



# NEWSLETTER

STRENGTH IN UNITY

Second Quarter 2021

## PRESIDENT'S MESSAGE



We are halfway through 2021 and fortunately, we are approaching our in-person summer conference. I want you to know that this conference was designed to build the year and

the organization I described in my last message, one of connection, collaboration, and successful leadership. This is an opportunity to see the commonalities between rural and urban Oregon cities and to build bridges. The sessions are focused on what it means and what it takes to be a Mayor and will provide several opportunities to share challenges and solutions. We have an excellent and compelling keynote speaker and many relevant and timely breakout sessions. We do not have enough  
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# City Spotlight:



# CITY SPOTLIGHT: COOS BAY



Submitted by Coos Bay City Manager, Rodger Craddock

## USING URBAN RENEWAL FUNDS TO REVITALIZE COOS BAY

Coos Bay is a great place to live, work, and play. It's surrounded by a beautiful, protected bay, lush emerald forests, and the mighty Pacific Ocean. Historically known as Marshfield, Coos Bay's economy was largely dependent on the extraction of natural resources (gold, coal, timber, fishing, etc.) along with shipping in its early days and most of the 19th century. Sadly, Coos Bay was not spared in the collapse of the west coast fisheries which took place in the 1950s. In the 1980s the region's dependence on forest resource extraction had to change. Lumber mills which once dominated the landscape began to disappear in large part due to the ever-increasing regulations surrounding the logging industry. With the significant decrease in the forest-related industry, ship calls in and out of the Port of Coos Bay also dramatically decreased.

Although forest products and commercial fishing remain contributors to our area's overall current economy, the service industry has become the main employment provider. Tourist and hospitality services, medical and retirement facilities, outdoor recreation businesses, and Tribal casinos have become dominant employers.

Over the last two decades the City of Coos Bay, through its Urban Renewal Agency (URA), has been investing and incentivizing reinvestment to improve the appearance, infrastructure, and sense of place within our community. A facade grant program recently renamed the building improvement grant program, has been instrumental in dramatic improvements to many of the older buildings in our city. The grant program generally is a matching grant program with up to \$25,000 provided by the URA. The URA Board (City Council members) has on occasion contributed additional funds based on need, size of the building, and or the community benefit. Below are just a few project examples with both before and after shots:



Before



After



Before



After



Before



After



Before



After



Before



After



A brownfield site was acquired by the URA and donated to the Coos History Museum after environmental hazards were mitigated. It is now the new home for the Coos History Museum,



After



Before



After

The historic Egyptian Theatre was purchased by the URA after it was closed by its former owner. The building has been renovated and put back into use. It is operated and managed by the Egyptian Theater Preservation Association, a local non-profit.

Before



After

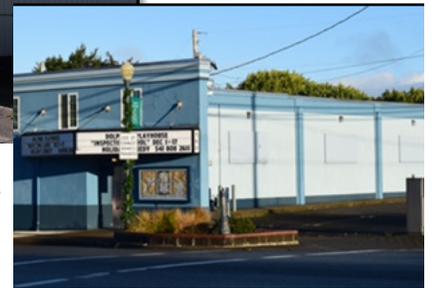


The building which once housed the Sunset Theatre was purchased by a non-profit with the goal of turning it back into an intimate theater setting. URA funds were used to install ADA bathrooms and undertake a façade makeover.

Before



After



URA funds have also been used, in whole or in part, to create community and tourism-related attractions which include a new Visitor Information Center, a new Coos History Museum, a revitalized Egyptian Theatre, and the Dolphin Theatre.



Coos Bay Visitor Information Center  
Before



After

The URA recently entered an agreement with a developer to fund traffic impact improvements for a multi-building redevelopment of a former brownfield site on the waterfront. A total of 11 buildings are proposed. Three have been completed and are occupied and three more are currently under construction (pictured below). The new development is adjacent to the relatively new Coos History Museum. The development is spurring on additional new development in the area.



Coos Bay proudly stands today as the largest city on the Oregon coast, with a population of 16,810, and is the medical, education, retail, and professional center for the south coast region.

Coos Bay is a proud community with a rich heritage and “can-do” attitude.

## President’s Message

(continued from page 1)

opportunities to network and exchange ideas so I hope you will all consider joining us for this professional and social gathering at The Mill, in July.

The OMA Board is also looking to make a few updates that we will discuss as a body, like elements of advocacy, which are critically needed to stand our ground against the steady assault on home rule and to leverage city voices on other legislative issues where we can speak powerfully, as one. Additionally, we are developing a mentorship program that will connect newer mayors with more experienced officials and build connections between regions across our great state and provide technical and advisory resources to Mayors still learning their role. As a part of this development, I encourage all of you to reach out to Mayors in your area, particularly those recently elected, and invite them to join OMA, attend the conference, and pursue mentorship so that all regions become stronger and better equipped to meet the ever-changing landscape of challenges.

If you have ideas or concepts you would like to see discussed by the OMA Board of Directors, please feel encouraged to reach out to me or another Board member who may be able to bring your idea to fruition. I can be reached by email at [bethwytoski@ci.dayton.or.us](mailto:bethwytoski@ci.dayton.or.us) or phone at 503-434-3114.

Strength in Unity - we are powerful together. Lead on,  
*Beth Wytoski | Dayton Mayor | OMA President*

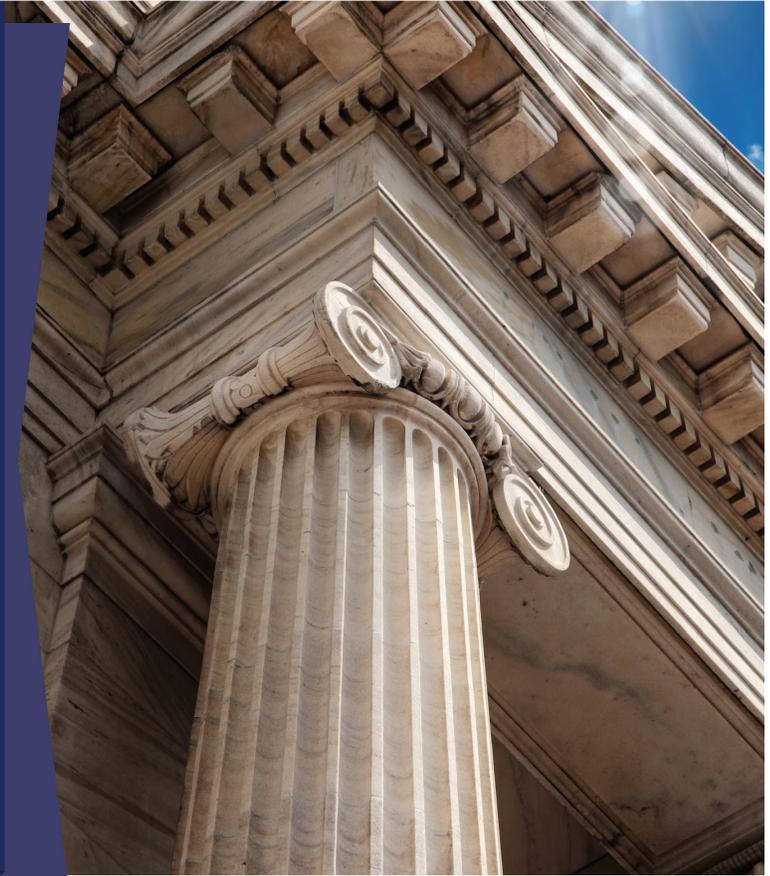
Conducting a More Efficient Census of Governments

**WHAT IS THE CENSUS OF GOVERNMENTS?**

The Census of Governments (CoG) is the most comprehensive and precise measure of government economic activity. It identifies the scope and nature of the nation's public sector and provides authoritative benchmark figures of public finance, pensions, and employment. It classifies the complex and diverse state and local government organizations, powers, activities, and measures state and local fiscal relationships. The CoG is comprised of three components—Organization, Employment and Finance.

With the release of each data product, the CoG provides policy analysts, researchers, and the general public with a more complete and clear picture of the public sector. These data products present information to assist in addressing the issues that concern state and local governments and serve as the foundation for developing national economic and public policy.

Improvements to the 2022 CoG will increase efficiency, reduce response burden for state and local governments, and provide data products that reflect our ever-changing U.S. economy.



Public Sector Statistics Include:

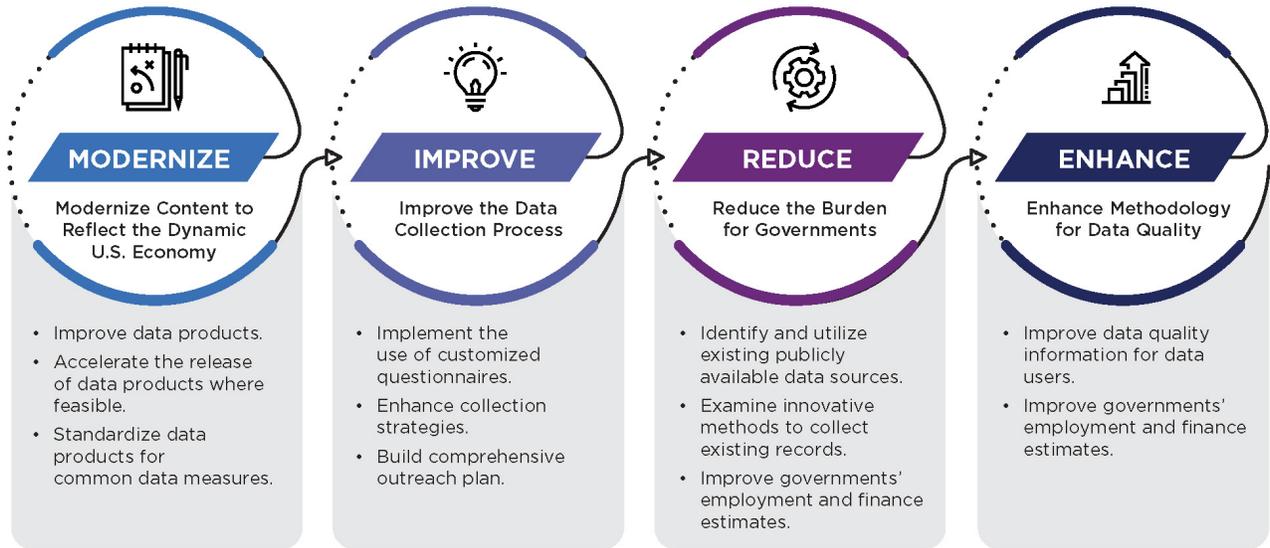


**Timeline**

The program will produce data targeted releases between July 2023 and September 2024. These CoG data products provide unique detailed national, state, and local level statistical measures.



## Goals for Conducting a More Efficient Census of Governments



### Increase Efficiency

- Adopt a strategy that will rely more on existing government administrative records and developing innovative methods to collect, edit, and estimate (as necessary) to supplement existing and account for nonresponding entities.
- Promote response by using the successful practices learned from previous CoG cycles. This includes the use of central collection practices and administrative records for large governments.
- Leverage enterprise systems and solutions for data collection and dissemination, use [data.census.gov](http://data.census.gov) for dissemination of data.

### Reduce Respondent Burden for State and Local Governments through Customized Data Collection

- Expand the use of agreements between the U.S. Census Bureau and government units to provide their response in customized formats, and coordinate this centrally-collected data across statistical areas.
- Expand the use of administrative records for data collection for local and state governments.
- Implement the use of customized questionnaires for specific groupings of local governments.
- Explore the use of dynamic questionnaires.

### Automate Operations to Increase Productivity

- Increase the use of macro-analytical tools.
- Improve editing and imputation of micro data, specifically, modernizing programs for imputation methods.

### Improve Data Products to Reflect Our Ever-Changing U.S. Economy

- Update content to reflect the changing economy and provide a fuller and more relevant picture of state and local governments.
- Accelerate the release of data products, where feasible.
- Conduct outreach and promotion activities for 2022 Census of Governments data products utilizing multiple forums and media.
- Use the Census Bureau's Web-based dissemination platform, [data.census.gov](http://data.census.gov), to increase usability and functionality of data product delivery.

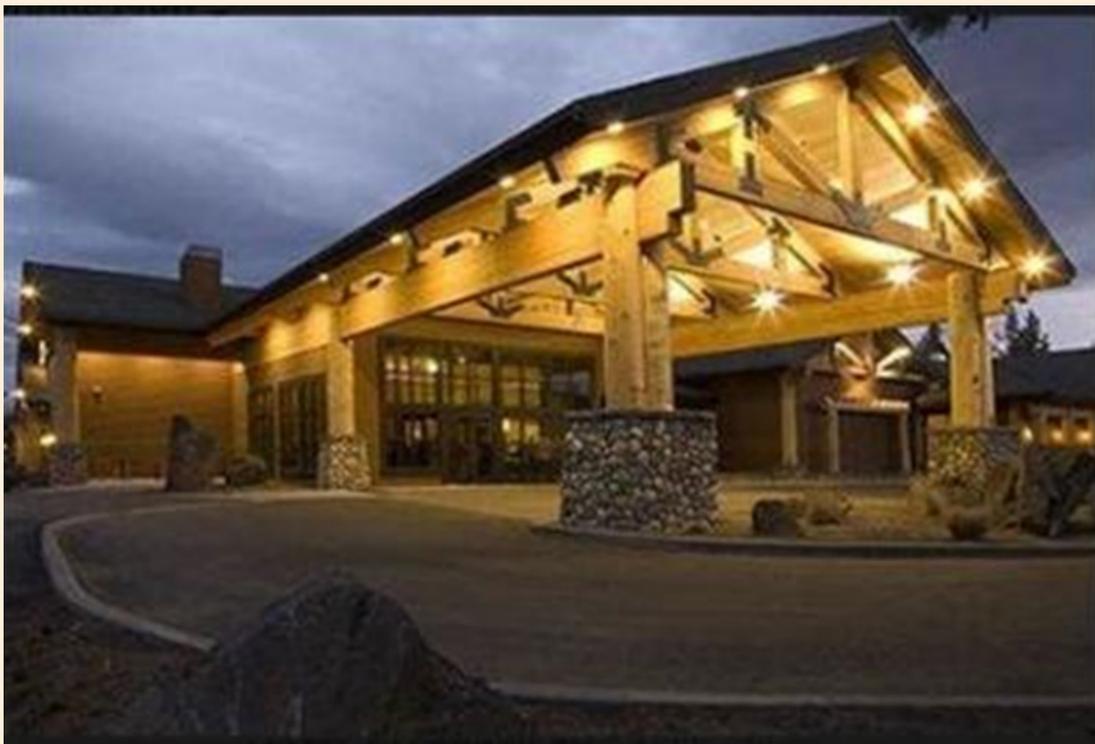


# OMA Board Seeks 2022 Applicants

The Oregon Mayors Association is accepting applications from active OMA members for its 2022 Board of Directors. The OMA Nominating Committee will prepare a slate of officers including the president-elect and two directors to the OMA Board for review and consent prior to the association's Annual Membership Meeting on October 21, 2021, during the LOC Annual Conference.

Mayors interested in serving on the OMA Board of Directors for a three-year term beginning January 2022 are encouraged to apply, applications are available at [www.oregonmayors.com](http://www.oregonmayors.com). Applications are due no later than September 17, 2021. Any questions may be directed to Patty Mulvihill at [pmulvihill@orcities.org](mailto:pmulvihill@orcities.org) or (503) 588-6550.

## 2021 OMA Fall Workshop



**The 2021 OMA Business Meeting and Fall Workshop will be held on Thursday morning, October 21, in conjunction with the 96th League of Oregon Cities Conference, at the RIVERHOUSE INN AT THE DESCHUTES.**

Visit the [Conference Page](#) on the LOC website for information about the LOC Conference.

**Watch this page and your mailbox for more information.**

## 2021 OMA Board of Directors

### PRESIDENT

Beth Wytoski, Dayton

### PRESIDENT-ELECT

Jeff Gowing, Cottage Grove

### PAST PRESIDENT

Steve Callaway, Hillsboro

### SECRETARY-TREASURER

Mike Cully, LOC Executive Director

### DIRECTORS

Jason Snider, Tigard

Carol MacInnes, Fossil

Henry Balensifer III, Warrenton

Rod Cross, Toledo

Jim Trett, Detroit

Teri Lenahan, North Plains

## OMA Membership Renewal

It's time to renew your membership in the Oregon Mayors Association for 2021. Membership forms are available on the OMA website – [www.oregonmayors.org](http://www.oregonmayors.org). There is a new online system that will hopefully streamline the process. LOC has updated the entire system and registrations can now be done online, no more need for hard copy forms, however, they are still available. To access the online system [Click Here](#). There are complete instructions on how to join online.

Encourage your neighboring mayors, especially those who have been in office for a short time, to enroll if they are not already members of OMA. It's their opportunity to join over three-quarters of their fellow mayors in Oregon in making the OMA a strong voice for their city and a collaborative resource for mayors. Remember, one of the most valuable benefits of the OMA is the opportunity to meet and network with your fellow mayors. Sharing ideas, problems and issues with others can lead to solutions that work for your community.



## Calendar of Events

**July 29th**  
OMA Board Meeting in Coos Bay,  
Oregon.

**July 29th – 31st**  
OMA Summer Conference in Coos Bay,  
Oregon.

**October 20th**  
OMA Board Meeting in Bend, Oregon.

**October 21st**  
OMA Fall Workshop in Bend, Oregon.



Trivia Question: What are the ten oldest U.S. cities founded by European explorers? Answer on back page.

# Join Us For The 2021 Oregon Mayors Association Summer Conference & Silent Auction!

The OMA is excited to announce that this will be an in-person conference at the Mill Casino in North Bend, Oregon between July 29-31. Join your fellow Mayors from across the State of Oregon for three days of networking, learning, and having fun. Our current draft program includes:

## Thursday, July 29, 2021

7:30 am – 12:00 pm	Golf Tournament	Bandon Dunes Golf Resort 57744 Round Lake Rd. Bandon, OR 97411
9:30 a.m. – 11:30 a.m.	Follow Me Tour, Oregon Dunes National Recreational Area	Spinreel Dune Buggy 67045 Spinreel Road North Bend, Oregon 97459
1:00 pm – 1:45 pm	Newcomer’s Orientation	
2:00 pm – 5:00 pm	OMA Board of Directors Meeting	
3:00 pm – 4:30 pm	Mayors City Tour	
5:30 pm – 7:30 pm	Taste of the Coast Reception & Annual Silent Auction	
7:30 pm	Dinner on Own	

## Friday, July 30, 2021

7:00 am – 8:00 am	Plated Breakfast	
8:00 am – 8:45 am	Opening Ceremonies	
9:00 am – 9:45 am	Breakout Sessions	<ol style="list-style-type: none"> <li>1. Mayoral Powers &amp; Duties – Governing 101</li> <li>2. Mayoral Obligations in Times of Dysfunction – Governing 201</li> </ol>
10:00 am – 11:30 am	State Agency Director’s Forum	
11:45 am – 1:15 pm	Lunch & Keynote Address (Sponsored by Comcast)	
1:15 pm – 2:15 pm	Breakout Sessions	<ol style="list-style-type: none"> <li>1. Tips for Successful Mayoral Appointments – Governing 101</li> <li>2. Writing &amp; Reviewing Council Rules of Procedure – Governing 201</li> </ol>
2:15 p.m. – 3:15 p.m.	Mayors Roundtables: Small, Medium & Large City Roundtable Discussions	
2:30 pm – 5:00 pm	Guests Tours	
5:30 pm – 8:00 pm	Dinner at the Boardwalk	

**Saturday, July 31, 2021**

7:30 am – 9:00 am	Plated Breakfast
9:00 am – 9:45 am	Breakout Sessions <ol style="list-style-type: none"><li>1. Self-Care Given the Mayoral Role</li><li>2. Build Your Leadership Network</li></ol>
10:00 am – 11:30 am	Legislative Update
11:30 am – 1:00 pm	Lunch and Student Contest Awards Presentation
1:00 pm – 2:30 pm	Breakout Sessions <ol style="list-style-type: none"><li>1. The Changing Landscape of Public Engagement</li><li>2. Addressing Homelessness – What Mayors Need to Know</li></ol>
3:00 pm – 4:30 pm	Mayors Open Forum
4:30 pm – 6:00 pm	Reception
6:00 pm – 8:00 pm	Awards Dinner & Awards Presentation
8:00 p.m. – 10:00 p.m.	President’s Reception, Family Friendly

All proceeds from the auction will benefit the scholarship program. Click [Here](#) for Full Details.

Printed copies of the agenda will be available onsite.

All other handouts and presentations will be available online following the conference.

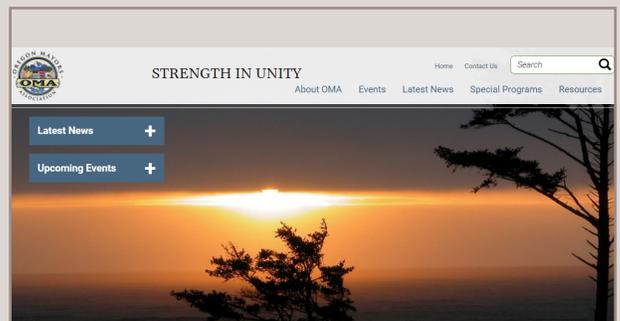
## REGISTRATION IS NOW OPEN

Questions about the conference? Contact Patty Mulvihill at [pmulvihill@orcities.org](mailto:pmulvihill@orcities.org).

### Have You Visited OMA’s New Website?

The OMA launched their new website last year and it contains information about OMA programs, upcoming events, the Board of Directors, and more. Any feedback or comment on the website are greatly encouraged and appreciated. Feedback can be provided to Patty Mulvihill at [pmulvihill@orcities.org](mailto:pmulvihill@orcities.org).

Visit the website at [www.oregonmayors.org](http://www.oregonmayors.org).



# The American Rescue Plan

The American Rescue Plan will soon deliver \$350 billion to local, territorial, county, tribal, and state governments intended to restore jobs, protect service delivery, and respond to other hardships related to the pandemic. Treasury recently released details on the allowable uses of these funds to respond to acute pandemic needs, fill revenue shortfalls, and support the hardest-hit populations and communities.

As municipal leaders, we know that local governing bodies have been on the frontlines, responding to this public health crisis and the economic damage it has created. We have facilitated programs to support businesses, encouraged spending within our jurisdictions, and many have advocated for increased operational flexibility so our neighbors would be able to keep their businesses afloat. This has been during a time when many of our own budgets have been reduced due to transient lodging and gas tax losses, unpaid utility accounts, and increasing vacancy rates in our downtowns.

When will we see this money? It's coming soon! Most governments will receive two payments, one in May of 2021 and the other a 12 months later.

And most importantly, how may we spend it? The funds can be spent on **COVID-19 mitigation** like safety equipment, sanitation supplies, contact tracing, personal protective equipment, communication, enforcement; on **medical expenses** like testing, vaccinations, costs of quarantine, and mental health and substance misuse treatments; as well as **public health and safety**. The funds can be used to **compensate for negative economic impacts** on households and individuals through direct or indirect aid and job training; to local businesses through technical assistance, investments in mitigation, and through loans, grants, or in-kind funding assistance; to the public sector to restore previous staffing levels, hire new staff to support relief efforts, data analysis, outreach, and technology; and to **support the hardest hit communities**

with investment in health and intervention programs, housing development, vouchers, and counseling, investing in new or expanding learning, tutoring, or afterschool programs, or investing in childcare, home visit programs, and supplemental support for welfare-involved families. These dollars are an opportunity to **replace lost public sector revenue** to continue government services and they can be used to provide **premium pay for essential workers** who have carried the greatest risk such as medical, caregiving, farm, grocery, restaurant, and in-home service staff as well as custodial and sanitation workers, public health and safety professionals, delivery and transit drivers, childcare, education, social and human service staff, and those who have continued to physically work in vital roles involving drinking water, wastewater, stormwater, or other infrastructure. The funds can also be used to make certain improvements in the community if projects are related to **water, sewer, and broadband services**. The options are broad and flexible, which is very good for cities and our residents but there are some boundaries. The relief dollars may not be spent to directly or indirectly offset a reduction in tax revenue due to changes in law from March 3, 2021 through the last day of the fiscal year in which the funds provided have been spent. If a government reduces taxes, they must be able to demonstrate how they paid for the tax cuts from sources other than the recovery funds. Recovery dollars may not be deposited into pension funds or to reduce any unfunded liability, including but not limited to retirement funds, legal settlements, rainy day funds, or other financial reserves and cannot be invested into any infrastructure other than water, wastewater, or broadband.

These recovery funds offer substantial flexibility to meet local needs, provide opportunities for certain improvements and support a path toward a better than normal future. Please explore the options, invest these dollars wisely in our great Oregon communities,

and address the most pressing needs. Feel free to reach out for further discussion or visit <https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds> for more information on The American Rescue Plan.

*Beth Wytoski | Mayor, City of Dayton | President, Oregon Mayors Association*

## What does the American Rescue Plan mean for Oregon Cities?

As a part of the allocation process for the state's \$2.6 billion share of the American Rescue Plan Act, the Legislature has decided to allow each member to have a say in how the funds will be spent. The members of the Oregon Legislature have been given the opportunity to

allocate funds from the American Rescue Plan directly back into our local communities, governments, organizations, and partners. Specifically, each state Senator will direct \$4 million in spending, and each Representative will direct \$2 million, for a statewide total of \$240 million in discretionary funds.

In North Plains, Senator Riley (SD15), Representative McLain (HD29), and Representative Sollman (HD30) have decided to collectively invest a portion of their \$8

million ARPA fund allocation to North Plains, pending approval by the legislature. North Plains sees this opportunity as a way to help our local friends and neighbors with continued hardships brought on by the pandemic, to lift our community, and to make much-needed investments that will boost our local economy.

Your state representatives are interested in investments such as

- Affordable Housing
- Houseless/Homeless Support
- Education Support
- Protecting our Environment
- Healthcare
- Food Security
- Senior Support
- Parks & Recreation Infrastructure
- Pedestrian Safety
- Impactful Investments for our LatinX, BIPOC, and AAPI Communities

As many of your cities grow and expand, you must be asking yourselves how can our community's infrastructure support overall growth. Several projects in North Plains focus on pedestrian pathway safety and the infrastructure to support a community center. It's taken us a while to get our regional partners to be on board with what we want to do but it is possible. We have to keep pounding the pavement to get the attention our cities need and deserve. The LOC has great resources at <https://www.orcities.org/resources/reference/arp>.

Thank you for all you do to support and lift up your communities.  
*Teri Lenahan | Mayor, City of North Plains*

# Be Intentional About Building Trust

Whether it's a Fortune 500 company or a local government, high-functioning organizations are built on foundations of trust. But establishing trust across all levels of an organization is only part of the equation. Sustaining trust between a city council and staff is constantly challenged by personality conflicts, communication break downs, and unkept promises.

Mayors should understand the roles that people, process, and political relationships play in establishing and sustaining trust.

## PEOPLE

A mayor and a city manager must respect each other to effectively lead and govern. Without respect, there is little chance of building trust. A city's elected body and the professional leadership team bring different personalities, experiences, and beliefs to the relationship. When we are experiencing collective success, like the adoption of the annual budget or the completion of a new trail, it's easy to get along.

The ultimate test of trust between the elected body and staff arises when we disagree. Successfully navigating disagreements depends largely on the relationships and respect that we have built with each other. These relationships must be built intentionally.

**Where to start:** Schedule a quarterly dinner before a Council meeting in which you share a meal and time to interact and build relationships. Or leverage community events to create these opportunities — e.g., match up a councilor and a staff member to work at the city's informational booth at a community event.

## PROCESS, PROCESS, PROCESS

Some people cringe when they hear the word "process." Others perceive it as a way to slow down or stop an action altogether. When it comes to building trust, though, process is a friend.

A process for council meetings will limit the times that a councilor or staff is surprised during a meeting. As children, we all loved surprises. They are less welcome at council meetings. A councilor does

not welcome last-minute changes, while staff do not appreciate an unexpected line of questioning during a council meeting.

**Where to start:** Develop a process for the mayor and the council to submit questions to the city manager that they plan on asking during the council meeting. This can be as simple as sharing such questions verbally on the day of the meeting.

Councils are elected to make decisions. Staff should be mindful of the politics-administration dichotomy when presenting to the council. A mayor or councilor will lose trust in staff if a staff presentation appears to be leading the council in a certain direction, or if staff seem to be withholding information in hopes of steering the decision in a certain direction.

**Where to start:** Staff should update the council on milestones for any project that will come before the council. This keeps the council informed and allows the council to ask questions throughout the project. There's no such thing as overcommunicating when it comes to helping an elected official understand a key city project.

Mayors want to solve problems. When a constituent asks a question, we want to provide an answer. We cannot know every detail about a project, but we need a high-level understanding of what's happening in the city. This allows us to listen to a community member, give a thoughtful response, and then refer them to staff for more details as necessary.

**Where to start:** The city manager should provide a meaningful weekly update. The update should not be constrained by a page limit. It should be detailed and empower the elected body to know what's going on, prepare for upcoming discussions, and inform them about other key items. It's also an opportunity to build trust by following up on council requests. The mayor and council should never wonder, "What happened to that thing I asked about three months ago?"

**POLITICS, POWER, AND RELATIONSHIPS**

Staff understand our position of power. Our calls and emails are immediately bumped to the top of their to-do lists. Their goal is to provide timely, accurate responses. We should be mindful of our interactions with staff, especially after normal business hours.

**Where to start:** A mayor should make it clear when they expect a response to an email, text, or phone call, especially if it is outside normal business hours. You could simply write “Response needed by Monday, please” in the subject line.

Think twice before contacting a staff member on the weekend. Ensure that the issue is truly urgent and in need of an immediate response. If it isn’t urgent, schedule your email to send on Monday.

The mayor and staff should respect the line between policy and operations. Mayors who try to affect operations break trust with staff who were hired for their expertise. Staff should be open to suggestions, but they shouldn’t feel that their work is being micromanaged.

**Where to start:** When talking with staff, you might say, “Please know that I am not telling you how to do your job.” This shows respect for their responsibility and expertise. Instead, try communicating your suggestion from the perspective of a community member.

Successful and trusting organizations set goals to accomplish over the next few years, and then staff align their work plans accordingly and update the council on progress, including challenges and successes.

Where to start: Involve staff in goal-setting to foster informal interactions with the council, build processes around communications, and understand one another’s roles.

Building trusting, meaningful relationships takes work. As mayors, we are obligated to lead by example and foster a positive culture for the benefits of the communities we serve.

*Jason B. Snider | Mayor, City of Tigard*

**LOC Podcast**  
*City Focus*

The LOC’s [City Focus podcasts](#) provides timely, relevant information to cities, legislators, media and the public by highlighting and focusing on specific topics in quick-paced episodes. We discuss policy, legal issues and advocacy matters in a relaxed, conversational style designed to inform and educate while doing so in an interesting and entertaining way.

Released every other Thursday, the City Focus podcast serves as a conduit for members to communicate their stories to a broader, state-wide audience and share their experiences and concerns across the state.

Email suggestions for topics or comments about any of our podcasts to [CityFocus@orcities.org](mailto:CityFocus@orcities.org).





STRENGTH IN UNITY

1201 Court St. NE, #200  
Salem, Oregon 97301

**Trivia Question Answer:**

- St. Augustine, Florida (1565)
- Jamestown, Virginia (1607)
- Santa Fe, New Mexico (1607)
- Hampton, Virginia (1610)
- Kecoughtan, Virginia (1610)
- Newport News, Virginia (1613)
- Albany, New York (1614)
- Jersey City, New Jersey (1617)
- Plymouth, Massachusetts (1620)
- Weymouth, Massachusetts (1622)