

Council Business Meeting

December 7, 2021

Agenda Item	Police Services Consolidation Study	
From	Gary Milliman Tighe O'Meara	City Manager Pro Tem Chief of Police
Contact	Gary.milliman@ashland.or.us	

SUMMARY

A joint study by the Cities of Ashland and Talent to examine the feasibility of police services consolidation as well as an amendment to the current IGA for police services.

POLICIES, PLANS & GOALS SUPPORTED

Improve efficiency of providing sustainable City services.

PREVIOUS COUNCIL ACTION

The City of Ashland entered into an Intergovernmental Agreement (IGA) with the City of Talent in May 2021 whereby Ashland supplements Talent police services with 12 hours of patrol coverage per day utilizing Ashland police personnel.

BACKGROUND AND ADDITIONAL INFORMATION

In May of 2021 the City of Ashland entered into an agreement with the City of Talent to provide 12 hours of police patrol services to the City of Talent, as well access to APD's on-duty supervisors, detectives and training. This agreement was adhered to from June 1, 2021 through November 14, 2021. This arrangement was beneficial for both entities, giving Talent the patrol coverage it needed, while also giving the City of Ashland another revenue source to support general fund operations.

Over the last several months APD has seen some significant reductions in its staffing levels, as have many police agencies around the country. These staffing shortfalls have made it difficult for APD to continue to support 12 hours of patrol services in Talent each day. APD staff requested that the City of Talent allow a suspension of this aspect of the agreement, and the City of Talent agreed. APD patrol services covered under this agreement were suspended effective November 15, 2021. One request staff is bringing to Council via this Council Communication is a request to formalize the suspension of patrol services, for the time being at least, by authorizing the City Manager Prop Tem to sign the attached amendment to the agreement.

The City Managers and Police Chiefs of both cities believe there are cost savings and service enhancement to be achieved through a broader agreement to consolidate police services for both community under one police department. Law enforcement agencies across the nation are struggling to recruit and hire police officers. The International Association of Chiefs of Police conducted a membership survey in late 2019 and found that 78 per cent of agencies had difficulty in recruiting qualified candidates and 25 per cent of agencies had to reduce or eliminate services because of staffing difficulties.

The city managements believe that a feasibility study to examine all issues and alternatives in methods of consolidating police services is appropriate, and have contacted the Portland State University, Center for Public Service, to obtain a proposal for this study. The City of Talent would be the lead agency for the study and Ashland would pay for 50 per cent of the cost through a Memorandum of Understanding. This comprehensive report would review:

Recognizing that the nationwide context impacting recruitment is not likely to change, the City will contract with Portland State University to conduct a feasibility study which will analyze:

- The staffing levels and overall cost needed to maintain an independent police department; and,
- The development and comparison of various service delivery alternatives, including supplementation from other jurisdictions and/or consolidation. That comparison would include:
 - Mission and goals of the respective departments
 - Policing philosophy and approach
 - Management oversight and governance
 - Organizational structure
 - Staffing
 - Employee experience
 - Fiscal sustainability
 - Cost sharing
 - Potential union/association considerations

FISCAL IMPACTS

The cost of the study is estimated to be approximately \$20,000, however that number is unknown at this time. Staff is asking for Council's permission to spend not more than \$15,000 on Ashland's portion of the payment.

STAFF RECOMMENDATION

Authorize the City Manager Pro Tem to execute a Memorandum of Understanding with the City of Talent for funding a comprehensive study of consolidation of police services, as well as sign the attached amendment to the IGA with Talent for police services.

ACTIONS, OPTIONS & POTENTIAL MOTIONS

Motion to authorize the City Manager Pro Tem to execute a Memorandum of Understanding with the City of Talent for funding a comprehensive study of consolidation of police services and to sign the amendment to the agreement with the City of Talent.

Or: Take no action.

REFERENCES & ATTACHMENTS

Attachment 1. Amendment to the agreement with the City of Talent

Attachment 2. Proposal from City of Talent

AMENDMENT NO. 1
TO THE
AMENDED AND RESTATED INTERGOVERNMENTAL AGREEMENT
BETWEEN
THE CITY OF TALENT, OREGON
(hereinafter “Talent”),
AND
THE CITY OF ASHLAND, OREGON,
(hereinafter “Ashland”),
FOR
THE PROVISION OF LAW ENFORCEMENT SERVICES AND TRAINING

RECITALS

- A. Talent and Ashland previously entered into an Amended and Restated Intergovernmental Agreement effective June 1, 2021 (the “Agreement”), in order for the Ashland to provide law enforcement services and training to Talent; and
- B. Ashland is currently experiencing a shortage of law enforcement officers within its police department; and
- C. Talent and Ashland wish to amend the terms of the Agreement to suspend the twelve (12) hours of patrol services provided by Ashland and to reduce the amount of compensation to be paid as a result of this change.

AGREEMENT

NOW THEREFORE, in consideration of the mutual benefits and obligations set forth herein, the parties hereby agree as follows:

1. Subsection 2.d of the Agreement is deleted in its entirety effective November 15, 2021.
2. Subsection 4.a is deleted in its entirety and is replaced as follows: The payment of compensation to Ashland for law enforcement services shall be suspended as of November 15, 2021, as Ashland will no longer be providing regular patrol services for twelve (12) hours each day after that date. The payment for services for November of 2021 shall be pro-rated and shall be in the amount of \$14,583.33 (fourteen thousand five hundred and eighty-three dollars and thirty-three cents).
3. This Amendment No. 1 is effective November 15, 2021 (the “Effective Date”).
4. Except as specifically modified by this Amendment No. 1, the terms and conditions of the Agreement remain in full force and effect.

5. The Ashland Police Department will continue to provide access to its on-duty supervisors, to its detectives and to its training at a cost of \$750 per month.

IN WITNESS WHEREOF the parties have caused this Amendment No. 1 to be signed in their respective names by their duly authorized representatives as of the dates set forth below:

CITY OF ASHLAND, OREGON

CITY OF TALENT, OREGON

By: _____

By: _____

Printed Name: Gary Milliman

Printed Name: _____

Title: City Manager Pro Tem

Title: _____

Date: _____

Date: _____

City of Talent, Oregon

Proposal to

Examine Public Safety Program Structures and Finances to Develop and Assess Alternative Program Options

December 2021

Submitted by:

Center for Public Service
Mark O. Hatfield School of Government
Portland State University

Proposal Contact Information:
Ms. Erica Fulton
Operations Manager
Center for Public Service
Mark O. Hatfield School of Government
College of Urban and Public Affairs
Portland State University

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Proposal and Consulting Project Recommendation

The Portland State University Center for Public Service (CPS) is pleased to propose a joint consulting project with the City of Talent, Oregon to examine the city's current public safety programs and finances, and to develop and assess alternative service delivery configurations and program options. The proposal is intended to provide information on CPS services and capacities, and to set a foundation of project tasks and costs. CPS stands ready to work with the City of Talent, and the City of Ashland as a project co-funder, to revise and refine this proposal.

CPS faculty has developed experience with smaller, Oregon local governments in the assessment and reconfiguration of public safety services, especially involving the procurement of external services. Our past consulting project with the City of Creswell in 2014-2015 (City Manager Michelle Amberg) required a similar assessment of internal and external service provision, costs and finances, and assessment of service performance. Other local government clients have included the Cities of Fairview, Troutdale and Wood Village on fire and emergency medical services (EMS), and the City of Brookings Annexation study (2015-2016) with then City Manager Gary Milliman.

CPS recognizes that Talent and Ashland face challenges recruiting, filling and retaining law enforcement officer positions. Both the Talent and Ashland police departments suffer from several open and unfilled positions. With staffing issues, Talent is unable to provide the 24/7, two-deep shift coverage intended in policy.

Both cities face financial difficulties and challenges to their General Funds in the form of tax revenue losses, continuing trends of sustained increasing costs, and the depletion of fund balances. As a partial response to these challenges, the City of Talent recently began to purchase night shift patrol services from the Ashland Police Department. The Talent service population is much more multi-cultural, foreign-born, moderate income, and with lower house values than most other parts of Jackson County. Policing policies and practices in Talent must respect these demographics. Effectively, the Ashland Police Department has an ongoing effort and performance goal of better engaging with and building trust with BIPOC community members.

The City of Talent would like to explore the options of purchasing a larger portion, or all, of its public safety services from an external provider. The Ashland Police Department could be one such provider, but other agencies such as the Jackson County Sheriff's Office should be considered. The City requests a proposal for consulting services which would develop options for law enforcement reform and for the external procurement of services. The City has identified the following important issues:

- Compatibility of police department mission and goals;
- Policing philosophy and approach;
- Management oversight and governance;
- Organizational structure;

- Staffing and employee experience;
- Fiscal sustainability;
- Cost sharing; and
- Potential union/ association considerations.

CPS understands that the City of Ashland will be a co-funder to the consulting project. City of Ashland issues include:

- How to govern a joint department;
- How to structure and staff a joint department;
- Whether to establish a sub-station in Talent;
- How to fund a joint department;
- How and what requirements to absorb all Talent officers into a joint department; and
- What administrative, evidence, records, communications and other support services could be shared or transferred to a joint department?

Initial Outline of Scope of Work and Joint Contributions

CPS proposes a project that would place primary attention, assessment and in-depth analysis on the Talent and Ashland police departments. Additional assessment focus and detailed analysis would be placed on other potential partner agencies only as needed (e.g. City of Medford, City of Phoenix, Jackson County Sheriff's Office).

CPS proposes a set of research and analysis tasks that would respond to the above listed issues. In a loose order of performance:

- Self-assessment of Talent and Ashland service demand and incident intensity, patrol officer workload, and patrol shift staffing using existing information, existing analyses, and command staff opinion. CPS would conduct interviews and compile information.
- Self-assessment for both departments using existing information and analyses, and interviews of command staff to compile an organization profile of all non-patrol department functions including investigations demand and workload, records, training, evidence, administrative, community policing and prevention, and external participation.
- Investigation of both departments' missions and goals, policing philosophy, governance and oversight.
- Selected human resources and demographic analysis of both departments, including vacancies, employees' level of experience, and potential retirements and turnover, with attention to how the human resources of the two departments might complement each other.
- Comprehensive analysis of current financial situation for both cities, including revenues, costs and fund balance trends, capital and equipment investments, internal service charges, long-term retirement liabilities, risk liabilities, personnel cost compensation profiles, and computation of unit costs. Identify potential transfers of costs, risk liability, financial liabilities (PERS), and capital investments.

- Comparative case studies of the experiences of 3-5 Oregon small cities that procure law enforcement services from external providers. Case profiles could include management oversight and governance, structure, performance criteria and assessment, costs and financing, factors for success and difficulties (e.g. select from Cities of Creswell, Veneta, Cornelius, Happy Valley, Wilsonville and Troutdale).
- Identify and profile 3-5 alternatives program and service delivery configurations for initial development, for example:
 - Consolidate Talent PD with the City of Phoenix PD for all law enforcement services
 - Permanently continue to purchase service hours from the Ashland PD for night shift only
 - Purchase service hours from the Ashland PD for night and portions of other shifts (swing and day) and for selected support and administrative functions
 - Dissolve Talent in-house department, and transfer and consolidate the total function with Ashland
 - Purchase service hours from the JCSO or City of Medford
- Consult with Talent and Ashland to select one or two alternatives for further refined development; extend analysis and descriptions as needed.
- Comparison of alternatives and recommendations.
- Presentation of findings and final report preparation, Council presentation(s)

To accomplish these task modules, CPS will provide consulting and assessment services, financial analysis services, communications services, and project management.

For their contributions, the City of Talent would:

- provide guidance on issue and problem formulation;
- provide program factual, service demand, financial, compensation, labor agreement, statistical and GIS land use planning information;
- make members of the Talent and Ashland leadership, HR and finance teams, and police department command staff members available for in-person or online interviews;
- support CPS access to the leadership at the Jackson County Sheriff's Office, at the City of Medford PD, and with other external agencies and community groups;
- provide project oversight and strategic direction.

Budget and Timeline

CPS has budgeted the above package at \$28,816 for a 5-month project which would begin Jan. 15, 2022 and run through June 15, 2022. The CPS team would include Public Administration faculty members, CPS Senior Fellow experts, CPS staff, and a small number of Master's or doctoral graduate students. An initial proposed work tasking schedule, task hours by position level, and activity cost table follows.

Proposed Project Work Task Hours & Budget

Task/Deliverable	Work Dates	Faculty / Senior Fellow Experts	CPS Staff	Graduate Students	Other	Total
Hours						0
Project design and startup	Jan 2022	6				
Department self-assessment profiles: service demand, patrol, all functions, mission & governance	Jan to mid- Feb	12		35		
Human resources analysis	mid-Feb	6		20		
Financial, personnel compensation, production cost analysis	mid-Feb	18		30		
Comparative governance / performance case studies from peer cities	March	8		24		
Initial range of alternatives considered	mid-March	4		20		
Selection and refinement of final alternatives	early April	16		16		
Comparisons, evaluations, and recommendations	April	14		32		
Presentations and final report	mid-May to early June	16	12	40		
Total hours		100	12	217		329
Hourly rate		\$ 198	\$ 80	\$ 32		
Total Cost For Hours Worked		\$ 19,800	\$ 960	\$ 6,944		\$ 27,704
Travel & lodging					\$ 1,112	\$ 1,112
Total Proposed budget						\$ 28,816

Supplemental Work Modules

To improve the information foundation and decision quality resulting from the proposed project, CPS offers **two** separate, supplemental quantitative analyses.

Supplemental Analysis 1:

Regional Labor Market Analysis Competitiveness Comparison for Patrol Officer and Sergeant Positions:

- To take on the larger issue of competitiveness in officer recruitment and retention, we recommend this analysis.
- Limited to the two positions of patrol officer and supervisory shift sergeant, assess and compare Talent and Ashland total agency compensation among Rogue Valley law

enforcement peer employers, including market dominant employers. Comparison would include 6-8 employers, (e. g. City of Talent, City of Ashland, Jackson County Sheriff, City of Phoenix, City of Medford, City of Grants Pass, City of Jacksonville).

- Research and display a detailed breakout and comparison of position salaries and compensation, insurance and other benefits, retirement benefits.
- This analysis can support and enlarge the financial and cost analysis, and human resources analysis described above in this project proposal.

Total cost: \$7,500

Supplemental Analysis 2:

Comprehensive Patrol Service Demand, Officer Workload, and Staffing Analysis for Talent PD

- Instead of using a police department self-assessment from existing information, develop a detailed data-driven framework of service demand.
- Obtain/ purchase call-for-service and incident dispatch data from the Emergency Communications of Southern Oregon (EOSC) network. Obtain the CJIS Uniform Crime Reporting data for corresponding years.
- Consult with Talent PD representatives to gain additional information on service demand, staffing and coverage, and on confirmation of analysis findings.
- Data and analysis time frame should cover pre- and post-Almeda fire. Patrol services assessment analysis would include:
 - Daily/ weekly/ monthly call and incident demand patterns.
 - Call types, multiple officer incidents.
 - Call response time analysis (as a service benchmark).
 - Patrol officer time usage analysis: responding to directed calls, officer self-initiated, executing background services and prevention, report writing, administrative and training, court time.
 - Using coverage demand results, identify shift staffing depth, “peg board” analysis
 - Staffing and coverage analysis; identify shift relief assumptions, contract hours per year, sick and leave time, historical overtime hours.
- Completion of the analysis may be limited by the availability, timeliness, completeness and quality of call-for-service data obtained from the EOSC.

Total Cost: \$ 6,300

Replace the patrol self-assessment with this package, net increase in total project cost: + \$2,850.

Qualifications of the PSU Center for Public Service (CPS)

The Center for Public Service (CPS) is a unit of the Hatfield School of Government within the College of Urban and Public Affairs at Portland State University. The Hatfield School of Government is Oregon's primary provider of advanced education and applied research services in Criminal Justice, Public Administration, and Political Science. Within the Hatfield School, the Center for Public Service serves as a bridge between the faculty and students of the Hatfield School, and local governments, nonprofits and the public throughout Oregon and Southwest Washington region. CPS applied research and consulting services draw on the extensive expertise of the Hatfield School faculty, and from a group of senior fellows with expertise in local, state and federal administration.

Portland State University is an Oregon state agency able to enter into intergovernmental agreements. The resumes of the faculty members and CPS senior fellow involved with this proposal are attached with brief descriptions below.

CPS Project Team

Kent Robinson will be the project leader. Dr. Robinson has taught courses on budgeting and financial management and is co-author of *Budgeting for Local Governments and Communities*. He was the project leader for an analysis of fire/EMS service and governance for the cities of Troutdale, Fairview and Wood Village. His consulting experience with the Center for Public Service also included an analysis of alternatives for emergency communications for Brookings and Curry County.

Scott Lazenby, Local Government Projects Manager for CPS will assist Dr. Robinson with overall project management and provide backup as necessary. Dr. Lazenby has been on the faculty of PSU since 2007, teaching courses on budgeting, project management, and leadership. Lazenby has had a 40-year career in local government management, serving as city manager of Lake Oswego and Sandy, Oregon, and management & budget director for Glendale, Arizona. All of these cities operated their own police departments; Sandy provided law enforcement service through an intergovernmental agreement to the neighboring City of Estacada.

CPS staff will provide logistical support for the project as well as editorial support for production of a final report and recommendations. One or more graduate students will assist in gathering data and performing analysis of financial and service configuration data.

Kent S. Robinson, Ph.D.

Senior Fellow

Center for Public Service

Portland State University

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krobinphd@gmail.com

September 1, 2021

Education

2004: Ph.D. in Public Administration and Policy, Portland State University in Natural Resource Policy and Administration. Dissertation title: *The Contribution of Social Trust and Reliance to Administrative Process*. DAI/ UMI #: AAT 3150620. Dr. Craig W. Shinn, chair

1987: M.S. in Forest Sampling, Colorado State University, Fort Collins, Colorado. Master's Thesis title: *A Linear Program Harvest Scheduling Model Solved Under Uncertain Technology Matrix Coefficients*. Dr. David Betters, chair.

1979: B.S. in Forest Management, Oregon State University, Corvallis, Oregon.

Employment

Senior Fellow, Center for Public Service (CPS) (part-time and volunteer), Hatfield School of Government, Portland State University, Portland, Oregon. 6/2021 to present.

Assistant Professor (Tenure Track). Department of Public Administration, Hatfield School of Government, Portland State University. Portland, Oregon. 9/2016 to 6/2021.

Adjunct and Affiliate Assistant Professor (part-time and occasional courses). Public Administration Division, Hatfield School of Government, Portland State University. Portland, Oregon. 9/2011 to 8/2016.

Senior Fellow and Project Manager. Center for Public Service (CPS) (part-time), Hatfield School of Government, Portland State University. Portland, Oregon. 9/2011 to 8/2016.

Adjunct Assistant Professor and Instructor (part-time and occasional courses). Public Administration Division, Hatfield School of Government, Portland State University, Portland, Oregon. 9/2000 to 6/2005.

Assistant Professor (Tenure Track and Visiting Professor). Institute of Public Service, Seattle University, Seattle, Washington. 9/2005 to 8/2010.

Policy and Programs Analyst, American Forest & Paper Association (AF&PA).
Washington D.C. 10/1987 to 6/1995.

Political Campaign Staff, Kupillas for Congress Campaign. Medford, Oregon. Three
week volunteer residency, 10/1994.

Operations Research Analyst, U.S. Forest Service, Willamette National Forest, Forest
Planning Team. Eugene, Oregon, 2/1987 to 9/1987.

Operations Research Analyst and Computer Programmer, (Part-time) U.S. Forest
Service, Systems Application Unit (SAU). Ft. Collins, Colorado, 1/1984 to
1/1987.

Computer Programmer and Field Forestry/ Timber Inventory Technician, U.S. Forest
Service. Region 6 Office, Timber Management staff. Portland, Oregon, 5/1980 to
6/1983.

Forestry Technician (timber management and wildfire crew), U.S. Forest Service. Unity
Ranger District, Wallowa-Whitman National Forest, Unity, Oregon, summer 1979
and spring 1980.

Publications

Text Books

Morgan, D.F., Green, R., Shinn, C.W., Robinson, K.S., Banyan, M. (In press final). Co-
author. *Foundations of public service*, (3rd ed). New York: Routledge.
Introductory text to public administration leadership, governance and ethics.
Revision and update to the 2013 2nd edition. Primary responsibility for the public
budgeting and financial management chapter; support on administrative law
chapter. [https://www.routledge.com/Foundations-of-Public-Service-E-Pluribus-
Unum/Morgan-Green-Shinn-Robinson-Banyan/p/book/9781032110066](https://www.routledge.com/Foundations-of-Public-Service-E-Pluribus-Unum/Morgan-Green-Shinn-Robinson-Banyan/p/book/9781032110066)

Morgan, D.F., Green, R., Shinn, C.W. & Robinson, K.S. (2013). Co-author. *Foundations
of public service*, (2nd ed.). New York: Routledge/ Taylor & Francis.
<https://www.routledge.com/products/9780765634597>

Morgan, D.F., Robinson, K.S., Strachota, D.R. and Hough J.A. (2015). Co-author.
Budgeting for local governments and communities. (608 pages). New York, NY:
Routledge, <https://www.routledge.com/products/9780765627803> Textbook
website with exercises and dataset at:
<https://sites.google.com/a/pdx.edu/psu-budgeting-exercises/>

Book Chapters

Robinson, K.S. and Morgan, D.F. (2015). Local government as polity leadership:
Implications for New Public Governance. In Cook, B.J. & Morgan, D.F. (Eds.),
New Public Governance: A regime perspective. (ch. 12). Routledge/ Taylor &
Francis. <https://www.routledge.com/products/9780765641007>

Robinson, K.S. (2009). America's public lands: Challenges of preservation, use and
governance. In Quick, P.J. and Cunion, W. (Eds.), *Governing America: Major
policies and decisions of federal, state and local government from 1989 to
Present*. (1):203-210. New York: Facts on File Publications.

Consulting Contracts and Sponsored Work

***indicates PSU graduate student or recent graduate**

Robinson, K.S. (project manager), *Manson, P. (co-project manager) and *Sherbo, K., *Smith, C. (11/2018–8/2019). *City of Silverton parks and recreation project, City of Silverton, Oregon*. Center for Public Service, Portland State University, \$25,000 contract. Consulting project to support the City's citizen task force developing a special district proposal for aquatics and recreation services. Project management and client relations, facilitation of several task force public meetings, budget and financial analysis, final report co-authorship and editor.

Robinson, K.S. (faculty co-investigator, final project manager), Winthrop, B. (initial project manager), Keisling, P., *Parente, J. (11/2018— 9/2019). *Curry County/ City of Brookings 911 public safety answering point (PSAP) emergency communications system configuration study*. Center for Public Service, Portland State University. Provided technical review, technical analysis, and final report review.

Winthrop, B. (project manager), Manson, P., Keisling, P., Robinson, K.S. (supporting faculty co-investigator), Wilkins, K. (6/2018). *Local government fiscal resiliency study: Building a data driven model to assess the capability of local governments and their communities to maintain core public services*. North Star Civic Foundation, Portland, Oregon and the Center for Public Service, Portland State University.

Robinson, K.S. (faculty co-investigator), *Lee-Anderson, J., Keisling, P. (Project Manager). (4-6/2018). *Options for improving the efficacy of municipal public safety organizations in responding to incidents involving potential mental health issues: A review of relevant literature and recent initiatives across the U.S.* Consulting project for the City of Gresham, Oregon. Center for Public Service, Portland State University.

Robinson, K.S. (project manager), Rouse, D., *Bermudez, G., *Cheney, R., *Kaufman, A., *Wilkins, K. (8/2016—6/2017, presentation to Council 11/21/2017). *Sanitary sewer acceptance and annexation study consulting project, City of Lake Oswego, Oregon*. Center for Public Service, Portland State University, \$25,000 contract. Project manager with a team of four graduate student part-time employees and a CPS senior fellow (retired public works engineer). Project proposal and budget preparation; team hire and development; project task management and client relations; citizen interviews; budget, financial and revenue analysis; alternative scenario development.

Robinson, K.S. (project manager), Tremoulet, A., *Hawke, S. *Sykes, R., *McKey, C. (8/2015--9/2016). *Design of telephone survey and survey support for manufactured housing owners in 15 Oregon counties*. NeighborWorks Umpqua nonprofit, Roseburg, Oregon. Center for Public Service, Portland State University, \$29,500 contract. Project manager with a team of three graduate

student part-time employees, and billed hours from an Affiliate Professor from Urban Studies Department. Project proposal and budget preparation; project management and client relations; consultation on survey design.

Robinson, K.S. (project manager), Winthrop, B., Rouse, D., *Manson, P., *McKee, C., *Wagner, P. (2/2015—2/2016). *Brookings annexation project, City of Brookings, Oregon*. Center for Public Service, Portland State University, \$48,000 contract. Analyzed the current situation and potential annexation of a densely populated unincorporated service area into the city. Project was conducted against political tension and media scrutiny. Project manager with a team of three graduate student part-time employees and two CPS senior fellows. Project proposal and budget preparation; graduate student team hire and development; project task management and client relations; citizen interviews; budget, financial and revenue analysis; alternative scenario development; final written report co-authorship and editor.

Robinson, K.S. (project manager), Winthrop, B., *Craven, R., *Sykes, R. (1/2015--7/2015). *Creswell policing study, City of Creswell, Oregon*. Center for Public Service, Portland State University, \$30,000 contract. Analysis of a small city's procurement of law enforcement services from a County Sheriff; development and analysis of alternative service delivery scenarios.

Robinson, K.S. (project manager), Gleason, M., *Grabow, M., *Kangabe, M.J. (2014, Summer). *Analysis of city council and senior staff operations and efficiencies, City of Gresham, Oregon*. Center for Public Service, Portland State University, \$14,500 contract.

Robinson, K.S. (project manager), Winthrop, B., *Durden, L., *Wullschlager, G., Keisling, P. (1/2013—1/2014). *Three Cities fire and emergency services project. Cities of Fairview, Troutdale and Wood Village, Oregon*. Center for Public Service, Portland State University, \$32,000 contract. Analysis of three small cities' procurement of fire and EMS services from an adjacent larger city. Assessment of situation, program performance, incident response and service reliability analysis, service delivery alternative development, staffing and financial analysis. Posted at:
https://pdxscholar.library.pdx.edu/publicservice_pub/3/ and
https://pdxscholar.library.pdx.edu/publicservice_pub/4/

Morgan, D.F. and Robinson, K.S. (2000). *Handbook on public budgeting*. Prepared for the Oregon Government Finance Officers Association (OGFOA). Hatfield School of Government, Executive Leadership Institute, Portland State University, Portland, Oregon.

Robinson, K. S. (2000). *A management review of the Washington County, Oregon commissioner-appointed citizen boards, committees and commissions*. Project final report to the Washington County Administrator. Executive Leadership Institute, Portland State University, Portland, OR:

Robinson, K. S. (1997). *Funding and policy impact profiles for health and social services for 14 Oregon counties*. Final project work product to the Pacific Non-Profit Network Inc., Medford, Oregon. Institute for Nonprofit Management, Portland State University, Portland, OR.

Presentations at Government Public Meetings

***indicates PSU graduate student or program graduate**

Robinson, K.S. (2019, Aug.). *City of Silverton parks and recreation study*. Report to City Council. City of Silverton, Oregon. Facilitated three public work sessions of the City's Parks and Recreation Citizen work group.

Robinson, K.S. and *Bermudez, Gabriela. (2017, Nov.). *Sanitary sewer acceptance and annexation study final report*. Report to City Council, City of Lake Oswego, Oregon.

Robinson, K.S. (2016, Feb.). *Brookings annexation project*. Report to City Council and televised town hall public meeting & discussion. City of Brookings, Oregon.

Robinson, K.S., *Craven, R., *Sykes, R. (2015, July). *Creswell policing study*. Report to City Council work session. City of Creswell, Oregon.

Robinson, K.S., Winthrop, B., *Durdan, L., *Wullschlager, G., Keisling, P. (2014, Feb.). *Three Cities fire and emergency medical services (EMS) analysis*. Report to City Councils, work session joint meeting Cities of Fairview, Troutdale and Wood Village, Oregon.

Scholarly Works in Progress

Lee-Anderson, J. and Robinson, K.S. (In development). Program and organizational configurations for integrating public safety and mental health services. Intended academic journal: *State and Local Government Review*, or a public safety or social work journal.

Teaching Achievements

Awards

Outstanding Teacher of the Year Public Administration 2017-18, College of Urban and Public Affairs, Portland State University.

Honorable Mention Teaching 2020-21, Department of Public Administration, College of Urban and Public Affairs, Portland State University.

Nomination for Outstanding Teacher 2016-17, Department of Public Administration, College of Urban and Public Affairs, Portland State University.

Courses Taught Portland State

Department of Public Administration, Portland State University, Master of Public Administration (MPA) and Master of Public Policy (MPP) programs. Graduate courses presented:

- Introduction to Public Administration,
- Introduction to Public Budgeting,
- Financial Management in Government Sector,
- Advanced Public Budgeting,
- Public Information Management (including overview of data privacy, cyber security & systems procurement),
- Organizational Experience/ Public Policy Project Capstone,
- Professional Case Study Capstone.

Courses Taught Institute for Public Service, Seattle University

- Foundations of Public Administration,
- Public Policy Formation,
- Public Budgeting,
- Policy and Program Research Methods & Intro Statistics,
- Contracting & Procurement.

Community Service

At Large Alternate Citizen Member, City of Beaverton, Oregon, Committee for Citizen Involvement (BCCI). 1/2011 to 12/2011 (one year appointment).

Memberships in Professional Societies

Oregon City/County Management Association (OCCMA), Salem, Oregon, since (2017-2021).

International City/County Management Association (ICCMA), Washington D.C. (2017-2021).

Oregon Government Finance Officers Association (OGFOA), Salem, Oregon, (2017-2021).

American Society for Public Administrators (ASPA) member since 1998.

Scott D. Lazenby

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EDUCATION

- Ph.D. Public Administration & Policy, Hatfield School of Government, Portland State University (2009)
 Primary Field: Public Administration
 Secondary Field: Local Government Management
 Dissertation: City Management Theory and Practice: A Foundation for Educating the Next Generation of Local Government Administrators
- MS Public Management & Policy. School of Urban & Public Affairs (now Heinz School), Carnegie-Mellon University (1979)
- BA Physics, Reed College (1977)

FIELDS OF INTEREST

Public Administration
Local Government Management
Leadership & Organizational Development
Financial Management
Aesthetics

ACADEMIC EXPERIENCE

- Adjunct Associate Professor, Portland State University (2007-Present)
Developed curriculum for and taught PA 583, Advanced Budgeting (EMPA and MPA programs). Other courses taught: Leading Public Organizations; Current Issues in Public Management; Project Management; Public Budgeting.
- Adjunct Faculty, Golden Gate University, Luke AFB Campus, Glendale AZ (c.1988-92)
Developed curricula for and taught MPA courses in personnel management, IT management, and budget management.
- Chair, Advisory Committee, Hatfield School MPA Program--Local Government Administration Concentration (2008-2019)

PROFESSIONAL EXPERIENCE

Center for Public Service, Portland State University
Local Government Projects Manager (March 2012-present)

City of Lake Oswego, Oregon
City Manager (August 2013-2019)
CEO of a full-service city of 37,000 population. Responsible for all aspects of managing the city, including staff/council relationships, intergovernmental relations, staff direction and supervision, financial management, human resources and labor relations, and drafting and enforcing city laws.

City of Sandy, Oregon
City Manager (1992-2013)
CEO of an innovative, fast-growing city with a 2013 population of 10,000. Developed a new transit system and created a municipal Internet utility among many other projects and accomplishments.

City of Glendale, Arizona
Director of Management & Budget (1986-1992)
Responsible for \$180 million operating budget and \$200 million capital budget for a city of 150,000, as well as management of various administrative services (purchasing, warehouse, risk management). Served as interim Economic Development Director.

City of Vancouver, Washington
Assistant to the City Manager (1979-1986)
Served as city budget officer, developed long term annexation plan, other policy analyses. Other positions included Systems Analyst and Management Analyst.

Allegheny County, Pennsylvania
Management Intern (1978-1979)

ARTICLES AND BOOK CHAPTERS

Preparing the Next Generation for Local Government Leadership. Chapter in *New Public Governance: American Constitutional and Political Perspectives*. Douglas Morgan and Brian Cook, editors. Publication scheduled for spring 2014.

Main Street Face Lift (with Tracy Brown). *Public Management*, Volume 93 (9) (October 2011).

The Adequacy of MPA Course Offerings in Preparing the Next Generation of Local Government Managers. *Journal of Public Affairs Education* 16(3) Summer 2010.

How to Motivate Employees: What Research is Telling Us. Public Management, Volume 90 (8) (September 2008). Re-printed in League of Oregon Cities *Local Focus* and League of Wisconsin Municipalities, *The Municipality*.

The Fire File. 2008. Case study (chapter) published in *Managing Local Government: Cases in Effectiveness*, Charldean Newell, ed. Washington DC: ICMA Press.

Contracting for Trash. 2008. Case study (chapter) published in *Managing Local Government: Cases in Effectiveness*, Charldean Newell, Ed. Washington DC: ICMA Press.

Reconfiguring the Computer Center (with Jay Covington). 1990. Case study (chapter) published in *Managing Local Government: Cases in Decision Making*, James Banovetz, ed. Washington DC: ICMA Press.

Government and the Art of Car Maintenance. *Governing*, 1994, 7(9).

Various other articles in *Public Management* and *Government Finance Review*, 1979-1992.

Columnist for PA Times Online, 2013-14.

BOOKS

The Human Side of Budgeting. Erehwon Press, 2013.

OTHER

A Land Use System McCall Would Reject. Guest editorial, *The Oregonian* Nov. 4, 2008.

Playing With Fire. 2001. Lincoln NE: Writers Club Press. Fictional novel based on city management. Serialized by *Governing Magazine* (web edition) and used as a case study in several MPA programs.

Four published novels.

Authored approximately 1,200 staff reports, 15 (biannual) budget messages, and 360 ordinances and resolutions.

Editor, *Supalum* (alumni journal of the School of Urban & Public Affairs, Carnegie-Mellon University), 1977-79.

Editorial Board Member, *Journal of Public Affairs Education* (March 2010-present)

Editorial Board Member, *Public Integrity* (January 2013-present)

Reviewer, *The American Journal of Public Administration* (2009-present)

PROFESSIONAL MEMBERSHIPS AND AFFILIATIONS

National Association of Schools of Public Affairs & Administration (NASPAA)

Member, Commission on Peer Review and Accreditation (as of September 2013).

COPRA accreditation site visit team member 2007-2013

American Society for Public Administration (ASPA)

International City/County Management Association (ICMA)

Chair, Advisory Board on Graduate Education (2010 to present). Past chair, Managers as Faculty Committee.

Past member: Smart Growth Advisory Committee, Telecommunications Committee

Oregon City/County Management Association (OCCMA)

Chair, University Relations Subcommittee, Next Generation Task Force
President (2006)

Board of Directors (2003-05)

HONORS AND AWARDS

Phi Beta Kappa (1977)

Citizen of the Year, 2002, Sandy Area Chamber of Commerce

Citizen of the Year, 2005, Sandy Optimists

Finalist, Ron and Jane Cease Public Service Award, ASPA, 2004

ICMA 40 Year Service Award (2018)

GFOA Awards for Distinguished Budget Presentation and Excellence in Financial Reporting

PRESENTATIONS

Speaker and panel member at conferences of National Association of Schools of Public Affairs & Administration (*Preparing the Next Generation of Local Government Managers*), Teaching PA (*What Public Managers Need to Know*).

Moderator, speaker, or panel member at various conferences of the League of Oregon Cities, Oregon City/County Management Association, Florida City Management Association, Government Finance Officers Association, and other professional associations. Topics include aesthetics of urban design, the psychology of budgeting, municipal ISPs, financial forecasting, employee motivation, water rights, council-manager relations, bond measures, grants, and writing.

Facilitator, city council retreat & goals session, City of Cascade Locks. Board of directors retreat, Sandy Area Chamber of Commerce. Facilitator for goal-setting retreat by Linn-Benton Board of Education. Facilitator and moderator of many community forums and town hall sessions.

RESEARCH (conducted as a practitioner)

Developed financial forecasting models for three cities. Conducted lean analysis of city planning processes. Used queuing theory to project optimum number of police dispatchers. Assisted in the design and implementation of a pay-for-performance system. Conducted several reorganization studies (and implemented changes). Developed annexation plans. Designed and implemented a city fiscal stabilization tool. Created cost allocation models used for establishing systems

development charges (impact fees). Developed urban renewal plans and financing models based on tax increment financing. Authored a white paper on trends in school location and construction and a mechanism for building neighborhood schools. Managed development of a transit plan and launching of a city's first public transit service. Developed a pro-forma for creation of a municipal Internet Service Provider and successfully managed the new utility (in a competitive environment).

Built an in-house research team ("Budget Research Associates") to provide consulting service to other city departments during budget preparation off-season. Team research included organizational analysis, productivity opportunities, and management auditing.

INTERGOVERNMENTAL RELATIONS

Negotiated a Memorandum of Understanding with BLM and USFS on watershed management. Negotiated agreements with Clackamas County and Metro on rural and urban reserves (1998). Worked with Tri-Met Board and staff on withdrawal from Tri-Met district (and creation of a separate transit system). Served on the Clackamas County Public Safety Coordinating Council. Served as member of Oregon Land Conservation and Development Local Officials Advisory Committee.

Negotiated multiple agreements between Vancouver and Clark County in areas of public health services, operation of a joint data center, joint dispatch center, and contract land-use planning. Negotiated with the county and fire district on details of annexation strategy.

Built a coalition of Oregon Municipal Internet Service Providers (OMIC).

Prepared successful federal and state grant applications in many areas (sewer plant construction, tourism development, economic and downtown development, streets, energy conservation).

Hosted visiting local government officials from Japan, Czech Republic, Germany, Poland, New Zealand, and Australia. Met with local officials in Ghana (2000).

US Citizen, born in Delhi, India, and lived in Algiers, Geneva, Hong, Kong, and Sydney 1954-1973.