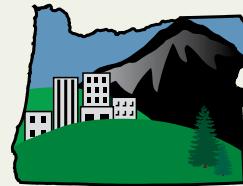


FOURTH QUARTER 2021



OCCMA
Oregon City/County
Management Association
A State Affiliate of **ICMA**

Portland Hosts ICMA Conference



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MESSAGE FROM THE PRESIDENT

Steve Powers • City Manager • Salem

As we approach the holiday season, the theme of my President's Message is gratitude. A City of Salem co-worker, in response to recognition he received for his leadership on a difficult park clean-up, captured how I feel about the past year,

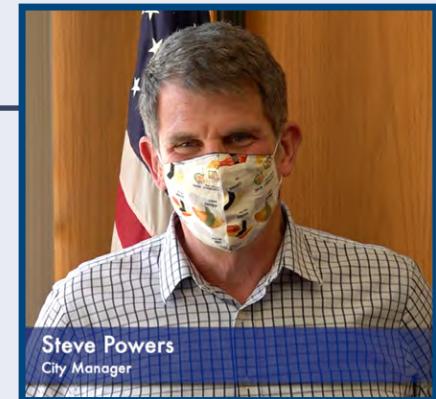
In my 19 years in parks and rec, I've never felt so much heartbreak and sense of achievement at the same time.

I'm thankful for the opportunity to do work that breaks my heart and at the same time satisfies my need to serve.

I'm thankful for Spencer Nebel and Brian Sjothun. Spencer and Brian are leaving the OCCMA Board of Directors. If you are on a board, you want directors like Spencer and Brian. Spencer has been doing OCCMA's heavy lifting for years—bylaws, ethics, nominating committees. Spencer has paid attention to OCCMA's governance essentials. His guidance and advice have been a tremendous help to me. Brian's time on the board can be characterized as challenging. Challenging the board to think about our assumptions—assumptions about our membership, our dues, and almost any OCCMA issue. I appreciate his leadership of OCCMA's DEI committee. Spencer and Brian, thank you for your service to OCCMA

Continuing with the gratitude theme, I am thankful for Spencer (again), Eileen Stein, and Joe Gall for co-chairing the OCCMA Host Committee for the 2021 ICMA Conference. Their leadership and the stalwart work of the subcommittee chairs and the volunteers resulted in a well-received ICMA conference. We hosted a heck of a party! The Host Committee will be providing a comprehensive written report for our amusement and for use by future host committees. Including, perhaps, Portland in 2041?

Making sure Oregon has a voice in the planning for the 2022 ICMA conference in Ohio, Nina Vetter will be on the conference planning committee.



Your board got a few things done at the October 20 board meet-

ing. We strengthened OCCMA's commitment to the Northwest Women's Leadership Academy by creating an OCCMA committee. The committee will provide organizational continuity and stability between OCCMA and NWWLA. We changed OCCMA policy to provide support and clarity for managers in transition. We kept the 2022 dues unchanged from 2021, with the dues structure to undergo a review in 2022. And we evaluated the senior advisors.

At the October 21 OCCMA Membership meeting, Dale Shafer was awarded a lifetime membership in OCCMA. The bylaws were amended to support managers in transition. Susie Marston, Professional Development Committee Chair and incoming OCCMA President, provided a comprehensive review of our Summer Conference. Spencer (of course) reported on the successful hosting of 2,500+ ICMA conference attendees.

Members chose the OCCMA Board of Directors and Officers for 2022. Thank you, Aaron Palmquist and John Walsh, for agreeing to continue the board. Welcome, Scott Derickson and Andy Varner!

If you are interested in serving at the international level, ICMA is calling for nominations for Regional Vice Presidents on the ICMA Executive Board. Susie Marston will serve on the West Coast Regional Vice President Nominating Committee, the committee that nominates candidates for consideration by ICMA members. OCCMA has been well served by members willing to contribute their time to ICMA. Roger Jordan, Martha Bennett, Jeff Towery, and Peter Troedsson have served or are serving as West Coast Vice Presidents. They welcome questions about their time on the executive board. ICMA's West Coast Regional Director and former ICMA President, Pat Martel,

(continued on page 3)



ARPA Highlight: City of Salem Spends \$8.1 Million to Address Homelessness

By Travis Kennison, Veterans Local Government Management Fellow, Salem

The federal government in the form of an American Rescue Plan Act (ARPA) grant. The Salem City Council voted to apply \$8.1 million of these funds to address the homelessness crisis felt throughout the City. As you can imagine, \$8.1 million can get spent very quickly. I am pleased to report that with the assistance of Salem's non-profit partners and its own City staff, the ARPA funds contributed to the opening of a new 30-unit outdoor micro-shelter village; a renovated 80-room motel; a navigation center that will provide stabilization and case management services for up to 90 days; a temporary program that provides 15 hotel rooms for 10 weeks each; and six Safe Park sites across the City.

Working for the City of Salem as a management fellow via the ICMA's VLGMF (Veterans Local Government Management Fellowship) program provides me a unique perspective on what it takes in order to put those dollars to work. Seeing the amount of effort and cross-organizational collaboration required to elevate these projects from concepts into reality has been eye-opening. For example, making an outdoor micro-shelter village come to fruition requires the cooperation of:

- The public works department as it performs environmental surveys that determine if a potential site is suitable;
- Police and fire as they advise site safety and security considerations;
- The planning department for proper zoning designation and permitting;
- The engineering department to develop a plan to grade the site and bring in utilities;
- The finance department to fund purchases/track expenditures/communicate remaining budget;
- Salem Housing Authority to identify and refer qualified residents;

The City of Salem was awarded funds by

- City Council, Mayor, and the City Manager as they support the project while previously unrevealed hazards, delays, roadblocks emerge to threaten the project;
- Marion/Polk County and State of Oregon officials that help identify, support and navigate policy to find ways to assist the progression of City priorities that address homelessness;
- Nonprofit partners as they provide care and on-site management of the village; and
- Adjacent neighbors to communicate and problem-solve potential concerns.

The one-time nature of ARPA funding has a downside as well. While it helps to secure sheltering options that would have been otherwise unattainable, it doesn't address the future operating funds required to successfully keep these projects afloat. A primary example of this would be the Salem Navigation Center that was recently purchased for nearly \$3 million. The existing infrastructure of the building needs extensive renovation to begin operations as they were envisioned. Costs are estimated to be upward of another \$3 million to install sprinklers, a commercial kitchen, water line upgrades to allow for showering and expanded bathroom use, a new roof, etc. Rather than dipping into funds earmarked for future operating expenses, the City of Salem is currently in conversations with Marion County to consider a financial collaboration on this mutually beneficial project. The rewards of such a collaboration would allow the Navigation Center to fully operate for two more years and provide time to secure additional funding for the years to come.

Salem is one of several key partners working to address homelessness in the Mid-Willamette Valley region. In October, several of the Polk County Board of Commissioners toured Salem's micro-shelter villages to witness its prosperity for themselves. Our hope is that Salem can inspire its neighbors to also find innovative ways to use their ARPA funds as a means to help address the homelessness emergency we are faced with.

President's Message – continued from page 2

pmartel@icma.org, is a great person to connect with if you have any questions regarding the process or the commitment. Jeff is ICMA's President Elect; he'll be lonely without an Oregonian joining him on the executive board.

Thank you for this past year. I'm honored and humbled to serve as OCCMA president during these challenging and fulfilling times.

Best,

Steve



ANNUAL
CONFERENCE

107th ICMA Annual Conference Portland – Restart! Oregon Shines

Portland had the honor of hosting the 2021 International City County Management Association (ICMA) Restart conference in Portland on October 3-6. Since our bid for the conference in 2012, planning has been underway and we have worked to build a great experience for conference-goers.

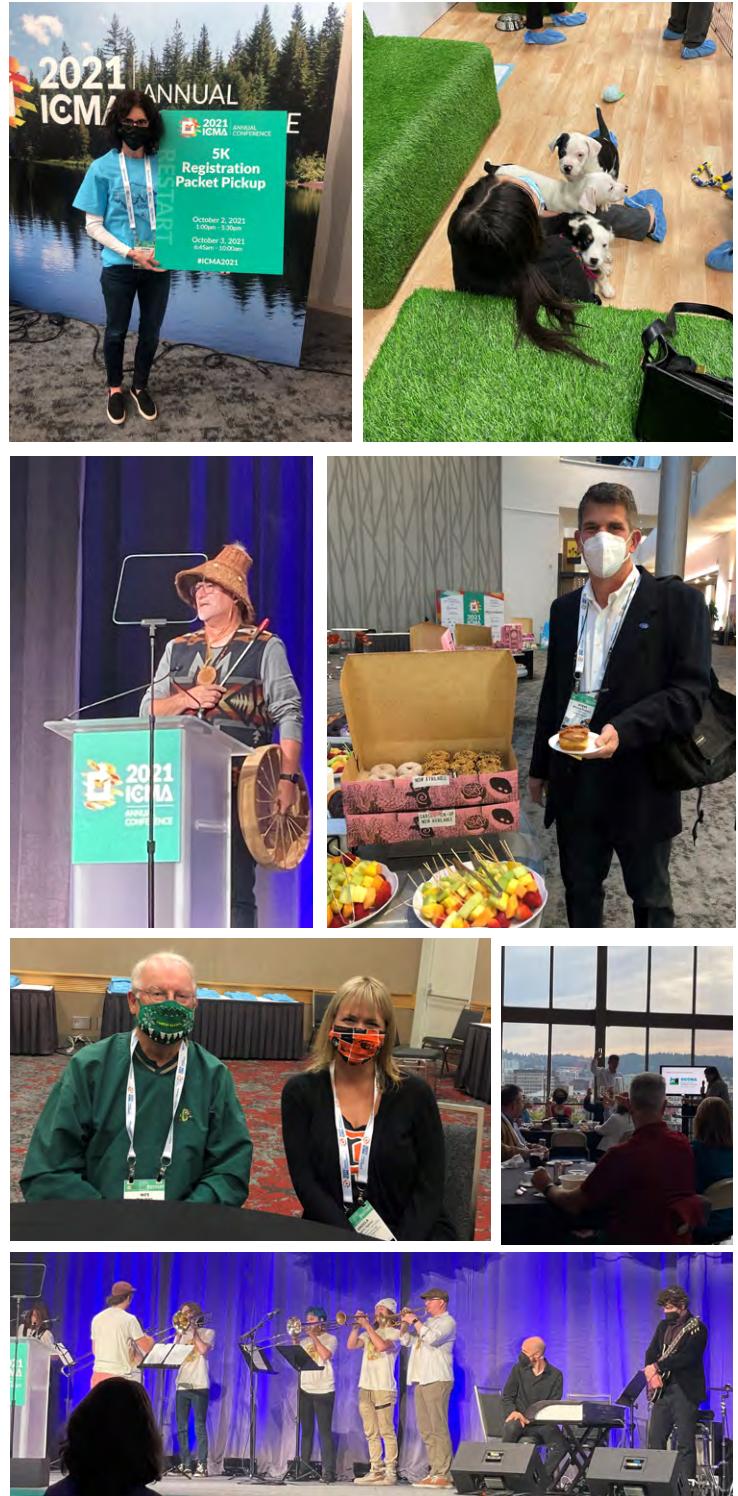
A great speaker lineup included daily Keynote Speakers:

- Chief Carmen Best, former Chief of Police for the Seattle Police Department, about leading through polarizing and challenging times.
- Claire Haidar, who spoke about work and technology, and its parallels to chaos theory defined as this: what appears to be chaotic is in fact a complex system, where a lot of micro changes are happening regularly, in a seemingly unpredictable way.
- Leigh Gallagher and the increasing dissatisfaction with the suburbs.
- Closing with COO and adventure racer Yvonne Camus with ways to crisis-proof your team.

Trailblazer talks on Smart Cities, resilience, and servant leadership. Workshops about Wicked Problems and Resilient Happiness. Pick-up soccer matches and Yoga with Goats. Puppy playpen. Conference sessions for everyone in the local government profession. And if you registered for the conference, you can still get on-demand content on the ICMA conference platform through the end of 2021.

Social events at Providence Park with on-field games, and Oregon-Washington Managers dinner at Veterans' Memorial Stadium were well-attended. From the Opening Ceremonies to the closing Inspirational Breakfast, the ICMA conference in Portland was a great learning experience for everyone.

The conference was the result of a great effort by Oregon managers and thank you to OCCMA members and Host Committee Chairs who organized, planned, hosted, volunteered, bought donuts, answered questions, and put our best foot forward in Portland at the Restart!



Holiday Photos: A Guessing Game

The holiday season is upon us! As communities begin to gather again to celebrate, we thought it would be fun to share some pictures from past celebrations around the state. See if you can figure out where these holiday traditions have taken place.



Answers on back page

2022 OCCMA Board of Directors

Message from Outgoing President

Steve Powers, City Manager, Salem

I will be forever humbled by the experience of serving as OCCMA president in the year we hosted the ICMA Annual Conference. The Host Committee Co-chairs, sub-committee chairs, and volunteers delivered an outstanding, real experience for our guests. ICMA was blown away by our preparation, responsiveness, and the Voodoo Donuts. Thank you for the privilege of standing on the big stage during the opening ceremonies.

This past year reminded me of how in OCCMA we are more alike than we are different. Our communities and organizations share the same or similar challenges regardless of size or location. When we all serve the public and help elected representatives make a difference, we have an endless supply of professional development subjects and networking topics.

I feel this past year has been extraordinary for our country and state, and I have been reminded by historians that our country and state have gotten through tougher times. Regardless of 2021's place in history, I know that our cities and counties are getting through these challenging times because of your leadership and contributions.

I am especially appreciative of our members whose leadership, or circumstances, have caused manager-in-transition status. Please reach out to your peers.



2021 OCCMA President Steve Powers with Past President Spencer Nebel

Check on how they are doing and really listen to the answer.

As for me, this past year has been rewarding and challenging enough for a full career, so I am retiring and heading back to Michigan. The OCCMA board is in the great hands of Susie Marston, followed by Scott Derickson. I wish you all well. If you are ever in the UP of Michigan, look me up.



Message from Incoming President

Susie Marston, City Manager, Gervais

Thank you for the opportunity to serve as your 2022 OCCMA President. In November, the OCCMA Board reviewed its Strategic Action Plan at its annual retreat. I look forward to working with our committees to help

carry out the Plan for the good of our membership throughout the year. If you are interested in serving on a committee, I encourage your participation. The OCCMA Annual Summer Conference is scheduled to be at Eagle Crest Resort in July 2022. I hope we can all be together in person again. As we begin to head into the holiday season, I wish you all wonderful and safe times with your families.



OCCMA Board of Directors Holds Annual Retreat

On November 18-19, 2021 the OCCMA Board of Directors met for their annual retreat at the Oregon Garden Resort in Silverton. The Board recognized the contributions of the outgoing members, including:

- Steve Powers, Salem City Manager as President
- Spencer Nebel, Newport City Manager as the Past President
- Brian Sjothun, Medford City Manager as a Director

The Board also welcomed its newest members Scott Derickson, Woodburn City Administrator who will be serving

as President-Elect and Andy Varner, City Manager of North Plains.

In addition, the Board updated their 2022 Work Plan, discussed the 2022 proposed budget, reviewed a draft policy for investigating ethics complaints, recommended liaisons to OCCMA standing and ad/committees, and created several new ad/hoc committees to help accomplish the goals established in the 2022 Work Plan.

Welcome, New OCCMA Board Members!



Andy Varner, City Manager, North Plains

Andy has been North Plains' City Manager since 2018. Before he and his family moved to Oregon, Andy was a City Administrator in rural Alaska and led an Economic Development District for the Southwest Alaska region prior to that. Andy is

married with two elementary school-aged children and two labradoodles, one a consequence of the COVID lockdown. No regrets. :) Andy is originally from the Midwest, but he is now committed to the food, beverages, and outdoors of the Pacific Northwest. He is very grateful for the collaborative nature of OCCMA and what the organization stands for, and looks forward to seeing as many Oregon cities as he can.



Scott Derickson, City Administrator, Woodburn

Scott has more than 22 years of local and regional government experience in communities across Oregon. A graduate of the University of Oregon's Planning, Public Policy & Management's undergraduate and graduate programs, and an ICMA Credentialed Manager for 10 years, he has been recognized for his emphasis on integrity, community leadership and managerial accomplishments, particularly during times of crisis.

COMMITTEE REPORTS

OCCMA Code of Ethics

The Council/Manager form of local government became the preferred alternative for progressive reform movements around the time of World War I. The thoughts of municipal reformers at that time, was to rid municipalities of the pervasive political machine form of government and the abuses of the spoils system. The International City Managers Association (ICMA) was founded in 1914 as an association of city managers to provide education and networking opportunities for its members. In 1924, ICMA adopted the Code of Ethics to define the principals that serve as the foundation or professional local government management, and sets the standards to which local government managers commit themselves to meet in their work and daily lives.

Likewise, OCCMA has adopted the ICMA Code of Ethics to guide member conduct in accordance with the Code and its associated guidelines. It is important to differentiate between legal actions and ethical actions. The Code should be viewed as standards adopted by OCCMA and ICMA that exceed our legal responsibilities in local government management. In other words, just because an action is legal, that action may not be ethical. Active members are further required to submit to peer-to-peer review of any complaint regarding unethical behavior. Section 2 of Article 11 of the OCCMA Bylaws provides that the Board shall have authority to take disciplinary action up to, and including, expulsion from the Association against any member, which, in its judgment, may be appropriate to maintain the order of the establishment of the Association. Disciplinary action may include public censure where notice is given to members of OCCMA, the governing bodies of the appropriate cities and counties, and/or news media outlets that a violation of the Code has taken place, and that OCCMA strongly disapproves of such conduct.

The OCCMA committee that is designated to review any complaints regarding conduct is the OCCMA Ethics Committee. Complaints may be forwarded to the OCCMA President, or chair of the Ethics Committee. The complaint is reviewed to determine whether the actions reported may be a violation of the Code of Ethics. If there is concurrence between the president and the chair of the Ethics Committee that the actions described, if found true, would be a violation of the Code of Ethics, then a letter is sent to the member in which a complaint has been made with a request that they provide a response to that complaint. If the member indicates that the facts are correct, then the issue is referred to the Ethics Committee to determine whether a violation of the

ICMA Code of Ethics has occurred. The Ethics Committee will then advise the Board who will meet in executive session to consider this matter. In cases where the facts are in dispute, a fact-finding committee is appointed to investigate the facts of the complaint and prepare a report for the Ethics Committee. Once the Ethics Committee has reviewed the facts, the Committee will make a recommendation to the Board as to whether a violation of the Code of Ethics has occurred. The work is done in executive session. The OCCMA President will notify the member of the Board's conclusions. The member can either accept the findings of the Board, or request a hearing. Following the hearing, if requested, the Board will make a final decision. Please note that this review is done on a confidential basis.

The OCCMA Board can take several actions regarding a complaint it has reviewed. The Board may determine that a violation of the Code of Ethics did not occur. In this case, both the complainant and the member would be notified of the Board's findings. If a sanction is in order, the Board can consider giving a private censure which consists of a letter to the respondent and complainant indicating that the respondent has been found to have violated the Code of Ethics. This information is kept confidential. A public censure would result in a written notification being provided to the member, the complainant, the local governing bodies affected by the circumstances, and news media, indicating that a violation of the Code of Ethics took place, and that the OCCMA strongly disapproves of such conduct. This notice will also be published in the OCCMA newsletter. The Board can further consider expulsion from OCCMA, and if the respondent is no longer a member of OCCMA, then the Board can consider a membership bar, as well.

Fortunately, the number of complaints that OCCMA has received regarding possible ethics violations has been relatively minimal. There are a couple of key things for OCCMA members to realize in this process. Under the ICMA Code of Ethics Tenet 3 Guidelines, members are encouraged to report possible violations. In reporting the possible violation, members may choose to go on record as the complainant, or report the matter on a confidential basis. This is in place to assure that the members of ICMA and OCCMA, are following practices that keep this profession in high regard by elected officials, citizens, and members of the profession.

As part of the professional obligations for membership in OCCMA, it is important to remember that it is your

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City Manager Spotlight

Alexandra Rains, City Manager, Scappoose



Alexandra Rains may have recently been named the new city manager for Scappoose, but she is no stranger to that municipality.

Rains began working with the city in September 2015. Her first position was as an intern while working towards her Master's in Public

Administration at Portland State University (PSU). In that role, she staffed the city's economic development committee and assisted then-city manager Michael Sykes with various projects like an individual lands inventory.

After she finished graduate school in 2016, Rains was hired on full-time by the city as a program analyst. She spent much time writing grants and RFPs, working on procurement and coordinating with contractors on projects to eliminate any potential bottlenecks that came up.

That led to a promotion to the position of assistant to the city manager, which Rains held for a couple of years. She was then promoted to Assistant City Manager in April 2020. Sykes announced his departure as city manager shortly thereafter, boosting Rains to the position of Interim City Manager in September of that year.

The Scappoose City Council began recruiting for a permanent city manager, and even brought in a firm to assist in

those efforts the second time. Rains applied to stay on in that role and patiently waited. That persistence paid off in late August, when council voted to name her City Manager.

"We have a well-put-together team. We are able to collaborate, and I'm grateful for that," she said. "There are a lot of things in the works and lots to do moving forward."

Rains grew up in the Portland area, living in Lake Oswego, West Linn and Milwaukie at different times. She started her first two years of high school in Oregon City before moving to New Mexico. Her first year of college was spent at the University of New Mexico, where she had earned a scholarship. But she felt the pull to come back to Oregon and continued her studies at Clackamas Community College before earning her bachelor's degree at PSU in 2010. Her areas of studies were social sciences, sociology and history.

Now that Rains is the permanent city manager in Scappoose, the city is hiring for an assistant to the city manager. The city is also actively searching for a new police chief and multiple officers and its finance administrator is scheduled to retire soon.

"Those new hires will be a big deal," Rains said. "We have a recruiter we'll be working with to help with that."

When she's not managing the city's daily operations in Scappoose, Rains likes to spend time with her friends and family. She enjoys skiing, reading, drawing and going to concerts.

colleagues that serve on the Ethics Committee, and they are charged with conducting peer-to-peer review when a complaint is filed. This is done on a volunteer basis by members of OCCMA in order to address complaints that may be in violation of the Code. If you are ever subject to an ethics complaint, please provide your full cooperation so that the complaint can be handled in an expedited fashion. The proceedings of the Ethics Committee, Fact-finding Committee, and the Board are handled in a confidential matter in order to discover facts and make a determination as to whether the Code has been violated. If a public censure or expulsion is deemed to be the appropriate action by the Board, that action will become public.

Complaints that have been reported often result in an opportunity to provide instructions to a member without making that action public. The Ethics Committee will report on the number of complaints received, and the outcome of those

complaints. The Ethics Committee will provide basic details to help members of OCCMA understand the actions that were determined to be in violation of the Code. The Code of Ethics, and addressing any violations of the Code, are a critical part of maintaining the professional standards that members of OCCMA follow in our professional and personal lives as local government managers. Many managers post the Code in their offices, and it is recommended that the Code, and the guidelines that accompany the Code, be reviewed from time to time as a reminder of what activities fall outside of acceptable practices for professional local government managers who are members of OCCMA and/or ICMA. Know the Code of Ethics and ask questions when you are not sure whether an action may be in violation of the Code. Below is a link to the Code of Ethics for your review and reference.

<https://occma.org/sys/website/?pageId=18052>



Recasting My Rep

By Dr. Frank Benest

I've been in my current position as a management analyst in the county administrator's office for the past three years. I believe that I'm viewed as someone who reliably completes quality work, such as board of supervisors reports, budget and performance management studies, and other analytic work. I am also perceived as a good and productive team member.

However, while I believe that I have the potential to lead others and manage important projects, I have not been chosen to lead project teams tackling the county's key priorities.

Simply put, colleagues, especially senior managers, do not perceive me as a leader. They seem to view me solely as a "numbers person" who does good "staff work."

How do I change people's perceptions of me?

It is difficult to change people's perceptions of who you are and what you have to offer. This was a challenge to me earlier in my local government career. I was a human services director (overseeing the city's social services) and wanted to become a city manager. No one thought I had the capacity to lead an organization as a chief executive. They perceived me as a soft-headed, touchy-feely social worker who knew nothing of finance, land use, or politics.

To make the desired transition, I had to redefine myself in the minds of others.

Ideas to Help Redefine Yourself

As I reflect upon my own past efforts to change perceptions of my capabilities, I have identified some strategies that may be helpful to you.

1. Check perceptions

The first thing you must do is to verify your assumptions. Invite a trusted colleague or coach to coffee, state your assumptions, and ask for forthright feedback. You might want to engage several colleagues in providing feedback to get different perspectives.

In these separate coffee discussions, you can ask several questions:

- To what degree do people fail to perceive my leadership capabilities?

- Am I overreacting to the assumption that people don't see me as a leader?
- How do I go about changing those perceptions that get in the way of my leadership role?
- Can I enlist you in my efforts to identify leadership opportunities? How can you support me? (For example, are you aware of an upcoming project which I can lead or co-lead? Can you suggest to top management my participation as a lead or co-lead?)

2. Take ownership

As suggested by Dorie Clark, author of *Reinventing You* and *Stand Out*, don't get defensive. Resist the urge to tell people they have a misperception of your capabilities. If they perceive that you are not a "leader" (whatever that means to them), then that perception is real for them.

It is up to you to change the dynamic. Acknowledge their view and ask for suggestions on how to change your behavior or take other actions to enhance your reputation.

3. Focus on behaviors

Behavior is ultimately the key to recasting yourself in the minds of others. You should focus on new behaviors, not perceptions. Frequent and consistent behaviors over time will redefine who you are and what you are capable of doing for the organization.

4. Redefine leadership

In seeking leadership opportunities, don't assume that you must serve as the formal team manager. Remember that leadership has nothing to do with formal authority or position. Anyone can lead. Leadership is all about exerting positive influence.

Therefore, even if you are not the formal project manager, you can exhibit certain leadership behaviors:

Ask questions at team meetings, such as:

- Why is this project important?
- What is our vision?
- What are our goals?
- To what extent are we meeting our goals?
- To achieve our goals, what else might we do?

- What are the interests and concerns of stakeholder groups and how do we respond?
- What does success look like?

(See Career Compass No. 24 “[Asking Powerful Questions](#).“)

Share your opinion, even if it is contrary to the majority view.

Volunteer to take on specific assignments in order to help the team move forward.

Incorporate the ideas and interest of other team members as you help the group develop the work plan. Your ideas will gain support and become more powerful if they are meshed with those of others.

Help the team debrief as it does its work. Ask:

- What has gone well?
- What has not gone so well?
- What have we learned as we move forward?

5. Assertively seek new leadership assignments

Don’t wait to be selected for new leadership opportunities. Schedule a development conversation with your manager in the county administrator’s office and specifically request a “stretching” opportunity to lead a team of significance. Or better yet, suggest a specific role for yourself in terms of a new team project.

Given the “retirement wave” facing most local government agencies, there are now more and more vacancies in our organizations as mid-level managers retire. Consequently, be on the lookout (and ask your coaches and others supporters to be on the lookout) for acting or interim positions in various departments. The best acting positions are those in which you have management authority over a program, budget, and staff. Your performance in an acting position can supercharge your development and change your reputation in the organization.

6. Over-deliver consistently

Since it is difficult to change people’s minds, you need to over-compensate. So if your boss thinks you do not speak up in meetings, you must consistently provide in team discussions thoughtful ideas, ask powerful questions, and disagree appropriately. As Dorie Clark suggests (“[You Really Can Change Your Reputation at Work](#)” Harvard Business Review Blog, Sept 11, 2015), if you really want a more positive impression to “stick,” you have to act consistently to produce it.

7. Build rapport with others

Colleagues are more likely to view you as a leader if they connect with you. Therefore, identify and share common interests with others. For example, are you and others pet

lovers, foodies, football fanatics, hikers, parents, or readers of biographies? Identify a commonality and share experiences. Common interests forge bonds. Assuming you do have some good ideas and are willing to take some calculated risks, others are more likely to follow you, if they connect to you on a personal level.

8. Fill in the gaps

When I was trying to redefine myself, I needed to address some gaps in my experience. I sought out the city’s community development director and asked to participate on a land use project team shaping a large development proposed for the community. I also requested of the finance director that I serve on the city’s budget team.

What are the gaps in your skills and knowledge? How do you secure the needed experience to develop these skills and knowledge?

9. “Flex” your style

It is a good idea to take a leadership or communication style assessment, get feedback on your scores from someone trained in the assessment tool, and then try out some new behaviors. For instance, if you are task-oriented and don’t spend much time relating to teammates, you might try out a little chit-chat, share some of your personal or family life with others, and ask them about their personal lives.

Some people feel it is inauthentic to be someone you aren’t. However, don’t think of it as being inauthentic. Rather, think of it as experimenting with new behaviors and “flexing” your leadership and communication styles. You are just expanding your portfolio of behaviors. (See Herminia Ibarra, “[The Authenticity Paradox](#),” Harvard Business Review, January–February 2015).

10. Promote the work of your various teams

If you are on the county budget team, take the initiative to write a county newsletter item summarizing the work of the team and the outcomes of budget deliberations. The team gets the visibility and so do you.

11. Seek leadership in professional organizations

Since local government professional organizations are always looking for volunteers to work on committees, it is not difficult to get on a committee and then take an active role. As you get involved, you can proactively suggest that you present the work of the committee at meetings of the professional association and write a summary for the association newsletter.

You can also get visibility by presenting at a seminar or workshop on a topic (for example, performance management) for which you have some knowledge and experience.

(continued on page 12)

Start out as a panelist. Your manager, a supportive colleague, or a coach can help you outline the presentation. Once you present, you can easily turn the outline into a professional article.

12. Get feedback on your efforts

As you implement your redefinition game plan, get feedback from a trusted coach. Ask some of the following questions:

- How am I doing?
- What are you hearing from others?
- Am I being sufficiently proactive?
- What else might I do?

Make sure you request forthright feedback, and then let your coach know what further steps or adjustments you plan to make.

Have Patience

Your current reputation was not built in a day. Changing perceptions will take some time. However, you will be successful if you develop a conscious rebranding strategy (see Career Compass #23 “[Building a Personal Brand](#)”) and then build momentum step by step, action by action.

Take Charge

Don’t allow other people to define you and your possibilities. Don’t wait until someone presents you with an opportunity. Proactively seek and secure the development and learning assignments that will demonstrate your capabilities.

In the process, you can take charge of your own reputation.

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

2022 CALENDAR OF EVENTS

January 28

OCCMA Board of Directors Meeting
Virtual

March 15-18

NW Regional Managers Conference
Skamania Lodge, Stevenson, Washington

March 18

OCCMA Board of Directors Meeting
Skamania Lodge, Stevenson, Washington

July 19-22

OCCMA Summer Conference
Eagle Crest, Redmond

July 22

OCCMA Board of Directors Meeting
Eagle Crest, Redmond

September 1

OCCMA Board of Directors Meeting to determine Board of Directors Nominations
Virtual

October 4

OCCMA Board of Directors Meeting
Riverhouse, Bend LOC Conf

October 5

OCCMA Annual Membership Meeting & Workshop
Riverhouse, Bend LOC Conference

November 17-18

OCCMA Board of Directors Retreat
Oregon Gardens, Silverton

SAVE THE DATES



March 15-18, 2022
Northwest Regional Managers
Conference
Skamania Lodge, Stevenson, WA

July 19-22, 2022
OCCMA Summer Conference
Eagle Crest, Redmond



Interim City Staff Registry



New LOC Service: Interim City Staff Registry

Do you need to fill an interim staff position in your city?
Are you a candidate seeking a temporary city staff position?

The new online LOC Interim City Staff Candidate Registry is free for both candidates and employers. Cities seeking to fill interim positions can easily search candidate bios by location, position type and by keyword.

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Oregon Senior Advisors



From
**Sheila
Ritz**



Tom Rinehart, Portland Chief Administrative Officer

As Chief Administrative Officer for the City of Portland, Tom Rinehart sits at the heart of Oregon's largest local government – and some of the biggest issues affecting cities today.

Five years into this role, Rinehart previously served as Chief of Staff for the Multnomah County Chair and the Oregon State Treasury. He graduated from the University of Notre Dame with a degree in Government and International Relations and earned a Master's in Business Administration at the University of Portland.

Rinehart oversees the City's Office of Management and Finance, an engine that helps the City run by providing human resources, technology and financial services. His team also manages a variety of high-profile programs and initiatives that involve multiple bureaus.

Under his leadership, projects have included reconstructing the Portland Building, the City's flagship office space in downtown Portland; modernizing online permitting; and launching the 311 customer service program, to help community members access resources and information.

Rinehart sees two major themes that span his team's projects: modernizing city government and prioritizing community needs. These commitments have become even more important as Portland weathers the global pandemic, racial justice reckoning, extreme weather events and other crises of the past two years, he said. His team has played a lead role in responding to emerging needs, from remote work to crisis communications to hygiene access for people experiencing homelessness.

Looking toward the future, Rinehart is especially excited about two transformational projects:

- 1) Community representatives on the City's Charter Commission are examining Portland's founding document. Next year, they are expected to recommend changes to the way city government works – starting with the form of government and City Council elections. Portland voters would have the final say on any changes recommended by the Charter Commission; and
- 2) A new Division of Community Safety was created within his office to develop a strategic plan that modernizes the city's safety system and ensures all Portlanders are safe, with access to help when they need it. With six full-time positions, the new team will prioritize four key areas:
 - Reduce emergency calls through upstream services;
 - Triage emergency calls so the right responder is sent to the incident;
 - Modernize emergency services, with differentiated options for different types of incidents; and
 - Align governance and staffing to improve efficiency.

Rinehart predicts lots of meaningful progress in 2022. Stay tuned!



Gary Schmidt, Clackamas County Administrator

Within a single 11-month period, Clackamas County had four active declared emergencies: the wildfires, the COVID pandemic, the ice storm last February and the housing crisis. County Administrator Gary Schmidt said this is the most county-declared emergencies at a single time in Oregon during that timeframe. It's certainly not something to be proud of, but he and the county's staff have weathered through it all very well.

Clackamas County has received \$80 million in federal American Rescue Plan Act funds and distributed \$15 million so far, mostly to businesses, non-profits, the public health division and for broadband internet connectivity. Of course, the county is still very focused on addressing the pandemic.

The Board of County Commissioners adopted five strategic priorities:

1. Build public trust through good government.
2. Grow a vibrant economy.
3. Build a strong infrastructure.
4. Ensure safe, healthy and secure communities.
5. Honor, utilize, promote and invest in our natural resources.

The Board has directed a number of specific projects to help meet these strategic priorities. One project is the new county courthouse. The state will fund 50 percent of the cost. Staff has been working on developing a public/private partnership agreement for private construction, maintenance and oversight for the first 20-30 years and then the county would take over maintenance and oversight responsibilities. The county owns the land and will own the building. Such a public/private partnership agreement has been done successfully for new courthouse construction in other states, but not yet in Oregon. County staff expects to have all the detailed information presented to the Board by next year so that the Board can decide whether or not to proceed with this partnership.

Another goal of the Board is to address homelessness by increasing affordable housing options. Thanks to a regional affordable housing bond passed by voters in the Portland metropolitan area in 2018, the county has been off and running in creating new affordable housing units. The county hopes to build 1,500 units by 2025 and is well on the way to achieving that goal.

Concerning infrastructure, county staff continue to work with the Oregon Department of Transportation on the planned I-205 freeway widening from two to three lanes in each direction between Stafford Road and OR-213 in Oregon City. Various design options are under consideration and also the probability of establishing it as a toll road, as the state legislature directed.

One aspect of the Board's economic development goal focuses on enhancing food production farms. Farming and agricultural land is prominent in the county and many farmers lost their crops during the February 2021 ice storm. The county hopes to do what it can to help these farmers increase their food production and food production acres.

The county is working on the design and construction plans for two new libraries: one in Gladstone and one in Oak Grove. These libraries will initially be operated and maintained by the county.

At this point, the county's budget has stabilized and Schmidt continues to help the Board of Commissioners stay focused on its strategic goals.



Kelsey Lewis, Grants & Programs Manager, Wilsonville, South Metro Area Regional Transit Department (SMART)

Kelsey Lewis has been in this position for the City of Wilsonville since the beginning of August. She previously worked for the City of Tualatin for seven years in various positions, most recently as Policy Analyst. She also previously worked for the City of Mt. Angel and as an intern in Beaverton and Hillsboro.

Lewis earned her Master's in Public Administration from Portland State University and her bachelor's degree in East Asian Studies from Lewis & Clark College. When she started the MPA program, Lewis intended to focus on non-profit management but soon changed her focus to local government management and truly loves working in city government.

Wilsonville SMART services are funded by a combination of payroll tax, federal, state and Metro grants. Her work includes applying for and reporting on those grants, promoting alternative transportation and helping people to connect with transportation alternatives that can meet their needs. Currently, the department has two battery-powered electric buses and is in the process of buying a third one. SMART also has buses that are fueled by compressed natural gas. Approximately 40% of its bus fleet is now powered by alternative fuels and the goal is to reach 100% of the fleet with alternative fuels by 2028.

Lewis has also been busy lately being the Chair of the Volunteer Coordination Subcommittee of the ICMA Conference Host Committee.



**Catherine (Cate) Schneider,
Management Analyst, Mult-
nomah County**

Cate Schneider has worked for Multnomah County for six years now. She was originally in the Administration Office and has been working in the Community Services Department in the Director's Office since early 2020. Prior to that, she worked for the City of Lake Oswego.

Schneider's current position is for special projects and communications. The Community Services Department is responsible for Elections, Land Use, Animal Services and Transportation. She is managing a number of projects, one of which is Master Planning the county-owned 90-acre site in Gresham. This site lies between NE 182nd and NE 190th and includes the county's Yeon building and Vance Park. The park is maintained by the City of Gresham. Approximately 70 acres of the property is undeveloped and includes a previous mining operation. The county intends to keep the Yeon building, which for many years has been used for office space and fleet maintenance. The project team will be considering new potential uses for the property.

Staff has also started the design process for a new animal shelter. The current shelter in Troutdale needs to be replaced. The location for a new animal shelter has not yet been determined.

Schneider is also the project manager for developing funding strategies for road maintenance. The county has hired a consultant to assist with this effort.

Another project is a strategic planning process for the Elections Division. Staffing has remained static but the number of registered voters has grown dramatically. Staff is analyzing the needs to determine what additional resources are necessary, and considering alternative ways to address the needs. This project needs to be completed before the budget process begins for next year.



From
**Dan
Bartlett**

Zooming around continues to be the norm for meetings. The big departure was the ICMA Conference at the Oregon Convention Center. As far as I know, I was the only person wandering around in a green polo shirt with the logo "Beyond the Oregon Trail, Oregon ICMA" with "85th Annual Conference, September 26-29, 1999" on the sleeve. I also wore my ICMA-RC, ICMA 100th Anniversary, Range Rider name tag. Charlotte was a fun Conference!

This year's Conference was also a great gathering. As a Senior Advisor, I only attended a few of the main sessions and did hang out a lot in the hallways and host the committee booth and the lunch area in the Exhibit Hall. Our Oregon/Washington get together was in the Veterans Memorial Coliseum. Being from Astoria, founded in 1811, the oldest city in the state of Oregon and the first American settlement west of the Rocky Mountains, I was happy to bring "1811 Beer" from Fort George for that event. It's a brewery name and beer name that reflect Astoria's history.

I met with **Astoria** City Manager **Brett Estes** in a former auto dealership used car lot and service facility. Astoria has received stimulus funds to help with the upgrade of its wastewater facility. The city is working on plans to prevent future landslides, as one house slid down a hill and is now located at a different address. This is not the first time this has happened in Astoria. There are houses in a few locations which slid down hills. Public Works is working on a plan to upgrade the Riverwalk with lighting improvements and wayfinding signage. Storing homeless folks' possessions is having an impact on the Parks Department and requiring part-time staffing. The number of planned building projects is amazing. New hotels are planned, along with another brewery and brewery expansions, not to mention housing permits for single and multi-family housing. Community Development is keeping up with the activity with the help of Community Development Director Meg Leatherman.

The October North Coast Managers meeting was by Zoom again. **Don Bohn** and **Monica Steel** were on for **Clatsop County**; **Bruce St. Denis** from **Cannon Beach**;

Melissa Thompson-Kiefer from Nehalem; **Chad Sweet** from Gearhart; **Jeff Hazen** from **Sunset Transit**; and **Skyler Archibald**, Executive Director of **Sunset Empire Parks and Recreation**. Folks discussed their vaccination rates. A food tax has been proposed in Cannon Beach (as this is submitted, the unofficial results show it passed by two votes). Thompson-Kiefer is working on their Fire Department relocation. Es-tes noted that the new brewery was approved.

The highlight of this period was clearly the 2021 ICMA Annual Conference. Now the Host Committee “booth” was really tables full of Voodoo Doughnuts in the hallway, along with a few chairs for Host Committee representatives along the wall. I must admit that the better deal was in the Host Committee Office across the hall. The coffee and food offerings were not “sweet” like the doughnuts.

Senior Advisors were encouraged to attend the “In Support of MITs: The Important Roles State Associations and Senior Advisors Can Provide.” A great handout was distributed outlining how ICMA can help with support services: ICMA dues waiver up to three years and include complimentary registration to ICMA professional and leadership development programs and Online Reputation Managements Services. This was a very informative session.

Our ICMA Senior Advisor Annual Meeting was mixed in person and Zoom. In person was clearly the best experience. Greg Bielawski, our ICMA Coordinator, provided an update on the program; Martha Perego updated us on ICMA Happenings; Roz Ceasar explained the program and Eric Norenberg gave an update on the MIT Task Force. A CIGNA Representative provided information on Assistance to Members in Transition.

I will be marking my calendar for the March 15-18, 2022: Northwest Regional Management Conference at Skamania Lodge in Stevenson, WA.

And now into the way-back machine. Back in July 2014, OCCMA drafted this letter to ICMA:

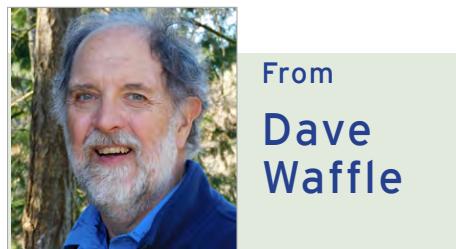
We are proud to have Jeff Towery, Assistant City Manager, Springfield elected to represent the West Coast on the ICMA Board. Jeff was our OCCMA President in 2012. He has been in Springfield since 2007.

Before Springfield, he worked in Lane County as a Land Management Manager and as a Management Analyst II. He had a consulting practice in Montana and Oregon from 1998 until 2005. Jeff started his career in Coos Bay and held Assistant to the City Manager, Interim City Manager and Assistant City Manager positions from 1986 until he moved to be City Manager of Cottage Grove in 1990. After seven years in Cottage Grove, Jeff decided to go back to be City Manager in Auburn, New York.

This move was somewhat natural as Jeff got his MPA from Syracuse University. The Montana connection has to do with his undergraduate degree from Montana State University. Jeff returned with a companion from New York, the local newspaper editor. She worked for various papers in communities where Jeff worked. They got married at McMenamins Edgefield and have settled down in Springfield to raise their family. Both Jeff and Doris are active in Rotary. Jeff was a Club President in the mid 1990s and Doris just completed her year as President of the Springfield Rotary Club.

Jeff continues to contribute much to OCCMA and Oregon government. We are sure he will represent us well on the ICMA Board.

And now Jeff is our ICMA President-Elect!



From
**Dave
Waffle**

Now that I’m done with an interim assignment as the Beaverton Assistant City Manager, I found time to complete this recap of activities of some of the OC-CMA members in my regions.

Washington County cities hosted two Mobile Field Demonstrations during the ICMA Conference in Portland. **Hillsboro** Assistant City Manager **Rahim Harji** and **Lake Oswego** Assistant to the City Manager **Madison Thesing** arranged for visitors to tour the Gordon Farber Recreation Complex (Ron Tonkin Field and Hillsboro Stadium) for an up-close view of a first-class sports complex that hosts minor league

baseball (Hillsboro Hops), Portland State University football games as well as many softball, baseball, soccer games and other activities during the year. Thesing said the group of managers and assistants had a chance to be in the batting cage, enjoy some of the usual ballpark refreshments and learn about the financing and operation of this successful sports venue. Harji noted that one of the visiting managers has already arranged for a tour of the facility and will bring other officials from that city to see the model. Here's a link to the video that Hillsboro prepared for the event: www.youtube.com/watch?v=ao6Qxub3s88.

The second tour was at **Beaverton**, where about 35 people learned of the extensive redevelopment work at Beaverton Central with new apartments, hotel, parking garage and the Patricia Reser Center for the Arts. The arts facility is in the final phase of construction and will open its 550-seat theatre and art gallery in Spring 2022. They also walked to Beaverton's Old Town, visiting "Restaurant Row" and learning of extensive efforts to create a locale for "destination dining." The managers and assistants ate lunch at a successful food cart pod that was launched by the City of Beaverton and its Redevelopment Agency through a competitive process for a \$25,000 predevelopment assistance grant. New City Manager **Jenny Haruyama** and I hosted the event with a great deal of assistance of the Community Development Department.

Haruyama joined the City of Beaverton at the end of August. I visited with her at the 60-day mark. She is the first regular City Manager of Beaverton since voters approved a new city charter and a return to the Council-Manager form of government. With her arrival and the election to fill a vacant city council seat, the primary governance roles are now filled and the transition can move forward. Haruyama came to Beaverton after service in several California cities, including her last position as City Manager in Tracy.



Rob Drake has been City Manager for the City of **Cornelius** since 2012. He has a strong Beaverton connection, as he served 16 years as its mayor under the previous City Charter. Prior to Cornelius, Drake had stints as the interim city manager in Tillamook and Carlton.

He has come to truly embrace this small, diverse community where he can be personally involved in plenty of hands-on problem solving. As he notes, the

problems can range from conflicts about garbage service to a stagnant town center along a busy highway.

Drake identified several key accomplishments, including winning an All-American City award in 2019, sponsoring Spanish language town hall meetings to overcome generations of distrust, and a new multi-use library and senior housing building called Cornelius Place. One significant event was the dissolution of the Cornelius Police Department in favor of a law enforcement contract with the Washington County Sheriff's Office in 2014. Drake is recommending renewal of the contract when it expires in 2022.

In a preview of coming issues, Drake listed redevelopment of downtown, resuming active engagement with the community and continued involvement with Cornelius' many partners to achieve community goals. On the immediate horizon are a December tree lighting event and building back the membership of the City's Youth Advisory Committee. During the Covid pandemic, it was difficult to recruit new students to the committee and there are plenty of openings available.

Cornelius is undergoing a growth spurt currently, with approximately 1,100 buildable lots approved over the past two years. The Community Development staff has reviewed and approved many new site plans for mostly single-family homes. A current application awaiting construction is a 113-unit, four-story low-income apartment building that is consistent with the updated Town Center and urban renewal plan.



There have been many recent changes in my senior advisor territory. But first, a check-in with **Eagle Point** City Manager **Aaron Prunty**, who has been on the job for the last year and a half. I last talked with him in September 2020, shortly after the South Obenchain Fire destroyed 89 structures, including 33 homes, and came within a few miles of Eagle Point.

"When I started with the City of Eagle Point, one of the first things I wanted to accomplish was a review of the emergency operations plan (EOP) and basic emergency management training for staff," Prunty told me

at the time. "Within one month on the job, I assigned three basic FEMA emergency management courses for all of the management team. Three months prior to the fire, staff was already working on better understanding incident command and management."

Emergency management remains a focus for Prunty. He says the city has put aside a significant amount of money for upgrading communication systems and ramping up emergency preparation information to the community. He has also been pushing ICS training for city staff.

Prunty is the rare city manager who was a long-time resident of the community he serves before he got the job. He has lived in Eagle Point for 20 years and is a former planning commissioner and city councilor. Although Eagle Point is not his first city manager position, he says he is learning a lot and having a good time. He says the organization is very professional and the entire council is community-minded. Eagle Point has long been one of the fastest growing communities in Jackson County and he says growth hasn't slowed down.

Plans have been submitted for new phases of development around the Eagle Point Golf Course; a phased development that will ultimately lead to the construction of a couple of hundred homes. Meanwhile, the city just wrapped up a major, multi-year road project with ODOT and Prunty is now turning his attention to updating the storm water master plan.

"My leadership style is to give people the tools they need to succeed and get out of their way," he said. Sounds like that's been a winning formula for him and the city.

Now for the changes...

In Deschutes County, Tom Anderson has retired as county administrator after a nine-year run in that position and a 17-year run with the county. He had been serving as the county's community development director at the time of his appointment. Anderson told me he is leaving behind a legacy of collaboration, because, he said, "a county administrator does nothing by themselves." He said he worked hard to push inter-departmental collaboration and to build project-focused teams. Anderson also focused on

preparing for the future by building strong budgetary reserves, an effort that is helped immensely by the success of the county's self-funded health insurance plan, its on-site employee health clinic and on-site employee pharmacy. He has been able to keep health insurance premiums flat and funnel more money into operations.

As for retirement, Anderson said he and his wife Joni plan to travel a bit and do a lot of hiking, skiing, fly fishing and camping. (Does this man live in Central Oregon, or what?)



The new county administrator in Deschutes is **Nick Lelack**, who had been serving as the county's community development director (I'm sensing a pattern here) and who beat out a national field of candidates. I've known Lelack since he was first hired as the county's planning director in 2009 and I'm not the least bit surprised that he emerged on top in a competitive recruitment.

Lelack has a background in public policy and holds master's degrees in both planning and public administration. He began his career as an intern in former Senator Bob Packwood's office, then moved on to the Center for International Studies. Lelack then moved to Wisconsin, where he worked in planning, before landing the planning director position in Deschutes.

"Deschutes County is a solid organization that's very much in line with my interests," he said. "The stars were aligned. I had a lot of support and encouragement, and Tom has made for the best transition you can possibly have."

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

Dan Bartlett – (503) 791-8060, drbartlet@charter.net

Dave Kanner – (541) 851-1267, dave_kanner@yahoo.com

Sheila Ritz – (503) 698-5171, sheilaritz.sa@gmail.com

David Clyne – (541) 905-3230, davidclyne29@gmail.com

Gary Milliman – (541) 813-9267, gmilliman@brookings.or.us

Dave Waffle – (503) 360-6797, dwaffle.cm@gmail.com

As for immediate concerns, Lelack says staffing is a big issue, especially with the massive growth projected for Deschutes County in the next 10 to 15 years. The challenge will be to retain employees and make the county an attractive employer. Like many of you reading this, the county is seeing smaller and smaller applicant pools, even as the county must plan for extraordinary growth in programs and services, which in turn means the county will have to take a hard look at its facility needs. Lelack hopes to address some of those needs by developing a remote work policy.

At the same time, he inherits a budget that's in great shape, with 5.5 percent growth in county-wide assessed valuation this year and \$4 million in reserves. But, he added, homelessness is the most pressing issue the county needs to deal with. The county and regional partners are in the process of creating a "veterans village," a development with temporary housing and a community center with county health and mental health services.

In addition, Lelack is the Eastern Oregon representative on the Land Conservation and Development Commission and, with the Board of Commissioners' blessing, he plans to continue serving in that capacity.



Closer to home, **Jordan Rooklyn** is the new city manager in **Talent**. This is her first city manager position, although she is no stranger to Southern Oregon or public administration. Rooklyn grew up in Ashland and left to study economics and Spanish at the University of Montana. She also has an MPA from the University of Washington. After a series of varied jobs (including a position in Ecuador!), a Hatfield scholarship placed her in a position with the Portland Police Bureau, where she ran the agency's strategic planning process.

At the time of her hire this summer, Rooklyn was working as a strategic analyst for the Portland Water Bureau, although she had moved back to Ashland last December and was working for the Water Bureau remotely.

Her background in strategic planning should serve Talent well, as the city has a relatively new council and has experienced considerable recent turnover in senior staff positions. The city has a new community development director and is recruiting for a finance director

and a city recorder/community engagement director. Rooklyn noted that this is a chance to rebuild and stabilize the team.

She is also committed to furthering her own professional growth, which I hope she will do at least in part by interacting with all of you.



Meanwhile, **Gold Hill** has hired **Jerry Breckinridge** as its new city manager. Breckinridge comes to the Rogue Valley after a stint as city manager of Arvin, Calif., a city of 22,000 located about 100 miles north of Los Angeles. He joined the city of Arvin as its police chief after a 26-year career in the police department of Tulare, Calif. Two years after coming to Arvin, the city manager departed and Breckinridge moved up to the CAO slot. However, when the political winds shifted, he and his wife decided it was time to leave California and Gold Hill seemed like a perfect fit for him.

Breckinridge wanted to be in a small community "where I can get to know everybody in town within a couple of weeks," he said. He also recognized Gold Hill as a community that needs stability and someone who will stick around, which he intends to do.

Breckinridge credits his predecessor, Jessica Simpson, with having left Gold Hill in great shape, but not without a number of near-term challenges. Foremost among them are upgrading the city's wastewater treatment plant and water treatment plant (and finding the money to pay for that work). The WWTP was built in the 1980s and while it has been well-maintained, it hasn't been improved to meet current standards. (The city is under a DEQ mandate to do so.) Gold Hill, meanwhile, draws water from the Rogue River but its treatment plant needs to be modernized. What's more, recognizing that drought may be a permanent condition in the western U.S., Breckinridge would like to develop a back-up water supply by drilling wells to supplement the current municipal water system.

Breckinridge seems like a great fit for Gold Hill. I hope you'll all have a chance to meet him at regional or statewide conferences.



From
Larry
Lehman

I met with **Byron Smith**, the City Manager of **Hermiston**, and **Mark Morgan**, the Assistant City Manager, in the early part of September. They are a very optimistic management team. Hermiston is expecting at least 120 new homes this calendar year, with many new subdivisions under consideration.

There is a 180,000 square foot distribution center under construction. This will be for wholesaling auto and RV supplies.

The new city hall is under construction. It is an \$8.6 million complex and is being built on the same ground as the old city hall. Staff has been temporarily moved to the basement of the library.

There are two new elementary schools under construction. One is a replacement building and the other is intended to handle the impact of student growth.

The City of **Milton-Freewater** is making it through these difficult times in good shape and making concrete plans for the future.

City Manager **Linda Hall** reports that the city has hired architects for the construction of a new police station. The voters in Milton-Freewater approved a \$7.7 million general obligation bond in May; and they were recently sold at a very favorable interest rate. Construction is expected to begin in the spring of 2022 and be completed within a year.

The city just hired a new person to replace its long-serving Finance Director. Hall said she was happy with the number of applicants and the final choice.

She expressed her great sorrow over a good friend and Milton-Freewater court employee who died of Covid. The employee was only 51 years old.

There are two new housing developments under construction and a number of new businesses have opened in the city, including a Taco Bell, O'Reilly's Auto and Dollar General.

OCCMA is Seeking Applications for Two Senior Advisor Positions

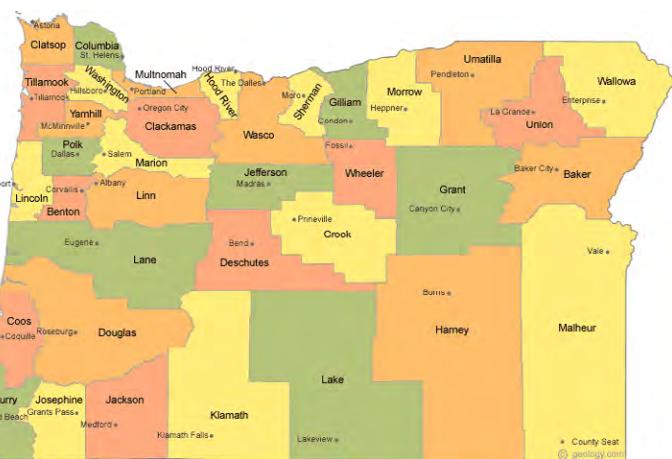
The Oregon City/County Management Association (OCCMA) is soliciting applications for two Senior Advisor positions. Senior advisors provide the counsel, experience, and support of respected, retired managers of the profession for city, county and COG chief administrators and assistants. Senior advisors 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 and ICMA's websites. Questions can be directed to Angela Speier at aspeier@orcities.org or (503) 540-6599.

ABOUT THE REGIONS: The region assignments are flexible and will be evaluated once the vacant positions are filled. It is likely one of the positions will serve 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 by **December 31, 2021**. 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.





OCCMA

Oregon City/County
Management Association

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

**Answers for Holiday Photos: A Guessing Game
(page 5)**

- 1. Estacada**
- 2. Amity**
- 3. North Bend**
- 4. Albany**
- 5. St. Helens**

 *Happy Holidays* 

The OCCMA wishes you a happy holiday season.