

OCCMA

**Oregon City/County
Management Association**

A State Affiliate of **ICMA**

THIRD QUARTER 2023

Pendleton Hosts OCCMA Summer Conference



INSIDE...

President's Message
Bylaws Committee Report
Women's Caucus Seeks Members
The 2023 Session Summary
Oregon's Tanya Ange Selected as
President-Elect of ICMA

Summer Conference Recap
City Manager Spotlights
City Hall Selfie Day
Career Compass
ICMA Coaching Program
City Spotlight: North Bend

Do You Know How Traffic Fine
Revenue is Allocated?
Summer Festivals
Retirements
OCCMA Fall Workshop
Senior Advisor Reports

MESSAGE FROM THE PRESIDENT

Scott Derickson • City Manager • Woodburn



Reflections from the OCCMA Summer Conference

At the recent OCCMA conference held in Pendleton, we had the opportunity to come together and share the mutual challenges faced by our cities. City management is an intricate endeavor, compounded by pressures from city councils, community feedback, and ever-shifting dynamics between policymakers and managers. Added to this mix are the constant budgetary dilemmas, employee issues that spill into the public eye, and ever-present policing concerns. The amplification of these challenges through social media makes our roles even more daunting.

Increasingly, some city councilors and candidates perceive city managers as political operatives. This perspective complicates our vital roles as unbiased policy advisors. But, as the storm clouds gather, there are measures we can adopt to remain steadfast.

Ethically grounded leadership and sound policy advice are the tools city managers employ to steer our communities, councils, and organizations through these turbulent waters. In these challenging times, we must hone our soft skills, such as effective communication and relationship-building. By harnessing emotional intelligence, city managers can mold their communication styles into bridges that foster unity and fortify essential ties.

Open communication is critical. Understanding and addressing the diverse learning styles, values, and information needs of the community, elected officials, and staff is paramount. Adapting our communication to resonate with these varied needs is an indomitable leadership quality.

Another significant aspect of our roles is identifying the formal and informal leadership echelons within our pivotal stakeholder groups. I often ask, "Are we,

as an organization, culturally adept and compassionate enough to engage with underrepresented or underserved sections of our community?" Forging trust and cultivating healthy working relationships empowers the city manager's role and ensures that the community truly knows its leader.

A fundamental truth in our profession is that fellow city managers are often the best reservoir of advice and support. We all need guidance, even if we might not realize it. Personal mentors, like my esteemed colleague, retired Dallas City Manager Roger Jordan, offer seasoned insights that can refine our decision-making. If you're grappling with a challenge, chances are someone else has already faced and overcome it. Building these connections allows for genuine dialogue and introspection. The OCCMA and ICMA conferences and trainings are fantastic avenues to foster such relationships. Seeking mentorship, in itself, is a mark of a great leader.

Presiding over the Pendleton conference was an immense privilege. I'm proud to be part of this vibrant community of professionals, all dedicated to serving their respective Oregon communities. I eagerly anticipate our next rendezvous at the fall conference in Eugene.

A handwritten signature in blue ink, appearing to read "Scott Derickson". The signature is fluid and cursive, with a long horizontal line extending to the right.

Scott Derickson

OCCMA Bylaws Committee Recommends Changes

The OCCMA Board of Directors met on July 22, 2023, to review proposed changes to the OCCMA Bylaws and Policy Annex.

The proposed changes to the bylaws include the following:

- Article 6, Sections 2, 4, and 6 – Increases the number of directors from eight to nine and changes “list serve” to listserv for consistency.
- Article 7, Sections 2 and 6 – Recommendation from the Nominating Committee to allow the committee to consider additional criteria when recommending appointments to the OCCMA and LOC Board of Directors. Section 6 clarifies the length of time a person can serve in a vacated position.
- Article 8, Sections 1, 4, and 5 - Changes “list serve” to listserv for consistency purposes and changes the quorum requirement to seven voting members due to the added director position.
- Article 9, Sections 1 and 3 – Adds the Communication Committee to the list of standing committees and clarifies that board members must also serve as liaisons to standing and ad-hoc committees.

The proposed changes to the policy annex include the following:

- Article 1, Section 1 – Changes “list serve” to listserv for consistency.
- Article 3, Section 2 – Changes “list serve” to listserv for consistency.
- Article 5, Sections 3 and 4 – Clarifies the membership drive and billing procedures. Changes Finance Director to Senior Accountant because the LOC no longer has a Finance Director.
- Article 8, Sections 2 and 5 – Changes the title of Article 8 to ICMA Senior Advisor Program. Adds the listserv as a recruitment tool and adds at least 30 days before to allow for some flexibility in the review period. Changes the word shall to may for more flexibility when reimbursing expenses.
- New Article 13 – Creates the OCCMA Senior Advisor Program.

The complete changes to the bylaws can be viewed [here](#).

The Board unanimously approved the changes proposed. The membership will be asked to vote on the proposed changes to the bylaws during the annual membership meeting at The Graduate in Eugene on October 12, 2023.

Per the OCCMA bylaws, the Board can amend the policy annex with a two-thirds vote of members present at a regular meeting after introduction at a previous meeting, provided 30-day notice has been given via the OCCMA listserv, website, and newsletter. The Board will act on the proposed changes to the policy annex at its October 11, 2023, meeting. Members are welcome to provide comments for the Board’s consideration. Please send comments to Angela Speier at aspeier@orcities.org.

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The 2023 Session: Local Government’s Legislative Journey

By Jenny Haruyama, Beaverton City Manager

The 2023 six-month legislative session was a whirlwind for local governments. With nearly 3,000 bills introduced and 653 passed, the session was marked by intense activity. The tone was set early when Governor Kotek declared a state of emergency concerning housing and homelessness, propelling housing discussions throughout the session. Additionally, the federal CHIPS Act funding spurred debates about Oregon’s readiness to vie for these federal funds.

This session felt like a blend of a 60-day short session atop the regular long session, especially with the rapid progression of housing and semiconductor packages. A significant revenue forecast added approximately \$2 billion to budget discussions, which intensified in mid-May. However, despite this financial windfall, local governments saw limited direct funding for crucial service needs.

In the session’s final ten days, legislators passed 300 bills, many encompassing intricate funding and policy matters. The 82nd Legislative Assembly wrapped up its work on June 25, just moments before the Constitutional deadline.

Key Legislative Highlights for Local Government

Fiscal Stability:

HB 2296: This bill extended a pandemic-related provision allowing recently retired employees to return to full-time work without affecting their retirement benefits or increasing local government’s PERS contributions.

HB 2088: Despite its potential, this bill, addressing the lost state revenue sharing from marijuana taxes, didn’t gain traction and remained in committee.

Housing and Homelessness:

Housing was a unanimous priority this session. The Legislature’s response to the Governor’s emergency declaration was swift, passing **HB 5019** early in the session. This bill allocated funds for rehousing Oregonians, preventing homelessness, and expanding shelter capacity. Later, **SB 5511** and **HB 3395** provided substantial funding and policy directives for housing stability and production.

Economic Development:

The federal CHIPS Act, a \$52 billion investment, saw states competing for funding to boost semiconductor investments. **SB 4** incorporated many recommendations from the Semiconductor Task Force. **HB 2009** extended the sunset for Oregon’s primary economic development tools, ensuring the State remains competitive.

Transportation:

HB 2095 and **HB 2101** were significant bills this session, focusing on transportation safety tools and stabilizing funding for cities and counties, respectively.

Public Safety:

HB 2645 addressed the oversight in Measure 110 by re-criminalizing possession of Fentanyl, a potent and deadly drug.

Water Quality and Infrastructure:

HB 5030 allocated \$30 million to the Special Public Works Fund, assisting cities in planning and constructing essential utilities and facilities.

Looking Ahead

The Emergency Board has been allocated a significant budget for the interim, hinting at more housing investments and leveraging federal dollars from the CHIPS and Inflation Reduction Acts. Local governments should stay connected with their legislators and AOC/LOC to capitalize on these opportunities.

The 2024 short session will likely see a resurgence of housing policy bills and potential unfunded mandates for local governments. Oregon’s local governments must emphasize the infrastructure costs, funding challenges, and staff workload implications. As the bedrock of innovation, job creation, and community growth, local governments need the State as a collaborative partner in their endeavors.



Oregon's Tanya Ange Selected as President-Elect of ICMA

Earlier this summer, the Executive Board of the International City/County Management Association (ICMA) selected Tanya Ange as its president-elect, a role she will assume this fall. Tanya, Washington County's

Administrator since August 2020, will also step into the transition to the top role of ICMA president in the fall of 2024. She will become the sixth woman to serve as president of the 109-year-old organization, and the first county administrator to lead ICMA in the past 16 years. Tanya will follow in the footsteps of fellow Oregonian Jeff Towery, current ICMA president and City Manager of McMinnville. We had the opportunity to ask Tanya a few questions about her upcoming role, and the conversation is captured below.

Q: What motivated you to seek the presidency during these very busy and challenging times?

TA: I have been an active and involved ICMA member for over 20 years and consider the organization an outsized contributor to my professional growth and journey. This has resulted in many coaches, mentors, professional development opportunities, and friendships. Our communities are facing historical challenges, from housing affordability, to homelessness, and climate change. As president, I am looking to chart the course of the organization into the future as we take on these challenges together, as cities and counties.

Q: What are you most looking forward to in this role?

TA: I am very passionate about solving our workforce challenges and creating a pipeline into our profession. That may involve a refresh/rethink of learning and development programs while preparing ourselves and the next generation of diverse leaders for the challenges ahead.

Q: You've been quite involved with ICMA in 3 different states (Minnesota, Colorado, and now Oregon) over the span of your career. Did that wider net help you gain support in your presidency bid?

TA: I'm sure it played a part, as each state's professional city/county management association provided a letter of support on my behalf. However, one component I stressed

throughout my interview process is that I have a strong background and appreciation of the interface between cities and counties. I wanted to highlight not only the differences, but the shared priorities and responsibilities between the two segments of government. We all experience resource availability issues and workforce challenges, among other things, and we need to have a shared local government ecosystem that works together to truly benefit our communities.

Q: How will you balance the workload responsibilities of this ICMA role?

TA: I was very intentional in my decision-making process, by first conferring with family, and then my team at Washington County, and then having honest conversations with my County Board of Commissioners. In the end, everyone was fully supportive, and frankly technology has made it easier to participate in remote activities, so the stars really aligned for me to seize this opportunity.

Q: What do you think the effect of having two Oregon-based ICMA Presidents in 3 years will have on our profession here in the state?

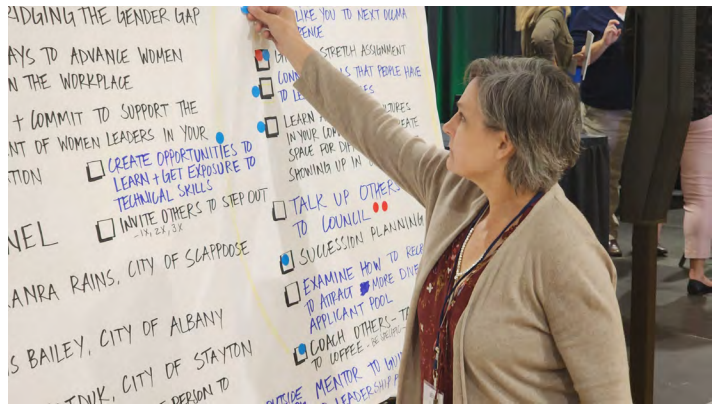
TA: Well first off, not only is Jeff (Towery) our current ICMA president, but Lon Pluckhahn (current Deputy CM in Vancouver, WA) is the president-elect. So, we have a strong presence representing both Oregon and South Washington. I think that just speaks to the talent in the Pacific Northwest, and to the commitment and quality of the profession and our leadership in the region.

Q: What does it mean to have a woman back in the role of ICMA president?

TA: I think it means that ICMA is striving to achieve some of its equity goals, while recognizing that we still have much work to do. Not only at the organization itself, but in our cities and counties across the globe. I've participated in many equity-focused initiatives at the city, county, state, and national levels, and part of my mission as ICMA president will be to build on that work and prepare our next leaders as stewards of creating more equitable communities.

OCCMA Summer Conference Held in Pendleton

The 2023 OCCMA Summer Conference was held at the Pendleton Convention Center on July 19-22. While it may have been the hottest summer conference on record, attendees were blown away by Pendleton's hospitality! The conference program included educational sessions and local tours that highlighted all the wonderful things happening in and around the city. Thank you to the city of Pendleton, the Professional Development Committee, speakers, and sponsors for making the conference a big success!





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2023 OCCMA SUMMER CONFERENCE

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City Manager Spotlight

Jeni Stevens: A Dynamic Force for Drain's Development

By Gary Milliman, Senior Advisor

Jeni Stevens is no stranger to multitasking and meticulous project management. With a rich real estate and non-profit management background, she has seamlessly transitioned into her role as the City Administrator for Drain.

"Despite its modest size, Drain is a bustling hub of activity," Stevens observes. Her adeptness at managing multiple projects simultaneously and her keen attention to detail make her an ideal fit for the city's dynamic pace.

Before moving to Drain, Stevens held the position of Executive Director for the Harney Hospital Foundation and Kids Club of Harney County. She spearheaded fundraising and construction of a new gymnasium during her tenure. Her professional journey also includes a stint as a real estate agent. On a personal front, she and her husband are proud farmers, with her spouse also dedicating his time as a Sheriff's Deputy.

Drain is a hive of activity with approximately 30 community projects at various stages of development. Among the most anticipated is the construction of a new City Hall to replace the old structure slated for demolition. Stevens elaborates, "Our vision is to erect the new City Hall on the existing site." The city's ambitious project list also encompasses rehabilitating a covered bridge, park enhancements, designing a fish passage for Bear Creek Dam, and a myriad of infrastructure improvements.

Drain will soon welcome an AmeriCorps RARE member to bolster these efforts this September. This addition will bolster project planning, grant writing, and administrative tasks. Furthermore, Stevens has engaged

a local engineer to streamline project development and management.

Central to Stevens' leadership approach is fostering trust between the City Council and the City Administrator. She emphasizes transparent communication, stating, "It's paramount that Councilors receive firsthand updates from me, be it positive developments or challenges."

Away from the administrative hustle, Stevens and her husband cherish the tranquility of their 112-acre farm on the outskirts of Drain. "The serenity of rural life has always resonated with us," she reflects. The couple is also proud parents to four children.

Jeni Stevens' multifaceted experience and commitment to Drain's growth exemplify the spirit of dedicated public service. As she continues to steer the city towards a brighter future, her leadership promises exciting developments for the community.



City Manager Spotlight

Meet Nathan Frarck: Amity's New City Administrator

By David Milliron, North Bend City Administrator

The City of Amity has welcomed a new face to its leadership team: Nathan Frarck, who assumed the role of City Administrator in June 2023. With a sociology and public administration background, Nathan brings a unique perspective to the position.

Nathan's journey into public administration began with a bachelor's degree in Sociology from Brigham Young University. His interest in communities and their impact on individuals led him to pursue a Master's in Public Administration from the Evans School of Public Policy and Governance at the University of Washington. Before joining Amity, Nathan was part of the Mobile Engagement Team in King County, Washington, where he played a pivotal role in community outreach, particularly in underrepresented and underserved communities.

In a recent interview, Nathan shared his excitement about his new role. "I've always been interested in local government and the community role it plays," he said. "I enjoy supporting communities and helping them grow."

Despite being new to the role of City Administrator, Nathan is no stranger to challenges. He's already working on several projects in Amity, mainly water infrastructure. "A large part of my focus will be on pushing these projects forward, ensuring they happen on time and run smoothly," Nathan explained.

Nathan emphasized the importance of communication when asked about the challenges he's faced so far. "The hardest lesson I've learned is that a lot of the communication decisions come down to me," he shared, recounting a miscommunication that taught

him the importance of attention to detail.

Outside work, Nathan is an avid reader with a penchant for high fantasy and science fiction.

"I'm a huge Brandon Sanderson fan," he shared with a laugh, hoping to connect with fellow fans.

Nathan and his wife are parents to three young children, making the move to Amity a family affair. He said his kids keep him busy.

As Nathan settles into his new role, he's keen to connect with other public administrators and tap into available resources, like the OCCMA Civic Education Toolkit and listserv. He's already active in OCCMA, having actively participated in the summer conference in Pendleton.

For those in the City of Amity and the broader public administration community, Nathan Frarck is a name to remember. With his dedication to community growth and his passion for public service, he's poised to make a significant impact in his new role.



2023 City Hall Selfie Day

Oregon cities and counties participate in the eighth annual City Hall Selfie Day on Tuesday, August 15.



City of Beaverton



City of North Bend



City of Malin



City of Stayton



City of Philomath



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ICMA | coaching program

Career Compass No. 101: Now Is the Time to Reinvest in the Front Line

During the pandemic we supported remote and hybrid work, but community members experience local government through front line staff. It's time to reinvigorate the front line.

By Dr. Frank Benest | Apr 24, 2023 | ARTICLE

I am the public works superintendent overseeing the field operations division in a mid-sized city in the Western United States.

Top management has spent a lot of time in the past three years focused on supporting remote and hybrid workers. We have been concerned about ensuring their health and safety, helping them with tech support, providing more flexibility and autonomy, and trying to connect with them. Our city has made some good strides in developing a hybrid workplace model for these employees who now work some days at home.

Here's the problem: we seem to have further created a two-class workplace. With most of the attention and support focused on remote employees, frontline workers who cannot work from home feel ignored, devalued, and unappreciated. Frontline workers feel that they have little flexibility, suffer long and costly commutes, find it difficult to balance work and personal lives, and continue to be exposed to COVID and other respiratory diseases. In-person employees seem to also get the brunt of increasingly rude and uncivil behavior from dissatisfied customers.

To make matters even worse, we have a significant number of vacancies, leading to overwork and burnout. With this kind of staff churn, it has been difficult to maintain needed



productivity and service levels. I believe that we need to refocus on the frontline. Do you have any suggestions?

Yes, at the beginning of the pandemic, we paid a lot of attention to and honored frontline “essential” workers across the economy, including nurses, police officers, paramedics, firefighters, grocery clerks, restaurant wait staff, custodians, and other workers who served us in-person despite the possibility of COVID exposure. Across the economy, many of these essential service workers (not all) tended to be lower paid, less educated, and people of color. Compared to those of us who could work from home, frontline workers also had a greater struggle dealing with childcare and eldercare needs. (See Francine Blau et al, econofact.org newsletter, [“Essential and Frontline Workers in the COVID-19 Crisis,” March 22, 2022.](#))

“GIVEN ALL OUR ATTENTION TO REMOTE AND HYBRID WORK, WE HAVE FORGOTTEN ABOUT THE NEEDS AND SACRIFICES OF FRONT-LINE EMPLOYEES.”

After three years of COVID, it now seems that we have forgotten about their needs and sacrifices. I agree that it is time to refocus on the frontline (FL) of local government service.

Who Is the Frontline?

For the purposes of this column, I’m defining FL workers as those in local government who must provide services in-person, either onsite in a public facility or in the field. FL employees include most police and fire staff, dispatchers, health care workers, home health aides, maintenance and utility crews, counter staff, inspectors, librarians, and recreation leaders.

Not all FL workers face identical challenges. For example, public safety employees have greater training opportunities than counter staff or maintenance workers.

Why Focus on the FL?

During the pandemic, we rightfully emphasized helping remote workers maintain some level of local government services and responsiveness to the public.

In my view, local government management has done a fair to good job in:

- Ensuring that remote workers have the technology that they need.
- Creating flexible and hybrid schedules.
- Moving from over-the-shoulder supervision and accountability measures to focusing on tangible deliverables and other outcome-based measures.

- Fostering an environment of experimentation, which has led to creative problem-solving and many micro-innovations (such as digital services, streamlined contracting).
- Trying different ways to communicate with remote employees and helping them feel connected to other team members, managers, and the organization.
- Showing appreciation for the work that remote workers accomplished.

Having said that, we do need to now pay attention to the needs of FL staff and reinvest in them. This is a key business imperative for a number of reasons.

First, community members often experience their local government through the interactions with FL staff. If these interactions are not satisfactory due to unengaged and de-energized staff, the reputation of the local government agency is damaged and the agency loses political support.

Second, if we in local government management tend to ignore the needs of FL staff, we will fuel growing disengagement. Poor employee engagement leads to lower performance and productivity, more costs (including absenteeism), and staff churn.

Third, the best solutions often come from the FL. FL employees know best about service challenges and can offer critical insights and creative ideas and solutions.

Therefore, what are some strategies to develop a more engaging and energizing organizational culture to support the FL?

Eleven Strategies to Support and Invest in the FL

In suggesting strategies to invigorate the FL, I am not advocating that local government managers begin to ignore the needs of remote and hybrid workers. In fact, I have earlier encouraged local government leaders to use the transition to hybrid models as an opportunity to reset culture for the whole organization. (See [ICMA Career Compass No. 95: Use the Return-to-Office as Your Opportunity to Reset Culture.](#))

All local government employees would benefit from many of the strategies listed below. However, it is time to consciously reinvest in the FL.

Whether you are the city manager, county administrator, special district general manager, or other senior manager, you can directly implement or advocate for the 11 strategies identified below to strengthen the FL, most of which are no- or little-cost actions.

1. Publicly state your intent.

To create a state of readiness for enhancing FL culture, it is important to state your leadership intent. In group meetings and in written communications, you should

emphasize that one of your priorities moving forward is to better respond to the needs of FL staff and then outline how you intend to proceed. Publicly stating your intent not only readies the environment but bolsters your commitment and accountability as a leader to do something positive.

2. Spend time with the FL, ask questions, respond.

As a leader, your most precious asset is where you spend your time. Recognizing all the demands on local government managers, it is critical to spend time directly interacting with FL staff.

In a recent article “[CEOs Have Lost Touch with Front-Line Workers](#)” (hbr.org, Nov 9, 2022), Bill George, a former multinational corporation CEO, advocates that chief executives and other top managers spend at least 30% of their time interacting with FL employees. In these one-to-one conversations and small and large group interactions, senior leaders can ask powerful questions, such as:

- With respect to your work, what is particularly meaningful to you?
- What are the challenges you face in providing internal or external service?
- What kind of specific obstacles do you face in providing quality customer service internally or externally?
- What kind of tech or other support would make your job easier?
- While maintaining or enhancing customer service, in what areas can we provide more flexibility and autonomy for you?
- What do you want to learn in the coming year?
- What are your career aspirations? How can we as an organization be supportive?

Once you have these types of conversations, you can summarize common themes, share the themes with the FL and top executives, and respond in some fashion wherever possible.

3. Respond to commute and family support challenges.

Because FL employees often struggle with long and costly commutes and child and eldercare costs, leaders can free up monies for commute and child and eldercare subsidies and/or work to provide family support resources (i.e., onsite childcare or subsidized slots with outside providers or enhanced family support info and referral services). While such subsidies or program efforts are new costs, they do help reduce the two-class nature of the workforce.

4. Promote learning and development.

A key investment in the FL is offering learning and development opportunities. Like most employees, FL staff desire new learning to master their craft and help them

advance in their careers. The organization can identify specific career paths to help people move up in operations or move away from the FL.

Key learning activities include development conversations with their managers, stretch assignments, technical training, team leadership opportunities, job rotations, career development workshops, and opportunities to get coaching. Learning activities are relatively cheap and they demonstrate that management cares about FL employees.

Professional and key technical staff get all the training and career development attention. (Public safety personnel are the exception.) It may be helpful to track the time to promote FL workers, as well as professional staff.

Of course, we need to train and upskill managers (more on this later) so they can reconceptualize their roles to include this kind of support for learning and talent development.

5. Support FL staff who often deal with angry customers.

In a special report from the Harvard Business Review “[Incivility on the Front Lines](#),” (Dec 1, 2022), research indicates that that 76% of FL workers experience incivility from customers at least once per month. These experiences create a mental and physical toll on employees. Difficulties dealing with rude or angry customers also undercut the organization’s service ethic.

“TO COUNTER INCREASINGLY DIFFICULT INTERACTIONS WITH CUSTOMERS, MANAGEMENT CAN PROVIDE TRAINING ON HOW TO ‘LISTEN WITH EMPATHY’ AND DE-ESCALATE DISRUPTIVE SITUATIONS.”

To counter increasingly difficult interactions with customers, senior management can certainly provide training for FL workers on how to “listen with empathy” and problem solve with customers, as well as how to de-escalate disruptive situations. Top management can also support FL staff by developing a code of acceptable conduct or behavior by customers and supporting staff in dealing with customers who do not abide by these standards. (See Christine Porath, “[Help Front-Line Workers Deal with Uncivil Customers](#),” hbr.org, Nov 9, 2022.)

6. Help FL employees recraft parts of their jobs.

Through conversations with FL staff, managers can help employees identify the activities in which they can leverage their strengths, emphasize the parts of their jobs that they love, and minimize the parts that they loathe. Ample research indicates that if employees with the assistance of their managers can ensure that at least 20% of the job is work that they love and less than 20% is work that they hate, employees will be more

productive, engaged, resilient, and happier. (See Marcus Buckingham, "[Designing Work That People Love](#)," Harvard Business Review, May-June 2022.)

Again, helping employees recraft a portion of their jobs enhances productivity and demonstrates that the organization cares about them.

7. Conduct "stay interviews."

To help recraft jobs and retain FL talent, managers can be trained to engage employees in "stay interviews." Rather than wait until the employee leaves the organization and then conduct an exit interview, once or twice a year conduct a stay interview consisting of some of these questions:

- What do you like most about your work? Why?
- What keeps you here?
- What would entice you away?
- What do you want to learn this year?
- What makes for a great day at work?
- What do you wish you had more time to do?
- What brings you down on the job?
- Do you feel recognized for your accomplishments?
- What strengths or talents do you have that aren't being used?
- What part of working here strikes you as ridiculous?
- How can I or the organization help you reach your career goals?
- If you could wave a magic wand, what changes would you make in the work environment?
- What threatens your peace of mind, your health, or personal fulfillment?
- What can we do to ensure we keep you with us?

Of course, they must do something in response to the stay interviews with individual employees.

(See [ICMA Career Compass No. 80: To Retain Your Talent, Use Stay Interviews.](#))

8. Provide more flexibility and autonomy for the FL.

Depending on the nature of the job, managers must find ways to provide more flexibility and autonomy for FL staff. For instance, with respect to more flexibility, is it possible to creatively fill in for the staff person on the counter so he or she can have one remote workday per week to do administrative support activities? Can building inspectors do some work from home? Can a FL supervisor do one day of work at home and allow a lead worker to do more supervision? In terms of providing more autonomy, can a field crew within certain parameters decide how to approach a problematic field situation? Can FL teams decide on their own budget priorities for the coming year?

Flexibility and autonomy are critical self-motivators (see Daniel Pink, [Drive, The Surprising Truth About What Motivates Us](#), 2009) and should be integrated into the jobs of FL as well as remote workers.

To effectively provide more flexibility and autonomy, we need to reconceive how we measure productivity. Up until the pandemic, managers tended to measure productivity with over-the-shoulder supervision and a “butts in the seat” approach. With remote work, this traditional method of measuring productivity is no longer is feasible. Thankfully, due to the pandemic, managers have been forced to focus on

tangible deliverables and other outcomes achieved.

“TO EFFECTIVELY PROVIDE MORE FLEXIBILITY AND AUTONOMY, WE NEED TO RECONCEIVE HOW WE MEASURE PRODUCTIVITY.”

I suggest that managers of FL in-person workers can adopt the same approach and find ways to provide more flexibility and autonomy on how the work

is done (within certain guide rails) and then measure what is produced, not time on task or presence in the office or the field.

By pushing decision making down to the FL, the manager creates ownership and promotes accountability. It also generates trust. As Dan Rockwell states: “Delegating tasks creates workers. Offering authority invites ownership.” (See Leadership Freak blog, [“You Want People to Take Ownership—But How?”](#), Oct 29, 2021.)

9. Promote social bonds in the FL.

People will tend to be more engaged and productive, stay with an organization, and be more resilient if they experience strong social support. The Gallup Organization notes that a key determinant of employee engagement is “I have a best friend at work.” (See Marcus Buckingham, [First Break All the Rules](#), 1999.)

To promote social bonds, a manager or any team leader can initiate certain team rituals creating a sense of connection. For instance, each team meeting can start with a “Take 5” during which people share a non-work item. Or the team leader can ask everyone to share their favorite coffee or tea mug and tell everyone why it is their favorite cup. Social activities (for example, a once-a-month potluck lunch) enhance social bonds. (See [Career Compass No. 79: Leading By Connecting](#).)

“TO PROMOTE SOCIAL BONDS, THE MANAGER CAN INITIATE CERTAIN TEAM RITUALS.”

10. Celebrate the Frontline.

With our focus on remote and hybrid workers, we have forgotten the frontline. We need to create more of a culture of appreciation in our organizations. According to the Gallup Organization's research on employee engagement, employees need recognition of their efforts at least once every seven days. Managers need some simple training on different ways to show appreciation and how to customize that appreciation according to the needs and desires of the employee. In addition, it is important for the manager as well as coworkers to communicate gratitude, not just for the work but also for the person and what they personally and professionally bring to the team.

A once-a-year employee appreciation breakfast or lunch is simply inadequate. The manager needs to help employees create rituals of appreciation that are incorporated into daily work life (for example, a team acknowledgment item first thing on every staff meeting agenda or at the beginning of every tailgate safety meeting). (See [Career Compass No. 99: Harness the Hidden Power of Rituals.](#))

11. Upskill FL managers.

To better engage and energize FL staff, we need to focus on the relationship between the direct supervisor and the employee. Talented employees join an organization because of higher compensation, career advancement, or an opportunity to do work they love. They leave an organization because of a poor relationship with their direct boss. (See Marcus Buckingham, *First Break All the Rules*, 1999.)

Almost all the strategies that I suggest require upskilling managers who supervise FL workers. FL managers must be better trained to conduct development conversations and stay interviews, integrate learning into day-to-day jobs, promote flexibility and some measure of autonomy, rethink how to measure productivity and ensure accountability, learn how to better connect with team members and build trust, and express gratitude in everyday ways.

Upskilling managers is a key investment.

Enhance Organizational Culture

We are at a critical juncture as local government transitions to the post-pandemic. To enhance productivity, attract and retain talent, and promote creative problem-solving, we need to enhance organizational culture.

"A NEGLECTED FRONT-LINE EXACERBATES A TWO-CLASS WORKFORCE OF HAVE'S AND HAVE-NOT'S."

To be effective, every organization needs an underlying mission and strong values shared by all employee groups and relative cohesion in the entire workforce. A

neglected FL undercuts that sense of unity and cohesion and exacerbates a two-class workforce of have's and have-not's.

I am not suggesting that efforts (providing learning and development, offering more flexibility and autonomy, demonstrating appreciation) be solely focused on FL workers. A more vibrant culture supports all employees. However, given the current realities of FL workers, local government leaders need to ask themselves this question: To thrive in post-pandemic, how do we now support in-person workers and enhance their employee experience?



Sponsored by the ICMA Coaching Program, [ICMA Career Compass](#) is a monthly column from ICMA focused on career issues for local government professional staff. Dr. Frank Benest is ICMA's liaison for Next Generation Initiatives and resides in Palo Alto, California. [Read past columns](#) at icma.org/careercompass.

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.

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City Spotlight

North Bend's No-Cost LED Lighting Upgrade Program: A Beacon of Community Collaboration

By David Milliron, North Bend City Administrator

In a shining example of community collaboration, the City of North Bend, North Bend Urban Renewal Agency, North Bend Main Street Program, and the Bay Area Chamber of Commerce partnered with the Energy Trust of Oregon to illuminate the path to energy efficiency and savings for local establishments.

A Deep-Rooted Partnership with Energy Trust

The collaboration with Energy Trust is not just recent; it's profound and extensive. Over the years, they have assisted the city in reclaiming significant cash incentives and rebates on various energy-efficiency projects. A notable project includes the replacement of a 1950s-era tongue and groove, compressed particle board insulation roof at the municipal pool. With Energy Trust's guidance on the most energy-efficient options, North Bend embarked on this upgrade, enhancing comfort and safety for pool visitors. Furthermore, the city, in collaboration with Energy Trust, replaced the pool's original boiler, filter, and pump system. And the journey doesn't end here; plans are afoot to upgrade the pool's air-handling system and lighting and other equipment at the public library.

When new businesses set up shop in North Bend or when existing ones plan to expand, the city ensures that representatives from Energy Trust are at the forefront. This proactive approach ensures that businesses are aware of available grants, cash incentives, and rebates, maximizing their benefits.

The Program at a Glance

The No-Cost LED Lighting Upgrade Program was designed to benefit a diverse range of entities within the community,



from local businesses and manufacturers to churches and community organizations. The primary goal? To reduce energy consumption, thereby saving on utility bills and lowering monthly operating costs.

The advantages of this program are threefold:

1. **Energy Efficiency:** Modern LED lighting significantly reduces energy use.
2. **Improved Lighting Quality:** LEDs offer brighter, more consistent lighting, enhancing safety and ambiance.
3. **Durability:** With a longer lifespan, LEDs reduce maintenance costs and the frequency of replacements.

Impressive Results

During a recent board meeting at Southwestern Oregon Community College, Energy Trust Outreach Manager Karen Chase highlighted the program's success. A whopping 44 North Bend sites have participated to date, with 22 of them now fully upgraded. These changes have led to an energy

saving of over 317K kWh and brought in \$170,000 in local incentives. For more details on the Energy Trust's initiatives and incentives, visit www.energytrust.org.

Eligibility Criteria

North Bend businesses and organizations could participate if they:

- Were located in an existing commercial, multifamily, or industrial facility in Oregon served by Pacific Power.
- Had fewer than 20 employees.
- Occupied a space less than 20,000 sq. ft. (including all on-site buildings).
- Were community organizations offering free or reduced-cost services or were religious centers/places of worship.

While most sites and lights were eligible, there were exceptions. However, the Energy Trust generously provided both the lights and the contractors to execute the upgrades.

Overcoming Challenges

Anticipating skepticism about the program's "no-cost" promise, the city took proactive measures. Licensed businesses were informed via email, and details were posted on the city's website. An online portal was also developed, allowing potential applicants to submit applications through a trusted source. Additionally, North Bend's Main Street Manager Stephanie Wilson collaborated with the Energy Trust to conduct on-site assessments in the downtown area, ensuring that both indoor and outdoor lights were eligible for the LED upgrades. Expert teams were on hand to address any energy-related queries from prospects.

In conclusion, the No-Cost LED Lighting Upgrade Program is a testament to what can be achieved when community entities come together with a shared vision. The City of North Bend and its partners have set a luminous example for others to follow, proving that when we work together, the future looks bright!



SAVE THE DATE

NW Regional Management Conference
March 26-29, 2024

Seaside Civic & Convention Center

Questions: Angela Speier, aspeier@orcities.org or 503-540-6599



Do You Know How Traffic Fine Revenue is Allocated?

By Bill Kirby, City Attorney, City of Beaverton

The distribution of fines collected for non-criminal traffic violations is governed by Oregon Revised Statutes (ORS). One key factor in determining how a traffic fine is distributed is whether the court handling the matter is a circuit, justice, or municipal court. Another key factor is which law enforcement agency employs the enforcement officer who issued the traffic citation.

The table below shows how fines are distributed in violation proceedings involving non-criminal traffic offenses. (Please note: The distribution rules involving fines paid in criminal proceedings involving traffic offenses differ.)

Agency/Court	Circuit (ORS 153.640)	Justice* (ORS 153.645)	Municipal* (ORS 153.650)
State	100% to the state.	50% to the state and 50% to the county where the court is located.	50% to the state and 50% to the city where the court is located.
County	50% to the county that employs the enforcement officer and 50% to the state.	100% to the county in which the court is located.	50% to the local government that employs the enforcement officer and 50% to the city where the court is located.
City	50% to the city that employs the enforcement officer and 50% to the state.	50% to the local government that employs the enforcement officer and 50% to the county where the court is located.	50% to the local government that employs the enforcement officer and 50% to the city where the court is located.

* With limited exceptions described in the cited ORS sections, the last \$16 of a fine collected by a justice or municipal court must be paid to the county treasurer for the county in which the court is located. If the total amount of the fine is not collected, then the \$16 is reduced by \$1 for every dollar that is not collected.





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City of Malin – Cruise Night



RETIREMENT

Celebrating Rodger Craddock's Legacy in Coos Bay

By Rodger Craddock, Coos Bay City Manager



Three Decades of Service: A Journey from Police Officer to City Manager

In 1991, when I took the oath as a Reserve Police Officer for the Coos Bay Police Department, I could never have envisioned the fulfilling journey ahead. Over the subsequent 32 years, I've been privileged to

serve in various capacities, collaborating with some of the most dedicated employees and elected officials.

The last fifteen years, in particular, have been the pinnacle of my career with the City, first as the Police Chief and then as the City Manager. During this tenure, we've achieved significant milestones with the unwavering support of professional staff and committed elected officials. Highlights include:

- Constructing a new downtown fire station and visitor information center.
- Seismic retrofitting and remodeling of City Hall.
- Establishing a new wastewater treatment plant in Empire.
- Structural upgrades at the Egyptian Theatre, leading to its reopening.
- Significant road improvements, including adding new sidewalks along Highway 101.
- And many more community-enhancing projects.

Two years ago, with the City Council's endorsement, I began succession planning, grooming Coos Bay's next City Manager, Nichole Rutherford. Nichole is poised to lead Coos Bay to new heights with her experience as the Assistant City Manager and former Finance Director.

However, life often surprises us. While I initially planned to retire in mid-2024, a new opportunity has presented itself. I'm excited to announce that I accepted the role of Executive Director of the Coos County Airport District.

I am deeply grateful for the opportunities and memories that the City of Coos Bay bestowed on me.

By Gary Milliman, Senior Advisor

Rodger Craddock: A Pillar of Community and Mentorship

His official duties have marked Rodger Craddock's tenure as Coos Bay City Manager since 2009, his profound influence on community affairs, and his mentorship to emerging City Managers.

A proud alumnus of the Oregon Executive Development Institute with a master's degree in public administration, Rodger's academic and professional credentials are stellar. His leadership journey includes pivotal roles such as presiding over the South Coast Development Council and board memberships with the CCD Business Development Corporation and the Coos Bay-North Bend-Charleston Visitor & Convention Bureau.

Beyond Coos Bay, Rodger's voice has resonated throughout the state. At the League of Oregon Cities (LOC), he has been a sought-after speaker, enlightening peers on various topics, from urban renewal, housing, and brownfield site redevelopment to fostering positive relations with neighboring areas.

His dedication to local governance is further exemplified by his service on the Local Government Personnel Institute (LGPI) board of directors. This joint venture between the LOC and the Association of Oregon Counties (AOC) has transitioned into what is now known as the Local Government Personnel Services (LGPS), operating under the Lane Council of Governments (LCOG).

Rodger's influence is palpable within the Oregon City/County Management Association (OCCMA). He has been instrumental in the Ethics and Bylaws & Policy committees, emphasizing his commitment to the highest echelons of public administration standards. Moreover, his passion for nurturing the next generation of City Managers is evident. Rodger has guided those new to the profession and remains a treasured voice in the OCCMA listserv.

Rodger Craddock's involvement across various Oregonian state and local organizations is a testament to his dedication to refining public administration and governance. His insights, leadership, and unwavering commitment have indelibly shaped these institutions.

As we reflect on Rodger's illustrious career, we celebrate the legacy he leaves behind and eagerly anticipate his future contributions. His journey epitomizes dedication, leadership, and heartfelt community service. We extend our heartfelt gratitude for his dedication to Coos Bay and wish him unparalleled success in his forthcoming endeavors.

Rutherford Takes the Helm at Coos Bay



“Serving as a City Manager was never a career aspiration for me, it just seems to have fell into place,” says newly appointed Coos Bay City Manager Nichole Rutherford.

After working for 14 years with an accounting firm working with cities and special districts, Rutherford joined the Coos Bay staff in

2014 as a finance assistant, primarily processing payroll. “I was really comfortable working with government accounting and doing audits,” Rutherford said. “The timing was right and the benefits were good, so I made the change to working for the City.”

Over the years, Rutherford moved up within the City organization, being promoted to Finance Director and then to Assistant City Manager in 2021, a part of then-City Manager Rodger Craddock’s succession plan. “It turns out that Rodger decided to leave about a year early,” Rutherford said. “I still have a lot to learn, but I am really enjoying the work and appreciate the confidence that everyone has shown in me.”

Rutherford is also continuing her education path. “I was hoping to complete my MBA before Rodger left...and I am still on track to complete that online program through Columbia Southern University by the end of the year,” she said.

“It took me 20 years to complete my BA,” she noted, balancing completing her education with her job and raising a young family. “I started out in criminology and accounting at Southern Oregon University, got married, had kids, came back to Coos Bay and continued at Southwestern Oregon Community College, and eventually completed my degree at Eastern Oregon University.”

Rutherford said her two children...who are now adults... “are a big part of who I am” which is why, in part, she is working in her new role as City Manager to explore ways to “keep our kids here” in Coos Bay. “I am meeting with the School District Superintendent and College President to explore ways to develop an awareness of jobs in local government and a program to offer skills training appropriate to those jobs.”

She said she is also now focusing part of her time on developing networks with people in the community and in the profession. “I really did not have a social network, so I looked into joining either the Rotary Club or Zonta...a professional women’s organization,” she said. “I ended up joining both.”

Rutherford said she is not planning to make big changes to City organization or procedures, but will look at changes that would benefit the public and the organization as opportunities emerge. “For example, we are using the funding that had been allocated for the Assistant City Manager position to hire our first-time, stand-alone HR Director...something that is really needed in a city with multiple bargaining units and the growing complexity of HR,” she said.

OCCMA Fall Workshop & Membership Meeting

October 12, The Graduate Eugene

Joint Mayor and Manager Workshop 8:30 a.m. - 11:30 a.m.

Stephen DiJulio, principal at Foster Garvey, will lead participants through the roles and responsibilities of elected and appointed officials. He has assisted local governments on legal and governance issues for more than 45 years, including serving as a city attorney and administrator.

OCCMA Annual Membership Meeting & Lunch 11:30 a.m. - 12:30 p.m.

Register by September 22 at www.orcities.org.

2023 CALENDAR OF EVENTS

October 11-12

OCCMA Board Meeting & Fall Workshop
The Graduate, Eugene

November 16-17

OCCMA Board of Directors Retreat
Independence

RETIREMENT

A Legacy of Leadership: Dan Chandler's Journey in Bandon

By Gary Milliman, Senior Advisor



Dan Chandler: From Land Use Attorney to City Manager

This August, Bandon bid farewell to a stalwart leader, City Manager Dan Chandler, as he embarked on his well-deserved retirement.

Chandler's journey in public administration is both diverse and impressive. Before his nearly four-

year tenure as Bandon's City Manager, he dedicated eight years as the Assistant County Administrator for Clackamas County. This followed his role in the Clackamas County Counsel's Office and two decades of practicing land use law.

Restoring Trust and Navigating Challenges

Significant challenges marked Chandler's tenure in Bandon, but his resilience and leadership steered the city toward stability. "Upon my arrival, we faced multiple crises, from the arrest of key city officials to a fiscal crisis due to a lawsuit on utility rates, all amidst the onset of COVID," Chandler reflected. However, he saw these challenges as opportunities to unite the staff and rebuild trust within the community.

A unique aspect of the Bandon City Charter is its requirement for public votes on utility rate hikes and other fees. Under Chandler's leadership, the city witnessed the

approval of five ballot measures, encompassing increases in water, sewer, and electric fees, the transient lodging tax, and System Development Charges. Chandler attributes this success to transparency, stating, "We were candid with our residents, and leaving the city in a better position than when I started is truly gratifying."

The Rewards and Advice from Chandler

For Chandler, the most rewarding aspect of being a City Manager is witnessing the tangible benefits brought to the community. "It instills a sense of pride, knowing you've played a part in long-lasting community improvements," he shared.

Chandler offers sage advice to budding city managers: "Stay clear of the political whirlwind." Having worked with divided elected boards, he emphasizes the importance of remaining politically neutral, even when the office's nature is intertwined with politics.

Looking Ahead

Chandler's dedication to Bandon is evident in his praise for the city staff, whom he describes as a "team of dedicated and passionate individuals." As a proud alumnus of Western Washington University and Harvard Law School, Chandler contemplates returning to land use law. However, immediate plans with his wife involve a year of travel and exploration. "We're looking forward to this next chapter, and while we're open to new opportunities, Bandon will always be our home," Chandler concluded.

As public administrators, we recognize and appreciate the dedication and leadership of individuals like Dan Chandler. His legacy in Bandon serves as an inspiration for many in our field. Safe travels, Dan, and thank you for your service.

Oregon Senior Advisors



From
**Sheila
Ritz**

Small Cities Meetings

I virtually attended the Region 2 and Region 8 Small Cities meetings. The Region 8 meeting was held in Cascade Locks. I believe the only other city represented was Shaniko (the City Recorder attended virtually). A HUD representative presented a presentation concerning programs available to support affordable housing. Cascade Locks representatives discussed their challenges of finding land for affordable housing. They know some possible sites, but the property owners are not interested in selling.

The Region 2 meeting was held in Cornelius with a virtual presentation by an Oregon Housing and Community Services department representative. This was very informative, and she provided helpful information to those in attendance.

Clackamas County Managers – July 10

Jason Tuck (Happy Valley), Martha Bennett (Lake Oswego), Megan George (Tualatin), Eileen Stein (interim Canby), Dan Huff (Molalla), and Ann Ober (Milwaukie) were in attendance at Oregon City city hall. Martha noted that she is on the OCCMA DEI Committee, and the Committee would like input on what a possible conference agenda item should look like. The group provided some input, mostly on what such a conference session should not be. It was noted that Gary Schmidt, Clackamas County Administrator, is working on a tool to measure how well the County serves various groups.

They also discussed the Library District Advisory Committee, a Clackamas County District that includes the cities. The Committee meets quarterly, which is believed to be unnecessary. Also, the Committee keeps discussing raising district rates which the city managers do not support.

The final discussion was about HB 3414. This bill limits local government authority concerning residential

development within the Urban Growth Boundary. The managers are very opposed to this bill and believe the League should do more to oppose it.

After the meeting, I talked with Matt Zook, Oregon City Finance Director. Matt was the Finance Director and then the interim City Manager of Damascus before the community voted to be disincorporated. It was nice to catch up with him again.



Zoe Mombert, Assistant to City Manager, Wilsonville

The City of Wilsonville started a Civics Academy in 2015. It was very well received, with 20-30 people attending each program session held once yearly. This initial Academy was a high-level overview of all areas of the city government services.

The program was held virtually during the pandemic, and held the 2022 session in person. Last year, the City started offering Civics Academy 2.0, which allows all past participants to learn more about specific areas and keep community members engaged. This past Fall, 35 people attended each of the three sessions offered. The City will start limiting it to 30 people at a time. Several people who attended the Academy have volunteered for various City boards, committees and even been elected to City Council.

Zoe is providing staff support to the 13-member DEI Committee appointed in 2020. They recommended a strategic plan to the Council, which was adopted in 2022. They developed a cultural calendar highlighting dates of significance for historically marginalized communities. This year three local businesses sponsored a Juneteenth event that provided free meals for 200 people, and the speaker was Pamela Slaughter, Executive Director of People of Color Outdoors. The DEI Committee also holds a lecture series. Forty to fifty people attend each session. Zoe shared some information about different cultures I had never heard of before. It was exciting and enlightening.

Another area of focus for Zoe is support for the Tourism Commission. A member of the local Chamber of Commerce is an ex-officio member of the Commission. A Strategic Plan was adopted in 2014 focused on

encouraging people to stay in Wilsonville and explore the surrounding area. A campaign called “Explore Wilsonville” was developed. A consultant, under contract, does the media advertising. 2023 the Explore Wilsonville branding was updated, and in 2024, the Tourism Strategic Plan will be updated.



Jeff Hecksel, Hood River County Administrator

Jeff has been with Hood River County for seven years now. He had planned on retiring on August 8. Prothman is conducting the recruitment for his replacement. On July 24, the Board of Commissioners met and extended the recruitment time to attract more applicants.

Jeff has offered to serve until they find a suitable replacement, so his retirement plans have been delayed.

The Board approved a Strategic Plan a few months ago and is finalizing dates for implementing the identified action steps. Much of the plan revolves around the modernization of the County’s structure, systems, and policies.

Affordable housing is another major priority for the Board. Staff is working on creating an urban unincorporated area in both the Parkdale and Odell areas to allow for more dense housing. This would provide more opportunities for affordable housing development.

The Board is talking about the County’s five-year local option levy for public safety, which expires on June 30, 2025. A financial planning study is being done to determine needs and analyze alternatives to the five-year local option levy to fund the needs. The County is also conducting an organizational resiliency assessment to determine how it should position itself to better respond to emergencies.

The County is close to starting a carbon credit program for the County forest lands. They have 34,000 acres of forest land with a longer rotation time than most. Their forests’ longer-term growth is worth money in the carbon market. Companies that want to be known as “carbon neutral” are willing to buy carbon credits to offset what they produce. This is a way of combating climate change. First, the County must complete an inventory and assessment of available

carbon credits. Then the carbon credits can be marketed and sold by the Oregon Climate Trust. Most of the revenue would come to the County in the first 20 years of a 40-year program. Jeff believes Astoria has done this type of program also.



Abigail Elder, Hood River City Manager

Abigail is currently recruiting for a Public Works Director, an IT Manager, a Human Resources Manager, and a new position, Urban Renewal Administrator. She recently hired a Finance Director. So there will be several new people in Hood River, and Abigail is

only in her 2nd year there.

About three years ago, the City purchased 7 acres to develop affordable housing. The City recently heard that they will receive \$15.1 million from Oregon Housing and Community Services for this project. Plans are not final yet as they still need to acquire additional funding. The developer expects to construct 129 multifamily units to house people earning 60% or less than the median family income.

The City hopes to create a new Urban Renewal District of 400 acres. The purpose is for Urban Renewal funds to purchase land to implement some projects in the City’s Transportation System Plan, Affordable Housing Strategy, and the Multi-Agency Parks Master Plan.

In partnership with the School District, the City will conduct a Safe Routes to School, proof of concept demonstration project near a middle school. The City will dedicate part of the roadway to bicycles and a separate part to pedestrians for three months to test its effectiveness. The purpose is to provide a more convenient route to school and encourage more students to bike or walk to school. Several students take shortcuts through the property where they should not be, so they hope to eliminate this shortcut practice. The project will remove some existing parking. It will be interesting to see the results of this demonstration project.



From
**Dave
Waffle**

Bridging Communities: A Tale of Tigard and Tualatin



Tigard and Tualatin are physically and programmatically close. A bridge across the Tualatin River links together these two Washington County communities; that bridge is not just a literal footpath that connects them; it is also symbolic of the relationship that ties the communities together. One of the local television stations hyphenates the name as Tigard-Tualatin when they report the morning's temperature in the chyron rolling across the bottom of the screen, they share a school district and a separate aquatic district, and several staff members have worked in both cities. As I left



after lunch at a Tualatin restaurant, I was immediately faced with a Tigard city limits sign when I pulled out onto the road. **Sherilyn Lombos** (City of **Tualatin**) and **Steve Rymer** (City of **Tigard**) joined me for a lunch discussion with these experienced city managers so I could gain their perspectives on community issues and how they have evolved in their respective roles.

Lombos says she considers Tualatin a kid sibling to Tigard as it has about two times the population. Both think of the communities as collaborative but not competitive. We rattled off the litany of acronyms such as WCCCA, WCCLS, BUG, MACC, TTSD, TVF&R, and CWS for all the intergovernmental organizations in which the two cities participate. Interestingly, neither could recall any major IGAs between the two cities.

Neither manager maintains a regular desk every day. Lombos does a 3-month rotation in various City departments three days a week and has worked in Public

Works, Police Department, and the Library. She feels it keeps her more grounded in the activities of the staff when otherwise it would be so easy to become wrapped up in city council affairs or regional issues. Rymer moved down the hall to a smaller office soon after starting. He doesn't have a desk chair and prefers to walk around the city's facilities talking with his teammates. He once told some teammates he could function well from two phone booths!

Both managers talked about the orientation of their job. Steve Rymer enjoys the constant flow between responsibilities to the council, the community, and his team. There is an unavoidable tension (and many opportunities) between and among the three groups, and he shifts attention from one to another. Of course, the alignment is only temporary, events shift the relationships, and then Rymer finds himself back managing expectations and communications. Sherilyn Lombos described her perspective as having four roles for the city manager. The manager is an employee of the city council and obligated to support their work governing the city and interacting with the community. The city manager is the organization's CEO with all the executive function's liabilities, trust, and responsibilities. Managers are also community members, which involves being present, visible, and supportive of people or community organizations. Finally, as illustrated above in the litany of acronyms, the manager is a regional team player.

For Lombos, the City of Tualatin was her first city manager job from Manhattan Beach, California, in 2006. She experienced almost a complete turnover of the management team. Like Rymer, Lombos spoke of needing resilience and pivoting from experiences. She urges managers to learn from wins and losses. Early on, there was a failed vote to extend the downtown urban renewal district. The city came at it with a top-down approach that "city hall" knew the solution to the problems. They discovered that the council and staff were not in tune with the community. When there was the opportunity to address transportation issues in 2017, she says they listened to complaints and concerns, developed a singular message, and got all elected officials on board. This community-based transportation bond measure 2018 passed with 60% approval of the \$20 million bond measure.

Steve arrived in February 2021 amid the Covid crisis, which made it difficult to effectively engage with employees, elected officials, and community members.

Like many managers and administrators, he made the necessary hard decisions about masks and vaccinations to keep people safe. A few employees left Tigard for failing to meet vaccination requirements, and some of those people have been hired back. While moving around Tigard's facilities, he talks and listens to employees to gain their perspective on city services and policies and become better acquainted. The advice to "listen, assess and act" is central to his mode of operation. Rymer previously served as city manager of Rochester, Minn., and Morgan Hill, Calif.

So that's the managers' tale of two cities; just don't call them "twin cities!"



From
**Dave
Kanner**

A Journey to Klamath Falls and Lakeview

At the end of May, I took a long overdue trip to Klamath Falls and Lakeview. I must admit that despite having lived in Oregon for 43 years and in Southern or Central Oregon for 23 of those years, I had never been east of Klamath Falls. The drive to Lakeview was quite beautiful. Not at all what I expected. I thought it would be more desert, like the area east of Bend. And the town itself is pretty bucolic.

In **Lakeview**, I met with Town Manager **Michele Parry**, who has been on the job there for 3+ years. You might know Lakeview is the "tallest town in Oregon," at an elevation of 4,798'. She told me that the town's biggest challenge is updating the municipal water system. The water in Lakeview is brown (just a faint tinge of brown)

and has been for 30 years. That's due to naturally occurring manganese and iron, which produce the brown tint when mixed with chlorine.



More importantly, though, those minerals have rotted out the town's water pipes, all of which must be replaced. In the photo, Michele holds a water pipe to illustrate the damage. The town has a \$15 million grant but needs another \$15 million. (Damn! I left my checkbook at home!)

After chatting for a while in her office, Michele and I hopped in her car, along with Lakeview Mayor Ray Turner (a Lakeview native), for a tour of the town, where things are indeed hopping. One big project – that made statewide news – is the purchase of a failed biofuels facility by an outfit called Next Renewables that converts wood waste into natural gas. When the plant is fully operational, it will provide 20% of the total natural gas in Oregon. More importantly for the town, it will provide 40 full-time jobs, averaging \$91,000/year. Another outfit – Echo Materials Technology – is working on an industrial development that will produce "green" cement. Of course, all these new jobs will create a demand for new housing. Michele explained that Lakeview has much vacant land in its urban growth boundary and is adopting an urban renewal plan to incentivize housing development.



After our tour, Michele took me into the Council Chambers, where one wall was lined with easels holding posters

describing the many projects underway in the town. Meanwhile, the wall behind the Council dais was covered with post-it notes, comprising a lengthy to-do list. This raised the question: "How can a town of just 2,700 people have so much going on?" Lakeview is fortunate to have Michele managing those projects and handling that list!

I also stopped in **Klamath Falls** to meet with City Manager **Jonathan Teichert**, who, by the time you read this, will have been on the job there for a year and a half. I arrived a little early for our appointment. Since it was a beautiful day, I walked around downtown Klamath Falls, which I'd never done before. (Lots of firsts on this trip!) I was very impressed. The downtown is clean and commercially active (I didn't see a single vacant storefront), and there were loads of people walking around. I also didn't see any tent encampments, although Jonathan told me the city has a homelessness issue. He and the Council are looking at creating a designated camping area.

Improving the city's housing stock is a significant issue for Jonathan and the city. Klamath Falls has a housing shortage and some significant developments underway that could increase the demand for housing. One of those developments is the potential for an F-35 training unit at Klamath Air Force Base. Jonathan told me the base is already a significant economic driver, employing about 1,000 people and generating \$100 million in economic activity annually. The F-35 unit would bring in another 400-500 employees. Meanwhile, Winco and a significant distributor are looking at building new warehouse facilities in the city.

This year was Jonathan's first opportunity to oversee budget preparation from start to finish. I'm sure many of you can relate to the importance of the learning curve of getting that first budget under your belt. Jonathan reports that K-Falls is in excellent financial condition, and he is blessed with an experienced Finance Director and a great staff generally. He also gained three new Councilors in January. With his first annual evaluation coming up, we discussed the challenge of getting a meaningful evaluation when three of the five councilors barely had a chance to work with him. I sense that Jonathan is such a bright, likable guy that it would be impossible for anyone to give him anything other than a 5-star rating!

In Medford, City Manager Brian Sjothun announced in June that he would retire at the end of 2024—more on that in a future OCCMA newsletter.



Gold Beach



Anthony Pagano was appointed City Administrator/Recorder for Gold Beach in March following the retirement of Jodi Fritts.

Pagano started his professional career after high school in 2003 by obtaining an Oregon Real Estate License. He served nine years on the Curry County

Assessor's Office staff and one year as Chief Executive Officer of the Curry County Board of Realtors before being hired as Deputy City Administrator/Recorder at Gold Beach in 2022 as the intended successor to Fritts.

His interest in a career change to city management began while serving for almost four years on the Gold Beach City Council.

"The plan was for Jodi and me to work together for several years and implement a smooth transition," Pagano said. "The 'several years' was shortened to eight months due to Jodi's need to hasten her retirement for personal reasons."

"Jodi ran a tight ship and implemented a really good routine during her tenure with the City," Pagano said. "I'm basically just following her plan and approach to dealing with issues as they arise. I made it through my first budget and am gaining confidence every day."

A near-native of Gold Beach, Pagano believes his love for and familiarity with the community will be a good basis for a long tenure. "I have a lot to learn, and am looking forward to interacting with my peers to continue to grow in the profession." He said the most significant challenges have been learning about noticing and reporting schedules and procedures.

Port Orford

John Huttl was appointed City Administrator/Recorder Pro Tem in Port Orford in May, following a brief tenure by Gary Milliman in the same role. Huttl is a retired County Counsel for Curry County and served 15 years as the City Attorney in Medford.



OCCMA

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