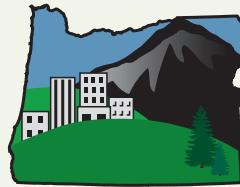


SECOND QUARTER 2017



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

Growing New Talent



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MESSAGE FROM THE PRESIDENT

Michael Sykes • City Manager • Scappoose



Dear Managers,

I have had the good fortune of serving the public for 37 years while wearing a lot of different hats along the way. During the course of my career I have been both elected and appointed, managed a port district, a county, three cities and a public transit system.

All of these different experiences have afforded me the opportunity to meet a lot of great people along the way whose passion was community building and making their community, or state, a better place to live. Many of them have made public service their life's work.

I have always admired leaders who didn't let obstacles or personalities get in their way of making a difference. Party affiliation or other labels didn't stop them from working effectively with others to accomplish extraordinary outcomes.

I have had the privilege to meet and work with some of the most respected leaders Oregon has had in the past 30 years. Senator Mark Hatfield is my all-time favorite Oregon leader and was a true statesman who left an extraordinary legacy for Oregon. I also have had the opportunity to work with every Oregon governor from Vic Atiyeh to John Kitzhaber.

I had the great honor of working with a long list of truly outstanding city and county managers who have transformed the communities where they have worked. Many of them are still mentors for all of us and are invaluable in sharing their experiences and advice to all of us who are working in this volatile profession called city management. Many of them have inspired me over the years and have helped me work through some tough issues I've had to endure.

I could go on and on about many of these leaders who have inspired me over the years, but, today, I want to focus on one person in particular, Roger Jordan.

Roger Jordan, one of our senior advisors, has been someone who has spent his entire working career and most of his retired life building communities and being an ambassador for our profession. When I first became a city manager, Roger was the first person to welcome me into OCCMA and make me feel like a part of the team. His encouragement and support reminded me of some of my old coaches. He saw some potential and helped me to be the best manager I could be. I have learned over the years that Roger does that with all of us, no matter how long we've been in the profession. Even after retirement, he has continued his commitment to our profession by being a senior advisor, by funding a scholarship program for future managers and by continuing to provide his sage advice to all of us. His sincere friendship and leadership are a legacy and gift he will leave all of us when he truly retires at the end of the year. Former Governor Tom McCall said "Heroes are not giant statues framed against a red sky. They are people who say 'This is my community and it's my responsibility to make it better.'" Roger has truly made Oregon a better place because of his leadership.

This summer's OCCMA Conference might well be Roger's last as one of our senior advisors. I hope all of you take time to come to Bend and share some stories and time with someone who has been a legend and ambassador to our profession.

Cheers,

Michael J. Sykes

Michael Sykes
2017 OCCMA President



Is Your Community Ready to Shine?

Does your community have a special story to share or a project to highlight? Tell us your story! You can submit an article for the OCCMA newsletter to highlight a special project or program in your city. Learning from our peers is an important part of keeping our skills sharp and inspiring innovation. Sharing your story is also a great way to recognize the team of people in your organization who were the leaders for a particular project or program.

Do you have a story to share about a capital project, innovation in citizen engagement, social media, emergency management, collaborative service delivery, sustainability initiatives, etc.? Please contact Marty Wine at (503) 718-2486 or email marty@tigard-or.gov.

The OCCMA Board of Directors Seeks Applicants for 2018!

The OCCMA Board is accepting applications from current OCCMA members who are interested in serving on the board as a director or president-elect (note: candidates for president-elect must have previous service on the OCCMA board).

In creating a proposed board slate for the membership's consideration, the OCCMA Nominating Committee gives due consideration to representation of all areas of the state and cities of all sizes, and includes at least one county member and one assistant member. Elections take place at the OCCMA fall business meeting, which will be held at the DoubleTree in Portland on Thursday, September 28, 2017.

New Board members will join continuing members November 9-10, 2017 in Silverton for the board's annual retreat. The new term of office begins in January 2018. Terms of office for director positions are three years.

The Board normally meets in March/April (during the Northwest Regional Conference), July (during the OCCMA summer conference), September (in conjunction with an OCCMA business meeting), and October/November (annual board retreat). In 2017, the Board also met in January to finalize the 2017 budget and strategic plan.

How to Apply

Candidates for an OCCMA Board position must return a completed application form (found at www.occm.org) to the OCCMA office by **Friday, August 4, 2017**. The application provides the Nominating Committee with general background on all candidates for Board positions.

If you have any questions, please contact OCCMA Nominations Committee Chair Joe Gall (gallj@sherwoodoregon.gov); or Jennifer Lewis, Acting Member Services Director, jlewis@orcities.org or (503) 588-6550.



Passing of the Lantern



On May 1, Joe Gall, immediate past president of OCCMA and Sherwood city manager, attended the city of Scappoose's council meeting. He was there to reestablish a tradition.

He explained the lantern that he had with him is a symbol for the OCCMA president. Joe stated that it is wonderful to have the city of Scappoose's city manager, Michael Sykes, serve as the current president of OCCMA.

Joe explained that the mission of OCCMA is to support and stimulate members and the profession to foster responsible, responsive local government with the objective of improving the livability of Oregon communities. The major mission and goals of the Oregon City/County Management Association correspond or supplement those of the parent organization, ICMA.

Many OCCMA members are also members of ICMA. Both organizations serve as a network for managers to share ideas and information. They also function as a strong base for personal and professional support and development. Joe thanked Michael for his leadership over the years, stating that Michael is a well-respected city manager around the state of Oregon.

Growing New Talent

By Dan Bartlett, OCCMA/ICMA Senior Advisor

At the Northwest Regional Managers Conference session, *Developing New Talent*, speakers Scott Lazenby (city manager, Lake Oswego, Ore.), Phil Messina (city manager, Carnation, Wash.) and Jerry Taylor (city manager, Manzanita, Ore.) spoke about how to bring new talented people along in the organization. This is a critical activity for future success, as Frank Benest described in *PM Magazine*, Volume 90 Number 9: *Retaining and Growing Talent: Strategies to Create Organizational ‘Stickiness.’*

Frank points out that we are “caught in a war for talent. As 80 million baby boomers (born 1946-1964) retire from their role in the U.S. economy, only 50 million Gen Xers (born 1964-1981) are available to replace them.” He noted that more baby boomers joined the government sector than the private sector due to the influence of the JFK era. This makes it imperative that local government grow new talent, retain and accelerate the emergence of new leaders given a shrinking labor pool.

To address this challenge, the Oregon cities of Gresham, Hillsboro, Lake Oswego, Sherwood, Tigard and Tualatin have participated in the local government fellowship program for the last five years. The fellowship program is part of ICMA’s Local Government Management Fellows program.

The application period for the 2017-2018 Oregon Local Government Fellowship is closed. In this unique program, each of the cities will share two fellows over the course of one fiscal year. This opportunity provides each fellow with a meaningful full-time employment experience, as well as the opportunity to meet with and learn from local government professionals.

One fellow will be assigned to “Fellowship West” with the opportunity to work in Hillsboro from July 1, 2017 to December 31, 2017 under the direction of City Manager Michael Brown. Then, the fellow will work in Tualatin from January 1, 2018 to June 30, 2018 under the direction of City Manager Sherilyn Lombos.

A second fellow will be assigned to “Fellowship East.” The fellow will work 20 hours per week in Sherwood under the direction of Assistant City Manager Tom Pessemier and 20 hours per week in Tigard under the direction of City Manager Marty Wine, from July 1, 2017 to December 31, 2017. Then, the fellow will work 20 hours per week in Lake Oswego under the direction of Deputy City Manager Jordan Wheeler, and 20 hours per week in Gresham under

the direction of Senior Manager Stephanie Betteridge, from January 1, 2018 to June 30, 2018.

More information on ICMA efforts to address this challenge can be found on the Knowledge Network topic “Next Generation of Managers” at url: www.icma.org/en/icma/knowledge_network/topics/topic/179. This web pages provides: an overview; articles; blog posts; questions section; documents related to this topic; groups related to this topic; and a link to posted job openings. Much of the document and article content is available to be downloaded just by going to the page. Some is “premium content” that requires ICMA membership and a ICMA log-on to access.

INTRODUCING NEW TALENT

To see the direct results of these efforts, I recently had the privilege of interviewing Cynthia Alamillo, assistant city manager, and Jerry Taylor, city manager, from the city of Manzanita. Several days later, I interviewed Megan George, assistant to the city manager, and Chad Olsen, city manager, from the city of Carlton. Both cities are mentoring “new talent.” An interesting parallel is that both Cynthia and Megan were president of the PSU-ICMA Student Chapter and both participated in the Oregon Local Government Fellowship.



Manzanita

I met with Cynthia and Jerry at Manzanita City Hall. As I stood in the reception area, Cynthia was using the map to help understand where a citizen that she was helping lived. The receptionist and Jerry were on the other side of the counter listening to the conversation. I observed a very customer-oriented approach and a promise to pull information together and get back to the citizen with details. Once that interaction was over we went back to the office she and Jerry share, for their interview.



Manzanita City Manager Jerry Taylor and Assistant City Manager Cynthia Alamillo



An EF2 tornado hit Manzanita on October 14, 2017, damaging 125 homes and four downtown businesses.

tural community forum; did a project at Tualatin Hills Parks and Recreation; and worked on a project at Metro. She also had the opportunity to attend the ICMA Annual Conference in Seattle and the OCCMA Summer Conference where she stayed in the house that was rented for student attendees.

Jerry has been in Manzanita since 1996. He has worked over these years to develop an organizational culture that the city council and the community accept. This culture has allowed the development of a transition plan where Jerry will work half-time for as long as two years. Part of this plan was to hire an assistant city manager.

As the assistant city manager, Cynthia will gain work experience and a full range of experiences, including dealing with some “colorful citizens.” As Jerry approaches full retirement, the council will recruit for a city manager. Council plans an open recruitment. Cynthia will be able to apply and compete with other candidates.

This transition is providing Cynthia with a full range of experiences. Their long time building official left and they have had to scramble to maintain services and find a replacement. Cynthia’s computer skills are helping get reports and projects completed. And then there is the unique

experience of recovering from a tornado that went through the downtown and adjacent residential areas.

Jerry noted that Manzanita has been a great place to work. They have had a stable council and a long-term mayor. They now have a new mayor and new team forming. They are working on a major north/south street reconstruction project with addition of bike lanes. The city is coordinating with ODOT on a Highway 101 realignment project. They are working with the city of Wheeler on a project for their joint water system. Wheeler has the water rights and they share capital project costs for the system.



Carlton

I met another emerging talent, Megan George, assistant to the city manager, Chad Olsen, in the city of Carlton. My

meeting with them was in the council chambers near Chad’s new cubicle. Space is tight, so Chad gave up his space in city hall and has the cubicle for visits to city hall and moved his main desk to public works.

Megan’s talent development program is built on one year of part-time work plus her PSU class load. She will then spend six months working full-time. Chad is assigning her various projects to gain direct work experience. She also had the opportunity to attend last year’s Summer Conference, living with the other students.

One major project is a new city hall design. They are working with a City Hall Project Citizens Advisory Committee and FFA Architecture and Interiors. Megan is managing the contract with the architects and the public involvement process.



Carlton City Manager Chad Olsen and Assistant to the City Manager Megan George

GROWING NEW TALENT (continued)

Megan is also working on the city's next annual report. She is getting budget officer experience and helped with the submittals necessary for the city to receive the GFOA Distinguished Budget Award.

In 2016 the city replaced a 1930s pool house facility that was not up to code, not ADA compliant and structurally unsound. The city invested \$1.5 million to build a state-of-the-art 3,650-square-foot facility that is the jewel of downtown. Multiple funding sources were used to complete the project. These included a bond measure, money from the city, grants and community fundraising. Tiles are displayed at the pool house recognizing prominent donors.

Completion of this project impacted the city's previous skatepark. Megan is working on a grant application to help fund a new skatepark. The project will be located on a significant parcel of land donated by Ken Wright. His website notes: "For the town of Carlton, his work with the Visioning Committee helped develop a 20-year plan for the community. Ken and his wife, Karen, have been active in downtown improvements as well, from selecting the trees and vintage street lamps lining Main Street to purchasing and restoring historic buildings in keeping with the town's rich, agricultural heritage."

Chad and Megan are facilitating implementation of the Carlton Vision by managing projects to accomplish the vision. They are working on a \$750K street project to expand the central business district (CBD) one block north with underground utilities. They are coordinating with ODOT on a \$3.5 million improvement project for the CBD section



Downtown Carlton

of Highway 47. This project is in the STIP. They are also working on \$2.5 million in projects for their water utility including one million for a transmission project.

Chad met Justin Manville of HDR at last year's summer conference. He and Megan are looking at an asset management and pavement management program to help the council make strategic decisions on projects. They are working with the police chief to receive accreditation. And Chad has completed the credentialing review process to maintain his ICMA-CM status. As always, Carlton is a busy place.

(Note: Jazz great, Laurindo Almedia once said "...to copy from one source is plagiarism. To copy from many sources is research." This article is based on research from OC-CMA and ICMA sources.)

Growing Talent Resources

These publications are available for more information:

Frank, Benest. *Commit To Learn—Transforming Government from the Inside Out.*
Phoenix: Alliance for Innovation, 2000.
www.transformgov.org.

Local Governments Preparing the Next Generation—Successful Case Studies.
California: Cal-ICMA, 2006.
www.cal-icma.org.

Talent Development Programs:

Cal-ICMA Coaching Program
www.cal-icma.org/coaching

Management Talent Exchange Program
www.cityofpaloalto.org/mtep

**ICMA***Leaders at the Core of Better Communities***ETHICS**

The New Elected Executive Wants to Clean House

By Martha Perego

Q. The newly elected county executive has announced plans to remove the chief administrative officer (CAO) and several other management staff when he takes office. One way he intends to do this is to build a coalition with sympathetic members of the board of supervisors to reduce the salary and responsibilities of key personnel.

Although the CAO has an employment agreement and intends to contact an attorney to protect her rights under the agreement, that is not the case for the other staff. In fact, in the past the CAO had persuaded some of these staff to leave the collective bargaining units to enhance their management standing in the organization.

The CAO wonders whether she has an ethical obligation to advise the employees to seek legal counsel. The CAO has the authority to hire and fire many of these staff, but she believes her days are numbered.

A. Because the county executive has made it clear he intends to remove senior staff, the CAO may offer them advice. The CAO can make it clear that she does not intend to fire them, but that she is likely to lose her own position so a new CAO may be asked to do that.

The CAO may want to limit her advice to outlining the options that are available to these employees and encouraging them to be prepared should they be pressed to leave.

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.

2017 ICMA Coaching Program

Thrive in local government!

ICMA Coaching Program Webinars Qualify for ICMA Credentialing Program Credit

We are pleased to announce that the ICMA Coaching Program webinars now qualify for credit in the ICMA Credentialing Program. Registration for webinars is available at <http://icma.org/coachingwebinars>. Here's a quick summary of future webinars and the associated practices:

- “**Effective Communication of Complex Issues to the Public**” – September 7, 2017
Practice 8 (Democratic Advocacy and Public Engagement), 15 (Presentation Skills) and 16 (Media Relations)
- “**Strategies for Having Difficult Conversations**” – October 11, 2017
Practice 1 (Staff Effectiveness) and 12 (Human Resources Management)
- “**Tools to Resolve Tough Issues in Your Community**” – November 9, 2017
Practice 2 (Policy Facilitation) and 14 (Advocacy and Interpersonal Communication)



Making a Difference in Oregon Communities

By Robert Parker, Director, Community Service Center, University of Oregon

UNIVERSITY OF OREGON

Streets, providing a piece of each town's identity.

In 2014, it appeared that the curtain appeared to be falling on the era of the independent neighborhood theater. But thanks to the University of Oregon's (UO) Community Service Center, there is hope that many of Oregon's historic theaters will flourish once again. As part of an innovative partnership with Travel Oregon, Oregon Main Street, the economic development arm of Pacific Power, Restore Oregon, the Oregon Heritage Commission, Oregon Film (the Governor's Office of Film and Video), Oregon Arts Commission and Oregon Regional Solutions Team, UO students developed a five-year action plan, providing theater owners, communities and state partners with necessary resources to update and market their venues.

Depth, Breadth, Reach

For over 40 years, the UO Community Service Center (CSC) has coordinated interdisciplinary teams of students to support needs identified by communities and organizations across the state. Similar to extension services offered by many land-grant universities, the CSC links the skills, expertise and innovation of higher education with local planning, economic development and environmental issues to improve the quality of life for Oregon communities and residents.

The UO Community Service Center has both on- and off-campus service-learning delivery systems: Resource Assistance for Rural Environments (RARE) matches AmeriCorps Service members with communities that need help developing and implementing plans to improve rural economic conditions. On campus, teams of graduate students work in an applied learning setting to develop proposals, conduct research, analyze and evaluate alternatives, and make recommendations for possible solutions to planning problems in Oregon communities.

The Community Service Center is also the home of Oregon's Economic Development Administration University Center (EDAUC). The UO EDAUC links university resources with communities for the purpose of enhancing regional sustainable economic development. The EDAUC provides technical assistance to distressed communities

For many communities in Oregon, the local downtown theater served as more than an entertainment venue. It was a gathering spot. An anchor on Oregon Main



Resource Assistance for Rural Environments (RARE) alumni and members gather at a Main Street Workshop. RARE matches AmeriCorps Service members with communities that need help developing and implementing plans to improve rural economic conditions.

throughout the state with the focus of creating sustainable local economies through capacity building, applied research and partnerships.

In addition to economic development projects, the CSC addresses a wide range of topics. Over just the past 12 months, the CSC has provided support to cities on projects that include parks and recreation, natural hazard mitigation, transportation, food systems, and equity and inclusion.

Both RARE members and on-campus students are guided and supported by research faculty. With expertise in research, analysis, community involvement and public process, if there is a planning or policy topic in Oregon, it's likely that the CSC has completed a project on it. Over the years, the CSC has assisted every county in Oregon and more than half of Oregon's cities. In the past 15 years, the CSC has completed more than 350 on-campus projects and placed nearly 400 RARE AmeriCorps members (see map).

"The CSC's motto is 'depth, breath, reach,'" said Megan Smith, CSC co-director. "By depth we mean that we go deep with a community...this is not just a quick study performed from the campus in Eugene. Breadth refers to the range of projects we address, from a master parks plan for Eagle Point to a transportation study for Eugene to a RARE

placement addressing renewable energy in Pendleton. And reach is also shown by that last statement; CSC works across the state.”

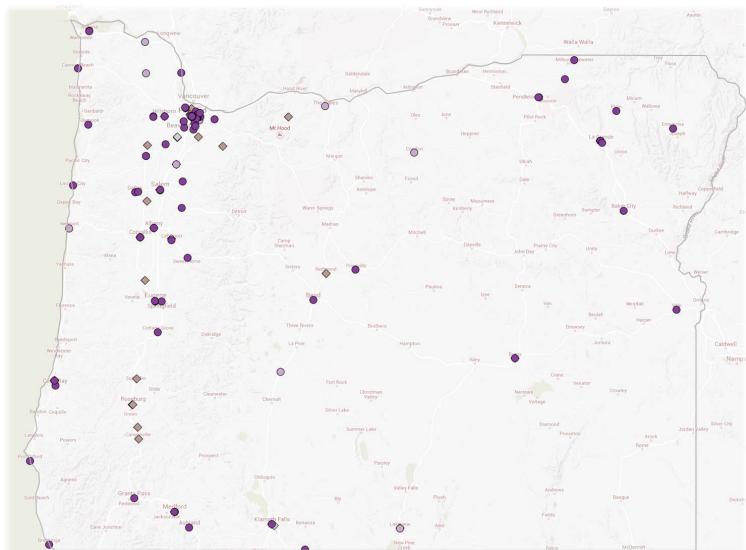
The Historic Theaters Project

For the Community Service Center, a project like the historic theaters project was a natural fit. It was an interdisciplinary project with statewide impact and multiple partners. Through EDAUC funds, the CSC was able to leverage funds from those partners.

“We saw that many Oregon towns had a similar struggle with their downtown theaters,” said Robert Parker, CSC co-director. “Our goal is for UO students to gain important service and professional experience by solving community and regional issues. The vibrancy of a historic theater impacts communities all over the state.”

Between September 2014 and August 2015, this student team partnered with Travel Oregon, Oregon Main Street and the economic development arm of Pacific Power to document the physical, operational and financial needs of Oregon’s historic theaters and develop recommendations for a statewide support system.

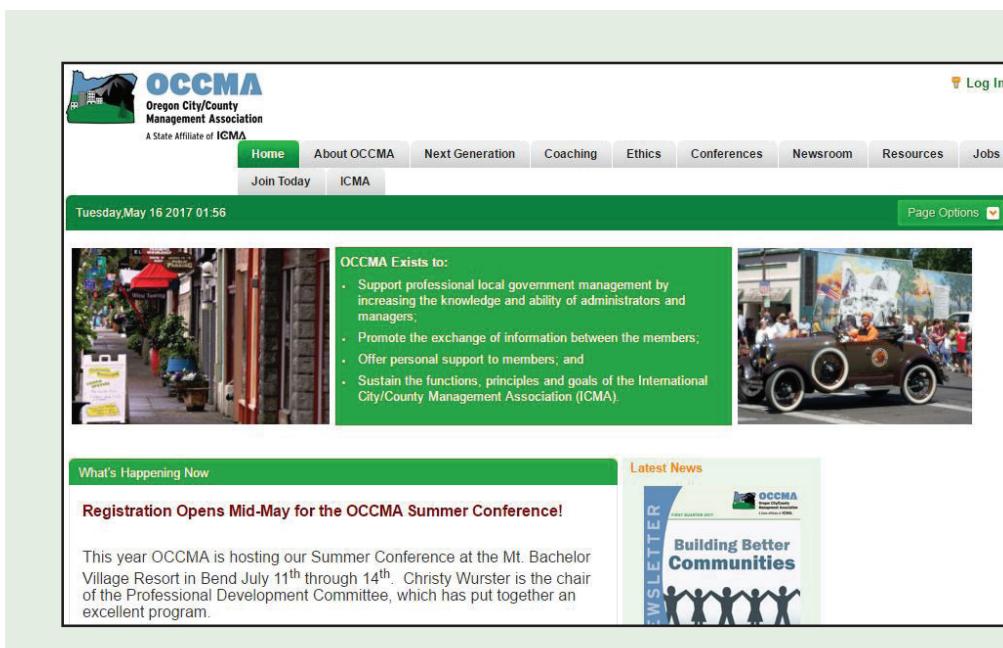
The project identified four key challenges facing historic theaters: tight finances, aging infrastructure, increased competition, and lack of coordination among owners-operators for sharing opportunities. The report identified 127 historic theaters constructed between 1892 and 1949. Of those, 74 are still operating, 13 are closed, 34 have alternate uses and six have been demolished. More than half the theaters have deferred maintenance, totaling an estimated \$20.8 million. Almost 80 percent do not have seismic retrofitting. Nearly 60 percent have no sprinkler systems, 45 percent have water damage and 32 percent are not ADA accessible.



UO’s Community Service Center identified 127 historic theaters in Oregon constructed between 1892 and 1949. UO students developed a five-year action plan, providing theater owners, communities and state partners with necessary resources to update and market their venues.

“The project is already making a difference for the theaters and their communities,” said Parker. “Travel Oregon, the project funder, is delighted with the results and is already working to market historic theaters to Oregon travelers. Restore Oregon, a nonprofit that advocates for historic preservation, received grant funding to develop a toolbox for theaters on key issues like ADA accessibility, structural assessment and business planning. The CSC is part of the Restore Oregon team and is excited to continue the work.”

Contact: Robert Parker, Director, Community Service Center, Department of Planning, Public Policy & Management, University of Oregon: (541) 346-3801 rgp@uoregon.edu



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OCCMA Exists to:

- Support professional local government management by increasing the knowledge and ability of administrators and managers;
- Promote the exchange of information between the members;
- Offer personal support to members; and
- Sustain the functions, principles and goals of the International City/County Management Association (ICMA).

What's Happening Now

Registration Opens Mid-May for the OCCMA Summer Conference!

This year OCCMA is hosting our Summer Conference at the Mt. Bachelor Village Resort in Bend July 11th through 14th. Christy Wurster is the chair of the Professional Development Committee, which has put together an excellent program.

Latest News

Newsletter

Building Better Communities

www.occm.org

Check out the OCCMA website for:

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



Northwest Regional Managers Conference

Thank you to everyone who helped make the 2017 NWRMC a huge success! Managers from Washington, Idaho and Oregon were in attendance. The sessions were engaging, and even the snow could not deter us, as we enjoyed an evening of networking at Timberline Lodge.

Thank you to our sponsors for their support of our profession: Ameresco, Safebuilt, Association of Washington Cities, Muniservices, Piper Jaffray , RH2 Engineering and Board Docs.

SAVE THE DATES!

OCCMA Summer Conference

July 11-14, 2017

Mt. Bachelor Village Resort, Bend



OCCMA Fall Workshop

September 28, 2017

DoubleTree Portland



Mark your calendars and plan to attend! The OCCMA Professional Development Committee is putting together excellent educational programs. Watch the OCCMA website and future newsletters for more information.

THANK YOU

2017 NW REGIONAL MANAGERS CONFERENCE

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How Do I Position Myself for Advancement?

By Dr. Frank Benest

I'm a mid-career program supervisor in a parks and recreation department of a mid-sized city in the southeast. I've served in my position for four years and am well-regarded by my manager and the program group that I supervise. I have learned a lot and produced a lot. I also try to stay up-to-date by attending statewide parks and recreation conferences. In addition, I recently earned a master's in recreation studies.

I'd like to move up into management. I have a lot to offer, but I feel stymied. My recreation manager is not going anywhere, and there does not seem like there is much opportunity to advance upward in my department.

How do I position myself for growth and advancement? Can you help me figure it out?

DR. BENEST: I understand feeling stymied. In my career, I was a community services manager and did not immediately see a path forward in my own organization. I, too, had to figure it out. Given my own efforts to advance in my career, plus the experience of coaching aspiring managers, I suggest the following approaches:

- 1. Do Some Self-Assessment.** Given that you want to move into management, reflect upon your experiences, knowledge and skills. Where are you strong? Where do you have experience, knowledge or skill gaps? How do you fill those gaps?
- 2. Get Some Feedback.** You might want to meet with the city's HR director who can review your professional experience and skills and amplify on your own assessment. For instance, the HR director may suggest that you acquire more experience and knowledge in budgeting, community engagement and/or formal presentations to boards and commissions. You might also want to meet with the parks and recreation director for feedback on how you can better position yourself to advance into management.
- 3. Focus on "Learning By Doing."** While it is tempting to take some training workshops or classes, these education experiences by themselves do not produce authentic learning. It is only if you apply what you

are presented in the classroom that you truly learn and acquire new skills and behaviors. To accelerate your development, secure a series of stretching job assignments coupled with helpful and candid feedback or coaching.

- 4. Look for Acting Positions, Job Rotations or Special Assignments.** Most of our local governments are experiencing a retirement wave of baby-boomer managers and professionals who are exiting full-time careers. Many of our agencies are coping with a number of management vacancies and are using "acting managers" to fill those positions until permanent replacements are found. Acting or interim positions are energizing opportunities to acquire new experiences, learn new skills and demonstrate your competence.
- 5. Seek the "Sweet Spot" of Learning and Development.** The key issue in securing these "doing" opportunities is to ensure that they are in your "sweet spot" of learning and development. The sweet spot of learning and development is when you have a 50-70 percent chance of success.
- 6. Jump In.** When you accept an acting position or a job rotation, don't expect to be totally prepared. We must figure it out as we go along. Try out some things; get feedback from team members, supervisors and coaches; and fix things up as we go along. Learning agility and the FIO "figure it out" skills are the key competencies as you advance.
- 7. Enlist Support of Your Boss and Others.** If you want an interim management or rotational opportunity, you might need the support of your manager or department director. You want them to agree in engaging you in a new experience. You also want them to be on the lookout for you and identify any interim assignments or other opportunities. One way to secure active support is to ask for it. If you are a good performer, top managers want to keep you engaged and happy. They don't want to lose you. When organizations are experiencing talent shortages, you have some leverage—be nice, but use it!

8. Secure New Training or Education. Recognizing your assessment of strengths and gaps, you might want to get additional training or education. ICMA provides many mid-career opportunities for professional development. Remember that there is no true or authentic learning unless you apply the classroom learning on the job or in real life.

9. Seek Leadership Opportunities in Professional Organizations. Go beyond attending parks and recreation conferences. Most professional organizations need volunteers for professional committees. Build your leadership capabilities. Volunteer or ask a well-respected colleague to recommend you for a committee. Committee work can lead to board of directors or an elected position in the professional association.

10. Expand Your Network. You can grow your network by having coffee with key players in your organization. A robust network can help you learn about new topics and developments in your field, get career guidance or advice, enlist the active support of others in achieving your career goals, and have fun.

11. Get a Coach. Everyone needs several formal or informal coaches. Coaches are catalysts in helping us accelerate our development and take charge of our talent and careers. To find out how to get a coach, benefit from coaching and become a winning player, you can take advantage of the ICMA Coaching Program. On the ICMA Coaching Program webpage, you can find these training materials:

- a. Outline for “Talent Catalyst Conversation”;
- b. Handout “ABC’s of 1-1 Coaching”; and
- c. Handout “Being a Great Coach and a Winning Player.”

A coach can be a catalyst for your growth and development.

12. Build a Powerful Personal Brand. To position yourself for advancement, you need people to know more about you than your position and duties in the organization. You need to assert your value and distinctive identity or “brand.” A personal brand is based on what is unique about you and what you have to offer. It is about your extraordinary knowledge, skills, aptitudes and capabilities. A brand is often tied to your passion.

The process of uncovering your unique personal brand involves an inventory of your assets, getting feedback from others, focusing on a few high-value areas, writing a brand statement, providing “proof points” validating

your brand, and then promoting and leveraging your brand. In my encore career, my brand statement is that “I want to be known for my training and coaching skills so I can help develop the next generation of local government managers.” To help you discover, formulate and leverage your personal brand statement, visit ICMA Coaching and click on Talent Development.

Consider A Mix of Development Activities

The ideal mix of development activities follows the 70/20/10 rule. Seventy percent of development should involve learning through doing. Twenty percent should focus on coaching. Ten percent should involve classroom training and education.

Once you do an assessment and get feedback from others, you might want to consider a high-intensity development activity such as a Leadership Academy, acting manager position or a job rotation. These high-intensity activities add a lot of value yet take energy, time and commitment. You might also want to consider a low-intensity, less impactful yet valuable activity such as participating in an ICMA Coaching Program webinar or a lunch and learn program with your agency. A mid-intensity activity with high pay-off would be engaging a coach or two. An appropriate mix won’t overwhelm you, but spur on development and position you well for advancement.

Take Charge of Your Career

Don’t wait for opportunities to present themselves. To take charge of your talent and career, see Don Maruska and Jay Perry’s *Take Charge of Your Talent: Three Keys to Thriving In Your Career, Organization and Life*.

- Reflect
- Assess
- Engage in learning and growth activities, especially by doing.
- Get a coach
- Do something!

Adapted from *Career Compass*, 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 this full article and past columns at www.icma.org/careercompass.

RETIREMENT

Liz Newton Retiring from the City of Tigard

Longtime Tigard Employee Loves Helping People

By Will Miller, Pamplin Media Group (Reprinted with permission)

When Liz Newton retires at the end of June, she'll be wrapping up just shy of 37 years working for the City of Tigard.

Newton started out in 1980 as an intern in the city's planning department. She worked her way up through the ranks as a city planner over the next nine years.

"My favorite part of planning was working with citizens," she said... "Educating them about how planning works, and talking to them about what was possible on their property, and all that."

Wanting to take that a step further, she took a job in the city manager's office handling community outreach in 1989. In 1995, she was promoted to a new position, assistant to the city manager, which she said her then-boss Bill Monahan, a baseball aficionado, described to her as a "utility infielder" role. (Monahan, Tigard's city manager from 1994 to 2005, is now the city manager in nearby Milwaukie.)

Newton's current title, and the one she'll retire with, is slightly different. She's officially been Tigard's assistant city manager since 2005, although she stepped in briefly as interim city manager before Marty Wine was hired in 2011.

"I was a big advocate—when I was in the city manager's office for five months—that the council look for somebody who had a public budgeting, public finance background," Newton said. "I just thought the community would be better served by somebody who had more depth of background in that area."

In fact, Newton said, she's done a little bit of just about everything. At times, she's filled in as city manager and in administrative positions for human resources, information technology, the library and utility billing, in addition to her other duties as assistant city manager.

"I haven't mowed a park or driven a police car," she remarked.



PAMPLIN MEDIA GROUP: JONATHAN HOUSE

Newton offered strong praise for Wine.

"I love working with Marty," she said "Very strategic... She has a very 'what's possible' sort of mindset. She and I have great conversations almost every day about what's possible."

The cities of Tigard and Tualatin are unique among Portland's suburbs: In both cities, the city manager and assistant city manager are both women.

That's unusual in a profession that has frequently been noted for its gender disparity, with men dominating city management positions; a 2013 survey commissioned by the International City/County Management Association found that just 13 percent of chief administrative officers in local government in the United States were women, with women filling a comparatively larger but still below-par 34 percent of assistant chief administrative officer positions.

"I started my career in an engineering company, and I was the only woman in the office (except for an executive assistant)," she said. "And I have never felt like I didn't have opportunities I was interested in because I was a female... In my world, it really hasn't been an issue."

Newton said she values “diversity in thought” in the workplace.

“I think if you work with people who think like you do, you don’t reach the best decisions,” she said, adding, “I appreciate having people that work for me who are willing to challenge me, who are willing to come in and say... ‘What were you thinking?’ I appreciate that. I appreciate having people challenge me...with respect, and me challenging people that work for me, or that I work with, respectfully.”

In transitioning to a supervisory role in local government, beginning in the planning department in the 1980s, Newton said she had to learn how to manage different types of people. She recalled supervising two people as a city planner back then: one who was largely self-guided and didn’t like to be micromanaged, and another who needed considerably more direction.

“I smile when I think about how I had to remember which one I was talking to, because if I gave the one who didn’t need very much direction too much direction, he found it kind of offensive... The other one, I had to be very specific,” she said “That was, fortunately for me, fairly early in my career. So I learned that you really have to get to know people and understand what motivates them, or the best way to communicate.”

Newton said she has loved her time working for the City of Tigard, where she has gotten the opportunity to work with people and try to help residents. She herself is a Tigard resident, having bought a house in the city in 2003, she said.

“I think it’s important that when you work in a community, you want to work in the community you’re in,” she said.

“I would hope that the person who comes here (as the new assistant city manager) wants to be in Tigard and work in Tigard for the reasons they want to.”

Newton has a whole list of things she wants to do once she retires from city government. She has a longtime fascination with meteorology, which she’d like to explore. She wants to get back into creating fabric arts. She loves road trips and she’s looking forward to having more time to take some.

But she’s not hanging up her spurs in public service altogether—she still plans to volunteer, she said.

Civic involvement is something that’s clearly important to Newton, who described her greatest frustration as seeing incorrect information shared on social media that misinforms people about what is happening in their community.

“I grew up in a family where being a citizen and voting and paying attention was valued, and to think that people are not getting correct information is concerning to me,” Newton said. “Whether they agree or not, that’s fine, you know. But it’s important to me that they base it on the truth—facts.”

Newton said she spends a lot of time talking to people and working to inform and educate them as well as possible.

“I think we owe it to the citizens to do what we can to make sure that accurate information is out there in a timely way,” she said.

This article originally appeared in the Spring 2017 edition of Portrait: Heroes, published by the Beaverton Valley Times and the Tigard/Tualatin Times. Reprinted with permission.



The League Has a Resource For That

Looking for information or training options on public vs. private meetings, conflicts of interest, council/manager/staff relations or home rule? Check out the League of Oregon Cities’ free LOC-TV episodes at www.orcities.org/training.

During the legislative session, the League will be hosting legislative webinars every other week to keep members up to date and involved in the legislative session. All webinars will start at noon and last approximately 60 minutes, with the next webinar being June 8. For more information visit the LOC Training page provided above.

Oregon Senior Advisors



From
Dan
Bartlett



I mixed up the date I planned to meet with **Aaron Cubic ICMA-CM, Grants Pass city manager**, and **David Reeves ICMA-CM, Grants Pass assistant city manager**. Aaron graciously made time to meet with me a week later. David was out of the office. They have four new councilors and are going to do a council training and team building.

They need to have a proactive council to address Phase 1 of a \$20 million wastewater treatment plant upgrade; a water treatment plant project for \$30 million; dealing with stormwater and wastewater in the fringes of their urban area; do a new rate study; build a new public safety facility; and work with Josephine County to expand adult and juvenile detention capacity. All of these efforts are part of implementing a strategic plan developed through an extensive process to build trust and understanding in the community.



The next day, I met **Gary Milliman, ICMA-CM, city manager of Brookings**. They are also involved in a number of capital projects. One is replacing sewer and water mains on Railroad

Street as part of a complete street reconstruction project to widen the street and add curbs, gutters and sidewalks. ODOT's contribution is 60 percent of the cost. In 2019-20 ODOT and the city will do a Highway 101 enhancement project to provide curbs and gutters in the north end of town up to Harris Beach State Park. Water and sewer will be extended to the Brookings Airport. The project will provide water storage and improve

services to that part of town. It will also serve a 15-acre parcel that could be developed as light industrial. Their local Ray's Food Market has closed. On the cultural front, two performing arts groups are active. The Friends of Music are remodeling a medical clinic building to provide a 200-seat performance area, and a community theater group is relocating into Brookings.



In the Curry County seat of **Gold Beach**, I met with City Administrator **Jodi Fritts-Matthey**. One major improvement visible from city hall is their new Curry General Hospital. In a previous newsletter, I shared some of the details of bringing this project to the voters for approval and ultimate completion. The old hospital was started the year before I was born, built from 1948 to 1952. Curry Health Network put up a time lapse camera in June 2015 to track the project. On April 1, 2017, they held a ribbon cutting and public tours of the new facility. Their invitation web page noted that once the facility is open for business there would be many areas closed to the public due to privacy laws. The project is the result of a county-wide effort to approve a \$10 million bond in 2013. Jodi expects that it may attract more health professionals and create more support jobs in the community.

Both Gary and Jodi advised me of a proposal to create a county administrator position in Curry County. Gary provided me with the staff report on this possible position prepared by the county counsel. I contacted him and provided him with information from: the National Association of County Administrators (supported by ICMA staff); *An Overview of County Administration: Appointed County Administrators*, National Association of Counties; and sample county administrator evaluation form. Time will tell what happens with this proposal.



Spencer Nebel, ICMA-CM, Newport city manager, was deeply involved in preparing their budget. As an OCCMA Board member, he was working on our by-laws revision. He is

on the Newport 2040 Vision Advisory Committee. Their website details the schedule and structure of this major project. Rather than conduct the regular office meeting, interrupting his schedule, we opted for a dinner at Local Ocean with his wife, Angela, and my wife, Susan.



Frank Sheridan, city manager of Sheridan, reported that a firm currently located in Dallas, Oregon is moving to a 25-acre property that consists of two manufacturing plants totaling 215,000 square feet. Renovation work is to begin with plans to be up and running by this summer. They plan to move 300 jobs. The downside is that Sheridan may now have a housing shortage. They have fewer renters and more owners than in the past. They have vacant store spaces filling with new businesses. Their sewer plant needs about \$20 million in improvements over the next 20 years. They are starting the process with \$900K project this year and \$800K project next summer. They will be looking for other sources of funding to complete future projects. There is a county water task force looking into the long-term water supply needs. There has been minimal turnover on council during Frank's 12 years. Councilors are very interested in the city and committed to work together. On the staff side only four of the 17 FTE who were there when Frank came are still there. All of those experienced folks who retired have needed to be replaced.

A weekly publication, *The Bulletin Board*, provides information for Sheridan, Willamina and Grand Ronde. The March 29, 2017 edition led with a story that Willamina City Manager Bob Sivick had

resigned after less than a year. His prepared statement indicated that the decision "was entirely mine."

On Valentine's Day, **Lincoln County Managers** met in **Yachats** at the Adobe Restaurant. **Joan Davies**, Yachats city manager; **Wayne Belmont**, Lincoln County counsel; **Brenda Bremner**, **Confederated Tribes of Siletz**; **Kerry Kemp**, Waldport city manager; **Dan Bartlett**, ICMA/OCCMA senior advisor; **Oregon Cascades West COG**, CED Director **Phil Warnock**; **Pery Murray**, Depoe Bay city recorder; and **Ron Chandler**, Lincoln City city manager enjoyed a great lunch and discussion of: OCCMA and ICMA Updates; Affordable Housing Workgroup Update; workforce housing discussion and August 21 solar eclipse. Lincoln County cities will see the first impact of the eclipse and are planning for the influx of observers. The Oregon Office of Emergency Management is in the process of coordinating the planning phase and will provide planning assistance to local jurisdictions as requested. *An Observer's Guide to Viewing the Eclipse*, prepared by the National Science Teachers Association, was distributed to the group. Check out Travel Oregon's page about the eclipse at: www.traveloregon.com/trip-ideas/oregon-stories/eclipse for the cities closest to the path of totality which have the best viewing opportunities.

On March 21, **Brant Kucera**, Cannon Beach city manager, and **Colleen Riggs**, Cannon Beach assistant city manager, convinced Public Coast Brewery to open on their day off for our managers' meeting. Ryan Snyder, president of Martin Hospitality, who owns Public Coast Brewery, will become chairman of Travel Oregon in July. He and his company have been a major force in Cannon Beach's development into a top tourist destination. This special opportunity was shared by: **Cameron Moore**, Clatsop County manager; **Kevin Leahy**, Clatsop Economic Development Resources/SBDC executive director; **Dan Bartlett**, ICMA/OCCMA senior advisor; **Dale Shafer**, Nehalem city manager; **Jerry Taylor**, Manzanita city manager; **Jeff Hazen**, Sunset Empire Transit District executive director and **Linda Engbretson**, CMC, Warrenton city manager.

Kevin Leahy, Clatsop Economic Development Resources/SBDC, reported on the Clatsop Job & Career Fair held on February 22 where 70 employers and 700 students from seven high schools attended. An afternoon session had 146 adult job seekers attend. \$8,500 was raised by school superintendents and the business community, including 86 gift cards for attendees.

On April 18, **Mark Winstanley**, Seaside city manager; **Brett Estes**, Astoria city manager; **Colleen Riggs**, Cannon Beach assistant city manager; **Cameron Moore**, Clatsop County manager; **Kevin Leahy**, Clatsop Economic Development Resources/SBDC executive director; **Dan Bartlett**, ICMA/OCCMA senior advisor; **Dale Shafer**, Nehalem city manager; **Melissa Thompson-Kiefer**, Nehalem assistant city manager/recorder; **Jerry Taylor**, Manzanita city manager; and **Linda Engbretson** CMC, Warrenton city manager met with **Chad Sweet**, Gearhart city administrator at McMinnins Gearhart Hotel.

Kevin Leahy reported on STEM and an internship opportunity for the county, the Regional Solutions calendar and the Clatsop Community College Patriot Hall open house and grand opening scheduled for September 19. Cannon Beach is considering using part of an RV park they own for park model housing units to be rented long-term to help deal with their community's housing shortage for service workers.

Brett Estes reported that Budget Committee training helped the committee understand their role and helped accelerate the process. They have completed negotiations with police and fire. Jerry Taylor had a first in his 31 years managing cities—he had a contractor back out of a project. The contractor is filing for bankruptcy. They are in the process of getting the details worked out on how to proceed. Chad Sweet reported that the Gearhart short-term housing regulations were before LUBA. Petitioners have filed a initiative to repeal and replace the rules. They are working on a TSP. They've not had a plan for 30 years. They are hiring an assistant treasurer/recorder for the front desk. A committee is working on plans for a new

fire station. They will look for a location on higher ground and expect the cost to be \$5 to 7 million.

At the Northwest Regional Managers Conference, I had conversations with several folks in my territory. I talked with **Chuck Dufner**, Coquille city manager, who is working to get their police department backup to full staffing. They have two officers in training and one scheduled. They are looking at a joint dispatch operation. He was working on his budget message during the conference.

OCCMA President **Michael Sykes**, ICMA-CM, Scappoose city manager, was looking forward to his wife's retirement after 31 years teaching. **Peter Brandon**, Hillsboro senior project manager, talked about working with my son, Andrew, and projects he's been working on. He's looking into attendance at the ICMA Conference. **Erin Reynolds**, Florence city manager, and **Megan Messmer**, city project manager/PIO, talked about moving to a biennial budget and a city hall remodel.

Regional Meetings: One of the items OCCMA Communications Committee (OCCMACC) has discussed is regional meetings. We will be providing information on where they are and what issues are coming up.

On the **North Coast**, our coordinator is the executive director of Clatsop Economic Development Resources (CEDR). Our meeting schedule is at noon on the third Tuesday of each month:

May 16, 2017 - Clatsop County
June 20, 2017 - City of Manzanita

The location is determined by the manager of each host location. We take the summer off.

Lincoln County managers are coordinated by Oregon Cascades West COG. The meetings are at noon on the second Tuesday of each month. They rotate between the cities, the county and the Confederated Tribes of Siletz.

Washington County meetings were being coordinated by OCCMACC Chair Marty Wine's executive assistant, Joanne Bengtson. Sheila and I share this group. They meet from 11:30 a.m. to 1 p.m. The meeting dates coordinating entity and locations are:

Date	Location
5/24/2017	Tualatin 18880 SW Martinazzi Ave
6/28/2017	Forest Grove Community Auditorium, 1915 Main
7/26/2017	Tigard Library, 2nd Floor Conference Room 13500 SW Hall Blvd.
8/23/2016	Hillsboro - location TBD
9/27/2017	Tualatin Valley Water District 1850 SW 170th Ave., Beaverton
10/25/2017	Sherwood- location TBD
11/15/2017	Banks - location TBD
12/20/2017	TVF&R - Tigard TBD



From
**Sheila
Ritz**

My report this time is limited because I've been out of town with my dad in the hospital and then he passed away in April. I have to drive back now to help my sister clear out his house and I won't be available until July.



Clackamas County Administrator Don Krupp's priority projects include the following:

- Work with Metro to bring closure on outstanding issues of urban and rural reserves. In particular in Clackamas County, the Stafford area had been designated as urban reserve. This was appealed and LCDC remanded the plan back to Metro and the county.
- Work with ODOT on transportation needs: extension of the Sunrise Corridor and additional lanes on I-205 between Stafford Road and Abernathy Bridge.
- Work with state on county courthouse funding. Clackamas County is planning a new courthouse facility on the Red

Soils campus. Funding for design of the facility is available.

- Two of the county's largest sewer service districts are undertaking a significant capacity improvement project of the wastewater treatment plants that serve West Linn, Milwaukie, Oregon City, Gladstone, Happy Valley and some unincorporated area.
- The county's fuel tax measure last November was defeated by a significant margin. The commission is now discussing the possibility of a vehicle registration fee which does not have to go to the voters unless there is a referendum filed. Something needs to be done for road funding before the streets deteriorate any further.
- Partnership for Willamette Falls Legacy Project in Oregon City. The county is a member of this partnership providing economic development expertise for planning the project. The Willamette Falls locks will be reopening to provide for recreation activities along the river.
- Homelessness & affordable housing: the county is working diligently on developing strategies to address homelessness and provide more affordable housing including removing code barriers.

Clackamas County Managers meeting on March 6 was attended by: **Scott Lazenby and Megan Phelan (Lake Oswego); Ann Ober (Milwaukie); Jason Tuck (Happy Valley); Don Krupp and Laurel Butman (Clackamas County); Eileen Stein (West Linn); Dan Huff (Molalla); Denise Carey (Estacada); and Tony Konkol (Oregon City).**

They talked about sanctuary cities and the recent protest in Lake Oswego. Thankfully, there weren't any significant problems during the protest. Regarding the franchise fee proposed legislation in the state Legislature, Don Krupp said he would be interested in an Oregon Consensus process rather than letting the state Legislature decide this issue.

Since the gas tax ballot measure failed in Clackamas County last November, the County Commission will now consider

an increased vehicle registration fee to fund road maintenance needs. The commission does not have to refer it to voters unless a referendum is filed. After the current legislative session ends, Clackamas County plans on a campaign to educate the public about road maintenance needs and then consider adopting a vehicle registration fee.

Estacada is relocating a main water line that had leaked diagonally across the main highway through town. Happy Valley has annexed approximately 1,000 acres so far. They will need to update their comprehensive plan to include these areas. Oregon City experienced two landslides again this year which took out a sewer line. In Molalla, ODOT wants to examine the possibility of installing a roundabout on Hwy. 213. ODOT really needs to make pedestrian and other safety improvements on the Hwy. 213 corridor. In Lake Oswego, there is debate on whether to upgrade the current city hall building or build a new structure on the same site. They could use urban renewal funds for this project.



Kim Yamashita, Sandy interim city manager, is an Air Force veteran and she served during Desert Storm. She worked in law enforcement since 1993 until being appointed the interim city manager in

Sandy January 2017. She had been the police chief in Sandy since April of 2010. Kim has a BA in criminal justice from the University of Florida and a master's degree in management & human resources from the University of Phoenix, Arizona.

Earlier this year the city council had solicited RFPs for recruiting a new city manager. They decided to put that on hold.

The city of Sandy is starting a branding strategy with North Star Branding. They are researching what the city looks like to the outside and then determining how to market the community. Also in March they were closing on purchasing the Cedar Ridge School and pool—a 40-acre campus. They will be doing an RFP to develop a master plan for the downtown core and urban renewal area. They had just finished an urban growth boundary expansion adding 400 acres in the northwest, southwest and

southeast areas for commercial and residential (some high density).

Kim is very happy to be in her new position and she said the staff is very top-notch. She hopes to stay there to help the community progress. I look forward to her being involved with OCCMA and attending the conference in Bend in July.



Scott Lazenby, Lake Oswego city manager, is still teaching an advanced budgeting class at PSU for the Executive MPA program on Saturdays. His father passed away this past winter and I

certainly relate to that with my father passing away in April.

Lake Oswego is currently working on the preliminary design for a new police service facility which may morph into a combined police/city hall facility. The council was going to consider this in late March.

The new public works facility should be completed by September at the southwest end of town. The employees have been looking forward to the new facility for a long time. Their water plant expansion project in West Linn is almost completed. They did a total rebuild of the plant for \$250 million to serve both Tigard and Lake Oswego. Their street fund has been subsidized significantly by the general fund.

Scott has been doing an internal Lake Oswego university MPA 2-year program with staff in which they need to read selected materials and have group discussions over lunch time. The program is open to all staff and there are no papers required or exams. This program has been very well received by staff.

Scott has also started a staff "Looni" award for an original, new idea for the city of Lake Oswego. There are eight cross-department teams established to come up with a new idea for the city and the teams make a presentation in January each year. The winning team receives coffee mugs for their "Looni" award.

PSU is currently conducting a study of developed unincorporated areas to determine costs to annex these areas that are on septic tanks and there are no service trunks to serve the area.

Scott has established a CEO roundtable group of key public, private and non-profit

organizations in Lake Oswego to share information. One meeting of the group was held last fall which was well received and they are planning another meeting. I believe Scott said he started this group based on Steve Bryant's suggestion.

As you know, Scott wrote a book "Playing with Fire." With prodding from ELGL, he has been working on a sequel to this book called "State of the City." He expects it to be published in the next few months. We will certainly need to read his new book!



From
Roger Jordan



On March 20, I was finally able to get down the road to **McMinnville** to congratulate **Jeff Towery**, who was recently appointed as the new city manager. Jeff and I have been friends

since he was city manager in Cottage Grove in the 1980s. He is no stranger to Oregon, spending much of his professional career in Lane County as an assistant in Springfield, in a number of positions in Lane County and city manager in Cottage Grove. Jeff said he felt lucky to be chosen as McMinnville manager since he could not think of a better city to manage with his background and management style. I told him I agreed and it was obvious since he got a unanimous vote of the council that the council felt the same. The mayor said the background review showed Jeff to be an excellent manager with a great reputation in our profession. The council is made up of a mixture of seasoned members and those who are in their first year. The mayor is in his first term but has been on the council prior to his election as mayor. Jeff feels really good about the management team and employees which will mean he will be able to spend time with the council on policy issues and economic development which is the top council priority. The budget is in good shape short-term but he will have to help

lead the city to develop a long-term budget and take care of some deferred maintenance issues. He is excited to be the manager of a full-service city including police, fire, ambulance, public works, community development, parks and recreation, and library. I reminded Jeff that he would be attending council meetings in the Kent Taylor Council Chambers. We exchanged stories of the pitfalls of following Kent, who is a legend in McMinnville after serving as city manager for 29 years.

I was so happy for Jeff since I was not only his friend but also his senior advisor while he was in transition. Being a manager in transition is difficult but Jeff played it well and I know he will be very successful in McMinnville. Good luck, Jeff!



In April I was able to head south to **Keizer** to visit my long-term friend and colleague **Chris Eppley**. Chris is one of the longest-term managers in Oregon serving in one City. He has been serving as the city manager in Keizer for almost 17 years and was our OCCMA President in 2010. Chris was the feature of our first quarter publication in 2010 as a second generation manager. Chris's dad (Don Eppley) had been a long-time manager serving in Oregon as the Lake Oswego manager and serving as the State of Oregon personnel director as well as city manager in four different states.

As Keizer's manager, Chris has had an exceptional career and, in addition to being a leader in our profession, he has become a critical part of the Keizer community. He is well known and admired throughout the community and with his leadership and participatory management style he has created great relationships with the mayor and council and has helped make Keizer a very successful community. Chris believes that in order for a manager to have a long-term career in one city you must become invested in building a trusting relationship with the council and community. He works very hard to keep a good relationship with the elected officials, staff and community. He reminds himself he is only one part of a successful team for the community. He spends a lot of time listening to the elected officials, staff and community members. His job in policy is to make sure everyone understands the issues and ensure the staff provides

options and opinions on the impacts of the different alternatives. Chris said whether the staff recommendation is adopted or not, the staff implements it the same. There is not any question that the future of our profession will involve working with more and more interest groups and managers will have to adapt to using a more collaborative management style, and in addition more involved in the community.

Chris said he believed the most important thing for a manager who wants to be successful is to build a relationship based on trust. The most difficult thing for him is to meet the challenges brought on by the always negative group (Citizens Against Everything) and employees who always look at everything from a self-interested perspective not understanding or accepting the bigger issues of the city and community. Chris said he looks forward to many more years in Keizer and as a leader in OCCMA and our profession. He truly continues to be one of the best managers in our state. Great job, Chris!



On May 4, I was able to travel to **Sweet Home** to visit with **Ray Towry**, the city's new manager. Ray has been at the city for a few months and I actually met him at the Northwest Regional Managers

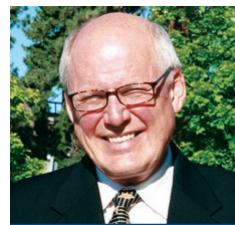
Conference in April. At that meeting I agreed to follow up with a visit to Sweet Home. Of course I am not new to the issues of Sweet Home since I had visited **Craig Martin** a number of times during his long-term career as the City Manager. In addition my friend, **Christy Wurster**, who served as interim manager for the city between Craig and Ray's tenure kept me up to date on many of the issues of the community.

Ray came to Oregon from the city of Ephrata, a small town in Central Washington where he had a 13-year career in a number of positions. He has a background in recreation administration and started his career in Moses Lake, Washington after earning his BS from Washington State University. Ephrata was his hometown and was excited when the new city manager at Ephrata offered him an opportunity to return home and join the city in the recreation department. He said the city manager who had

taken over at Ephrata happened to be one of his high school teachers and football coach. He said the coach had changed careers from teaching to city management. Over the years as he grew in the city organization, the city manager and police chief recognized his potential and encouraged him to return to school for his Master's in Public Administration from the University of Washington. He owed his new city management career to those individuals since they served as his mentors and coaches.

Ray and his wife have four kids and had decided to move to Oregon and was looking for a small town to raise their family. However, they also wanted to be close enough to a larger city so they could have the benefits of the larger commercial areas in a large community. He said Sweet Home fit their profile. He is still looking for a permanent home and looks forward to managing Sweet Home for a long time. Infrastructure issues will dominate the future as the water and sanitary sewer system have a lot of needs. In addition he will have to fill a number of department head positions since many have already retired or will become eligible for retirement in the near future. He is currently working on the budget but the past managers have left the city budget in good shape. The council priorities include not only the infrastructure issues and the administration organizational issues including replacing some of the management staff, but also the development of a new city hall.

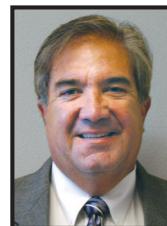
As we ended our meeting I gave him my sage advice on city management and I reminded Ray that he already had a great coach and mentor in Christy Wurster who preceded him. The meeting reminded me of the cycle of life in city management where one generation moves to another without a lot of fanfare. Christy, who was one of my assistants that I mentored, has now become a mentor and coach and I am learning to spend time on other endeavors. Good luck, Ray, you have some of the best of our profession to help you and I recommend you continue to use their expertise and experiences when facing issues.



From
Andy Anderson

For this reporting period, everyone I spoke with was very upbeat and positive about current events and the foreseeable future. We may have finally shaken off the effects of the Great Recession. The only difficult area is the city of Phoenix where two managers have been fired in succession, the latest shortly after starting. **Dave Kanner** has taken over as interim in **Phoenix** and when I spoke to him by phone, he felt the community and its leadership were on the right track and had settled down. I don't believe the firings were because the community wasn't moving forward but a matter of personalities.

While attending the Northwest Managers Conference at Welches in mid-April, I was able to touch base with **Henry Lawrence** from **Eagle Point** and **Brian Sjothun** from **Medford**, both of whom I met with during my trip there in December. Henry reports the new council is following previously set policies and the community is growing so quickly that staff is having trouble keeping up. Brian reports the new council (not the council who recently hired him) and he are working very well and moving forward together. Brian had also just hired an assistant.



When I visited **Steve Forrester** in **Prineville**, OPB had just reported on data centers in Prineville. The gist of which was only a small number of people benefit from the location of the data centers in Prineville and the tax abatement received exceeded the value to the community.

Steve points out the two data centers provide 400 permanent jobs including all of the service positions. The average salary of the workers is much higher than mill workers whom had been the backbone of the local economy. The wages at the data centers caused the Les Schwab facilities to increase wages for their employees. The data centers also pay high franchise fees, which makes up for part of the tax abatement. Therefore, Steve argues, the benefits are widespread.

Steve also states the BPA's inability to provide certain future electrical power increases will not affect other industries' expansion or establishment. In the future BPA will provide more power by solving substation problems and in the intervening period the data centers will be using some local solar power. Steve does not believe they will have any electrical shortages going forward.

The community has just finished their \$18 million sewage treatment facility, which relies on a wetlands process. A comparable traditional plant would have been \$54 million. Steve is working with the data centers to provide advanced treatment to some of their facility's effluent to provide enhanced quality water for use in the data center's cooling towers.

Steve also indicated they had recently purchased 460 acres for open space, water rights and to provide an alternate route for the main highway. Instead of forming an urban renewal district, a downtown committee has been formed and will begin to fund downtown façade and other improvements. The road improvements program is also progressing well. All these things were aided by increase electrical franchise fee revenue from the data centers. The bottom line is Prineville is prospering and Steve is enjoying being their city manager.

Cory Misley has been **La Pine's** city manager since last summer. He and the mayor negotiated a contract which the council adopted in January. La Pine is working on a downtown streetscape project with ODOT to be completed next summer. A new administrative assistant was to begin the week after I visited, and the new budget includes adding a community development director. The November election brought a new mayor and two new council members to the governing team. Cory indicates they are very positive and supportive people.

The community is in good shape financially with a good reserve. Cory credits **Rick Allen** for setting up a lean organization. They will receive a \$1.5 million sewer plant expansion grant from CBDG. Over the decades they expect to provide sewer and water to their north side.

They also have a downtown urban renewal district and will have increment next year. The first project is to build a downtown

transit center to provide bus service through the Central Oregon Intergovernmental Council.

La Pine has also applied to become a Sustainable City as a pilot project for cities their size (1,670). Under the program they will get help from Oregon State University on how to be more sustainable. Most other cities under this program have been over 30,000.

Cory seems to be very comfortable in his position and has bought a house in the area. La Pine is doing some good things and will do good things in the future.

Kya Mabe has been the city administrator in **Moro** for one year. She replaced long-time administrator, Rene Moore, who retired. Kya reports it has been a very busy year. The only water tank was found to be leaking. Divers went in and were not able to fix the leak. So, the tank had to be drained and relined with a boot. Moro made it through the period of water shut down without incident, with only a well pump providing water.

Moro has copied Condon with a downtown building façade renovation program. The first proposals were due the week after I visited and the grant cycle will allow for up to 80 percent participation. The program will be funded by the county in the amount of \$15,000 for the first phase. The program will be funded annually.

Before these communities started the façade program, all the cities (Moro, Grass Valley, Rufus and Wasco) contracted for downtown master plans from Mark Sedar Architecture and Design. The designs were funded by Sherman County and the Mid-Columbia Economic Development District.

The Moro city council has developed a five-year plan with five priorities. First they would like to chip seal all the city streets. They have stockpiled the chips and the work will be done through a contract with ODOT. Second, they would like to distribute fiber throughout the community. The county and schools had brought fiber to Moro for the schools and emergency management. The city will merely hang off the county and schools' fiber. Third, sewer lines will be replaced.

Fourth the downtown façade program mentioned above. Last, total water and sewer line replacement along McCoy streets.

Kya expects some influx of people around August 21, in that Moro will experience 97 percent of the solar eclipse. I believe Kya Mabe feels very comfortable in being city administrator.



I visited **Gus Burril** in **Madras** in mid-April and he reports they are experiencing growth in property taxes for the first time since the Great Recession. The \$15 million hospital renovation and expansion is ongoing. St. Charles Health Systems has named a co-CEO for both their Madras and Prineville facilities.

The Daimler durability test track continues to expand. A Daimler facility in Indiana will close and those operations will be housed in Madras. There will be three phases, the first to be completed this year. The Daimler Headquarters are in Portland and there is constant travel back and forth. The track tests the durability of trucks and their components. It is estimated the track generates \$2 to \$2.5 million for the local economy.

In other economic activity, a new grocery store has opened, adding 30 full-time jobs. Brightwood Lumber Products and Keith Manufacturing, who have their headquarters in Madras, are expanding. Finally, the Warm Springs Tribe and Madras will be entering into an intergovernmental agreement to place a truck stop just north of the airport on Highway 26. The truck stop will include a restaurant and a small gaming facility.

The community continues to prepare for the influx of people (estimated to be 55,000 to 70,000 people) coming in to view the solar eclipse on August 21, 2017. Madras will be one of the best places in the country to view it, for a full two minutes. An eclipse coordinator has been named and a website has been set up (madrasedeclipse.com). A delegation from the Lowell Observatory in Flagstaff will be in attendance and the Science Channel will produce a documentary.

In other business the city is undertaking three main projects. First, a sewer program to replace septic tanks. Second, six miles of a loop walking/biking trail. Last, the 8th Street ODOT STIP project building sidewalks and other streetscape improvements. A lot of activity in Madras is making Gus Burril a happy city manager indeed.



During my visit to **Condon, Kathryn Greiner** indicated to me there was one last downtown building façade to re-do and the whole multi-year project will be complete. The

Condon downtown looks great. If the reader ever has a chance to go to Condon, please do. Kathryn reports a lot of interest in being in Condon for the solar eclipse on August 21. All the rooms are booked and camping areas have been added by the county.

Their wastewater master plan has just been completed and their sewer system is in good shape. After treatment, the effluent is land applied to city-owned property and farmed for animal feed by a contract farmer. Kathryn continues to attempt to bring fiber to Condon. She is working on several avenues to do so.

An Oregon Solutions project is now underway looking at the lack of housing both rental and owner-occupied. It is funded in part by Gilliam County and the Mid-Columbia Economic Development District. Kathryn indicates the city may go ahead and build some housing. They plan to subdivide city-owned property around the golf course and interest builders in construction. The city of Condon has a lot to be proud of and Kathryn is proud as well.



I had a chance to spend some time quality with **Cascade Locks City Administrator Gordon Zimmerman** at the Northwest Regional Managers Conference.

As is everyone, he was very upbeat. His council extended his contract to June of 2020, added a six months' severance and included regular increases. He has come a long way since he started in Cascade Locks four and a quarter years ago. The city continues to work on the Pepsi bottling plant project. The mayor is committed to the project and intends to stay until it is done.

There are many positive things happening in Cascade Locks. More building permits were issued in one year than had been in the previous 22 years. The port is looking into upgrading the toll bridge. The estimated \$54 million project should extend the life of the bridge by 75 years. In addition, the port has more industrial activity in the form of new projects as well as expansion of existing industry. Gordon is happy indeed with the success of the community as well as his own.

I had stopped by **Aaron Prunty's** office in **Shady Cove** December, but he was not able to spend time with me because of the press of business. We then visited by phone. Aaron reports things are going well in Shady Cove. There is some growth with the restarting of an old subdivision. Aaron further reports the ODOT streetscape project, which has been in the works for some years, will begin construction in the fall. The community had voted not to have any recreational marijuana dispensaries in the community, however there is one medical facility.

Aaron reports the private water company which serves the town is expanding. Aaron and the council negotiated and agreed to a three-year contact for his services in October of 2016. Aaron seems very comfortable as the city manager and the community is doing well.



**From
Larry
Lehman**



It is always fun to visit with **Karen Pettigrew** in **Boardman**. The city is running so smoothly that she definitely does not need the advice of an older ex-manager!! One of the great things about Board-

man is the Boardman Community Development Association. They handle the payment, in lieu of taxes, from the enterprise zone which includes the Port of Morrow, city of Boardman and Morrow County. Boardman, under Karen's leadership, is a major player in this organization and distributes millions of dollars to local agencies for capital improvements and housing incentives. The community is very pleased with the new workforce training center, a cooperative project of Blue Mountain Community College, the Port of Morrow, and many businesses in the area. The goal is to prepare employment opportunities at businesses in the Port of Morrow. So far there has been a lot of success.



Had a great visit with **Byron Smith** in **Hermiston**. The city is very busy working with multiple organizations on the development of the East Oregon Trade and Event Center. This facility will be the new home to Umatilla County Fair, the Farm-City Pro Rodeo and then many other events over the year. They expect to have the first phase completed during 2017. The city received a Community Development Block Grant (CDBG) of \$2 million to build a new senior center, they expect to award the contract on March 7. The building will be named after former Mayor Frank Harkenrider.

The Hermiston area is becoming home to more and more data centers. The availability of lower cost electricity is a major factor. These centers are a help to city budgets through electrical franchises as well as property taxes, or in lieu of taxes. Byron reports the city is stable financially. They are taking

the PERS hit, but have saved some money in the past few years to help the transition to the higher rates. He expects no employee layoffs in 2017/18 and the city may add a few positions.

Mark Morgan, assistant manager in **Hermiston**, is working on several projects. Most of these projects deal with economic development. The city is actively working with data center operators to make use of Hermiston's e-commerce overlay to their enterprise zone. Data center development in the region has generated a surprising number of full-time jobs, with one company currently employing around 400 employees in the greater Hermiston area.

The Holiday Express opened in December with 93 rooms. They are located in the urban renewal district and have already caused two restaurants in the downtown to add on to their buildings.

The city is working on rezoning 45 acres of property to help encourage needed housing. The region has seen a large increase in jobs during the past few years; but many of the new employees

live elsewhere due to the lack of housing. Mark hopes that this rezone will make it viable for a private developer to build 100 to 150 housing units, between single-family and multi-family, as well as incorporate a small amount of commercial area on the edge.



I met with **Blair Larsen**, city manager of **Stanfield**, on March 3. Stanfield is working hard on trying to change their urban growth boundary. The plan is to exchange railroad property that is within the current urban growth boundary, which is unlikely to be developed, for property along interstate 84 that has great potential for industrial development.

The city is working on additional housing and with property owners on renovation of buildings in the downtown area. Blair states the city is working on a water master plan and that the city is currently financially stable.



Russell Pelleberg is enjoying his position in **Umatilla** and believes the city is entering a positive stage of development and improvement. Solar has become a major component of

the economy, with solar farms in operation and more in the planning stage. The connectivity to the power grid at McNary Dam is a major factor, plus the many days of sunshine.

Amazon broke ground on the fourth of five buildings for use as a data center. The city supplies water to the buildings as well as has the electrical franchise. Russell is working with the local irrigation districts on the reuse of the water used to cool these buildings.

He is proposing the creation of a Community Development Department in the 2017/18 budget.

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

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Recruitments in Progress

Ashland • Benton County • Coburg • Drain • Dunes City • Falls City • Fossil • Gold Hill • North Plains • Nyssa
Phoenix • Scio • Sisters • Sutherlin • Troutdale • Willamina • Mid-Columbia COG G

Managers Recently Appointed

Edie Ball, City Manager, Heppner

Steve Hasson, City Manager, Millersburg

Jim Maret, City Manager, Nyssa

Petra Schuetz, Lane County

Peter Troedsson, City Manager, Albany

Ray Young, City Manager, Troutdale

Managers in Transition

Teresa Hunt • Jamie McLeod