



**MID-COLUMBIA COUNCIL OF GOVERNMENTS**  
**SPECIAL MEETING**

**Board of Directors Agenda**

Tuesday, March 21, 2017

1:15 p.m. to 3:00 p.m.

MCCOG Boardroom – 1113 Kelly Ave, The Dalles, OR 97058

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I. 1:15 p.m. **Call to Order**

- A. Roll Call and Introductions.
- B. Approval of minutes from March 7, 2017 Board meeting

II. 1:20 p.m. **Open Agenda**

*(This time is set aside for the public and board members to introduce subjects NOT on the agenda). Any person wishing to appear before the Board of Directors may appear at the meeting and present under "Open Agenda" Persons recognized by the Chair to speak shall state their name and address for the record. Their presentation will be limited to three minutes. The Board will take no action on the issue(s) presented until the next Board meeting, in order to give the Board time to research any matters or to decide upon a course of action. The time restriction is necessary in order to complete this meeting as published.*

III. 1:25 p.m. **Reports/Communications**

No Departmental Reports

IV. 1:26 p.m. **Discussion Items/Action**

- A. Discussion for Hiring Interim Executive Director  
(MCCOG received letters of interest from individuals who expressed interest in providing services to MCCOG as the Interim Executive Director)
- B. Discuss Process for Hiring a Permanent Executive Director

V. 2:55 p.m. **Board Member Call**

*(This time is for board members to provide information from their areas of representation, or topics for future discussion)*

VI. 3:00 p.m. **Adjourn**

*Pursuant to ORS 192.660, the Board may enter into Executive Session during the meeting to discuss topics allowed. The meeting location is accessible to persons with disabilities. If you have a disability that requires any special materials, services, or assistance, please contact the Executive Assistant (541) 298-4101 at least 48 hours before the meeting.*

MID-COLUMBIA COUNCIL OF GOVERNMENTS

**Board of Directors Meeting Minutes**

**Tuesday, March 7, 2017**

**1:00 p.m.**

Board Room, 1113 Kelly Avenue, The Dalles, Oregon

2017 Board of Directors:

Gilliam County: \*Michael Weimer  
Hood River County: \*Bob Benton, Paul Blackburn  
Sherman County: \*Tom McCoy  
Wasco County: \*Steve Kramer, Steve Lawrence  
Wheeler County: \*Lynn Morley, Debbie Starkey  
(\*denotes Executive Committee Members)

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**I. Call to Order**

**A. Roll Call and Introductions**

Steve Kramer called the meeting to order.

Present: Paul Blackburn, Steve Kramer, Steve Lawrence, Tom McCoy, Lynn Morley, Michael Weimar.

Absent: Bob Benton, Debbie Starkey.

Staff: Bob Francis, Executive Director; Cecilia Lamas-Guiney, Executive Assistant; Sarah Brumbaugh, Fiscal Director; Rich Eberle, Transportation Director; Caroline Wood, AAA Director; Stephanie Ziegler, MCBCS Director; Steve King, StRUT Program Manager.

Guests: Heather Ficht, ECWIB Executive Director; Jessica Fitzpatrick, ECWIB Director of Programs; Rodger Nichols, Haystack Broadcasting.

**B. Approval of Minutes**

Michael Weimar moves, seconded by Lynn Morley, to approve minutes from January 24, 2017. Motion carries.

**AYES: Blackburn, Kramer, Lawrence, McCoy, Morley, Weimar (6)**

**NAYS: None (0)**

**II. Open Agenda**

Steve Kramer calls for additional items; none heard.

**III. Reports/Communications**

**A. ECWIB, Jessica Fitzpatrick**

Heather Ficht, Director of East Cascades Workforce Investment Board (ECWIB) introduces herself and Jessica Fitzpatrick, Director of Programs. Ficht shares general information about ECWIB; their role is to invest, manage oversee and contract for workforce services. Funds come from federal government. At the federal level, funds that MCCOG traditionally received were under the Workforce Investment Act (WIA). This act was renewed and is now called the Workforce Innovation and Opportunity Act

(WIOA). Under the new act, the largest changes within law are around how youth are served. They shifted from focusing around 25% of these resources on out-of-school youth to focusing 75%. The other area of major focus is paid work experience.

Shortly after forming, ECWIB was directed to procure these funds because they had not been competitively procured in over ten years. MCCOG applied during that process and received the contract. Because of concerns around the submitted proposal, MCCOG was placed on a Corrective Action Plan. Jessica (Fitzpatrick) has been working closely with MCCOG Workforce staff to address the issues. The ECWIB Board has directed Ficht and Fitzpatrick to meet with MCCOGs Board of Directors to provide an update on the Corrective Action Plan and remaining areas of concern.

Corrective Action Plan has been closed and reduced to a Technical Assistance Plan; they have met all of the requirements in the Plan. Challenge that remains is that the current program is still not meeting the statement of work that is under contract. The areas that need to be shored-up are 1) youth enrollment (still not enrolled to capacity), 2) both Federal and State law require that 20% of resources pay for work experience (no dollars have been used) and 3) the contract is to serve a five county area, not just Hood River and Wasco Counties. Currently all youth are coming from those counties. In addition, part of procurement was leveraging continued education.

ECWIB is looking at procuring the youth system again next winter and the adult program the following year. ECWIB is asking for guidance and support from the MCCOG Board for this program moving forward.

Bob Francis provides additional information about the history of MCCOGs WIOA Youth Program.

Ficht adds that ECWIB does not have additional funding to provide to this program.

Tom McCoy confirms there was a cutback in funding for this program. Given this, a question for the Board is whether they need to continue this program or not. If they have to comply with all of this and all of that, *and* not have the funds to support it.

Ficht replies yes, this is the challenge; this is the question. This is not an issue stemming from current staff's performance, it is more of a regulations issue, and it is the situation. No one entity in the state can do this program with these dollars alone.

McCoy asks if in other places, schools have this contract.

Ficht replies yes, in most other places both private and public schools have this program contract. Mostly private, alternative schools.

Board discusses program options, history, contributing factors.

Paul Blackburn asks Francis if MCCOG were to relieve itself of the burden of trying to make this challenging thing work--and loose a hundred and some thousand dollars—does he see a path where a budget would include that if necessary.

Francis responds that if MCCOG were not going to continue the program, MCCOG would have to reorganize workforce staff.

Steve Kramer asks Board if this is something they would like to refer to the Executive Committee, or choose to discontinue...

McCoy states that unless there is some alternative source that Bob can magically produce, let the program go to somebody that is better suited for it.

Kramer asks for additional input.

Ficht reiterates that this is not something that has to be decided today. MCCOG has time to discuss this.

Jessica asks, if MCCOGs decision is to release this program, to notify ECWIB by summer 2017. An option is to continue the program for the first quarter, then decide if MCCOG can reapply.

Francis states he would prefer that the Board take additional time to consider this proposal.

Steve Lawrence would like to see the budget impact if this program is discontinued.  
Board consensus to table this item for more consideration.

**B. BOD Orientation Review (PowerPoint presentation)**

Bob Francis states that the purpose of this is not only an orientation for new Board members, but also a refresher for current members and an overview of MCCOG to community partners or events. Francis presents orientation and program directors speak for their departments.

**IV. Discussion Items/Action**

**A. Revised FY 2016-17 Adopted Budget & Resolution 17-01**

Sarah Brumbaugh, Finance Director, addresses Board and begins review of the revised Adopted Budget. Review starts with WIOA (Workforce) program.

Steve Kramer asks to edit the section regarding IFS staff. Change wording and omit “loss of highly paid employee.” Simply state “employee resigned.”

Michael Weimar asks why allocation numbers do not match-up. Allocations in the left column do not match those in the right.

Brumbaugh responds that he is correct; those numbers should match and they do not. She will correct this.

Kramer asks, under comments section of Aging and Disabilities Resource Connection (ADRC) portion of AAA budget, why this program is “struggling to get off the ground and won’t realize the funding initially budgeted.”

Caroline Wood, AAA Director, responds. Clarifies that MCCOG subcontracts through the ADRC. MCCOG invoices grantor (COCOA) and they work together to provide ADRC services. During first six months of second year of biennium, our invoicing has been low. Grant is due to end June 30 with no potential for renewal.

Brumbaugh continues budget review.

Kramer comments on use of funds for anticipated MCBCS vehicle replacements; he prefers it be included in the initial budget, not the revised.

Brumbaugh adds that she can remove the \$50,000 for vehicle replacements and factor it into next year’s budget.

Board consensus to remove the \$50,000 and account for this during next budget cycle.

Steve Lawrence motions, seconded by Lynn Morley, to approve Resolution 17-01 with the amendment to remove \$50,000 from MCBCS for vehicle replacement and add it to next year’s budget. Motion passes with following vote:

**AYES: Blackburn, Kramer, Lawrence, McCoy, Morley, Weimar (6)**

**NAYS: None (0)**

**B. Additional Funding Request for AAA, Resolution 17-02**

Bob Francis speaks for item. Provides history of request and states that this item did not return to the Board for former approval, although invoices were sent.

Tom McCoy moves, seconded by Weimar, to approve of Resolution 17-02.

Steve Lawrence calls to table the motion for further discussion. States the Board had the initial discussion but he did not hear anything more. He learned of the invoice by The Dalles City Manager.

Lynn Morley states that Wheeler County approved this shortly after it was discussed at MCCOG Board. Michael Weimar states the same; Gilliam County approved it as well.

Steve Lawrence and Steve Kramer state they need to take this information to their Boards for consideration.

Tom McCoy states this has been on the table for a long time.

Currently it is \$1. Steve Lawrence asks what if The Dalles agrees to continue to pay \$1 but not the additional .50-cent increase.

Francis clarifies; if there is extra funding needed for OPI, then those cities/counties who elected to pay the additional fee would be accommodated first. Those who did not would not receive the same level of service.

Caroline Wood, AAA Director provides additional information about OPI and advocates for the program. States that we need to find a way to work with our local partners to help stabilize this program so that clients, people are not lost during the in-and-outs of the funding for this program.

Tom McCoy suggests modifying the writing on the Resolution; change to “MCCOG Board of Directors has recommended to set...” while the Board awaits final response from The Dalles and Wasco County.

Lawrence suggests Wood visiting The Dalles Budget Committee to provide this information for discussion/consideration at next budget cycle. Questions how contributions collected now rather than beginning of next fiscal year are going to work into the budget.

McCoy states Sherman County has not paid, as they did not think the Board had approved it.

Sarah Brumbaugh provides that Sherman County is the only county who has not paid, the others did.

Lawrence reiterates he would like additional information about this program for The Dalles.

McCoy amends his motion to include rewording to “MCCOG Board of Directors has recommended to set...” Michael Weimar seconds the amended motion, which passes with the following vote:

**AYES: Blackburn, Kramer, Lawrence, McCoy, Morley, Weimar (6)**

**NAYS: None (0)**

### **C. Executive Director’s Performance Goals & Objectives**

Steve Kramer states the Executive Committee should address this item. Board consensus to forward to Executive Committee for review.

**AYES: Benton, Kramer, Lawrence, McCoy, Morley, Starkey, Weimar (7)**

**NAYS: None (0)**

### **V. Board Member Call**

Steve Kramer calls for other business; none heard.

### **VI. Adjourn**

There being no further business to come before the MCCOG Board of Directors, the meeting adjourns.

Respectfully submitted by:

ATTEST:

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Cecilia Lamas-Guiney, Executive Assistant

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MCCOG Board Chair

# Mid-Columbia Council of Governments

*Memorandum*

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**To:** MCCOG Board of Directors  
**From:** Bob Francis, Executive Director  
**Date:** March 17, 2017  
**Subject:** **Interim Executive Director**

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Discussion:

MCCOG received Letters of Interest from two individuals who are interested in providing services to MCCOG as Interim Executive Director: David Meriwether and Richard Mays.

I asked both David and Richard to provide a resume along with their letters so you can see that their qualifications are acceptable. Personally knowing both candidates, either will be a good choice. It is my recommendation that you interview both candidates to determine the best fit for MCCOG. I've taken the liberty to let both individuals know that you will speak with them during the meeting. A formal interview process is not necessary, as they are both highly qualified. I believe you are looking for who can integrate with the staff and BOD and do it in a timely manner; however I will have a list of questions for you at the meeting if you choose to use them. Richard Mays lives in The Dalles and I have him scheduled to speak to you at 2 PM and David Meriwether has a prior commitment out of town but will be available by phone at 2:45 PM.

Recommended Action:

The BOD should make a motion to authorize the MCCOG Board Chair to negotiate the terms of an agreement with the individual chosen by the BOD to be the Interim Executive Director for a term not to exceed three (3) months.

This position could be considered as a Temporary Employee; however I would recommend that the MCCOG Attorney draft an employment agreement or Personal Services Agreement.

March 16, 2017

Board of Directors  
Mid-Columbia Council of Governments  
1113 Kelly Avenue  
The Dalles, OR 97058

Re: Letter of Interest – Interim Executive Director Services

Dear Chair Kramer & Members of the Board:

This letter is submitted to express my interest in discussing with you interim Executive Director services for MCCOG. I am aware that Bob Francis recently submitted his letter of resignation, effective in early April, 2017. Given that time frame, I anticipate that you may wish to retain someone to serve in an interim capacity until a permanent successor can be found.

I retired as the County Administrator of Hood River County in July, 2016. In that capacity, I worked with many of you and with MCCOG over the years. I am familiar with the organization's programs, many of the employees and other organizations and jurisdictions that interact with MCCOG and its services.

Having put this forward, however, I certainly understand if the board has other ideas or interests regarding interim duties. I primarily wanted to make you aware of my interest and availability in the event you choose to go that route. I will be out of town the week of March 20 – 24, but I am available by phone if you'd like to discuss this further.

Thanks for your consideration and your service in this region.

Sincerely,



David Meriwether  
681 Country Club Rd  
Hood River, OR 97031  
(541) 490-0573  
drmeri@hotmail.com

## Resume

### **David R. Meriwether**

681 Country Club Road  
Hood River, OR 97031

Home Phone - (541) 308-0377  
Cell Phone - (541) 490-0573  
E-Mail: drmeri@hotmail.com

### **Work Experience**

30 years of experience as a city and county manager and administrator, as follows:

**June 2001 to June 2016:** County Administrator of Hood River County, Oregon. Management of home rule local government entity with \$35 Million annual budget and approximately 135 employees. County departments supervised consist of Administration, Budget and Finance (including Tax Collection), Records and Assessment (including Elections), Community Development (Planning, Building Inspection, Information Technology, Code Enforcement and Veterans Services), Human Resources, Public Works (Roads, Weed & Pest Eradication, Parks & Buildings), Forestry, Juvenile Justice and Public Health. Duties included administrative coordination and interaction with Sheriff's Department and District Attorney's office.

Other responsibilities include public and media relations, policy recommendations and implementation, annual budget supervision and administration, labor contract negotiation, capital improvements planning and contracting, and other functions pertinent to the administration of a full service local government entity.

**February 1996 to June 2001:** City Manager of Silverton, Oregon. Management of municipal government with \$25 Million annual budget and approximately 55 employees. Municipal departments consisted of Police, Public Works (Water, Waste Water, Streets, Parks & Recreation, Engineering), Administration (Records, Finance, Human Resources, Utility Billing), Municipal Court and Community Development (Planning, Building Inspection, Code Enforcement, Transportation).

**December 1986 to January 1996:** City Manager of Hope, Arkansas. Management of municipal government with \$5.4 million annual budget. 100+ employees including Police, Fire, Streets, Solid Waste Collection and Disposal, Waste Water, Parks and Recreation, Tourism, Airport, Cemetery, Administration, Planning & Zoning, Animal Control and Code Enforcement.

### **Education**

Received post-graduate credit in Public Administration from North Texas State University (now University of North Texas) in Denton, Texas, and from the University of Arkansas - Little Rock.

Graduated from Hendrix College, Conway, Arkansas, in 1977, B.A. in History and Political Science. Served as member of Student Senate, Campus Social Committee and Student Policy Committee.

Graduated from Conway High School, Conway, Arkansas, 1973. Served as President of Student Council, member of Student Policy Committee, member of Human Relations Council, Vice President of



sophomore and junior classes.

**References**

Furnished upon request

Mr. Steve Kramer  
Chairman  
Mid-Columbia Council of Governments  
1113 Kelly Avenue  
The Dalles, Oregon - 97058

Dear Mr. Kramer:

Pursuant to my telephone conversations with Bob Francis, please consider this correspondence as an indication of my interest in serving as Interim Executive Director for the Mid-Columbia Council of Governments. As you can see from my attached resume, my work history includes about 29 years of city and county management and administrative experience.

Most recently, I served as the Interim Manager for Clatsop County ( headquartered in Astoria), City Manager in Cannon Beach and, previous to that, as City Administrator in Jefferson City – Missouri’s state capital. As a fairly new resident to this area of Oregon, I see this temporary position as an opportunity to become further involved with this area and communities the COG serves.

References are available upon your request. Thank you very much for your consideration. I look forward to hearing from you at your convenience.

Sincerely,

Richard A. Mays

367 Summit Ridge Drive  
The Dalles, Oregon - 97058

PERSONAL AND CONFIDENTIAL RESUME OF  
**RICHARD A. MAYS**

Home:

367 Summit Ridge Dr.

The Dalles, Oregon 97058

Cannon Beach, OR 97110

(541) 769-0858 (home)

(503) 943-0250 (cell)

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**Work History**

**Clatsop County, Oregon**

Interim County Manager September 2015 to April 2016

**City of Cannon Beach, Cannon Beach, Oregon**

City Manager October 2005 to July 2014

**City of Jefferson, Jefferson City, Missouri**

City Administrator September 1995 to October 2005

**City of Collinsville, Collinsville, Illinois**

City Manager September 1992 to September 1995

**City of Sterling, Sterling, Illinois**

City Manager December 1986 to September 1992

**Village of Homewood, Homewood, Illinois**

Director of Management Services April 1981 to December 1986

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**Summary of Qualifications**

As a City and County Manager and Administrator, have reported directly to Mayors, City Councils and a County Board and have been responsible for the overall direction, coordination, and supervision of city and county departments, programs and activities under the general policies and frameworks established. Specific highlights are as follows:

**PERSONNEL:**

Have implemented and administered position and classification plans, administration of employee wage and benefit packages, employee and labor relations, union negotiations, labor contract administration, hiring and firing, evaluation of staff, grievance settlements, administration of personnel policies and procedures and employee safety, implementation of health insurance, deferred compensation and flexible benefit plans for employees.

## **RICHARD MAYS**

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### **BUDGETING AND FINANCE:**

Prepared and administered budgets for cities ranging from \$7 to \$45 million including general operating, debt, pensions, capital improvement and internal service funds and securing funding for selected projects including general obligation and revenue bond issues and advance refundings involving parking and water/sewer utilities, tax increment financing and State loans for wastewater projects.

### **COUNCIL AND BOARD RELATIONS:**

Assembled packets for council meetings, prepared monthly and annual reports regarding city projects financial statements and department activities, gave oral presentations, recommended and implemented courses of action related to council policies and decisions.

### **SUPERVISION:**

Supervised assistants and numerous department heads including police chiefs and fire and ambulance chiefs plus directors of public works, financial and administrative services, information technology, human resources, planning, code enforcement and community services.

### **PLANNING:**

In cooperation with local county, served as city liaison to long-term strategic planning committee and helped organize and participated with nine planning teams and 25 sub-committees involving about 250 citizen volunteers.

### **ECONOMIC DEVELOPMENT:**

Served as liaison with local economic development and downtown development commissions. Worked with developers, property owners, real estate agents and business owners to attract new business for cities. Developed a master plan for city's prime economic development area, developed proactive local Business Retention Program, negotiated boundary agreement with neighboring cities, and effected voluntary and involuntary annexations. Used tax increment financing for redevelopment of Central Business Districts.

### **SOLID WASTE MANAGEMENT:**

Served as the head of a committee organized to work with an Illinois county to affect the closure of the county landfill, construction of a transfer station for the transportation of solid waste and the implementation and development of a solid waste plan for the County. Also involved in the development and implementation of a recycling and volume-based waste disposal system for the residents of four county municipalities.

## **RICHARD MAYS**

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### **PARKS AND RECREATION:**

Was responsible for the general operation of local community's parks, leisure program and facilities system. This involved planning and control; finance and budgeting; human resources; board relations; implementation of board policies and decisions; public relations with press, volunteer groups, and fund raising donors; intergovernmental relations; professional leadership and involvement; administration of agency services including maintenance and development of parks and open space, administration of leisure activities and recreation programs and operation of special facilities.

### **RISK MANAGEMENT:**

Responsible for insurance packages for cities including property, liability, workers compensation and group health. Also includes self insurance pools within individual agency and groups of municipalities.

### **GOVERNMENT RELATIONS:**

Managed the capital city of Missouri which involved extensive interaction with all types of governmental entities. Worked with State of Illinois, State of Missouri and State of Oregon departments and bureaus, state legislators, legislative committees, county officials and departments, other taxing bodies and other municipalities. Have written and administered numerous grants.

### **PROPERTY ACQUISITION:**

Acquired numerous properties and easements from private and public land owners including the Oregon Department of Forestry for land conservation, trail development and economic development.

### **CONTRACT ADMINISTRATION:**

Administration and negotiation of various contracts and agreements concerning labor unions, developers, property owners, contractors, service providers, intergovernmental arrangements and contracts with professional consultants, some of which resulted in substantial cost savings.

### **PUBLIC RELATIONS;**

Interacted with civic clubs and organizations, governmental officials, businesses and merchants, the press, and the general public; participated in numerous speaking engagements.

### **COMMUNITY INVOLVEMENT:**

Served as board member for numerous local special events, civic organizations, local non-profits and professional associations.

## **Richard Mays**

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### **EDUCATION**

**Northern Illinois University, DeKalb, Illinois**

Master of Arts in Public Affairs Degree

Emphasis in General Public Administration and Human Resources Administration

Master of Business Administration

Emphasis in Finance – Incomplete

**Western Illinois University, Macomb, Illinois**

Major: Parks and Leisure Studies Administration

Minor: General Business Administration

Numerous training seminars relating to executive management, land use planning, finance, economic development, personnel administration, collective bargaining and supervision.

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### **Professional Involvement**

International City and County Managers Association

Missouri City Managers Association

Oregon City and County Managers Association

Local Government Personnel Institute

Government Finance Officers Association

Illinois Public Employer Labor Relations Association

Illinois Park and Recreation Association

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### **REFERENCES**

Available upon request.

# Mid-Columbia Council of Governments

*Memorandum*

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**To:** MCCOG Board of Directors  
**From:** Bob Francis, Executive Director  
**Date:** March 17, 2017  
**Subject:** **Permanent Executive Director**

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Discussion:

Once the BOD has established the direction for the Interim ED for the next three months, MCCOG should start the process of looking for a new permanent Executive Director. There are several options to consider:

1. Hire a professional search firm: The firm does all of the administration and coordination for this process. They plan and conduct their process based on the guidance received from the BOD. The process could take up to three months. It would cost anywhere between \$12-15,000 depending on what the BOD wants. The interim could draft an RFP for the firm and then have the BOD review the proposals.
2. Hire a local human resources consultant to take you through the process. The consultant should be able to provide the same service as a professional search firm, but at a lower cost.
3. Enlist a team of HR Directors from the member counties and cities to conduct the search. They have the experience in the hiring process and costs would be minimal. They would follow the same process that options 1 and 2 would follow.

When determining the qualifications for this position, I would strongly recommend that you look at candidates that have experience in social services and federal social programs and a strong financial background in this area. MCCOG receives about 60% of its funding from these sources. With the current state of federal programs, someone who can advocate for these resources and someone who has worked in rural and frontier settings is essential.

The final decision should be made by the entire BOD. The Executive Committee hired me based on a motion by the Board to let the Executive Committee handle the hiring. I believe that this was a detriment to me and to the BOD. It created an adversarial situation at the Board level and put me in a fairly stressed situation. Also, the BOD should hire this person with a unanimous vote to show solidarity as a Board. This did not occur when I was hired and some Board members were publicly critical of the hiring decision after it was announced again creating a negative atmosphere.