



OCCMA

**Oregon City/County
Management Association**

A State Affiliate of **ICMA**

FIRST QUARTER 2018

City of La Pine:

First “Small City Pilot” of Sustainable City Year Program



INSIDE...

President's Message
2018 OCCMA Board of Directors
Save the Date - OCCMA
Summer Conference
2018 OCCMA Committees

ICMA West Coast Conference/
NW Regional Managers
Conference
Women's Leadership Academy
Career Compass
ICMA Ethics

LOC Grassroots Advocacy
ICMA Coaching Webinars
Save the Date - Fall Workshop
Senior Advisor Reports
Managers on the Move

MESSAGE FROM THE PRESIDENT

Christy Wurster • City Manager • Silverton



Dear Managers,

I am excited about the opportunity to serve as your president this year. When I began my career with the city of Dallas 23 years ago, I never imagined that it would lead me to this point. Fortunately, I was blessed to get a job working in an environment that supported and encouraged professional development. Yes, the rumors are true; I was mentored to pursue this profession by Roger Jordan. It was the example that he set over the past several years that encouraged me to want to serve in a leadership capacity. Truthfully, I listened to Roger's war stories over and over. He often shared how tough his job was and initially it made me wonder why on earth anyone would ever want to be a city manager. I doubted that I had the ability and drive to become a manager. After I completed my bachelor's degree, Roger's stories changed. I was suddenly hearing about how rewarding the profession was and that I should consider becoming a city manager. Both Roger and David Shea (our public works director) wouldn't let me go of the idea. Before I knew it, I believed I could do it... so I did.

One thing that I have learned through being mentored is the responsibility to pay it forward. In setting my personal goals for 2018, I was looking for a way to make a difference. After reading a social media article, I decided that I could contribute to making this year better through HOPE — Helping One Person Everyday. I would like to challenge each of you to consider how you can personally contribute to our profession this year. We get incredibly busy in our day-to-day responsibilities but there are numerous opportunities to help others. You may be surprised how much you are personally rewarded through this experience.

I would like to thank Past President Michael Sykes and the entire OCCMA Board for their contributions and leadership this past year. Last year was amazing and I know that 2018 is going to be even better. We have several talented professionals serving in leadership roles throughout the state this year. The Board of Directors met with incoming directors for our annual retreat at the Oregon Garden Resort in November. I am impressed with the tremendous amount of energy on the Board again this year. Some of the highlights of the year include:

- The ongoing support of the Roger Jordan Scholarship, which was created with a generous donation from Roger Jordan over five years that will ensure that students from both Portland State University and the University of Oregon have the opportunity to attend our summer conference. The Board agreed that we would continue to fund the scholarship on a

permanent basis. It is an honor to offer the scholarship funds in recognition of the many contributions Roger has made to ensure that future generations of managers have the opportunity to obtain the knowledge, skills and abilities to succeed in this profession.

- The creation of the NW Women's Leadership Academy pilot program. We have agreed to be the fiscal agent for the new NW Women's Leadership Academy, a 12-month professional development program for women from Oregon and Washington interested in local government. The purpose of the academy is to advance women from a variety of backgrounds in local government with the goal of promoting more women into leadership roles through support, professional development, and networking opportunities. Special recognition goes to Rachael Fuller and Martha Bennett for their leadership in developing and promoting the program.
- The announcement of Roger Jordan's retirement as a Senior Advisor. Roger notified the Board officially of his intent to retire effective December 31, 2017. We will see what we can do to keep him engaged in the profession. It is only fitting that there be at least one more opportunity for an award or special recognition in his honor during my tenure.
- The search for a new senior advisor to serve the Mid-Willamette Valley region. We solicited applications and I recommended to the Board at our February board meeting to appoint Wes Hare as our new senior advisor, and the appointment was approved by the Board.
- The opportunity to host an Oregon Day later this spring for a Polish exchange with our colleagues from the Washington City/County Management Association. This will likely occur in May sometime around the 2018 West Coast Regional Conference to be held at Skamania Lodge, in Stevenson, Washington.
- The ongoing planning and organization of the Host Committee for the 2021 ICMA Conference to be held in Portland. The committee needs individuals that can contribute over the next several years to ensure a successful conference.

I am looking forward to building stronger collaboration with the League of Oregon Cities this year. Michael Sykes, Marty Wine and I had the pleasure to meet with new Executive Director Mike Cully last month to talk about how we can continue to strengthen our relationship to ensure that all of our cities are part of solutions as we move forward. Another new face at the

2018 OCCMA BOARD OF DIRECTORS



PRESIDENT
Christy Wurster
City Manager, Silverton



PRESIDENT-ELECT
Marty Wine
City Manager, Tigard



PAST PRESIDENT
Michael Sykes
City Manager, Scappoose



SECRETARY-TREASURER
Mike Cully
Executive Director,
League of Oregon Cities



Ben Bryant
Assistant City Manager,
Happy Valley



David Clyne
City Manager,
Independence



Robb Corbett
City Manager,
Pendleton



Ron Foggin
In Transition



Spencer Nebel
City Manager,
Newport



Sean O'Day
Executive Director,
Mid-Willamette
Valley Council of
Governments



Dale Shafer
City Manager,
Nehalem



Byron Smith
City Manager,
Hermiston

MESSAGE FROM THE PRESIDENT (continued)

League is Megan George. It has been a pleasure to have Megan assist and strengthen the effectiveness of our organization through her staff support for OCCMA.

This year the NW Regional Managers Conference is combined with the ICMA 2018 West Coast Regional Conference. I look forward to seeing you this spring for the conference at Skamania Lodge where we will have the opportunity to network and continue to enhance our skills.

It is a privilege to serve as your president in 2018. Let's make it a

year to remember!

Christy Wurster
2018 OCCMA President

First “Small City Pilot” through SCYP Launches in La Pine

By Cory Misley, City Manager, La Pine

It is a special feeling to have a unique and beneficial project, based on years of persistence, come to fruition for the community one serves. Last month the City of La Pine with the University of Oregon’s Sustainable Cities Initiative launched the first-ever Small City Pilot of their Sustainable City Year Program (SCYP). Over the coming year, approximately ten courses ranging in topics from planning and journalism to passive solar heating and landscape architecture design will focus their efforts to provide tangible recommendations to La Pine. The time and effort by both the city and SCYP to make this a reality has been extensive. Together we recognized that smaller cities have to balance the day-to-day needs while maintaining long-range planning and capital projects with limited (but dynamic) staff resources—making them prime candidates for an infusion of energy and ideas.

Megan Banks, SCYP Program Manager, and I first spoke in passing nearly two years ago. The quick takeaway for each of us was, “why doesn’t SCYP try to serve smaller public entities in Oregon?” and more importantly “how can we make that happen?” Through many conversations, consultation with the La Pine City Council, and coordinated planning we were able to find a path forward to get us to



this point. The process of making sure it was a good fit and a win-win for both the city and SCYP was crucial.

Some of the areas in need of creative approaches and planning included downtown redevelopment; bicycle and pedestrian connectivity; leveraging an urban renewal agency; community nonprofit assistance; implementation of complete streets; and specifically conceptual design of a publicly-owned parcel as a city center and transit location.



We were able to sync course outcomes to those needs while infusing broad public engagement and sustainability principles as the cherry on top. Many of the traditional downtown and multi-modal transportation elements seen in cities are missing from La Pine, as having only been incorporated for just over 10 years.

As with any project or program the question of funding had to be answered. We were fortunate for Megan Banks and SCYP to facilitate bringing The Ford Family Foundation as a partner into the equation. Their mission to support and foster Successful Citizens and Vital Rural Communities has roots in La Pine prior to incorporation, and it was a natural fit for them to assist in the development of student learning objectives coupled with supporting a growing rural community. It has been a pleasure to work with all involved, especially the faculty members who have experience with

SCYP and the process of fitting the outcomes wanted by the City with the necessary learning objectives. Furthermore, it has been a valuable learning experience and exercise for the city to think deeply about the status of projects and priorities, and to be ambitious but realistic with what we want to move forward in the next handful of years.

On January 12 over 50 students, faculty and SCYP staff joined by another 50 La Pine community members, elected officials and staff filled the La Pine Senior Center for the SCYP Kickoff Event. The energy in the room was palpable. We simultaneously launched the first-ever Small City Pilot while foreshadowing the next chapter of development within the city of La Pine. The process has been worthwhile, and yet we are more enthusiastic than ever as the best is yet to come with results around the corner.



SAVE THE DATE

July 10-13, 2018

OCCMA Summer Conference

Mt. Bachelor Village Resort in Bend

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

2018 OCCMA Committees

Nominating

Recommend board slate for following year at the September business meeting.

Michael Sykes, City Manager, Scappoose (Past President, Chair), msykes@ci.scappoose.org

Ethics

Monitor OCCMA and ICMA member compliance with the ICMA Code of Ethics. The Committee also serves as the local fact-finding body inquiry. Work with other committees to help educate members about the OCCMA Code of Ethics.

Christy Wurster, City Manager, Silverton (President, Chair), cwurster@silverton.or.us

Support for Managers

To connect our members with the network of opportunities to gain knowledge, insight, experience and perspective through developing other professionals in the field.

Ben Bryant, Assistant City Manager, Happy Valley (Chair), benb@happyvalleyor.gov

Bylaws and Policy

Review Bylaws and Constitution and recommend amendments as requested by the President and Board of Directors.

Spencer Nebel, City Manager, Newport (Chair), s.nebel@newportoregon.gov

Audit

Meet with Secretary-Treasurer to review all financial transactions, and provide a report to the Board after the close of the fiscal year.

Marty Wine, City Manager, Tigard (President-Elect, Chair), marty@tigard-or.gov

Professional Development

Enhance and promote professional development and training opportunities to help advance the professional capabilities of OCCMA members.

Marty Wine, City Manager, Tigard (President-Elect, Chair), marty@tigard-or.gov

Academic Affairs

Increase partnerships with universities to help build future generations of local government managers.

Ron Foggin, In Transition (Chair), rwfoggin@gmail.com

Communications

Maintain and enhance multimedia member communication and information exchange programs.

Marty Wine, City Manager, Tigard (President-Elect, Chair), marty@tigard-or.gov

Ben Bryant, Assistant City Manager, Happy Valley (Chair), benb@happyvalleyor.gov

Next Generation

Develop future generations of local government managers to sustain the profession. Assist with the development of educational programs that promote city management and internship opportunities. Support and collaborate with the Engaging Local Government Leaders (ELGL).

Sean O'Day, Executive Director, MWVCOG (Chair), soday@mwvcog.org

ICMA Liaison

Identify and recommend actions in relation to the ICMA/ OCCMA Affiliation Agreement and provide updates on international issues.

Ron Foggin, In Transition (Chair), rwfoggin@gmail.com

Scholarships

Create criteria and policy for the disbursement of scholarship funds from the Roger Jordan and Charlie Henry Scholarship programs. This committee is comprised of the chairs of the Next Generation Committee, Professional Development Committee, Academic Affairs Committee, and Support for Managers Committee.

Marty Wine, City Manager, Tigard (President-Elect, Chair), marty@tigard-or.gov

Host Committee

Host a well-organized, sufficiently funded and successful conference. Portland, Oregon has been chosen as the host city for the 2021 ICMA Conference. OCCMA will focus efforts on fund raising, social and program activities and business and logistical support.

Joe Gall, City Manager, Sherwood (Chair), gallj@sherwoodoregon.gov

Eileen Stein, City Manager, West Linn (Chair), estein@westlinnoregon.gov



ICMA 2018 West Coast Regional Conference & NW Regional Managers Conference

A two-day learning experience in Stevenson, WA, with career-building, mentoring and leading ideas sessions to help local government professionals and their communities thrive.

The ICMA West Coast Regional Conference, held in conjunction with the Northwest Regional Managers

Conference, invites local government professionals of all career stages to come together for a new year of educational breakout sessions, hands-on lessons and networking opportunities that offer all attendees the leadership and professional development essentials needed to succeed. If you want leading ideas to help you, your organization, and your community to thrive in 2018, don't miss it!

**Register now for the ICMA 2018 West Coast Regional Conference/
Northwest Regional Managers Conference**

May 1-4, 2018

Skamania Lodge, Stevenson, WA

Highlights

Tuesday, May 1

- Welcome, President's Reception

Wednesday, May 2

- Keynote Luncheon – Making What You Have to Say Meaningful and Memorable with Chris Mefford, Economist, Community Attributes
- ICMA Updates from ICMA Leadership
- Washington-Oregon Volleyball Game
- ICMA-RC Reception

Thursday, May 3

- Innovation: Creating Smart and Sustainable Communities of the Future – Approaches for creating healthy, livable and prosperous communities of the future
- Reestablishing Democratic Local Government – The Polish Experience

- Forged in Crisis – We discover a remarkable template through the stories of five masters of crises
- Homeless Shelters – Conestoga Huts & Eugene's Innovative Approach
- Keynote Luncheon – Speaker Bob Ferguson, Washington State Attorney General (invited)
- ICMA University Workshop: Leading Courageously in Challenging Times – ICMA Executive Director Marc Ott provides examples of leadership in theory and in practice.

Friday, May 4

- Walking Tour: Columbia Gorge Interpretive Center – ideally situated to interpret the natural and cultural history of this beautiful region
- State Association Meetings

Register online by Monday, April 16, 2018. More details: <https://www.regonline.com/builder/site/?eventid=2152888>.

NW

W O M E N ' S L E A D E R S H I P A C A D E M Y

"I am the only woman management team member and supervisor and it would be so beneficial for me to be a part of a group like this that helps support other women."

"Two things really intrigued me about the academy – the opportunity to enhance my leadership development through new skills and competencies and the chance to network and build professional mentorships."

"The sessions such as human resources, labor relations, land use, budget, interviewing and negotiation all would be very practical and applicable skills to use as I advance my career."

"The support of the cohort and mentorship would help me build confidence and connections I will need to succeed in the profession."

"Attending the academy would provide me with motivations, encouragement, and engagement with other women determined to become productive leaders."

– Quotes from NW Women's Leadership Academy applicants

The NW Women's Leadership Academy is a pilot program to advance women from a variety of backgrounds in local government into leadership roles. The Academy is a ten-month long professional development cohort that provides opportunities to enhance skills and competencies, build confidence, network and expand professional connections through career mentoring and moral support to women in local government. Leaders in Washington state are working on a similar program.

Thirty (30) women from around the state were selected for the 2018 cohort and the first session kicked off February 9 in Gresham. The selected cohort will come together for six, one-day learning sessions in cities throughout the Portland metro region.

At the end of the Academy, participants will graduate with an enhanced understanding, and strategies to tackle, a wide variety of issues including:

- Leadership: Each participant creates their own personal leadership assessment and curriculum for the duration of the academy.
- Establishing effective relationships with the governing board.
- Process improvement tools to unleash performance and innovation.

- Spotting and handling HR and labor relations issues.
- Motivating employees to fulfill their highest potential.
- Working within Oregon's unique land use system.
- Developing a municipal budget.
- Working with executive search firms to take your career to the next level.
- Interviewing for leadership roles.
- Challenges and opportunities facing women in leadership.

This initiative is possible because of the incredible support and assistance from the following individuals and organizations:

- Martha Bennett, Chief Operating Officer, Metro, and Julie Underwood, City Manager, Mercer Island, Wash., provided early support and guidance.
- Sherilyn Lombos, Marty Wine, Alice Cannon, Megan Phelan, Liz Newton, Martha Bennett and Ann Ober serve as instructors and provide oversight, collaboration and support as members of the steering committee.
- Sara Singer Wilson developed and delivered the leadership curriculum, including the TotalSDI (Strength Deployment Inventory) for participants and instructors.

- The OCCMA Board of Directors endorsed the Academy and Megan George provided administrative support.
- Erik Kvarsten and city managers throughout the state supported the concept and nominated leaders to the academy.
- Leadership academy instructors, including the steering committee, and Eric King, Heather Gantz, Stephanie Betteridge, Kirsten Wyatt and Sharron Monohon, and:
- Host jurisdictions (Gresham, Tualatin, Lake Oswego, Metro, Tigard and Multnomah County).

for women from all backgrounds (cultural, economic, gender identity, geographic location, etc.) and to determine what else may be needed to create a future where women are equally represented in leadership positions in local government.

Rachael Fuller
 Assistant City Manager
 City of Gresham
 Rachael.Fuller@greshamoregon.gov
 (503) 618-2255

Jessica Harper
 Livability Manager
 City of Gresham
 Jessica.Harper@greshamoregon.gov
 (503) 618-2584

Countless other men and women throughout the state have supported this endeavor through nominations, ideas and encouragement. As the year progresses, we'll continue to seek improvements to ensure that the program is inclusive

2018 Cohort

| Name | Organization | Position |
|-------------------------|------------------------------|-----------------------------------|
| Cynthia Alamillo | City of Manzanita | Assistant City Manager |
| Alissa Angelo | City of Stayton | Deputy City Recorder |
| Melissa Bradley | City of Bend | Senior Budget & Financial Analyst |
| Julia Crown | City of Gresham | Environmental Specialist III |
| Suzanne Dufner | City of Monmouth | Community Development Director |
| Christina Fadenrecht | City of Milwaukie | Assistant to the City Manager |
| Haley Fish | City of Milwaukie | Finance Director |
| Melissa Grace | City of McMinnville | City Recorder/Legal Assistant |
| Jessica Harper | City of Gresham | Livability Manager |
| Corissa Holmes | City of McMinnville | Pretreatment Coordinator |
| Andi Howell | City of Sandy | Transit Director |
| Aquilla Hurd-Ravich | City of Tualatin | Planning Manager |
| Danette Jamison | City of Albany | Senior HR Program Coordinator |
| Sarah Keane | Metro | Oregon Zoo Finance Manager |
| Rose Lacey | City of Albany | Recreation Coordinator |
| Kelsey Lewis | City of Tualatin | Management Analyst II |
| Jessica MacClanahan | City of Bend | Project Engineer/ Project Manager |
| Monica Morris | City of Hood River | Administrative Services Officer |
| Karen Muller | City of Hillsboro | Assistant Library Director |
| Dana Nichols | City of Bandon | City Planner |
| Jessica Numanoglu | City of Lake Oswego | Planning Manager |
| Kara Palacio | Deschutes County DA's Office | Administrative Supervisor II |
| Alex Rains | City of Scappoose | Assistant to the City Manager |
| Stephanie Redman | Metro | Program Supervisor |
| Sarah Skroch | City of Troutdale | City Recorder |
| Kristen Switzer | City of Sherwood | Community Services Director |
| Rachel Sykes | City of Lake Oswego | Management and Program Analyst |
| Melissa Thompson-Kiefer | City of Nehalem | Assistant City Manager/Recorder |
| Melanie Wagner | City of Estacada | Assistant to the City Manager |
| Lisa Young | City of Sandy | Finance & HR Director |



Perform the Job Before You Get It

How do you maximize the likelihood of getting promoted?

By Dr. Frank Benest

I've been in my position as community services supervisor for four years. My manager will be retiring in 18 months. While five of us supervisors report to the recreation division manager, I want her job when it becomes open. The recreation division manager is well-respected, approachable, decisive, and quite effective in leading the recreation division. She also is quite active in addressing city-wide issues with other managers inside the department and across departments. Among all the recreation division supervisors, I have the most extensive experience in youth and senior programs, aquatics, and adult classes. Plus, I have budget experiences under my belt. I also have a master's degree and I'm active in the state parks and recreation association. How do I ensure that I get the promotion when the recreation division head position becomes open?

DR. BENEST: You can't. There is no way to ensure or guarantee that you get the job when it becomes available, despite everything you have going for you. Here's the question: how do you maximize the likelihood of getting promoted? The key is to perform the job you desire before you get it.

What are some approaches?

1. Observe

To begin with, you must consciously observe the recreation division manager and other senior managers inside and outside the department. You want to observe:

- How do they act?
- What questions do they ask? (*see Career Compass No. 24: Asking Powerful Questions*)
- How do they solve problems with others and make decisions?
- How do they engage and connect with others? (*see Career Compass No. 37: Engaging Employees for Success*)

- How do they remove obstacles, seek outside resources, and enable others?
- How do they promote team learning?
- In what ways do they communicate the big picture to staff?
- How do they cross boundaries and address problems outside their division silos?
- When they walk into a room, how do they exert "leadership presence"?
- How are they serving others? (*see Career Compass No. 41: The Post-Heroic Leader*)

You must ask yourself in what ways do you want to emulate your manager (and other managers) and in what ways do you want to behave and act differently. We learn a lot from good leaders. We often learn more from poor leaders.

2. Conduct several informational interviews

Here are some classic informational interview questions:

- Can you describe your career journey?
- Looking back, what have been some high points, low points, and turning points in your career journey?
- What was a "crucible experience" (an experience of great challenge and adversity) that tested your leadership? How did the experience transform you as a leader and person?
- Who served as a formal or informal coach supporting your growth and development? What made that relationship so powerful?
- What are some current leadership challenges that you must address?
- What was a big failure and what did you learn?
- What has given you a great sense of fulfillment?

- What is your career journey going forward?
- What is one big takeaway from your public service career?

You can then reflect upon what you heard from these informational interviews and any potential implications for your leadership behavior and career development.

3. Become more self-critical

Good leaders are always asking themselves:

- Why would someone want to follow me?
- Why would someone be reluctant to follow me?

4. Get feedback

Get some feedback from a respected leader or coach in your organization. Ask your advisor:

- To lead a major division in the community services department, in what areas am I doing well?
- In what areas can I strengthen my performance?
- What are some options for better developing myself and positioning myself for advancement? (see *Career Compass No. 54: How Do I Position Myself for Advancement?*)

5. Visualize yourself in the new role

Given all of this data-gathering, you need to visualize yourself in the role. What are you doing? What are you thinking? How are you acting in meetings? What does success look like?

6. Flex your behavior

A good leader figures out when they need to add a few new behaviors to their portfolio of behaviors. Remember, you are not pretending to be someone you are not. You are just practicing some new behaviors (see Herminia Ibarra, “*The Authenticity Paradox*,” Harvard Business Review, January-February 2015).

7. Model (and practice) key behaviors

Good leaders are role models. They lead by modeling key behaviors. Do you need to listen more, start conversations, and/or integrate the ideas of others into your proposals? Pick one or two behaviors and practice them.

8. Partner with Others

No one person can exhibit all the positive qualities or attributes of good leaders. Therefore, consider partnering with someone who can complement your portfolio of behaviors. If you are not a great facilitator of internal or external meetings, perhaps you can partner with another staff person who is more facilitative in group settings.

9. Ask how you can support your current manager

It would be helpful if you asked the recreation division manager how you can help her move the recreation division or the department agenda forward. You can also query her on how you could relieve some of her burdens, such as a quarterly report or budget (or at least assist in these tasks).

10. Be authentic

The good news is that “leadership has many voices.” (See Bill George, *True North: Discover Your Authentic Leadership*, 2007.) There are many ways to lead. While you want to observe and learn from others, flex your leadership style, and expand your portfolio of behaviors, you must still be your own person and remain true to yourself. At the end of the day, it will be about leveraging your strengths and giving away your unique leadership “gifts.”

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



Stay in Your Own Lane Managing Roles, Power and Responsibilities

By Martha Perego

The new year brings with it a new or newly constituted governing body for many local governments. In turn, those elected officials may be supported by a leadership team of long-tenured staff or by a team with some staff who are new to a community.

The organizational stuff of strategic planning, goal setting, and team building should take place so that the organization can create a cohesive team with a clear future forward path.

Regardless of how much definition and structure is given to roles and responsibilities in that team-building exercise, individuals will drift into other lanes. It's human nature. After all, we aren't technology-driven, self-driving cars.

For the professional staff, it's critical to resist "lane drift" especially when it truly encroaches on a manager's legal and ethical responsibility. Resisting encroachment on their responsibilities is more than just a battle over turf. Consider this real world scenario:

The national search to find the next police chief for a city produced two finalists—a highly rated deputy from another city and an internal candidate with 25 years of service in the department. The city manager, who was responsible for the selection, had a tough decision to make as both were highly regarded leaders.

On any given day, being a police chief is a challenging job. Whoever was selected for this community would face the daunting task of winning back the public's trust. A series of high-profile incidents had the department and the city's leadership under intense public scrutiny. With this in mind, the city manager decided that the external candidate had the greatest likelihood of success on all fronts.

After the Choice

Decision made, the manager started the process of informing the elected officials with a call first to the mayor. The manager summarized the key reasons that led to the choice, noting that the formal announcement would come the next day.

In clear and uncertain terms, the mayor opposed the manager's decision. No amount of persuasion or comparison of the candidate's attributes would sway the mayor's opinion.

Tired of the back and forth, the mayor finally told the manager to choose the internal candidate. The manager informed the mayor that she was sticking with her initial decision. In closing the conversation, the mayor alluded to a future conversation with the council about the manager's "leadership style." After the manager announced her selection the next day, the mayor publicly criticized the decision.

The conversation about the manager's leadership style—it never took place. The mayor didn't get traction from his posturing. The council as well as the public backed the manager on this one.

This true story is probably more commonplace than one would imagine. Elected officials cross the line into management's realm. Managers drift into policy decisions that are the responsibility of elected officials. We are navigating along a two-way street, except that managers generally don't have the same level of horsepower or leverage to use with their bosses.

Peace or Principle

If this happens all the time, why fight it? Isn't peace between the parties more important than principles? The answer is no! This is a principle worth fighting for and here is why:

- **This principle is about respect for the law, not power.** Elected officials and appointed managers hold a public office. Their duties are outlined in the law, be it a state statute, local charter, ordinance, or other. And all parties took an oath to uphold the law. Democracy doesn't function well when the rule of law gets discarded by those who swore to uphold it.
- **Governance and oversight matter.** Elected officials perform a critical governance role in providing oversight of the management of the organization. The door for abuse and corruption is wide open when managers play both the management and oversight role.
- **Arbitrary decisions are costly.** An actual or perceived lack of fairness or equity in actions taken by a public agency, especially in dealing with residents or staff, can create a real financial liability for the organization.
- **Assume positive intent.** Most elected and appointed officials are well intentioned. They drift into the other's territory due more to a lack of understanding of their role than a desire to be Machiavellian. Coaching helps.

Local government professionals have an ethical obligation to resist encroachment on their duties. There are real consequences to the organizations and the public they serve when they lack the courage to do their jobs. There is no place in the profession for a "go along to get along" mentality.

Martha Perego, ICMA-CM, is the ICMA Ethics Director based in Washington, D.C. She can be contacted at mperego@icma.org. Reprinted from PM Magazine.

CALENDAR OF EVENTS

May 1-4

NW Regional Managers Conference &
ICMA West Coast Summit
Skamania Lodge, Stevenson, WA

May 4

OCCMA Board of Directors Meeting
Skamania Lodge, Stevenson, WA

July 10-13

OCCMA Summer Conference
Mt. Bachelor Village, Bend

July 13

OCCMA Board of Directors Meeting
Mt. Bachelor Village, Bend

September 27

OCCMA Board of Directors. Annual Business
Meeting & Fall Workshop
Hilton Eugene, Eugene

November 8-9

OCCMA Board of Directors Retreat
Oregon Garden, Silverton

www.occma.org

Check out the OCCMA website for:

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



League of Oregon Cities Grassroots Advocacy Program

The League has developed a means to efficiently and strategically activate city leaders on legislative matters during the February session. As the need arises, members of the League's lobby team will be able to electronically alert all mayors, councilors and city managers in each legislative district individually. Thanks to a significant amount of data entry and email upgrades, the League can now issue legislative alerts to an individual district without compiling a special email group. This is the first step in reforming and enhancing the League's grassroots advocacy program.

Additionally, the League is requesting that cities and city leaders who are active on social media monitor the hashtag #ORCitiesLeg and amplify those posts by sharing and re-tweeting them.

Please contact Scott Winkels at swinkels@orcities.org if you have additional questions.



SAVE THE DATE

September 27, 2018
OCCMA Fall Workshop
Hilton Eugene

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

Renew Your Membership with OCCMA Today!

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

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



2018 ICMA Coaching Program

Thrive in local government!

Mark your calendar for ICMA's FREE 2018 Coaching Webinars

Plus....

- Digital archives
- Career Compass monthly advice column
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Oregon Senior Advisors



From
**Sheila
Ritz**



Sarah Jo Chaplen
started work as the new
general manager of **Oak
Lodge Water Services** at
the end of September.
Two separate districts,
water and sewer, merged
in January 2017. The

sewer treatment plant just serves the Oak Lodge district. The water treatment plant serves the City of Gladstone, Sunrise Water District as well as the Oak Lodge district. The sewer district employees were unionized; water district employees were not. With the merger, now the water district employees are also unionized. The previous two separate districts had very different cultures so it has been a challenging adventure merging everyone into one productive organization. It is expected that in February the Board will be adopting a new rules and regulations ordinance concerning administrative processes.

Sarah Jo has been working on updating their emergency plan. Also they are working on a new water master plan and capital improvement program including facilities and equipment which had never been done before. They refinanced a sewer bond before the end of December because of federal regulations changing. In March they expect to start producing a combined water and sewer bill on a monthly basis for their customers. Previously the bills have been separate on a bi-monthly basis. Customers received their water bill one month and their sewer bill the next month.

Sarah Jo has a varied work history. She was assistant to the city manager in Canby; city manager of Hillsboro; interim human resources director in Woodburn; deputy director of the state Department of Administrative Services; and most recently the director of independent living services for the Oregon Commission for the Blind.



Jason Tuck has worked
for the city of **Happy
Valley** for 12 years; eight
of those years as city
manager.

There is a lot of development activity happening in Happy Valley; both

residential and commercial. Crystilla Commons, a commercial development directly across the street to the east of city hall, is under construction. This building will house Happy Valley Growlers, an insurance office and a conference room, and Whisky Kitchen restaurant on the second floor. There will be another building constructed on this property which will be mixed-use: retail on the bottom and apartments above. The city is currently looking for 6-7 acres on which to build a new public works facility.

The community voted to withdraw from North Clackamas Parks & Recreation District this past year. However, there is currently a lawsuit in progress between the city and county so the withdrawal is pending. In May 2018, the city plans on having a levy on the ballot to replace the NCPRD levy. The city is also considering withdrawing from Water Environment Services (WES), a county service district. The city would like to control the collection system and just have a sewer treatment agreement with WES.

The city received a \$400,000 construction excise tax grant from Metro to develop a comprehensive plan for 2,700 acres in the Pleasant Valley/North Carver area (from Happy Valley east to 190th Ave.). One thousand acres of this land which was previously in Damascus has already been annexed to Happy Valley. The city will be hiring a consultant to accomplish this planning project.

The city recently completed a transportation system plan update. With the Legislature's passage of an increased transportation funding package, the city has decided to shelve the transportation maintenance fee they were considering imposing. Also there is finally a gas station in town so the city is collecting their 2 cent gas tax.

In December the Red Cross honored Happy Valley with a trophy recognizing them for winning the City Blood Challenge. Out of 29 cities competing, Happy Valley was #1 with 185 donors and 153

pints of blood collected.

City staff has been getting together once a year to construct gifts to donate to Operation Santa and enjoy lunch together. Last year they built bicycles and this year they made guitars. This function fosters camaraderie and community service among the staff.



Alice Cannon, assistant city
manager in **Tualatin**, has
been very busy with her staff
working on their planning
and development code
update. They are overhauling
their current code, transform-
ing it from a 1978 VW bus

into a 2018 Tesla to make it sleek, modern and efficient. The 1st phase is scheduled to be completed in March. This comprehensive project is expected to take 2-3 years to complete.

Another major project concerns transportation planning and funding. They are working on a plan to ease traffic congestion in the city and improve safety in the neighborhoods such as identifying locations for pedestrian-activated flashing crosswalks. Community surveys have shown strong support for a bond measure to fund such improvements. The city is planning a bond measure in either the May or November 2018 election. Tualatin has had a transportation utility fee since 1993 and the council just raised the fee amount for the first time this past year. This utility fee is strictly for maintenance.

The city is also very involved in the SW Corridor light rail transportation planning project, as the terminus would be at Bridgeport Village from downtown Portland. A Metro ballot measure to fund this project is currently planned for 2020. Tualatin is home for 26,000 residents. There are 30,000 jobs in Tualatin which are filled by only 1,500 Tualatin residents with the remaining jobs filled by people who live outside the city. Therefore, they have a great need for predictable, reliable transportation throughout the larger area. This transportation need is increasing as 200,000-400,000-square-foot industrial spec buildings are planned for construction in Tualatin.

Alice recently hired a new economic development director – Jonathan Taylor from Colorado.

Betsy Ruef, Roger Jordan's daughter-in-law, has been hired as the community outreach coordinator in the city manager's office.

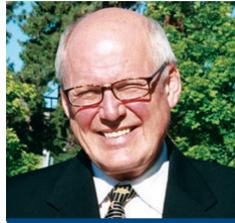


Kelly Brooks, assistant city manager in Milwaukie, started her position part-time in December and has been working full-time since January 1. She is originally from Tennessee but

her family moved to Georgia where she attended high school and graduated from the University of Georgia with a degree in political science. She moved to Oregon after completing college.

Most recently, Kelly worked eight years for ODOT as the Region 1 policy and development manager responsible for government relations and programming capital projects. There she managed more than 25 full-time staff along with the \$7.5 million Region 1 budget. She also administered the State Transportation Improvement Program for Region 1 and served as a representative on both the Joint Policy Committee on Transportation and the Southwest Regional Transportation Council. Prior to ODOT Kelly worked for the U.S. House of Representatives as a legislative aide in Washington, D.C., and a communication staff member in Oregon. She also spent several years lobbying Oregon lawmakers on behalf of municipal, transit, housing and energy clients.

In Milwaukie, Kelly supervises the city engineer and the city manager's team for communications and events. She also serves as the liaison to the Parks Board. She will oversee a variety of projects including sidewalk/street improvements and park development. One of her priority projects now is to implement the Safe Access for Everyone (SAFE) Plan. This plan will improve safety and access throughout the city and includes a funding mechanism to complete the proposed improvements. The plan was developed over the past year with the assistance of the Public Safety Advisory Committee, Citizen Utility Advisory Board, Neighborhood Associations and the city council. SAFE will help to complete improvements supporting both the American's with Disabilities Act Transition Plan and the Bicycle/Pedestrian Accessibility Program including priority corridors for Safe Routes to Schools. The adopted program allows for a utility charge, to be set by the city council, to help offset the cost of identified capital improvements. They are planning a \$50 million bond broken into three issues backed by the utility fee increase. The projects are planned to be completed within nine years.



From
Andy Anderson

In early December 2017, I was able to visit nine of our members and below is a report on their activities. It is hoped this newsletter article reflects well on the great things that are being accomplished in their communities.



I visited **Mark Reagles** in **Rogue River** on December 11, 2017. He is celebrating his 17th year as city administrator and 23 years with the city. Mark reports there is a new bus service

between Grants Pass and Medford with a stop in Rogue River. Jackson and Josephine Counties put the project together. Mark also reported on their street bond projects costing \$1.6 million. Every street in Rogue River has been touched by these projects. They had passed a bond for funding and added to it with a loan from ODOT. Both sources of funds were to be repaid with property taxes. They had refinanced some water and sewer revenue bonds in conjunction with other cities at a considerable savings.

Rogue River is diligently working on a large city park. They began buying the property six years prior. The master plan was done in conjunction with Oregon State Parks. Funding is on the next grant cycle. The park will be the venue for the annual Rooster Crow (Rogue River's signature celebration). There will also be a spray park, an outdoor theater and exercise stations all located in Rogue River's downtown.

Mark reports the BLM is building a mountain bike trail which will connect Valley of the Rogue State Park on I-5 with Gold Hill and Rogue River. This state park is on the Rogue River Greenway which connects to the Bear Creek Greenway traveling all the way to Ashland.

I met **Aaron Prunty** in **Shady Cove** on December 11, 2017. The transportation enhancement project along Route 62 which will add sidewalks and other amenities, was underway beginning in October and ending in June of 2018. Aaron reports the privately-owned water company is

expanding their customer base and partnering with the city. The company is also expanding to the south side of the river for the time. The water company is partnering with the city to add fire hydrants and larger sized pipe to enhance fire protection.

The community is 3,100 strong and there is some interest in having a local police department. Police services are currently provided by contract by the sheriff's office and paid for with a public safety utility fee. There is a sheriff's department substation in city hall. Shady Cove contracts with the county for road maintenance. They are in the process of applying a chip seal coating to all their gravel roads, 20 in number.

Shady Cove will not be expanding their UGB and there had been no additional development since we last visited. The community is doing well and is stable, I believe in part to Aaron's service.



I visited **Jeff Alvis** in **Jacksonville** on December 11, 2017 in his offices in the old county courthouse renovated with urban renewal funds. Jeff remains the public works director. He has 27 years

tenure in Jacksonville and he feels he has the best council ever. The council still holds their meetings in the old city hall.

Jeff reports a new subdivision with the houses being built quickly (illustrating the demand for new housing.) This subdivision will be the last to be plated without a UGB expansion. The community has grown from 1,800 residents to 3,000 in 26 years.

Jeff reports some turnover in the workforce which has replaced, however he is having trouble recruiting qualified replacements. This has been reported by just about everyone.



I met with **Danny Jordan** in **Jackson County** on December 12, 2017.

Jackson County had elected a new commissioner that took office in January. The Board of Commissioners had appointed a new sheriff

early in the year as well. Both are doing well, and Danny is happy to be working with them. During the time since I saw him, he had some family issues he is working through.

Danny reports the county to be in a strong financial position. The county has almost

\$126 million in fund balances, reserves and contingencies. Their operating budget is almost \$182 million and their total budget is almost \$340 million. They still have a goal to reach a reserve of \$100 million in their general fund and hope to lower taxes for the county once they reach that goal.

There are ongoing discussions about a new county jail in the cost area of potentially over \$100 million. As I reported earlier, as a result of the Affordable Care Act Jackson County had added a large number of health workers. Recently, coordinated care organizations terminated contracts with the county and subcontracted with non-profit providers. These changes reduced the number of employees by hundreds that were providing these services. Danny has hired a new airport director, community development director and is recruiting for a human resources director.

On the issue of marijuana, Danny reports county activities and enforcement is costing more than the tax revenue received.



I had breakfast with **Eric Swanson in Phoenix** on December 12. He had been on the job since September 18. He had retired from the Air Force on October 1, 2017. He indicated Dave Kanner

(former interim) was staying on as urban renewal director until he had a chance to fold it under the city manager. Projects included a \$3 million 6,000-square-foot community center a plaza project and a farmer market. Eric indicated they were able to get a favorable rate of 2.8 percent borrowing for the project. The whole city government needs space and a study is ongoing. The council is currently meeting in the public works shop and the police department is in a modular structure. They own an old library building they plan to renovate which will help to alleviate space needs.

Eric reports the council is in good shape. Three were elected, with one appointed a year ago, and two were recently appointed. Eric believes the mayor is providing good leadership. There have been major staff replacements. A new city attorney has been appointed who had previously served with Jackson County. Their planner had left earlier and they hired a new one from Pendleton. Phoenix is now contracting with old planner for services in his spare time. Since the community is going to add 200 acres on their east side to the UGB they wanted

to use the institutional memory of the old planner. The finance director had left and the assistant finance director was promoted. On another note Eric report marijuana revenue had come in at \$40,000.

Since my meeting with Eric, he announced in mid-January he was leaving the city to work for the private sector firm, Comprehensive Health Services Inc. This firm provides workforce medical services to government and commercial entities in domestically and internationally. Eric will be director of international operations and will work out of the Coco Beach, Florida area. Eric's last day at work was February 7, 2018 and Dave Kanner will be back for another stint as interim manager. I spoke to Dave who will start the day after Eric leaves and he intends to have a new permanent manager in Phoenix within four months.



I met with **Nathan Cherpeski in Klamath Falls** on my way home from the Rogue Valley on December 12, 2017. Nathan described the city's geothermal system to me. There are 22

buildings in the downtown which are heated by geothermal sources. The heat remaining is used for an ice melt system in the downtown sidewalks. There is some experimentation with geothermal power plants at The Oregon Institute of Technology (OIT) campus, which offers a renewable energy engineering degree. OIT also is in the process of powering the whole campus with a combination of solar and geothermal sources. The city, in conjunction with the Oregon Air Guard, is exploring the potential for a geothermal power station at the airport.

Nathan reports his workforce is in good shape. He is however having trouble finding public works employees with state certificates (i.e., wastewater, water).

The city council just recently had created an urban renewal district representing 3 percent of assessed value. He reports the new council members and mayor are doing well and are setting priorities. Also, the community is doing well with a good financial position.



I meet **Henry Lawrence in Eagle Point** in his office on December 11, 2017. He has been in Eagle Point for 5.5 years. He reports the council is still cohesive with two new members.

Eagle Point has term limits for their council. Henry reports new growth with infill projects and new subdivisions on the north side. There has also been some commercial development.

The golf course has had a new owner for three years who had made positive changes doubling membership, building a small conference center and a small motel which will be expanded over time. There are no motels in Eagle Point.

Henry is working on two large transportation projects. Electric lines are being place underground. Also there are gateway projects planned for each end of town. Eagle Point has completed all the projects identified in their pavement management program. Henry believes that resent legislation providing additional transportation funding has been a godsend. Future street maintenance it is believed will be well funded.



I had the opportunity to meet with **Chris Clayton in Central Point** on December 11, 2017. He reported the new Central Point Costco had opened on November 16, 2017.

Costco made the decision to relocate and upgrade to a new facility after 30 years in the city of Medford. Chris also reported the city's first significant urban renewal project—The Pine Street Streetscape Beautification Project—had begun in September and was due to be finished in September 2018.

Central Point has been working to expand their UGB 100 to 120 acres for residential to the west and for commercial/industrial lands north of Interstate 5. Chris indicates he was finding great stability in the community and has enjoyed working with the mayor, who will conclude 20 years of service at the end of his current term (2020).

The city is currently in the middle of a two year budget at \$25 million a year and should end up with \$4 million carryover in the general fund (11 million total for general fund) at the end of fiscal year 2018/2019.

Chris is nearing 20 years with the city (five years as city manager) and I might add is doing very well.



I met with **Brian Sjot-hun** in **Medford** on December 11, 2017. Earlier Brian had asked for help in finding an interim to replace a finance director. He had decided to hire an

accounting firm as interim and report on how they believe the department should be organized going forward. Then they will go about hiring a CFO. Brian reported he had hired Kelly Madding as the new deputy city manager, who had previously been the development services director for Jackson County.

Medford has submitted their request for UBG expansion to the state of Oregon. Medford is looking to add 4,046 acres which include two very large parks. As part of this process, the council has created a construction excise tax that will help fund affordable housing projects in order to meet the demand for workforce housing.

The community's transportation system plan is due at the end of the summer. Brian reports the urban renewal program is finishing up a consideration for a substantial amendment to the Liberty Park area that is located near the downtown core area. Staff will be working to identify other potential URA for consideration during the fall.

The city council along with staff has completed a vision, mission, goals and core values for the city. They are also updating utility fees looking 20 years in the future. Recently they had built three fire stations and a new police headquarters financed through an increase to the public safety utility fee. Brian has as of this writing been on the job 16 months and seem to be doing very well. I believe he is a good fit for the city.



From
**Larry
Lehman**



Spent wonderful time with **Diane Berry**, city administrator of **Echo**. Echo is a Tree City, USA and has been for 28 years straight. The city recently adopted an ordinance establishing

the process for annexation. This may

allow some additional properties along Interstate 84 to become part of the city.

The city has been working for many years on finding a sensible and economical way to handle its sewer effluent. It has reached an agreement with Stanfield to treat the affluent; and has a goal of connecting the two systems by 2020.

The wine business in Echo is doing well and is sprouting development of small retail enterprises in the immediate vicinity of the wineries.

The city has a good working relationship with the school district, and the school district voters recently approved a \$4 million bond. This bond will serve as matching funds for a state grant of \$4 million allowing an \$8 million improvement to the school facility.



Aaron Palmquest, city manager of **Irrigon**, is still enjoying his position and is very optimistic of the future of Irrigon. HB 2017, with the help of Representative Greg Smith, has allocated

\$3 million to many of the cities in Morrow County including Irrigon. This will help them with the installation of sidewalks along the state highway as well as pave many of the city streets.

Aaron was very pleased the city auditors not only gave them a good audit but stated to the council that the financial records of the city were "totally clean"—a good tribute to the staff in Irrigon.

The city is working with a private garbage company to take over the billing for the company. This, along with mandatory garbage service, is expected to help clean up the city.

I visited with **Darrell Green**, the new county administrator of **Morrow County**. Darrell has a vast array of experiences including working for Blue Mountain Community College in workforce development, years as a financial adviser, and sales positions. These positions have given him skills we all could use in municipal management.

As County Administrator, Mr. Green has a goal of making Morrow County employees a cohesive and collaborate work force thus making Morrow County a premier employer. He is putting emphasis on economic development and keeping Morrow County financially stable.

I did receive some bad news from **Pilot Rock**. **Teri Porter**, city recorder, will be leaving the city in April and relocating to Arizona. She is working with the council on the selection of her replacement.

Pilot Rock, like many small cities, has had a problem recruiting and retaining good police officers. This problem looks like it is behind them with the employment of a retired Pendleton lieutenant. This not only brings professional experience to the department but also a close working relationship with their Pendleton neighbor.

We discussed the turkey problem in Pilot Rock; this may not seem important but think if you had 100 turkeys defecating on your sidewalk!! They are making progress!

Pilot Rock, Pendleton, Adams and Umatilla County have joined together on a continual CDBG program where each city takes their turn in preparing the annual application. This year Pilot Rock will take their turn. The funds can be used by citizens in each entity on a first come basis to rehabilitate their homes.



Met with **Roberta Vanderwall**, town manager of **Lakeview**, on February 2. It was a nice clear day and to Roberta's displeasure there was no snow. Roberta is a skier and this has not been a

good snow year in Southern Oregon. Roberta is very pleased with the geothermal developments in the area. She states the town is providing geothermal power to the Department of Corrections, Lakeview School District, the new Head Start building and the hospital. I am not positive of this, but Lakeview must be one of the largest geothermal providers in the state. They have a great opportunity with a new company to turn old wood from the nearby forest into high quality jet fuel. Roberta describes Lakeview as a very social community that works together to resolve local issues. The citizens are very generous in donating time and money for local events and community facilities.



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Recruitments in Progress

Carlton • Millersburg

Recently Appointed

Jeanne Burch, City Recorder, Fossil

Allen Daniels, City Manager, Vale

Bruce St. Denis, City Manager, Cannon Beach

Greg Ellis, Interim City Manager, Dallas

Carol Funk, City Recorder, Metolius

Darrell J. Green, County Administrator, Morrow County

Dave Kanner, Interim City Manager, Phoenix

Ryan Martin, Interim City Manager, Talent

Zoe Monahan, City Manager, Dayton

Andrew Varner, City Manager, North Plains