

THIRD QUARTER 2017

# Stop Doing Annual Performance Evaluations



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## MESSAGE FROM THE PRESIDENT

Michael Sykes • City Manager • Scappoose



### Dear Managers,

I think being a city manager is one of the most challenging jobs a person could ever choose to assume. In our business, there are so many moving parts that it is really difficult to stay on top of everything all the time. We operate in a world where we have three to seven bosses at a time and have to retrain new bosses every four years. We are not only responsible for guiding and managing our entire staff, but, we also have to guide and support our elected officials as well. In a nutshell, we have learned that the buck stops on our desk. I'm sure, as many of you have learned, there is definitely an art to being an effective and successful city manager.

This summer, at our annual conference, we were all able to celebrate the careers and contributions of two truly outstanding city managers who have blessed our communities and OCCMA with their involvement and contributions. Roger Jordan and Wes Hare are two city managers whose performance over the course of their careers has demonstrated their mastery of the art of being extraordinary and effective city managers. Wes Hare was nominated to receive recognition as a lifetime member to honor his stellar career and service to several Oregon communities including Oakridge, La Grande and Albany. Wes served as president of OCCMA in 1995 and has continued to be a major voice in our organization. He has also traveled all over the world working with communities internationally as a representative of ICMA. The Board will ask the membership for their endorsement at the fall conference. The Board also decided to dedicate an annual scholarship in Roger Jordan's name to honor and recognize his exemplary commitment to our profession, and for his leadership in providing coaching, mentoring and support to many young members and managers who have entered our profession. Naming an annual scholarship in his name is a great way to say thank you to the General. Thank you, Wes and Roger for your leadership and for truly making a difference.

Speaking of the annual summer conference, we had a record turnout. The conference agenda was fantastic due to the efforts of Christy Wurster and the Professional Development Committee. Also, thank you for the excellent support from LOC staff members Jenni Kistler and Jennifer Lewis. Thanks to everyone who helped make this an excellent conference!

I also wanted to remind everyone that Patrick Ibarra from the Mejorando Group, will be our featured speaker at the LOC Conference on September 28. Patrick Ibarra is well known across the country and is a regular speaker at the Annual ICMA Conference. His topic will be "Leading Change Isn't a Spectator Sport."

In closing, I want to thank all of you for your commitment to your community and our profession. You are on the front lines making our communities and our state a better place to live. We do our jobs in the public arena every day, with the local press ready to tell the world about our mistakes, and sometimes about our successes. Just remember, like Teddy Roosevelt said "It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly; who errs, comes short again and again; because there is not effort without error and shortcoming; but who does actually strive to do the deed, who knows the great enthusiasm, the great devotion, who spends himself in a worthy cause, who at the best knows in the end the triumph of high achievement and who at the worst, if he fails, at least he fails while daring greatly. So that his place shall never be with those cold and timid souls who neither know victory nor defeat."

Keep up the great work! I look forward to seeing all of you at the LOC Conference.

Cheers,

A handwritten signature in black ink that reads "Michael J. Sykes". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Michael Sykes  
2017 OCCMA President

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**CALENDAR OF EVENTS**

**September 28**

OCCMA Annual Business Meeting & Fall Workshop  
 Double Tree Hilton Hotel, Portland

**November 9-10**

OCCMA Board of Directors Retreat  
 Oregon Garden, Silverton



**OCCMA Fall Workshop**

**September 28, 2017**

8:30 a.m. – 12:00 p.m.

DoubleTree Portland



**Leading Change Isn't a Spectator Sport**

*Patrick Ibarra, Mejorando Group*

According to research, after implementing a major change initiative: about 30 percent of any group will be resistant to change; about 20 percent will readily move toward the new direction; and 50 percent will adopt a wait-and-see attitude. Effective change initiatives occur when there's alignment between an organization and its building blocks, such as people, culture, tasks, organizational structure and work processes. This program provides managers and supervisors with tools and techniques to help them successfully navigate the turbulent and often uncertain path of change.

The OCCMA Fall Workshop is scheduled for Thursday, September 28 from 8:30 a.m. to 11:00 a.m. The cost to attend the workshop is \$85 and includes a box lunch. The OCCMA Business Meeting will immediately follow this program. This workshop is held in conjunction with the League of Oregon Cities 92nd Annual Conference, September 28-30. For conference information and to register, go to [www.orcities.org/conference](http://www.orcities.org/conference).

**Registration deadline is September 11.**



# Stop Doing Annual Performance Reviews

By Scott Lazenby, City Manager, Lake Oswego

**K**en Miller, author of *Extreme Government Makeover*, challenges

his audience members to: “Raise your hand if you are the person you are today because of your annual performance review.” He says that no one ever raises their hand, “except for a year ago, when one woman raised her hand. I asked her if she really was the person she is today because of her annual review, and she said yes. ‘Of course, I’m jaded and bitter,’ she added.”

Miller says that if we do nothing else, we should eliminate the annual performance review. It isn’t a new idea. *Abolishing Performance Appraisals: Why They Backfire and What to Do Instead*, was written by Tom Coens and Mary Jenkins over 17 years ago. Samuel Culbert’s *Get Rid of the Performance Review!: How Companies Can Stop Intimidating, Start Managing—and Focus on What Really Matters* was published in 2010.

Culbert, a clinical psychologist and professor at UCLA’s Anderson School of Management, stresses that not only are annual reviews useless, they actually harm the organization. In a *Wall Street Journal* article (October 20, 2008), he writes,

Managers can talk until they are blue in the face about the importance of positive team play at every level of the organization, but the team play that’s most critical to ensuring that an organization runs effectively is the one-on-one relationship between a boss and each of his or her subordinates.

The performance review undermines that relationship.

That’s because the performance review is so one-sided, giving the boss all the power. The boss in the performance review thinks of himself or herself as the evaluator, and doesn’t engage in teamwork with the subordinate. It isn’t, “How are we going to work together as a team?” It’s, “How are you performing for me?” It’s not our joint performance that’s at issue. It’s the employee’s performance that’s a problem.

Rick Maurer, author of *The Performance Feedback Toolkit* notes:

Most performance review systems reinforce a paternalistic world, one built on distrust and the assumption that the boss knows more about our skills, abilities, and commitment than we do. This dependency works against empowerment. And focusing on individual problems, rather than looking at systems issues, works against the grain of quality improvement.

Another problem with typical annual reviews is the assumption of objectivity, which Culbert dismisses as absurd:

The absurdity is even more obvious when bosses—as they so often do—base their reviews on anonymous feedback received from others. This illogic is highlighted in the contemporary performance-reviewing fad called “360-degree feedback.” Hate mail, I suppose, is similarly “objective.” People are told, “I can’t tell you who said this,” as if the alleged truth-teller has no ax to grind and the allegation is unrelated to a specific motive or a disagreement in a relationship. Come on! Isn’t “anonymous” just a slicker way for people to push what’s in their political interests to establish, without having their biases and motives questioned?

HR lawyers haven’t helped, either. They tell us to document the smallest behavioral or performance problems, because if we don’t, it may be harder to fire the employee in the future. When we do that, human nature dictates that the employee will fixate on the negative comments, even if 99 percent of the review was positive. (The solution is to keep discipline-related documentation completely separate from the normal day-to-day feedback; more on this later.)

Ken Miller’s advice to just quit doing annual reviews isn’t as radical as it sounds. Our spouses don’t give us formal, written annual reviews, and we seem to do just fine without them (well, sometimes they do, and they’re called divorce filings). In a healthy organization, teams will have frank discussions of what is working and what isn’t, without having the team members take it personally. The manager’s role is to coach people in how to do this (see, for

example, *Crucial Conversations: Tools for Talking When the Stakes are High*), and to create an environment of trust that encourages the sharing of conflicting ideas and perspectives.

But for supervisors who worry they will have a big hole in their lives without annual reviews, Professor Culbert has an alternative: performance previews. They are “problem-solving, not problem-creating, discussions about how we, as teammates, are going to work together even more effectively and efficiently than we’ve done in the past.”

The emphasis is on a productive **two-way** exchange of perspectives on goals to be accomplished, and ways that both the supervisor and employee can contribute to success in achieving the goals. In Lake Oswego, we use these questions (posed by **both** the manager and employee) to guide the conversation:

Questions for the **employee and manager to both answer** during ongoing performance previews.

- 1) What are you getting from me that you like and find helpful?
- 2) What are you getting from me that impedes your effectiveness and you would like to have stopped?
- 3) What are you not getting from me that you think would enhance your effectiveness?
- 4) In hindsight, what things in the last few months do you wish you had done differently? What have you learned from that?

### **Key Discussion Questions**

- 1) What modifications, if any, are needed for us to work better together?
- 2) What are some key goals for the coming year (or months) that we agree on?
- 3) What are your short-term and long-term professional/career interests, and how can I help with them?

Culbert notes, “I know this all sounds foreign and scary. It should be scary: I’m asking you to go from a war zone into a place where you’re supposed to be a partner with your former enemy. Some of it also may sound stupid to you. All I can tell you is to think about what you’re doing now. It doesn’t sound stupid at all, does it? It doesn’t seem foreign or scary. And it also doesn’t work.”

In our city, the performance preview was piloted by Anthony Hooper, now our public works director. Without stereotyping, I think you would agree that the maintenance

field crew members aren’t the first folks that come to mind when you picture a heart-to-heart conversation. But he found that the staff really appreciated it. Several of the conversations ran well over the time he had estimated for it, and one of the biggest fans of the new process was a member of the union’s executive team.

### **What About Autocratic, Power-Wielding Supervisors?**

While you work to get these people out of a supervisory role (or if necessary, out of the organization), prohibit them from conducting any reviews whatsoever. They will be incapable of participating in a true two-way performance preview conversation.

**How Often Do We Do Them?** I at first thought it would be good to hold the performance previews two or three times per year. But I’ve decided that *as long as* there are plenty of opportunities for good two-way communication (I schedule open-ended touch-base meetings at least monthly with department heads and council members), then once per year is fine.

**What About Documentation?** The only thing the participants in a performance preview may want to write down is mutually-agreed-upon goals for the coming months or year. Other than that, don’t document anything; it’s a conversation, not a “gotcha.” If you want to encourage all your supervisors to schedule performance previews, the HR department could ask for an indication of when the conversation occurred.

Do, however, document (separately) serious performance or behavior problems that may (or will) lead to discipline. As a practical matter, if we’ve done a good job hiring people, this will be a fairly rare occurrence.

**What About Merit (Step) Increases?** Most cities have set salary ranges, with a number of steps within the range. The step increases should be automatic unless the employee is being disciplined, in which case withholding the step increase is a form of economic punishment. Seventy years of research has consistently found that tying step increases to some form of performance rating scheme is a bad idea, for too many reasons to go into here.

### **Conclusion**

First, stop doing annual performance reviews, and if you have been negligent in doing them, don’t feel guilty about it (by procrastinating, you have improved the health of your organization). And if you want to do something positive instead, give the performance preview a try.

# 2017 OCCMA SUMMER CONFERENCE

## Reflections from PSU Students

### **Amanda Rapinchuk**

*MPA Candidate, Local Government*

The OCCMA annual summer conference provided a unique opportunity in which we were able to meet and speak with many of Oregon's local government practitioners. It felt as though the conference gave me direct access to a wide range of knowledge and experiences in ways that cannot be recreated in the classroom. My favorite part of the conference was listening to the Q&A at the end of each session between the speakers (guest panels) and attendees. The Q&As offered a glimpse into the issues Oregon cities are currently facing and the ways in which city managers engage with their communities to find a solution. I appreciated how authentic city managers were in the questions that they posed and their honest responses to others. It offered a more realistic understanding of how complex problem solving within local government can be.

### **Zachary Chamberlin**

*MPA Candidate, Local Government*

The OCCMA conference was an encouraging and eye opening experience from the perspective of an MPA candidate. I had a sense of apprehension before attending OCCMA but this was quickly diminished by the openness and professionalism of the city managers who were in attendance. I found most people to be friendly and willing to engage with young professionals, similar to myself, and to discuss the positives and challenges they encounter in their communities. What I found particularly interesting and helpful from city managers is the different strategies that can be utilized when addressing issues that constituents and/or stakeholders are encountering or find troubling in the community. The conference provided a great opportunity to discuss my ambitions within the profession and to learn about prospective individuals who are willing to help me achieve my goals.



### **Elizabeth Gray**

*MPA Candidate, Local Government*

When I reflect on the value of attending the summer conference, my mind returns to a conversation Thursday evening with some of my fellow students and two city managers.

The summer conference was an ideal way to cap off my first year in the MPA program. Being new to the local government profession, I have appreciated the opportunities to discuss policies and leadership trajectories one-on-one with some great people over the past year. Additionally, reading the OCCMA listserv keeps me informed of challenges and triumphs of all sizes. What I loved about the conference, and told that small group, was this fusion of quality and quantity. By that I mean experiencing the dynamic presentations together, gauging reactions across the room, and processing or problem-solving in our table groups and as a large group. There are just some experiences that technology can't replace!

I'd like to express my appreciation again to everyone who made the conference, and our scholarships, possible. The abundance of talent, probing questions, and camaraderie was inspiring and I look forward to returning!

**Christina Fadenrecht**

*MPA Candidate, Local Government*

After a year of being in the Public Administration program at Portland State University, I was able to come to this year's conference having a general idea of the city management profession. But, what I did not understand yet were the challenges or realities managers face and the many hats they may be asked to wear.

On the second day, I had the opportunity to speak on and answer questions about my personal interests for a future in city management with my fellow PSU colleagues. Particularly interesting to me was the Women's Networking Breakfast where planning is beginning for a Women's Academy. It seems like the development of this profession throughout Oregon is important to people; I learned managers and community leaders are seriously passionate about what they do.

Overall, I enjoyed learning from the several organized and enthusiastic speakers. Some communities, even Portland-Metro, experience siloing, so the time to connect, collaborate and familiarize with other areas was a chance I would not have otherwise had. The camaraderie of OCCMA and unity amongst the managers was inspiring. While this was a time and place to join together and share good news and updates, tips and tricks, I appreciated the candidness and frankness in discussions on other issues such as homelessness, tiny homes, workplace investigations, working with unions and community engagement strategies. I was fortunate enough to receive a scholarship this year to attend and I am glad I did! I hope to come back again and see the same faces and new ones next year!

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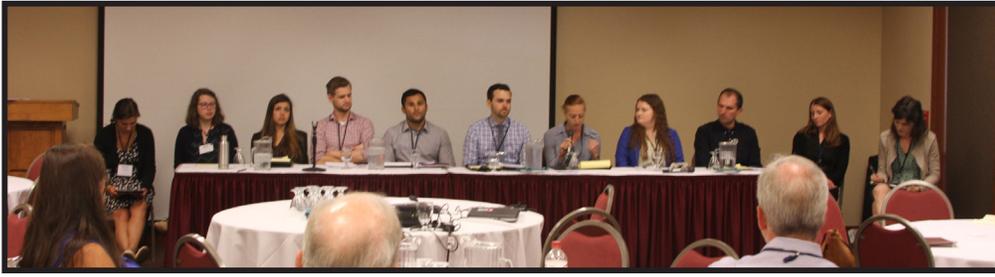
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# 2017 OCCMA SUMMER CONFERENCE



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## IN RECOGNITION OF ROGER JORDAN



Scholarship recipients with Roger Jordan.

## Serving Everyone's Best Interests All The Time – An Aspirational Goal or a Reality Check?

ICMA's review of the Code of Ethics continues with Tenet 4. If you have to glance at the Code hanging on your wall to refresh your recollection of what it says, you are not alone.

The tenet falls into the category of important but maybe not memorable: "Recognize that the chief function of local government at all times is to serve the best interests of all of the people."

Perhaps Tenet 4 isn't remarkable because it is a given that professionals show up for work every day with this goal in mind and that their work to this end is intentional. Trying not to stray from that goal is rarely the reason for a member to reach out to ICMA for advice, and it's just as rare that a complainant cites it as the principle violated when a member is alleged to have done something unethical.

The same cannot be said about Tenet 4's solitary guideline! It is that widely known yet difficult, notorious, often ambiguous guideline on length of service. While just a guideline, it's often referenced in the profession as the "rule" that once you take a position you must stay two years. Something akin to indentured servitude.

It generates many questions from members at every career stage trying to figure out "should I stay or should I go?". Ten percent of ethics cases reviewed by the ICMA Committee on Professional Conduct involve short tenures.

As the dialogue about the relevancy of these principles moves forward, many will focus on the guideline. That's understandable given the immediate impact the guideline has on a person trying to decide her or his next professional move.

If for no other reason, the turmoil of the last election cycle should make us focus on the actual tenet. Given the apparent divide in this country on a huge range of consequential issues, the purpose and intent of the tenet needs thoughtful consideration.

Is the profession committed to the principle that the purpose of local government, at all times, is to serve the best interests of all of the people? If so, how do you do that? And perhaps more significantly, how are you sure that you are doing so?

### A Look Back

The language of Tenet 4 was first added to the Code of Ethics in 1952, when it resided in the No. 7 spot: "The city manager keeps the community informed on municipal affairs. He emphasizes friendly and courteous service to the public. He recognizes that the chief function of the local government at all times is to serve the best interests of all the people on a non-partisan basis."

In 1972, the language was simplified and moved to its current position at No. 4 in the Code: "Recognize that the chief function of local government at all times is to serve the best interests of all of the people."

The importance of keeping the community informed was not deleted. Emphasis on a duty to communicate with the public along with providing effective and courteous service are reflected in Tenet 9. The Tenet 4 guideline was added in 1972 and has remained untouched since.

### Length of Service Guideline

A minimum of two years generally is considered necessary to render a professional service to the local government. A short tenure should be the exception rather than a recurring experience. Under special circumstances, however, it may be in the best interests of the local government and the member to separate in a shorter time.

Examples of such circumstances would include refusal of the appointing authority to honor commitments concerning conditions of employment, a vote of no confidence in the member, or severe personal problems. It is the applicant's responsibility to ascertain conditions of employment; inadequately determining terms of employment prior to arrival does not justify premature termination.

The guideline applies to all ICMA members working for a local government. At the time it was drafted, the actual audience was the city, town, or county manager. A two-year commitment would have taken the manager through at least one entire budget cycle, which was probably considered the very least a person should contribute.

ICMA's membership today is far broader and more inclusive. Now we field questions from members at every career stage who struggle to determine whether their specific situation creates an exception to the guideline. Which begs the question of whether a 45-year-old standard created for a narrower target audience is relevant today.

### Things to Consider

- Does the tenet truly describe the purpose of local government? Is it still relevant to the profession?
- Should the tenet provide more guidance on how professionals make local government serve the interests of all? Tenet 10, for example, which focuses on resisting encroachment on your professional responsibilities, states that problems should be handled "without discrimination on the basis of principle and justice." Should that be moved to Tenet 4 to provide more direction?
- If length of service matters, should it be aligned with the duties and responsibilities of the position? And if so, what is a professional length of service?
- What are we missing?

*Reprinted from ICMA*

# Membership to Vote on New Bylaws for OCCMA

*By Spencer Nebel, Chair of the Constitution and By-Laws Committee, City manager of Newport*

In an effort initiated last November, a review of the Oregon City/County Management Association (OCCMA) Constitution and Bylaws will culminate in an important vote by members at the Annual Meeting in September.

At its meeting in Bend, Oregon on July 14, 2017, the OCCMA Board of Directors unanimously voted to initiate the repeal of the association's current Constitution and Bylaws and proposed that new Bylaws and Policies for the governance of OCCMA be considered for approval. The membership will be asked to vote on these changes at the Annual Meeting that will be held in conjunction with the League of Oregon Cities meeting in Portland at the DoubleTree Hotel on September 28, 2017.

The Constitution and Bylaws Committee was charged by the Board with drafting updated language relating to the governance and operations of the association. The Board authorized this review following the November retreat and has since conducted in-depth reviews of draft language at its January, April and July board meetings. The membership participated in discussions at the April and July Board meetings on the proposed changes. The Board had the benefit of hearing from a number of past presidents and past Board Members at these meetings to better understand some of the history of how the association has operated to help guide this process.

The revised governance documents continue OCCMA as an unincorporated association of general-purpose local government or council of governments managers and assistants in the State of Oregon.

In general, the modifications to the governing documents are designed to match the current practices and operations of OCCMA with the Bylaws and Policy statements. Over the years, the governing documents have been amended a number of times to address specific issues that required modification. The effort that was conducted this year was more of a systematic review to assure that organizational practices are aligned with governance documents.

An example of inconsistencies between the Constitution and organizational practices relates to the Executive Board. The current Constitution and Bylaws charge an Executive Board with many responsibilities such as setting the annual membership dues, determining whether the secretary-treasurer should be bonded, calling membership meetings,

spending budgeted funds, terminating memberships, re-funding dues, determining travel reimbursements, and other such activities. In practice, the Executive Board has not regularly been used for these functions in years. The Board of Directors has fulfilled most of these responsibilities. Furthermore, the need for an Executive Board to conduct business in between board meetings has diminished with the ability to conduct special meetings by phone or email to address matters that come up between Board meetings. During various discussions in developing the proposed Bylaws, it was recommended by the Board to eliminate the role for an Executive Board for OCCMA.

A process that has been streamlined in the proposed governing documents relates to the adoption of new association policies. In the past, it took nearly two years to change over language from the former ICMA Range Riders to the Senior Advisor program. In the proposed Bylaws policies may be adopted throughout the year after notification to the membership. The membership maintains the ultimate control by having the opportunity to repeal those policies at a membership meeting. The governing documents also expand the transparency of board actions to the members of the association by requiring that a notice of board meetings be provided to the membership.

Finally, the existing Constitution and Bylaws have been reorganized into Bylaws and Policies for the association. During the drafting of these documents, items were reorganized between the two documents to improve readability and flow of the Bylaws. Please note that the Policies have not been reviewed to the same extent as the Bylaws. It is expected that Policies will be reviewed on an ongoing basis in future years.

The revision of the governing documents is important at this time as the OCCMA continues to provide quality professional development and networking opportunities for us as association members. The adoption of the proposed documents is also a step toward assuring a seamless effort in preparing our association for the financial and management issues relating to the significant responsibilities that we have committed to in hosting ICMA in 2021.

A copy of the existing OCCMA Constitution and Bylaws and the Board proposed Bylaws and Policies can be found at [occma.org](http://occma.org) under "About OCCMA."



## The Paradoxes of Leadership

By Dr. Frank Benest

*I've recently been appointed to serve as a manager of a capital projects team in a large urban city. The group includes planners, engineers and project managers. The team is technically competent and we have the necessary funding for the work plan. However, we have a backlog of projects and I sense little urgency and not much commitment to energetically address the backlog.*

*I've tried to take charge, energize the group, pick-up the pace, and instill some much needed accountability. The city needs to get some of our buildings and other infrastructure upgraded or replaced as well as move forward on a few new parks and libraries. The team doesn't seem to be following my lead. I know that I'm a new manager, and I have some shortcomings, but I believe with some guidance I have what it takes to serve as a good leader. Do you have any suggestions.*

I congratulate you on your appointment. I sense that you are committed, understand the importance of the team mission, and are energized by the leadership task, yet frustrated that your team members are not enthusiastically responding. Even though you have management authority, people are not following. To succeed as a leader, you must understand a few key paradoxes of leadership.

### What is a Paradox?

A paradox is a seemingly contradictory proposition that when investigated proves to be well-founded or true. For instance, in Shakespeare's *Hamlet*, Hamlet states that "I must be cruel in order to be kind."

### The Five Paradoxes of Leadership

#### 1. Followers make the leader

Leaders cannot force people to follow. Your formal authority as a manager can only force a minimal level of compliance. The most important lever for leaders is engagement. Some key strategies for engaging employees (or co-workers) include:

*Talk about the meaning and purpose behind the work*

As Daniel Pink declared, "meaning is the new money."

You can start a conversation with team members about the importance of the new library or park, or better yet invite a few librarians and library users to attend a staff meeting and talk about the positive impact of the planned new library.

*Engage team members in identifying its "collective ambition" and a few priorities and goals*

Identify with team members what great things you can do together. Get their "finger-prints" on a few priorities and goals, which then become shared priorities and goals.

*Allow autonomy within certain "guide rails" or boundaries*

Once you establish boundaries or guide rails (for example, general direction, budget, timeline), the leader must allow team members to "figure it out." Autonomy is a key driver of motivation.

*Promote learning and growth*

People want to be challenged, learn and grow in the process. Debrief ongoing work by asking: What has gone well? What has not gone so well? What have we learned for future efforts?

*Show you care*

Employees are engaged by leaders who show they care. You demonstrate that you care by engaging team members in conversations about their individual interests and hopes as well as the team's purpose and goals, and providing opportunities to learn and stretch and grow. Connect by showing you care.

#### 2. Great leaders go slow to go fast

To build some momentum and urgency about your agenda and priority capital projects, you need to take the time to:

- Get to know staff personally;
- Involve the team in discussions of priorities, goals and challenges;

- Engage internal and external stakeholders; and
- Develop a work plan and project plans that have everyone's finger-prints on them.

After going slow, you can accelerate and go fast.

### 3. Great leaders don't motivate anyone

A leader cannot motivate others. A leader can identify the right people for the right project, help articulate the meaning, and help align the interests of team members. It is then that people get energized if they have the autonomy to do great work together.

### 4. Only strong leaders show vulnerability

Followers will follow if they form a connection with you. People tend to connect with leaders who show vulnerability. Strong leaders exhibit vulnerability when they say:

- I don't know.
- I need your help.
- I made a mistake.
- I don't know how to proceed. Can you help us figure it out?

In our culture, vulnerability is often seen as a weakness. Weak leaders avoid showing vulnerability. Strong leaders can exhibit vulnerability and thus increase their leadership capabilities.

### 5. The more leaders seek control, the less they have

The environment of local government is uncertain and constantly in flux. Instead of trying to control a world in flux, the leader must rather try to shape the change as it occurs. To do so, the leader must:

- Start conversations with employees and external stakeholders.
- Explore the emerging changes.
- Help people understand the meaning that compels us to act.
- Develop the collective ambition of the group.
- Provide support and let the team figure it out and test approaches.

In other words, leaders must lead by letting go.

## Bonus Paradox – Great leaders are flawed

All great leaders have been flawed. Great leaders minimize their flaws by doing several things. First, they are self-reflective and self-critical. By understanding their life stories, they recognize the “gifts” that they are compelled to give away and their short-comings which must be minimized if they are to succeed.

Second, being self-aware, flawed leaders modify their behavior. I've learned to first ask others for their ideas and then incorporate my ideas as the discussion occurs.

Third, many great leaders minimize their weaknesses by surrounding themselves with team members or partners who exhibit strengths in areas where the leader has a short coming.

To lead, we must believe that we are worthy to be followed even though we are flawed.

## An Opposable Mind

To understand and be guided by these paradoxes of leadership, you need to develop an opposable mind. An opposable mind allows you to hold two opposing yet true thoughts at the same time. For example, I need to go slow to go fast. I show strength by showing weakness. (See Roger Miller's book, *An Opposable Mind-How Successful Leaders Win Through Integrative Thinking*.)

Good luck incorporating these paradoxes into your daily leadership practice.

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](mailto:careers@icma.org) or contact Frank directly at [frank@frankbenest.com](mailto:frank@frankbenest.com). Read this full article and past columns at [www.icma.org/careercompass](http://www.icma.org/careercompass).

# RETIREMENT

## Wes Hare, One of Oregon's Best City Managers, Retires

*By Roger Jordan, OCCMA/ICMA Senior Advisor*

Believe it or not, Wes Hare, after managing three different communities for over 30 years, has retired as of June 30, 2017 and Oregon has lost another one of its most successful city managers. Wes technically retired last July but he agreed to stay on for one year so the city could go through the hiring process without having to appoint an interim manager. During his tenure, Wes earned a statewide reputation as one of our best. He started his career in city management in Oakridge and stayed seven years until he took over as manager of La Grande where he stayed 10 years. Wes finished his career in Albany where he was the city manager for 12 years.

As much as any city manager in our generation, Wes has had a positive influence on local government in Oregon. As a premier city manager who has successfully led different Oregon cities with distinction, he has been known as a key part of each community's success. In addition, Wes has distinguished himself not only at the local level but has been a key leader for local government at the regional and state level. Over his career he has been well known as a statesman in our profession. Wes has not only served as a mentor to many of the new and seasoned managers in Oregon but throughout his career he has also been a strong OCCMA member holding many positions in our association including President 1995.



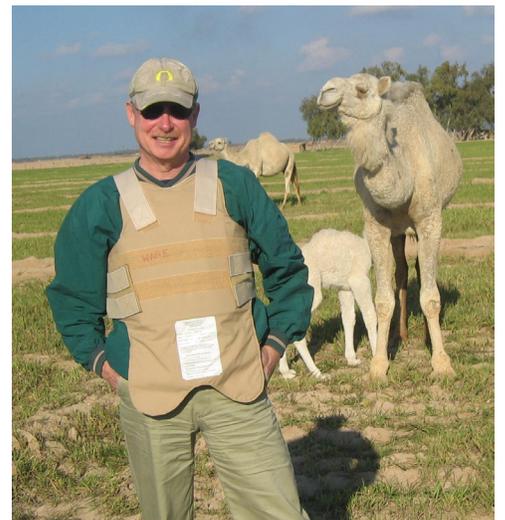
During his management career he was involved in numerous capital projects including the construction and development of all phases of both water and sewer systems

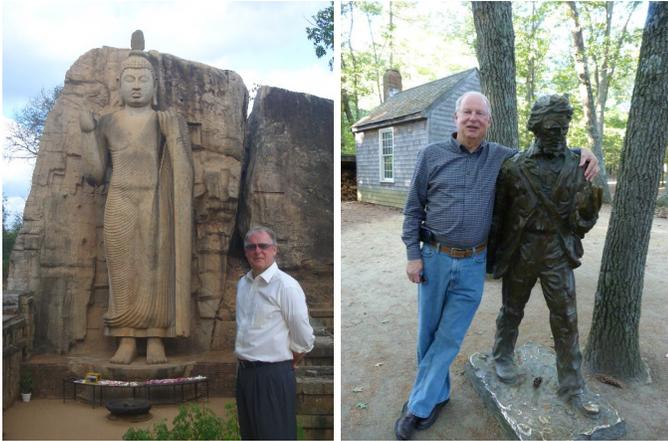
as well as the city's transportation systems. In addition he led the construction and remodel of police and fire facilities,

a conference center, skate parks, an indoor aquatic center, park expansions, downtown redevelopment and development of an industrial park as well as numerous other projects that improved the communities he served.

Even with his incredible leadership and success as a local city manager and Wes is well known for his stories and anecdotes. Nonetheless, Wes is probably best known by his colleagues for his volunteer

work for ICMA to bring professional management to local governments throughout the world. No one has ever served better as an international ambassador from Oregon. Numerous times he has volunteered to represent our profession in trips throughout the globe where he passes on the importance and skills that professional management brings to local government. Wes used vacation time and occasional leaves of absence to serve as a local government consultant in other countries around the world for ICMA. He served in: Japan, Iraq, Indonesia, China, Sri Lanka, Croatia, Ethiopia, Lebanon, Pakistan, Jordan, Morocco and Afghanistan. Even though he told all of us he would spend





his first six months of retirement without professional obligations, he actually agreed to go to Tanzania for ICMA providing assistance on economic development and urban planning issues. During his career, Wes received numerous honors for his work: The Rural Telecommunications Advocate Award; the Herman Kehrl Award for Lifetime Contributions to Oregon Local Government from the League of Oregon Cities; and the Distinguished Alumnus Award from the University of Oregon Department of Planning Public Policy and Management.

As a good friend of Wes' it has been a pleasure watching his success over the years as he helped Oregon communities create an environment that allows each community to better itself. Wes always believed that the key for city government to be successful is for the council, manager and staff to agree to work together for the benefit of the community. I am sure I speak for all of us in the profession in wishing Wes and Evelyn a well deserved and happy retirement as they explore new horizons and new found freedom. Well done, Wes!

## Membership Notice

On September 28, 2017, the annual membership meeting of the Oregon City/County Managers will be held at 11:00 a.m. at the DoubleTree Hotel in Portland, Oregon.

The OCCMA Board of Directors is recommending that membership repeal the existing Constitution and Bylaws for Oregon City/County Management Association and adopt proposed By-laws and Policies at the annual membership meeting. The existing OCCMA Constitution and By-laws and the proposed OCCMA Bylaws and Policies can be reviewed at [www.occma.org](http://www.occma.org).

## Reminder: OCCMA Directory is Online!

Want to know how to reach another OCCMA member? The OCCMA Directory is online and continuously updated. Visit [www.occma.org](http://www.occma.org) and click on Resources. You can search by name, city, county, senior advisor or member type.

Still want a hard copy? Click on the blue print button, and you can print out the directory any time you need it.



## 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](http://www.orcities.org/training).

# Oregon Senior Advisors



From  
**Dan  
Bartlett**

This quarter's focus is Regional Meetings. The North Coast group met at T. Paul's Supper Club for lunch on May 16. I suspect the location contributed to the good attendance with: **Brett Estes**, Astoria city manager; **Colleen Riggs**, Cannon Beach assistant city manager; **Cameron Moore**, Clatsop County manager; **Kevin Leahy**, Clatsop Economic Development Resources (CEDR) executive director; **Jerry Taylor**, Manzanita city manager and **Cynthia Alamillo**, assistant city manager; **Dale Shafer**, Nehalem city manager and **Melissa Thompson-Kiefer**, assistant city manager/recorder; **Jim Knight**, Port of Astoria executive director; **Mark Winstanley**, Seaside city manager; **Skyler Archibald**, Sunset Empire Parks & Recreation District executive director and **Jeff Hazen**, Sunset Empire Transportation District executive director.

Kevin Leahy reported on CEDR projects. They held a planning session on STEM education with Seaside and Astoria school superintendents, Hampton Lumber, the Astoria-Warrenton Chamber executive director and a representative of the educational service district. In May, they held a Small Business Assistance event with the SBA district director, Business Oregon finance team, Oregon Government Contract Assistance Program and Craft 3, a nonprofit community development financial institution with offices in Oregon and Washington ([www.craft3.org](http://www.craft3.org)). He finished with a report on updating the Clatsop Community College FY2013-FY2017 strategic plan.

The ICMA/OCCMA senior advisor pitched the upcoming OCCMA Summer Conference. Other round table sharing dealt with budget adoption, housing affordability, potential tsunami recovery planning and intergovernmental coordination within the area.

Rather than have a June meeting the group decided to move the Manzanita meeting to September. Nehalem will host a meeting on October 17; Astoria on November 21; CEDR will host an evening event in December; Seaside has January 16, 2018; Port of Astoria has February 20; Cannon Beach, March 20; Sunset Empire Parks & Recreation is April 17; Warrenton is May 15 and we will finish in Gearhart on June 19, 2018.

OCCMA President **Michael Sykes** brought the Columbia County Managers together in **Scappoose** on June 27. I lost my meeting notes. My memory recorded attendance by Michael; **Clatskanie** City Manager **Greg Hinkelman**; **St. Helens** City Administrator **John Walsh** and **Vernonia** City Administrator **Josette Mitchell**. The group talked about economic development projects, housing and other challenges they each face. They plan to meet again on August 31.

On June 28, the Washington County Managers were hosted by **Forest Grove** City Manager **Michael "Jesse" VanderZanden**, in their community auditorium. The Hawaiian-style catered meal featured kalua pig and teriyaki chicken. Next time I'm over there I'm going to have to visit the caterer's restaurant. Jesse noted that five restaurants had opened in Forest Grove during the last 18 months. Forest Grove has no vacancies for industrial properties. They are seeing major housing development. **Michael Weston**, **King City** manager noted that their summer projects were sidewalks. **Rob Drake**, **Cornelius** city manager, also noted significant housing development. Their National Night Out involves between 800 to 1,000 participants. OCCMA Past President **Joe Gall**, **Sherwood** city manager, said they may see recreational marijuana back on the ballot. They are reviewing request for proposal responses for the management of the Sherwood Recreational and Aquatic Center. Their original 20-year operating agreement which ends in October 2018 has an October 2017 notification clause if either party is not going to extend the

agreement. Sherwood is exploring their options and possible alternatives prior to the October 2017 deadline.

**Washington County** had two representatives: County Administrator **Bob Davis** and Assistant County Administrator **Rob Massar** and the conversation moved to housing. Pamplin Media Group, June 22, 2017 issue of *The Times* had an article: *Chair: Countywide tax measure for housing is off the table*. Andy Duyck, board chairman said the county is looking at housing options. He indicated that availability of and affordability of housing is a consistent topic between cities and the county. Everyone is looking at means to solve the problem. All recognize that Washington County is at least 40,000 units short. This is despite some 15,000 units under construction. **Hillsboro** City Manager **Michael Brown** spoke about their efforts to develop housing.

The next meetings for Sheila Ritz or me to attend are September 27 at Tualatin Valley Water District; October 25 in Sherwood; November 15 in Banks and December 20 at Tualatin Valley Fire & Rescue in Tigard.

I will end with my favorite OCCMA activity, the summer conference. Several of us have come to the conference for most our career. Senior Advisor **Roger Jordan** has a better memory than I do, but I remember that the Assistants Conference at Menucha Retreat and Conference Center in the late 1980s was a predecessor of the OCCMA Summer Conference. For a long time, we met at The Inn at the 7th Mountain. They had a plaque in the lobby noting that we were their longest repeating conference group. The number of managers this year with their young kids reminded us old timers of our families' development. Can you guess which member this year started attending as a youngster?

This year's program and attendance was great. I kept the registration sheet with me and I marked 41 folks that I had talked with at various sessions, meals or social time. I won't list them all. There will be other stories in this issue about the conference and pictures of us attending the various sessions. One newly hired

manager was correct in noting that I had not visited him. I did visit the interim manager that was new **Toledo** City Manager **Craig Martin**. Once the tourists clear Highway 101, I will make the trip to Toledo to meet him and try to coordinate it with a Lincoln County Managers meeting.

Closing out this report, I am happy to report that I provided information to the Curry County Counsel after **Brookings** City Manager **Gary Milliman** and **Gold Beach** City Administrator **Jodi Fritts-Matthey** suggested I contact him. The Board of Commissioners created the position of county administrator in June. Their web site: [co.curry.or.us/Employment](http://co.curry.or.us/Employment) has a line: "County Administrator – Recruitment coming! More information to follow at a later date."



**Bernard Seeger** has been the Finance & Management Services director for **Gresham** since December, 2011. Prior to that, he was the city administrator in Cascade Locks for almost four years.

Bernard oversees three divisions: Finance & Accounting Services; Financial Operations (which includes business licenses, payroll, utility billing, etc.); and Facilities, Parks and Fleet Maintenance.

His department's top priorities include a new enterprise resource planning software system for all core financial functions. Council was expected to select the vendor in July. This is a \$4.7 million project. Implementation of the new software system is scheduled to start in January 2018 and will take at least 18 months to complete before it can be placed online.

Another project Bernard wants to accomplish for his department staff is customer service certification training. There is a good training program developed by a company in the Midwest. Bernard plans on bringing them out to conduct the

certification program for all his front-facing customer service staff. It will give them the skills to more effectively interact with the public and lead to more positive experiences.

In June 2016 a consultant completed a Fleet Management Practices report. They have made great progress in implementing the recommendations of this report. One of the recommendations is that they need a great deal more space for fleet maintenance. In May, the council approved a five-year lease with Multnomah County to move Gresham's fleet maintenance operations to the County Yeon shop located in Gresham. Also they are working on getting their mechanics trained and certified to service a variety of vehicles and equipment.

Gresham continues to develop more wonderful parks but does not have the resources to adequately maintain all the parks. Bernard is responsible for parks maintenance and the Department of Environmental Services designs and develops new parks. Bernard is committed to addressing this disparity through a comprehensive assessment of the maintenance needs and revenue requirements with recommendations.

Gresham plans on hiring an outside vendor to provide automatic phone/email/text reminders to people who have not paid their utility bill in a timely manner. Also they plan on implementing software that will allow utility customers to view their real-time meter reading remotely. This may help in identifying water leaks more quickly. Bernard is working on revising the utility billing customer assistance policy for low-income and financial hardship customers for council consideration. Of course, there are many more projects in progress.



After Eric Swanson resigned in **Gladstone**, the council gave **Jacquie Betz** a six-month contract to be acting city administrator. The contract allows her to return to her previous

position as assistant city administrator if the council decides to hire someone else for the permanent position. A new mayor took office in January. Two councilors were recalled in May and replacements have been appointed.

In August the council will consider a request for qualifications for building a new city hall and police department. These are voter-approved projects. The council still needs to decide whether city hall should stay at the current location or be constructed with the new police department. If the council decides to keep city hall where it is, the existing building will be demolished and a new building constructed to house both city hall and the library. The current library site would become parking for the downtown area.

The city received federal funds for a feasibility study on replacing the trolley bridge over the river to Oregon City. The old bridge collapsed several years ago. If this project is feasible, it will be a great connection to all the planned amenities along the waterfront in Oregon City.

An update to the Transportation System Plan will be completed this fall. Also a new Parks Master Plan will be completed in a couple months. The city's new website will launch in August. They are also working on a technology software upgrade with fiber to connect all city facilities.

The council has asked for a transient room tax ordinance to be developed. They have never had a city room tax in Gladstone.



**Dave Waffle**, assistant finance director in **Beaverton**, has voluntarily cut back his working hours to .8 FTE. He no longer works on Fridays. But he also volunteers as chair of the

Planning Commission in Cornelius so he is keeping busy. They've approved development plans for more than 1,000 homes over the last 15 months.

Dave is responsible for compiling the city budget, among other duties. He noted there were some constraints placed on the general fund budget this year. The council committed to loaning general fund money for early architectural design services of the Beaverton Center for the Arts. PERS increases are really affecting the general fund. The first year debt service will be due on the new \$35 million GO bond approved by voters last November for the Public Safety Center. The council directed that the general fund supplement the debt service levy for FY 2017-18 and FY 2018-19.

Dave is involved in the planning for the Beaverton Center for the Arts, a \$40 million project. It will include a 450-seat auditorium, large lobby that can be used for various activities including large group dinners, dance studios and arts education studios. It will be located in The Round near city hall. The \$15 million GO bond will be repaid with transient room tax funds. Beaverton has a 6.5 percent city room tax. A single anonymous donor pledged \$11 million for the project plus an endowment fund for operations of the facility. The rest of the funding needed is hoped to be obtained through a fund raising campaign.

The city is proceeding with a \$35 million Public Safety Center being constructed on a city-owned site. The urban renewal agency has obtained a \$19 million line of credit to build a parking garage in The Round. The city recently sold two lots in The Round for multi-family construction and the city will subsidize a limited number of units for low-income families.

The council wanted to add two police officer positions this year. It was proposed that they raise the tax levy by \$0.02 to fund these positions. Beaverton does not levy the full amount of their authorized tax rate. After extensive discussion, they decided to take the funding out of contingency. The city has been dipping into their general fund balance so the goal in the future is to rebuild this fund balance.



**Ray Young** started as the interim city manager in **Troutdale** on January 1, 2017. He was appointed as the permanent city manager on March 14. He first started working for Troutdale in May, 1983 as

their prosecuting attorney. Then he was their municipal judge for 27 years. He also served as Fairview's municipal judge for many of those years. From 2003 until June 2016, he was the administrator and outreach pastor for East Hill Church in Gresham. He has always lived in the east county area and is very familiar with the politics, both local and state.

Twenty years ago Troutdale moved their sewage treatment plant away from the original site along the Sandy River. The site is 20 acres in their urban renewal district and

they had dreams of a first class hotel and amenities being developed on this site. Several years ago the city sold eight acres to Eastwind with the hopes of development. Part of the agreement was for the city to obtain the rights to build a road through the middle of the existing outlet mall for direct access to the Eastwind site. The current outlet mall owners are not willing sellers and condemnation is a very long process. Eastwind has notified the city that they want the city to buy the property back from them. They no longer want to pursue their previous plans. The city council is considering the alternative ways they can finance the cost to purchase the property back from Eastwind. This will bring all the original 20 acres back into city ownership.

The city wants to finish the 40-mile loop bike path connection in Troutdale. This connection will bring people right into downtown Troutdale and connect to the Columbia Gorge Trail and Springwater Trail.

Troutdale has a new beautiful small park east of downtown on the way to Glen Otto Park on the Sandy River. Rip Caswell created life-size statues of the two men who built the Columbia River Highway—Sam Hill and Sam Lancaster. These statues highlight the new park. Also the existing building on the property was renovated and is very attractive.

The 40 acres on the north side of Halsey Street across from McMenamin's Edgefield is now owned by McMenamin's and they plan to develop unique cottage lodging units there. With their outdoor concerts during the summer, Edgefield has become a very popular place.

Ray emphasized the good cooperation and working relationship among all four east county cities: Fairview, Wood Village, Troutdale and Gresham. They are all working together to provide services to their communities in the most cost-effective manner. The small cities have contracted with Gresham for fire and rescue services for several years. All three smaller cities now contract with Multnomah County Sheriff's Office for police services. The three smaller cities received a grant from Metro to develop a master plan for Halsey Street through their communities. The master plan has been

completed and now committees are being established to implement the plan all three cities approved.

Please welcome Ray to our profession!



**Linda Tate**, city administrator in **Durham** told me the city is currently working on an update to the comprehensive plan with the assistance of a contract planner. They are hoping to receive some

funding from DLCD to assist with the cost. They are also working on a park master plan update. A survey was recently sent to all residents for their input. They have a Parks Committee which will review all the input and formulate a recommendation to the city council.

The city received a SCA (Small Cities Allotment) grant to repave two cul-de-sac streets in town. This project was completed in June.

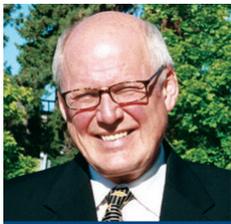
They are currently involved in negotiating renewal of a 25-year water agreement with Tigard, King City and the Tigard Water District. One of Durham's elected officials is serving on the negotiating team.

Linda told me one issue that just came up is that MCI metro Access Transmission Services (Verizon Access) wants to install overhead lines for their fiber optic system along Upper Boones Ferry Road. In 2014 all the above ground lines were placed underground and the roadway repaved. At that time Verizon did not want to participate to install their fiber optic system in the new conduit underground. Durham requires all new lines to be placed underground. Upper Boones Ferry Road is an ODOT facility. Linda didn't know if ODOT has a restriction on how long before the pavement can be cut to install new lines in the underground conduit. There should be a time requirement before new pavement can be cut as it affects the integrity of the roadway.

A cougar was recently sighted in Durham Park and Linda had to go out and install warning signs by herself. The cougar was first sighted in Cook Park in Tigard. There are three parks which all connect together in Tigard, Durham and Tualatin (along the Tualatin River). Fanno Creek runs through the

Durham Park and drains into the Tualatin River.

Linda is fortunate to have the same mayor and council members. This last November was the first time ever that one councilor position was contested. The incumbent was reelected. The council members are very active; they each need to represent the city on various regional boards and committees. Staff at Durham city hall is just Linda and a part-time assistant so it is very difficult for Linda to leave the office for these various meetings. She spends a significant amount of her time responding to citizen requests. She enjoys running, and completed the Boston Marathon in 2015 and the New York Marathon in 2016.



From  
**Andy  
Anderson**

I attended the Central Oregon Small Cities Meeting on June 15 in Metolius with members **Gus Burrell**, city administrator of **Madras**; **Kathryn Greiner**, city administrator of **Condon**; and **Donna McCormack**, city recorder of **Culver**. The subject of the meeting was high-speed internet in small cities.

Madras is waiting to see if Bend Broadband purchases the current local provider which they believe will improve service. Condon is building their own fiber because their local phone company requires the user to purchase land line phone service at an extra \$30 per month in addition to internet charges. The average cost of high-speed internet is \$40 a month.

I was able to attend two days of the OC-CMA Summer Conference, July 11-12, before leaving for a family commitment. In attendance were more of my client members (16) than I can remember in my six years as a range rider. Some long serving members were attending the conference for the first time. Everyone attending was very upbeat and reported things were good in their communities. I was able to check on everyone in southern Oregon, with **Chris Clayton** from **Central Point**,

and those in Hood River County with **Steve Wheeler** and **Jeff Hecksel**. I visited Douglas County this period. Excellent reports all around.



I spoke to **Rick Allen** as he finished up his duties as interim manager in **Sisters**. When I first met Rick he was the mayor of Madras, prior to that time he was a Jefferson County Commissioner.

He is a small businessman who continued to operate his small businesses in Madras while he served as an interim manager in both La Pine and Sisters.

Rick served as interim city manager in **La Pine** for a total of five years in two and a half year stints between which a full time manager served for one year. When he arrived the community did not have a charter and one full time employee and they were able to start with a clean slate. They set up all the employee rules and regulations and were able to exclude themselves from PERS with another retirement system. They were able to consolidate the sewer and water utilities under the city and are in the process of expanding the number of customers by 30 percent with the use of grants. The area in and around La Pine suffers from septic tank pollution and this expansion will go a long way to address these problems. Professional accounting systems were initiated for all financial activities.

Rick conducted numerous workshops explaining the role of an elected councilmember, the role of staff and the role of citizens. La Pine does not provide police and fire services, which are provided by Deschutes County and a fire district. Rick recruited Cory Misley to become the new city manager, and trained and brought Cory along to take over when he left.

Rick was able to assist La Pine residents in organizing their city, setting them up for future success and they are well on their way.

In Sisters, Rick was interim for 14 months part time. He was able to overcome some unfortunate staff experiences and set them on a new course with a new manager, **Brant Kucera** (see below).



On August 2, I had lunch with Central Oregon's newest city manager, **Brant Kucera** in **Sisters**, who started July 5. Prior to that time he spent three years in Cannon Beach. He grew up outside

Philadelphia, attended undergraduate school at the University of Idaho, and has an MPA from Northern Michigan University. His job experience includes his being an administrative fellow in Marquette, Michigan; assistant to the city manager in Moscow, Idaho; treasurer in Munising, Michigan; city manager in Gladstone, Michigan and borough manager in Kennett Square, Pa. (near where he grew up).

Brant reports Sisters is having a record year for home building permits: 69 in the first six months of 2017. Loss of school population is still a problem. He and other government officials have had a series of meetings discussing safeguards in place to deal with the large influx of people expected for the solar eclipse. The community is updating their 2007 vision. Also Brant reports they are now contracting with Deschutes County for building permit services. Sisters had just had their annual quilt show and their folk festival is scheduled for September 8-10.

Brant is very glad to be in Sisters and I have a feeling he will do well there.



I saw **Donna McCormack** from **Culver** at the small cities meeting in Metolius and later spoke with her by phone. Culver had begun the process of building a pavilion and restrooms in their park with the help of

a state park grant. No bids were received and a nearby construction consulting firm stepped in and agreed to manage the project, hiring contractors to complete the project at no cost for the project management. Donna reports the merger with Madras fire district is on hold while they determine whether or not an election is required. Phase I of the water master plan implementation is under design and construction may begin as early as next summer. This is an Oregon Solutions project involving DEQ, ODOT and the city.

On August 19, 2017 the city will put on its annual Crawdad Festival. The crawdads are sourced from nearby Billy Chinook

Reservoir. Two days later the solar eclipse occurs, therefore the city has set aside its event parking lot for temporary RV parking. The designated 133 set are almost all booked. Last, the school district has agreed to pay SDCs to the city for their building construction, which they had initially refused. There is a lot going on in Culver this summer keeping Donna and the whole community busy.

Former **Moro** City Administrator **Kya Mabe** has taken a position with the Oregon Department of Transportation as an administrative specialist on May 1, 2017. She felt she had a greater opportunity for advancement with ODOT than with the city. The position of Moro city administrator has been taken by **Kari Silcox** on May 15, 2017. Kari grew up in Moro and has just returned home with a journalism degree from the University of Oregon. Kya is helping Kari acclimate to the new position. I'll write more about Kari after I visit her.



There has been a changing of the guard in **Drain**. After approximately 22 years **Carl Patenode** has retired as of June 30, and his replacement **Steve Dahl**, late of Phoenix, Oregon, started on June 1.

This was done so Carl and Steve could work together for Steve's first month.

Carl grew up in Drain. He started working on timber crews after high school. He later got an associate's degree and worked as a timber broker in Eugene for many years. When he learned of the city manager's opening in his hometown he applied and was hired. During his tenure Carl served on both the fire district and school boards. Carl told me if you want to get off those boards, you had to find a replacement.

When Carl arrived the city council was considering selling their three utilities: sewer, water and electric. Carl persuaded them to keep the utilities and set about upgrading and renovating them so that today the city funds most of their operations off of them.

Drain owns 800 acres of timber land with a one-million-gallon reservoir. The city uses

the timberland to spread sewer sludge and harvests some of the trees for additional funds where needed. The city is heavily involved in economic development with revolving loans funds. They have been able to reuse all old timber processing facilities for other commercial uses. A new manufacturing plant has been recently built.

Drain has a library and a community center, which were built by a timber company foundation which includes an endowment for their operations through OCF. While all county-funded libraries are closed due to lack of funding, Drain remains open.

Carl is very proud of what the city has accomplished and is looking forward to his retirement. I am personally glad I got to know Carl over the years. He is a good example of exceptional people laboring in small towns in Oregon.

Steve is very happy for the opportunity. I did encourage Steve to apply for this position for the reasons mentioned above. They both reported that the sewer treatment plant renovation had begun. It had been held up to allow tribal input, which has been complete.



When I visited **Jerry Gillham** in **Sutherlin** in June, I also met with **Dan Wilson**, the CFO and newly appointed assistant city manager, and the **Aaron Swan**, public works director.

Jerry is creating a succession plan, even though he says he is far from retirement. Jerry reports they had cobbled together multiple grants to do their Central Avenue project which involves curbs, new entrances sidewalks and bike lanes. The project should take two years to do.

As I reported Jerry put together a volunteer fire department from scratch and was having trouble getting volunteers. They have instituted a program to have existing city employees become volunteers and compensate them 15 percent over their regular pay, which has been very successful. Jerry has consolidated police and fire

in one department under the existing police chief. The police department has two lieutenants and the fire department has two battalion chiefs as their leadership all reporting to the chief.

Jerry is still expecting a 140-room hotel, convention center and museum to be constructed sometime in the future; we are to wait for the announcement. There are some wetland issues. A new \$21 million sewer plant is under construction. The new plant is to produce class A water which they will use for irrigation and park purposes. They will be getting a Starbucks. Sutherlin is the fastest growing city in Douglas County. Economic development is doing very well.

Jerry reports he has a very supportive mayor and council who are great to work with.



During my visit, **Myrtle Creek** looked great. Flags and flower pots were placed all over town as well as the bridge leading in from I-5. City Manager **Sean Negherbon** reports the town is in better than ever financial

condition. They have been able to spend significant money on streets for the first time in years. The airport is in the black due to agriculture leases on some of the land. The airport has become a base for ultra light aircraft as well as a home for firefighting aircraft. The city-owned golf course is leased and is also in the black.

Myrtle Creek is a bedroom community with a few new houses built each year and no new businesses. Existing businesses are doing well and I saw no vacant properties. The city population is 3,500 with 10,000 in the surrounding area. Douglas County closed down all the libraries; Myrtle Creek's branch has been kept open with volunteers.

Sean reported he had a new councilor who had spent 14 years on the school board. He report he has been able to hire qualified employees, but they are short some police officers. He felt he could find replacements. Sean feels things are going very well in his town.



I had breakfast with **Lance Cooley** in **Roseburg** in June. He first reported an old Douglas County hospital had been purchased and renovated by a Medford developer who spent \$18 to \$20 million.

The developer plans to rent the space to the Oregon DHS Department. This compares to \$40 million for a comparable new facility and it will be on the Roseburg tax rolls when completed. In other news, Lance reports the local car dealerships have been renovated. Lance also reports a local boat manufacturer who builds pilot boats as well as ocean going and recreation boats is under new ownership. The new owners will do more with the business which is good news for Roseburg. In other economic development news, Lance reports that Con-Vey Keystone is growing and expanding. They are a manufacturer of metal products for automation in many industries which has markets worldwide.

On the housing front Lance reports there were 60 homes built over two years. The housing vacancy rate is almost zero. They need multifamily housing desperately.

Lance has seen a trend of restaurants sources local products for the meals they prepare and as a part of this trend a farmers market open and is operating out of a church parking lot.

On the infrastructure front, the Hwy. 138 corridor project begins and should take three years. The project renovates the street front and provides multiuse. The exit off I-5 onto 138 has been reconstructed to better show the way to Crater Lake NP and Diamond Lake.

Roseburg is in the middle of the Oregon Umpqua wine growing region. This year 15 sommeliers from Washington, Oregon, California and Colorado gathered to taste wines and learn all about the wine growing region. This effort should gain more recognition for the local wine. There are six to seven local breweries and two of them have pubs.

Lance is very upbeat and positive about the future of Roseburg.



**Bend's** population is growing very quickly. Keeping up with it is a large challenge. City Manager **Eric King** has seen it through the great recession to the present where staff levels have

just reached pre-recession levels. The city is embroiled in two lawsuits: the first before the 9th federal circuit court has to do with drinking water sourced from federal property and the second has to do with non-performance of a sewer construction contract. Both have to do with procedural principals rather than substance. Because of the problems with the lowest bidder in the sewer construction project the city is now using best value bidding for sewer construction.

The city has done well financing its services with the exception of street maintenance. The majority of the city council ran a gas tax election which was seriously defeated. The new council has used reserves to schedule street maintenance for 100 lane miles each on the new two budget years and the transportation bill just passed by the legislature will provide bend with \$2.1 million in additional fund to go forward. These moves will allow the city to go from a Pavement Condition Index (PCI) of 70 to 73. Eric would like to see the city index rise to the low 80s. Soon street construction bonds will retire allowing another bond issue to be placed before the voters without an increase in taxes. Eric feels the city needs more street funding than now contemplated and would like tourist to help pay.

On the housing front single-family housing continues a record pace and on the affordable side, 1,000 new multifamily units will be available over the next several months. Industrial development continues with the city's industrial park

adding five new occupants. ODOT has compromised in allowing these projects forward and the new transportation bill included funding for a partial solution to the to the industrial parks problems. Also the city has established an innovation technology center area, or it established itself, partnering with the new four-year OSU Cascades University.

Eric and the city have a lot of challenges which they are doing their best to stay ahead of.

I visited **Mark Bauer** in **Winston** in June and at that time he'd been on the job 13 months. He is glad to be back in the area where he grew up. Mark feels he has accomplished a lot in the first year with much more to do going forward. The ordinances are being codified; city hall is being refurbished in that the police moved to an old library building. Crosswalks are being constructed with high intensity flashers.

The city has met with all businesses to determine needs. Urban renewal funds are available. There is an attempt to revitalize a dormant chamber of commerce with a part time executive. The city has contracted with the county for planning. An item under consideration is a 154-unit RV park. The city is constructing a new sewer lift station and renovating the restroom at River Front Park.

Mark believes the city needs new shops. The building needs replacement and facilities are needed to store equipment out of the weather. Mark also feels the city needs a capital plan as well as a street maintenance plan both of which he is working on.

Winston entered into a contract with Douglas County to treat leachate from a nearby landfill but it has been determined the leachate strength is much greater than expected and the contract needs to be revisited. Mark has been through one budget cycle and now knows where the

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

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city stands. He believes they can do a lot with self funding.

The new mayor has resigned after getting into trouble with police. He served long enough to soil the town reputation. A mayor was chosen from the existing council and a replacement councilmember was appointed from the plan commission.

Mark feels he can do a lot of small things which will make an impact like improve relations with the county and try to address the closed library.

Mark has a lot on his plate and he feels he and Winston can address these items and he looks forward to it.



From  
**Larry  
Lehman**

I met with **Jerry Sorte**, administrative office for **Morrow County**, in Heppner. This is a new position in the county. Jerry and the commissioners are working on facility planning as well as ways to increase transparency in the government. They are also working on modernizing the county's personnel and financial policies as well as county ordinances. Jerry reports a good working relationship with other government agencies in the county including the cities and the Port of Morrow.

Morrow County has over 1,000 miles of roads, of which 400 are paved. Like all cities and counties in Oregon, there is not enough funds to maintain them up to the standards our citizens would like.

The county office facilities are wonderful. Funds from energy projects in the area have contributed 100s of 1000s of dollars to the cities and counties. A new 75 megawatt solar project is being planned; this would increase the amount of solar power generated in Oregon by roughly 30 percent.

Met with **Jim Maret**, the new city manager of **Nyssa**. Jim replaces **Roberta Vanderwall** who is now city manager in **Lakeview**. Jim has lots of corporate experience, including 25 years with Les

Schwab and has served on various city committees over the years.

He is pleased with Nyssa. He states they are in decent financial shape and he has a good mayor, council and staff.

The Cities of Ontario, Vale and Nyssa have worked together and obtained a \$600,000 grant to clean up brownfields. Nyssa is putting out for bid a \$5.5 million water treatment plant this month that is primarily designed to remove arsenic from their water source.



**Lynn Findley** is busy in **Vale!** He is so pleased because they are awarding a contract for improvements to the water system. The \$8.1 million project will enlarge the water source,

add storage, remove arsenic and improve the distribution system. The city has been working on this for a long time and with good luck and good management, it may be completed by the end of the year.

Lynn reports their citizens were very pleased with the way the city handled snow removal after the record snow falls this winter.

He reports they are working on a potential mushroom growing facility as well as the gold mine. The economy is doing OK with some new homes being built.

He again lets me know, Vale is the only community with a municipal swimming pool in Malheur County!



I met with **Adam Brown**, city manager of **Ontario**, one day before his one year employment anniversary. Adam prepared a quick budget fact sheet that he gave the budget committee

which did a good job of outlining budget changes in a very understandable fashion. The city will be applying for a splash pad and playground equipment; work with Vale and Nyssa on brownfield cleanups with a \$600,000 grant; enact a street maintenance fee; and may consider the implementation of a 1 percent sales tax.

Like all cities, Ontario is concerned about deteriorating housing and is considering ways to improve their code enforcement effort.

Had a great meeting with **Fred Warner** in **Baker City**. I served on the CIS Board of Directors with Fred for many years and am pleased to see he is again serving on their board. Fred negotiated three labor agreements this past year. In August the PW employees and the city agreed to a 1.25 percent wage increase for each of the next three years. In March the fire and police departments agreed to a three-year agreement of 1.5 percent each year. The city is working with DEQ on plans for a new sewer plant that will most likely include land application of the effluent. The city is also replacing one mile of water pipes in their water shed each year. Baker City looked great and Fred reports the housing market is very strong.



Met with **Robert Strobe** in **La Grande** and had a very good discussion on urban renewal. La Grande has a program where they call upon their business community to submit applications to urban renewal for funding.

The program has very few restrictions and gives the city council the ability to be flexible in promoting economic activity.

Robert reports the city has very low staff turnover and the city is financially stable. This year's budget includes funding for a full-time human resources director.

The city has been very successful in obtaining funding for a \$1.6 million fish ladder on Bear Creek that restores native fish to the city's water shed.

I had a great visit with **Eddie Ball**, the new city manager in **Heppner**. She replaced Kim Cutsforth who had been there over 10 years. Eddie is a graduate of Oregon State University and very pleased to be back in her native state. She was the city manager/city clerk of Ida Grove, Iowa, for eight years. She excels in obtaining grants for community improvements, including \$200,000 for downtown and airport improvements, \$2 million to replace bridges, and way over a million local dollars invested in housing options for the elderly.

She traveled to Poland to speak to

communities there on her rebuilding experience after a disastrous flood on the Grand Forks River.

Eddie prides herself on working on projects that assist the elderly and using the latest technology to make the city operation as smooth and economical as possible.

She intends to be an active member of OCCMA.



I also had a great meeting with **Michele Young**, city administrator of **Enterprise**, right after the July 4th holiday. Michele fell off a ladder so has a messed up arm and foot, but still is in a great mood

and working hard. The city hired a new police chief in May, Joel Fish, from North Carolina. Michele is very pleased and the Enterprise police department is up to full strength.

The big water project in Enterprise is completed. Lots of new water lines and large reservoir. The citizens are happy and the project came in on time and a little below budget. A new lift has been installed at the city library, making it totally handicap accessible. Just in time for Michele's walker!!

There are two new subdivisions being planned and Michele reports at this moment there are no vacant store fronts downtown.



I met with **Scappoose** City Manager **Michael Sykes**, Senior Advisor **Dan Barlett**, and three city managers from Columbia County. Michael is having a very busy year. He is president of OCCMA and

takes this responsibility very seriously. He showed me around Scappoose and it is amazing what is happening in that city. There is a housing boom that does not seem to let up. Eighty homes are currently under construction with probably another hundred being permitted this year. Mike and his staff are working on updating master plans so the city will be able to handle the growth that is and will be occurring. Mike states he has a great council and is very thankful. I encouraged him to apply for this position!!

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