



**OCCMA**

**Oregon City/County  
Management Association**

A State Affiliate of **ICMA**

**FOURTH QUARTER 2022**



# Tips for Onboarding New Mayors and Councilors

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## MESSAGE FROM THE PRESIDENT

Susie Marston • City Manager • Gervais



As we near the end of 2022, I would like to express my sincere appreciation for the opportunity to serve as OCCMA President this year. This has been a tremendous opportunity for me, in more ways than I had imagined.

The Board has wrapped up the annual retreat where the work plan for 2022 was reviewed and revised for guiding us in 2023. New committee assignments were made and the budget has been prepped for 2023. OCCMA continues its support of the Northwest Women's Leadership Academy (NWWLA) and the Oregon Latinos in Local Government (OLLG). The Board renewed the contract with OLLG at the November board meeting, which will take us through June 30, 2024.

Taken straight from the contract with OLLG, this group is a regional chapter of the Local Government Hispanic Network which serves to elevate Hispanic professionals; serve as a resource to all local government managers in communities with significant Hispanic populations; provide opportunities for professional development and awareness of Hispanic/Latino issues within communities; and increase skills to engage Hispanic/Latino communities in local governance. OLLG is chaired by Maricela Guerrero of the City of Woodburn. Danny Morato, City of Hillsboro and OLLG Board Member, made a presentation to the Board that demonstrated the group's desire and excitement to grow its membership. I would encourage your organization's participation in this group if you find it applicable.

In reflection, your OCCMA board has done some great work this year in updating the dues structure, keeping the bylaws and policy annex updated and forming a Civic Education Committee and working with a PSU graduate in her formulation and release of a Local Government Toolkit that is available on the OCCMA website for your use. In addition, the Board also has its eye on forming an affiliate organization to assist veterans in local government if there is enough interest among our membership. A survey will be coming out soon.

It was a privilege to attend my first ever ICMA Conference, especially where we witnessed Jeff Towery assume office as the 2023 ICMA President! Congratulations, Jeff! Peter Troedsson's term of serving as a West Coast Vice President came to an end at the conference. Thank you to Peter for your work in this role and for being so engaged in the relationship between Oregon and ICMA. Oregon should feel very proud of our representation at ICMA!

After serving seven years on the OCCMA Board, Spencer Nebel will be leaving the board, but he remains committed to his involvement with OCCMA committees. We were fortunate to have Spencer remain on the board to serve a second year as Past President. Spencer has been a tremendous asset to the OCCMA Board. Also leaving the board is Heidi Bell. Heidi has done a phenomenal job serving as the Chair of the Communications Committee and has agreed to stay on and help new Chair, Andy Varner.

New to the OCCMA Board is Mark Shepherd, City of Corvallis, and Jerry Gillham, City of Sutherlin. Welcome! I will be sliding over to assume the Past President position and making room for your 2023 President, Scott Derickson, City of Woodburn. Dan Huff, City of Molalla, will be serving as President-Elect and will be chairing the Professional Development Committee.

Again, it has been a true honor to serve as your 2022 OCCMA President! I wish you and yours a safe, happy and healthy holiday season! Happy Thanksgiving, Merry Christmas and Happy New Year!

A handwritten signature in blue ink that reads "Susie Marston". The signature is written in a cursive, flowing style.

Susie Marston

# 2022 OCCMA Fall Workshop

The 2022 OCCMA Fall Workshop was held on October 5, 2022, at the Riverhouse in Bend. The Professional Development Committee planned a fantastic half day training focused on three training topics:

**Session 1:** Building Relationships with your Governing Board, presented by Eric King, Bend City Manager and Erin Reynolds, Florence City Manager

**Session 2:** Reimage Retention and Recruitment, presented by Brandi Leos, Milwaukie Human Resources Director, Nina Vetter, Gresham City Manager, and Brian Latta, Dallas City Manager

**Session 3:** Manager's Role in Police Use of Force Incidents presented by Jim Ferraris, Scott Derickson, Woodburn City Administrator, and Dan Huff, Molalla City Manager



# Ideas for Welcoming New Mayors and Councilors

*Heidi Bell, Sheridan City Manager*

Election time just ended, and most of us will soon welcome new mayors, councilors, or commissioners onto our existing teams. Part of the process is to get the newly-elected leaders trained about the expectations and duties of their roles. Professional managers must decide what this training entails. Over the years, I have heard from many cohorts about training elected leaders; some undergo a process with an outside firm, and others do it themselves. Whatever approach your City/County can undertake and afford, you should know that external tools can make the transition easier for all. The following is a short list of ideas, tips, tricks, resources, and trainings (albeit from a semi-experienced manager) to help educate elected leaders. Doing nothing from this list should not be a solution.

- Setup a time to meet with the mayor and each councilor – including the existing ones – to listen to their ideas, learn why they ran for office, and ask them what things they like or want to see changed. Hint: More listening and less talking. You can write down keywords and then share this with the Council at a meeting, listing their similarities and some ideas. Names are less critical; showing their similarities can help with initial team bonding.
- Walk them through the [OCCMA Civic Education Toolkit](#). Start with [Local Government 101](#) for the basics and then move on to public works, budgeting, community development, and civic engagement.
- Give them a copy of the City's goals and priorities.
- Oregon Ethics Commission can provide your City with online training.
- Give them a copy of the City's Organization Chart.
- Have them attend an [Elected Essentials and Mayors Workshop by the League of Oregon Cities](#). A recorded session from 2020 is available on demand. This is super important because it will address public meeting laws, public records, home rule, conflicts of interest, communications, responsibilities, personnel issues, land use matters, ethics, etc. For some of these topics, it is best for them to hear from a third party.
- The City/County Charter and Code. Don't forget to tell them where to find it. What does the City Charter say about their role as elected officials?
- Tell them when all the City Meetings happen and which ones they will attend (and not attend).
- Give them statistics on your City: Census information, general police statistics, building/planning permits, etc.
- Give them a copy of the Employee Handbook.
- Show them where to find City Council packets on the City's website and walk them through a packet. Tell them when, how, and where packets are distributed and that it is their responsibility to come prepared by reading the material. Let them know your availability for asking questions about packet materials.
- Setup a tour of the City's utilities, parks, and projects. Fun!
- Ask them to start attending the League of Oregon Cities' Small Cities Program, which is encouraged for cities with less than 7,500 population (which is a lot of us)!
- Get them trained about Diversity, Equity, and Inclusion. The League of Oregon Cities also has a training library on this topic.
- If you are a member of City/County Insurance Services, explain to them who they are and what lines of insurance they provide to the City. Tell them about the responsibilities of contacting Pre-Loss before making a termination, even for the professional manager.
- The League of Oregon Cities On-Demand Library subjects includes City Planning in Oregon, Grant Writing Basics, and Oregon Public Contracting Basics.
- Give them a copy of the City's budget and encourage them to take the Oregon Department of Revenue's online [Local Budgeting](#) classes.
- Get them up to speed on your city/county's response to houselessness and psilocybin.
- Get involved! Sign up for e-newsletters from the League of Oregon Cities, the Oregon Department of Revenue, the Oregon Department of Transportation, the Oregon Forestry Department, the Oregon Health Authority, and all other relevant e-newsletters. Please encourage them to be involved in a local non-profit or service club and report their activities during Council comments.

# Sample: City of North Bend Council Orientation Agenda

- a. Welcome & Introductions
- b. Council Organizational Meeting
- c. Council Mailboxes
- d. Key Contact Information
- e. Mission & Vision Statements
- f. Council Strategic Initiatives & Goals
- g. Organizational Chart
- h. Fiscal Budget
- i. ICMA Code of Ethics
- j. City Charter
- k. Rules of City Council
- l. Robert's Rules of order
- m. Collective Bargaining Agreements:
  - i. Fire Department
  - ii. Maintenance Division
  - iii. Police Department
- n. Departments
  - i. Administration
    - 1. City Administrator
    - 2. Finance Division
    - 3. City Recorder/Human Resources
    - 4. Information Technology
    - 5. Main Street/Visitor Information Center
    - 6. Municipal Swimming Pool
  - ii. Fire Department
  - iii. Police Department
  - iv. Parks Department
  - v. Public Works Department
    - 1. Building Division
    - 2. Planning Division
    - 3. Street Division
    - 4. Waste Water Division
  - vi. Public Library
- o. Boards & Committees
  - i. Budget Committee
  - ii. Coos Bay-North Bend Water Board
  - iii. Fire Committee
  - iv. Historic Landmark Commission
  - v. Library Board
  - vi. Main Street Board
  - vii. North Bend Housing Authority
  - viii. Planning Commission
  - ix. Police Committee
- p. Questions & Answers
- q. Adjourn

## 2023 CALENDAR OF EVENTS

### January 27

OCCMA Board of Directors Meeting  
Virtual

### March 28-31

NW Regional Managers Conference  
Fairbanks, Alaska

### April 25-26

OCCMA Spring Workshop & Board Meeting  
Seaside Convention Center

### July 19-22

OCCMA Summer Conference  
Pendleton Convention Center

### August 31

OCCMA Board of Directors Meeting  
Virtual

### October 11-12

OCCMA Board Meeting & Fall Workshop  
The Graduate, Eugene

### November 16-17

OCCMA Board of Directors Retreat  
Independence

# OCCMA Board of Directors Holds Annual Retreat

On November 17-18, 2022 the OCCMA Board of Directors met for their annual retreat at the Oregon Garden Resort in Silverton. The board welcomed its newest members Jerry Gillham, Sutherlin City Manager and Mark Shepard, Corvallis City Manager.

In addition, the Board updated their 2023 Work Plan,



## Welcome New Board Members

### Mark Shepard, Corvallis City Manager



Mark joined the City of Corvallis as the City Manager in May 2015. Mark's path to becoming a City Manager is somewhat atypical and he considers it a unique privilege to serve as City Manager in the community he has called home for more than 30 years. Mark has a degree in Civil Engineering from Oregon State University and is a registered professional Civil Engineer in the State of Oregon.

After a short tenure working for Boeing out of college, Mark worked for the City of Seattle before moving back to the mid-Valley to take an entry level position with the City of Albany Public Works Department. When Mark left Albany to become the City Manager in Corvallis, Mark was the Public Works Director, Community Development Director, and Assistant City Manager.

Mark has been married to his wife Carolyn for 34 years and has two grown sons who now live in Bangor Maine, and Seattle.

### Jerry Gillham, Sutherlin City Manager

Jerry Gillham grew up in Albany, Oregon but moved to Klamath Falls his senior year, only to return to Albany the night of graduation. Jerry entered military service in 1973 and returned home to Albany in 1977. After two years of college, he went to work for Portland General Electric. After eleven years, resigned his position in Community Relations/Governmental Affairs to become the City Manager of Nyssa, Oregon in 1991. Since this time, Jerry has served as City Manager in the Oregon cities of Gresham (Assistant CM), Scappoose, Madras, Baker City, Prineville (Assistant CM), and City of Lakeport, California.

Jerry was sworn in on May 1, 2012 as Sutherlin's City Manager. He has over 30-years of City Management experience. Jerry has a Bachelor's Degree in Management from George Fox University; a Professional Certificate in Economic Development from the University of Oklahoma; and is a graduate of the Pacific Program, a leadership school for public sector executives through the University of Oregon (originally called the Luke Institute). In reference to military service, Jerry retired from the Army in 2014 where he served for over 35 years on active duty and reserves, as well as the Oregon Army National Guard which also included two tours of duty in Iraq.

Jerry is thought of as a catalyst to Economic Development in Sutherlin where he is working hard to attract businesses, transform the downtown area, improve livability, and recruit new jobs to the community. Jerry and his wife Sue are actively involved in Sutherlin Rotary, Sutherlin Area Chamber of Commerce, Sutherlin Downtown Development, Inc., Sutherlin's Community Service Program, and Sutherlin Family Church.



# The Latest News on ARPA

The U.S. Treasury recently informed American Rescue Plan Act (ARPA) recipients that due to budget constraints, it would shut down its call and email assistance center where recipients could request and obtain personalized guidance regarding using funds. The League of Oregon Cities (LOC) has contacted Oregon’s federal delegation. We hope [budget provisions](#) will be included in any year-end package to allow Treasury to use previously appropriated funds to restart the call and email centers operation.

As we get towards the next April 30 reporting deadline for smaller cities, the LOC expects this shutdown will cause some issues, especially for new staff who did not complete the required reporting last spring. The LOC will continue to help Oregon cities stay in compliance. You can contact the LOC with ARPA-related concerns or questions at the contact below. Treasury has also rolled out some new self-help resources; you can find them [here](#).

The Treasury website is still your best source of information for [spending guidance](#) and information on [reporting responsibilities](#). The [Compliance and Reporting Guidance](#) document was last updated in September, and the [Project and Expenditure Report User Guide](#) was updated in October. The Treasury added an [Alternative Compliance Examination Engagement Report User Guide](#) in August that could be helpful for cities in meeting audit requirements.

Timelines for reporting are shown in the table below, taken from page 15 of the [Compliance and Reporting Guidance](#). That document also has more information on specific reporting deadlines and what spending periods are covered on page 18. Cities that received more than \$10 million are required to report quarterly (with the next report being due at the end of January 2023). Cities that received less than \$10 million must complete a Project and Expenditure Report annually on April 30. There are additional requirements for cities over 250,000 in population. The chart below refers to reporting “tiers,” and Treasury has provided an Excel list of all recipients and their reporting tier [here](#) (sort by “Oregon” at the top of column B).

Contact LOC Lobbyist Mark Gharst for general ARPA questions at [mgharst@orcities.org](mailto:mgharst@orcities.org) or 503-991-2192.

Tier	Recipient	Interim Report	Project and Expenditure Report	Recovery Plan Performance Report
1	States, U.S. territories, metropolitan cities and counties with a population that exceeds 250,000 residents	By August 31, 2021 or 60 days after receiving funding if funding was received by October 15, with expenditures by category.	By January 31, 2022, and then the last day of the month after the end of each quarter thereafter	By August 31, 2021 or 60 days after receiving funding, and annually thereafter by July 31
2	Metropolitan cities and counties with a population below 250,000 residents that are allocated more than \$10 million in SLFRF funding, and NEUs that are allocated more than \$10 million in SLFRF funding	<i>Note: NEUs were not required to submit an Interim Report</i>	<i>Note: NEUs were not required to submit a Project and Expenditure Report on January 31, 2022. The first reporting date for NEUs was April 30, 2022.</i>	
3	Tribal Governments that are allocated more than \$30 million in SLFRF funding			
4	Tribal Governments that are allocated less than \$30 million in SLFRF funding		By April 30, 2022, and then annually thereafter	
5	Metropolitan cities and counties with a population below 250,000 residents that are allocated less than \$10 million in SLFRF funding, and NEUs that are allocated less than \$10 million in SLFRF funding			

# Go Electric Oregon

*Heidi Bell, Sheridan City Manager*

We are paying more at the pump, and more incentives are being released for electric vehicles, which is starting to cause a stir in the market. I hear people talking (or bragging) about their new electric vehicles or orders they put into manufacturers for new electric vehicles. This caused me to think about City infrastructure. Are we ready for all these new electric vehicles? I've done light research on the subject, just enough to get you started.

The State of Oregon has set up a website called [Go Electric Oregon](#) to help answer a litany of questions regarding electric vehicles, and it is worth visiting. Suppose you need information about the incentives and rebates offered to private consumers. In that case, this is an excellent website to filter through the regulations. Many electric utilities have additional consumer offers over and above federal and state rebates. The City of Ashland is listed for offering businesses between \$500- \$1,000 rebate for installing a workplace charger.

For economic development or to meet environmental goals, some cities are considering adding electric chargers to City-owned parking lots or properties. If you are considering this, it is best to contact your local utility because these charging stations create an extra load on the electric grid. The utility should check out the Consumer-Owned Utility Electric Vehicle Mapping Project to understand where electric vehicles are being charged in their distribution areas. The first pilot projects were in 2019 and 2020 with Salem Electric, Consumers Power Inc., and the Eugene Water and Electric Board. Overall, the outcomes included the utility gaining knowledge about avoiding potential equipment overloads, power quality issues, or other potential consequences. This project is available to any Oregon COU at no cost through the Oregon Department of Energy.

The Oregon Department of Energy has a team of experts who can guide businesses, nonprofits, school districts, and municipalities looking to make their vehicle fleets more energy efficient. Some projects include replacing vehicles with electric or hybrid models, converting existing vehicles to alternative fuels,

and altering fueling stations onsite. There are efforts to get transit and school buses electrified. Call the ODE's Planning and Innovation Team at 1-800-221-8035 or email them at [askenergy@oregon.gov](mailto:askenergy@oregon.gov).

Lastly, but very excitingly, the Oregon DEQ announced a [funding opportunity](#) for medium-heavy duty zero-emission vehicle charging infrastructure and technical assistance. Individuals, businesses, and public agencies are invited to apply for one-time grant funds of approximately \$15 million for capital improvements and technical assistance to support the installation of charging infrastructure for these vehicles. These are the result of HB 5202 and HB 4139 (2022). The due date for the initial review is January 15, 2023. The Capital Improvement Grants eligible expenses include but are not limited to, charging unit costs and utility improvements for the infrastructure site. These cover funding between 80% to 100% of the costs. The Technical Assistance Grants are for (but are not limited to) utility site assessments and other planning services; this grant ranges between 50% to 100% of costs.

This is just a tiny amount of information on the Go Electric Oregon, the Oregon Department of Energy, and the Oregon DMV's websites. I encourage all cities to consider their environmental impacts and design policies to support the Earth; these resources and grants might help make that a more realistic goal.

## Pursing an Electric Car Charging Station on Public Property

There has been a desire among Coos Bay's elected officials to establish a set of car charging stations in a city-owned parking lot. Over the past twenty years, considerable work has been undertaken to diversify our once resource-dependent (logging, fishing, and shipping) economy. One of the emerging sectors of the area's economy is tourism. Pre-pandemic statistics revealed that tourism is a growing part of our economy, with travel-related spending at \$277M (2019). Tourists and travelers visit our communities, stay in our hotels, eat in our restaurants, shop in our stores, visit our attractions, hike along our rugged coast, and much more.

*Continued on Page 9*

Adding electric car charging infrastructure seemed to be a logical next step in supporting the needs of tourists, especially those with electric vehicles. Identifying ownership models, suitable locations, and the correct type of charging systems (Level 2 and/or DC fast chargers) took time. Ultimately, the Council chose to go with a turnkey model with Tesla over the option of owning, managing, and maintaining the car charging infrastructure.

A turnkey model required Tesla to fund all related costs to install their infrastructure but required the city to enter into a fifteen-year lease to use the necessary

space in the parking lot. Finding the right location became a little more complicated once it was determined to go with Tesla, as they needed enough space for up to eight charging stations and an additional four hundred square feet for their electrical infrastructure. A suitable location in one of our downtown's largest parking lot was selected to support downtown businesses. The lot is conveniently close to many restaurants, businesses, and cultural attractions.

Hopefully, by this time next year, the desired car charging stations will be a reality.

# RETIREMENT

## Gordon Zimmerman Retires

By Sheila Ritz, ICMA Senior Advisor



Gordon has been the City Administrator of Cascade Locks for about ten years. He was also the City Manager in Oakridge for about

ten years, Baker City for five years, Vernonia for one year, and Nyssa for five years. He graduated from West Linn High School in 1969, Brigham Young University in 1974, and his MBA at Northwestern University in 1976. Gordon said what he planned on doing after attaining his Master's Degree was to be an account executive for a large advertising firm.

Instead, Gordon spent the first 15 years working for ESCO Corp's steel foundry in Danville, Illinois, and Portland. With increasing business competition from Japan, ESCO needed to lay him off in 1992. However, ESCO paid for him to attend a class in governmental accounting at Portland State University, then hired him back as a consultant for a year.

Gordon also served on the Hillsboro Elementary School District Board for three years. The District included seven elementary schools. While on the Board, he participated in negotiating the union contracts and

also the consolidation of the elementary and high school districts.

I asked him what he would say were the highlights of his career. He said meeting many dedicated public employees and helping some communities prosper by working with the Council and citizen volunteers. He focused on infrastructure: mostly water, sewer, and library capital projects. In Baker City, a new library had been built, and Gordon helped turn the old Carnegie Library into an Art Center. In Oakridge, a new library was built under his watch. In Cascade Locks, he secured funding from three different agencies for their wastewater treatment plant project. The funding is part loan funds and part grants.

Gordon has seven children and two grandchildren. He has kept a daily journal; now, in retirement, he wants to type it all out so his children can read it. Then he will put excerpts together for a life story. He would also like to write a murder mystery book about a Public Works Director who is murdered because he figured out that one Councilor's company was dumping toxic waste into the river. In the spring of 2023, Gordon and his wife will leave on a mission that may last about two years for the Church of Jesus Christ of Latter-day Saints. He had previously gone on a mission in Germany and wants to return to Germany for Christmas sometime with as many of his children as possible. They plan on staying in Cascade Locks, and there is always a "honey-do" list to help keep him busy in retirement.

Best wishes to you, Gordon!

# City Manager Spotlights: Keith Stahley & Jordon Bennett

## *Meet Keith Stahley, Salem City Manager*

*Marty Wine, Monmouth City Manager*



One of our newest Oregon managers is Salem City Manager Keith Stahley, who joined the City of Salem in September. His first two months have been “better than I imagined.”

Keith joined Salem just

as voters appear to be approving a \$300M Streets, Safety and Liability bond that will invest in upgrades to city facilities. The measure replaces retiring bond measures, with \$157 million for sidewalks and streets, \$7.5 million for libraries, \$10 million for affordable housing, \$28 million for park upgrades, \$14 million for fire stations, \$26 million for engines or equipment, \$39 million for upgrades to the civic center and \$17.6 million for technology.

With upgrades to Salem’s facilities, Keith said the challenge ahead will be figuring out how to increase city staffing to provide services and as you know staffing is not free. Salem will need to examine revenue options that might help fund additional staff in the

future. We compared the tax systems in Washington and Oregon, and the relative merits of income taxes and sales taxes as funding tools, and how that affects a city’s economic development strategy. Keith has recently created Deputy City Manager positions in Salem, filled one of them with an internal candidate, and will open one position later in the year.

Keith has more than 30 years of local government experience, most recently serving as assistant city manager for Olympia, WA since 2019, where he managed the Office of Community Vitality and led the city’s response to homelessness, and spent 14 years as the city’s community planning and development director. Keith shared at the public forum during the search that Salem’s downtown and interest in addressing climate change were reasons for his interest in the job. There are many parallels with his Olympia experience and what is happening in Salem.

Having worked in Florida, North Carolina, Washington and now Oregon, Keith finds that the work of city management is the same. The players change, there are ups and downs, but the constant is serving the public and the community.

Keith is in the middle of carrying out his plan for his first 100 days. One of Keith’s most recent book recommendations is *The First 90 Days* by Michael D. Watkins, a book focused on conquering the challenges of transitions, a critical time for leaders. Welcome to Oregon, Keith!

# Meet Jordon Bennett, Cascade Locks City Manager

David Milliron, North Bend City Manager



Jordon Bennett is the new City Administrator in Cascade Locks. He replaces Gordon Zimmerman, who retired after a decade of service to the community.

It's easy to find Cascade Locks. Located on the banks of the breathtaking Columbia River, the City is home to the Sternwheeler Columbia Gorge, which hosts daily and nightly cruises. Residents and visitors can catch Thunder Island's action with a local craft beer or a handmade milkshake and enjoy the City's unparalleled views. Follow the Historic Columbia River Highway as it weaves past famous waterfalls and right into town.

Jordon comes to the City from the Burns Paiute Tribe, where he was the Human Resources Manager and Interim General Manager. The Tribe recently signed an agreement with the State of Oregon and ODFW to continue support and cooperation to protect and enhance fish and wildlife, cultural resources, and habitat

connectivity.

Jordon earned a Bachelor of Arts in Human Resources from Eastern Washington University and his MPA from Villanova University. He, his wife, and two children moved to Harney County in 2017. There he worked as the Harney County Fairgrounds Manager. Jordon previously served as an employment specialist for WorkSource, and held several varied career engagements with Eastern Washington University and the Spokane Public Facilities District.

In Cascade Locks, he manages a budget of \$22+ million and a staff of 15. Among the projects that keep him busy:

- Leading an \$8 million refurbishment project of the City's wastewater treatment plant and a part of the collection system;
- Continuing a \$3 million project to rebuild the City's substations and harden the electric infrastructure to decrease the power outages due to severe winter weather;
- Partnering with ODOT Rail, Union Pacific Railroad, and the Federal Railway Administration on the establishment of a train horn quiet zone on the east end of town;
- Updating the Comprehensive Plan and Transportation System plan; and
- Furthering economic development by working with the Port of Cascade Locks to energize the business community.

Jordon can be reached at (541) 374-8484 or [jben-nett@cascade-locks.or.us](mailto:jben-nett@cascade-locks.or.us).

## SAVE THE DATE



**July 19-22, 2023**  
**OCCMA Summer Conference**  
**Pendleton Convention Center**

# COMMITTEE REPORTS

## THANK YOU!

The OCCMA Board of Directors would like to thank the members who volunteered their time to serve on a committee in 2022! Committees play a huge role in helping the board accomplish their goals and move the association forward. The OCCMA wouldn't be here if it wasn't for your commitment to the organization.

## 2023 Committee Rosters

### *Standing Committees*

#### Audit

<b>Dan Huff, Chair</b>	City Manager	Molalla
<b>John Walsh</b>	City Administrator	St. Helens
<b>Zoe Mombert</b>	Assistant to the City Manager	Wilsonville

#### Bylaws & Policy

<b>Aaron Palmquist, Chair</b>	City Manager	Irrigon
<b>Spencer Nebel</b>	City Manager	Newport
<b>Robb Corbett</b>	City Manager	Pendleton
<b>Rodger Craddock</b>	City Manager	Coos Bay
<b>Lonnie Rainville</b>	City Administrator	Myrtle Creek
<b>Justin Hogue</b>	Deputy County Administrator/Business Services Director	Yamhill County
<b>Jesse VanderZanden</b>	City Manager	Forest Grove
<b>Cole Haselip</b>	Management Analyst	Veneta
<b>Kenna West</b>	City Manager	Independence

#### Ethics

<b>Zoe Mombert, Chair</b>	Assistant to the City Manager	Wilsonville
<b>Spencer Nebel</b>	City Manager	Newport
<b>David Clyne</b>	Senior Advisor	OCCMA
<b>Keith Campbell</b>	City Manager	Sherwood
<b>Rodger Craddock</b>	City Manager	Coos Bay
<b>Cole Haselip</b>	Management Analyst	Veneta
<b>David Milliron</b>	City Administrator	North Bend
<b>Gary Milliman</b>	Senior Advisor	OCCMA
<b>Martha Bennett</b>	City Manager	Lake Oswego

## Nominating

<b>Susie Marston, Chair</b>	City Manager	Gervais
<b>Justin Hogue</b>	Deputy County Administrator/Business Services Director	Yamhill County
<b>Sherilyn Lombos</b>	City Manager	Tualatin
<b>Rachael Fuller</b>	Assistant County Administrator	Washington County
<b>Spencer Nebel</b>	City Manager	Newport

## Professional Development

<b>Dan Huff, Chair</b>	City Manager	Molalla
<b>Masami Nishishiba</b>	Department Chair	PSU
<b>Eileen Stein</b>	Interim Deputy Director, Business and Community Services	Clackamas County
<b>Aaron Palmquist</b>	City Manager	Irrigon
<b>Stephanie Betteridge</b>	Chief Innovation Officer/Assistant City Manager	Bend
<b>Jesse VanderZanden</b>	City Manager	Forest Grove
<b>Nina Vetter</b>	City Manager	Gresham
<b>Phillip Cooper</b>	Professor	PSU
<b>Sherilyn Lombos</b>	City Manager	Tualatin
<b>Nick Lelack</b>	County Administrator	Deschutes County
<b>David Milliron</b>	City Administrator	North Bend
<b>Ann Ober</b>	City Manager	Milwaukie
<b>Jerry Gillham</b>	City Manager	Sutherlin
<b>Sara Singer Wilson</b>	Principal/Owner	SSW Consulting
<b>Ashley Sonoff</b>	Associate	SSW Consulting
<b>Robb Corbett</b>	City Manager	Pendleton
<b>Doug Wiggins</b>	City Administrator/City Recorder	Union
<b>Kevin Greenwood</b>	Executive Director	Port of Hood River

## Support for Managers

<b>Adam Brown, Chair</b>	City Manager	Keizer
<b>Michael Thomas</b>	City Administrator	Amity
<b>Scott Dadson</b>	Executive Director	MWVCOG
<b>Sherilyn Lombos</b>	City Manager	Tualatin
<b>Nina Vetter</b>	City Manager	Gresham
<b>Dan Bartlett</b>	Senior Advisor	OCCMA
<b>David Clyne</b>	Senior Advisor	OCCMA
<b>Dave Kanner</b>	Senior Advisor	OCCMA
<b>Gary Milliman</b>	Senior Advisor	OCCMA
<b>Sheila Ritz</b>	Senior Advisor	OCCMA
<b>Dave Waffle</b>	Senior Advisor	OCCMA
<b>Ric Ingham</b>	Senior Advisor	OCCMA
<b>Vacant</b>	Senior Advisor	OCCMA
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<b>Patricia Martel</b>	West Coast Regional Director	ICMA

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<b>Masami Nishishiba</b>	Professor	PSU
<b>Jesse VanderZanden</b>	City Manager	Forest Grove
<b>Cole Haselip</b>	Management Analyst	Veneta
<b>Megan George</b>	Deputy City Manager	Tualatin
<b>Eileen Stein</b>	Interim Deputy Director, Business and Community Services	Clackamas County
<b>Kelsey Lewis</b>	Grants and Program Manager	Wilsonville (SMART)
<b>Stephanie Betteridge</b>	Chief Innovation Officer/Assistant City Manager	Bend
<b>Corey Falls</b>	Deputy City Manager	Gresham
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<b>Simone Brooks</b>	Assistant City Manager	Hillsboro
<b>Stephanie Betteridge</b>	Chief Innovation Officer	Bend

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<b>Megan George</b>	Deputy City Manager	Tualatin
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# ICMA | coaching program

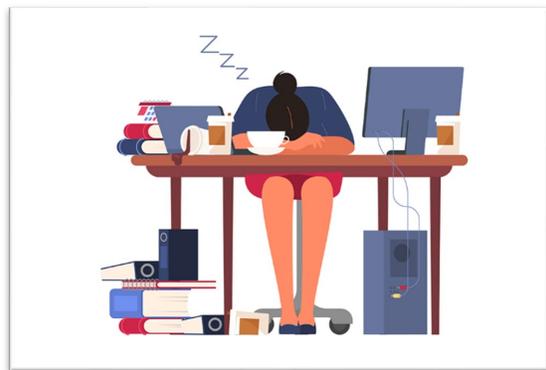
## Career Compass No. 98: Combating Change Exhaustion

Local government staff are overwhelmed and exhausted by change. How can we help employees cope with all this change as well as expand the organization's capacity to adapt?

By Dr. Frank Benest | Nov 15, 2022 | ARTICLE

*I am a human services director in a West Coast urban county. My department staff have had to adapt to a whole array of new change initiatives that we are now struggling to implement:*

- *Telework arrangements.*
- *Hybrid meetings.*
- *Tech initiatives to digitize services.*
- *Partnering with the sheriff's department and city police departments to deal with mental health episodes.*
- *New options to house the homeless.*
- *Diversity, inclusion, and equity issues.*
- *A more robust onboarding process for new staff.*
- *Plus, plus, plus!1*



*All these efforts are worthwhile. I support them all. However, my staff is overwhelmed and exhausted (and so am I). I know that we need to adapt to new realities. But all this change (mostly positive change) creates uncertainty, disruption, and distress.*

*Can you suggest what my leadership role should entail to support my people as well as help me deal with the distress?*

---

Yes, our local government organizations are struggling to adapt as we transition to post-pandemic realities. The change initiatives you cite are necessary if our organizations are to be relevant, effective, and worthy of public support in this new era.

The adaptive challenge is not just the sheer amount of change. It is also that change is accelerating and it is nonlinear. In other words, it is happening faster and faster, and it cannot be anticipated (for instance, the impact of the pandemic or the national movement to defund police).

*“CHANGE IS ACCELERATING  
AND NONLINEAR.”*

Therefore, from my perspective, the three key questions for leaders are:

1. Which change initiatives must be immediately implemented and which can be introduced more slowly over time?
2. How do I help employees cope with all this change and still embrace the changes?
3. Over time, how do I increase the overall change capacity of the organization?

Below are some ideas on how to explore the fatigue challenge, lessen change exhaustion, and, most importantly, expand the change capacity of the organization.

## Explore the Change Exhaustion Challenge

I would encourage you and your division heads to have a series of conversations with your department staff about the change efforts underway.

You can ask these questions:

- What change initiatives are you most involved in?
- Where are we making progress?
- What is most challenging for you?
- Are you energized by these efforts or are you feeling overwhelmed or exhausted?
- As we adapt to new realities, what suggestions or ideas do you have to deal with the change and any uncertainty that you and others may be feeling?
- What are some non-value-added activities that we can stop doing?
- How can I help? How can others help?

Everyone, not just formal leaders, has responsibility for dealing with the distress that people are feeling.

You can summarize the results of these individual conversations and some steps to counter the situation going forward.

You can then present the change exhaustion challenge to the county executive Team. I am sure that the other department directors are experiencing the same challenges. You can encourage them to have similar conversations with their department employees and identify themes and suggestions and bring the issue back to the executive team for organization-wide action.

Since elected officials and the public are likely to press for speedy change on a number of fronts simultaneously, it is important for department directors to raise the issue of organizational change capacity with the county executive so that she can manage expectations with the governing board and outside stakeholders.

Even if the other department heads don't join you, you can take action to address change exhaustion in your department.

Starting these conversations, feeding back to employees what you hear, and taking some steps in response accomplishes a great deal. First, you get valuable information. Second, you can take some action to lessen the exhaustion. Third, you create relationship and connection with employees so they may better follow you in these tough times. Finally, engaging in these conversations demonstrates that you have empathy and that you care. Research by The Gallup Organization indicates that the perception that "someone at work cares about me" is a key driver of employee engagement, overall performance, and resilience. (See Marcus Buckingham, *First Break All the Rules—What the World's Greatest Managers Do Differently*, 1999.)

## Lessen the Change Fatigue

To minimize exhaustion from all the change initiatives, consider these suggestions:

### 1. Demonstrate discipline

If all the change efforts are a priority, none of them are a priority. With the executive team (or at least with your own department management group), you must identify change initiatives to immediately execute and those to postpone (not abandon) or implement more slowly. Some efforts can be implemented as a pilot ("think big, start small").



*"THINK BIG,  
START SMALL."*

To guide this priority-setting, you can ask team members:

- Which change efforts produce the highest value for our department, or organization, or the communities that we serve?
- Which initiatives are resource (including time) efficient?
- Which generate the most enthusiastic support from staff?
- Which engage some parts of the department or organization and can be implemented there without everyone's involvement and commitment?

- Which can be started as experiments?

I'm a change junkie. I love change initiatives internally and externally. But as a leader, I need followers and therefore I have had to learn more discipline.

## 2. Focus on purpose

As Daniel Pink notes in his book *Drive*, purpose is the great self-motivator. Typically, we rush into a meeting to discuss change and focus on “what” we need to do and “how” we are going to do it. To generate self-motivation, energy, and commitment, you must start with the “why.” Employees need to know how the project fits into the bigger picture.

While you as a leader should communicate the meaning of the project with respect to its importance to the department, organization, and/or community, meaning must be tied to the individual. Ask: “Why is this change project important to you?” Or, “Which of these projects are most meaningful for you?” and “Why?” Or, “Which aspects or elements of this initiative is more interesting or meaningful for you?”

## 3. Manage the Mood

Where there is great urgency to move on an issue or get something done, the leader must turn up the temperature and be more demanding. When people are overwhelmed or exhausted, the leader's role is to lower the temperature and be more supportive.

## 4. Strive for “roughly right”

When there is a lot of turbulence and adapting, forget long-range planning. Identify the general direction, take a few steps to start the change journey, pivot as needed, and fix things up as you go along. Strive for getting things “roughly right” and support smart risks that may not work out yet produce learning.

## 5. Model the way

Amid a lot of change, people choose to follow you as a leader or not. Modeling is the most powerful way to lead. Therefore, you must ask yourself:

*“ASK YOURSELF ‘HOW AM I SHOWING UP?’”*

- Have I shared with employees my values and goals and where I am going to focus my energies?
- Have I embraced the proposed change? Is that commitment reflected in how I spend my time?
- Have I demonstrated that I am energized by the change journey? (If not, why would anyone follow me?)
- Have I engaged myself in the new learning required by the change?
- Have I shared my missteps as we proceed?

When people see you in person or virtually, ask yourself “How am I showing up?” People take their cues from you. If you show up exhausted or disheartened, it is difficult for them to overcome their distress.

## 6. Celebrate progress along the way

As suggested by Steven Kramer and Teresa Amabile in their book *The Progress Principle*, change initiatives take a long time to achieve success. Consequently, it is important to help people see progress along the way and celebrate the achievement of key milestones with an ice cream social or a pizza party.

## 7. Encourage self-care for all

As a leader modeling positive attitudes and behaviors, it is critical that you address your own exhaustion and thus take care of your physical and emotional well-being. Get some exercise, go home on time, spend time with family, eat well, and stay connected with friends. Encourage your team members to do the same. Share and support wellness habits and rituals during team meetings.

To promote people’s ability to periodically disconnect from work, advocate that staff take long vacations without constantly checking email or otherwise communicating with team members. In turbulent times, people need to truly unplug and recharge mind, body, and soul. Our European colleagues have institutionalized month-off vacations, and we should follow their example.

*“PEOPLE NEED TO TRULY UNPLUG AND RECHARGE MIND, BODY AND SOUL.”*

To survive as a CAO, I often left the office to get a cup of coffee and do focused work in a café. At lunch, I took walks or played pick-up basketball. I took the initiative to schedule friends and colleagues for coffee or drinks. I also didn’t do any

work in the evening at home until the kids went to bed.

## Expand Change Capacity

While you definitely want to help lessen change exhaustion, the ultimate goal is increasing the change capacity of the organization. In the turbulent world of local government, the amount and speed of change will continue, and your county organization must be able to respond and adapt.

Here are a variety of ways to increase the change capacity in your department organization:

### 1. Forge connections

Through your one-to-one check-ins with staff and team meetings, you must aim to foster relationship-building and connections. High-performing teams with a great capacity to promote positive change spend 25% more time bonding over non-work topics, such as family, sports, and leisure interests. Team members joke, tease each other, laugh and celebrate together, and even vent. (See Erika Andersen, “[Change is Hard. Here’s How to Make It Less Painful](#),” *hbr.org*, April 7, 2022.)

This sense of connection and belonging fosters higher productivity, resilience, and trust. (See [Career Compass No. 79: Leading By Connecting](#).)

## 2. Make it safe

A key determinant of team performance is psychological safety. In trying to adapt, team leaders (both formal and informal) ask questions, acknowledge what they hear, model vulnerability, encourage people to express their ideas and different points of view, and validate different perspectives. A sense of safety creates the space and a larger capacity for organizational change. (See [Career Compass No. 69: Psychological Safety—The One Key Determinant of Team Effectiveness](#).)

## 3. Give control

To lead change, you must envision the successful outcome. There must be **clarity** of direction but **flexibility** in how the team or organization gets there. As Daniel Pink suggests in *Drive*, autonomy (along with purpose) is a great self-motivator. Within certain guiderails, leaders must give people the opportunity to “figure it out.” (See [Career Compass No. 65: FIO—The Key Competency of 21<sup>st</sup> Century Leaders](#).)

Because there is so much uncertainty, you must encourage people to take a few steps forward, pivot as necessary, and fix things up along the way. By incorporating the ideas of team members and addressing their concerns, you are getting their “fingerprints” on the change initiative and increasing their sense of ownership. They are shaping the change as it occurs.

“TO LEAD CHANGE, THERE MUST BE  
**CLARITY OF DIRECTION BUT FLEXIBILITY**  
OF HOW THE TEAM GETS THERE.”

## 4. Learn as you go

Promoting positive change is a learning journey. If you focus on learning and growing, people will see change as a way to learn new skills, create new experiences and capabilities, and promote their career development. Learning not only creates additional change capacity but it helps retain your talent. Talented professionals will stay with you

if they continue to learn and grow. They tend to leave when they stop learning and growing.

As you encounter with your team the challenges associated with organizational change, don't ask "Why is this so difficult?" Rather, ask "What are we learning now that will enhance our future practice?"

Organizations with a learning culture debrief every significant experience not just after they occur but also as they occur. They ask:

- What is going well?
- What is not going well?
- What are we learning to enhance our future practice?

Another suggestion to make learning a part of daily routines is to incorporate a "learning report" at the start of each staff meeting.

## 5. Give support

Great leaders of change are demanding and supportive. They show empathy, acknowledge concerns perceived by employees (even though they may not perceive the concerns as big problems). They provide resources (especially time), training, tools, practice sessions and simulations, mentoring, and/or affinity or peer support groups.

This kind of support builds organizational capacity for change.

## 6. Incorporate simple rituals

A ritual is a practice or activity that happens on a regular or consistent basis. In a team environment, rituals create positive habits, promote connection, and foster psychological comfort and even a sense of control. Rituals give people a feeling of stability amid all the change.

*"RITUALS GIVE PEOPLE A FEELING OF STABILITY AMIDST ALL THE CHANGE."*

A simple team ritual is to incorporate a "team acknowledgement" item at every meeting during which a team member can express appreciation for the support from another staff member. Another ritual may be a quick "team huddle" on Monday morning at which everybody gets the opportunity to identify priorities in the coming week and any help they might need. Or schedule a once-a-month walking meeting or a regular potluck meal.

## 7. Help people focus on work that they love

Expanding the change capacity of your department or county organization is all about increasing the energy levels of people. Even as staff members get shifted to new teams and change projects, help them engage in work they love.

How do you know what energizes them? ASK THEM! According to Marcus Buckingham, a good metric is 20% of one's work should engage their passions. If people are passionate about 20% or more of their work or tasks, they will tend to be more energized, engaged, productive, and resilient. If less than 20%, they will tend to be disengaged, low energy, and less productive. (See Marcus Buckingham, "[Designing Work That People Love—It's Easier Than You Think](#)," *Harvard Business Review*, May-June 2022.)

To help focus people on the work they love, Buckingham suggests that weekly one-on-one meetings between the manager and his or her direct reports are critical. Instead of focusing on updates or progress reports or performance feedback, Buckingham recommends that managers ask four simple questions during their weekly check-ins:

- What did you love about last week?
- What did you loathe?
- What are your priorities this coming week?
- How can I best help?

If managers can help employees recraft their daily work to focus on some tasks that they love to do and/or one or several "passion projects," the overall change capacity of the organization increases dramatically.

When I was city manager in my last city, Palo Alto, California, I was feeling de-energized

*"YOUR FIRST AND FOREMOST JOB AS A LEADER IS TO TAKE CHARGE OF YOUR OWN ENERGY AND THEN HELP TO ORCHESTRATE THE ENERGY OF THOSE AROUND YOU."*

even though the organization needed me to lead and/or support a number of change efforts. I managed to amplify my energy by engaging in several passion projects, including affordable housing and homeless services.

Peter Drucker, the great management thinker of the 20<sup>th</sup> century, famously stated: "Your first and foremost job as a leader is to take charge of your own energy and then help to orchestrate the energy of those around you."

## Shape the Change

We in local government are experiencing a tremendous amount of change, most of it positive and necessary. To complicate matters, change is accelerating and cannot be fully anticipated. All of which creates uncertainty and unease internally and externally.

Amid all this change, leaders must support their teams by taking steps to relieve change exhaustion. Yet ultimately the leader's role is to also increase the organizational capacity for change.

To increase the capacity for change over time, leaders must create a culture that promotes learning and adaptation. Such an organizational culture entails:

- Minimizing change that is imposed from the top
- Trying out pilot projects
- Focusing on learning as you go
- Helping employees get their "fingerprints" on the change so that they can shape the change as it occurs
- Engaging team members in at least some work that they love

Increasing organizational change capacity is all about enhancing your energy and the energy of all those around you.



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

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**ALASKA MUNICIPAL MANAGEMENT ASSOCIATION**



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# City Spotlight

## North Bend Wins Statewide Urban Renewal Project of the Year Award

David Milliron, City Administrator

North Bend received accolades for being a catalyst and strategic stakeholder in the restoration and renovation of the Liberty Theatre, which houses the Little Theatre on the Bay (LTOB). In 2015, LTOB leaders had a tough decision as its historic 1924 building was falling apart. Local officials had to decide whether to embark on an aggressive fundraising campaign to save the building or tear it down. The LTOB turned to the City of North Bend, which amended its Urban Renewal Agency District to include the theater and awarded it a \$500,000 challenge grant, which opened the door for needed funding to kick-start saving the theater. Since then, over 650 unique community donors and more than 30 grant foundations have contributed more than \$3.5 million to support the multi-phase project.

The City and LTOB reunited again in June 2022 when the North Bend Main Street Program announced it secured a \$174,805 state grant to restore the theatre's 24-foot neon blade sign. The neon sign lit up downtown North Bend before it was taken down, likely sometime in the '50s. The LTOB has two years to install the sign per grant rules. The LTOB hopes to complete the final restoration work by April 2024 for the Liberty Theatre's 100th birthday.

“Little Theatre on the Bay is so proud to have their historic Liberty Theatre restoration named the Urban Renewal Project of the Year,” said Jeanne Woods, Chairperson of the LTOB Restoration Committee. “It’s been a wonderful project in our local town that has made the arts more accessible and enjoyable by thousands of people. We’ll put the award in the glass case in the lobby so everyone in our community can enjoy it. Thank you so much for nominating us.”

This statewide honor recognizes a project that has helped transform or revitalize a community using tax increment financing. Mayor Jessica Engelke acknowledged the vision and investment of the current and past governing body members from 2015 onward, who also serves as North Bend Urban Renewal Agency board members.

The Oregon Economic Development Association (OEDA) is the state’s foremost trade association for the state, regional, and local economic development professionals on the front line in diversifying and expanding our local economies.



*Liberty Theatre Before*



*Liberty Theatre After*

# Region 8 Senior Advisor Vacancy

## OCCMA IS SEEKING APPLICATIONS FOR SENIOR ADVISOR POSITION

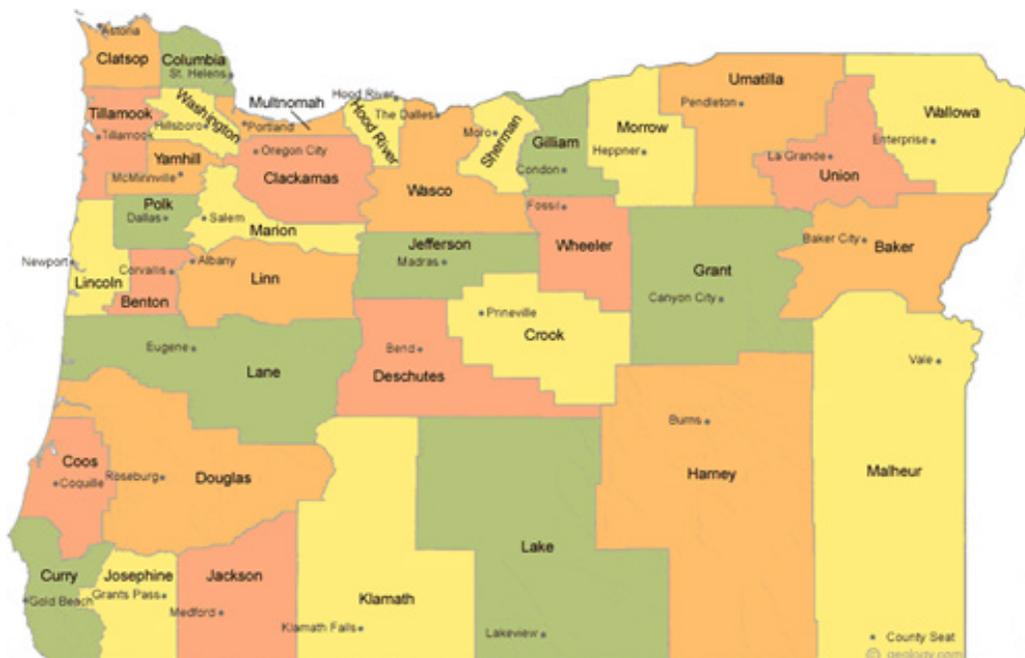
**DESCRIPTION:** The Oregon City/County Management Association (OCCMA) is soliciting applications for one Senior Advisor position. Senior advisors provide the counsel, experience, and support of respected, retired managers of the profession for city, county and COG chief administrators and assistants. Senior advisors help with personal and professional issues of managers, advise managers in transition, and keep in contact with all the managers in the region. They help with membership recruitment and take part in ICMA and OCCMA activities. Advisors serve one-year terms with up to two-year reappointments after the first year. This is a volunteer position, with some eligible reimbursable expenses.

For more information please visit [OCCMA](http://OCCMA) and [ICMA's](http://ICMA's) websites. Questions can be directed to Angela Speier at [aspeier@orcities.org](mailto:aspeier@orcities.org) or (503) 540-6599.

**ABOUT THE REGION 8:** Region 8 serves the eastern Oregon counties of Baker, Grant, Harney, Malheur, Morrow, Umatilla, Union, and Wallowa.

**HOW TO APPLY:** Submit a resume and statement of interest to Angela Speier at [aspeier@orcities.org](mailto:aspeier@orcities.org). The statement of interest should include the following:

- Indicate why you would like to serve as a Senior Advisor and explain your relationship with fellow City Managers and Assistant City Managers.
- Length of time as a member of ICMA and OCCMA.
- A statement indicating you have read and understand the requirements, qualifications, and time commitment to be a Senior Advisor for OCCMA and ICMA.



# Oregon Senior Advisors



From  
**Sheila  
Ritz**



**Martha Bennett, Lake Oswego  
City Manager**

City Council elections: There are three positions open, and only one Councilor is running for reelection. One Councilor is term-limited, and the other is running for the State Legislature, so there will be at least two new Councilors (maybe three)

on the dais.

The new wastewater treatment plant has been proceeding well to serve parts of Portland and Lake Oswego. This project will reclaim land along the Willamette River for recreational amenities.

Now that the water treatment plant to serve Tigard and Lake Oswego has operated for a few years, the two Cities are negotiating an operations agreement. They have shared ownership of the plant, which is located in West Linn. The discussion has gone well, mainly because several emergencies in the past few years have helped the cities iron out how to respond to water shortages.

The City is partnering with the School District to construct a new recreation and aquatics center on a portion of the current Lake Oswego Municipal Golf Course property. The design includes a 4,000 sq. ft. pool for competition meets and recreational lap swimming, a 3,750 sq. ft. weight and cardio area, and a 2,000 sq. ft. multi-purpose group fitness room. An RFP is being prepared to solicit contractors.

The City is currently conducting a community visioning process for the library, which is 40 years old and too small to serve the current community.

There are some neighborhood conflicts the City is working on addressing. For example, the location of pickleball courts and tree removal. Residents adjacent

to existing pickleball courts are very bothered by the noise. Also, there are conflicts between neighbors and neighbors vs. developers concerning tree removal.

The City is focusing efforts on improving its Emergency Preparedness Plan. The forest fires in September 2020, the ice storm in February 2021, and the Covid pandemic were unanticipated and more complex than previously planned situations. They have realized a significant need exists to educate residents on how to be prepared, so this will be an intensive focus. Also, the City is collaborating with Clackamas County and other cities in the County to develop a “stranded workers” agreement. This agreement provides the process for utilizing public employees from another jurisdiction who cannot get to their place of employment during an emergency. However, they would be able to serve the community in which they live.



**Bryan Cosgrove, Wilson-  
ville City Manager**

For the election this November, there are two Council seats open and only two people running, both female. So Wilsonville will have an all-female Council for the first time.

Twist Bioscience is a new business coming to town, a biotechnology company that manufactures synthetic DNA and DNA products for customers in a wide range of industries. They are refurbishing the old Xerox site and will employ 500 people with high-paying jobs.

The City issued an RFP for constructing a transit-oriented development consisting of 125 subsidized workforce housing units with ground floor services or commercial on about 3 acres of land by the SMART west transit station. The City is providing the land, and they received \$1.9 million in Federal ARPA funds through the State for this project.

A new Public Works building will be constructed to consolidate related operations into one location. It is expected to open in early 2024. They will rehab the existing public works building for a police station.

Wilsonville has a lot of infrastructure and planning work in process. The City is wrapping up concept planning on the Frog Pond East and South Master Plan that will include an additional 1,500 housing units and roughly 40,000 sq. ft. of neighborhood commercial.

Work is proceeding on bringing the Town Center Master Plan to fruition. Planning staff recently presented the infrastructure financing plan to the Council. The plan is to create a Main Street development with a pedestrian bridge over I-5 to connect both sides of the freeway. Urban Renewal funds will be used for infrastructure. The City is closing two urban renewal districts and creating a new district for the Town Center area.

One of the primary City Goals is to create housing opportunities for all. They are looking at the whole gamut of housing types, including tiny homes and cottage cluster housing.



**John Williams, West Linn City Manager**

John has 24 years of local government experience in Oregon, including the past 5 1/2 years as the Community Development Director/Deputy City Manager and Interim City Manager in West Linn. He previously held planning positions with Metro, ODOT, and the City of Canby.

John received his BS in geology from Tufts University in Boston. Then he obtained a Master's Degree in Geology at the University of North Carolina and an MPA from Lewis & Clark College.

Since John took over the city manager role in late August when Jerry Gabrielatos left, he has been jam-packed meeting with Councilors, staff, neighborhood associations, etc., to introduce himself and listen to people. He is trying to focus on the internal organization with team building and increasing connections between staff in the various departments.

But, of course, something happens that pulls away his attention for a while. Such as, the City had provided the wrong information to the County Elections Division for their City Council election on November 8th. The ballots were prepared saying "vote for one" instead of "two." By the time the error was discovered, it was too late to make the change; West Linn now has to hold a special election in March. Another issue

concerned the West Linn police investigation of a sex abuse case against a local physician. This case went to the Grand Jury, which determined insufficient evidence to proceed. This is the life of a city manager with unexpected challenges around every corner!

One of the primary City Goals is to have a DEI program. Work is progressing with a consultant, Tricia Brand, working with a team of staff from different departments.

Another significant issue is transportation. ODOT has construction underway, adding lanes on I-205 and seismic reinforcement of the Abernathy Bridge. West Linn is working with ODOT, Metro, and Clackamas County on this project which will expand I-205 to three lanes in each direction. The 1st phase is the bridge, and ODOT expects to start tolling on the bridge in late 2024. There is a petition to require a vote of the people before tolling can happen, so time will tell what happens to ODOT's plan to put tolling in place. There would be cameras taking pictures of vehicle license plates, and registered owners would be billed.

**Jeff Aprati, Sandy Director of Policy & Community Relations**

Jeff has worked for the City of Sandy since January 2020. Before that, he worked for Jensen Strategies for four years and was the City Manager of Wheeler for two years after earning his master's degree. Jeff has a Bachelor of Arts Degree in Political Science from the University of California - Irvine and attained his MPA from Portland State University with a specialization in local government.

Jeff assists the City Manager by being a policy facilitator. As a liaison from the City Manager's Office, he works with departments to communicate goals and directives from the Council and City Manager. He helps steer policy measures and business items through the process of gaining Council approval. As Communications Director, Jeff, with the assistance of other staff, produces all public information materials. This includes a monthly e-newsletter sent to all residents who receive a utility bill from the City. They also keep their Facebook page current and have about 10,000 followers.

Jeff also performs City Recorder duties and supervises the Economic Development Manager. They are working on an Economic Development Strategic Plan, which should be completed by early Spring 2023.

The largest capital project in Sandy's history is

currently underway: \$100 million to complete a comprehensive upgrade and repair of the wastewater system, including the treatment plant and the collection system. The City's system had been in violation for some time. They are currently under enforcement proceedings and recently decided to adopt a temporary development moratorium.

They are also in the process of updating the Comprehensive Plan for the first time in 20 years. They hold different public events to obtain input from a wide range of citizens. One event to receive more information from young families was held at an indoor play business. Free admission and drinks were provided to all in attendance. The children got to play while their parents provided feedback on their thoughts on the Comprehensive Plan. The City has a Draft Vision Statement and is now soliciting public feedback on that.



From  
**Dan  
Bartlett**

In my last report, I wrote: “the main theme of this report is that things are changing on the North Coast. Seaside, Warrenton, and Astoria are getting new City Managers.” The City Councils have made their decisions, and two new managers have started their new position. They both Zoomed into the Area Managers’ group coordinated by Kevin Leahy, Executive Director, (CEDR) Clatsop Economic Development Resources, (CCC SBDC) Clatsop Community College Small Business Development Center, Clatsop WORKS Paid Internship Program and Clatsop County Enterprise Zone Manager. The group is not limited to city managers. Their website description says:

#### Clatsop Economic Development Resources

CEDR is the regional Economic Development Organization for Clatsop County and the “one-stop” business resource for recruitment, retention, and expansion. CEDR collaborates with local, state, and federal partners, including the cities of Astoria, Cannon Beach, Gearhart, Seaside, Warrenton, and Clatsop County, and is aligned with Clatsop Community College. CEDR also works closely with Business Oregon, the economic development agency of the state of Oregon, and Col-Pac EDD (Economic Development

District), federally designated. CEDR is a paid membership organization with many private sector members and a Board of Directors from the Public and Private Sectors. CEDR Executive Director is also the Clatsop County Enterprise Zone Manager.

The City of Warrenton Facebook page reported, “At last night’s City Commission meeting, the employment contract for new City Manager Esther Moberg was unanimously approved. Esther stopped in today and signed her contract, alongside Mayor Henry Balensifer. Esther’s start date is September 19th! We are excited for this new chapter in our city!”



When I met with Esther, she said she would “hit the ground running.” She has been getting things caught up and is learning the ropes. Warrenton has a great staff, but she has seven vacant positions to get filled in various departments.

The city has several areas that need to be addressed. Their water and wastewater system need expanding to accommodate growth in various areas of the city. They are discussing an urban renewal plan in the Hammond area. The Warrenton Urban Renewal Agency was established in February 2007 for downtown Warrenton. That Plan dedicated about \$1.7 million to \$4.8 million for an urban renewal district of 875 acres in downtown. They also need to plan where to place growth for industrial and business development along Highway 101 and other locations.

From attending various Astoria-Warrenton Chamber of Commerce and other regional meetings, she will have a number of opportunities to help shape the future of our communities.

Seaside Oregon’s new Manager, Spencer Kyle, started with the City on July 18. He joined OCCMA at that time. Spencer was the director of administrative services in South Jordan, Utah. He has 20 years of experience in local government management. He was on the Utah City/County Management Association board for seven years. He’s an ICMA-CM member and has received the 10- and 20-Year Service Awards He’s working with departments to get several positions filled. Seaside is experiencing a lot of staff turnover.

The City of Astoria has selected Scott Spence who

was City Manager of Lacey, Washington. Spence has worked for Lacey 23 years. He has been City Manager for eleven years. The City of Astoria is currently conducting their background check. Once that is done, they'll move forward with the process.



I had the great pleasure traveling to my old stomping grounds in Central Oregon in September to meet with managers there.

My first stop was Oregon's sixth-fastest-growing city, **La Pine**. City Manager **Geoff Wullschlager** – now



on the job for two years – has been overseeing an organization guiding the municipality through explosive growth. La Pine added 220 homes in a town of 2,600 residents in the past year.

There are plans in the works now for a

43-acre, 190-unit development. The city also has 110 acres of vacant industrial land with attractive asking prices. All of this, of course, puts much stress on city infrastructure. Geoff has plans for a \$35 million water and wastewater plant expansion, funded by a combination of grants and loans. Growth is also maxing out staff capacity. To address that, Geoff is bringing on an assistant city manager and recruiting for a Community Development/Economic Development Director. Unlike many other cities, staff retention has not been a problem. Geoff says the city's excellent financial condition allows him to pay competitive salaries. Working with his existing team has been the best part of his job. "I am blessed with the best council I could ask for," he said. Geoff and I laughed over the fact that many people who live in south Deschutes County, which is generally referred to as "La Pine," don't understand that they don't live in the city limits but who nonetheless expect city services. I bet there are many of you reading this who can relate.

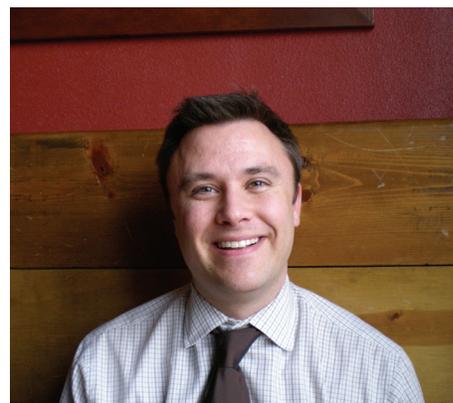
Next stop: **Redmond**, where **Keith Witcosky** is now



starting his tenth year as city manager. Redmond is also growing like crazy. The city's population was about 20,000 when I left Deschutes County in 2011. I almost fell out of my chair when Keith told me the population is now 36,000. Keith has

some significant infrastructure projects in the works, including a \$70 million expansion of the city's wastewater treatment plant and a \$250 million project to double the size of the commercial terminal at the Redmond Municipal Airport, funded in large part by \$94 million from the federal government. Transportation remains a considerable challenge for the city, mainly east/west connections over Hwy. 97, which bisects the town. Keith had high praise for his "amazing, smart, dedicated" leadership team, five of whom (out of ten) have been with the city for four years or less. Life will change somewhat for Keith next year, as Redmond's mayor of the past 14 years, George Endicott, chose not to see re-election. At least one mayoral candidate and many city council candidates would like to see the city take a more active role in addressing homelessness. This issue has been a top regional priority.

Homelessness was also on the mind of **Bend** City Manager **Eric King**. As with many cities in the



state, Bend is grappling with houseless campsites and what to do about them. Eric reports that Bend has increased its shelter bed capacity from 120 to 315 (the city purchased

and converted a couple of hotels) and is now working on a much-discussed camping ordinance that would not prohibit camping but would impose time, place, and manner restrictions and allow camping on rights of way and city-owned property. Eric and his team

are also working on providing safe parking sites for the houseless who live in their cars. The city (along with other cities in the region) is working with a joint County/City houseless service project that will allow all involved to coordinate responses and manage the problem collectively. Of course, “growth” and “Bend” are synonymous. Eric told me the city experienced its busiest permit month in 20 years this past spring, most of it being infill. And, in the news that should have filled the room with a heavenly chorus of angels, Bend will build a new city hall! The city has acquired land, but the project is not yet designed or funded. I’m not suggesting that the current city hall has been inadequate for a long time. No, I’m not suggesting it; I’ll come right out and say it! The Council Chamber is roughly the size of a toaster oven. This is a long overdue project, and I’m glad it’s finally underway.

Meanwhile, Geoff, Keith, and Eric were all effusive in their praise of **Deschutes County Administrator Nick Lelack**, who has been on the job for a year. That Nick is doing a great job comes as no surprise to me. I was the county administrator in Deschutes when we hired Nick as our Planning Director more than a decade ago. I know he has the smarts and people skills to be a superstar CAO. Those skills will come in handy as Nick grapples with one of the county’s most significant issues: Siting a new landfill. The current landfill will close in 2029, but it typically takes about seven years to get through the process, given that there are generally very few people raising their hands and volunteering to have a landfill next door. Okay, enough of that garbage. Deschutes County, like the cities therein, is addressing rapid population growth and change. This includes major highway projects in Tumalo and Terrebonne and a TSP update. The county is also undertaking a massive courthouse expansion, upgrading the public safety campus, and constructing an emergency response training center. As mentioned above, Nick is also deeply involved in the joint City/County houselessness response project, that is, among other things, creating a new transitional housing site on the east side of Redmond. The county also donated 40 acres of land to Redmond for a 485-unit housing development.

I also had a chance to check in with **Erik Kropp**, deputy county administrator in **Deschutes County**. Erik has been with the county for 15 years (I hired him in 2007)

and has become a true administrative man of many hats. At the time of my meeting with him, Erik was serving as the county’s Interim Health Director as the recruitment process moves forward to fill the permanent position. It’s the second time Erik has filled that interim role. We spent nearly all of our time catching up on family and life in general and then took a walk to the county’s on-site employee pharmacy. The on-site pharmacy is something I initiated but never saw to fruition before my unceremonious exit from the county in 2011. We stepped in, and I was blown away. It was like stepping into a mini-Walgreens, with deeply discounted OTC pharmacy items and a real live pharmacy (with real live pharmacists) dispensing generic prescription drugs to participants in the county’s self-funded health insurance plan. The pharmacy and the accompanying employee health clinic have saved Deschutes County beau coup bucks over the years. It reinforced that Erik was one of the best hires I had ever made.



From  
**Dave  
Waffle**

This quarter I visited the city managers of two cities with major anniversaries, some coincidences and a significant difference in size. Forest Grove is celebrating its sesquicentennial and Maupin is celebrating its centennial. Forest Grove and Maupin also incurred major fires about 100 years ago. Neither of these managers came up through the traditional local government career ladder (does that even exist anymore?).

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

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**Maupin:** Kevin Lewis became the City Manager of Maupin in January 2020. He arrived in the area after a career managing telecommunication operations in the tri-state area of Ohio, Virginia and West Virginia. Looking for a change of pace, he responded to an advertisement for a campground host



in Maupin on the Upper Deschutes River in Wasco County. During the interview, the conversation shifted to the vacant position of City Manager as they were impressed with Kevin's managerial experience with projects and people. He was hired!

Kevin has made a successful transition to the role of local government manager from the private sector. He said that a key understanding he gained are the cycles of revenues and expenditures in government. It's not the same as with his telecommunications projects where there was a corporate budget and a quick deadline for results, for example. Municipal revenues have their cycles and planning for major grant or loan revenue can be a multi-year process. Maupin recently received a Transportation Growth Management grant from the Department of Land Conservation and Development that will be used to revise the community's road and street standards. Kevin believes that will provide the basis for future capital projects. He finds the whole grant process to be one of the most fascinating aspects of the job of the city manager.

When he became city manager, Kevin faced a host of issues including opening a new City Hall, hiring a new City Recorder and major accounting updates. There were code enforcement issues common to a small rural community and an under-developed water and sanitary sewer system. He's done a lot of work re-setting basic administrative procedures and streamlining basic processes to follow best practices and leans a lot on other agencies and cities in the region for assistance.

Kevin shared with me a perspective on the past, present and future of the community with a focus on building community and improving infrastructure. He gifted me a copy of "Chaff in the Wind: Gleanings of the Maupin Community", which is the centennial edition. I learned of the decades-long struggles to drive

wells into the geologic formation of this high desert region prior to the city becoming incorporated. Presently the city's water system is spring based with a 6" pipe which sends water to the city's reservoir. On tap for Maupin is a \$8-10 million expansion of the water system to serve this growing community with a current population of 508.

The leadership of the community is engaging in a community visioning exercise in early November to set medium- and long-term goals. Their flyer for the event lists topics such as the revitalization of Main Street, affordable housing, outdoor burning, a new wastewater treatment plant, parking and family jobs to be considered through the visioning process. To encourage participation, the city is offering childcare as well as food and drinks from local restaurants. I'm looking forward to hearing from Kevin as to the outcome. One thing that likely won't change is this community's ability to step up and complete projects. Kevin and others have been able to tap into the community's formal and informal networks to accomplish a great deal. During my tour of their very nice and new Civic Center (city hall and library), I was introduced to a former city councilor who praised Kevin's job as city manager. That's always nice to hear!

**Forest Grove:** Fire damaged its commercial district also, but this older community has retained so much of its character. They just announced their fifth historical district and are celebrating their sesquicentennial with a variety of activities around town. The current population is 26,242 including the students at Pacific University.

Jesse VanderZanden has managed Forest Grove for



more than seven years. It was a return to home base for Jesse in 2015 after managing the international airport in Fairbanks Alaska. The airport was very much like a small city but with a different governance structure. It was state owned and his was a gubernatorial appointment. Earlier he served as an aide to both Senator

Gordon Smith and Senator Mark Hatfield.

The VanderZanden family has deep roots in Forest Grove and Washington County agriculture. As a

further link between Forest Grove and Maupin, Jesse told of his many trips for rafting and fly-fishing on the Upper Deschutes when he had a break from harvesting on the family farm.

Forest Grove is a full-service city including an electric utility. Jesse's involvement in utility matters is most often on rates, fees and power purchases. Lately they've developed incentives for electric vehicle charging with grants for level 3 home charging equipment and installation of 12 public charging stations. Jesse enjoys providing tours of the city's Clear Creek watershed as they source much of their drinking water from this 4500-acre area which is managed for sustainable timber and water quality.

Jesse and the rest of the city hall staff are working out of temporary quarters while city hall is remodeled. He's proud to have locked in the cost of the project with a guaranteed maximum price (GMP) contract signed in February 2022. Things are on schedule for a return to the offices on Council Street next April. The new building features the modern trends of wood and glass tied in with enough red brick to look like the downtown area.

Jesse noted extensive growth in Forest Grove with more than 1000 dwelling units built over the last five years, downtown affordable housing, commercial development on a large area adjacent to an important intersection and industrial activity. Forest Grove has a competitive advantage with lower electric and water service rates than its neighbors. More importantly, the poverty rate is diminishing at a quicker rate than the region and median income is increasing.

Overall, he feels great about the city's ability to accomplish projects more efficiently than in the past. While a survey of developers showed a high level of satisfaction, the comments gained from that input provided concrete suggestions to streamline the development permitting process. Since it's election season Jesse is also preparing to work with a new mayor and several new members on the city council. Current Mayor Pete Truax is retiring at the end of December after decades of serving the community as an elected official. Truax is the 2022 recipient of the James C. Richards Memorial Award for service as an elected official from the League of Oregon Cities.

# Local Government Spring Conference

## April 25-26, 2023 in Seaside

The LOC's 2023 Local Government Spring Conference will be held at the Seaside Convention Center. Hosted in a different part of the state each year, the conference program is specifically created to include topics important to that region. Registration to open late February at [www.orcities.org](http://www.orcities.org).





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

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