



OCCMA

**Oregon City/County
Management Association**

A State Affiliate of **ICMA**

SECOND QUARTER 2019



Portland State
Center for Public Service

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MESSAGE FROM THE PRESIDENT

Marty Wine • City Manager • Tigard



Dear Managers,

“Diversity is being invited to the party; inclusion is being asked to dance.”

This is a quote from Verna Myers that I heard at the ICMA conference in Seattle in 2016. I mentioned in my first message that the OCCMA Board has added a dimension to our strategic plan this year, with a focus on diversity, equity and inclusion. Because I’ve had conversations with OCCMA members about conference planning with these topics in mind, this seemed like a good space to mention what it is we are talking about. The questions I’ve received about these issues include “what is this stuff?” and “how can we focus on diversity when we don’t have any in our organization or community?”

As local government managers, it’s important to talk about these issues and the answers seem pretty straightforward, but there is a lot to do. I’ll start by sharing the definitions that the City of Beaverton’s Diversity Advisory Board uses:

- **Diversity** is the variation of social and cultural identities among people existing together in a defined setting.
- **Equity** is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential.
- **Inclusion** means that everyone can participate and everyone belongs.

Most commonly we refer to racial diversity, but social and cultural identity spans every dimension of our lives. I’ll bet you can imagine just one additional way (besides race) in which your community may be diverse, or where improvement is needed for those who are not part of the dominant culture. Have you ever been in a situation where you felt you didn’t belong? Have you considered that your unconscious biases may get in the way of welcoming diverse perspectives? Where could people who come in to your public space use more access? Where do we create spaces that ignore or forget that someone might have a different cultural identity than yours? Are there barriers to participation in the services we provide? Imagine if you took just one step to make progress toward inclusion and a more diverse community by recognizing these situations and trying to improve them. Maybe you would do this by seeking out more women or persons of color to apply for leadership roles. Maybe it is inviting the non-dominant faith community where you live to be more involved in your city or county government. Maybe it’s bringing youth or older voices into volunteer opportunities in your organization.

Either way, OCCMA is making a commitment to diversity, equity and inclusion this year, and I would encourage you to

consider what this means for your organization too. For example, the board has had a conversation about making the board more reflective of gender and race and ethnicity of our communities by making a point of inviting more women and persons of color to join the board when vacancies occur. In that spirit, I hope that everyone will feel invited to be part of a board that is interested in making progress and encourage people we have not traditionally seen in these roles to apply and serve.

In addition, this issue of the newsletter celebrates contributions to the profession made by those with a long tenure in public service. In the coming months you will be seeing a lot about OCCMA Senior Advisors. We have already expanded this program twice this year to add four Senior Advisor positions, and this is why you have seen profiles of Dave Kanner and Wes Hare in recent issues. Not only is the Senior Advisor program designed to support managers in all phases of their careers, the program is designed to include and give access to all of our members to stay connected to each other and the profession.

Another dimension of improving diversity in the profession is including more women in local government leadership positions. During the NW Regional Managers Conference in May, the first year cohorts of the NW Womens Leadership Academies in Washington and Oregon were featured. In Oregon, just 22% of local government CEOs are women. This Academy was started to help women in local government round out skills they think they need to be able to serve as a future city or county manager. With each class (24 each in Oregon and Washington), the hope is that more women feel invited, empowered, and choose local government leadership as their future career path.

Finally, in the spirit of inclusion and better access, our goal is to launch a new and improved website this year, hopefully just ahead of the OCCMA Summer Conference in Newport, OR (July 9-12). Please offer your suggestions to make the site a relevant and timely resource for all local government managers. Many thanks to the amazing efforts of Melissa Thompson-Keifer of Nehalem, and the communications committee for making this happen!

I’m looking forward to seeing you at the summer conference.

Sincerely,



Marty Wine
2019 OCCMA President



Summer Conference Registration Now Open

The 2019 OCCMA Summer Conference will be held July 9 - July 12, 2019 at the Best Western Plus Agate Beach Inn, in Newport, Oregon.

Registration can be done online by going to www.occm.org/conferences.

On the right side you will see OCCMA Summer Conference with the date and place. Below that is a link to register. Once you are on the registration page, scroll to the bottom to log in.

Online Registration Process – FAQs

Q: How do I know my username?

A: The email address provided to us by your city is the one we have used to create your username. If you are unsure which email address the League has as your primary address you can contact us by phone at 503-588-6550 or email loc@orcities.org and we will be happy to assist you.

Q: What is my password?

A: If you are unsure of what your password is, the best option is to reset it. You can do this on the conference login page, and by clicking on 'Forgot password' link:

Q: My account is locked; how do I unlock it?

A: If you are locked out of your account, call 503-588-6550 or email loc@orcities.org and we can reset the password for you.

Any questions, please contact us at 503-588-6550 or email loc@orcities.org for assistance.



SAVE THE DATE

September 26, 2019 OCCMA Fall Workshop Riverhouse, Bend

Registration Opens July 1

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

Renew Your Membership with OCCMA Today!

A significant benefit of membership is access to the Senior Advisor Program. Each advisor represents one of the five regions in the state. They are available to you as a resource for advice and can assist you with additional help if requested. The OCCMA website – www.occm.org – has many resources available including an online directory which is updated continuously throughout the year. Members have access to the association's listserv, which is an invaluable tool for discussion of current topics. In addition, registration at OCCMA-sponsored trainings comes at a reduced fee for members.

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

Celebrating Public Service

By Phil Keisling, Director, PSU Center for Public Service

Ask most Oregonians what they think about “their government,” and the odds are pretty high the first thing that will come to mind are the high profile denizens who work in the White House, the halls of Congress, and perhaps their state Capitol in Salem.

And most likely, their opinions about these self-described “public servants” won’t be very positive.

But “public service” encompasses vastly more than a relative handful of high-profile elected officials. What about the hundreds of thousands of men and women who volunteer their time as elected local government officials? Or the millions of public service professionals who dedicate their careers to such essential causes as safe streets, clean drinking water, educating and protecting kids, and the stewardship of public lands and natural resources (to name just a few)?

Five years ago, PSU’s Center for Public Service – a unit of the Mark O. Hatfield School of Government – decided to hold an event that we deemed a “Celebration of Public Service.” Our goal was to recognize and honor public service professionals – past, current, and future – who’ve committed themselves to lives and careers, largely out of the public spotlight, for these and countless other important tasks.

This April 25, CPS was proud to hold its 5th such event, where public service professionals from across the state had the chance catch up with former colleagues, exchange stories, and even meet some “next generation” public servants finishing their Public Administration degrees. The program also featured a number of awards and speakers.

Wes Hare, who retired from the city of Albany after 30 years as a city manager there and in several other communities, was recognized as this year’s recipient of the “Lifetime Achievement in Public Service” award.



Wes’ dedication to the profession; his willingness to help and mentor others; and the energy, enthusiasm, and sense of humor he brings to public service and well known and respected by his many colleagues, both here and abroad. For several decades, Wes has also been a stalwart participant in the International City Management Association international program, through which he’s generously given his time and wisdom to colleagues in Japan, Indonesia, Croatia, Sri Lanka, Lebanon, Pakistan, Ethiopia, Morocco and Afghanistan.

Previous winners of the Lifetime Achievement award have included the late Jennie Messmer, former member services director for the League of Oregon Cities; Dee Pigsley, long-time Siletz Tribal Chair; Tom Gallagher, former Director of the Ford Institute for Community Building; and Drs. Craig Shinn and Doug Morgan of the Hatfield School.

This annual event is also important as an opportunity to showcase the passion and commitment of those public servants whose careers are still closer to the “eastern edge” of their personal horizons than the setting, western side. (As is certainly the case with yours truly!). This year, three remarkable women shared their stories with an audience that also included 80 faculty and staff from across the U.S. who work in university-based entities similar to CPS, who were here for a national conference hosted at PSU.

Cynthia Alamillo, Oregon’s first Latina city manager, told of her journey into public service that started when her parents immigrated to the U.S. from Ciudad Juarez, Mexico. After graduating from the University of Texas at El Paso, Cynthia earned a Master of Public Administration degree from Portland State University in 2015. Last year she was chosen as Manzanita’s city manager, after serving several years in the deputy position.



All photos by Broken Banjo Photography

Andrea Valderrama, a senior policy advisor to Mayor Ted Wheeler, also serves as an elected official as a member of the David Douglas School Board. Her journey to public service was inspired by the hard work and dedication of her immigrant mother, and in 2016 she ran a vigorous campaign for Portland city council in which she highlighted issues of income inequality, housing affordability, and diversity and inclusion.

Laura John, a descendent of the Blackfeet and Seneca Nations, described how her Native American heritage has guided her work for a wide range of organizations across the U.S. Since 2017, she has served as the City of Portland’s tribal liaison, only the second individual to serve in that role.

Two other individuals were also recognized at the event, both of whom are affiliated with our Center. Doug Decker, former Oregon State Forester and director of CPS’ Executive Seminar Program, this year received the prestigious John W. Gaston national award for natural resource management, given by the American Society for Public Administration. And Dr. Phil Cooper, who directs PSU’s nationally-ranked MPA program in Local Government, was recognized for being recently appointed to the Hatfield School’s Doug and Candace Morgan Professorship in Local Government.

To be sure, there are countless individuals deserving of this kind of recognition and opportunity to voice their personal stories about why they’re committed to public service. That’s always the challenge of events like this.

But that’s also why it’s so important to occasionally pause and reflect on our collective work. The tradition we’ve created here at the Center – and one we hope and expect will continue for years and decades ahead – have never failed to inspire and re-energize those who’ve been able to attend.

By taking time to honor and celebrate our collective public service work – as so many other organizations do as well – we do a lot more than simply recognize some of our remarkable colleagues. We renew our own personal commitments to public service – while also being inspired by the passion and eloquence of those among us whose public service careers are just getting started.

In the years ahead, the challenges of public service will get more complicated and “wicked,” not less so. It’s hardly news that Americans’ trust in their government institutions – especially those at the more distant state and federal levels – has never been lower.

The OCCMA Board of Directors Seeks Applicants for 2020!

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 26th at the Riverhouse on the Deschutes in Bend, prior to the OCCMA Fall Workshop.

New board members will join continuing members November 7-8 in Silverton for the board’s annual

retreat. The new term of office begins in January 2020. Terms of office for director positions are three years.

While the 2020 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, 2019**. 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.

Managing Through Crisis:

2019 Northwest Regional Managers Conference Highlights

From April 30 - May 3, 80 local government managers (including 3 students) from Washington, Oregon, Montana, and Alaska met in Hood River for a springtime mix of Northwest perspectives. The conference theme was “crisis.” Highlights included:

- Washington and Oregon managers’ panel discussion of “When Crisis Hits,” discussing how managers have worked significant events in their communities, such as the bank bombing in Woodburn, the 2017 eclipse and flood events in John Day, and wildfires in Central Washington. Managers related how to communicate with the community, financial resiliency, and long-term impacts to the organization.
- How to communicate in a crisis was highlighted in a session suggesting a vulnerability audit to allow communities to prepare, prevent, or neutralize a crisis. Planning ahead by figuring out the sequence information sharing to the workforce, the media, and the public, and having a dark website ready to launch in a crisis was a theme highlighted in multiple conference sessions.
- Keynote Speaker Mona Barns, former emergency manager for the U.S. Virgin Islands, related her work addressing two Category 5 hurricanes that devastated the U.S. Virgin Islands two weeks apart in 2017. She highlighted the importance of partnerships, how not to do evacuations, how to work with instead of fight with FEMA, and the differences between managers and leaders.
- Four teams faced off in a game of Ethics Survivor, designed to test working knowledge of the ICMA Code of Ethics by the best approach to facing ethical challenges.
- There was time for fun and exploration in the Columbia Gorge: wine tasting in a tour of the Hood River Valley “fruit loop,” the BIG ART walking tour of Hood River, and dinner aboard a Sternwheeler dinner cruise.
- The partnership of the Regional Water Providers’ Consortium in the Metro region of Oregon highlighted lessons learned in partnership and crisis planning, and a panel discussion about digital preparedness during the California fires outlined ideas to make response mobile, accessible, adaptable, and planned ahead for disaster.
- Models for building civic leadership through citizen academies was highlighted by the cities of Hillsboro and Wilsonville.
- The first year of Washington and Oregon’s NW Women’s Leadership Academy was showcased, with a discussion about to support and advance women in the profession. The Academy is designed to bring women from a variety of backgrounds in local government into leadership roles.
- Friday morning featured legislative session updates and Washington and Oregon board meetings.
- Way to bring it, Oregon! The new Washington/Oregon rivalry cornhole tournament was launched, where eight teams competed for the brand-new trophy and Oregon prevailed in the inaugural match.

THANK YOU

2019 NW REGIONAL MANAGERS CONFERENCE

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SAVE THE DATE

2019 ICMA ANNUAL CONFERENCE

OCTOBER 20–23

ICMA
conference

NASHVILLE
— TENNESSEE —
105th Annual Conference
OCTOBER 20–23 2019

#ICMA2019

150+ EDUCATIONAL
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EXHIBIT HALL
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PRE-CONFERENCE
WORKSHOPS
ICMA MEMBER PAVILION
FIELD DEMOS
NETWORKING MIXERS
RECEPTIONS
TOURS
BOOK SIGNINGS
INNOVATION CORRIDOR
DONOR RECOGNITION

ICMA Virtual Conference

The ICMA Virtual Annual Conference archives allow you to experience sessions from ICMA's Annual Conference and to partake in the learning even if you were not able to attend the on-site conference. Archives of selected sessions will give you a sampling of the thought leadership that takes place at conference each year—all on your own time, right at your fingertips.

Use the virtual conference as an opportunity to share professional development with your staff. For just one fee, your entire staff can participate. This cost-effective method of providing ongoing education to your staff is a win-win for everybody! Please note that keynotes are only available for 3-6 months after original broadcast.

When you take part in the Virtual Annual Conference archives, you are choosing to make an investment in your career, your organization, and your community. You will leave your desk energized and with new ideas to help you

fulfill your commitment to career-long learning and lead your community in light of today's challenges.

Purchasing

The Virtual Annual Conference archives include: 4 keynote speakers (keynote session access ends 3-6 months after original broadcast), 2 featured speaker presentations, 16 of the most compelling sessions, and coverage from the floor brought to you by ICMA tv.

- ICMA Members: \$299
- Non-Members: \$399
- ICMA Student Members: Free (Note: Please select the \$0 student member fee during registration.)

Ethics and the Public Trust

Crossing the Line Between Educating and Advocating in the Local Government Space

By Daryl Delabbio, ICMA-CM

Leadership characteristics are plentiful: developing and communicating a compelling vision, being technically competent, having high emotional intelligence, showing appreciation for—and respect to—those with whom and on whose behalf you work. And, of course, being ethical and having a strong moral compass.

During my 40-year career in local government, I also found that passion was an essential characteristic that helped me in my leadership role. I saw passion contribute to the success of other leaders.

For me, this includes passion for the profession, passion for the communities that managers serve, passion for ICMA, and passion for state and provincial associations.

But when can passion result in an ethical dilemma? When can passion override legal or ethical obligations? When can that win-at-all-costs attitude motivate someone to tread on the line between being ethical and being unethical?

Unfortunately, in one instance, I found out how overriding passion and belief that “doing the right thing” led me in the direction of “the ends justify the means,” and almost resulted in a breach of ethics.

Thanks to two staff members who had the courage to question me, I didn’t make that mistake.

My Story

In 2007–2008, the Great Recession was beginning but Michigan had been experiencing economic challenges for most of the 2000s. The future was troubling.

The county I managed faced numerous financial challenges, with a fair degree of uncertainty about what we would confront within the next three to five years.

One of the biggest issues was a 20-year property tax millage that funded half of the operations of the county’s correctional facility and paid for all bonded debt on a capital project approved in 1990, which was expiring in 2010.

As we looked to the future, we needed to demolish, renovate, and build new space to house prisoners, making it necessary for the county to request a millage renewal from voters.

Michigan, and I assume most if not all other states, prohibits public funds from being used to advocate for ballot issues, financial or otherwise. State law limits local governments and other publicly funded organizations to providing information only. This is as it should be; public funds should not be used to advocate for issues or funding requests.

As staff members and I were in the midst of preparing a communications strategy for the millage’s renewal, we were cognizant of the importance of the millage vote and concerned about its passage.

During one meeting where we were discussing the millage and the strategy for disseminating information about it, I was so caught up in the importance of the millage vote being successful that I started to talk about ways to use the information to advocate for passage, as opposed to just educating the voters on the issue. . . a definite legal and ethical “no-no.”

I have always prided myself on being an ethical leader. I displayed the ICMA Code of Ethics in my office and referred to it. I preached ethics with staff and elected officials, and I had facilitated ethics training for county employees for more than 20 years.

I also prided myself on being a leader whom staff could candidly talk with about any subject; however, there is always difficulty in “speaking to power.”

And did I really mean what I said about being able to receive honest feedback? While it is easy to say I was approachable, no one likes to be challenged, particularly if the question is: “Do you practice what you preach?”

Fortunately, two assistant administrators were not afraid to question me on the issue. They didn’t do it at the staff meeting, and didn’t talk with me together. Each came to me privately, not knowing the other had done the same, within a day of the meeting.

Both asked if I thought I was going in a direction they believed I would not want to go. While they may have felt hesitant about discussing the matter with me, they were professional, respectful, and candid.

And there is no question they were right. I appreciated that they had the courage to talk with me and felt the ethical obligation to call me on my passion. Even if I was motivated by a noble outcome, I was treading on thin ice.

Lesson Learned

At the next staff meeting, I apologized for suggesting a potential breach of legal and ethical boundaries and

complimented the two assistants for “checking me.” We were back on track to provide information, not advocacy. It was a valuable, and humbling, lesson learned.

Passion can be good. Passion can be great. I will argue that passion is essential. But passion cannot trump legal, ethical, and moral behavior. Passion cannot override doing what is right and doing it in the right way.

Passion cannot be an excuse for the ends justifying the means, regardless of the intent or motivation of an individual. Although this incident happened more than a decade ago, it served as a healthy reminder to me throughout the remainder of my career.

And in the end, the public voted to approve the millage extension for another 20 years, despite the recession we were facing, and with only information—no advocacy—provided by the county.

Daryl Delabbio, Ph.D., ICMA-CM, and an ICMA Life Member, is retired county administrator/controller, Kent County, Michigan (djdelabbio@gmail.com). He served on the ICMA Committee on Professional Conduct, 2014–2017.

Reprinted from PM Magazine, March 2019

2019 CALENDAR OF EVENTS

(Please note this calendar has been updated since the last OCCMA Newsletter)

July 9-12

OCCMA Summer Conference
Best Western Agate Beach, Newport

July 12

OCCMA Board of Directors Meeting
Best Western Agate Beach, Newport

September 25

OCCMA Board of Directors Meeting
Riverhouse on the Deschutes, Bend

September 26

Annual Membership Meeting & Fall Workshop
Riverhouse on the Deschutes, Bend

November 7-8

OCCMA Board of Directors Retreat
Silver Falls Resort and Lodge, Silverton



Why Won't They Collaborate with Us?

By Dr. Frank Benest

I'm a youth services supervisor in the city's Library Department. I'm committed to developing a tutoring program for high-risk youth. I'd like to involve the senior citizens from the Senior Center as tutors. My proposal would be a great way to help young people with their school work as well as attract youth to our library. My manager likes the idea and supports my efforts to reach out to the Senior Center, which is operated by the city's Parks and Recreation Department.

I did not know the Senior Center supervisor, so I made an appointment. When I pitched the idea, the supervisor did not show much interest or enthusiasm for my idea

I'm convinced that my proposal is a good idea. How come this other department won't collaborate with us?

You do have a good idea, and I commend you for pursuing it. The problem is that you can't force collaboration with another department even though you perceive an excellent opportunity to serve youth better.

Why Collaboration?

Collaboration across the division and department silos is required to solve "adaptive" (vs. "technical") challenges. As opposed to technical problems, adaptive challenges (such as educating youth) cannot be solved in your department silo. Adaptive challenges require that you cross department boundaries. When you cross your department boundaries, you have no authority and can't tell people what to do. To make matters worse, and there are no right or wrong answers in addressing adaptive challenges. To address these kinds of challenges, you must often engage stakeholders who have different interests and perspectives, yet you need to leverage their resources as well as yours.

What Collaboration Is and Is Not

We in local government often confuse collaboration with better **communication** with other departments or stakeholders or more **cooperation** from others to achieve our goals.

For instance, we often think that better communicating or presenting our ideas will get others to buy-in and support us. Better communication will not achieve cross-department collaboration.

We often also try to get others to better cooperate with us so we can implement our ideas. You want the other department to accept your idea and help you implement it. Cooperation by other department does not typically modify or enhance the idea.

Collaboration happens when two or more people or groups work on shared goals to create something better. Collaboration often involves diverse players with different ideas. It typically requires giving up some control and thus becoming somewhat vulnerable. You cannot force someone to collaborate.

Collaboration is messy.

Avoid Seeking Buy-In

When you pitched your idea, you were "selling" your idea and seeking buy-in. We in local government often think and act to achieve buy-in from our employees, other departments, top management, elected officials, and community stakeholders.

The problem with buy-in is that it's fundamentally manipulative. Even if you have a great idea, people from other departments will resist because you are trying to sell your idea.

If you seek buy-in, you will lose.

Why Is Collaboration So Difficult?

Many obstacles impede cross-department collaboration. Each department has a different focus, mission, goals, department-specific functions and expertise, and sometimes different capabilities, constituencies, and clientele.

The organizational structures of local government also undercut collaboration since they create silos and competition for attention, influence, and limited resources. Silos isolate talent, hoard resources, and focus on department-specific needs and interests (see Dan Rockwell, "Destroy Silos Before They Destroy You," Leadership Freak blog, May 9, 2012.) To exacerbate matters, each department is typically overwhelmed by its current workloads and growing demands.

To further inhibit collaborative problem-solving, when a leader from one department crosses a department boundary, he or she has no authority to tell anyone else what to do.

Therefore, you cannot force collaboration. To develop collaboration across department boundaries, you must build relationships and connect with others in the other department.

Promoting collaboration is one of the key “soft” skills of leadership.

Strategies to Gain Support for Collaboration

1. Start conversations.

Once you have established some minimum relationship with the Senior Center supervisor, you do not seek buy-in for your idea but rather engage the supervisor in conversation. You help create good conversations by asking questions.

To further build relationships through conversation and explore opportunities, you need to be open to the conversations, truly listen, and allow the conversation to change your ideas and perspectives.

2. Practice “positive regard.”

To figure out what will resonate with the other department staff, you must have “positive regard” for their interests, goals, concerns, and fears. Even if their interests and problems do not particularly align with your goals, you must acknowledge their interests and integrate them where possible into your proposal.

3. Focus on the “why.”

Typically we focus on the “what” we want to do and the “how” we are going to do it. It is always a good idea to start with the “why,” especially when trying to develop a cross-department project or other collaborative efforts if people from diverse groups do not see why they won’t be open to the collaboration.

4. Frame the idea.

While you may think of your idea as a tutoring or educational program, your conversations may suggest that you frame the collaboration differently for the Senior Center staff and participants. So that the proposal resonates for the Senior Center, you might want to frame it as an intergenerational or senior engagement program, or a way of serving the next generation, or creating a legacy, or providing supplemental income.

5. Get everyone’s fingerprints on the collaborative idea.

Through informal conversation and then perhaps some formal meetings, you can integrate the interests of the Senior Center and respond to their concerns. By getting everyone’s fingerprints on the proposal, your idea becomes “our idea.” The process creates ownership and makes collaboration viable.

6. Go slow to go fast.

Starting conversations, brainstorming ideas, and solving problems together all require patience. Once the staff from the library and Senior Center have concluded that collaboration will serve their mutual interest, the cross-department project team can then move forward together.

7. Be aware of the “collaboration blind spot.”

As Lisa Kwan suggests in her article “The Collaboration Blind Spot” (Harvard Business Review, March-April 2019), many champions of collaboration are unaware of the “collaboration blind spot.” When trying to engage another department or agency in a collaboration effort, they may sense a loss. It could be a loss of control, resources, or identity. If this potential loss is not recognized and minimized, it creates resistance on the part of the other organization.

Therefore, in the case of your proposed tutoring program, the Senior Center staff might fear at some level that the Senior Center will no longer be considered the central location for senior citizen programming. They might fear the loss of being recognized as the “go-to” experts in dealing with senior issues. Alternatively, they might worry that Senior Center resources will be siphoned off for other purposes. The Senior Center staff might not acknowledge these potential losses, but they are real for them.

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

RETIREMENTS

Lance Colley Retires from "Dream Job"

By Dave Kanner, Senior Advisor

Lance Colley wanted to be a city manager, but, he says, "I wanted to be the city manager of Roseburg, not just a city manager." Colley realized his dream in 2012 and now, after a 35-year career in public administration, he is hanging up the track shoes to enjoy the retired life.

Colley, who has lived his entire life in Oregon, came to the City of Roseburg position from the Roseburg School District, where he had served as chief operating officer for ten years. But prior to working for the school district, he had served as finance director for the City of Roseburg for 17 years. Of the Roseburg city manager position, Colley says, "This was my dream job."

Like all of us, Colley faced his share of challenges. But he's especially proud of opening a city library in Roseburg after Douglas County shut down the library system due to a funding shortfall.

"It was a bit of a monumental task finding another half-million dollars in a general fund that was already pretty tight," he says.

Colley is also proud of the numerous improvements that have been made by the urban renewal agency in Roseburg between I-5 and Highway 138, an area that includes the downtown.

In looking back through old senior advisor reports, I was reminded that Lance was the city manager in Roseburg at the time of the tragic mass shooting at Umpqua Community College in 2015, and he deftly handled a situation that (hopefully) few of us ever would (or should) have to deal with. Andy Anderson wrote in the first quarter 2016 newsletter:

"Lance related to me some of the most interesting occurrences as a result of the shooting. President Obama came to visit. A home-published fringe "newspaper" said the community didn't want the president to visit. The city council and the regular paper had to state they did really want President Obama and the fringe "newspaper" did not speak for the citizens of Roseburg. The protesters at the airport when the president arrived were all from out of the area.

"The most interesting part of this tragedy for Roseburg was trying to deal with the national media which descended. Roseburg, like all communities in this state, is very open. They did not know what to do with immediate demands for the mayor to hold news conferences.

The Roseburg mayor is part-time and has a full-time job as a high school vice principal. The city and county switchboards became overwhelmed. Roseburg received help to deal with all this from public information offices from the FBI, Hillsboro, Portland and Vancouver, WA, which were a great help settling the situation. Lance states it will take some time to deal with the other after effects."

Andy also updated Lance's activities in the 2nd quarter 2017 newsletter:

"He first reported an old Douglas County hospital had been purchased and renovated by a Medford developer who spent \$18 to \$20 million [with] plans to rent the space to the Oregon DHS. In other news, Lance reports a local boat manufacturer who builds pilot boats as well as ocean-going and recreation boats is under new ownership. The new owners will do more with the business which is good news for Roseburg.

"On the housing front, Lance reports there were 60 homes built over two years. The housing vacancy rate is almost zero. The city needs multifamily housing desperately.

"Lance has seen a trend of restaurants sourcing local products for the meals they prepare and as a part of this trend a farmers market opened and is operating out of a church parking lot.



“On the infrastructure front, the Hwy. 138 corridor project began and should take three years. The project renovates the street front and provides multiuse. The exit off I-5 onto 138 has been reconstructed to better show the way to Crater Lake National Park and Diamond Lake.

“Roseburg is in the middle of the Oregon Umpqua wine growing region. This year 15 sommeliers from Washington, Oregon, California and Colorado gathered to taste wines and learn all about the wine growing region. This effort should gain more recognition for the local wine. There are six to seven local breweries and two of them have pubs.

“Lance is very upbeat and positive about the future of Roseburg.”

Lance is equally upbeat about his future now, but he says: “I will miss the people,” says Colley. “We have a great staff.

We’ve really formed a leadership team that works together and has each other’s backs.”

As for retirement plans, Colley says, “We have four grandkids under age 4.” Well, that should be a great retirement plan for anyone, right? But Colley and his significant other plan to travel to Italy for three or four weeks and possibly Australia. He also wants to do an “Oregon tour” and spend some time traveling around the U.S.A.

Colley will stay in the Roseburg area (he lives on 6.5 acres outside of town), where he serves and will continue to serve on a couple of non-profit boards.

Enjoy your retirement, Lance. You’ve earned it!



LOC RESOURCE – City Focus and Inside the Capitol Podcasts

The LOC launched its City Focus podcast on September 20, 2018, and we have produced 19 episodes to date. The main goal of our podcasts is to provide timely, relevant information to cities, legislators, media and the public by highlighting and focusing on specific topics in 15 to 30-minute episodes. The City Focus podcast also serves as a conduit for members to communicate their stories to a broader, state-wide audience and share their experiences and concerns across the state.

The podcast has been well received and our downloads are steady with the most popular episodes to date covering PERS Reform and Third-Party Building Inspections. Episode 13 showcased the City of Aurora and their concerns

about the building inspection issue; giving them the opportunity to provide real-world examples of how a decision made at the state level ultimately affects cities.

In addition to our regular podcast, we have recently created a micro-podcast called Inside the Capitol that highlights the work of the IGR team and provides 5 to 10-minute quick hits on what is happening at the capitol every week.

Both podcasts can be downloaded free of charge on our podcast page as well as at iTunes, Google Play Music, Spotify, YouTube, and Stitcher. We want to encourage our members to subscribe to the podcast and to share ideas for topics by emailing the show at CityFocus@orcities.org or calling host and producer, Denise Nanke at 503-540-6594.

Oregon Senior Advisors



From
**Dan
Bartlett**

This submission is being written at the 2019 Northwest Regional Managers Conference. The conference had several sessions on crisis management. First with managers describing their experiences, then crisis communications. Mona Barns, Former Emergency Manager in the U.S. Virgin Islands, described responding to two catastrophic Category 5 hurricanes. Her key message was to cultivate partnerships with potential allies well before the possible events happen. You need to know who the key players are and have had met them ahead of time.

I met **Simone Brooks**, new assistant city manager in **Hillsboro**. She has just started and is attending her first conference. **Robby Hammond**, Hillsboro interim city manager was also at the conference. They will be contacted by their new Senior Advisor as I will be relinquishing Washington County.

The **North Coast Managers** met in Cannon Beach at Cannon Beach Hotel and Café for our regular third Tuesday meeting on April 16, hosted by **Bruce St. Dennis**, Cannon Beach city manager, and **Colleen Riggs**, assistant city manager. Since the Café is usually closed, we had the place to ourselves, a very special experience. They reported on their efforts to find a new location for their city hall. They are working on a Coastal Communities Coalition to deal with tsunami readiness. He has disaster experience from his prior position in Florida.

Kevin Leahy reported on Clatsop Economic Development Resources (CEDR) projects. They are assessing job descriptions for equal pay and succession planning. He announced that the city of Warrenton was a 2019 CEDR Award Winner for Business and Community Building.

Linda Engbretson, CMC, Warrenton city manager, said she was working on balancing the budget. They need to keep up with community growth. They are evaluating options like a public safety fee or other new resources. The city has begun focusing on nuisance clean-up. As the building season approached, they held a breakfast meeting with contractors at city hall to go over what the city could provide with their limited staffing.

ICMA/OCCMA Senior Advisor Dan Bartlett pitched the upcoming 2019 Northwest Regional Managers Conference in Hood River and the OCCMA Summer Conference in Newport.

Dale Shafer, Nehalem city manager, and **Melissa Thompson-Kiefer**, assistant city manager/recorder let us know that they were dealing with human waste disposal. Their sidewalk project is expected to be complete by June. They are working on a waterline replacement.

Mark Winstanley, Seaside city manager, reported that they are making progress on the Convention Center renovation. He is on a Legislative Advisory Committee on tsunami recovery.

Jon Rahl, Seaside assistant city manager, reported that they started an online system for position applicants pool.

Brett Estes, Astoria city manager said they were expecting their waterfront bridge project for odd number streets to be completed by June. They have since had to limit traffic on the 6th Street bridge to one lane. They will deal with the even numbered streets next year. They sent out 7,000 notices for code amendments.

Juliet Hyams, the new city manager/planning director in **Wheeler**, attended her first meeting. Dale Shafer and Melissa Thompson-Kiefer brought her to the meeting to meet the group. The city is working on a grant application to upgrade their treatment system. They are addressing a blighted property, annexed three properties and are planning for a new city hall.

Skyler Archibald, Sunset Empire Park & Recreation District executive director, has 7 people running for 2 open positions.

Jim Knight, Port of Astoria executive director, reported that next season 30 cruise ships will call on Astoria. FEMA is evaluating all port facilities under the Regional Resiliency Assessment Program (RRAP). This is a cooperative assessment of specific critical infrastructure within a designated geographic area and a regional analysis of the surrounding infrastructure to address a range of infrastructure resilience issues that could have regionally and nationally significant consequences. These voluntary, nonregulatory RRAP projects are led by the Department of Homeland Security and are selected each year by the department with input and guidance from federal, state and local partners.

On March 19, **North Coast Managers** met in Warrenton at the Uptown Café. **Jeff Hazen, Sunset Empire Transportation District** executive director, was our host.

Cannon Beach City Manager Bruce St. Dennis and Assistant City Manager **Colleen Riggs** provided an update on the siting review for a new city hall. The council ranked sites for a new city hall building. Sites are west and east side of the current city hall lot, followed by city-owned property adjacent to the RV park site east of U.S. Highway 101. They have asked council for further funding to move to the next level of site review.

Monica Steele, interim clatsop county manager and budget and finance manager, said the county has a hazardous waste facility under construction at the Astoria transfer station. They have an RFP out for project management on the new jail.

Mark Winstanley, Seaside city manager, reported that the school district is working with the city on permit issues for the new grade school that will be out of the tsunami zone. They are working with developers to permit a new hotel.

Jeff Hazen, Sunset Empire Transportation District executive director, said the district was working on a strategic plan. They are prioritizing STIP projects, buying new buses and looking to get a grant for an electric bus.

Jerry Taylor, former **Manzanita** city manager and project manager a couple of days a week, will move to full retirement June 30. **Cynthia Alamillo**, city manager, says they are evaluating a former school site for a new city hall. They will be determining the outcome of the current structure.

Washington County Managers met on March 27 at the new Cornelius Library. The dedication was March 30.

Rob Drake, **Cornelius** city manager, noted that Cornelius was one of 20 2019 All-American City Award finalists.

Andy Varner, **North Plains** city manager, expects to have their TSP completed. They have a Master Plan for a 500-home development.

Durham City Administrator **Linda Tate**, noted that the city is working on: a comprehensive plan update, 5G, the SW Corridor Plan and replacing playgrounds.

Michael Weston, city manager, **King City**, is hoping that their new city hall will be completed by June. They are working with ODOT to fund 131st Street crosswalk under a Safe Walk to Schools program.

Joe Gall, **Sherwood** city manager, has an economic development position in next fiscal year's budget. Their budget is getting tighter and they may not be able to continue to pick-up the 6% share of retirement funding. Construction of their new High School is going well.



From
**Sheila
Ritz**

Washington County Managers meeting – February 27

Representatives of **Cornelius, Hillsboro, Forest Grove, Beaverton, Tigard, North Plains, Tualatin, Clean Water Services, Tualatin Valley Fire & Rescue, Tualatin Hills Parks & Rec.** and several staff with **Washington County** were in attendance.

Damon Reische, Clean Water Services, presented information on their Design and Construction Standards revisions

triggered by the new stormwater permit requirements to address hydro modification in the Tualatin River Basin. They are looking at going more toward regional stormwater facilities rather than requiring each development to provide sufficient stormwater facilities on-site. Currently only very small developments are allowed to pay a fee in-lieu of on-site mitigation. They are considering allowing larger developments to pay a fee in-lieu to move more toward regional facilities.

There was a presentation about the 2020 U.S. Census planning. Obtaining a complete count is very important because many federal revenue programs are distributed to states based on population. It could mean \$10 billion to Oregon. This time people will be invited to complete the survey either online or over the phone. There will be substantial follow-up to try to ensure a complete count.

Hillsboro has hired Waldron to conduct the recruitment for a new city manager to replace Michael Brown. They expect the new city manager to be on-board by December.

Deric Weiss will be the new chief of Tualatin Valley Fire & Rescue come July when Michael Duyck retires. They have a measure on the May ballot to renew their levy.

Tigard is considering increasing their parks & rec. fee on utility bills to be able to bring back some recreation programs. Cornelius had the grand opening of their new library on March 30. Washington County is adding more staff positions in the Administrative Office and Beaverton is working on an electronic permitting process.

Clackamas County Managers meeting – March 4

Scott Lazenby (Lake Oswego); Jason Tuck (Happy Valley); Tony Konkol (Oregon City); Dan Huff (Molalla); Jacque Betz (Gladstone); Sherilyn Lombos (Tualatin); Jordan Wheeler (Sandy); Martha Bennett (Metro); Laurel Butman and Gary Schmidt (Clackamas County); and Mike Gleason and Phil Keisling (PSU) were in attendance.

The PSU Center for Public Service is offering a service called the Initiative for

Exceptional Governance. The intent is to make the governance system function at a higher level. They will assess an organization without charge with the help of supervised graduate school students. Then a plan of action is proposed for the city to consider. They can help with improving the effectiveness of city councils and help build a more productive interface between elected officials and city management. They not only work with city councils but with neighborhood associations, districts and tribes. They have worked with Gresham in the past and are doing a project in Hood River now.

Metro staff talked about the proposed parks bond renewal ballot measure for November to enhance the livability of the region. The levy Metro proposes will not be more than the current levy of \$0.19/1,000 assessed value. The levy would provide funding for land acquisition, capital projects, regional trails, urban transformation and projects to address climate change. The Metro Council does not want to designate a specific percentage of funds for local share. Instead they want communities to propose specific projects which improve access to nature, enhance inclusion and diversity, and address climate change. They also want to see integration of nature into redevelopment.

Metro Managers Meeting – March 11

Managers with **Metro, Lake Oswego, Fairview, Gresham, Troutdale, Wood Village, Gladstone, King City, Sherwood, Oregon City, Milwaukie, Happy Valley, Tigard, Tualatin, Forest Grove, West Linn** and representatives of **Parks & Rec.** departments and districts were present.

The first topic of discussion was the potential renewal of the Parks and Natural Areas bond measure. The Metro Council has identified six program areas for investment with capital funding from the renewal of the current parks and nature bond measure in the range of \$400-450 million. Bond investments are intended to provide a series of outcomes across the six program areas:

- Inclusive engagement, transparency and accountability.
- Advance racial equity through bond investments.
- Protect clean water for people, fish and wildlife.
- Protect and restore culturally significant plant communities.

- Protect, connect and improve habitat for native fish and wildlife.
- Take care of what we have.
- Make parks and natural areas more accessible and inclusive.
- Connect more people to the land and rivers of our region.
- Build trails for biking and walking.
- Support community-led parks and nature projects.

The Metro Council will make all final funding allocations and requirements. Potential (not a final decision) distribution of program investments include:

- Urban transformations - \$40-50 million (example: Willamette Falls)
- Regional trail acquisition and development - \$40-55 million
- Local parks and nature projects - \$65-70 million
- Nature in Neighborhood capital grants - \$25-30 million
- Metro capital parks and nature projects - \$100-105 million
- Land acquisition; fish and wildlife habitat restoration - \$130-140 million

Concerning the Metro Affordable Housing Bond which was approved by voters, they are working on developing Phase 1 projects and anticipate launching the program this summer.

Metro Council has appointed a Transportation Funding Task Force. Three County Commissioners and seven city elected officials serve on this task force. They are working on creating a comprehensive investment vision that meets our communities' needs and expectations. Over the next 18 months, there will be community conversations about outcomes, investments and programs that can fulfill the vision for the transportation system in the Metro area. The Metro Council will consider referring a transportation investment measure to voters on the November 2020 ballot.



Joe Gall, Sherwood City Manager

There was a turnover in their city council this year. The new council is working together very well.

Their primary focus is on economic development to promote industrial and commercial development rather than further residential construction. The city has approximately 400 acres of industrial property available for development. There is a 50-acre parcel which is currently proposed for construction of 7 or 8 industrial buildings. Also a 40-acre parcel is proposed for a new water plant. Their very first hotel in town is under construction. It is a Hampton hotel with 75 rooms.

A new high school is planned to be completed in May 2020. The current high school will become a middle school.

The city owns the YMCA recreational facility which is 20 years old. They want to expand and improve the building which will require a bond measure for funding. The City anticipates putting a bond measure on the ballot in 2020.

The City is currently doing a Comprehensive Plan update. Also they have hired a benefits consultant to look at alternatives to CIS. The City is concerned about the costs for CIS. There is a major county road expansion and water pipe installation planned in phases starting in Sherwood this fall.

The city has added speed cameras to their red light cameras on Hwy. 99 which seem to be very effective. The city would like to add police officer positions as the budget will allow.

The city will be expanding Sherwood Broadband to a pilot residential area to test response. They had initially constructed broadband to commercial/industrial areas. Also they are seeking grant funds to expand broadband to rural areas of the community.



Ann Ober, Milwaukie City Manager

Milwaukie is experiencing a significant construction year with roads, sidewalks and installation of a new

plaza area. One project is lowering Main Street under a train trestle because there have been many accidents of larger vehicles not making the clearance under the train trestle. Also the new library is under construction.

They are working with Metro to develop affordable housing projects. Currently there is a NW Housing Alternative project under construction which will have 28 units (8 units for families).

Also under construction is a 5-story building which will have commercial on the bottom floor with the 4 upper floors market rate housing.

They are working on implementing their Climate Action Plan. This includes changing to alternative energy sources where possible and increasing the tree canopy throughout the community.

Strengthening community engagement is one major city goal. They are promoting extensive public participation in the process for updating the Comprehensive Plan and their Vision Plan. Also they are growing their large special community events to encourage more community involvement.



Michael Jordan, Environmental Services Director, Portland

Michael has been in this position with the City of Portland for almost 4 years now. There are

26 Bureau Director positions and Michael is the senior Bureau Director. It's hard to believe Michael has been there the longest with only about 4 years. Obviously there's been a lot of turnover. He is enjoying his work as it is always intellectually challenging. A big topic of discussion among the Bureau Directors is how to better coordinate together. Bureaus that report to the same City Commissioner do quite well coordinating with each other but the Bureaus are split among the City Commissioners and they change periodically. There are competing interests at times that can make resolving differences very challenging.

Michael has submitted his Bureau's budget and he's not aware of any opposition to the proposal so he expects what he submitted will all be included in the Mayor's budget which will be coming out soon. Michael says they need to substantially increase their capital projects to \$150 million/year. Half of that is needed for pipe replacements and the rest for pump stations, treatment plant and stormwater management. The goal is to sufficiently reinvest in the system each year to make the entire system

sustainable. They need additional engineering staff, construction management staff, inspection and maintenance staff and larger contracts with private companies to accomplish this. Michael believes they can accomplish this with a 3% utility rate increase per year for his Bureau.

Portland has been ordered to build a water filtration plant for the entire Bull Run water supply. This is a \$300-500 million project and they have started issuing debt for this. The utility rate increase required for this affects the Water Bureau, separate from Environmental Services. The proposed combined utility rate increase for both water and sewer is 4.5% (the sewer portion is less than 3%) for the average customer.

They have been working on expanding the Columbia Blvd. treatment plant and the work will continue for the next 5-7 years. Another major project is getting the levees along the Columbia River recertified. They have been working on this for 5 years so far. The Corps of Engineers has raised their standards in recent years and the Corps is conducting a feasibility study to determine projects necessary in order to have the levees recertified. Portland is expecting the required improvement projects to cost \$20-40 million. All the properties in the floodplain (which includes the airport and many large industrial properties) will not be able to obtain flood insurance without recertification of the levees by the Corps of Engineers.

The cleanup of the Portland Harbor is another major project. It is approximately a 10-mile stretch of the Willamette River from the Broadway Bridge to the confluence with the Columbia River. EPA designated this as a Superfund Site in 2000. In 2017 EPA issued a record of decision determining what needs to be done to clean up the river and who all is responsible for paying the cost. A number of companies who polluted the river in the past are no longer in existence. EPA has estimated the cost for clean-up to be \$1 billion. The EPA is well known for giving really low estimates of the cost so Portland is expecting the total cost to be substantially higher.

I heard recently the Portland City Club did a study and recommended that

Portland change to a council/manager form of government. I asked Michael if he knew anything about this. He said representatives of the City Club did meet with the Bureau Directors to discuss the results of their study. It is yet to be seen if the City Club proposal will gain any traction to move forward.



From
**Larry
Lehman**



Visited my old friend, **Fred Warner, in Baker City.** Fred and I served for years together on the CIS Board of Directors, of which he is now chairman.

The city has had a major change in political leadership; five of the seven council members are new. The city has purchased land for wastewater disposal. The treated wastewater will be pumped six miles to an area where it can be applied to agricultural circles. The city is working on a 65-acre industrial park by providing power and fiber to the site.

They expect to spend \$1.1 million on a new irrigation system at the municipal golf course. Fred reports the city employees and finances are very stable.

Jim Maret, city manager of Nyssa, continues to enjoy his work and is optimistic about the city. The main economic project in Nyssa is the Inter-modal Reload Facility. This facility allows fresh produce to be loaded on trains and hauled to the East Coast, much faster than truck freight.

There are three new restaurants that opened in this past year. The city is experiencing 5 new houses a year and Jim reports as soon as they are built they are sold.

A new water treatment plant has been completed and is very successful. It has reduced the amount of arsenic in the water from 12 parts per billion to less than .04 parts per billion, well within the healthy range.

There has been a big turnover of council members. Four of six council members are new and also a new mayor.

Jim is pleased with his staff and reports the city's finances are doing well.

It is a great community with an optimistic future.

On a wonderful warm day in mid-April, I visited **Adam Brown, city manager of Ontario.** A lot has happened in Ontario this past year, and Adam is optimistic that the city's finances are improving. Ontario has two new council members and a new mayor. The city has modified the position of Human Resources Director to also include the responsibility of assistant to the manager. They have hired a young employee who is taking responsibility of redoing the city's website and is being a great help to Adam.

The voters of Ontario approved a new recreation district in the November election. This district will take over the operation of the city Aquatic Center and other recreation programs.

The voters also approved the sale of marijuana and the city is in the process of adopting the rules and regulations. Due to their location to a large population base, they are expecting revenue of \$1 million per year.

Through Adam's leadership, the city has been paying down the city's PERS obligation.

A large splash park is scheduled to open in mid- to late May and the city is expecting a \$200,000 grant for the beginning of a trail system in the city.



Had a meeting with **David Stockdale, the new city manager of Umatilla.** David has been on the job for about a month and is quickly settling in. Election night brought him a new mayor and

three new council members. David is reaching out to the new council members to build a strong and positive relationship.

Mr. Stockdale has two master's degrees from the University of Oregon; one in public administration and one in administration of non-profits. David spent 2 ½ years as city administrator of Prosser, Washington. He has been married for 15 years and has

five children. They are considering building a “large” home in Umatilla to house the family.

The city is continuing to work on the data center development and is expanding infrastructure to the site. They have a unique system of providing water to the center and redirecting the waste water to the irrigation canals for agricultural use.

The city has been working with ODOT for a number of years to improve Main Street. Water lines will be installed in the next four months with total completion expected by November 2019.

Lack of housing in all rural areas seems to be a major problem and Umatilla is no exception; however, progress is being made and there are 70 residential units either under construction or have been permitted. This is more housing units than the city has seen in the past five years.

David reports the city is in good financial condition and expects the future to be very bright.



From
**Dave
Kanner**



For this, my first senior advisor report for OCCMA, I decided to stick close to home, specifically with a visit with **Chris Clayton**, who is 21 years into his tenure with the city of

Central Point and now in his seventh year as city manager. Chris is largely responsible for me getting this senior advisor appointment, as it was he who forwarded the announcement of the opening to me (I had missed it completely), along with the simple message: You should apply for this.

Chris sounded very upbeat about how things are going in Central Point. The city is in an enviable financial position, with a \$4 million fund balance in an \$11 million general fund. Chris said he plans

to pay off all outstanding general fund debt next year and then borrow funds to build a new \$8 million community center, without new taxes or revenues and with a net reduction in general fund debt service. Meanwhile, every city enterprise fund has a fund balance of between \$1.5 and \$2 million. By the time we were done talking, I was ready to ask Chris to handle my personal finances!

Central Point (through its urban renewal agency) recently wrapped up a major downtown improvement project and the downtown looks great. Chris said that, based on input from citizen surveys, the city will next focus on improvements to South Highway 99, a major entryway into the city, with sidewalks, street lighting, traffic calming and flower baskets. Those of you familiar with that stretch of Hwy. 99 know it can use the work and if Chris can duplicate the success he had downtown, it’s going to be amazing.

Chris says his relationship with his council is good. Council and senior staff are very much aligned and work well together. He’s looking forward to updating the city’s strategic plan in 2020.



My next stop was **Phoenix**, to check in on new City Manager **Aaron Prunty**, who has been on the job since July of last year. I feel a special kinship to Aaron, since I was the interim city

manager in Phoenix twice (and interim urban renewal agency director in between those two gigs) and I recruited Aaron for the position. I’ve warned him that he cannot leave the city manager job until I’m dead!

I don’t think it will be an issue, though. Aaron says he likes the job and plans to be there for a while. He’s learning a lot and (as I can attest) he has many, many challenges to work on. Phoenix has very serious space needs issues. The police department is housed in a 1,700 sq. ft. manufactured building that was supposed to be temporary when the city bought it in 2006. And don’t even get me started on the inadequacy of city hall. Aaron says there’s a possibility of doing a joint project with Fire District 5, which currently rents its Phoenix fire station building

from the city, but would like to build a new, seismically sound fire station. One of Aaron’s big projects will be a seismic rehabilitation plan for all city buildings and critical infrastructure.

Phoenix is also updating its Water System Master Plan and working on a plan and vision for its brand-spanking-new civic center building, which was built by the urban renewal agency in 2018. The building is underutilized and there’s vacant agency-owned land surrounding the building that offers the opportunity to completely overhaul the vibe of downtown Phoenix.

Like most cities, Phoenix faces serious budget challenges and will likely have to look at new revenue sources to keep pace with ever-increasing costs.

Sandra Spelliscy came to the city of **Talent** as interim city manager in June 2018 and was appointed to the regular city manager position in September. She’s an attorney whose background is in policy development and administration of non-profit environmental organizations. She also served on the planning commissions of Davis and Mt. Shasta, CA, as well as the Mt. Shasta city council.

Sandra reports that she has a great staff – a small but dedicated group – and that she is very much philosophically aligned with the city and where it wants to go. She told me that the city budget is in good shape for now, but there are issues on the horizon related to the cost of essential services, in particular water, that may require significant rate increases.

The community has been debating a short-term rental ordinance, which has led to some contentious council meetings, and the council is also looking at a ban on plastic bags and servicewear in the city.

Sandra is also the executive director of the Talent Urban Renewal Agency, which is seeking to develop its four-acre Gateway Project, so named because the land is located on Highway 99 at the entrance to the city. The Talent URA has \$2.2 million invested in the property and had entered into negotiations with a potential developer last year, but those negotiations failed to bear fruit. The agency expects to issue an RFP soon to find a developer who can help meet the agency’s vision for the property.



Kelly Madding has been the city administrator in **Ashland** since last August. I can safely say she has the toughest city administration job in Oregon! As Kelly put it when we spoke,

Ashlanders are passionate about a lot of different things. But she says she’s having a great time so far. She has a good staff and the council works well together.

Kelly came to Ashland after serving as deputy city manager in Medford. She has also worked as development services director and economic development director for Jackson County and as city manager in Talent and Rogue River. Last fall she launched a program in Ashland that Medford has used for many years wherein staff and councilors go door-to-door in various neighborhoods to ask citizens how they think things are going in the city. She says it’s a great way to get public input from citizens other than the few dozen who regularly show up at Council meetings to angrily complain (about everything).

One of Kelly’s top priorities is the development of a financial sustainability plan to balance costs of services with available revenue over the next three biennia. Ashland is heavily dependent on tourism-related revenue, and that revenue is not keeping pace with expenditures. She’s also looking at a number of major capital projects, including a new water treatment plant, major street improvements and a controversial but much-discussed replacement of the city hall building, which was built in the late 19th century and will not survive an earthquake if/when one hits.

As a citizen and taxpayer in Ashland, I was extremely pleased when Kelly was hired as city administrator and I look forward to her sterling leadership for many years to come.



Rob Lowe has been the city manager in **Gold Hill** since last July, coming in to the position after an exceptionally tumultuous period for the city that went more than a year-and-a-half

without a full-time city manager. (Note to mayors and councilors who may be reading this: Going without a manager for that long is a really bad idea.) However, by the time you read this, Rob will have moved on to retirement, as he took the Gold Hill position only for the purpose of righting the ship and recruiting a long-term replacement.

Rob is a 37-year resident of Gold Hill who served on the Council three times and one term as mayor. He had also worked for the city as a parks coordinator under Dale Shaddox, who served briefly as interim city manager.

Rob says that when Rick Hohnbaum (now in Monroe) departed in 2016, hiring a new city manager was not a high priority for the city and the council did not actively recruit. But problems began mounting for the city (the city recorder also quit), which was in danger of losing a Small Cities grant for water treatment and which was coming under increasing pressure from DEQ to correct problems at its sewage treatment plant. (Although Gold Hill is small – just 1,220 residents – it has its own water and wastewater treatment plants, does its own street maintenance and maintains a beautiful park on the Rogue River.)

The 2018 election brought three new councilors and a new mayor who Rob describes as “visionary, growth-oriented and eternally optimistic.” He’s bullish on Gold Hill’s future. He says the city is poised for growth and he feels confident that he’s left the city in great shape for whoever takes the city manager position.

In late March, I attended the **regional managers meeting** at the Rogue Valley Council of Governments in Central Point. In attendance were **Henry Lawrence, Eagle Point; Mark Reagles, Rogue River; Jeff Alvis, Jacksonville; Chris Clayton, Central Point; Danny Jordan, Jackson County; Brian Sjothun, Medford; Sandra Spelliscy, Talent; Kelly Madding, Ashland; and Rob Lowe, Gold Hill.** Guests included Kate Jackson, Oregon DEQ; Colleen Padilla, Southern Oregon Regional Economic Development; Kari May, Jackson County Library Service District; and Jodie Hathaway, Emergency Communications of Southern Oregon (ECSO).

The potential creation of new special service districts was the main item of discussion. The ECSO board has been discussing the need for a \$28 million bond measure to replace its antiquated telecommunications equipment. Because ECSO is a 190 IGA organization, the Jackson County Board of Commissioners would have to refer the measure to the ballot. The ECSO board would also like to ask the voters to approve the creation of a special district for 9-1-1 services, with a tax base to replace the annual assessments now paid by the cities and the county out of their general funds. Several city managers in attendance expressed support for the idea.

Danny Jordan, meanwhile, reported on Jackson County’s discussions of referring to the voters the creation of a public safety special district, which would be tasked initially with building a new, 800-bed jail to replace the existing and inadequate 300-bed jail. After construction, the special district would support operation of the jail. Because a new jail would be so much more efficient than the current jail, Danny believes it would mean only a 25% increase over current operating costs. The county has already purchased land for the jail, using general fund reserves, but Danny acknowledged that convincing voters to fund jail construction could be a tough sell.

Please welcome **Melissa Bethel**, city manager of **La Pine**, to the fold. Melissa had the “interim” removed from her title in December. More on my visit to Central Oregon in the third quarter newsletter.

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

- Dan Bartlett** – (503) 791-8060, drbartlet@charter.net
- Wes Hare** – (541) 947-3700, wehares@comcast.net
- Dave Kanner** – (541) 851-1267, dave_kanner@yahoo.com
- Larry Lehman** – (541) 377-3771, larry@wtechlink.us
- Sheila Ritz** – (503) 698-5171, sheilaritz.sa@gmail.com



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LOCAL GOVERNMENT WITH THE
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MANAGERS ON THE MOVE

Recruitments in Progress

Burns | City Manager

Canby | City Administrator

Clatsop County | County Manager

Dallas | City Manager

Hillsboro | City Manager

Lakeview | Town Manager

Medford Water Commission | Human Resources Manager

Phoenix | Public Works Director

Reedsport | Public Works Director

Stanfield | City Manager