



OCCMA

**Oregon City/County
Management Association**

A State Affiliate of **ICMA**

SECOND QUARTER 2018



Wes Hare

Newest Senior Advisor

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MESSAGE FROM THE PRESIDENT

Christy Wurster • City Manager • Silverton



Dear Managers,

As I sit in my office looking at the beautiful view of downtown Silverton I am reminded how incredibly blessed I am to be in this profession. There is nothing better than small town America on a sunny day! It is a joy to be part of a bustling downtown filled with people who enjoy our community. The sunshine in the spring always seems to bring such an exciting outlook to the summer days ahead filled with public works projects, visitors, and intensive use of the parks and public spaces.

In May I was fortunate to be able to attend the 2018 West Coast Regional Conference and NW Regional Manager's Conference at Skamania Lodge. The weather was fantastic there too and we had the opportunity to compete against our colleagues in Washington for the rights to the trophy in volleyball. OCCMA has one incredibly talented volleyball player among us. That's right, we have ONE! Byron Smith was the one and only Oregon manager representing us in the annual tournament. Way to represent us Byron! There were a few of us there to cheer Byron on, but we simply did not wear the appropriate shoes! (That goes for Scott Lazenby, too!) It may be time to find a new competition...maybe a battle of the drones will be in our future. Oh, and yes, we had plenty of time for networking and enhancing our management skills too. We learned about innovation, approaches to homelessness, how to be courageous leaders, and

started making plans for our Host Committee responsibilities for the 2021 ICMA Conference.

The Professional Development Committee has been working hard to prepare the summer conference agenda and schedule. This is a reminder to register for the conference if you haven't already done so. We will not be disappointed in the program and guest speakers lined up to wow us with their knowledge and expertise. The committees are focusing on their priorities for this year and will provide updated reports to our membership at the Board meeting at the conference in July.

Until then, wishing you many sunny days,

A handwritten signature in black ink that reads "Christy Wurster". The signature is fluid and cursive.

Christy Wurster
2018 OCCMA President

The OCCMA Board of Directors Seeks Applicants for 2019!

The OCCMA Board is 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 gives due consideration to representation of all areas of the state and cities of all sizes and includes at least one county member and one assistant member. Elections take place at the OCCMA Membership Meeting scheduled for September 27 at the Eugene Hilton prior to the OCCMA Fall Workshop.

New board members will join continuing members November 8-9 in Silverton for the board's annual retreat. The new term of office begins in January 2019. Terms of office for director positions are three years.

While the 2019 board calendar has not been set yet, meetings will likely take place in January, May, July, September and November.

How to Apply

Candidates for an OCCMA Board position must return a completed application form (found at occma.org) to Megan George at mgeorge@orcities.org by **July 30, 2018**. The application provides the Nominating Committee with general background on all candidates for Board positions.

If you have any questions, please contact Megan George at mgeorge@orcities.org or (503) 588-6550.

Undaunted Courage: 2018 ICMA West Coast Regional Conference Highlights

From May 2-4, 164 local government managers (including 25 students) from Washington, Oregon, California, Nevada, and Alaska met in the Columbia River Gorge for a springtime mix of national and Northwest perspectives at the ICMA West Coast Regional Conference. This year's conference was held in conjunction with the Northwest Regional Managers' Conference. Highlights included:

- ICMA President David Johnstone (Quebec) joined Washington and California managers to discuss sustainability in their communities, and how they have leveraged technology and innovation to make their communities more healthy and resilient, challenging managers to ask elected officials and employees to believe in sustainability.



- Community Attributes' Chris Mefford (communityattributes.com) shared observations of the forces shaping the Seattle and Portland regional economies. His economic development approach that goes beyond traditional business recruitment is: first, be a great place to live;

next, take care of what you've got; and finally, go after what you want.

- Poland's Foundation for the Support of Local Democracy (frdl.org.pl/en/frdl/) featured the author of the legislation to decentralize local authority (also a judge from the Polish Constitutional Tribunal), who shared his experiences to build a sustained, vital democracy following Poland's historic changes in 1987.
- A public speaking coaching session tailored to make what you have to say meaningful and memorable focused on attendees' specific situations to tailor the message to the audience.



- *The Columbia from Source to Sea*, a crowd-funded photo essay project by Peter Marbach, showed photos of the 1,250 mile Columbia River from the headwaters in British Columbia to the Pacific Ocean.

- ICMA Executive Director Mark Ott and a panel of ICMA leaders explored the new dimensions of leadership and skills that need to be in a manager's



toolbox, challenging how managers are taught to think about management and leadership, sharing what they have learned from highly visible and controversial issues.

- *Forged in Crisis* explored specific examples and the power of courageous leadership through the story of the Endurance and polar explorer Ernest Shackleton.
- Oregon managers shared Eugene's innovative approach to homeless shelters called Conestoga Huts, designed to increase options for sheltering the homeless.
- Fifty people participated in speed coaching to gain insights and advice from coaches in the field. More ways than ever to be part of coaching! (icma.org/icma-coaching-program-webinars)

- Friday morning featured capstone project presented by two UW Evans School MPA students' survey and recommendations for police recruiting strategies with a request for input from managers.



- Oregon and Washington state association meetings wrapped up the conference, plus a walking tour to the Columbia Gorge Interpretive Center (columbiagorge.org).
- Washington took the annual volleyball game trophy by forfeit. We all owe thanks to Hermiston City Manager Byron Smith, the sole Oregon representative who played in the match. (Next year, Oregon – we'll need to show up or create a new challenge!)

He's Back!

Senior Advisor Wes Hare takes to the Range

By Dan Bartlett, Senior Advisor

In the third quarter 2017 OCCMA Newsletter, you read that: “Wes Hare, One of Oregon’s Best City Managers, Retires.” Roger Jordan now retired OCCMA/ICMA Senior Advisor wrote that great article about the more than 30 years that Wes managed Oregon cities.

Well, he’s back. Roger Jordan retired from Senior Advising, formerly Range Riding. Our president sought applications from interested retired members. Wes used Roger Jordan, Larry Lehman and myself as references. What could we say? Over the years, we have relied on each other’s advice during our careers. The Board recognized the significant contributions that Wes has made to Oregon, ICMA and international municipal management. At their February 22, 2018 meeting, Wes was appointed to fill Roger Jordan’s position.

Attached to Wes’s Oregon Senior Advisor Application was the following:

Statement of Interest to Serve as an OCCMA Senior Advisor

Wes Hare, Albany, Oregon

I would be grateful for the opportunity to give something back to the profession and the people who have given me so much over the past 30 years. Most of my closest friends are local government managers and much of what I accomplished during my career was due to their help.

Charles Henry, the retired city manager of Eugene, served as Oregon’s first “Range Rider” and has been a positive influence on me throughout my career. I met him shortly after his retirement when I was a graduate student at the University of Oregon. Charlie always made time to pass along good advice or share news of the profession as I moved from Lowell to Oakridge to La Grande and Albany. He was and is an exemplar of what it means to be a city manager and I would be honored to carry on the tradition he established.

Since Charlie’s retirement from senior advising a few years ago, old friends like Larry Lehman, Dan Bartlett, Andy Anderson, Marilyn Holstrom, Sheila Ritz, Bill Curtis, Dick Townsend and Roger Jordan to name a few have helped



make Oregon one of the best places to be a city manager. I strongly believe in this program and look forward to being a part of it.

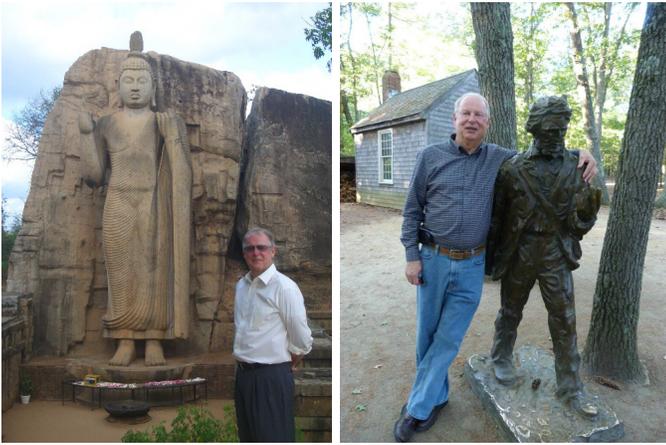
Sincerely,

Wes Hare

As he stated, we learned the “Range Riding Role” from our mentor Charlie Henry. He coached us through our careers and after his Range Riding retirement helped all of us. The application asked: how well do you know the city managers and assistant city managers in Region Four: Benton, Lane, Marion Polk and Yamhill counties. Wes responded: “Generally, I know them well. One of them is my son and many are long-time friends.”

Some of us have the first quarter 2013 OCCMA Newsletter in our collection. The cover says: *Wes & Pat Hare. City/County Management: Second Generation.* JoAnn Ghelfi conducted the interviews of Wes and Pat. She asked Wes what advice he had given Pat about the profession. Wes answered: “Integrity is the most important attribute you can bring to the profession, followed by competence you develop through hard work, education and listening to others. Be humble.”

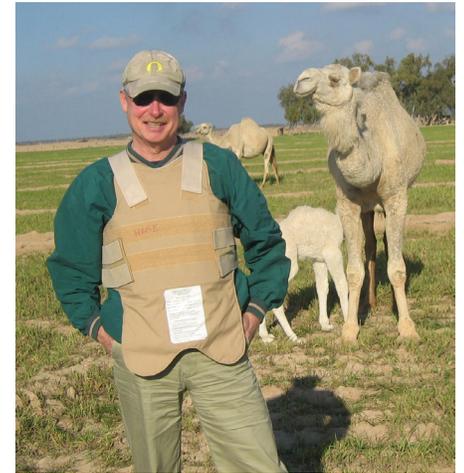
Wes has lived his advice. In addition to his exemplary career in Oregon, Wes has contributed to professional management across the globe. He has done volunteer assignments in



Japan, Indonesia, Croatia, Lebanon, Pakistan, Ethiopia and Morocco. He's done short-term paid assignments as: a local government specialist in Karbala, Iraq; local government assessment for 14 cities in Sri Lanka; Performance measurement consultant in Kabul, Afghanistan; taught as U.S. local government course at China University of Political Science and Law in Beijing; and was a local governance advisor for a UDAID project in Dar es Salaam, Tanzania. Wes knows how to assess situations and provide advice to those responsible for local government around the world.

His skills have been recognized by various organizations. LOC presented him with the Herman Kehrli Award in 2001. PPPM at the University of Oregon recognized him a Distinguished Alumnus in 2004. He's received awards from an electrical cooperative for economic development work and Rural Telecommunications Advocate award. He has served on a local school board; been appointed by the governor in 1992 to the Oregon State Community Economic Revitalization Team; he was a member and past chair of the Oregon Downtown Development Association, Board of Directors (he also knows how to recruit replacements, he got me to volunteer for that board which resulted in me being chair in 2006). He was a member of the Rural Development Initiatives, Inc. Board of Directors; the Northeast Oregon Economic Development District Board of Directors; member of the LOC Board and governor's appointment to the State Task Force Reviewing Oregon's land use system from 2005-2009.

As long as I've known Wes, he's been active in OCCMA and ICMA. He has supported managers in his immediate regional area and statewide. When OCCMA decided to establish a "listserv," we started with the State Library of Oregon. Local governments in Lane County had a rudimentary texting system tied into the county. Some of us up the valley in Benton County were connected but it was crude. When the OCCMA contract with the State Library was approved by the OCCMA Board several of us were early adopters. Some of us had IT folks who set this up in our offices. Others, like Wes, decided to implement it with resources available. I remember driving to Oakridge. Wes and I figured out how to hook up the modem and get the system working on the 1980s PC Oakridge had at that time.



Wes has also shared his discoveries and knowledge with the rest of the profession. He's done several articles in *PM Magazine*. He's done articles on rural telecommunications. He wrote an article in the August 2004 issues: "Making Sense of the War in Iraq." "Making Evidence Based Management a Worldwide Standard" appeared in the July 2012 issue. He studies issues and shares his knowledge. He meets the Senior Advisor responsibility to "Keep informed about current municipal affairs by reading PM, the LOC and ICMA newsletters and other publications."

Wes will be a great resource for all our OCCMA and ICMA members. At our summer conference we will begin our "team building" to serve all OCCMA and ICMA members. While we do have primary areas we serve, we do provide support throughout the state and into other states when requested. We will be asking ICMA for membership data and work to allocate a nearly equal representation area between us. The current allocation is shown on the "About OCCMA: Senior Advisors" tab at www.occma.org.

“Integrity is the most important attribute you can bring to the profession, followed by competence you develop through hard work, education and listening to others. Be humble.”

– Wes Hare

Inspiring Local Government Careers

By Ben Bryant, Assistant City Manager, Happy Valley

As the son of a city manager, I have been given many advantages in this profession. Chief among them was simply knowing that there was such a career path. Apparently, it's not common for other kids to discuss municipal finance and local zoning at the dinner table with their parents. In recognition that not everyone had this same opportunity, OCCMA has placed an emphasis on the Next Generation and Coaching initiatives. In addition, many of our members are involved with MPA programs in Oregon and throughout the country. Engaging Local Government Leaders (ELGL), has also made significant strides in energizing local government professionals at all stages to continue in their advancement. The results of these efforts can be found by simply looking around the room at all the new exuberant faces at OCCMA conferences. However, much of these efforts have been targeted at graduate students and young professionals. More can be done to reach potential young leaders to educate them on the possibilities of a career in local government.

To this end, ELGL launched a new program to reach college students. As ELGL found, most undergraduate programs don't tangibly link courses in political science, economics, environmental science, and other disciplines to issues facing local government. As a result, most college students are unaware of the plethora of career opportunities at city hall. Rather than bemoaning this reality, ELGL launched a new program called "Inspiring Local Government Careers." The main purpose of the program is to illuminate the possibilities of a career in city/county government for those who didn't grow up with dinner table conversations revolving around municipal finance or local zoning codes.

This new pilot program is a natural fit for ELGL. It brings to college campuses ELGL's vast network of local government professionals with the fun-spirited and public service minded enthusiasm that has defined the growing professional organization.

This past February, I was honored to participate in the inaugural event held at my alma mater, Willamette University. To kick things off, we had eleven different local government practitioners representing all facets of the profession give a four-minute presentation of the challenges and opportunities they encounter each day. That's right, four minutes only! It was a fun and engaging format that included everything from how to construct a public works facility, plan for future development, build a world class transportation network, address public safety issues, be sustainable, and manage budgets. Of course, it wouldn't

have been an ELGL event if each presentation didn't include how much fun we have providing public service. Overall, the session felt like my entire MPA program condensed into an exciting hour-long presentation. Beyond the rapid-fire presentation, students were able to network with professionals in their areas of interest, learn how to find a local government job, and hear lessons about leadership.

Following the success of this first event, ELGL replicated it at UNC in Chapel Hill. To make it even more unique, the second program was targeted at inspiring women to enter into the profession.

As a result of this new program, and just the two events that have been held, one undergraduate student was able to connect with GFOA and is interning at their headquarters in Chicago. Another student spent a week job shadowing in the City of Durham's innovation office.

Next up, ELGL is planning similar programs at other universities in Oregon, Texas, Pennsylvania, Georgia, and Wisconsin.

The success of the first event wouldn't have been possible without the financial support from OCCMA, ICMA, LOC, AOC, City of Salem, and Willamette University. In addition, much credit should also be given to Kirsten Wyatt for organizing and implementing this new program. The future keeps getting brighter! Special thanks to the OCCMA members who also participated.



Relevance! Updating Our 45 Year Old Code of Ethics

By Martha Bennett, Executive Director, Metro

This spring, in addition to electing a new slate of candidates to serve on the Board, ICMA members will vote on a proposed revision to tenet 4 of the ICMA code of ethics.

The proposal is to replace the old tenet:

Recognize that the chief function of local government at all times is to serve the best interests of all people.

With:

Serve the best interests of the people.

As you know, the Code of Ethics is the standard for ethical behavior for professional local government managers. There are twelve tenets, and many of them have guidelines that interpret what they mean. Every ICMA member says they will act according to the Code every year when we pay our dues (in fact, if you do it online, you have to confirm it twice). OCCMA also adopted the ICMA Code of Ethics, so if you are reading this newsletter, you have agreed to act according to the Code.

The ICMA Committee on Professional Conduct has been reviewing and updating the Code of Ethics for several years. The original code was written in 1924, and the last major update was in the 1972. ICMA and the profession have changed a lot since then, and this update is definitely due.

There are two reasons for amending Tenet 4. First, as written it's really about the profession rather than the *actions* of local government managers. Second, it is aspirational but lacks guidelines on how our actions would achieve the lofty goal to, "serve the best interest of all of the people". The only guideline under the Tenet is the infamous "two year rule." (More on that later). So, the new language is about our *actions*, it's simpler, and it isn't quite as impossible to achieve.

In addition to revising this tenet, the Committee on Professional Conduct is proposing that the ICMA board adopt two new guidelines. The first guideline is about our role as managers in describing how decisions that our councils make could affect different groups of people. In many cases, councils face decisions that have different impacts. Sometimes some people really gain, and other times, some people can be harmed. If you've ever had to widen a road, site a recycling center, rezone a property, host a discussion about homelessness or immigration, or address nuisance issue, you've seen a decision with winners and losers. The language that the Committee on Professional Conduct will be discussing at our next meeting reads like this:

Members should inform their governing body of the anticipated effects of a decision on people in their jurisdictions, especially if specific groups may be especially harmed or helped.

The second proposed guideline for tenet 4 is about inclusion. As managers, we should make sure everyone in our community has the same opportunity to participate in their local government. It's our job to make sure we aren't creating artificial barriers that exclude certain people. This can be as simple as making sure that information is translated into the languages spoken in your community, to having meetings in ADA accessible places, to holding events at times when working people can attend. The language ICMA surveyed in fall 2017 was:

To ensure that all the people within their jurisdictions have the ability to actively engage with their local government, members should strive to eliminate the barriers to public involvement in decisions, programs, and services, particularly for people who have been historically disadvantaged.

We heard a lot about these two topics from ICMA members at the regional meetings in 2017 and in a survey this fall. Over 1,600 ICMA members responded to the survey. So, we know that this is a topic that ICMA members care about and care passionately.

Now a word about the so-called "two year rule." First, it isn't really a rule. It is a guideline that allows for legitimate exceptions to staying in your position for two years. . . Second, we heard a lot from members that this worked great when ICMA was mostly city and county managers. Now we have a far more diverse membership, including people who are at the very beginning of their careers. To be more relevant, this guideline needs to outline ethical standards that are about honoring commitments made to employers. It also needs to recognize that the appropriate tenure may be different for a management analyst versus the city or county manager.

We are proposing to retain the recommendation for serving a minimum of two years but to apply that standard only to the chief administrative/executive officer. All other members should honor the agreed upon terms of their employment.

It isn't perfect, but this revision recognizes that ICMA includes new members, people who couldn't have been members in 1972. Our code needs to help with our quest to grow the profession.

Last but not least, ICMA is a great resource for whenever you have questions about whether your actions meet the Code of Ethics. If you ever have questions (like. . . "Can I take those Blazers tickets?" or "what if my wife puts up a lawn sign for an election?"), please call or email Martha Perego, (202) 962-3668 or mperego@icma.org. Also, you can find the complete code of ethics and the guidelines on the ICMA website. <https://icma.org/icma-code-ethics>. The Committee on Professional Conduct will be taking up Tenets 1 and 2 next, so please feel free to email me or call if you have suggestions or comments.

ICMA Resources – Voluntary Credentialing Program

The ICMA Voluntary Credentialing Program recognizes professional local government managers qualified by a combination of education and experience, adherence to high standards of integrity, and an assessed commitment to lifelong learning and professional development. Managers are recognized by ICMA through a peer review credentialing process, and this self-directed program offers an opportunity for interested ICMA members to quantify the unique expertise they bring to their communities.

This program also assists ICMA members in focusing and reflecting upon their lifelong professional development

experience. Members who participate in the program may earn the designation of ICMA Credentialed Manager granted by the ICMA Executive Board. ICMA Credentialed Managers are viewed with growing distinction by local governing bodies and progressive, civically engaged communities.

For more information visit icma.org/voluntary-credentialing-program.



SAVE THE DATE

September 27, 2018
OCCMA Fall Workshop
Hilton Eugene

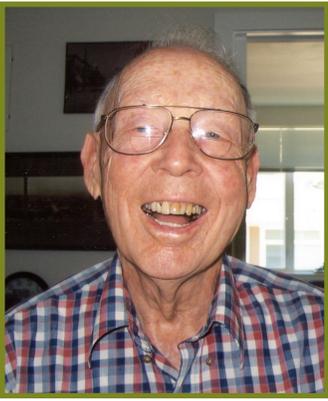
The OCCMA Professional Development Committee is putting together an excellent educational program. Watch the OCCMA website and future OCCMA newsletters for more information.

Sustainable City Year Program

Cities in Oregon must address quality of life issues such as affordable housing, social service provision, community engagement, economic and equitable development, and resource conservation with limited staff and financial resources. The University of Oregon's Sustainable City Year Program (SCYP) works with an Oregon community each year to help advance work plans around these issues. The scale of engagement—leveraging 20-60,000 hours and between 10-30 courses over a single year—expedites innovation into local government, creates political space for creative problem solving, increases capacity to move projects forward, accelerates new policy and practice adoption, re-charges and empowers staff, helps address problems from diverse perspectives, and trains the future workforce in multi-disciplinary problem solving.

Working within the existing administrative structures of both the city/county and university, SCYP helps move community's existing challenging, vexing, and exciting project goals forward while 10-20 faculty and 200-500 students bring energy, enthusiasm, and innovative approaches to difficult problems. Partners support the effort through staff time and a fee, and the selection process is competitive. Past SCYP partners include Redmond, Salem, Springfield, Gresham, La Pine, TriMet, Albany, and Medford.

For more information, contact Megan Banks SCYP Manager, 541-346-6395, mbanks@uoregon.edu, or visit our website: <https://sci.uoregon.edu/sustainable-city-year-program>



In Memory of Charlie Henry

Charlie Henry, who passed away on May 13, was an outstanding role model for the city management profession as one could find. He was among those who returned from having experienced combat in World War II wanting to make positive contributions to American life. It is our profession's good fortune that he chose city management.

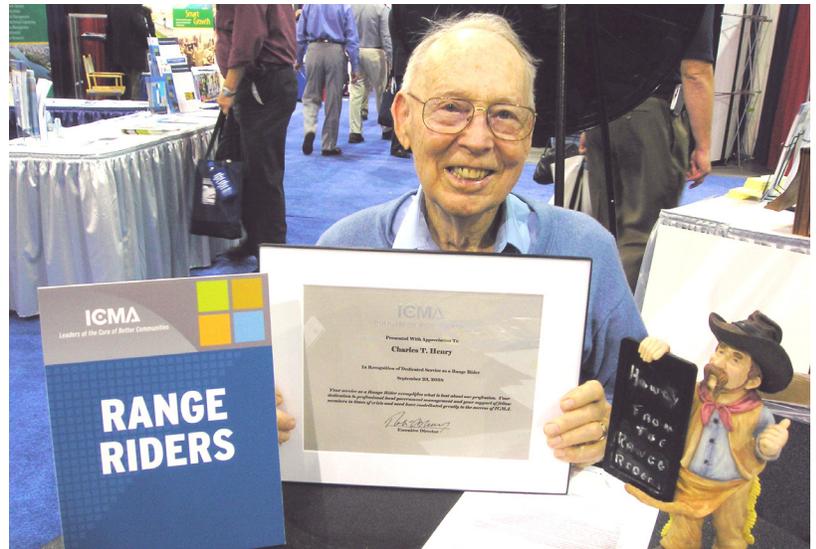
Charlie was justifiably proud of his municipal service, going back to the late 40's and early 50's with the Public Administration Service located in the legendary 1313 Building on the University of Chicago campus. His professional skill, moral courage, and faultless conduct as city manager of three cities helped solidify our profession in the post-war era. It is the great good fortune of those of us in Oregon that he fell in love with our state as he became city manager of Eugene in 1975.

Perhaps Charlie's greatest legacy is to be found in University City, Missouri, where, as city manager from 1959 to 1975, he became incensed about racially discriminatory housing (redlining) practices. Drawing upon personal courage and deft skill, Charlie, together with his City Council, worked against daunting opposition to turn University City into a vibrant, thriving, multi-racial inner-ring St. Louis suburb.

Charlie never really left the profession. After retiring from active city management Charlie worked for 25 years as a city management "range rider" in Oregon, helping those of us who were still in the trenches with his years of wisdom and experience. And up until the very last months of his life he was advocating publicly against the evils of redlining.

The generation of city managers who came home from World War II, and, having seen the horrors of war, wanted to do good, is passing. Those of us who followed and relied upon their example are forever in their debt.

– **Bob DeLong**



The International City-County Management Association's (ICMA) Code of Ethics was created about four years after Charlie Henry was born in 1920. I never asked him, but I doubt Charlie grew up wanting to be a city manager committed to the highest standards of ethical conduct. He probably wanted to be a railroad engineer, based on his lifelong hobby of model railroading. Somehow Charlie got derailed and ended up graduating from Princeton as an electrical engineer before joining the Navy in World War II. He served with distinction, establishing a pattern that ended only with his death in Eugene a few weeks ago.

Charlie was Eugene's city manager for about six years, following nearly 17 years as the city manager of University City, Missouri. His impact on this state, however, was the result of more than 25 years of service as a volunteer "Range Rider" for ICMA. During his tenure, Charlie devoted his spare time to providing advice, welcoming and generally serving several generations of Oregon managers. I met him when I was a graduate student at the University of Oregon writing a thesis on why small towns need managers. Charlie generously agreed to meet with me and summarized the need for city managers by pointing out, "Someone has to keep the train on the tracks."

Charles "Charlie" Henry was a quietly exceptional man who provided an example for me and countless others of public service and integrity that I can only hope we have passed along to succeeding generations. He was the physical embodiment of the ICMA Code of Ethics, a link to the beginnings of the city management profession and a great friend.

– **Wes Hare**

Tribute to Jennie Messmer (1960-2018)



Most Oregonians have gone about their business today without any idea just how much their community and the way it functions have been shaped by the work and service of Jennie Messmer. Yet Jennie's many efforts have contributed not only to the way those cities work

to provide the quality of life Oregonians treasure and the services required to maintain and protect it in the face of contemporary and future challenges. She has also recruited and mentored countless local government professionals to do that critical work. It is for all of these contributions and more that the Mark O. Hatfield School of Government's Center for Public Service today presents Jennie Messmer with a Lifetime Achievement Award. Although she recently passed away after a long battle with cancer, this recognition of her work is not so much about the past as it is about the contributions that she has made over the course of her career that are now and will in the years to come continue to shape in important ways the manner in which we govern and collaborate together.

Jennie started her career as a local government professional as Assistant City Manager/Finance Director of Klamath Falls, but became well known to the local government community as the Member Services Director for the League of Oregon Cities and Executive Director of the Local Government Personnel Institute. She also served as Interim City Administrator, Mt. Angel, Interim City Manager, Wheeler, Interim Port Manager, Port of Garibaldi, Interim City Manager, Cannon Beach, Oregon, and then Deputy Director and later Executive Director, Mid-Willamette Valley Council of Governments.

It is not too much to say that there is no one who has known Oregon communities as well as Jennie Messmer, in part because she spent so much time in so many cities large and small around the state over so many years and in part because she worked so closely with elected officials and professional administrators from those communities. She used that knowledge and understanding to lead sometimes from within organizations but often from outside. Hers was a kind of leadership based on respect and not necessarily on a formal position.

While at the League of Oregon Cities, she created the small cities program and the League's critically important regional meetings. She arranged and led those meetings which serve as a forum to pass along to local elected officials and city managers information from the national and state levels. Perhaps even more important, they provide regular opportunities to share the problems communities are facing and seek advice and assistance from others.

Jennie was the key staff person in support of OCCMA in the joint staff efforts between the League and OCCMA. She was the leader on the LOC training programs for local elected officials, widely known as a sensitive and effective trainer who often provided customized sessions in cities that provided the fundamentals, but also did so in the context of that particular community's needs. Educating leaders without having them sense that they were being trained, they thought Jennie was just there to help with consultation on local problems. It was only later they realized what she had really done for them.

Developing, building, and teaching a civil dialogue on complex and controversial local government issues was one of her great talents. Direct and clear, but humane and sensitive, you never had to guess what she was saying to you. But even when you got a strong message from Jennie she had a way of conveying it that left you feeling respected and positive. She listened to each person carefully.

Throughout her career, Jennie was committed to mentorship and support for fellow professionals. They knew she understood.

She played a particularly important role for many years as a mentor for women in the field for a number of reasons,

including her own experience from the days when there few women in leadership positions in Oregon's cities. She faced sexism herself, and she dealt with it; and anyone who knew Jennie understands what it means to say that she dealt with it!

Then there was her support for the next generation of local government professionals. Jennie was a steadfast supporter of the local government specialization in the MPA program at the Hatfield School from the very beginning. She served as a valued member of its advisory committee. She encouraged students, supported their efforts to find first step on the ladder positions in the field, and then became a mentor for them in the field. She had great confidence in their talents and their promise. She knew they could take on greater challenges than even they recognized.

As is often true of leaders of distinction and outstanding public service professionals, many who will benefit in the years to come from Jennie's manifold contributions may never know just who was responsible for important positive features of life in their communities. What matters is that she made it happen and did so in a way that will shape the future of governance and collaboration in those communities and in her chosen profession.

Jennie gave so much to so many for so long that it would be difficult for anyone to find the words to convey just what a gift her life and work has been.

Some years ago, Jack Layton, Leader of Canada's New Democratic Party passed away. Like Jennie, Layton had tried for years to return some positive sense about public service, the public interest, and civility to public affairs. Also like Jennie, Layton stayed engaged as long as he could. In fact he issued a letter to his colleagues and the wider community just 2 days before his passing which ended as follows: "My friends, love is better than anger. Hope is better than fear. Optimism is better than despair. So let us be loving, hopeful and optimistic. And we'll change the world."

Layton's admonition is a message that reminds anyone who knew Jennie of what she would want us all to take with us. Her contributions to all Oregonians are very much with us now and for the future. Thank you Jennie.

This article is an excerpt from a speech by Professor Dr. Phil Cooper, Portland State University

"Oregon Day"

Morawica, Krapkowice, and Zabierzow are Polish sister cities of Camas, Washington. Local government officials from these sister cities traveled to the Pacific Northwest to learn about public administration, governance, and interjurisdictional coordination. The Polish exchange was joined Dr. Jerzy Stepien, President of the Polish Foundation for the Support of Local Democracy, a former Polish Chief Justice of the Constitutional Tribunal, Senator, and nationally recognized leader.

Sherwood City Manager and OCCMA member Joe Gall and former Camas City Administrator Lloyd Halverson organized an "Oregon Day" for this exchange. On May 1, the group traveled by TriMet MAX light-rail from downtown Portland to Orenco Station in Hillsboro. Here the group was met by Hillsboro Mayor Steve Callaway and City Manager Michael Brown who discussed the dynamic and planned growth of the city. City of Hillsboro Senior Planner Dan Rutzick then provided the group with a tour of award-winning Orenco Station, North Hillsboro's current and planned industrial development, and South Hillsboro—an entirely new and exciting neighborhood in Hillsboro with 20,000 residents anticipated at full build-out. While in South Hillsboro, the Polish exchange received a presentation on the Willamette Water Supply Program. This partnership between the City of Hillsboro and Tualatin Valley Water District with close coordination with other local jurisdictions is an additional, seismically-resilient and redundant water supply system for Washington County to be completed in 2026. During Oregon Day, the Polish visitors and local participants asked a number of questions and had an opportunity to share examples of best practices from their communities.

www.occma.org

Check out the OCCMA website for:

- **Newsletter archives**
- **Conference information**
- **Member directory**
- **Coaching and mentoring information**
- **ICMA resources**
- **Calendar of events**



Leadership is the Art of Conversation

By Dr. Frank Benest

Editor’s Note: The following article is an excerpt and has been edited for space. Read the full article, visit www.icma.org/careercompass.

I’m a human resources manager in a large city organization. Since I would like to enhance my leadership capabilities, I asked the HR director if I could lead a redesign of our recruitment process. Given my extensive experience and expertise in recruitment, she agreed.

I have drafted a new streamlined recruitment process and have shared my proposal with all the key players but they all seem to have a different concern or problem. They just don’t seem to get it.

How do I get buy-in to the streamlined process? Can you suggest how I better approach this challenge?

Congratulations on taking on this leadership challenge. I sense that you are committed to making a positive difference for your organization.

The problem is that you seek “buy-in.” You have a plan to change things (in your mind for the better) and you want to sell it to others. Seeking buy-in is fundamentally manipulative, and people can immediately sense it, and, therefore, they resist your efforts.

Instead of trying to persuade people, you need to engage colleagues in HR and in other departments in authentic conversations.

What are authentic conversations?

Authentic conversations are those conversations in which you are truly open to the conversation and wherever it may lead. In my experience, authentic conversations are not the same as the usual business discussions. Authentic conversations are those in which you are trying to genuinely learn from the other person, not teach or persuade.

Why does leadership require authentic conversations?

You are facing an adaptive (not a technical) challenge. You may think that you are addressing a technical challenge with an evident technical solution, and people just “don’t get it.”

However, in reality, you are facing an adaptive challenge because all the stakeholders have their own preferred solutions and can easily block your technical solution. Your technical expertise and any formal management authority are insufficient to carry the day. Adaptive challenges require leadership, not management.

You lead by starting conversations, convening people, focusing on shared purpose, responding to the concerns and fears, solving problems together, and mobilizing action. Your job as a leader is to get to “yes” when everyone can say “no.”

What are the benefits of authentic conversations?

Authentic conversations have great value. They can help the leader:

- Probe for critical information and identify the critical interests, hopes, fears and concerns of stakeholders.
- Create consensus about the problem.
- Promote empathy on the part of those engaged in conversation.
- Create relationships and connections (people won’t tend to follow you if they do not feel connected to you).
- Generate commitment and action.
- Demonstrate that you care.
- Create the opportunity to build trust.

What are the key ingredients to authentic conversations?

To engage others in authentic conversations, a leader needs to:

1. Demonstrate curiosity

One must enter the conversation with a curious or inquiring mind. You want to understand the person’s situation, his or her interests, and concerns. It is not about selling your solution.

The Buddhists say that one must avoid an “expert’s mind.” An expert’s mind is a “full” and thus a closed mind. There is no room in an expert’s mind for new views and approaches. Therefore, the Buddhists suggest that one approaches a

difficult challenge with a “beginner’s mind.” A beginner’s mind is an empty mind and thus open to different approaches.

Authentic conversations will help the leader become a “learn-it-all” (as opposed to a “know-it-all”).

2. Seek different kinds of data

Instead of seeking only technical information, you must probe for other kinds of data, including hopes, fears, concerns and problems, values, and perspectives.

3. Ask powerful questions

To get the right kind of data, the leader must come prepared to ask powerful, open-ended questions, such as:

What are your current frustrations with the city’s recruitment and hiring processes?

Can you share with me some specific examples or experiences about recruiting and hiring that frustrated you or your department staff?

If we could hire talented employees in a quicker fashion, how would that support your department efforts?

As the city revises its recruitment process, what are your fears or concerns? What is behind your fear or concern? (Listen for things they may be protecting, which are important to them.)

What happens if we do nothing?

4. Actively listen

Active listening requires that you ask open-ended questions, listen intently, avoid distractions (including conversations going on in your head), ask probing follow-up questions, and then summarize and paraphrase what you heard. By acknowledging the other person’s interests, hopes, values, and concerns, you demonstrate that you truly “heard” the person.

Listen more than you talk. Typically, a good conversationalist listens twice as much as he or she talks.

5. Demonstrate empathy

By acknowledging the experiences of others and their hopes and fears going forward, you demonstrate empathy. Empathy is the ability to understand and share the experiences and feelings of others from their perspective, not your own.

By putting yourself in the place of others, you create empathy, which in turn promotes relationship and connection.

6. Reflect on what you heard

All leadership requires reflection. You need to spend some time reflecting and considering the information that your conversations have generated. Specifically, you must struggle to understand the source of any resistance. Is it about certain technical aspects of the redesign? Is it about autonomy or authority? Do people need more time to digest any possible changes? Are there perhaps other ideas or suggestions that you should consider?

7. Be willing to change your perspective

Demonstrate that the conversation mattered. 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 person about how the conversation changed your perspective or idea.

How does one respond to reluctance or resistance?

Even if you do not agree, you never want to minimize concerns or problems identified by HR staff or department managers, otherwise you are seen as closed and stubborn.

So, how does a leader legitimately deal with the problems and concerns generated in conversation with others? First, as suggested above, you need to acknowledge the problems expressed during the initial conversation.

Second, don’t try to immediately respond in the first conversation to all the fears, problems, and/or concerns identified by the other person.

If you don’t integrate the interests of others and legitimately respond to their concerns, they will block you. While you cannot solve every problem, or make every concern go away, you do need to get their “fingerprints” on the solution so it becomes their solution. As you incorporate the ideas of others and minimize their problems, the solution tends to become more robust and elegant.

As American military strategy suggests, be clear about purpose and direction, yet flexible about how to achieve it.

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*, email careers@icma.org or contact Frank directly at frank@frankbenest.com. Read past columns at www.icma.org/careercompass.

RETIREMENTS

Chad Olsen Retires

By Dan Bartlett, Senior Advisor



The Carlton City Council interviewed four finalists for Chad's job in March. Chad is looking forward to having the summer off. He was looking at retiring at the end of 2018. As they year progressed, he moved the date up. He's looking forward to spending time eating, sleeping, reading and playing golf. He said he would also be able to attend the McMinnville Sunrise Rotary Club more often. His wife is the club treasurer.

He is considering attending the summer conference to maintain his certification. He's got relatives in Northern Spain and is planning a trip there. He says he will not be totally aggressive about looking for interim work but will "keep his hat out."

Chad has been involved in ICMA since 1990. He received his 30-Year Award in 2016. He was on the First-Time Administrators Task Force in 1997-1999 and 2009-2010. He was on the Conference Planning Committee and the Conference Evaluation Committee in 1995-1996.

He took the Carlton city manager position in 2012. He started his Oregon management career in Rainier from 1996 to 2007. He was the interim city administrator in St. Helens from 2007 to 2008 when he was appointed the City Administrator. He held that position until 2011. Chad got his MPA in 1984 from the University of Wisconsin. He worked as an administrative assistant in Madison. Spent some time in the private sector and returned to local government as a management analyst/intern in Kent 1987-1988. He was town manager in Manteo 1988-1990; assistant city administrator in Gillette 1990-1994 and city manager of Concordia from 1994 to 1996.

Chad was included in the "Growing New Talent" article that was in our second quarter 2017 Newsletter. Megan George served as the assistant to the city manager in Carlton. Megan is now the administrative specialist for the League of Oregon Cities. In Carlton she managed the contract with the architects for the City Hall Project Citizens Advisory Committee. She worked on the city's annual report and got budget officer experience, including preparing the submittal for the GFOA Distinguished Budget Reward.

Megan says: "The opportunity to work in Carlton and learn from Chad was invaluable and one that I won't quickly forget. Chad has had a long career in local government and truly espouses the values of the profession. I wish him the best in this next chapter."

Like a typical visit with Chad, he quickly moved on to talk about how things were super busy in Carlton. The incoming manager will have a capital plan that has \$20-25 million dollars funding over the next five years. There are \$9.5 million in water projects. Sewer projects are \$4.5 million. A general obligation bond election is set for May. The bond would provide up to \$2.3 million for the Carlton Public Safety Building. A citizens advisory committee was appointed by the City Council to review facility options with architects. The committee determined that a new facility is needed to meet the current and future needs of the Police Department.

The capital plan has \$6 million for Transportation. ODOT has \$3.4 million in the STIP for improvements downtown. They will do the curb, gutter, ADA accessibility and pavement. The city must do the water, sewer and power undergrounding. The city expects to get their work done by 2020. All improvements are to be done by 2021.

Whoever replaces Chad will have a full plate.

Rob Dixon Retires

By Dan Bartlett, Senior Advisor



At the March 28, Washington County Managers meeting, Rob Dixon, Hillsboro assistant city manager over the community development departments, told me of his upcoming retirement this summer.

Rob came to Hillsboro in July 2007 as the country was diving into a deep recession. He led the community development departments through that time and is proud that all

staff reductions were through attrition. There were no staff layoffs. Rather staff were focused on using the downturn to close ranks and prepare for the upturn. To “skate to where the hockey puck will be” when the economy comes back up.

Intel and Kaiser expanded during the downturn, the economy of came back, and all 11 years at Hillsboro have been very busy and rewarding.

Currently the South Hillsboro development is well underway constructing 8000 new homes over the next 20 years, the \$1 billion Willamette Water Supply Project has already laid

several miles of pipeline from the Willamette River towards Hillsboro, the new Public Works facility is complete and operational, the Building Department has gone completely paperless, and fiber conduit is being laid throughout South Hillsboro if the City Council chooses to go ahead with the a fiber to the premise project in the future.

Rob leaves behind him an excellent group of directors who have a very deep bench of highly qualified staff who understand providing a single point of contact for development and a solutions-oriented service to the development community; the Hillsboro Way.

Rob has 40 years in professional service that included nine years in private consulting. From 1995-2003 he was with the City of Cornelius as public works director/city engineer. He also had a period as interim city manager. He was the City of Sherwood community development director from 2003 to 2007.

When I talked with him he said his goal was to retire at the high point of his career. He noted that his priority has always been to be a husband and father. He and his wife, Susan are planning to take a break for six months with no new commitments. He’s not sure what their next big adventure will be.



League of Oregon Cities Grants Program

Cities face increasing demands for services and are often reliant on grants and other outside funding to supplement existing revenue sources. The League has begun working on a tool that can help cities identify and apply for grant funding more easily. Available on www.orcities.org, there is a curated list of grant opportunities grouped by the type of project. In addition, the League’s very own John Schmidt can provide technical assistance to cities as they work through the grant process.

For more information please contact John Schmidt at jschmidt@orcities.org.

Oregon Senior Advisors



From
**Dan
Bartlett**

This report is about getting back on the “Range.” Senior Advisors used to be called Range Riders. The first quarter found me with Rotary, family and a trip in mid-February to mid-March planned in 2016. I did not get much done for OCCMA during the first quarter.

Second quarter activity started with a Washington County Managers meeting at the Hillsboro Civic Center. The meeting started with a round table. **Dave Waffle** was on the agenda for an alternate to the Tualatin River Watershed Council. **Michael Brown**, Hillsboro city manager, led a presentation about 5G small cell technology. He also talked about their organizational improvement program. They have several innovation teams. One team went to Austin, TX to learn processes for organizational improvement. I was able to talk with Hillsboro Assistant City Manager **Rob Dixon** and meet **Andy Varner**, the new North Plains city manager. Other members attending were **Rob Drake**, Cornelius city manager; **Marty Wine**, Tigard city manager and **Eric Zimmerman**, assistant city manager; **Sherilyn Lombos**, Tualatin city manager; and **Joe Gall**, Sherwood city manager.

Andy Varner and I talked for a few minutes after the meeting. He has been working in North Plains since February 1. An article in the Forest Grove *News-Times* by Editor Mark Miller noted that Varner has a bachelor’s degree from the University of Missouri in 2004. He took a VISTA assignment as economic development coordinator in Kenai, AK. He then moved to be the executive director of the Southwest Alaska Municipal Conference, a non-profit regional economic development organization for Southwest Alaska. SWAMC serves three sub-regions of Southwest Alaska: the Aleutian/Pribilofs, Bristol Bay, and

Kodiak. North Plains is positioned for growth. Andy says he has already assigned a couple hundred new addresses. They have the potential for around 400 soon.

On a trip to Yamhill County, my first stop was with **Chad Olsen**, Carlton city manager. That visit was for his retirement article.



My next stop was to meet **Zoe Monahan**, Dayton city manager. Zoe is adjusting to the change from an organization with 100 employees to one with 8. There are 4 staff in public works and 4 in administration. When she got there, she had to figure out how to make the phone work (no IT department to call.) Their librarian is retiring after 24 years with the city. The position also handles community development and historical preservation. Zoe must figure out how to staff all these functions. Zoe says it is an amazing, involved community. She is getting support from heads of other managers and the Mid-Willamette Valley COG. She has met with many of the other government officials in town and has a plan to meet many more of their civic leaders.

The North Coast Managers group met on March in Cannon Beach and in April at the Seaside Carousel Mall. I think I’m having a senior Senior Advisor problem. I can’t find the sheet with the March attendance. At the April meeting were: Skyler Archibald, executive director, Sunset Empire Parks and Recreation District; **Colleen Riggs**, Cannon Beach assistant city manager; **Cameron Moore**, Clatsop County manager; **Dan Bartlett**, ICMA/OCCMA Senior Advisor; **Jerry Taylor**, Manzanita city manager and **Cynthia Alamillo**, assistant city manager; **Melissa Thompson-Kiefer**, Nehalem assistant city manager/recorder; **Linda Engbretson**, CMC, Warrenton city manager; **Mark Winstanley**, Seaside city manager; **Brett Estes**, Astoria city manager; **Cameron Moore**, Clatsop County manager; and

Angela Oslund, new Wheeler city manager. Local updates were shared by each attendee. Many communities are dealing with short-term rental issues. Tsunami emergency planning is affecting public facilities planning. In March Cannon Beach talked about E. Ver e.s.t. (an Emergency Vertical Evacuation Structure). Seaside School District is continuing to work on their new school plans to get out of the tsunami zone. At the end of the April meeting, Michelle Gregory, McKinstry Account Executive – Energy and regional VP, Dale Silha dropped in after meeting in Tillamook County with Rachel Hagerty (Chief Admin) & Kevin Jolly (Facilities Dir) about challenges & opportunities around the Tillamook County Courthouse. The County previously did an energy retrofit, security upgrades and a roof replacement at the Tillamook County Jail. They provide a handout: Opportunities in Local Government. It covered design-build (ORS 279C.335) and ESCO procurement (ORS 279.335(1)). Types of projects are roadway and area lighting, renewable energy and sustainability and water metering and conservation. (Full disclosure: Michelle contacted me to get on the agenda. She was our neighborhood services coordinator when I was Milwaukie, OR city manager.)

I made a trip to Wheeler to explain ICMA/OCCMA to **Angela Oslund**, the new Wheeler city manager. After the North Coast Managers meeting, I talked to her about OCCMA. I emailed the web address to our membership application and the First-Time Administrators Handbook. Angela has a master’s in communication and leadership from Gonzaga University, a Bachelor of Science (BS) from Portland State University in civil engineering and Mt. Hood Community College Associate of Science (AS) in civil engineering technology/technician and architectural engineering technology/technician. She worked for Akana in Portland as a civil engineer. She worked nearly eight years as a forest facilities engineer in the U.S. Forest Service. It turns out that she was with the Gifford Pinchot National Forest. It is one of the older national forests in the United States. My brother was a landscape architect for the forest and later the Rogue River-Siskiyou National Forest before he passed away. Angela remembered seeing some of his work when she digitized older drawings for the forest.

On the way home from Wheeler, I dropped in to talk with **Bruce St. Denis** in **Cannon Beach**. He applied for Cannon Beach after a quick trip there after he was a candidate for the city manager position in Sisters, Oregon. Brant Kucera was hired from Cannon Beach to take the Sisters position. Bruce was city manager for 15 years in Longboat Key, Florida. He went to college to get an architecture degree. In an interview with the *Cannon Beach Gazette*, he said when he graduated “no one was building anything but Burger Kings.” He then went into public works as the administrative assistant to the public works director in Largo, Florida. Then, on to assistant public works director in Dunedin, Florida. He was the director of facilities management for Pinellas County. Then, assistant town manager in Longboat for a year and promoted to town manager in 1997. ICMA shows that he received his 30-Year Service Award in 2006. Bruce noted that: “The secret of successful managing is to keep the five guys who hate you away from the four guys who haven’t made up their minds.” This has been attributed to Yogi Berra and Casey Stengel.

Bruce has direct experience in emergency management. On Friday, Aug. 13, 2004, Hurricane Charlie was headed toward Longboat Key. *The Longboat Observer* published a minute-by-minute account of the day’s events in its Aug. 19, 2004 issue. City staff shut of the water main. Their Critical Incident Response team loaded a bulldozer to off the key. Charlie made landfall 50 miles south in Port Charlotte. St. Denis and his police chief inspected the key for damage finding only tree limbs down but no trees or power lines. The had luck on their side. He says the key is to plan and be prepared, then improvise based on what happens. Cannon Beach has been actively planning for a potential tsunami.

One challenge that Bruce faces is their city hall. The building was a former lumber storage facility built 70 years ago. It was remodeled for city hall 40 years ago. It is about 0.02 of a mile from the Pacific Ocean.

Undaunted Courage was the title of the WCMA, OCCMA and ICMA 2018 West Coast Regional Conference May 2-4. The traditional first event is the host state’s President’s Reception. As usual we gathered at 5 p.m. in the president’s suite. Folks brought beverages from their area.

I had the honor of bringing Fallen Brother IPA. This Session IPA was brewed by Astoria’s Reach Break Brewing in collaboration with Astoria Professional Firefighters Local 696 with the intention of being a benefit beer. A portion of all pint sales will be donated to the Randy Carpenter Memorial Foundation. On Nov. 25, 2002 firefighters Randy Carpenter, Jeff Common and Chuck Hanners gave their lives as heroes while fighting a fire in an auto parts store in Coos Bay, Oregon. Randy believed strongly in training and would often state, “Preparation is the separation between a good firefighter and the best!” Continuing in this belief the Randy Carpenter Memorial Foundation is dedicated to the education and preparation of firefighters everywhere.

A great part of regional conferences is meal times. At Wednesday’s lunch our table had **Cynthia Alamillo**, **Manzanita** assistant city manager; **Peter Troedsson**, **Albany** city manager; and **Scott Lazenby**, **Lake Oswego** city manager. As usual table discussion involved current events in the various cities. Watch for a new book from Scott. Apparently, it deals with a city in east Multnomah County. No existing city manager is featured but a fictional character is involved with pseudo-fictional activities.

On Thursday, **Jeff Towery**, **McMinnville** city manager, sought my advice on local beverage locations. He was a little upset with me as none were open before the lunch hour. I know their names but have not memorized their schedules. He was able to secure a growler later in the day. This contribute to a wonderful pre-banquet relaxation on the Skamania Lodge deck looking up the Columbia River Gorge toward Carson and Home Valley, WA.

I also had an opportunity to visit with **Spencer Nebel**, **Newport** city manager. Due to the later date of the conference, he was not able to get to the conference on Tuesday as planned. He worked in his city hall office until early Wednesday getting things ready for Budget Committee sessions and a city council meeting the next week.



From
**Sheila
Ritz**



family!!!

I met with **Tanya Williams**, asst. to city manager, **Tualatin** just before her maternity leave. She delivered a baby girl a few days later. Her name is Savannah. CONGRATULATIONS to Tanya and

Tanya has been the asst. to city manager for 2 years. Before that she was a management analyst for 3 years with the city of Hillsboro. She has a BA in politics from the University of San Francisco and an MPA from Portland State University.

Tanya oversees the records management team, communications and community engagement and works with the Visioning Committee. She works with the citizen involvement organizations – Neighborhood Associations. It is a challenge to keep them connected due to high turnover in citizen leadership and motivating interest. Tanya supervises the new position to reach out to the Latino community. The person hired is bilingual and happens to be Roger Jordan’s daughter-in-law.

The city council has referred a \$20 million bond measure to the voters in May for traffic congestion relief projects. Tanya had been working with a consultant hired to develop materials for public education and outreach for this bond measure.

Tanya is off on maternity leave now but is expected to be back to work in June.

Clackamas County Managers meeting – March 5

In attendance were **Scott Lazenby (Lake Oswego)**, **Don Krup (Clackamas County)**, **Dan Huff (Molalla)**, **Eileen Stein (West Linn)**, **Jason Tuck (Happy Valley)**, **Tony Konkol (Oregon City)**, **Denise Carey (Estacada)** and **Martha Bennett (Metro)**.

Don Krup talked about the county conducting a county-wide housing needs assessment and asked if any cities would like to participate in the effort rather than doing their own assessment.

Metro talked about their Equitable Housing Initiative. The goals for a regional housing measure are: 1) create more permanently affordable homes throughout the region with new construction and acquisition; 2) increase housing stability and opportunity for working families, seniors, diverse ethnic communities, veterans and people experiencing homelessness; 3) collaborate with community stakeholders and local government partners to structure programs based in best practices, innovation and equitable outcomes. Metro is considering a GO Bond measure in the November 2018 election. The tax rate would be no more than \$0.17/\$1,000 assessed value which would provide funds for capital projects only including land acquisition but no rental assistance funds. It was noted there is a potential amendment to the Oregon Constitution that would allow bond funds to be granted to private and non-profit entities and leverage other funding sources such as low-income housing tax credits.

It was noted that both Portland and Milwaukie have a construction excise tax to fund affordable housing projects.

The mayors and managers in Clackamas County have been discussing the C4 membership and what should be the recognized body to make recommendations to Metro for transportation funding.

Dan Huff is on the OCCMA committee to plan the summer conference in Bend this year. He asked for suggestions of topics for the conference sessions. Suggestions included the following: how to maintain organizational stability when there is infighting among the elected officials; how to address social media misinformation; how to deal with elected officials getting too involved in operations; city manager contracts. It should be a good conference in July so I look forward to seeing you all there.



Marty Wine, city manager, **Tigard**, is currently the OCCMA President-Elect and will serve as President next year.

Marty has been the city manager in Tigard for 6 years now. The city council has referred a ballot measure to the voters in May for a 5-year local option levy and facilities bond measure to increase resources and space for day-to-day city services. The proposed tax rate is \$1.18/\$1,000 assessed value. The city's current tax rate is \$2.51/\$1,000 assessed value. If this measure does not

pass, there will need to be budget cuts of \$5-7 million over the next couple years. All General Fund services will need to be reduced. Some services have not been available on Fridays for quite some time already.

The city is working on changing their employee retirement plan to get lower fees for employees and better quality investment options. Only police employees are on PERS.

The downtown area is in an urban renewal district and the city is working on making downtown a place where people will want to spend more time. UR funds are being used to develop a public plaza and recreation enhancements. The URD has purchased property within the area for redevelopment.

Tigard has a newly-created urban renewal district for what they refer to as the "triangle" area which has potential for redevelopment. They are looking for parks, streetscape improvements and residential development. The city is planning for higher density, mixed use development in this area. Sewer and stormwater improvements are needed to support the planned increased density.

Metro's SW Corridor project for light rail is expected to have a locally preferred alternative for site selection by this summer. Metro is planning a ballot measure in 2020 to fund this project.

The city is also studying the possibility of having photo red light enforcement on Hwy.99W in their jurisdiction.

Other council goals include: expand recreation opportunities and pedestrian connections; pursue annexation of islands and develop a strategy for future annexations of the remaining urban growth boundary; and consider additional program or policy initiatives for affordable housing.



Denise Carey, City Manager, **Estacada**

The city is very excited about the partnership they have developed with the school district to construct a variety of sports fields on a 20-acre property between the school and a new subdivision approved for 310 single-family homes. Two new roads need to be constructed through this property to connect to the new subdivision. The city will be building the infrastructure to get the land ready for developing the sports

fields. The city will also share in the cost to build concessions and restroom facilities for the sports fields.

A total of 450 subdivision lots have been approved with single-family homes construction underway.

Denise was working on a loan application to Business Oregon to fund Phase II of infrastructure construction for an industrial area. The total project is 130 acres. Phase I involved 78 acres and was completed in 2014. The council adopted a local improvement district with the landowner's support to repay the loan.

There is a state designated Scenic Bikeway through Estacada. The city is working on an Active Transportation Plan for pedestrians and bicycles which will be an amendment to their Transportation Systems Plan. The city is working with Safe Routes to Schools for funding sources for some of the identified projects.

There is concern about insufficient affordable housing in the community. The city did update their zoning and development code to accommodate Airbnb uses in homes. This could assist some homeowners to be able to afford their home. The city has also developed proposed code language to allow accessory dwelling units which was presented to the planning commission in April. The hope is to increase the availability of rental units.



Martha Bennett, chief operating officer, **Metro**, told me about several things Metro is working on. First was the Equitable Housing Initiative which I reported on in the Clackamas County Managers

meeting above. Metro is considering a GO Bond measure in the November 2018 election. The tax rate would be no more than \$0.17/\$1,000 assessed value which would provide funds for capital projects only including land acquisition but no rental assistance funds.

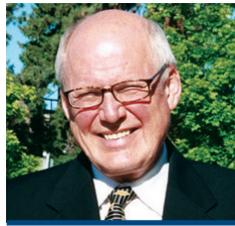
Second is their work on the Growth Management Boundary which they are starting on 3 years ahead of the time required. Metro is approaching the boundary expansion differently this time – starting with entertaining city requests to expand the boundary. So far, they have received requests from the cities of Hillsboro, Wilsonville, Sherwood, King City and Beaverton. However, Sherwood may postpone their request for another 3-6 years.

Third is the Regional Transportation Plan update. This time Metro is prioritizing safety rather than congestion. They are looking at areas where there have been several car crashes and pedestrian accidents to determine safety solutions. The Metro Council has directed to scale down the projects to meet realistically financial constraints. However, part of the discussion is a possible bond measure to finance the identified needed improvements.

Fourth concerns solid waste. All the contracts for hauling garbage to the Arlington landfill expire 12/31/19. Ninety percent of all regional garbage goes to Arlington. Right now all garbage is transported by trucks. Metro will be looking into the possibility of transporting by rail and by barge to Arlington. Also, Metro is looking into food scrap recycling which Portland has been doing. It is easiest to start with commercial food scraps recovery so that is where they are focusing their initial efforts. There have been major changes in recycling markets. For example, China will no longer accept US plastics. So there is much work to be done to find ways to continue and expand recycling efforts.

Fifth concerns parks. The 2006 bond measure for parks will be mostly depleted by the end of FY2020. Metro is currently discussing whether or not a new bond measure should be proposed. There are currently six new park projects proposed which are either partially funded or no funding at all. These are: Killin Wetlands, Chehalem Ridge, North Tualatin Mountains, Gabbert Butte, Newell Creek Canyon and East Council Creek. Also Metro has projects planned in a number of existing older parks including Smith and Bybee Lakes, Chinook Landing, Blue Lake Park and Oxbow Park which are not funded.

Lastly, Metro has been recruiting for the position of deputy director. They received over 350 applications! Many applicants are from public service but also some from the private sector. The headhunter firm will be interviewing 20 applicants and then recommend a short list for interviews at Metro on May 1.



From
**Andy
Anderson**

In this quarter I was able to meet with eight members who are, along with their cities, are doing great things. I very much love reporting on them and I very much enjoy this volunteer job. This quarter I attended the NW Regional Managers Conference in Stevenson, Washington and I was able to attend a Central Oregon City Club Program presented by all the city managers in our region.

One last note—**Steve Wheeler in Hood River** has announced his retirement. Hood River is accepting applications to replace Steve through **June 4, 2018**. Steve plans to stay on until the new person comes on board and then provide and orientation for his replacement. Steve will be missed from Oregon management circles.



Cory Mисley, La Pine, is coming up on his two-year anniversary as city manager. He has had a full-time planner/community development director on staff since January 1, 2018. The

community now has a staff of seven—plus consultants in legal, finance, engineering and economic development. There are now two recreational marijuana outlets in town with producers at the industrial park. The industrial park was developed by the county prior to La Pine becoming a city. There is an intergovernmental agreement whereby the city markets the property and the proceeds of sale are split. The city would like to own the property and keep all the proceeds. Cory reports they are considering building a spec industrial building because they have no empty industrial buildings currently and they feel they could attract users with a building.

The community has been the first “Small City Pilot” through Sustainable City Year Program with the University of Oregon since January, from which they should get a large number of ideas and food for thought. The project will go until summer.

The community is developing a downtown transit/city center which they hope to be a focal point for downtown and at the same

time beautify the area. They took a survey of residents and received over 700 responses to help design the center.

La Pine also has an urban renewal district. The FY18-19 budget will be \$185,000, with 30 percent going for storefront loans, 30 percent for minor enhancements and the remainder saved for the future. The St. Charles medical center project is almost complete, which will provide e-cells health services. Housing works is working on 42 affordable units. ODOT is implementing a streetscape plan. The community has \$9 million in grants to assist a \$25 million project to provide 300 lots with sewer service, a 33 percent increase in serviced units. Septic tanks are a very large problem in this area.

Cory reports La Pine is experiencing 3 percent population growth but bracing for that to increase.



I stopped in **Culver** on my way to the NW Regional Managers Conference.

Donna McCormack had just returned from a vacation in Arizona with her grandchildren. She reports she is working on a

park project which will have a pavilion, solar power and a large picnic area. Culver has a grant for the project. They had advertised for bids and got no bidders. Later in the day she was going to meet with the mayor to work out future options.

Donna reports they are having a building boom. They issued 22 housing building permits in 2017 and 12 so far in four months of 2018. People are moving in for the rural life and cheaper lots. Donna reports they will soon run out of lots so they are moving sewer to an area of vacant land inside the city limits in the hopes the owner will subdivide it.

Also I learned Culver earned \$20,000 during last year’s solar eclipse, renting out RV parking places on city leased property. Work continues on the process of annexing to the Madras Fire District—they currently have a contract for services.

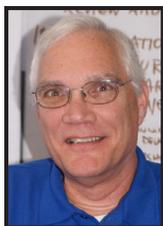


Given the high amount of growth **Bend** is experiencing, much of the focus has been on infrastructure and land use planning an on executing transportation projects. City Manager **Eric King** reports the council had a meeting of the minds and

agreed to some major road projects totaling \$60 million, which includes making key east/west connections. Additionally, the city, in partnership with ODOT, applied for a grant for nearly \$80 million, matched and leveraged with state and local dollars to relieve congestion on the north end of Bend. The city and the chamber of commerce recently traveled to Washington, D.C. to advocate for funding and hope to hear a response by early summer.

In terms of street maintenance, the city is projected to receive an additional \$2.1 million in annual funding as a result of the state's transportation package, which helps fill a gap that was attempted to be filled by a local gas tax that had failed in 2016. This year, the city plans a \$4.7 million overlay program and is resurfacing nearly 100 miles of their 800+-mile system. They hope to raise their system-wide pavement index to 73.

Bend is also in the process of updating their Transportation System plan following the new adoption of the urban growth boundary. The council and staff is planning a 2020 bond issue for major capital projects.



Just before the NW Regional Managers Conference I stopped by to visit **Gordon Zimmerman at Cascade Locks**. His community was greatly affected by the fire last year. One

third the community was evacuated. Another third left because of the smoky air quality. The fire was stopped just short of the city limits. Firefighters used the Bonneville Power Administration power transmission line as a fire break which held the fire outside the city limits. In my opinion the community and the burnt area are recovering nicely.

Although the Nestlé project didn't come to fruition, the community has welcomed seven smaller employers to add to their mix. From an unemployment high of 20 percent just three years ago, they are now down to 12 percent. They are expecting at least three new downtown commercial employers to open this year.

Gordon reports Cascade Locks is experiencing a home building boom with the addition of 90 homes over the last three years. The community has gone from 450 housing units to 540 during that same period. Further the assessed value has

increased from \$62 million in 2010 to an expended \$100 million in 2019. Population increased from 1,250 to 1,310 just last year. Housing costs in Cascade Locks are one half those in Hood River and about 1/3 those in Portland.

Gordon also reports he has secured grants for street, water and sewer projects. To round out all the happiness Gordon believes he is working for the best council of his career.



Gus Burrell in Madras reports the Confederated Tribes of the Warm Springs Reservation recently opened the Plateau Travel Center on trust land located within Madras' city limits. The

tribe and city worked out an agreement for services including public safety and wastewater treatment. Gus reports the community is nearly complete with their transportation and wastewater master plan updates. The University of Oregon is assisting with the parks master plan update and a grant award has been recommended by the Oregon Parks and Recreation Department grant committee for a new Spray Park. The urban renewal district is in the process of selecting a candidate and negotiating terms for a new brew pub with administrative assistance from the city.

The Daimler Trucks North America proving grounds project that is located on airport lease property has completed construction on its first two phases and is now working through environmental clearance on phase III (3-mile loop track enhancements). The proving grounds facility simulates 1,000,000 miles of wear and tear on next generation freight trucks through 6,000 miles of durability track testing at the airport. Bright Wood and Keith Manufacturing just completed building additions within the industrial park and Sierra Case Parts is scheduled next. Both Bright Wood and Keith Manufacturing report higher employed numbers than prior years and have need for more employees in this tight labor market. On the fiscal side of things, growth is occurring across all zones, and Gus reports that the local tax on marijuana approved by the voters is more substantial than the state shared revenue portion which both sources are being used to support public safety services.



I met with **Kathryn Greiner in Condon**, who told me they just built a very large multi-purpose day care center which serves as a head start and pre-school, all funded with grants. The city had

nothing to do with the building—all the work of their director and board. Work continues on the downtown improvement program. This program ended last year and we switched to get affordable, competitive broadband to Condon.

An old building with asbestos problems will be torn down and replaced. This is the new Gilliam County Soil & Water Conservation District building on property purchased from the city of Condon.

Work continues on the development of a subdivision adjacent to the golf course. The development will be handled by city staff. Condon has been experiencing housing demand. Four families have moved to town from the metro area in search of less expensive housing and rural lifestyle in their retirement. This is a new experience for Condon.

Work continues on the provision of communications fiber allowing for options for residents. Condon will be working with the county to make fiber available for lease from Arlington. ODOT continues the downtown streetscape and sidewalk project with two grants that have recently been awarded to the city. Construction will begin in the next year.



During my visit with **Keith Witcosky in Redmond**, I was able to tour the new city hall, which is a repurposed school building. It is very impressive and opens on a very large

park. The building is larger than they need so some of it is leased space as well as a large dividable meeting room which was recently used for an LOC Regional Meeting. On the wall of the building are in large yearbook pictures from Redmond's past.

Keith was busy working on the next budget of \$85 million. The new budget is very public safety heavy, which they feel is their biggest need. The Budget Committee approved a budget on May 2 which included four new patrol officers as well as an evidence technician. This gets the city halfway toward their overall

need of eight more patrol officers (to keep up with population growth). The Budget Committee also recommended city council put a 64 cent tax rate increase the November ballot. This would cost the average homeowner around \$11.50 per month. The money generated would be dedicated to public safety and parks. When the fire department split off from the city in 2011, they shifted \$1.75 of their permanent rate to the new special district, and at that time Council agreed to go to a vote to increase to the city tax rate.

Redmond population is growing steadily at 2 percent and is currently 29,000. It is expected to be 52,000 by 2043. Airport activity is growing at a rate of 15 percent and Keith feels very confident with the management team. They now have 25 daily flights. Having repaired the main runway last year, they will be renovating the cross wind runway this summer.

Urban renewal is generating a \$3 million yearly increment and has an \$11.5 million budget of the \$120 million available under their plan \$75 in maximum indebtedness remains. In the urban renewal budget is redevelopment of the old city hall block. They had worked with a proposer who could not get financing. They will try again to get new developers interested in a potential public/private partnership. The historic Redmond Hotel is under renovation by a capable firm and when finished will be a 48-room boutique hotel in their downtown. Store front improvements in the downtown are also being considered. Also streetscape improvements will be included in the budget year.

Keith also reports there will be two market rate motels built adjacent to the fairgrounds. These new facilities will allow the fairgrounds to be used for many more events than are currently held.



I visited **Steve Wheeler** in **Hood River** in mid-February. Steve has been with the city since May of 2014. We discussed the smoke in the late summer and fall.

There had been a fire in the Gorge that shut down Interstate 84 for almost three weeks. We had smoke in Bend, well some came from Montana. We both felt the increase in fires and therefore smoke had to do with it getting warmer every year.

Steve told me the council number one goal is affordable housing and they have adopted a three pronged approach. First they dealt with short-term vacation rentals. They discovered a large increase in their housing stock was devoted to short-term rentals. It had risen from 2 percent to 10 percent, which was not sustainable. They therefore placed restrictions on short-term rentals in residential zones. They required permits and restricted the rentals to the owner's principal residence. Secondly, the city owned some park land that they declared surplus and rezoned for it multifamily housing. They are working with their local housing authority for development and management. There will be low income standards for occupancy. Third they are developing a concept plan for an area on their west side. The concept plan calls for denser housing with smaller lots and multi-family housing. The concept plan is now moving forward, roughly in the fourth inning of a nine inning ball game.

Parking in the historic downtown area is another issue the council would like addressed. A plan for a large multi-family facility brought the matter to a head and a major parking study is being commissioned.

Steve also mentioned the city has three urban renewal districts still active. The newest has \$8.5 million in maximum indebtedness remaining in an area called the "Heights" and has plans for undergrounding utilities, streetscape improvements and traffic calming. The second, located on the waterfront, is working on its last project an undeveloped piece of property which is currently being concept planned. The oldest district, downtown, has over \$4 million in debt capacity which may be used to address parking issues, or assist with developing affordable housing.

Steve indicated the city is in excellent financial health. The latest increase to revenue came from the waterfront hotel developed in conjunction with the Port of Hood River.

I attended the **Central Oregon City Club** where the speakers were the six city managers of the surrounding communities, including **Cory Misley of La Pine**; **Eric King of Bend**; **Keith Wiscosky of Redmond**; **Brant Kucera of Sisters**;

Gus Burrell of Madras; and substituting for **Steve Forrester of Prineville** was Mayor Betty Roppe. The discussion revolved around coping with population growth. The population of central Oregon is expected to double from 2010 to 2065. Housing affordability was one the big issue discussed. In Bend the median price of a home costs 50 percent more than the median income earner can afford. In Madras lots developed pre-recession are selling for less than their development costs. Other issues discussed were dealing with are cultural changes brought about by newcomers; how cities reach out and communicate to the changing populations; and Sisters' population growth with declining school population. The city of La Pine and Cory Misley was given an award from the local business journal for the management and development of their new community.



From **Larry Lehman**



Had a great visit to **Baker City**. **Fred Warner** is enjoying the switch from the dark side (county government) to the sunshine of city government!!!

Baker City is seeing an increase in housing construction and low unemployment. Fred reports there are not a lot of new businesses in town; but the existing ones appear to be doing well.

He is very pleased that local citizens are stepping forward and promoting a cleanup throughout the city.

The city has received a state grant for broadband installation in a 65-acre industrial park.

The city is working hard to control costs for city services; understanding that many citizens have a hard time paying for the basics such as water, sewer and taxes.



Great visit with **Robert Strope**, city manager of **La Grande**. Robert reports that one of his prize city employees is retiring after 45 years, the last 10 years as public works director.

He is also in the process of recruiting a new fire chief. The La Grande Police Department is currently fully staffed which is a difficult accomplishment in rural Oregon communities. The city council, acting as the rural urban renewal agency, will under levy this year like the previous few years. This means the agency will voluntarily not collect all of the revenue it could, thus leaving those funds to the other taxing districts including the city's general fund.

Robert is proud of the good relation the city has with the county and with Eastern Oregon University. The college and the city have partnered to submit a joint application for an entrepreneur center.

Like in all cities, roads are a problem, the additional gas tax pasted this last year will help but not solve the problem of under funding.



Met with **Linda Hall**, city manager of **Milton-Freewater** in the historic city hall.

Linda is working on a new recycling program. She states the city had little choice but to take

over the recycling program when a contractor the city used decided not to renew. The city will not do curbside recycling, and with the recent reduction in prices paid for recyclable materials, she is hoping they can do a decent job without raising garbage rates.

Milton-Freewater has had an inordinate amount of staff turnover due to retirements. Linda states they have had to replace 20 position in the last year, and 10 more will soon be vacant. She is pleased with the quality of applicants and hires, but has to spend a lot more time training and leading than with a more experienced staff.

The city has been contacted by crypto currency miners in the past couple of months wanting to locate in Milton-Freewater due to low energy costs. They create very few jobs and she is concerned they will use up the remaining allotment of lower cost energy the city receives from BPA. The city

of Milton-Freewater is a shareholder in the Priest Rapids and Wannapum dams. Will be interesting to see how this plays out.

The economy of Milton-Freewater is solid and the city finances are stable.

Jim Maret of Nyssa is a very positive and optimistic individual. He states the city has a good budget this year; one that allows for some improvements in city services but holds the line on taxes and rates. The construction of a new water treatment plant is going well and will be completed this year. The city just completed the rehabilitation of a 3-million-gallon water reservoir.

Water rates in the community have gone up in the past few years to pay for water and wastewater improvements, but Jim says they are still in the lower half of cities statewide.

The community is in the planing stages of a trans-load facility that will load refrigerated products on fast trains and takes the produce to the East Coast. When completed this will be a big boost for the agriculture sector.



Met with **Adam Brown**, city manager of **Ontario** in mid-April. The city has a 1% city sales tax on the May ballot. By the time you read this article, you will know the results. Win or lose, I

admire the city for trying this. The city has severely cut services over the past few years and this is an attempt to stabilize city revenue as well as raise additional funds to improve the Ontario community.

Adam states there is a labor shortage in the community with over 300 job openings in Ontario and in the surrounding area.

They have a new splash pool opening this summer funded by local hotel tax and grants for a total of \$800,000.



Had a great meeting with **Blair Larsen**, city manager of **Stanfield**.

The big news in Stanfield is an change of property in the urban growth boundary. The city has coordinated a land swap

that will allow approximately 85 acres to be developed commercially. This property is near Interstate 84 so it should be very attractive for development.

The city has obtained funding for a 1-mile bicycle/pedestrian walkway along their flood control levy. Eighty percent of this funding is from Oregon State Parks. They have also obtained funding from many sources both public and private to install \$25,000 of new playground equipment in the city park.

The city will be receiving \$50,000 from of the special allotment from ODOT from the small cities program. This will be used for chip sealing. They are very appreciative of the increase in highway revenues from the state for the future use on their streets.

On a windy spring morning, I met with **Doug Wiggins**, the new city administrator in **Union**. Doug began work March 1 after serving as city manager in Wheatland, Wyoming. He replaces long-term City Administrator Sandra Patterson.

He is getting ready for his first Oregon budget and realizes the state of Oregon does not share revenues with local governments as much as many other states do.

A recent study of the city of Union depicted that 51.125% of its population are classified low-income. This does appear to make them eligible for some special funding. While incomes may be low in Union, the city has a well maintained infrastructure and people are very friendly.

Doug's current priority, along with the budget, is updating policies and procedures, determining its law enforcement needs and increasing the city's transparency.

Doug is looking forward to the challenges of this small rural community.

2018 ICMA Annual Conference

Baltimore, Maryland | Talking Points



Preliminary Program and Registration Opening:

In keeping with ICMA's commitment to environmental sustainability, the preliminary program will be provided in the **June issue of *PM*** magazine. Complete details will be available on the conference website (icma.org/conference), where **online registration and the conference housing bureau will open on Wednesday, June 6 at 12 Noon EDT.**

Educational Program:

- Four outstanding **keynote sessions**: (see page 2)
- Two inspiring **afternoon featured speakers**: (see page 3)
- Dozens of **concurrent educational sessions** in six theme tracks and four career tracks developed by the 2018 Conference Planning Committee:
 - Creating Communities That Last
 - Equity and Social Inclusion
 - Not Your Grandparents' Workforce
 - Redefining Community Engagement: From the Couch to Town Hall Meetings
 - Smart Communities: What Are They?
 - The Challenges—and Responsibilities—of Putting Your Well-Being First
 - Assistant/Deputy Managers
 - County Managers
 - Small-Community Managers
 - Senior/Credentialed Managers
- ICMA University forums and workshops, special sessions, and events
- Inspirational Breakfast with speaker **Ericka Alston-Buck**, founder of Baltimore's Kids Safe Zone
- Lunches for women and assistants in local government management
- Educational exhibits and solutions track sessions
- Roundtable discussions
- Field demonstrations highlighting the best of Baltimore and Maryland



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MEMBERS AND THE PROFESSION
IN ORDER TO FOSTER
RESPONSIBLE, RESPONSIVE
LOCAL GOVERNMENT WITH THE
OBJECTIVE OF IMPROVING
THE LIVABILITY OF
OREGON COMMUNITIES.”**

**VISIT OUR WEBSITE
WWW.OCCMA.ORG**

MANAGERS ON THE MOVE

Recruitments in Progress

Ashland, City Manager
Central Oregon Intergovernmental Council,
Executive Director
Hood River, City Manager
Redmond, Deputy City Manager
Shady Cove, City Administrator

Recently Appointed

Anne Heath, Interim City Manager, Coburg
Doug Wiggins, City Administrator/Recorder, Union
Katy Lamb, Interim City Manager, Vale
Abigail Elder, Director of Mayor’s Office, Beaverton
Kevin Kreitman, City Manager, Millersburg
Janelle Booth, Assistant City Manager, Millersburg
Terri Michel, City Manager, Rockaway Beach
Geoff Wullschlager, Assistant City Manager
W. Scott Jorgensen, City Recorder, Aurora
Mac Corthell, City Administrator, Falls City
Aaron Prunty, City Manager, Phoenix