of my daily rituals:

### Morning rituals

When I get up, I walk to my neighborhood commercial area and pick up several newspapers. Once I return home, I make myself a breakfast of oatmeal and coffee. I enjoy my breakfast on the patio, reading the newspapers. Once I finish with breakfast and newspapers, I say to myself: “OK, Frank, it’s time to get to work.” I enjoy my daily morning ritual which launches me into work and helps me become quickly productive in the morning.

### Mid-afternoon rituals

After working for several hours—usually on the computer—I get tired and feel the need to get reenergized. So I take a five-mile roundtrip walk to downtown Palo Alto, where I pick up my mail at the post office, often with stops at the bank and library. The walk helps me get some needed exercise and provides the opportunity to think and reflect. It also allows me to return to work with renewed energy.

### End-of-day rituals

At the end of the day, before going to bed, I review my calendar for the next day, put alarms on my phone for any appointments or calls (I get easily distracted), and write down a to-do list and circle the most important item so I start with it the next day right after my morning ritual. As Dan Rockwell has stated, “Plan tomorrow tonight.” (See “[5 Morning Habits](#),” *Leadership Freak* blog, Aug 3, 2022.) In bed, I then read a crime mystery that helps get me to sleep.

There is nothing special about these rituals but they do help me develop a daily rhythm and feel somewhat in control of my day. The rituals also make me more productive and help me feel satisfied with my work.

## Team Rituals

Team rituals can also help create a sense of some control as well as promote learning, foster social bonds, and enhance productivity.

Here is a sampling of team rituals:

### Monday morning huddles

To launch the weekly endeavors of your division or program team, you might institute a “Monday Morning Huddle.” This is a 15- or 20-minute in-person or virtual check-in at which team members briefly state their top priority for the week and any help or support they may need from other team members. This huddle helps people focus on the most important to-do for the week plus emphasizes support from team members.

### Connection activities

With many team members (especially those doing mostly remote work) feeling somewhat disconnected or isolated, it is imperative to promote social bonds. Consider instituting a “connection” opportunity at the beginning of every in-person, virtual or hybrid meeting. Research indicates that high-performing teams spend 25% more time talking about non-work topics, such as family, hobbies, sports, and the like. (See Ron Friedman, “[5 Things High-Performing Teams Do Differently](#),” *hbr.org*, Oct 21, 2021.)

For example, you can start the meeting by asking every team member to share in pairs and then in the larger group their favorite coffee or team mug and why it is important to them. Or, you can ask everyone to share a photo of a summer experience and why it was fun or significant for them.

The Gallup Organization notes that people are more engaged and tend to stay with an organization when they feel connected to each other. (See Jon Clifton, “[The Power of Work Friends](#),” *hbr.org*, Oct 7, 2022.)

*“TEAM RITUALS CAN PROMOTE  
LEARNING, FOSTER SOCIAL  
BONDS, AND ENHANCE  
PRODUCTIVITY.”*

### “Take 5”

To further promote social connection, some teams “take 5” or “take 10” at the start of any in-person or virtual huddle or meeting. This is an opportunity to share what they did over the weekend or any non-work pursuit or something personal.

### Team acknowledgments

You might start any team meeting with an item titled “team acknowledgments.” Team members are encouraged to recognize some milestone or achievement of another team member or simply thank the teammate for their support or assistance. While the formal leader participates in team acknowledgments, it is important that appreciation (and better yet gratitude) is shared by all.

This ritual helps create a culture of appreciation that generates employee engagement.

## Learning reports

Also at the beginning of any staff meeting, you can have a standard item titled “learning reports.” Team members are encouraged to briefly share a summary of an article, what they learned at a recent conference or workshop, or what their teen daughter said at the breakfast table.

As a regular agenda item, this learning report assignment can be rotated among team members so learning becomes more of a ritualistic activity.

## Debriefs

To further stimulate ongoing learning and adjustments, the team can institute regular debriefs or critiques of current projects or initiatives. While it is important to conduct post-action reports, a debrief at every or every other meeting of a key ongoing project entails asking:

- What is going well as we carry out this key project?
- What is not going so well?
- What are we learning?
- In what way do we need to make adjustments and pivot?

## Celebrations and Flops

Many teams celebrate completing a successful milestone, either with coffee and bagels or an ice cream social. Most of our projects take a long time to achieve, so celebrating a milestone maintains a sense of progress and momentum as well as reinforces team cohesion. I call this kind of ritual “purposeful partying.”

*“CELEBRATING PROGRESS AS WELL AS WELL-INTENTIONED MISTAKES IS ‘PURPOSEFUL PARTYING.’”*

Another kind of ritual is acknowledging flops or mistakes. There is no learning unless we experiment and see what works and what does not. To promote psychological safety in a team setting, some team leaders celebrate with the team a once-a-quarter “fabulous or

almost-fabulous flop.” (Of course, the leader should start this tradition by sharing with the team his or her own error or screw-up.) A team member presents a well-intentioned mistake or something that did not go as planned, and everyone gives the team member a round of applause. Celebrating mistakes promotes learning but also encourages team members to share their vulnerability. Vulnerability creates trust, a key ingredient to team success. (See [ICMA Career Compass No. 32: The Power of Vulnerability](#).)

## Creating Powerful Workplace Rituals

There is no one way to do a team ritual. Try a ritual out and see what works.

To develop powerful team rituals, I suggest that formal and informal team leaders consider taking the following steps:

### 1. Be intentional

Figure out what you want to achieve by practicing the ritual. Is it creating a sense of team connectedness or identity, promoting learning, encouraging appreciation for team members and their efforts, and/or building trust? Design the ritual based on the end you have in mind.

### 2. Tie the ritual to organizational values

In initiating a ritual, emphasize how the ritual supports an organizational value, such as belonging, caring, learning, or employee engagement or support. Most organizations do

not effectively tie values to the employee's daily work. Only 23% of U.S. workers agree that they can apply their organization's values to what they do every day. Only 27% strongly agree that they believe in their organization's stated values. (See "[How to Build a Better Company Culture](#)," Gallup)

*"DESIGN THE RITUAL BASED ON YOUR END-IN-MIND."*

### 3. Model the way

Team leaders should model the behavior that they seek. To create a positive ritual, leaders need to share some of their non-work selves or failures as well as recognize the efforts of others if they want other team members to join them in the ritual.

### 4. Start small and experiment

To use rituals in an intentional way, start with a small effort, such as incorporating team acknowledgments or a learning report or "take 5" at the beginning of staff meetings. See how the team responds.

### 5. Institutionalize the ritual

Don't deviate from the practice of the ritual. Do the same ritual at the same time and place so it becomes part of the workplace culture.

### 6. Have a little fun

It is difficult for a team to be successful in an environment of deadly seriousness. Therefore, include a little fun in conducting rituals. For instance, a connection ritual may have team members share a vacation photo or some hobby or interest that no one knows about. Food and beverage always add a little fun to the ritual.

## Still a Lot of Messiness

These personal or team rituals don't negate the feelings that our personal or professional worlds are out of control. However, they engage us in some regular activities that give us a small measure of stability and normalcy.

Team rituals are particularly important because they help amid all the uncertainty to develop a culture of connection, belonging, focus, learning, and appreciation.

## Questions for Readers

So that we learn from each other, what are your personal rituals that enhance your productivity or sense of control or just give you some satisfaction?

What are some rituals practiced by your teams? What are the positive impacts of these team rituals?

Send me your responses at [frank@frankbenest.com](mailto:frank@frankbenest.com).

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Sponsored by the ICMA Coaching Program, *ICMA Career Compass* is a monthly column from ICMA focused on career issues for local government professional staff. Dr. Frank Benest is ICMA's liaison for Next Generation Initiatives and resides in Palo Alto, California. If you have a career question you would like addressed in a future Career Compass, e-mail [careers@icma.org](mailto:careers@icma.org) or contact Frank directly at [frank@frankbenest.com](mailto:frank@frankbenest.com). [Read past columns](#) at [icma.org/careercompass](http://icma.org/careercompass).

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## RELATED CONTENT

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[Career Compass No. 79: Leading by Connecting](#) 12-17-2019

[Career Compass No. 94: Ten Principles for Leading in Turbulence](#) 12-16-2021

[Career Compass No. 32: The Power of Vulnerability](#) 02-27-2017



## With Fewer Cyber Claims, CIS Cyber Coverage Rates Remain Stable

Last year, the CIS Board approved hiring a Cyber Risk Management Consultant to help Members prevent cyberattacks. So far, the investment is paying off with fewer cyber claims in 2022. This has led to no premium increases for CIS' first two tiers of coverage and a 5% increase for Tier 3.

Members who have cyber coverage through CIS [receive free cyber security consulting from CIS' in-house IT expert](#). CIS' coverage is tailored to cities and counties, and often better than what can be secured from the for-profit insurance market.

To encourage CIS Members to sign up, CIS has reduced the eligibility requirements from last year so more Members can qualify. When cities have CIS cyber coverage, they receive free dark web monitoring, a [cyber risk management expert](#) to assist cities, and much more. CIS cyber coverage is reasonably priced, and unlike the cyber insurance market, CIS contributions are stable because they can self-insure the first \$250,000 in limits.

Here's what else cities need to know:

**Tier 1:** \$50,000 Limit — **No Applications Needed.** The CIS Board wants to ensure every Oregon city and county has a minimum level of cyber coverage. The contribution is very reasonable, and we encourage Members to work with their Agents to place this coverage with CIS.

**Tier 2:** \$250,000 Limit (\$200,000 excess of \$50,000) — **Application Required.** To help cities and counties obtain this coverage, CIS has reduced the minimum requirements to:

- Having a cyber security policy
- Strong passwords
- Offsite backups
- Training employees
- Having CIS Property and Excess Crime coverage (**Required**)

**Tier 3:** Up to \$1,250,000 Limit (up to \$1M excess of \$250,000) — Qualifying for Tier 2 can also qualify for Tier 3. Tier 3 is a fully insured program. Keep in mind that this excess coverage program is in addition to the \$250,000 limit.

For additional information contact [Greg Hardin](#) at 503-763-3889. To download and complete an application, visit [cisoregon.org/PropertyLiability/Cyber](https://cisoregon.org/PropertyLiability/Cyber). Cities can also contact Tena Purdy at [tpurdy@cisoregon.org](mailto:tpurdy@cisoregon.org) or Karen Masterson at [kmasterson@cisoregon.org](mailto:kmasterson@cisoregon.org) for more information.



citycounty insurance services  
[cisoregon.org](https://cisoregon.org)

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## CIS Unveils 2022 Annual Report

Recently, CIS unveiled their digital Annual Report for 2022. For those who may have missed it, here's a [copy](#).

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## Brief Orientation Videos Explain CIS Coverages and Services

CIS strives to make their coverages and services easier to understand. To further this strategic goal, they've created six concise orientation videos that explain: [Underwriting](#), [Claims](#), [CIS Benefits](#), [Risk Management](#), and [Pre-Loss](#). They also created a brief overview video titled [Stand with Us](#). To learn more about CIS coverages or services, please take a moment to watch some (or all) of the videos.

## Please Encourage Your Elected Officials to Get Involved with the LOC Women's Caucus



*LOC's Women's Caucus supports Oregon women to seek, attain, and succeed in municipal government positions as mayors and city councilors or commissioners.*

**JOIN US**



<https://www.orcities.org/about/who-we-are/loc-womens-caucus>

# CIS Hosts Public Safety Conference at Salishan, Aug. 9-11



citycounty insurance services  
cisoregon.org

With each passing year, Post Traumatic Stress Disorder (PTSD) has become more prevalent with first responders. Join CIS experts as they address this issue

and many other public-safety-related topics during the Annual Public Safety Conference, Aug. 9-11 at Salishan Coastal Lodge (Gleneden Beach). Registration for this event is FREE for those members with CIS general liability coverage.

The three-day conference will highlight many issues, including employment-law trends, trauma training, and social media best practices for command staff and public information officers (PIOs). In addition to the high-quality training, attendees will receive 15 DPPST credits, and valuable networking opportunities with public-safety leaders from across the state.

Additional agenda items include:

## Wednesday, Aug. 9

- Early morning Golf Tournament (networking opportunity)
- Tactical Trauma Training (Parts 1 and 2)
- You Are Never Alone — A Personal Story of Survival, Courage, and Vulnerability

In part one of this session, Jared Nesary, a retired officer from Yakima Police Department, shares his personal battle with PTSD and what healing looks like after residential treatment.

- Understanding PTSD/PTSI and How it Affects Us All

In part two of this session, Matt Quackenbush, LCSW, shares the latest research and techniques in Neuroscience, Traumatology, and Psychology. Discover the basics of the neurobiology of trauma, how it changes the physical structure of the brain, and the way the body responds to threats and stress.

## Thursday, Aug. 10

- Civil Litigation Trends

In recent years there's been an explosion of public-safety-related litigation. CIS' Supervising Litigation Attorney Dave Lewis shares an update about important federal cases — along with an overview

of Oregon-specific law-enforcement cases and their outcomes.

- Employment Law Trends

CIS' Deputy General Counsel Tamara Russell shares recent changes in employment law that are important to public safety employers. Attendees will learn how new case law and arbitration decisions will impact their organizations, and how to use those cases/decisions to avoid legal pitfalls in the workplace.

- Public Safety Wellness Best Practices Panel

Learn more about comprehensive and innovative wellness practices from several member agencies. Panelists will explore issues surrounding funding, organizational acceptance, and research, among other topics.

- Improve Employee Commitment by Building Trust

Public-safety leaders learn practical trust-building strategies to help employees transition from compliance to commitment. Discover the techniques that help improve employee morale, accountability, and performance.

## Friday, Aug. 11

- Strategic Social Media Practices for Command Staff & PIOs

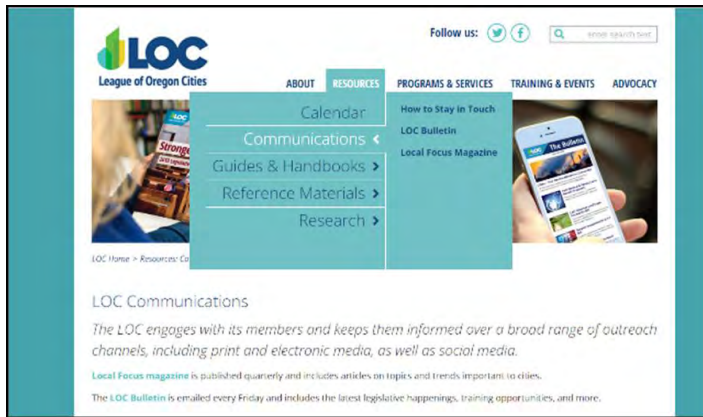
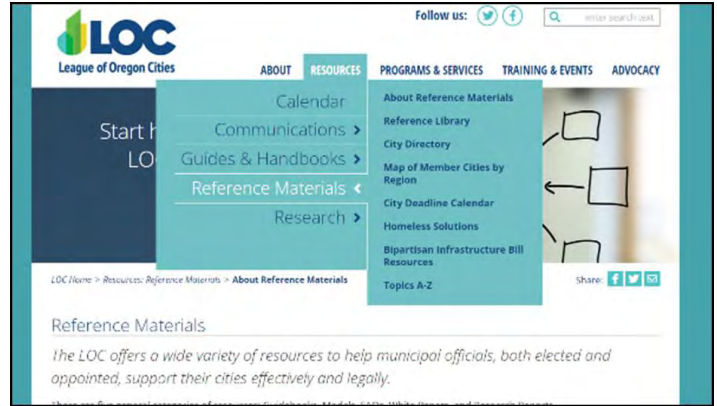
The most successful law enforcement agencies are using public messaging proactively — long before any crisis strikes — to build positive relationships with their communities. Designed for leaders who oversee the public message, this fast-paced presentation takes attendees through social media strategies to tell their agency's story and with interacting traditional media to amplify their message.

Travel and overnight expenses are the responsibility of each attendee. CIS has negotiated a discounted group rate at the Salishan Coast Lodge of \$289 plus tax, per night. Guest reservations and room charges are the sole responsibility of the attendee. Hotel reservation instructions will be provided once registration for the event is live.

For more information about the Public Safety Conference, visit [cisoregon.org/publicsafety](https://cisoregon.org/publicsafety).

The League of Oregon Cities (LOC) should be your first stop for local government information. The LOC offers various resources to help elected and appointed municipal officials support their cities effectively and legally.

To access the past *LOC Bulletin* articles and current and past editions of the *Local Focus*, visit the LOC website ([orcities.org](http://orcities.org)) and hover over the Resources tab at the top.



The Reference Library includes five general categories of resources: Guidebooks, Models, White Papers, and Research Reports.

Under the Guides & Handbooks section, public officials can access the LOC’s [Oregon Municipal Handbook](#), a comprehensive resource providing city officials, from elected representatives to essential employees, an understanding of Oregon’s purpose, structure, authority, and nuances of municipal governance. Staff is updating the 33 chapters, including elections, ethics, Home Rule, public records, public meetings law, and municipal courts.

Also, under the Guides and Handbooks section, you can find tools to help onboard newly elected officials, including the LOC’s [Local Government – The Basics](#) guide. This guide provides newly elected city officials with the 13 essential things to know when they take office.

The next item under the Resources tab is reference materials. The LOC offers various resources to help elected and appointed municipal officials support their cities effectively.

Filter by Resource Type:		Search by Keyword:		Use these controls to focus the results below.	
<input type="button" value="All"/>		<input type="text" value="enter keywords"/>		Show <input type="button" value="10"/> entries per page	
Title	Type	Published	Last Updated	Resources	
SDC Survey Report	Research	2023	Apr 28, 2023	PDF <a href="#">↗</a>	
Telecom Toolkit	Guide	2023	Feb 24, 2023	PDF <a href="#">↗</a>	
2023 State Shared Revenue Report	Research	2023	Jan 20, 2023	PDF <a href="#">↗</a>	
Water Conservation Survey Report	Research	2022	Dec 09, 2022	PDF <a href="#">↗</a>	
Model Cable Television Franchise Agreement	Model	2022	Dec 01, 2022	PDF <a href="#">↗</a>	
City Employee Salary Survey Report	Research	2022	Oct 28, 2022	PDF <a href="#">↗</a>	
Model Psilocybin Ordinance & Ballot Measure	Model	2022	Jul 01, 2022	PDF <a href="#">↗</a>	
Guide to Persons Experiencing Homelessness in Public Spaces	Guide	2022	Jun 10, 2022	PDF <a href="#">↗</a>	
City Electeds Demographics Survey Report	Research	2022	May 12, 2022	PDF <a href="#">↗</a>	
2022 State Shared Revenue Report	Research	2022	Feb 18, 2022	PDF <a href="#">↗</a>	

**Guidebooks** are comprehensive explanations and how-to manuals on one particular area of municipal law. These often contain model ordinances and white papers.

**Models** are sample ordinances or policies for cities to use as starting points when developing their policies.

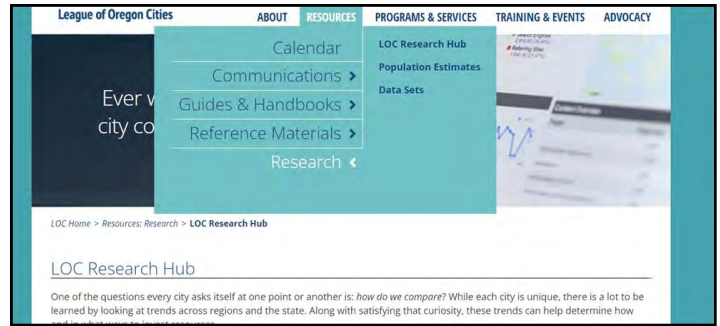
**FAQs** are short, easy-to-read resources that answer frequently asked questions posed to the LOC by member cities.

**White Papers** are the equivalent of a legal memorandum where complicated legal issues are dissected and explained.

**Research Reports** are the compilation of a collaborative effort between LOC and member cities to provide up-to-date data on the needs and resources of Oregon cities. City officials can sort reports by when the report was published, type, and title, or search by entering a keyword.

Also, city officials can access the LOC's [Homeless Solutions](#) under the Reference Materials webpage. This online resource offers ideas, examples, and best practices for LOC members who are balancing the needs of people, businesses, and organizations in building vibrant, resilient communities. Included are guides on regulating public spaces, data, funding options, and tips for community engagement.

Lastly, the LOC Research Hub allows cities to compare their data with other cities in their geographic area or by population size. It's an excellent tool for comparing salaries, SDCs, and city services.



Prefer in-person learning and networking? Visit the Training & Events tab to access the LOC's [master training and events calendar](#) to find a meeting near you! Please note that all cities will be invited to the Quarter 3 Small Cities meetings to hear how the LOC's legislative priorities fared during the 2023 Legislative Session and to learn what needs to be done.



# Save the Date!



# 98<sup>TH</sup> ANNUAL CONFERENCE

October 12-14, 2023 | Graduate Eugene

Registration opens July 13 at [www.orcities.org](http://www.orcities.org)



# Oregon Senior Advisors



From  
**Sheila  
Ritz**



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

The City has selected a general contractor for the 7,000 sq. ft. library expansion project to house community room space and individual study rooms. The contractor will provide the City with a guaranteed maximum price by this June. The general contractor will have to

bid out all the work, but they can bid on it also. The construction work should start this summer and be completed by summer 2024.

The City recently completed a \$15 million bond sale to close on the purchase of 40 acres where a community center and park area will be constructed. The bond will be repaid with Urban Renewal funds. Currently, the construction cost for the community center is expected to be \$60 million. The 1st phase will include two gyms, a recreation pool, a cardio room, and a community room. The City is also negotiating with multiple property owners to purchase sufficient land east of 172nd to develop a downtown area. The planned downtown area will be near the planned community center/park.

The City Council has adopted the Pleasant Valley/North Carver Comprehensive Plan, which covers 2,700 acres. The City has purchased 20 acres on the north side of the Clackamas River in the Carver area for a future park. Part of this area was within the City of Damascus until the voters disincorporated.

There will be an exciting addition to the City's Veterans Park, located just south of the city hall parking lot. The City received a State Parks & Recreation grant to purchase a commissioned large statue of an eagle fashioned from military scrap metal.



**Jacque Betz, Gladstone City  
Administrator**

I visited Jacque at the new city hall/police department known as the Gladstone Civic Center. It is beautiful, and the employees and public enjoy a practical and functional space.

Clackamas County is expected to start constructing the new Gladstone library this summer. The old city hall building has been demolished and is the new library's location.

The City is planning a \$5 million reconstruction of the existing Public Works facility. It is a progressive design/build project, the same process the City completed with the new Gladstone Civic Center. The design review of the proposed reconstruction occurred in April. This project had to be voter-approved because the Charter requires a vote for any expenditure over \$1 million. There will be no property tax increase. The bonds will be repaid over 20 years from the enterprise funds: water, sewer, stormwater, and parks.

The Gladstone Police Department recently started using body-worn cameras. The officers are happy to have them. They have found that capturing events in progress with initial police response is valuable for transparency, reporting, evidence gathering, and mitigating confrontational interactions.

The City is now contracting with Clackamas Fire District for fire and emergency medical services. They are housed at the existing Gladstone Fire Station, which was recently remodeled to improve response times by providing crew quarters for 24-hour staffing. The main reason for moving to contract for this service is that the Department needed help recruiting and retaining on-call firefighters to provide emergency response staffing that supplemented the full-time staff. This primarily contributed to increasing standards for firefighters and the growing demand to respond to 911 calls. It was also significantly impacted by the pandemic and disasters.

The Tukwila Springs redevelopment of a permanent supportive housing project in Gladstone was completed in 2022. The redevelopment includes 48 studio and

senior residential housing units for those 50 or older with a disabling condition who are exiting homelessness or at risk of becoming unhoused. This was the first project completed in Clackamas County that utilized Metro Affordable Housing Bond funds.

The Council, consisting of seven members with five newly elected, unanimously adopted goals for the next two years focused on I-205 tolling, economic development, infrastructure, communications and engagement, and parks. The City Council is very supportive of staff. They are committed to being open and transparent in their communications, exercising respectful leadership with each other and the community, acting as one body and supporting one another for the team's success, staying focused on the issues, and making fair decisions.



**Michael Jordan, Portland Chief Administrative Officer**

The City of Portland is changing its election system and form of government to implement voter-approved charter reforms. Preparations are underway for three connected changes:

- Allow voters to rank candidates in order of preference using ranked-choice voting;
- Establish four geographic districts, with three city council members elected to represent each district—expanding the city council to 12 members.
- Allow the city council to focus on setting policy and engaging with the community, transitioning day-to-day oversight of bureaus to a mayor elected citywide and a professional city administrator.

Michael is responsible for the Transition Plan. He has 14 people in his office working on the various aspects of the Plan. An Independent District Commission was appointed in January to establish geographic districts for council election. The districts need to be adopted by September. A Salary Commission of Human Resources professionals was appointed in March to establish salaries for newly elected officials. The intent is that these will be full-time salaries so that people who need a full-time job can run for office.

There is a discussion about possibly moving to a two-year budget. The Mayor assigned a current City Commissioner to five service groups: Finance & Administration, Public Works, Public Safety, Livability, and

Community Development. A facilitator is working with each of the 5 groups (Commissioner and bureau staff). They will identify services that may not belong in their area and also discuss whether some services should be centralized or decentralized. Michael will consider the results of these discussions as he is responsible for recommending the new organizational structure to the Council by October so they can begin the budget process for next fiscal year.

The current council chambers cannot accommodate 12 Councilors plus the Mayor, so the 1st floor of the Portland Building is being remodeled to be the new council chambers. Also, the four current Commissioners' offices must be refurbished to accommodate all 12 new Councilors. There will be discussions about whether some Councilors and/or staff will have offices in their district instead of city hall.

The election code changes needed to implement rank-choice voting are being developed. Portland voters will elect new leaders in November 2024 using ranked-choice voting by geographic districts. The newly elected leaders will take office in January 2025 under the new form of government's roles and responsibilities. The Mayor and half the city council will run for four-year terms; the city auditor and the other half of the city council will run for initial two-year terms.

The Mayor will be the Executive Director of the City. The Mayor will appoint a City Administrator, which the Council must confirm. The Mayor will have the authority to remove the City Administrator without a vote of the Council. A supermajority of the Council (9 members) will have the authority to remove the City Administrator without the Mayor's concurrence.

Michael is a very busy man responsible for implementing this transition to a new form of government and addressing the City's top priorities of homelessness and gun violence.



**Ann Ober, Milwaukie City Manager**

Ann has been the City Manager here for 6 ½ years now. They are all looking forward to moving into their new city hall in September, just down the street from their current city hall. The City has sold a revenue bond (to be repaid by

the General Fund) to acquire and refurbish an existing building down the street. The City has a contract

to sell the current city hall to be turned into a brewery, pizza restaurant, and bakery. That will be a nice addition to downtown Milwaukie.

A major project underway is the Kellogg Creek Restoration and Community Enhancement Project led by the City of Milwaukie, ODOT, North Clackamas Watershed Council, American Rivers, and several other collaborative partners. ODOT is managing the project as it involves State Highway 99. Approximately \$1 million in seed funding was raised from private, local, state, and federal sources to initiate the project in 2022. A grant application was submitted last August to NOAA's Fish Passage program requesting funding for Phase 2 pre-construction activities; the project received an award of \$15 million. The design consultant, Inter-Fluve, Inc., was hired. The fieldwork has been completed, and conceptual restoration design alternatives are under consideration.

Kellogg Dam was built at the confluence of Kellogg Creek and the Willamette River in 1858 for a flour mill that ceased functioning in the 1890s. In 1934, the 99E highway bridge was built on the dam structure. Funding for construction is still needed. Removing the dam requires replacing the Kellogg Creek Bridge on Highway 99E. Project benefits include restoring threatened fish species access to critical refuge and off-channel habitat to reducing flooding, improving the state highway transportation infrastructure, and providing access to natural areas and educational opportunities.

Ann told me that some staff is still allowed to telework. They can work two days per week at home instead of coming into the office. The City received 117 applications for the Assistant City Manager position to replace Kelly Brooks. Interviews were in process, and Ann expects to hire someone by June.

Starting in May, the City will develop an internal strategic plan in alignment with the City's Vision. An environmental scan with community members will be part of the process.

### **Clackamas County Managers – May 1**

This meeting was held virtually. **Megan Phelan and Martha Bennett (Lake Oswego), Megan George (Tualatin), Melanie Wagner (Estacada), Jason Tuck (Happy Valley), Jacque Betz (Gladstone), Dan Huff (Molalla), Jordan Wheeler (Sandy), Tony Konkol (Oregon City), and Sarah Jo Chaplen (Oak Lodge**

**Water Services District)** were in attendance. They discussed the recent LOC conference in Seaside, noting discouragement about proposed state legislation that would further erode home rule and proposed unfunded mandates. They also discussed camping ordinances. Jordan Wheeler noted that his last day in Sandy would be May 31, and his first day in Sisters will be July 5.



This submission starts with the **LOC Local Government Spring Conference** at the Seaside Civic & Convention Center. Attendees were welcomed with a letter from Steve Wright, Mayor of Seaside. It invited us to try the many things you could do in their walkable beach town. Everything he listed would provide a great visitor experience. Many of us from nearby communities come down to visit the 102-year-old Promenade. No matter what direction you walk from the Convention Center, there are great places to visit: the beach, restaurants, and other attractions like the Seaside Aquarium, where the sea lions will beg for treats.

I only attended the first morning listening to the Manager's Workshop – Finding the City Path Forward for Houselessness and Community Members in Crisis. We see the houseless folks in the mornings and evenings as we walk on the Astoria Riverwalk. It seems they use the shelter benches at the Astoria Riverfront Trolley stops for overnight sleeping. Most are good at clearing the shelter out and storing their belongings away from the shelter by the time the trolley starts running. Lately, the trolley runs have been at capacity. It runs from the Riverwalk Inn at the west end of town near the Astoria-Mengler Bridge to the east end of town at 39th Street near the Hampton Inn & Suites and Pier 39, which has several shops and a few rooms called Astoria Fishermen Suites which can be rented.

We met on April 18. Attending were: **Kevin Leahy**, Director of **Clatsop Economic Development Resources**; **Don Bohn**, Clatsop County Manager; **Scott Spence**, Astoria City Manager; and Melanie Olson, Biz Oregon. **Spencer Kyle**, Seaside City Manager,

was our host. We heard about Clatsop Economic Development Resources activities, including their awards event, workforce training, applications from 95 students to fill 65 internship opportunities, the Child Care Task Force, and the CEDR website updates. We considered how we would go forward in the future. Some of the cities have budget concerns. We have met eight months of the year and traditionally have been hosted by one of the group members. CEDR has hosted the December meeting, and no meetings are held for June, July, or August.

On March 21, the City of Astoria hosted our Manager's Meeting at the Bridgewater Bistro. I marked **Kevin Leahy**, Director of **Clatsop Economic Development Resources**; **Jeff Hazen**, **Sunset Empire Bus**; **Don Bohn**, **Clatsop County Manager** and **Monica Steele**, Assistant County Manager; **Ester Moberg**, **Warrenton City Manager**; **Spencer Kyle**, **Seaside City Manager**; and **Scott Spence**, **Astoria City Manager**, as attending. We got updates from the County, City, Partners, and CEDR. Kevin noted that Clatsop Works had 35 employers participating and providing 70 internship opportunities.



From  
**Dave  
Waffle**

As usual, I split my time between the two regions I serve as Senior Advisor: Washington County and North Central Oregon. It's easy to connect with the managers and administrators in Washington County as they meet monthly, rotating among the cities and agencies in the region. It's no surprise that they are all very busy with the upcoming budget for the fiscal year beginning July 1. Serious revenue gaps affect budget development, particularly in Washington County and the City of Beaverton. Washington County Administrator Tanya Ange organized budget briefings for administrators and elected officials to explain their situation. One particular focus is on the amount of funding shared among the 16 libraries in the county. The amount of funding has been quite generous. The General Fund and a popular 5-year local option levy for the Washington County Cooperative Library Service support

it. The amount from the General Fund is likely to be reduced, so the allocations to the member jurisdictions are not increasing as it has in the past. These changes reduce the amount of funding for local libraries. I saw this firsthand as a member of the **Cornelius Budget Committee** looking over City Manager **Peter Brandom's** initial budget for them. I heard similar concerns about library services from **Banks City Administrator Jolynn Becker**.

City Manager **Andy Varner** is looking forward to the success of **North Plains'** first local option levy to provide more support for public safety services by adding two additional officers from the Washington County Sheriff's Office. The question of authorizing a levy of \$1.65/\$1,000 assessed valuation is on the May 16 ballot. This is the only city ballot measure across the county in May.

Contact with the managers and administrators in my other area is usually via phone, Zoom, or an occasional trip. The **Madras City Council** is selecting a firm to recruit a new city manager to succeed **Gus Burril** from among four executive recruitment firms. Recruitment will be underway when this issue of the newsletter appears. **Christy Wurster** is serving as their interim City Administrator. **Kevin Lewis**, City Administrator at **Maupin**, continues to secure funding for the water system and other capital improvements. Maupin is preparing for another tremendous rafting season on the Upper Deschutes River. Visitors bring much traffic to town, and Kevin is also working on parking options. **Krista Miller** is the City Clerk at the City of **Mitchell**, with a resident population of 135 people. She joined OCCMA as a student member and is leaning on city recorders, administrators, and CIS for technical assistance and guidance.

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

**Dan Bartlett** – (503) 791-8060, drbartlet@charter.net

**Dave Kanner** – (541) 851-1267, dave\_kanner@yahoo.com

**Sheila Ritz** – (503) 698-5171, sheilaritz.sa@gmail.com

**David Clyne** – (541) 905-3230, davidclyne29@gmail.com

**Gary Milliman** – (541) 813-9267, gmilliman@brookings.or.us

**Dave Waffle** – (503) 360-6797, dwaffle.cm@gmail.com

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**OCCMA**  
**Oregon City/County**  
**Management Association**

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GOVERNMENT WITH THE OBJECTIVE  
OF IMPROVING THE LIVABILITY OF  
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