

Local Gov



Recruiting and Retaining  
Employees



# Survey of Oregon Managers

- We surveyed Oregon City Managers and Administrators with three open-ended questions
  - What is your top tip for recruiting great employees?
  - What is your top tip for retaining great employees?
  - What is not working well to recruit and retain great employees?
- We received 55 individual responses



What is your top tip for RECRUITING  
great employees?

**1**

**2**

**3**

**4**

**5**



What is your top tip for recruiting great employees?

**Articulate Your Why/Transparency**

**Non-Gov Backgrounds**

**Flexible Work Environments**

**Positive Workplace Culture**

**Word of Mouth**



# Transparency Your Why/Vision

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- What direction is your organization headed?
- How are you communicating that direction?
- More than a job post



# Culture

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Workplace flexibility



Commitment to  
equity and inclusion



Longevity



What does your  
budget say?

What is your top tip for RETAINING great employees?

**1**

**2**

**3**

**4**

**5**





# What is your top tip for retaining great employees?





# Retention

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Stay interviews

Growth and development

Flexibility

Problem management

What's not working well to recruit and retain great employees?

**1**

**2**

**3**

**4**

**5**

**6**

**7**

**8**



What is your top tip for recruiting great employees?

**Long Process**

**Old Job Descriptions**

**Post & Hope**

**Comparatively Low Pay**

**Training Grounds  
Syndrome**

**Toxic Work Culture**

**Limited Career  
Advancement**

**Hiring Bonuses**



# Adjust What's Not Working

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Process Improvement: LEAN

Job Description vs. Job Announcement

“Post & Hope” vs. Intentional Recruitment

Comparatively Low Pay

Training Grounds Syndrome

Toxic Work Culture: Reputation

Limited Advancement Opportunities



# Other Tips to Stop



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# **CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS**

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**PRINCIPAL CONSULTANT**

**FERRARIS INVESTIGATIONS & CONSULTING LLC**



# **CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS**

## **WHAT WE WILL COVER TODAY**

- **ADVANCE PREPARATION**
- **WHEN IT HAPPENS, *NOT IF IT HAPPENS***
- **DO'S & DON'TS**
- **AFTERMATH**

# **CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS**

## **ADVANCE PREPARATION**

**What might you do as “advanced preparation”?**

# CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS

## ADVANCE PREPARATION

- Is your staff prepared?
- Police Chief
- City Attorney
- Human Resources

# **CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS**

## **ADVANCE PREPARATION**

- **CM Relationship - Police Chief, Labor**
- **Training**
- **Deadly Force Policy**
- **Critical Incident Review Policy**
- **Emotional Support Team/Process**
- **Body Worn Camera/In-Car Video Program/Policy**
- **Line of Duty Death/Disability Policy**
- **Link to SB 111 Planning Authority Response Plan on PD Website**

# **CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS**

## **WHEN IT HAPPENS**

- **Criminal Investigation**
  - District Attorney Is In Charge
  - Senate Bill 111 – 2007 Oregon Laws – County Response Plan
  - Outside Agency is Lead

# CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS

## WHEN IT HAPPENS

- ***CITY MANAGER***

- Convene meeting – Police Chief, City Attorney, HR, Finance, PIO
  - Delegate/Division of duties
    - Indemnification, legal issues, 801 forms, WC, overtime/staffing, media
- Notify CIS/SAIF/OHSA
- OK to go to hospital if officer is injured
  - Ensure support available – Family, personnel, emotional, food, coffee
- Emotionally charged – be careful of what you say – don't make promises you can't keep

# **CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS**

## **WHEN IT HAPPENS**

- ***CITY MANAGER***

- Brief Mayor & Council
  - Not role of CM or elected officials to comment on events or investigation
  - CM/elected officials' role: Explain the process
    - Outside agency investigation, GJ/DA determination, Administrative review-conduct/performance, equipment, policy & training



# **CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS**

## **WHEN IT HAPPENS**

## **DO'S & DON'TS**

# CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS

## DO'S

- DO show up at the hospital – talk with employees & family
- DO recognize this is an emotional event for all
- DO show your emotions - Talk with your partner/friend/faith leader
- DO know your public safety chaplain –if you don't have one, work with police chief to find one

# CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS

## DO'S

- DO provide food and all creature comforts needed at the hospital, office or command center
- DO form an internal team of Police Chief, HR, Finance, PIO, City Attorney & you to manage all employment related impacts, including media if needed
- DO contact workers comp – likely will identify crisis management to work directly with medical providers on coverage

# CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS

## DON'TS

- DON'T make promises you may not be able to keep
- DON'T insert yourself into the process unfolding before you
- DON'T tell your Council things you don't want circulating in the community
- DON'T get too wrapped up in media reporting
- DON'T follow social media comments about the incident

# CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS

## WHEN IT HAPPENS

- ***CITY MANAGER***

- Manage media

- CM? Police Chief? PIO?
- Explain the process
  - Outside agency investigation, GJ/DA determination,
  - Administrative review-conduct/performance, equipment, policy & training
- DA/Investigating Agency Media Release
- Release of Body-Worn Camera/In-Car Video?
  - Critical Incident Community Briefing – Police Chief
    - Pasco PD Community Briefing

# **CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS**

## **AFTERMATH**

- Long -term effects
  - Police Department
    - Individual Members
  - Community
- Continued Support
- Close loop on administrative review
- Act on recommendations

# CITY MANAGER ROLE IN POLICE USE OF FORCE INCIDENTS

## Questions???

**Jim Ferraris**

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[www.ferrarisinvestigations.com](http://www.ferrarisinvestigations.com)

**503-939-7899**





CITY OF BEND

# OCCMA Workshop

## **Building Relationships with the Governing Board**

### League of Oregon Cities Annual Conference

Erin Reynolds, Florence City Manager

Eric King, Bend City Manager



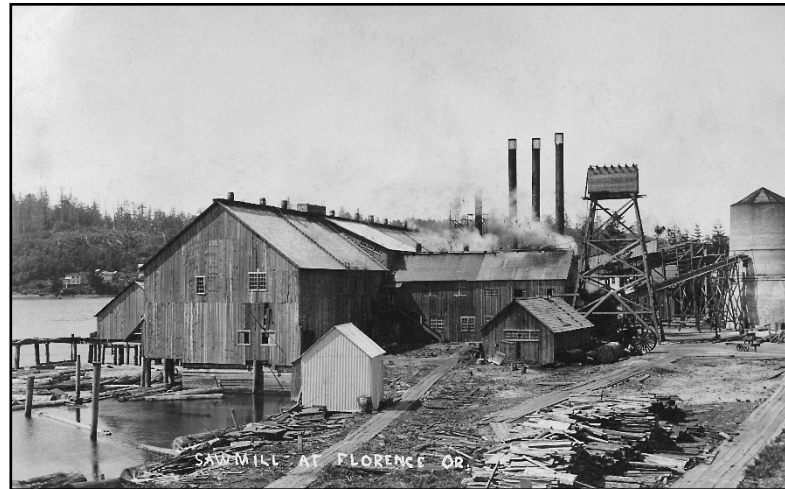
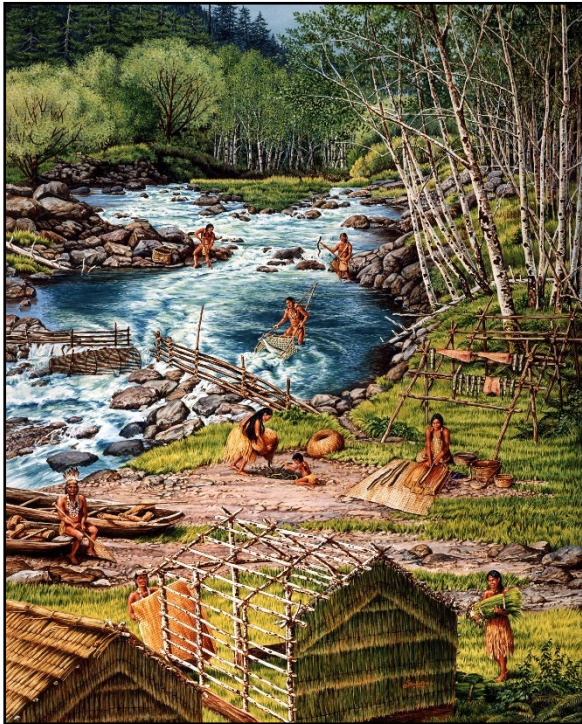


# CITY OF FLORENCE





# About City of Florence





# CITY OF FLORENCE AT A GLANCE



## CITY COUNCIL



**Mayor  
Joe Henry**  
joe.henry@  
ci.florence.or.us



**Council President  
Woody Woodbury**  
woody.woodbury@  
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**Council Vice President  
Sally Wantz**  
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**Councilor  
Bill Meyer**  
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**Councilor  
Rob Ward**  
rob.ward@  
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# CITY OF FLORENCE AT A GLANCE



## Management Team

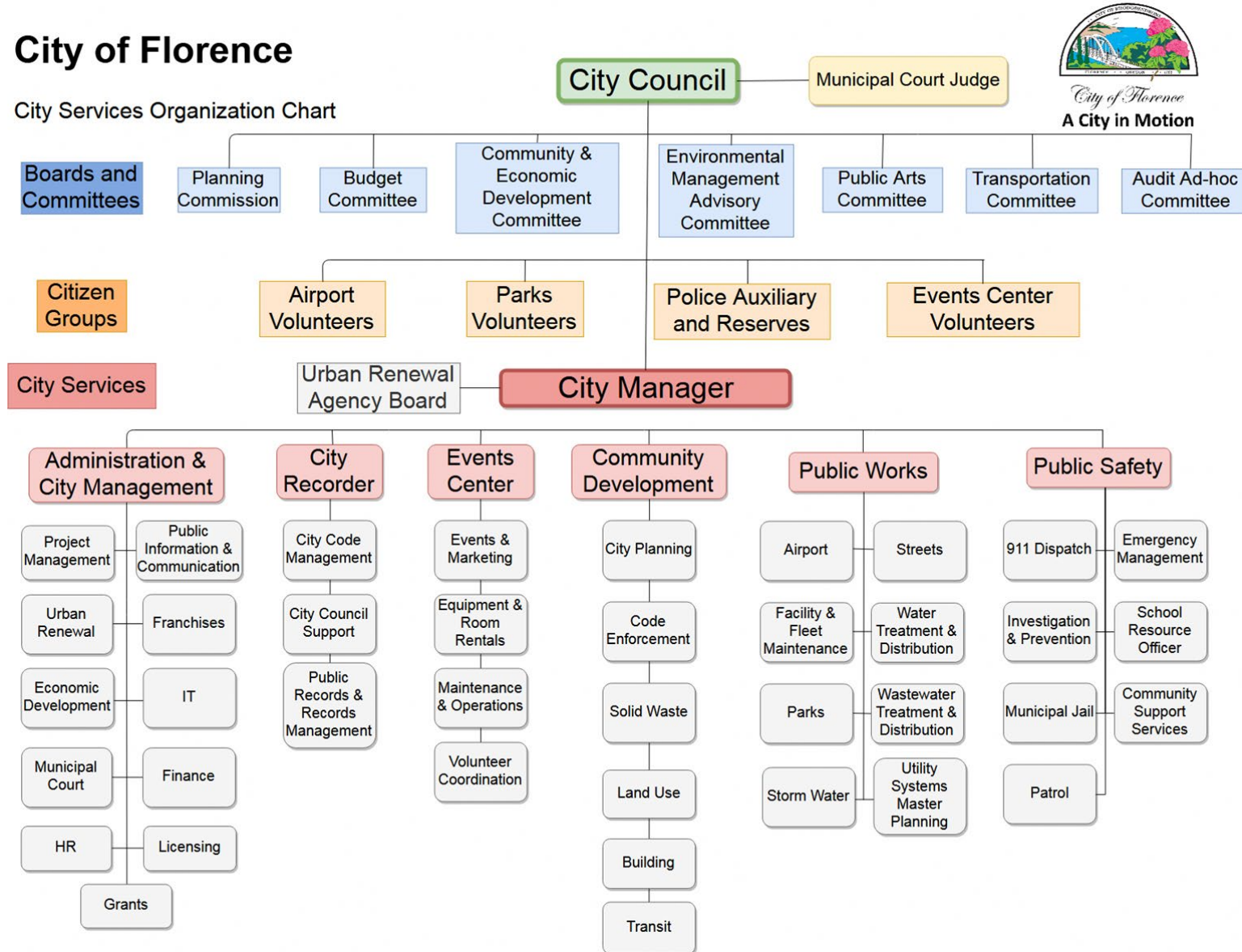
- Erin Reynolds, City Manager
- Megan Messmer, Assistant City Manager & Public Information Officer
- Mike Miller, Public Works Director
- John Pitcher, Police Chief
- Wendy Farley-Campbell, Community Development Director
- Anne Baker, Administrative Services Director
- Alex Ferguson, Human Resources Director
- Lindsey White, City Recorder



# City Services Organization Chart

## City of Florence

City Services Organization Chart





# Mission & City Goals



## Mission

“The Mission of the City of Florence is to meet community expectations for municipal services, provide a vision for civic improvements, maintain a quality environment, and position Florence to have an economically viable and sustainable future.”



# LIFE CYCLE OF GOOD GOVERNANCE



## Orientation & Training

- Ethics
- Public Meeting Laws
- Rules & Procedures
- City Services Expo

## Mission & Goals

- Affirm Mission
- Develop or Modify or Affirm Goals

## Work Plan

- Input from external and internal parties
- Two year period
- State of the City

## Biennial Budget

- Financial plan for two years
- Award Winning Document

## Communication & Trust





## Forbes

Bend, Ore., Heads The Best Small Cities For Life And Careers 2016



Kurt Badenhausen, FORBES STAFF  
Active reader business with rare dips in education & local economy. [FULL BIO](#)



The Deschutes River, Bend, Oregon (photo: Christian Bink/Getty Images)

## Bend-Redmond Ranked #1 Best-Performing Small City for 2016 by Milken Institute

Bend-Redmond, OR (▲ UP 7 SPOTS)



**BEND, Ore. – December 14, 2016** – Bend-Redmond, Oregon, tops the U.S. Best-Performing Small Cities index, rising from eighth the previous year. The metro improves in seven of the nine indicators. The health-care system provides economic stability. The central Oregon economy is vibrant and has been able to diversify its economic base through the new waves of innovation.

Read the full story [here](#).



## The Washington Post

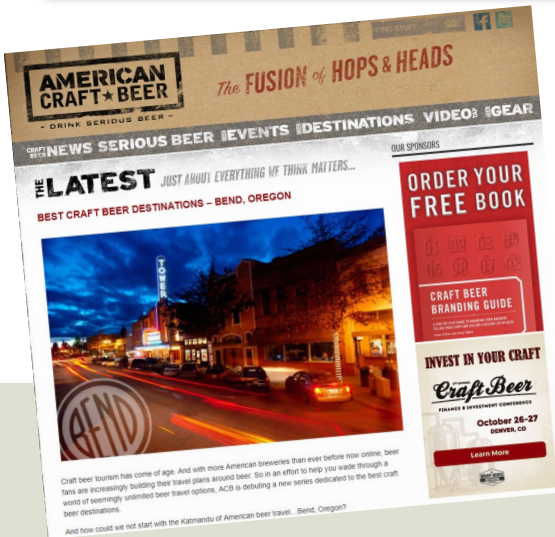
Travel

Bend, Ore., the city you'll love to hate

## Why Bend, OR is a Best Place to Live

The jewel of central Oregon has year-round amenities that are the envy of many larger metropolitan areas

By Jason Zasky on Sun, 09/13/2015 - 23:10



## Entrepreneur MAGAZINE

Why Bend, Ore., Is the Next Big City for Entrepreneurship



Bruce Schoenfeld - MAGAZINE CONTRIBUTOR



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people come here and visit, and the know they are moving here and

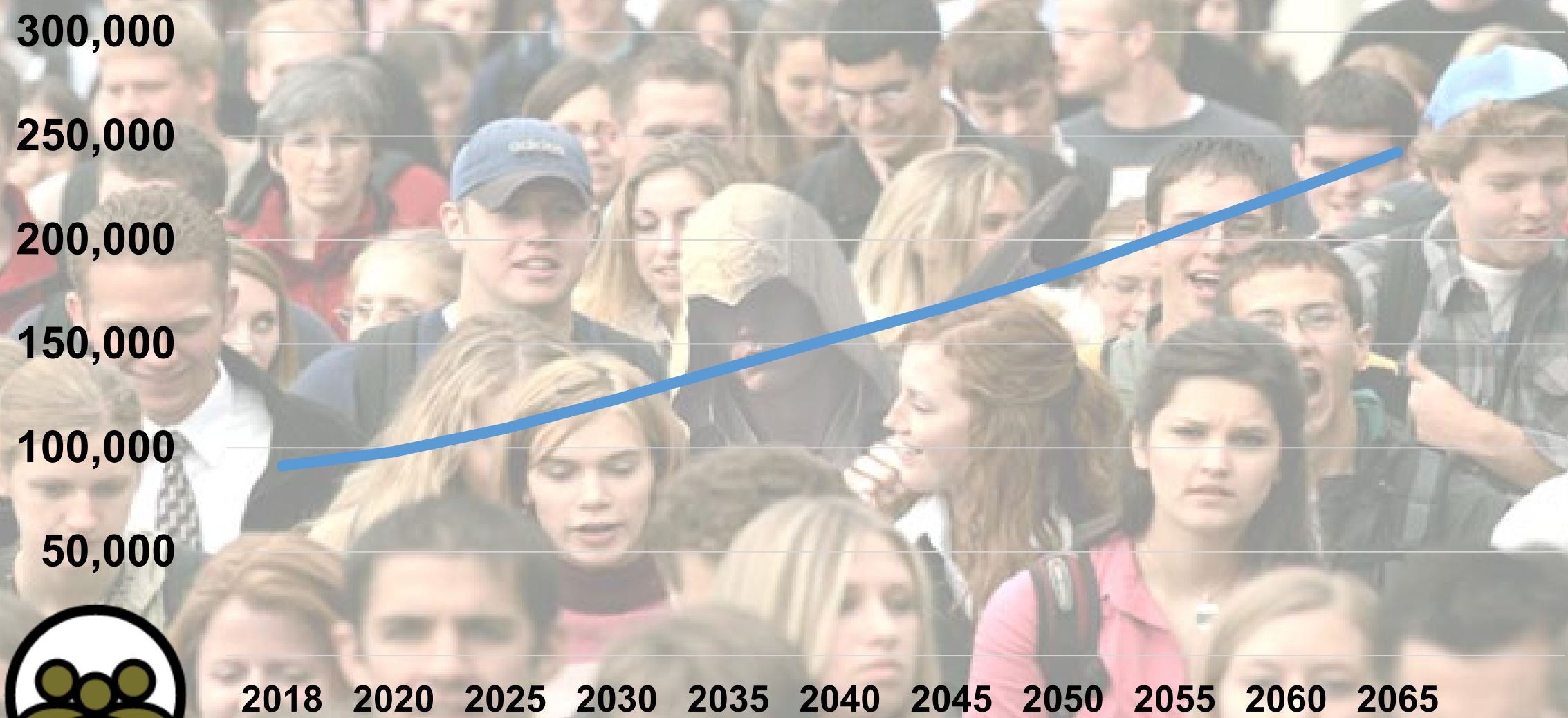




# CITY OF BEND

BUILDING ON OUR PAST - SERVING THE PRESENT  
SHAPING BEND'S FUTURE

# Population forecast for the future



# CORE SERVICES AND VALUES



# 2021-2023 CITY COUNCIL



**Gena Goodman-  
Campbell**  
*Mayor*



**Anthony Broadman**  
*Mayor Pro-Tem*



**Barb Campbell**  
*Councilor*



**Megan Perkins**  
*Councilor*



**Mo Mitchell**  
*Councilor*



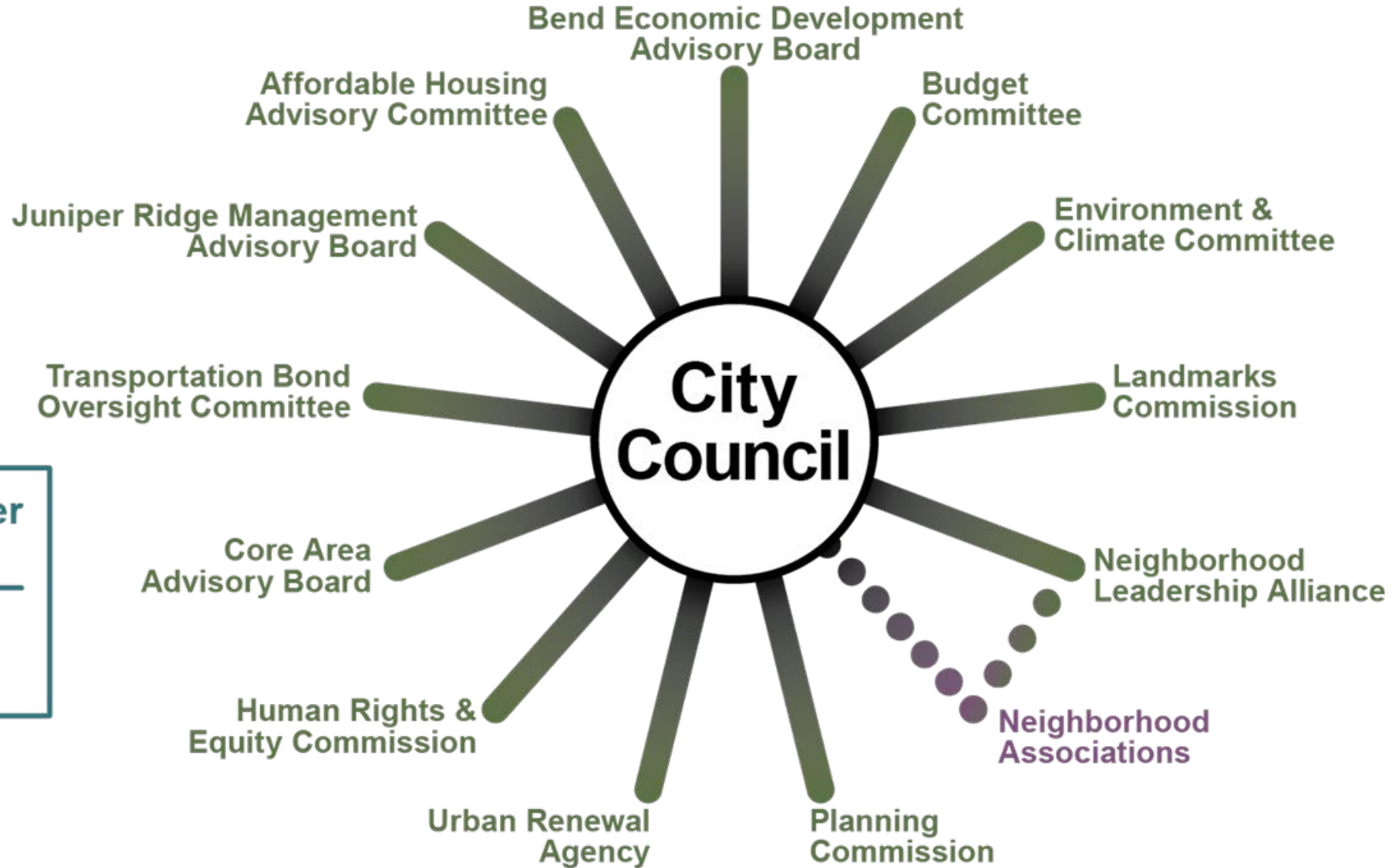
**Melanie Kebler**  
*Councilor*



**Stephen Sehgal**  
*Councilor*



# COMMUNITY ADVISORY COMMITTEES



## City Manager Appointed:

Accessibility  
Advisory  
Committee

## Police Chief Appointed:

Police Chief's  
Advisory Council

**COUNCIL GOALS**



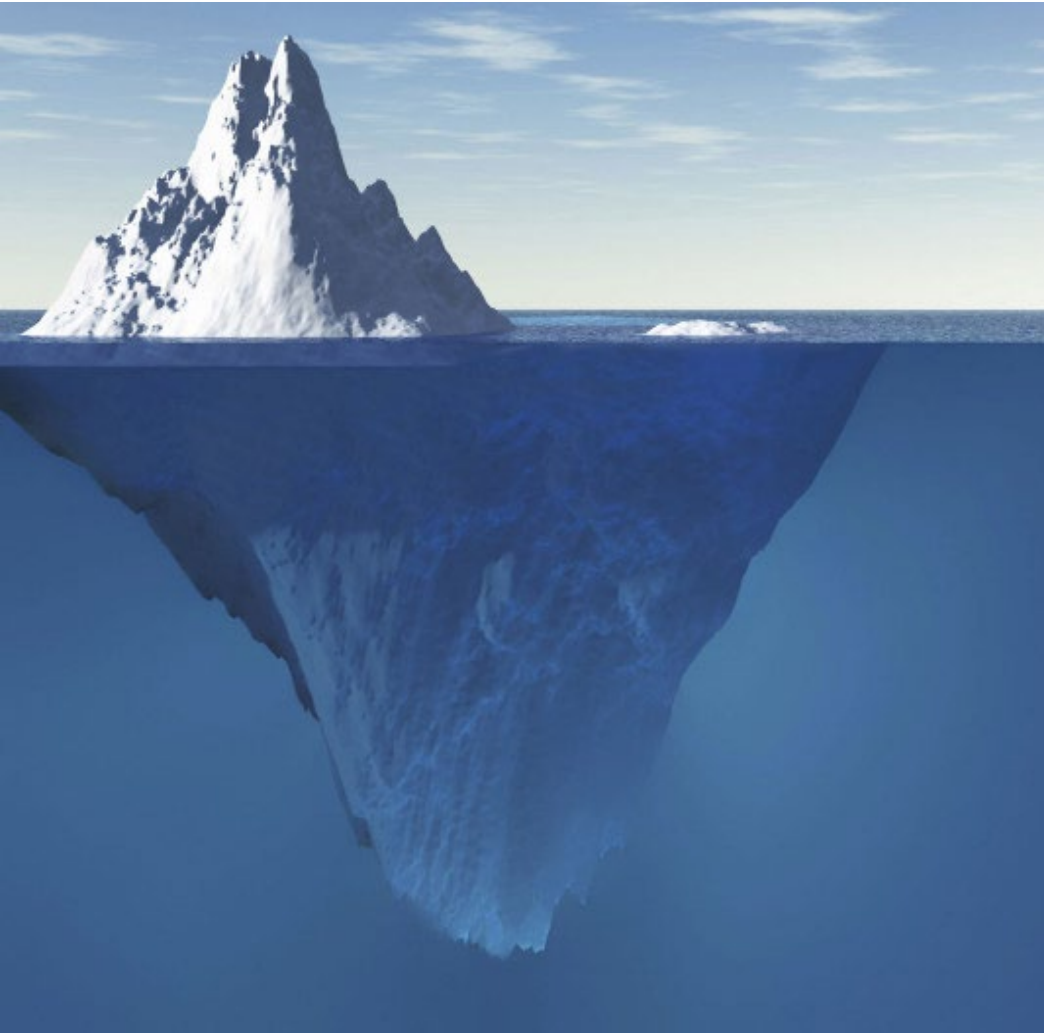
**Community Member Inputs**

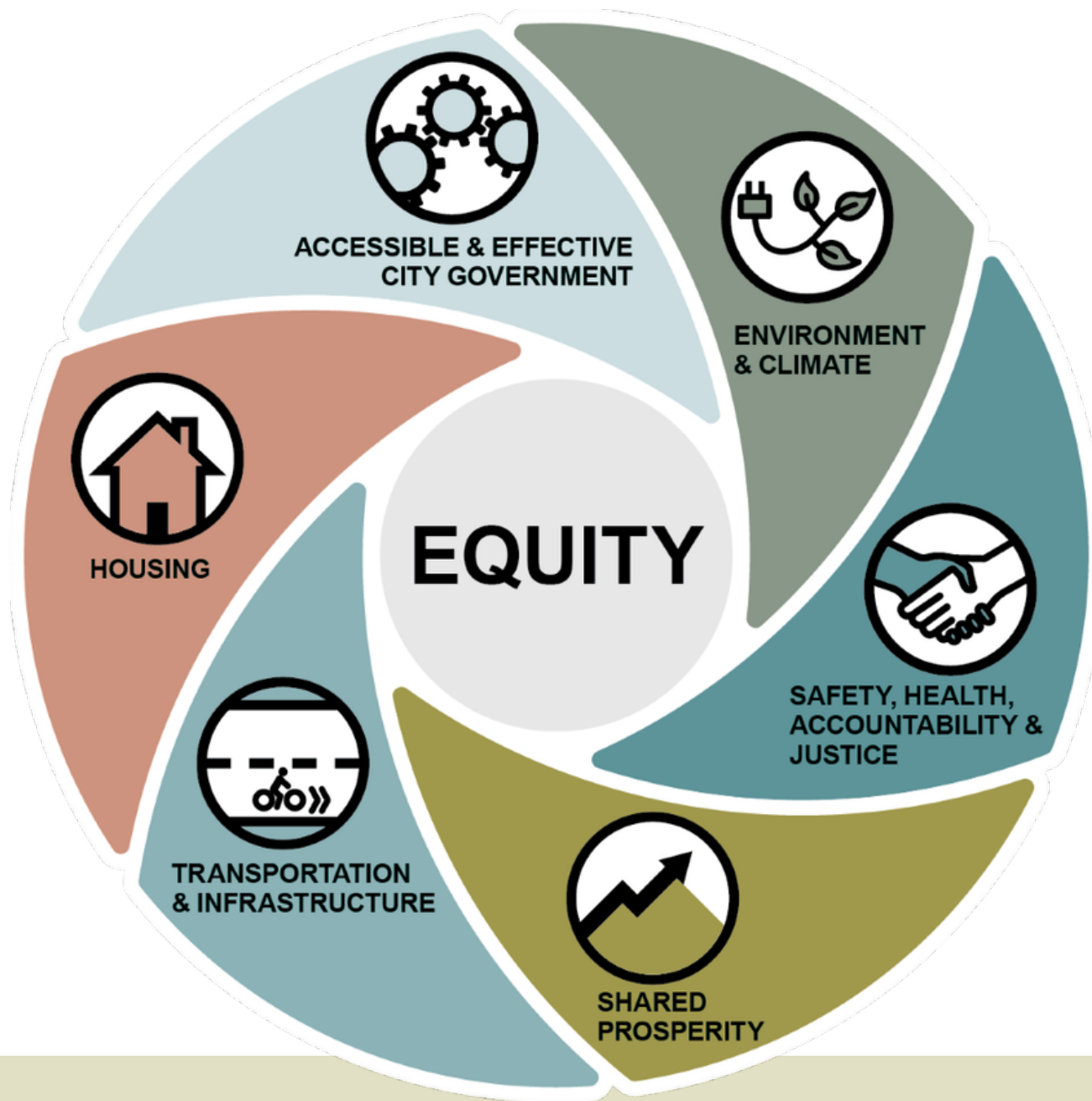
# **Council Goals**

**Citywide Strategic Plan**

**Departmental Strategic Plans**

**Individual Employee Goals**





# 2021-2023 Council Goals

# **BUILDING COUNCIL RELATIONSHIPS**





- **Guiding Principles**

- Meet Councilors where they are at:
  - Give the attention they want, not what you think they want
- Create a systematic approach
- Over-prepare for Council Meetings
- Leverage Councilor strength,
- Use Strategic Planning as a foundation for team culture of staff and Council
- Thoughtful public engagement- use of task forces, boards and committees should be leveraged

- **Establishing a Cadence**

- Availability during campaign- outreach to all candidates equally
- Council Orientation
  - Blending technical, story telling
  - Driven by needs of the Council
- Council Goal Setting - tie to Budget Development and Performance Review
- Quarterly reviews of performance tracking, including board and committee involvement



- Link to Council Resource Page:
  - <https://bendoregon.sharepoint.com/sites/NewCouncilorResourcePage>



# How The Budget Works



<https://www.youtube.com/watch?v=Qb-ddObKpic#action=share>

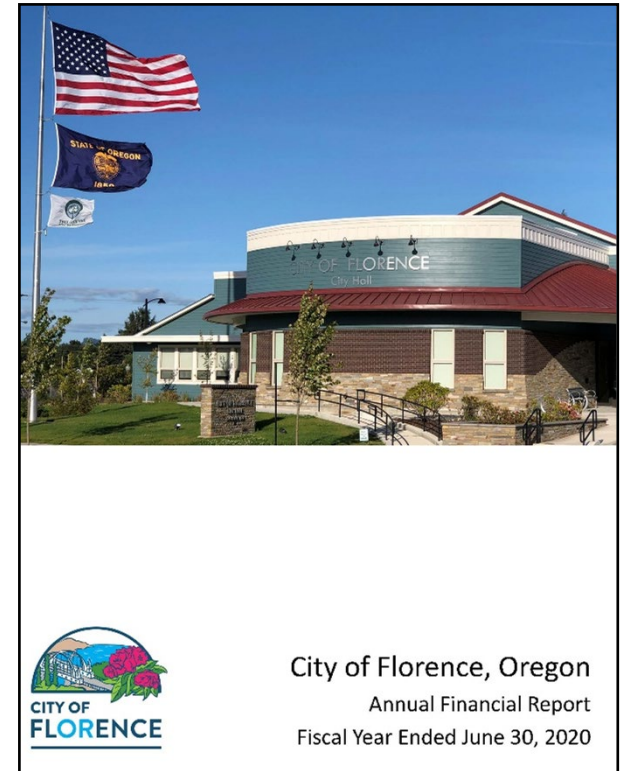
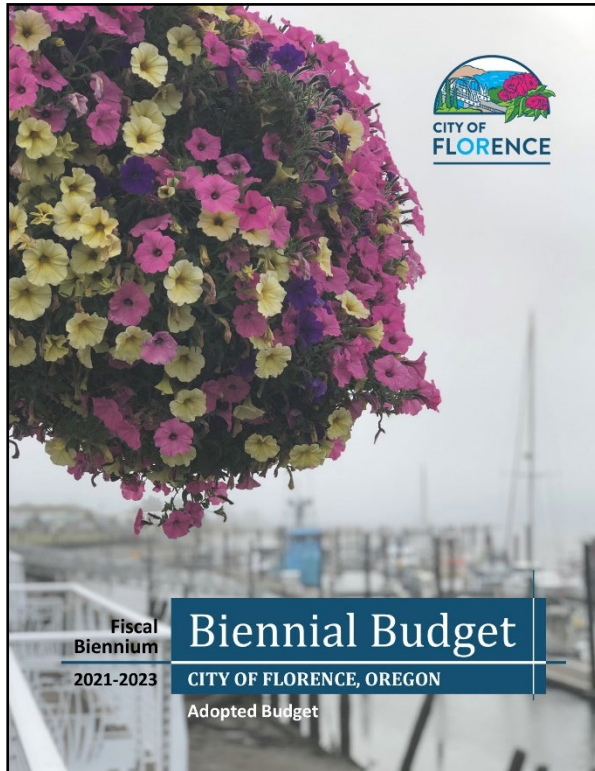
# City Work Plan Development



WHERE DO WORK PLAN ITEMS ORIGINATE?



# BUDGETARY & FINANCIAL REPORTING



# **MAINTAINING COUNCIL RELATIONSHIPS**

# MANAGING COUNCIL RELATIONSHIPS



- Weekly Council Agenda Review
- Weekly Council Memo
- Council Subcommittees
- Liaison Assignments
  - Assistant City Manager
  - Department Heads & Committee staff support
- Customized lunches, phone calls
- Occasional topical briefings on high profile issues
- Staff
  - Exec. Team meetings the day after Council
- Council
  - Mayor Debrief the day after Council



# COMMUNICATION & TRUST



## City Manager Weekly Update

*Friday, September 23, 2022*

- Regular events
- Celebrate together
- One-on-one meetings
- No Surprises
- Difficult messages in-person or by phone
- Share in grief
- Regular updates





# ACCOUNTABILITY & TRANSPARENCY



## PERFORMANCE EVALUATION

- City Council Relations
- Organizational Leadership
- Stakeholder & Customer Relations
- Financial Management
- Work Habits

## SELF-EVALUATION

- Annual Report
- Showcase wins
- Discuss Challenges
- Personal Reflections
- What's Next



# CREATE COMMUNITY



## EVENTS

- Annual Festival
- Block Party
- National Night Out
- Back-to-School BBQ
- Holiday Events and Christmas Tree Lighting
- Scavenger Hunts
- State of the City
- Partner Agency Events



# **ESTABLISHING BOUNDARIES AND MANAGING CONFLICT**



# ESTABLISHING BOUNDARIES AND MANAGING CONFLICT



- Include in electronic communication and notified of meetings with staff
- Council Rules- Separation between the Council's and City Manager's:
  - Not interfering with the day-to-day administration
  - Working together as a team within a spirit of mutual confidence and support
  - Limiting individual inquiries and requests for information
  - Basic information- Department Heads with cc to City Manager
  - More than 2 hours of work- needs to go to Council
  - Council scheduled requests at Work Sessions
- Council Quarterly Goal Updates
  - Work Plan something gets added, something gets taken off
- Conflict
  - Conflict should be dealt with 1-on-1
  - Assistance of the Mayor/Mayor Pro-Tem to address boundary issues if needed

# Rules of Procedure



## ADVICE

- Code of Ethics
- Be vulnerable
- Treat fairly
- Act quickly or slowly
- Be a good person
- Stay in contact
- Remain current
- Advance deep work

