



**OCCMA**

**Oregon City/County  
Management Association**

A State Affiliate of **ICMA**

**THIRD QUARTER 2018**



# How to Avoid **BEING FIRED**

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## MESSAGE FROM THE PRESIDENT

Christy Wurster • City Manager • Silverton



### Dear Managers,

This message follows our recent summer conference in Bend. What an amazing time we had! The message that resonated from the conference for me is that “times are a-changin’” and our future reality will be those of our wildest dreams. If you attended the conference I’m sure you were impressed and astonished thinking about our future from the perspective of Steve Brown. His presentation highlighted many things that we all need to consider as we plan for our delivery services models and infrastructure needs in the years ahead. We were reminded that as we forge ahead as today’s pioneers we need to consider the importance of innovation, ethics, inclusion and self-care as we prepare for the next Big Things.

One thing that I always enjoy about the conference is the opportunity to network with colleagues. This year we welcomed participants from the NW Women’s Leadership Academy and several scholarship recipients from both Portland State University and the University of Oregon. It is encouraging to welcome the next generation of talent to our profession. We are fortunate to have professional contributions from individuals like Dr. Phil Cooper to help pave the way for our next generation.

I think most of our members will agree that we also owe much gratitude to our senior advisors who help us navigate this profession. They always seem to be there to help us through the

crisis of the day when necessary. Special thanks to our senior advisors for nominating Roger Jordan for the status of Senior Advisor Emeritus. Roger has helped me and many of our members in one way or another from monetary contributions to support student scholarships, to personal mentorship and advice.

Last month included more training at the annual ICMA Conference in Baltimore, and also at the League of Oregon Cities Conference, manager’s workshop and annual membership meeting, in Eugene. I connected with many of you at these events as we prepare for more change with the election of our new slate of Board members for 2019.

I will leave you with a quote from Harriet Tubman, “Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience, and the passion to reach for the stars to change the world.”

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

Christy Wurster  
2018 OCCMA President



## ICMA Credentialing Program

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

There are many benefits to credentialing, including:

- Recognition as a professional local government manager

- Quantification of the unique expertise you offer
- Demonstration of adherence to high standards of integrity
- Structured and focused professional development plan
- Peer review of professional development activities and learning
- Eligibility for Legacy Leaders Program
- Access to special workshops and other training for ICMA Credentialed Managers and Candidates

For more information and to apply, visit [icma.org](http://icma.org).

# Roger Jordan Honored as Senior Advisor Emeritus

All of us in this profession are fortunate to be in a position to make an impact in the community we serve. That fortune, however, isn't without a cost. There are days when the challenges we encounter are more than we can handle alone. Days the volume of work can be overwhelming. Days we wonder if we're making a difference. Days we question ourselves and if we're leading the organization in the right direction. Days we ask how we're going to solve a new crisis. It's during those times we all need a coach. A coach who will listen as we vent our latest frustrations. A coach who can empathize with our situation and who shares similar stories of their own. A coach who will help us through the tough days, so we can enjoy the good times.

At the summer conference, we had the opportunity to give a special recognition to that kind of coach. For decades, Roger Jordan has often been the first person to pick up the phone when one of us needs support. In his formal role as a Senior Advisor, he has travelled the state to listen to our challenges, share his own experiences, offer guidance, and help with contract negotiations. In name and practice, Roger has been the ultimate Senior Advisor. In addition to his time, Roger and his wife, Susie, have generously donated thousands of dollars to sponsor OCCMA coaching initiatives. It is for these reasons the OCCMA was honored to present Roger with the title of Senior Advisor Emeritus.

As part of Roger's recognition, many of our colleagues shared what Roger has meant to them. It became evident that once Roger retired, his work wasn't complete. He understood the value in boastfully sharing his stories to help the rest of us reach our goals. With his time and money, Roger has been a model coach. When times are tough, he reminded us the fortune we have to serve our community. Please join me and a few of our colleagues in thanking Roger for his service.

*"Roger has never failed to be there when I needed him. He has been a supportive advocate for me and many others in this profession. He is the reason I became a city manager. With his enthusiasm, integrity, and ability, Roger Jordan represents what is best about the local government profession."* Christy Wurster, Silverton City Manager



*"Roger has been a passionate advocate and supporter for our profession and our members for decades. His knack for bluster and filibuster combined with his undeniable enthusiasm and intellect have become endearing hallmarks of his character. His commitment as a mentor and coach for so many of his colleagues puts him in rare company. His willingness to reach out to anyone and everyone regardless of position, experience or circumstances is emblematic of what it means to be a Senior Advisor. We have learned from Roger (sometimes, what not to do), been supported by Roger, been corrected by Roger, and just generally enjoyed his company."* Jeff Towery, McMinnville City Manager

*"Over the past twenty years, Roger taught me about the intuitive "art" of being a City Manager; or everything they couldn't teach me in graduate school. When I found myself facing difficult, and potentially job ending decisions, Roger was always there for me providing a grounded perspective, experience, and sound mentorship that helped me navigate the crisis while still upholding my obligations. From Roger, I learned the practical value of developing change-strategy and letting "situations" unfold until just the right moment. As a leader, Roger showed me how and when to use authority to achieve the right outcomes. Thanks to Roger, I know that, although we report to the City Council, we also serve the community and that smart managers understand and become part of their communities. Roger is proof that we can make our communities, and in fact, the world a better place by teaching others with passion, leadership and integrity. I would not be as successful as I have been without Roger."* Scott Derickson, Woodburn City Manager

# HOW TO AVOID BEING FIRED

By Kevin Duggan, ICMA-CM

## By (or perhaps because of) Department Heads

Local government chief executives have many “audiences” that require their time and attention—neighborhood and business groups, employees/employee organizations, other governmental agencies, and so forth.

Yet it sometimes falls beneath the radar how the government’s department heads are particularly critical to the manager’s success. While this should be intuitive, it is possible to underestimate the commitment needed to establish and maintain an effective relationship, not only between the chief executive and the department heads, but also between the department heads and the governing body.

As part of Cal-ICMA’s continued efforts to enhance city and county manager “survival skills” and career success, it developed sessions for League of California Cities conferences this year dealing with the critical relationship between chief executives and their leadership team.

This focus was in part the result of several examples of managers having significant challenges with their elected officials regarding issues about the department head team.

These challenges have included:

- Department heads rebelling against the manager and putting councils in the position of choosing between the manager’s continued employment and the perceived morale of all or a portion of the department head team. In more than one example, it was the

manager who ended up exiting the organization.

- Members of the governing body attempting to pressure the manager on who to hire as a department head and when not successful in doing so, threatening the manager’s job.
- Councilmembers attempting to pressure the manager to remove department head(s) whom they viewed as not performing satisfactorily. The manager may not agree with the council’s assessment of performance or may not move as quickly as desired by the council.
- The manager being viewed as not holding department heads to a high enough standard. Sometimes, councils think the manager either is conflict adverse and is not willing to confront substandard performance or perhaps has become more of a friend than a boss and is willing to overlook what the council views as inadequate performance.
- The manager is perceived as being unable to establish and maintain an effective relationship with some or all of the department head team. This can result from the belief that the relationship is strained due to personality conflicts, different perceptions regarding adequate performance, poor communication, or additional reasons.
- At times, less-than-ideal interactions between department heads and councilmembers can be the source of discord. Perhaps one or more members of the council didn’t like

the way a department addressed them at a council meeting or responded to a resident complaint.

The same can occur in a personal interaction at a community event or in some other setting. There are also instances when employees or their employee organization representatives complain about a department head. Complaints can also come from residents, community groups, or other sources.

Recognizing all of these potential issues, managers need strategies for working with governing boards, with individual department heads, and with department heads as a group in order to minimize the likelihood of any of these issues becoming a major problem.

### Working with the Governing Board

No set of strategies is guaranteed to avoid all conflicts between a manager and elected officials regarding department head issues. Yet steps can be taken to minimize the likelihood of problems:

**Before accepting a job leading an organization,** a manager can try to make sure he or she understands the basis for the manager’s versus the governing board’s relationship with the department heads.

Is the manager’s authority to hire and dismiss department heads clear? Is it included in a charter, local ordinance, resolution, or possibly state law? How explicit and enforceable are the provisions?



Is there a clear non-interference provision that can be used to fortify the manager's position if one or more councilmembers gets overly involved in trying to direct department heads?

**Consider including in an employment agreement** a provision clearly stating the manager's authority to hire, fire, and direct department heads, including referencing any appropriate charter provisions, laws, or resolutions.

**Consider including in an employment agreement a requirement** that the manager abides by the ICMA Code of Ethics. Tenet 10 requires members to resist encroachment on professional responsibilities, while Tenet 11 requires that all matters of personnel be handled on the basis of merit so that fairness and impartiality govern decisions relating to personnel matters, including the selection of staff.

**Even if it appears the governing board is giving** the manager full authority to make any changes deemed appropriate, appreciate the reality that depending on how much controversy comes with the changes, the board's support may not be unequivocal.

While they may agree that changes—for example, higher performance expectations for department heads—are needed, they may not fully appreciate the level of discord that can result through the process leading to the higher performance.

**Avoid surprising the governing board** with major changes and issues involving department heads. Simply because some action a manager is planning to take is fully within the position's authority, that doesn't mean that catching

the council off guard—or not laying sufficient groundwork with the elected officials regarding a proposed change—won't have the potential of negatively impacting a manager's relationship with the elected officials.

**Create ways for the governing board to provide input on** organizational performance and service quality without encouraging board members to get into the detail of how issues and problems identified should be resolved. Governing boards are put in the often-challenging position of being held accountable by the electorate for the overall performance of the organization without the ability to direct departmental performance.

Determine ways to make sure councilmembers feel that they can have some influence (through the manager), by being open to their observations and concerns. It is important, however, to try to get the council to stick to the "what" (what the concern or issue is) versus the "how" (how that concern or issue should be addressed and resolved).

**The manager also needs to protect his or her authority** to select and lead the department head team--the mirror opposite of the immediately preceding point.

Resisting the efforts of governing board members to direct the work of the department heads can be fraught

with difficulties, but not doing so usually leads to much greater challenges as the elected officials become emboldened to involve themselves to an increasing degree in the daily management of staff with all the resulting negative consequences.

**The manager also needs to work to establish and maintain** the professional credibility of the department heads as a team and as individuals. This can be done in many ways, including as early as council candidate or newly elected councilmember orientations.

Communicating to elected officials the education, training, and experience of department heads can help them put in context the foundation that these individuals bring to managing their departments and to making recommendations.

Interacting personally with department heads can also help dispel impressions that others may give council candidates and councilmembers regarding these individuals.

### Working with Department Heads

There are times when a manager has the opportunity to select the department head team, but frequently he or she will inherit a team selected by one or more previous managers. Here are strategies for dealing with both circumstances:

**As part of job research, and before accepting a job** in a new community, develop a good understanding of the department head team, including the team's strengths and deficiencies and the department heads' relationship with the governing board. This can include the governing board's perception of the team.

Discussing the council's impression of the organization during the selection process, including the department heads, is one way to garner this information. Also, if possible, try to

talk with one or more department heads prior to accepting the position.

It might also be possible to get information by talking to peers in neighboring communities, by researching press reports, or by observing governing board meetings.

**From the outset, recognize that department heads,** both individually and as a group, are a “key audience.” Act accordingly by taking seriously the need to establish and maintain a good relationship, including good communication regarding mutual expectations. Have a plan to get the relationship off to a positive start and to maintain it over the long haul.

**Fully appreciate the connection** between the relationship a manager can have with the department heads and their relationship with the governing board. Understand that one impacts the other. Determine how to navigate those intertwined relationships in a way that works effectively for all the involved parties.

**When undertaking a new job,** make it a high priority to develop a good relationship with each department head, regardless of personality or skill level. Try to make it clear that you believe in effective two-way communication and feedback and that you will carefully consider their perspectives on issues before reaching conclusions.

**Make personal expectations for department heads,** as well as organizational performance, as clear as possible and early in your term as a manager. It is hard to meet expectations when a department head doesn't fully understand what is expected.

In doing so, however, try to have the process be more in the form of a conversation than a unilateral pronouncement. Carefully listen to views of the department heads regarding their, as well as your, performance.

**When laying out expectations,** try to do so in a way that does not come across as threatening or intimidating.

Make it clear that you will work with individual department heads and the group as a whole to understand their current circumstances, while working with them to determine how best to advance the organization in order to meet governing board and community expectations.

**As should be the norm in all your relationships,** try not to overreact to the normal differences of opinion or personal style that can be encountered with department heads.

This is particularly important in the early stages of the relationship when pretty much everything you say and do will be examined and analyzed closely by a variety of audiences, including the department heads.

Exercising emotional maturity can be challenging depending on the circumstances, but it can be one of your most important attributes.

**If you are having trouble establishing and maintaining** a positive relationship with multiple department heads, especially if it's a majority of the department head team, view that as a big red flag! Carefully reflect on why that is the case and what could result if that situation remains unresolved.

Fully appreciate how your actions, or inaction, may impact your relationships not only with the department heads but also with the governing board.

**Carefully balance the need to adequately support and defend** department heads with requiring adequate performance. Recognizing that there can be a wide variance of opinion regarding what adequate performance looks like, make it a priority to have clarity between you, the department heads, and the council.

**Work with the council and department heads** to find a reasonable balance between expectations, including appropriately setting priorities and providing adequate resources to match the priorities.

**When changes need to be made to the department head team,** do so carefully and thoughtfully. Handle the exit of department heads, to the greatest extent possible, in the same manner as you would like to be treated if forced to exit the organization. Doing this, or not doing this, communicates a powerful message to the remaining department heads.

### **Avoid Complacency**

It is not really possible to be a local government chief executive for long without fully appreciating the critical role that the manager's relationship with the governing board will have to the position's success. While it should be equally clear that a relationship with the department head team, and individual department heads, is also of critical importance, it is possible to become complacent regarding these relationships.

People can also fail to fully appreciate how the department head relationship can significantly impact the relationship with elected officials. By fully appreciating how these relationships are intertwined, and conducting ourselves consistent with that understanding, the likelihood for success will be significantly increased.

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# 2018 OCCMA Summer Conference

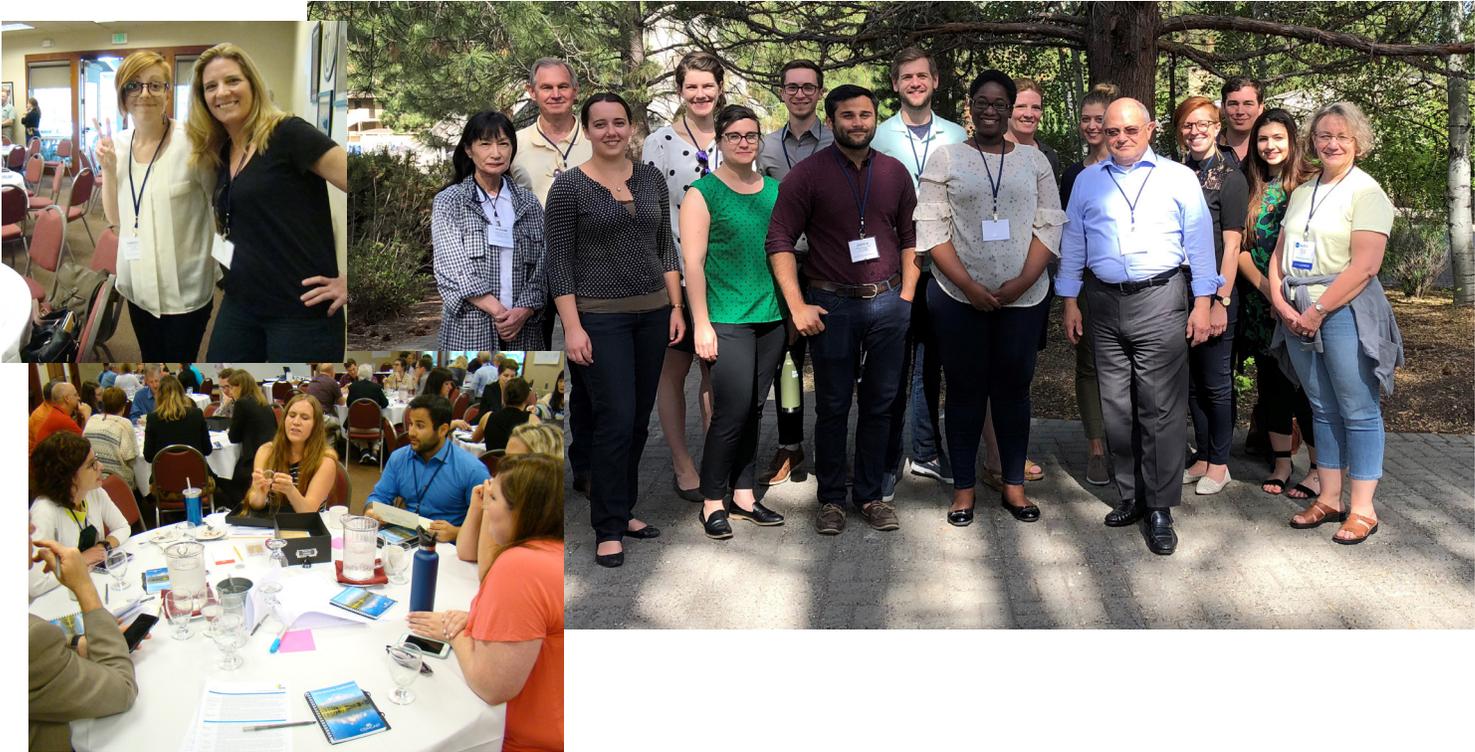


## What Happened at the OCCMA Summer Conference?

130 local government managers gathered in Bend on July 10-13 for the OCCMA Summer Conference. Eleven students received the Charlie Henry or Roger Jordan scholarships to attend the conference.

- Mike Cully and Craig Honeyman gave an overview of what to expect from the League of Oregon Cities. The League is working to build and rebuild partnerships and relationships. The fall conference will have a new look focused on training and problem-solving together.
- A discussion of practical approaches to ethical situations brought to you by your ICMA and Senior Advisors.
- Futurist Steve Brown focused us on the future and by showing how artificial intelligence (that's trained data) and robotics are combining to transform everything we do. The technology of smart infrastructure and process automation is here now. What's your data strategy? What's your digital trust strategy?
- In the *Next Big Things*, we looked ahead at the next 20 years in local government to be more future-ready. The Alliance for Innovation brought us four forces and 40 trends that are shaping cities today. If you knew about these trends today, how could you plan for them in your city tomorrow?
- A panel discussion about self-care gave us intentional ways to approach personal and organizational health by setting personal goals and leading by example. (Add meditation and yoga!)
- The City of Hillsboro showed us their “eureka” moments through self-directed, cross-departmental teams who come together to continuously improve city processes – complete with a problem-solving box for participants to “escape” from!
- Thursday's half-day training session featured John Lenssen's guidance on how to think about and build equality, equity, liberation, and inclusion in our workplace cultures. OCCMA members walked through inclusion scenarios and how to recognize microaggressions.
- Thursday afternoon's roundtable discussions included many good ideas shared about effective manager evaluations, negotiating an employment contract, and practical approaches to working with a split city council.
- Updates from ICMA, planning for ICMA in Portland in 2021, time to collaborate at receptions after each day, honors for Roger Jordan, and remembrances of colleagues Charlie Henry and Jennie Messmer.
- Thank you to all conference sponsors and CIS! Each year Citycounty Insurance Services supports OCCMA Senior Advisor program with a donation of \$2,500. OCCMA was pleased to recognize CIS as a Summer Conference sponsor with the funds supporting the Senior Advisors.
- Conference content is available at [www.occma.org](http://www.occma.org).

# 2018 OCCMA Summer Conference



## Student Perspectives from the Summer Conference

*By Elizabeth Grey*

I'm very thankful to have had the chance to attend the OCCMA as a student scholarship awardee for a second time. Now more accustomed to the rhythms of the conference week, I was excited to see what this year's programming had in store. I applaud having so many sessions that promoted conversation and reflection among attendees. From the City of Hillsboro's presentation on innovation, that featured a staff-created "escape room in a box" teamwork exercise, to John Lennson's facilitated listening exercises around inclusive workplace culture, the presenters provided a wealth of opportunities to really engage with the people at our tables. In addition, many practitioners generously shared personal stories of work-life balance and self-care practices. Their candor, and the wisdom that was shared regarding contract negotiations and council relations, will surely benefit me and my peers in the coming years. Thank you to the conference organizers for setting the tone of sincere sharing.

City managers and OCCMA conference attendees have been consistently warm and helpful to us as students. Even knowing the camaraderie of this group, I see how these small group interactions can be really helpful generating familiarity among folks who may not see each other often or have not met before. I look forward to continuing these relationships as I transition from school to the local government workforce and will strive to welcome others as we have been welcomed!

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*By Joshua Subramanyan*

Driving up to the compound at Mount Bachelor always feels like driving to a place outside of our lives, where the hardest and most complicated of issues can be broken down and discussed without the rush of the world to get in the way. This being the second time I have gone to this conference as a graduate student hasn't changed the awe of the event. Everyone I met had a new story to share to help prepare all of the students starting their careers and give realistic expectations of the challenges of tomorrow. The conference itself contained multiple seminars that covered a wide variety of topics that I have barely scratched the surface of, whether it be team building or how to negotiate an employment contract. Coming out of my MPA program, I had never realized the full process of actually negotiating an employment contract. Included in these different seminars were topics that changed the way we as future public administrators will look at the workplace in the public sector. Whether it will be how technological advancements will reshape the meaning of the traditional workplace, or how to help my employees to focus on self-preservation and bodily care. No matter how the future unfolds, these conferences unravel the unknown and help paint a clearer picture of the work that we as the young generation will have to take up once the torch has been passed to us. Not only that, but it shows how much support that we will have to help guide us on our way.

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9. Elected Official/Manager Competencies
10. Ethics and Leadership

For more information please contact Lisa Trevino, Project Coordinator, at (503) 588-6550 or [ltrevino@orcities.org](mailto:ltrevino@orcities.org)

## Leading Practices for an Ethical Strategy

*By Kevin Duggan, ICMA-CM*

Organizations that use leading practices are often defined as using approaches and techniques designed to achieve optimal results in one or more functional areas. They often seek out the most contemporary thinking regarding proven practices most likely to lead to organizational success.

A good deal is written and spoken about these practices in many areas of local government, including budgeting, resident engagement, human resources, law enforcement, and more. But what about ethics?

Have you considered whether your organization follows ethical best practices? Recognizing the many negative consequences for individuals or organizations that become ensnared in an ethical crisis, implementing the policies and processes most likely to prevent such events should undeniably be a high organizational priority. Here are some examples:

**Organizational code of ethics.** ICMA's Code of Ethics serves as a guide to a local government administrator's professional conduct. Organizational codes can also be an important component of a program to increase the odds that your organization will consistently perform in a manner considered consistent with high ethical standards.

Many ethical missteps are the result of staff members not recognizing they are violating organizational norms. To be truly effective, however, such codes need to be understood, accepted, and followed. Often, the old saying "the process is the product" applies.

Codes that are simply promulgated and given attention primarily when initially launched are not likely to have a long-term impact. Codes that are created with the active participation of staff and reinforced with regular reference and discussion, however, are most likely to have a real impact.

**Employee selection processes.** To say the least, it is difficult to have an ethical organization without ethical employees. So why is so little time, attention, and effort given to making sure we hire individuals who are most likely to meet our organizational expectations? Does your organization incorporate ethics as a topic in job announcements, interview processes, and background checks? If not, why not?

**Employee orientation.** Thoughtful employee orientation programs are an important component of making sure new staff members are given the best opportunity to make a successful transition to our organizations and to meet organizational expectations. Does your program discuss organizational ethical expectations and values? If it does, that communicates a powerful message.

**Training.** Training is a critical component of establishing and maintaining all kinds of skills and aptitudes. What we train about and how often we train about it communicates a clear message regarding organization priorities.

When was the last time your organization had an employee development session on the topic of ethical conduct? Was it designed to be of practical value to your employees as they make decisions with ethical consequences on a regular basis?

**Performance evaluation systems.** What is covered, or is not covered, in the employee evaluation process communicates to employees what is important in their roles. What does your evaluation processes say about ethical conduct as a priority?

**Reporting of suspected ethical misconduct.** Does your organization make it clear when employees are expected to report suspected ethical misconduct? Is it clear that a failure to disclose can ensnare others (including themselves) in the ethical problem?

Are there multiple avenues and individuals within the organization—in addition to an employee's supervisor or team leader—to which suspected problems can be reported (e.g., chief administrative officer's office, human resources, attorney)? Are employees given the assurance that if they do report their suspicions in good faith, they will be protected from retaliation?

### The Leadership Message

One of the most powerful messages regarding organizational ethical expectations comes from the leadership of the organization. Does the chief executive and leadership team both talk about and model high ethical standards?

Do they regularly describe their ethical expectations for the organization and its members? Does the chief executive officer have an open-door policy allowing employees to talk about sensitive issues? Is it clear the leader is willing to listen to bad news and is not in the habit of “shooting the messenger?”

The ethical best practices discussed in this article do not represent a comprehensive list, but how many of these

practices does your organization use? Have you considered what is an appropriate ethics strategy for your organization?

Kevin Duggan, ICMA-CM, is ICMA West Coast Regional Director, Mountain View, California ([kduggan@icma.org](mailto:kduggan@icma.org)), and is the former city manager of Mountain View.



## NPPGov Can Help Oregon Entities with Procurement

NPPGov is a national cooperative procurement organization based in Seattle, WA offering publicly solicited contracts to government entities across the nation. NPPGov’s cooperative contracts are a viable purchasing solution for cities and counties in Oregon. These contracts have already gone through a public solicitation process by a government agency, referred to as a “Lead Public Agency.” Many of NPPGov’s contracts have been established by Lead Public Agencies located in Oregon, who procure according to ORS 279. Your city or county can piggyback on these agreements, saving both time and money in the procurement process. Utilizing cooperative contracts also allows you to purchase the products and services you actually want while complying with your procurement requirements.

Contracts are available in some of the following categories:

- Agriculture, commercial, and worksite equipment
- Communications and Technology, including FirstNet, Built by AT&T
- Facilities, MRO, and office and school supplies
- Fire Apparatus and firefighting / rescue equipment
- Law enforcement equipment
- Park and playground equipment
- And more...

NPPGov partners with League of Oregon Cities and other Oregon agencies. Through these long-standing relationships, in many cases, your city or county is already an NPPGov member. To check on your membership and learn more about NPPGov contracts, contact your designated Regional Manager, Mika Kawakami, at [mika.kawakami@nppgov.com](mailto:mika.kawakami@nppgov.com) or 206-494-4564. Please visit [nppgov.com](http://nppgov.com) to see our complete contract portfolio.



## **FIO – The Key Competency for 21st Century Leaders**

*By Dr. Frank Benest*

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

*I am a fire captain in a mid-sized city in the west. The fire chief recommended me to represent the department on a multi-department team. Appointed by the city manager, the team is charged with addressing the growing problem of individuals or families living in cars and recreational vehicles. The community services director is the chair of the committee and after the first couple of meetings asked me to serve as vice-chair. I don’t mind backing her up, but I know nothing of this complicated problem. I take a leadership role in my department, but I am uncertain and uneasy about helping to lead this multi-department team. I feel for these people and want to help the city address the challenge but I’m not comfortable taking a leadership role.*

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

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

### **Learning Agility**

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

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

So, how do you become an agile learner?

In her blog piece on March 15, 2018, “Why Learning Agility Is Key to Survive in Today’s Business World,” Rayi Noomega defined an agile learner as “someone who has the ability to learn new things and easily adapt to changes and make the most of it.” When confronted with new situations and realities, someone who is an agile learner will view the challenge from multiple angles and generate new ideas on how to respond with others.

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

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

### **Get Uncomfortable**

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

### **Enlarge Your Team**

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

### **Start a Series of Conversations**

To identify the best or most acceptable approach for implementation, you must engage stakeholder groups in authentic conversations, ask questions, listen intently, incorporate their ideas where possible, address their concerns and fears, and

generally get their “fingerprints” on the proposed solution.

Of course, you must be open to the conversation and be willing to consider different perspectives. As actor Alan Alda once suggested, listening and engaging another person in authentic conversation involves the “willingness to let the other person change you.”

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

### Take Smart Risks

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

1. Consider the risks only if they are important to you and align with your passion and values. If this issue is important to you and the community that you serve, you might be willing to take the required risks to pursue some of the solutions.
2. Calculate the costs of doing nothing (status quo option). We typically ignore the costs of the status quo. What are the negative impacts to the community and the families who live in the vehicles if the city does nothing?
3. “Ready, fire, aim.” It’s about getting things “roughly right” and fixing up the approach as you go along. There is no perfect solution in a VUCA situation.
4. Use a respected sponsor. If you know the politics of your city council and your community, you might want to find a front-person or two to serve as sponsors. For instance, the police chief, the president of a neighborhood group and/or a minister might be a good sponsor for your effort.
5. Spread the risk. By engaging several stakeholder groups and getting their fingerprints on the proposal, you spread the risk and minimize the potential for opponents to attack your staff team.
6. Tie the change project to another initiative or investment already underway. You are more likely to secure support for your proposed solution if you tie it to an ongoing priority of the council or some other influential group. For instance, your solution might be tied to the council’s priority of supporting families, promoting great neighborhoods, or creating a safe community.
7. Pilot everything. Even if what you propose is not an experiment, call it a “pilot.” A pilot suggests that there will be missteps and errors that you will learn from them to develop a better permanent solution.
8. Take incremental steps and ramp up over time. You might want to start by providing a portable toilet in an area where the RVs and other vehicles park and then perhaps learn more by doing one-to-one outreach to identify what the families need. Taking incremental steps creates momentum. Moreover, any one action is reversible.
9. Debrief experience as you go along. Doing post-action reports as you proceed (just like you do for a fire incident) allows you to learn what works and how to enhance your future efforts. For any debrief with your team, you want to ask three questions:
  - o What is going well?
  - o What is not going well?
  - o What are we learning to enhance our future practice?
10. Seek guidance from your “dream team.” Since this is a messy and potentially contentious issue, you need to seek guidance and advice from formal and informal coaches. (See Career Compass No. 7: How Do I Create a Dream Team of Advisors and Career Compass No. 48: How Do I Benefit from a Coach.)

### Develop a Growth Mindset

To address the homeless situation in your community, you and your team members must adopt a “growth mindset.” In her book *Mindset*, Carol Dweck indicated that those with a “fixed mindset” believe that their talents and abilities are fixed. They avoid new challenges because they are afraid to fail, and they try to do the same thing repeatedly because it reinforces their sense of competency.

Those with a growth mindset seek out new challenges, try out different approaches, and see mistakes as opportunities to learn and grow.

### FIO is the Key Competency of 21st Century Leaders

As you engage others in authentic conversations, incorporate different ideas and perspectives, try stuff out, fix things up as you go along and learn from your mistakes, you are practicing “FIO” (Figure It Out) skills. FIO is the key competency for leaders in disruptive times.

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

*Career Compass* is a monthly column from ICMA focused on career issues for local government professional staff. Dr. Frank Benest is ICMA’s liaison for Next Generation Initiatives and resides in Palo Alto, California. If you have a career question you would like addressed in a future Career Compass, email [careers@icma.org](mailto:careers@icma.org) or contact Frank directly at [frank@frankbenest.com](mailto:frank@frankbenest.com).

# RETIREMENT

## Gary Milliman Retires from Brookings, Janell Howard Appointed City Manager



The Brookings City Council has appointed Janell Howard as City Manager effective July 1. The City Council approved an employment agreement with Howard at its May 29 meeting.

Howard has served as Brookings Finance and Human Resources Director since 2009 and served in a similar position with the City of Coos Bay for 10 years. She also served as an audit consultant and audit manager for six years.



City Manager Gary Milliman has begun transitioning duties to Howard as she similarly restructures the finance and human resources function. Milliman's last day in the office will be June 29, but will remain

available to help with any "loose ends." He said he expects a smooth transition.

"I have had Janell in mind as a possible successor since I hired her nine years ago," Milliman said, noting that he included the role of acting City Manager during his absence in her job description.

"Like anyone that would be hired as City Manager, Janell will bring a different personality and set of skills, experience and strengths to the position," Milliman said. "She is very dedicated to the community and to public service, and is a very capable manager."

In her role as Budget Officer, she is intimately familiar with the City operation. The City's continued healthy financial condition is attributable in large part to her efforts," Milliman said. "Along with Public Safety Director Chris Wallace, she has been a key member of the City's core management team."

Among Howard's first challenges will be to address the management needs of the Public Works and Public Safety Departments.

Public Works Director Paul Stevens resigned in December 2017, and the City contracted out a major part of the public works operation...water and wastewater treatment...to a private company in March. Milliman assumed the public works management function while assigning some duties to other staff members.

Public Safety Director Chris Wallace has announced plans to retire in July.

"We considered an open recruitment for the position, but recognized the agony that many communities are experiencing with frequent turnover and in finding quality City Manager candidates," Pieper said. "We know Janell. She knows the community. There will be no need for a lengthy familiarization period. No need to spend \$20-30,000 on a professional headhunter."

A Brookings Harbor High School Valedictorian and Student Body President, Howard graduated from the University of Oregon with a degree in accounting. She is a Certified Public Accountant and holds an Oregon Municipal Auditor License.

She has been active in a number of finance professional associations, including the Oregon Municipal Finance Officers Association, American Institute of Certified Public Accountants and the Government Finance Officers Association.

Howard is a Brookings native and a mother of four.

"I am really happy to be able to hand this off to someone who has a long history with the community," Milliman concluded.

*Source: City of Brookings press release*

# Oregon Senior Advisors



From  
**Dan  
Bartlett**

This will be a short submission. On June 28 I attended the retirement celebration for Rob Dixon, Hillsboro assistant city manager. The room was full of folks many in Aloha garb wishing Rob a great retirement. Several officials from Cornelius came to praise Rob's work there and wish him well. Many folks from the community including the chamber of commerce came to congratulate Rob on his retirement. It was clear that he made an impact on western Washington County. Many folks noted his office white boards with detailed to-do lists for multiple public works projects. It was clear that he was detail-oriented.

OCCMA Summer Conference has been my favorite get together for all my years in OCCMA. This year was no exception. The first session facilitated by former interim LOC executive director and current ICMA liaison, Steve Bryant, was a great revelation of a new direction of collaboration between the various associations supported by LOC. Executive Director Mike Cully shared his thoughts on working together with all of us. Craig Honeyman, legislative director, discussed a focus on grassroots involvement with the various associations and city advocates. Nijah Fudge from the Alliance for Innovation talked about the Next BIG Things our organizations should be addressing. Check the conference hand-outs at: [ocma.org/Conferences](http://ocma.org/Conferences). While managers discussed "Practical Approaches to a Split Council", senior advisors and Kevin Duggan, ICMA West Coast Regional Director, talked about who would be supporting cities previously handled by Roger Jordan, who was named Senior Advisor Emeritus. I expect that we will still see Roger at some conferences.

Like many prior summer conferences, we stayed over in Bend. Our boys came up and rode the 50-mile route of the Tour des Chutes. Riding to and from the vacation rental we stayed at added another 10 miles. Summer conference has been a family tradition since the boys were born.



From  
**Sheila  
Ritz**

## **Clackamas County Managers Meeting- May 7**

In attendance were **Scott Lazenby (Lake Oswego)**, **Jason Tuck (Happy Valley)**, **Tony Konkol (Oregon City)**, **Eileen Stein (West Linn)**, **Bryan Cosgrove (Wilsonville)**, **Dan Huff (Molalla)**, **Denise Carey (Estacada)**, **Laurel Butman (Deputy County Administrator)**, **County Public Health Dept. staff**, and **Phil Keisling (PSU)**.

The state Legislature raised the age to 21 to be able to buy or sell tobacco products. County Health Dept. staff discussed the proposed Tobacco Retail License (TRL) program. This will require businesses to purchase an annual license to sell tobacco and other nicotine products. Revenue from the annual fee will be used for education and support of the retail businesses and for enforcement. Klamath, Benton, Lane, and Multnomah counties have already adopted a TRL. The annual license fee ranges between \$500 and \$600.

Phil Keisling, director of the Center for Public Service at PSU, discussed the programs available to local governments. He encouraged more cities to participate in the total employer cost of employee compensation program for them to be able to build richer data. Employers need to enter their own data for each position and then they get comparable compensation data from all entities participating in the program. It's a tool to consider because it provides validated data.

## **Metro Managers – June 15**

**Martha Bennett (Metro)**, **Erik Kvarsten (Gresham)**, **Linda Tate (Durham)**, **Michael Weston (King City)**, **Bill Peterson (Wood Village)**, **Nolan Young (Fairview)**, **Portland Planning Bureau**, **Washington County**, **Eileen Stein (West Linn)** and **Ray Young (Troutdale)** were in attendance. I found it interesting that very few cities in the metro area attended but all cities in Multnomah County were there.

Metro staff presented information on the regional housing measure. This November, voters in the metro area will consider a \$652.8 million GO bond to provide funds for affordable housing. The bond revenue could create affordable housing for about 7,500 people throughout the region. This will be the third largest bond measure in the state. Metro will use 10% of the funds for land acquisition. Metro and local housing providers (the cities of Gresham, Portland, Beaverton and Hillsboro) would use bond proceeds to build affordable housing, purchase and rehabilitate existing housing. In November voters will also consider a state constitution amendment that would allow public entities to use GO bond proceeds for affordable housing to be owned by non-governmental entities. If both measures pass, the funds raised by the Metro bond could create housing for approximately 12,000 people.

Metro staff provided an update on the Regional Waste Plan. They are working with the region communities to develop a 2030 Regional Waste Plan. They are currently in Phase 4 "building a strategy." This phase is focused on identifying actions to close the gap between where the region is today and the future represented by the vision and goals. The outcome of this phase is a set of prioritized actions to be incorporated into the final plan. The last phase is plan adoption which is scheduled for completion later this year.

Metro's growth management decision this year was briefly discussed. They approached it differently this time asking cities to submit proposals if they were interested in extending their boundaries rather than looking at the region as a whole and determining where Metro thought the boundary should be extended. These proposals are now being reviewed for consideration.



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

Ben has been with the city three years now. His responsibilities include research support for the city manager, city attorney and public communications team. He oversees the library, human resources, IT, government affairs, the city recorder and records management.

Ben has also been very involved in the issue described here: In June 2017, the city started the process to withdraw from the North

Clackamas Parks & Recreation District (NCPRD). The city and county agreed on the withdrawal process but not the division of assets. In October 2017 a lawsuit was filed concerning the division of assets. This lawsuit is still in progress. In March the state Dept. of Revenue approved the city's withdrawal. In May 2018 the city residents voted to pass a city levy to replace the county parks district tax rate. The plan was for Happy Valley to take over providing parks and recreation services in their community starting July 1, 2018. So the city spent a great deal of money to hire staff and purchase equipment to be ready July 1. Then in late June after questions were raised by the county assessor, the state Dept. of Revenue rescinded their previous approval of the city's withdrawal from the parks district and stated that the process under a different state statute needs to be followed instead. This different process requires the County Board of Commissioners to give final approval. The Board's decision is potentially subject to a vote within the entire district.

Other work Ben is involved in includes the following: they are digitizing all records so they are searchable through Laser-Fiche and sets up a retention schedule; looking at changing health benefits to create VEBA accounts (pre-tax funds for health expenses) where only the employer pays into the accounts, not the employees; developing design standards for the new small communication cells attached to power poles and streetlights, and the fees to charge for their use of the public ROW. These new small cell antennas are the size of a water bottle but they also need a fairly big box attached as well. Ben also noted that the Happy Valley library has the highest circulation of children's books of any city in Clackamas County.



**Sherilyn Lombos,  
Tualatin City Manager**

Tualatin's \$20 million transportation bond measure passed in May by 56%. The tax rate is \$0.50/\$1000 assessed value for 10 years. They

are starting work on some projects but the council needs to prioritize because there are more projects to be done than the funding that will be available.

They are nearing completion of their updated Parks & Recreation Master Plan and will be developing a potential bond measure.

They are considering constructing a new Development Services Center which would be paid for with utility fees. Then the current leased city hall administrative offices would be moved to the existing building across the street adjacent to the library.

Tualatin water rates are really low now because they have no capital investments included. They buy all their water from Portland through one supply line. There is no back-up water source or back-up supply line. They are currently looking at redundant system options. They cannot use Willamette River water without voter approval.

Concerning housing, they are looking at code changes for accessory dwelling units.

Tualatin has 10 department heads and 8 of them have less than 5 years experience with the city. There is no longer an assistant city manager position. Sherilyn will be holding a team-building retreat with them this summer.



**Greg Dirks, Wood  
Village HR &  
Records Manager**

Bill Peterson, city manager, has only been working part-time this year and Greg is the acting city manager in

Bill's absence. At the time of this writing, Greg is very close to finalizing his MPA degree and local government management certificate with the USC online program. He is looking forward to having more time with his wife.

The city is in the process of selling the existing city hall property of 5.6 acres. It is still in the due diligence phase. The proposed redevelopment project consists of 8,500-8,600 sq. ft. retail development at the corner of 238th & Halsey with 160-200 units of multi-family housing at the north end near I-84. Staff is temporarily moved to lease space in the Pressure Safe business office building on Halsey Street. The city has not yet determined the location for a new city hall. Options are being considered.

There are 45 new single-family homes being built by Lennar just north of Lowe's as part of the Riverwood development south of Arata Road.

The new owner of the Town Center at 223rd & Glisan is working on getting full build-out of the area. The Grand Ronde Tribe owns the former Multnomah Kennel

Club area on the north side of the Town Center and there has been nothing new to report on their plans.

The city is looking into the feasibility of a façade renovation program for single-family homes on 238th south of Halsey. These homes are part of the original development of Wood Village in the early 1940s and they are located along the major north-south street through town. Half of them are within the urban renewal district. They hope to have gravel driveways replaced with concrete, add features to enhance the cottage housing feel of the original community, and effect improved landscaping and repainting.

The Wood Village city park is the western end of the Gorge tourist area that goes east to The Dalles. The city is working on park entry enhancements including a stone wall entry with a new gate, a new plaza, bike fix-it station, bottle-filler style water fountain and there will be traveler information for people biking and driving through the Columbia River Gorge.



**Tony Konkol, Oregon  
City City Manager**

The Downtown Oregon City Association was one of three winners of the 2018 Great American Main Street Awards this past spring. Since 2009 when

the Downtown Association was formed, nearly \$42 million has been invested in the district's buildings, streetscapes and infrastructure and 28 net new businesses have opened. They are the first ever community in Oregon and the first on the West Coast in the last eight years to win this prestigious award! CONGRATULATIONS! (The city contributes \$60,000/year to this 501c (3) charitable non-profit organization focused on the revitalization of Oregon City's 172-year old downtown.)

Willamette Falls Legacy Project: The public partnership of Metro, state of Oregon, Oregon City and Clackamas County are continuing to work on this project with the property owner, Falls Legacy LLC. In May permits were submitted to the Corps of Engineers for Phase 1 of the riverwalk. \$20 million has been raised for this project and they expect that construction will start in April 2020.

This phase will be public improvements only to provide access to view the falls from an elevated platform. Demolition of some existing buildings will be necessary to complete this project.

In 2021 the county courthouse in downtown will be relocated to a new building at the

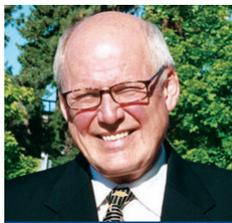
County's Red Soils campus. This will certainly help to relieve parking problems downtown and presents an opportunity for a new use downtown. There are committees discussing what to do with this site once it is vacated.

They plan on relocating public works operations and parks operations together into an existing building just purchased in an industrial area. The existing office part of this building will either be remodeled or rebuilt.

Current development in Oregon City includes a 30,000 sq. ft. medical office building and new building additions to the community college.

City Council: 3 of 5 seats will be up for election. So far, one has announced they will not seek reelection and there will be contested races for some of the positions.

A future need they are starting to work on is funding needs for parks maintenance and capital investments.



From  
**Andy  
Anderson**

Third quarter saw quite a lot of movement in my area. First is **Ashland** where **Kelly Madding** began July 30, 2018 as city manager. Kelly began her career as a planner in Ashland moved to Jackson County and then Medford as deputy city manager before taking the top position in Ashland. Second, **Talent** where **Tom Corrigan** left and was replaced currently with **Sandra Spellisey** as interim. As I understand it but cannot confirm, Sandra has been offered the position. Third, in **Phoenix** **Steve Dahl** left and was later hired in Drain. **Jaime McLeod-Skinner** then served for a short time and is now the Democratic nominee for Congress against Greg Walden. **Dave Kanner** took over as interim. **Eric Swanson** then was hired and left for a position with Comprehensive Health Services Inc. Dave Kanner took over as interim for the second time until **Aaron Prunty** took the position permanently. Aaron had several successful years at Shady Cove and has been replaced there by Tom Corrigan late of Talent.

In **Hood River**, **Rachael Fuller** was named the replacement city manager for Steve Wheeler who retired. Rachael began her duties on August 20, 2018. Before that she was assistant in Gresham.

I will write more in depth about these new people in a future edition.

### **Matthew Klebes, The Dalles**

While at the OCCMA Summer Conference I meet Matthew. I found him a fascinating person and decided to include him and his activities in The Dalles in my report. Matthew is from New England (New Hampshire and Maine). He has an undergraduate degree in political science and a masters degree in public policy and management. He served in the Philippines with his wife as a Peace Corps volunteer. He came to The Dalles as an AmeriCorps volunteer in the Resource Assistance for Rural Environments (RARE) program where he worked as the coordinator for The Dalles Main Street program. Upon completing his service he was hired as the director of The Dalles Main Street program. Roughly two years later he was hired as the assistant to the city manager.

The Dalles has problems with limited housing. Possibilities to expand the community's UGB is limited by its location in the Columbia Gorge National Scenic Area. While efforts are being made to expand the UGB, emphasis has been placed on developing vertical housing and underutilized properties. Currently, a historic building in the downtown area is being redeveloped which will include 9 new downtown apartments. Several other developments are at different stages and sizes from 3 to 50 units. These projects are being completed using various tools such as urban renewal, a vertical housing zone, as well as the help of regional and state partners.

In addition the city is working on redeveloping brownfield properties in the urban renewal district through an Integrated Planning Grant from Business Oregon. Matthew feels the community is making great progress in enhancing its quality of life.

**Brant Kucera** has left the position of city manager in **Sisters** on August 18, 2018, taking the position of city manager in Ashland, Wisconsin. Brant had been in

the position for 14 months. He was upbeat about the condition he leaves the city. He felt as though "the city is in great shape fiscally. We've achieved a lot of our goals and there is more to come." He believes he has left the city in a positive place and he leaves things better than when he arrived.

Brant's reason for leaving is to live closer to his son. In Ashland, Wisconsin he'll be three hours away from his son. Brant feels bad about leaving but family ties are stronger.

**Kerry Prossor**, city recorder, has been named interim city manager while the city council recruits another manager.

### **Steve Forrester, Prineville**

I visited Steve for breakfast recently and he was very positive about progress in Prineville which is celebrating its 150-year anniversary of incorporation and 100 years owning their own railroad. Prineville is the home to several data centers that have benefited the city's residents in many ways. Steve reports partnering with the data cities on sewer and water has increased the capacity for the whole community, not just the data centers. Steve also reports as a result of utility expansion, rates are now very reasonable for the average Prineville citizen, when they had not been prior to the expansion. Even though the data centers do not employ large numbers, they generate employment in support businesses. Also as a result of the data centers the local electrical utilities are generating 50 megawatts of renewal power in Crook County.

The city-owned railroad is doing very well economically. New customers McCall oil and Clayton Homes have helped the bottom line. Prineville built the community's own railroad to connect to the mainline to the west when Prineville was bypassed.

Steve reports the Forest Service is developing a new concept called stewardship contract. A timber company will gain a contract to help manage a portion of forest. It is hoped to reduce the fire load in the areas contracted and gain the company valuable timber in return without clear cutting whole forests.

Prineville has developed a Downtown Strategic Plan. As a result, there have been enhancements to downtown buildings. The program has been well received and Steve believes they may be able to move toward an urban renewal district. I believe Steve does have justification to be positive about progress in Prineville.

**Jeff Hecksel, County Administrator,  
Hood River County**

I visited Jeff in mid-February. The County Commission had settled on a sale tax as a long term replacement their loss of federal timber revenue. The original plan was to place the issue before voters in May of 2018. They are conducting two public hearings. The first had been held and based on the feedback the commissioners ask staff to cut the proposal from 2% to 1.25%. Staff ran the numbers and that smaller percentage will not generate the intended revenue. They are currently rethinking the proposal. They have been trying to balance the amount of exemptions with the rate to generate the necessary income. I spoke to Jeff at the summer conference and he indicated the County Commission decided to go back to the drawing board and study other alternatives. One which is under study is the food and beverage tax which is employed by Ashland and Yachats. Jeff believes Ballot Initiative 103 on the November 6, 2018 ballot may render a food and beverage tax illegal. Jeff believes that a judge could easily interpret this measure in that manner. Thus not allowing new food and beverage taxes and may render the current taxes in both Ashland and Yachats illegal.

The controversy over vacation rentals has been addressed with the county cleaning up their enforcement code, which seems to have solved the problem. The number of housing units devoted to vacation rentals is about 2% whereas in the city was up to 10%.

The country has sufficient short term agriculture worker housing but suffers with the lack of affordable year round housing.

One of the more controversial issues Jeff was dealing with was weddings. Outdoor weddings are scheduled all over the county because it is so picturesque. Some get out of hand with loud noise and other nuisance issues. The number which gets out of hand is small but does gain the interest of county officials.



Had a meeting with both the city manager of **Hermiston, Byron Smith**, and assistant city manager, **Mark Morgan**, in mid-July. Hermiston is sort of a competitor with the great city of Pendleton, so I must be careful not let any biases show!!!

The city is making advances in many areas. The city increased their franchise fees from an average of 5% to 7% which generates approximately an additional \$400,000 per year. They have dedicated these funds to streets. The city streets are in decent shape now so this money allows them to do system improvements and expansions.

They are working on a new 1-million-gallon water tower. This is expected to be completed by the end of 2019 and increase the storage capacity by 12%. Just as important, is the construction of the water line to the tower which has the potential of providing water to 300 acres of additional housing.

The festival street project in front of city hall has been completed and looks great. The concept is to provide a street that can be easily closed down to vehicular traffic and become a community event location.

The new \$2.3 million Harkinrider Senior Center is completed. It is named after long-term mayor, Frank Harkinrider.

Both Bryon and Mark state they are having a good time, they are enjoying their work and proud of the progress in their community.

Had a great visit with **Karen Pittigrew**, city manager of **Boardman**. Boardman is one of those towns that just keeps improving. Compared to other cities of its size, Boardman is a very well funded city. A large part of this financial well being is due to cooperative agreements and attitude of the leadership of city, the county and the Port of Morrow.

The city offers a program of offering \$5,000 of home assistance to home buyers.

This is for both existing and new homes. Since late 2014 the city has seen construction of 42 new homes and the purchase of 142 existing homes.

The infrastructure of the community is being improved and completion of a looped water system of the main lines.

Karen, has a number of key positions to fill in the next few months.

Met with **Robb Corbett**, city manager of **Pendleton**, on the first of August.

Robb is pleased with the developments occurring in Pendleton. There is a desire for additional housing in Pendleton. There is good progress is being made, with more housing options becoming available.

The activity at the city airport centers around drones and is creating many good paying jobs. This is a need for additional hangers for this activity and the city is working on solutions.

Robb states the city is holding its own financially, and he is optimistic for the city's future.

A new fire stations is under construction, being paid for from funds from a bond issue approved by the Pendleton citizens.

Had a great visit with **Michael Sykes**, city manager of **Scappoose**, on June 28. Scappoose is looking good with lots of industrial and residential development underway.

The city is getting millions of dollars from the state's new highway bill, lottery funds and ODOT immediate opportunity funds for water, sewer and road projects.

The city is building a new 3-acre park to be named after Chief Comcomly. The name was selected by the public and is a fitting acknowledgment of the Chinook Tribe.

The city with the leadership of the Rotary Club, has completed a very unique water structure in Heritage Park. The design by Michael Curry includes a structure with water spraying, lights that change the color of the structure and music along with a little bid of thunder. Viewing this park is a good reason to visit Scappoose

Mike has hired a number of new staff in the past year and is very pleased with quality of his hires.

# Serve on an OCCMA Committee in 2019

Are you interested in increasing the diversity on the OCCMA Board? Do you have session ideas for a future conference? Are you a skilled communicator with the ability to revamp a website? Do you like to help others solve professional challenges or share your experiences? If so, we need you! The OCCMA Board of Directors is soliciting OCCMA members who are willing to serve on an OCCMA Committee in 2019. Current committees include:

- **Nominating.** Recommend candidates for the OCCMA Board of Directors for the following year at the Annual Membership Meeting in September.
- **Ethics.** Monitor OCCMA and ICMA member compliance with the ICMA Code of Ethics. The Committee also serves as the local fact-finding body inquiry.
- **Support for Managers.** To connect managers with the network of opportunities to gain knowledge, insight, experience and perspective through developing other professionals in the field.
- **Bylaws and Policy.** Review Bylaws and Policy Annex and recommend amendments as requested by the Board of Directors.
- **Professional Development.** Plan conferences and other training opportunities including the Northwest Regional Managers Conference, Summer Conference and Fall Workshop.
- **Academic Affairs.** Increase partnerships with universities to help build future generations of local government managers.
- **Communications.** Maintain and enhance multimedia communication and information exchange through quarterly newsletter, website and other tools.
- **Next Generation.** Assist with the development of educational programs that promote city management and internship opportunities. Support and collaborate with ELGL.
- **ICMA Liaison.** Identify and recommend actions in relation to the ICMA/OCCMA Affiliation Agreement and provide updates on international issues.
- **Host Committee.** Participate with planning efforts for 2021 ICMA Annual Conference in Portland, Oregon. This appointment will last through December 31, 2021. If you are already a member of this committee, you do not need to sign up again.

Committees typically meet via conference call up to 6 times per year, or as needed, to forward their individual agendas. If you are interested in joining an OCCMA committee, please visit [occma.org](http://occma.org) to complete an application. The deadline to submit applications has been extended to **Friday, November 2.**

[www.occma.org](http://www.occma.org)

Check out the OCCMA website for:

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



# OCCMA

**Oregon City/County  
Management Association**

A State Affiliate of **ICMA**

1201 Court St. NE, Suite 200

Salem, OR 97301

**“OUR MISSION  
IS TO SUPPORT  
AND STIMULATE OUR  
MEMBERS AND THE PROFESSION  
IN ORDER TO FOSTER  
RESPONSIBLE, RESPONSIVE  
LOCAL GOVERNMENT WITH THE  
OBJECTIVE OF IMPROVING  
THE LIVABILITY OF  
OREGON COMMUNITIES.”**

**VISIT OUR WEBSITE**

**[WWW.OCCMA.ORG](http://WWW.OCCMA.ORG)**

## **MANAGERS ON THE MOVE**

### **Recruitments in Progress**

League of Oregon Cities | Legislative Director  
Cannon Beach | Emergency Manager  
Corvallis | System Administrator  
Eugene | Financial Analyst  
Gold Hill | City Recorder/Treasurer  
Hines | City Administrator  
Hood River | Development Review Manager  
Independence | City Manager  
Lakeside | City Manager/ Recorder  
Silverton | Planning and Permit Assistant  
Springfield | Finance Director  
Troutdale | Communications and Digital Media Specialist  
Wheeler | City Manager  
Wood Village | Finance Director

### **Recently Appointed**

Dennis Durham, City Manager, Carlton  
Janell Howard, City Manager, Brookings  
Rachael Fuller, City Manager, Hood River  
Cynthia Alamillo, City Manager, Manzanita  
Aaron Prunty, City Manager, Phoenix