

Council accepts comments on agenda items during the meeting. Please fill out a form and identify the item you wish to speak on and hand this to the Recording Secretary prior to the meeting, if possible. Otherwise, please fill out the form prior to the agenda item you wish to speak on and turn it in to the Recording Secretary. (The exception is formal land use hearings which require a specific public hearing process. The agenda items will be identified at the meeting.)

**CITY OF NEWBERG  
COUNCIL AGENDA  
MONDAY, DECEMBER 20, 1999  
7:00 P.M. MEETING  
PUBLIC SAFETY BUILDING - TRAINING ROOM**

**I. CALL MEETING TO ORDER\***

**II. ROLL CALL**

**III. PLEDGE OF ALLEGIANCE**

**IV. CONSENT CALENDAR:**

1. Appointment Budget Committee Members:  
Tomina Carter

**V. COMMUNICATIONS FROM THE FLOOR**

(30 minutes maximum which may be extended at the Mayor's or President's discretion; an opportunity to speak for 3 minutes but not more than 5 minutes per speaker allowed)

**VI. PUBLIC HEARING:**

**VII. CONTINUED BUSINESS**

**VIII. NEW BUSINESS**

1. **Resolution No. 99-2216** amending the City Personnel Rules and Regulations.
2. Report on Composter Improvements - RFP

**IX. EXECUTIVE SESSIONS**

\*The Mayor reserves the right to change the order of items to be considered by the Council at their meeting.

**X. ADJOURNMENT**

**INDEX OF RESOLUTIONS AND ORDINANCES:**

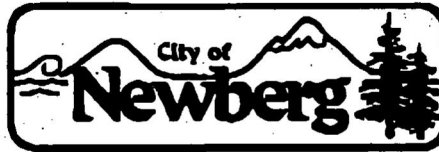
**RESOLUTIONS:**

1. **Resolution No. 99-2216** amending the City Personnel Rules and Regulations.

**ORDINANCE:**

*ACCOMMODATION OF PHYSICAL IMPAIRMENTS: In order to accommodate persons with physical impairments, please notify the City Manager's office of any special physical or language accommodations you may need as far in advance of the meeting as possible and no later than 48 hours prior to the meeting. To request these arrangements, please contact Rebecca Manning at (503) 538-9421.*

F:\SHARED\AGENDAS\AGENDA1220.WPD



**APPLICATION FOR CITY COMMISSION OR COMMITTEE**

COMMISSION OR COMMITTEE: Budget Committee

NAME: Tomina Carter HOME PHONE: 554-8172

ADDRESS: 2501 E. 2nd St. #2 WORK PHONE: 435-1261  
Newberg OR 97132

Are you a registered voter? yes

Do you live within the City limits? Yes  No

How long have you lived at the above address? 11 months

Previous Address: 150 E. Canyon View Dr. How long? \_\_\_\_\_  
Longview WA 98032

Occupation: Attorney Employer: Coran & Kinney, LLP

November 22, 1999 \_\_\_\_\_  
 (Date) Signature

Why do you want this position? (Continue on back or separate sheet, if necessary)

Community involvement - Throughout college I was active in student government, including activities & budget. Although I am relatively new to the area, I intend to remain in Newberg. I am interested in planning for

**RETURN THIS FORM TO THE OFFICE OF THE CITY RECORDER  
 P.O. BOX 970  
 NEWBERG, OREGON 97132  
 (503) 538-9421**

the future of our city, particularly in  
light of the growth of the area.

## REQUEST FOR COUNCIL ACTION

DATE SUBMITTED: December 3, 1999	X	MOTION
DATE ACTION REQUESTED: December 20, 1999		RESOLUTION NO. _____
SUBJECT: Sign Citizen Advisory Ad Hoc Committee Report		ORDINANCE NO. _____
		INFORMATION

**RECOMMENDATION:** Move to continue the Sign Citizen Advisory Ad Hoc Committee, and allow them to meet as determined by the Committee.

**BACKGROUND:** In June, 1999, the City Council appointed five members to serve on a new Sign Citizens' Advisory Ad Hoc Committee. The purpose of the committee is to assist City staff in developing fair and effective methods of enforcing the City's newly amended sign ordinance. The Committee was chartered for six months.

The Committee has met monthly for the last six months. The Committee recognized a need to start with a small area, get some success, and then move to other areas. The Committee chose to focus its efforts on the downtown area.

The Committee established the following process: first, it sent a softly worded letter to businesses with violations asking for their help in improving the community by complying with the sign code. The letter invited any with concerns to appear before the committee. After 30 days, the committee sent a second letter either thanking those that complied, or informing those that did not comply that they would be sending the matter to the Code Compliance officer in 10 days.

The committee sent letters to a total of 15 downtown businesses. Of those, 5 have complied, 3 have indicated a willingness to comply but have asked for additional time, and 7 have not complied. None have appeared or requested to appear at the committee meetings. We will turn over those who have not complied to the Code Compliance Officer.

The committee feels that some of its major accomplishments are:

- (1) Establishing a fair and open process in enforcing the sign ordinance.
- (2) Providing a needed amount of discretion in applying the sign ordinance. The sign ordinance should not be strictly construed: there needs to be some discretion on how the code is applied, and the committee provides this.

The committee recommends that the City Council continue the committee. This would allow the committee to continue to work in other areas of the City. Now that the basic process has been established, the committee may need to meet less frequently.

There is a need for some continuity on the committee, but not all the members need reappointment. Some have expressed a desire to not be reappointed.

**FISCAL IMPACT:** The fiscal impact is in staff time devoted to the committee and enforcement efforts. This is about 8-12 hours per month.

**STRATEGIC ASSESSMENT:** Continuing the committee will help achieve a more attractive community through a fair and open process.

  
submitted by Barton Brierley, AICP  
City Planner

  
Michael Soderquist, PE, PLS, DEE  
Community Development Director

\_\_\_\_\_  
Duane R. Cole  
City Manager

## Request for City Council Action

<b>Date Submitted:</b> November 19, 1999		<b>MOTION</b>
<b>Date Action Requested:</b> December 20, 1999	XX	<b>RESOLUTION</b>
<b>Subject:</b> Resolution No. 99-2216 Amending the City Personnel Rules and Regulations		<b>ORDINANCE</b>
		<b>INFORMATION</b>

**RECOMMENDATION:** Approve Resolution No. 99-2216 Amending the City Personnel Rules and Regulations.

**BACKGROUND:** The City completed the labor negotiation process for this year in August and in order to maintain comparability within the organization the following changes are being suggested at this time by the City Manager.

**Sick Leave Accrual:**

9.3.1. **EARNED TIME** - All regular employees earn sick leave at the rate of one day (8 hours) for each full calendar month of service to a maximum of ~~112.5~~ 125 days (~~900~~ 1000 hours) both to be prorated for regular part-time employees according to the budgeted full-time equivalent. Sick leave does not accrue during unpaid leaves or layoffs.

**NOTE:** This change will affect the retirement cost for City employees who retire based on a formula, but the cost increase will be very minor. Currently, the employer rate for the General Employee Plan is 6.4%. The Public Safety and Management employees who are members of Oregon Public Employee Retirement System will retire based on the Money Match formula, not the years worked formula, and the additional sick leave accrual will not affect their retirement. Currently, there are twelve employees who have accrued 900 hours of sick leave. Nine are in the City's plans and three in PERS. The additional accrual was granted to the Police and Fire Union members.

9.16 **LONGEVITY PAY** The City currently pays longevity pay towards deferred compensation for regular full time employees with more than 10 years of service. The City's contribution to deferred compensation is in Exhibit E which may be changed from time to time by the City Council. Employees who do not select a deferred compensation provider, forfeits longevity pay until a provider is selected.

## 12.6 EXHIBIT E - LONGEVITY PAY SCHEDULE

Through the adoption of ~~Resolution No. 96-1980~~ *Resolution No. 99-2216* the City recognizes an employee's longevity of employment by providing a monthly contribution to a deferred compensation program (457 Plan). Effective ~~July 1, 1996~~ *January 1, 2000*, the monthly contribution shall be as follows:

11-15 years = ~~\$20~~ *\$40* per month  
16-20 years = ~~\$30~~ *\$60* per month  
Over 20 years = ~~\$50~~ *\$100* per month

NOTE: This change is minor. Currently the city has 24 non-union city employees who will be affected by this change and 11 of them are compensated with General Fund dollars. The General Fund cost is \$2,730.

### 9.17 EDUCATIONAL REIMBURSEMENT

9.17.1. VOLUNTARY EDUCATION When an employee voluntarily desires to take courses that are directly related to the employee's work, and the course is conducted outside the employee's regular working hours, the City will reimburse the employee for the cost of tuition, provided that:

- A. Funds for such expenditures are available in the current budget;
- B. The employee has made application for approval of the course and tuition reimbursement to the Department Head at least ten days prior to the registration for such course, when such prior approval is possible;
- C. The employee submits evidence of completing the course with a grade of "C" (or equivalent) or better;
- D. The employee is not receiving reimbursement for tuition from any other source; and
- E. The employee agrees to reimburse the City if the employee resigns from City service within ~~one (1)~~ *three (3)* years of completing the course.
- F. Educational reimbursement paid by the City shall be limited to an amount no to exceed the Tuition and Fees charged by Portland State University in the most current Schedule of Classes.*

Courses which are only offered during regular working hours may be approved by the Department Head provided time off can be arranged conveniently, and reasonable arrangements can be made to make up time off.

9.17.2. **REQUIRED EDUCATION** The City shall allow time off with pay, and reimburse an employee for expenses to attend classes, lectures, conferences or conventions when attendance is on an assignment basis, with prior approval of the employee's Department Head. Reimbursement will include the cost of transportation. Time spent traveling, however, will not be paid for, unless it is within the employee's normal work schedule. If the event being attended is graded and the employee fails to complete the course with a grade of "C" (or equivalent), then the employee will not be eligible for tuition reimbursement.

~~Normally, the~~ The cost of textbooks and technical publications required for courses will be the responsibility of the employee, *unless the City determines that ownership*. ~~If the City purchases any of the textbooks and publications for courses would be in the City's interest. In that case the textbooks and publications become~~ *are* the property of the City.

Transportation to courses is the responsibility of the employee, except, when assigned to attend as stated above.

9.18 **IN-SERVICE TRAINING** Training opportunities promoting more effective City services are encouraged for employees and supervisors. The City Manager will assist Department Heads in identifying and providing training needs for their department. The City Manager will also assist in developing training programs to meet employee needs and to prepare employees for promotions and transfers. Training sessions may be conducted during regular working hours at the discretion of the Department Head(s).

**FISCAL IMPACT:** Sick leave accrual impact is minimal. Longevity pay is \$2,730 General Fund cost per year. Education is minimal, but ties the City cost to a specific schedule. This protects the City from an employee who may want to attend a more expensive educational institution.

**SUBMITTED BY:** \_\_\_\_\_

**Duane Cole**  
**City Manager**

**Resolution No. 99-2216**

**A RESOLUTION AMENDING THE PERSONNEL RULES AND REGULATIONS OF THE CITY OF NEWBERG**

**Recitals:**

1. The City of Newberg City Manager working with the City Department Heads have reviewed the City Personnel Rules and Regulations.
2. There are changes recommended to the provisions regarding sick leave accrual, longevity and education reimbursement.
3. Sick leave accrual is proposed to be increased from 900 to 1000 hours, longevity pay for employees who remain with the City for 10 years or more is proposed to be increased and the education reimbursement is proposed to be more concisely defined.
4. These changes are minor in nature and do not significantly change the rules.

**NOW THEREFORE THE NEWBERG CITY COUNCIL ORDAINS AS FOLLOWS:**

The Personnel Rules and Regulations are hereby amended as provided for in Exhibit A which is attached to this resolution.

Approved by the City Council this \_\_\_\_\_ day of \_\_\_\_\_, 1999.

\_\_\_\_\_  
Duane R. Cole, City Recorder

ATTEST this \_\_\_\_\_ day of \_\_\_\_\_, 1999.

\_\_\_\_\_  
Charles Cox, Mayor

## **EXHIBIT A**

9.3.1. **EARNED TIME** - All regular employees earn sick leave at the rate of one day (8 hours) for each full calendar month of service to a maximum of 125 days (1000 hours) both to be prorated for regular part-time employees according to the budgeted full-time equivalent. Sick leave does not accrue during unpaid leaves or layoffs.

9.16 **LONGEVITY PAY** The City currently pays longevity pay towards deferred compensation for regular full time employees with more than 10 years of service. The City's contribution to deferred compensation is in Exhibit E which may be changed from time to time by the City Council. Employees who do not select a deferred compensation provider, forfeits longevity pay until a provider is selected.

### **12.6 EXHIBIT E - LONGEVITY PAY SCHEDULE**

Through the adoption of Resolution No. 99-2216 the City recognizes an employee's longevity of employment by providing a monthly contribution to a deferred compensation program (457 Plan). Effective January 1, 2000, the monthly contribution shall be as follows:

11-15 years = \$40 per month  
16-20 years = \$60 per month  
Over 20 years = \$100 per month

### 9.17 **EDUCATIONAL REIMBURSEMENT**

9.17.1. **VOLUNTARY EDUCATION** When an employee voluntarily desires to take courses that are directly related to the employee's work, and the course is conducted outside the employee's regular working hours, the City will reimburse the employee for the cost of tuition, provided that:

- A. Funds for such expenditures are available in the current budget;
- B. The employee has made application for approval of the course and tuition reimbursement to the Department Head at least ten days prior to the registration for such course, when such prior approval is possible;
- C. The employee submits evidence of completing the course with a grade of "C" (or equivalent) or better;

D. The employee is not receiving reimbursement for tuition from any other source; and

E. The employee agrees to reimburse the City if the employee resigns from City service within three (3) years of completing the course.

F. Educational reimbursement paid by the City shall be limited to an amount no to exceed the Tuition and Fees charged by Portland State University in the most current Schedule of Classes.

Courses which are only offered during regular working hours may be approved by the Department Head provided time off can be arranged conveniently, and reasonable arrangements can be made to make up time off.

9.17.2. **REQUIRED EDUCATION** The City shall allow time off with pay, and reimburse an employee for expenses to attend classes, lectures, conferences or conventions when attendance is on an assignment basis, with prior approval of the employee's Department Head. Reimbursement will include the cost of transportation. Time spent traveling, however, will not be paid for, unless it is within the employee's normal work schedule. If the event being attended is graded and the employee fails to complete the course with a grade of "C" (or equivalent), then the employee will not be eligible for reimbursement.

The cost of textbooks and technical publications required for courses will be the responsibility of the employee, unless the City determines that ownership of the textbooks and publications for courses would be in the City's interest. In that case the textbooks and publications are the property of the City.

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# TUITION AND FEES: 1998-99

Note: The appropriate fee schedule is determined by total hours in registered coursework, credit and audit.

## A. EIGHT HOURS OR LESS - Fees based on the level of course taken.

Credit Hours	Undergraduate Course		Graduate Course	
	Instruction Fees	Total Charges	Instruction Fees	Total Charges
1	\$ 73	\$ 151	\$ 200	\$ 279.50
2	148	231	398	484.00
3	223	311	596	688.50
4	298	391	794	893.00
5	373	471	992	1097.50
6	448	551	1190	1302.00
7	523	631	1388	1506.50
8	598	711	1586	1711.00

### Total charges include:

Instruction Fees, as shown above.  
 Incidental Fee at \$60 per quarter;  
 Technology Fee at \$4.00 per UG and \$5.50 per grad credit hour, and  
 Building Fee: \$14 for 1 credit hour, \$15 for 2, \$16 for 3, \$17 for 4,  
 \$18 for 5, \$19 for 6, \$20 for 7, \$21 for 8.

### Policy notes:

Admission is recommended but not required when registering for eight credits or fewer.

Resource Fees apply to programs in Engineering and graduate Business.  
 Financial Aid is not available to non-admitted students.

Health Service and insurance is not available to students registered for fewer than 4 credit hours.

### Cautions for certain students if registering in excess of 8 hours:

Students must be admitted to register for 9 or more credit hours.  
 Non-resident instructional fees are assessed per State residency guidelines.  
 Graduate students are assessed graduate-level fees for all credit hours regardless of course level.  
 Post-baccalaureate undergraduate students are assessed undergraduate fees.

## B. NINE HOURS OR MORE, "REGULAR STUDENT" - Fees based on student level.

Credit Hours	UNDERGRADUATE STUDENTS			
	Oregon Resident		Non-Resident	
	Instruction Fees	Total Charges	Instruction Fees	Total Charges
Part-time:				
9	\$ 673	\$ 879	\$ 2641	\$ 2847
10	748	968	2935	3155
11	823	1057	3229	3463
Full-time:				
12-18	898	1146	3523	3771
Overtime:				
Each additional hour	75		294	

### Total undergraduate charges include:

Instruction Fee, as shown above;  
 Health Service Fee (includes basic insurance) at \$59 per quarter,  
 per associated credit hours: Building Fee, Incidental Fee and Technology Fee.

.....	9	\$22	\$89	\$36
.....	10	23	98	40
.....	11	24	107	44
.....	12 and above	25	116	48.

Credit Hours	GRADUATE STUDENTS			
	Oregon Resident		Non-Resident	
	Instruction Fees	Total Charges	Instruction Fees	Total Charges
Fulltime: 9-16	\$ 1784	\$ 2033.50	\$ 3232	\$ 3481.50
Overtime: Each additional hour	198		359	

### Total graduate charges include:

Instruction Fees, as shown above;  
 Health Service Fee (includes basic insurance) at \$59 per quarter;  
 Building Fee of \$25, Incidental Fee of \$116, and Technology Fee of \$49.50.

Resource Fee: Programs in Engineering and Business graduate.

### Over-time note:

Overtime enrollment is restricted, see "Overload Approvals" on page xx.

**NOTE: Graduate students registering for nine or more hours are assessed graduate-level fees for all credit hours regardless of course level (per State policy).**

## C. GRADUATE ASSISTANT

Graduate Assistants (GAs) are fully admitted graduate students appointed to assistantships while working toward an advanced degree. Appointments must be for at least .15 FTE per quarter. GAs are exempt from the payment of the instruction fee on the first 16 credit hours per quarter. (Employing department will provide a tuition credit.) All GAs must register for a minimum of 9 graduate credits. Hours in excess of 16 per quarter are assessed at \$198 per hour and must be approved by the Department Head and Dean of Graduate Studies. GAs are responsible to pay the Building, Health, Incidental, and Technology Fees, which total \$249.50, and applicable resource fees (e.g., programs in Engineering and Business).

This schedule of tuition and fees is determined by the Oregon State Board of Higher Education. No reduction in the total charge is made to those students who do not intend to use specific resources or services. Fees are subject to change.

Self-support courses have fees that are assessed in addition to any other tuition paid to the University.

Account balances are available:

on Touchtone (725-NROL)  
 and on the Web via [www.pdx.edu](http://www.pdx.edu)

[A&R 1/99Rd]

**SELECTED FEES (1998-99)**

Admissions Application Fee (non-refundable)	\$ 50.00
Catalog Price (sold only at Bookstore)	\$ 5.00
Mailing Fee	\$ 3.00
Degree Application Fee	\$ 20.00
Examination for Credit, per course	\$ 40.00
except WR 323	\$ 60.00
Fee Verification or Duplicate Fee Receipt	\$ 1.00
Health Insurance, Extended Coverage, per quarter	
Student only	\$ 145.00
Student and 1 dependent	475.00
Student and 2 or more dependents	684.00
Interest on Accounts Receivable: 12%, or 0.03288 daily.	
ID card, new and replacement	\$ 3.00
Late Payment Fee	
Initial (at end of second week)	\$ 40.00
Additional (at end of eighth week)	59.00
Locker Room Services Fee	\$ 19.00
Matriculation Fee (one time)	\$ 30.00
Assessed to all first term admitted students	
NSF/Returned Check Charge	\$ 15.00
Parking Permits, see parking in the back of the schedule	
Quick Entry Fee, (nonrefundable, one time)	\$ 5.00
Short-term Emergency Loan Fee	\$ 5-15
Transcripts	
Official (State System fee)	\$ 5.00
Each additional copy ordered at the same time	1.00
Unofficial/advising	1.50
Special Handling Fee for express service, plus carrier fees	10.00

**RESOURCE FEES**

Resource fees are Mandatory Enrollment Fees. All PSU students are assessed a Technology Fee of \$4.00 per undergraduate credit and \$5.50 per graduate credit hour. In addition, students admitted to School of Business Administration graduate programs and admitted to School of Engineering and Applied Sciences upper division and graduate level programs are assessed a resource fee per credit hour (SBA: \$12, max \$120; EAS: \$13, max \$130); this is a program specific fee.

**PAYMENT OF TUITION AND FEES POLICY**

State System and University policy require payment of tuition and fees by the due date. Students are financially responsible for all classes and credits in which they are registered on or after the first day of the quarter.

Students who cannot meet fee payment deadlines are encouraged to elect the Revolving Charge Account Plan (see next column).

NOTE: All students who enroll incur an account receivable obligation. All classes dropped are subject to the refund schedule. (100% refund credit is granted for classes dropped prior to the first day of the quarter.) Only a percentage of the tuition charge is credited to your account for classes dropped after the beginning of the quarter. Students are required to pay for any tuition, fees and charges remaining on their account.

Pre-registered students who discover prior to the start of the quarter, before payment, that they cannot attend MUST cancel their pre-registration. Call 725-NROL and use the one-step Complete Withdrawal action or drop via Web Access. Complete Withdrawal before the first day of the quarter will avoid financial obligation, or result in a full refund if already paid. Withdrawal on or after the first day of the quarter is subject to the refund policy and its percentage. (See Refund policy.)

Academically, non-attending students deny seats to other students, and they have a grade or mark on their permanent academic record.

**REVOLVING CHARGE ACCOUNT PLAN  
(INSTALLMENT PAYMENTS)**

General

All eligible students may participate in Revolving Charge Account Plan (RCAP). First-time participants must sign a Revolving Charge Account Agreement, which is available at the Accounts Receivable Office, Neuberger Hall lobby.

Eligibility

The following are eligible to participate in the RCAP:

- a) Current and past students, faculty and staff,
- b) The general public,
- c) Companies and corporations, and
- d) Governments and governmental organizations.

However, PSU may deny use of the minimum payment privilege to persons, organizations, or agencies that do not have a good credit history with the university, and to anyone who has been in default on student loans. For students receiving financial aid, all aid must be applied toward your account before any balance is eligible for the RCAP.

Required Payments

Students must pay all past due amounts and a minimum of one-third of the current term's tuition and fees on or before the start of late payment fees. The balance of tuition and fees must be paid prior to the start of the next term. Any unpaid balance is subject to the terms and conditions of the RCAP. The option to pay the unpaid balance in full always exists.

Withdrawals

In the event of withdrawal, any refunds due are applied to the outstanding balance, and any remaining balance due remains payable. (See "Withdrawals and Fee Refunds" below.)

Penalties

Penalties on delinquent accounts may be imposed as outlined in the Revolving Charge Account Agreement. Penalties may include but are not limited to cancellation or denial of registration, withholding of transcripts and diplomas, denial of further credit, as well as additional assessment for collection charges and attorney's fees.

For further information contact the Cashier's Office, Neuberger Hall lobby, or call 725-3670.

(ro10/97d)



IACP's New President:  
Michael D. Robinson  
Michigan State Police

\*\*\*\*\*  
Robert J. Tardiff, Chief of Police (422)610 13  
Police Dept  
401 E Third St  
P.O. Box 970  
MEMPHIS, OR 97132-0970  
\*\*\*\*\*

# The Police Chief

THE PROFESSIONAL VOICE OF LAW ENFORCEMENT

NOVEMBER 1999

# Phoenix PD Takes Higher Education Seriously

By Stephen M. Hennessy, Ed.D., Training Advisor, Phoenix Police Department, Arizona, and Patty Bilby Moore, M.Ed., Central Region Director, Statewide Academic Programs, Northern Arizona University, Flagstaff, Arizona

Law enforcement executives have long debated whether police officers should be college educated, if degrees should be required for entrance into the profession and what degrees should be encouraged or required for promotion. Discussion and debate flourished throughout the "golden age of police research" in the 1960s and '70s. The discussion grew even more intense with the publication of *The State of Police Education: Policy Direction for the 21st Century*.<sup>1</sup>

Under the leadership of Chief Harold L. Hurtt, the Phoenix Police Department is committed to encouraging officers to continue their formal education for the next millennium. Officers must be able to think critically, solve problems effectively in ambiguous situations and operate within a multicultural society. In addition to on-the-job experiences and supervisory skills courses, the department's top administration felt that the theoretical discussions and classical debates embedded in a formal university education would further the development of future leaders.

The Phoenix Police Department collaborated with faculty from Northern Arizona University's Center for Excellence in Education to adapt its Educational Leadership master's degree program for law enforcement professionals. Sworn and civilian department employees responded enthusiastically to this opportunity to continue their education.

In the fall of 1997, Northern Arizona University (NAU) admitted five groups—or cohorts—of students, involving over 100 members of the department in the two-year master's program. The first graduates, who received their degrees this past August, included several assistant chiefs and numerous commanders, lieutenants, sergeants, detectives and experienced officers, as well as newer officers who were on probation when they started. Department members from the crime laboratory, crime analysis section and records, as well as other civilians in the de-

partment, also participated. There was such an interest by other members of the Arizona law enforcement community that several other cohort classes were formed involving members from the Arizona Peace Officers Standards and Training Board; the Chandler, Peoria and Scottsdale police departments; and the Maricopa County Sheriff's Office. To date, more than 175 members of various criminal justice agencies have received or are presently seeking a master's degree in education from NAU.

## The Program

The core of the program is designed to develop leadership skills. Broadly applicable in education, public service or the private sector, these skills include critical thinking and problem analysis, judgment, organizational ability, decision making, leadership, sensitivity, stress tolerance, and oral and written communication. The need for students to develop an extended range of interest, to enhance their personal initiative and motivation, and to clarify and challenge their value orientation is also emphasized. Of course, these attributes are not only important in higher education, but have also been identified in P.J. Ortmeier's recent Delphi study as essential to leadership in community policing.<sup>2</sup>

The leadership core courses include "Leadership Skills," "Leadership Development" and "Critical Issues in Leadership." Students apply these skills in real-world settings in "Action Learning Modules" and "Applied Leadership Practices." The broader issues of theory and policy are addressed in "Introduction to Research," "Publicity and Politics of Education" and "Legal Aspects of Administration." Students explore their own potential future in education in "The Community College" and "Curriculum Construction in the Community College." Finally, they tackle the issues of diversity in "Multicultural Counseling." The program culminates

with a capstone course—the "Master's Seminar"—designed to integrate all of the components, clarify the course of study, and prepare the graduates for lifelong learning and continued growth.

## Challenges

As with any pilot program, there were surprises and challenges along the way—including the issue of rank. There was a definite rank structure in the classes, and men and women who had greeted each other by formal title for years now had to overcome their natural difficulty in addressing fellow students by first names. An effective learning environment must foster open and frank discussions on controversial matters. Understanding the importance of this issue, the command officers took the lead and insisted on being called by their first names in the classroom setting.

Students weren't the only ones with obstacles to overcome. Many of the part-time and full-time faculty found that they carried initial stereotypes about police and were curious about their motivation for pursuing a graduate degree in education. Most of the faculty were accustomed to teaching teachers, and were surprised that so many people in law enforcement were interested in an education program. Once they began to get to know their new students, however, many expressed their pleasure with the quality of work and dedication exhibited by these students.

Dr. Mike Miles, who designed and developed the applied emphasis in educational leadership, has been a faculty member at NAU for 30 years. "I was surprised at the enthusiasm for academics I found among the cohorts," he said of his law enforcement students. "Their academic work was outstanding. They [could] see the relevance of what they were learning about education, and apply it to challenges and problems in their own profession.

"In fact, they discovered that the prob-

lems they face daily are the same problems that educators face, only seen from a different perspective."

Miles notes that the students' research projects were excellent examples of integrating law enforcement and education issues. As one example, the Phoenix Police Department has a cooperative program with many school districts to place School Resource Officers (SROs) on grade school and high school campuses. Seeing a void in the preparation of officers to become SROs, one graduate student interviewed school administrators to identify critical issues and then developed a comprehensive training manual to help prepare these officers to understand school culture, regulations and legal issues before they began their assignment. The officer's department head was so impressed with the project that the student was assigned to develop it further as a part of his regular precinct duties.

Dr. Judy Kennedy has now had experience teaching seven different cohorts, with personnel from several area police departments and the Maricopa County Sheriff's Office. Her enthusiasm for the program is boundless. "They have been top-notch students, educational sponges—interested in learning, in questioning and in introspection. They laugh easily, enjoy each other's company and treat me with the utmost respect. Homework is always on time, quality of work excellent, and their willingness to share their experiences is amazing. There are never excuses for anything—just quality work as expected," Kennedy says. "I think I've learned as much from them as they have from me. The professionalism of the officers I have worked with is above and beyond what any citizen would expect."

### Benefits of an Advanced Degree

The students have commented very positively on their experience in the program during the past two years. Sergeant Mike Torres notes, "I not only learned much about leadership, but much about myself. The impact that the program will have on the operations of the Phoenix Police Department will be positive for years to come. The interaction of the cohorts in gaining and sharing knowledge will have a long-term effect as we apply these leadership principles in the department."

Commander G. Marcus Aurelius comments, "The interactions with fellow students have been highly significant for me. They gave me, as a commander, the opportunity to see many talented and bright members of the department using professional skills and abilities in a completely different light than I normally see them in their duties in the department. I also found our research projects, presentations

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and discussions throughout the course of study directly benefited the department."

"I quickly found the content of the leadership courses directly applied to leadership skills in my workplace," notes Commander Don Swanson. "But besides the benefit to the department, I personally realized that I enjoyed returning to the academic environment. I may well pursue a career in teaching after my retirement from policing."

Additional benefits to the students and to the department have been substantial. Interaction and engagement with other

experienced professionals in a cohort setting have stimulated students' thought processes and helped them develop critical thinking skills that were immediately transferable to the workplace.

Exposure to issues outside their specific profession helped students to broaden their views of the criminal justice system by looking at it through a different lens. They came to better understand their own role and how it fits into the larger context of society.

With additional formal education, many students have enhanced their pro-

motional opportunities and are better able to articulate and demonstrate new knowledge in a practical way. Additionally, they have demonstrated a willingness to commit valuable time in self-improvement for future challenges.

Interaction with fellow students—regardless of rank—built strong professional networks. It illuminated management and leadership issues from many perspectives along the administrative continuum. Young department members were able to demonstrate mature and thoughtful judgment in a classroom setting, which allowed those in the top ranks of the department to see them in a new and collaborative way.

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## Looking to the Future

Will the interest in advanced education wane after the first burst of enthusiasm? Will the hard work required discourage others from attempting it? The evidence does not support these propositions. After the initial five cohorts were started in 1997, one to two new cohorts have started each semester. From the Phoenix Police Department, the word spread. NAU began similar programs in Scottsdale, Chandler, Glendale, Peoria, the Maricopa County Sheriff's department, the Adult Probation Department, Juvenile Corrections and Child Protective Services. In addition, three command officers are pursuing doctoral degrees—two in Arizona State University's public administration program and one in ASU's criminal justice Program. Several more police employees have applied to NAU's Educational Leadership doctoral program. A collaborative relationship exists between Rio Salado Community College and the Phoenix Police Department to assist officers in attaining undergraduate degrees. Additional educational partnerships are being crafted with several other universities, including ASU and Western International University.

As these new graduates join the ranks of many other members of the Phoenix Police Department with advanced degrees, it's clear that advanced levels of education benefit everyone—the students, their departments and the municipalities they serve, as well as the universities whose programs are enriched by a diverse and stimulating mix of students. Unquestionably, education is essential to effective policing in the 21st century. ♦

<sup>1</sup> D.L. Carter, A.D. Sapp and D.W. Stephens, *The State of Police Education: Policy Direction to the 21st Century* (Washington, DC: Police Executive Research Forum, 1989).

<sup>2</sup> P.J. Ortmeier, "Leadership for Community Policing: A Study to Identify Essential Leadership Competencies," *Police Chief*, October 1997, pp. 88-92.

# interoffice MEMORANDUM

Move to  
Dec 20 -  
per Mike Soderquist  
(11-22-99)

Call Mike  
Copy  
Louis  
11/22/99  
6/15  
See - Louis  
consultant &  
celebration

**to:** Duane Cole  
**cc:** Gene Appel, Bob Bielman, Alan Lee, Jadene Torrent  
**from:** Mike Soderquist  
**re:** Composter Improvements - RFP  
**date:** October 13, 1999

This memo is offered to advise you that Community Development is about to proceed with a (roughly) \$900,000 plan for wastewater treatment plant (WWTP) composter improvements. This program is an outgrowth of the City's legal settlement with the manufacturer and an engineering analysis and recommendations provided by a consultant.

Background. Newberg was the last City in the Pacific Northwest to have (largely) funded by EPA (under the Water Quality Act of 1972) a new wastewater treatment plant. The strategy which the City used to maximize its ranking on the priority list (and thus, rise above the competition) was to commit to the sludge composter system. Although this design was fairly common in Europe, Newberg's was the first municipal "tunnel reactor" to be constructed in the United States. When operational problems arose, the City ultimately sued the manufacturer for relief. The settlement which resulted will allow us to remediate the operational problems.

This project, when complete, will mark the successful end of a 13-year struggle to improve the reliability, cost-effectiveness, and environmental performance of the composter.

Legal Settlement. After almost ten years from the start of construction and after subsequent reconstruction of the Ashbrook-Simon-Hartley (A-S-H) "tunnel reactor" composter, a legal settlement was reached. The final agreement was executed on December 17, 1997. It provided for the City's permanent retention of the construction contract retainage plus an additional \$457,996.78. The settlement was concluded with PWT Waste Solutions Inc., which had purchased A-S-H's tunnel reactor business and assumed A-S-H's obligations. The money was the complete settlement and was intended to cover costs of modifying the existing system, operation and maintenance costs above those originally promised, and was to compensate the City for the capacity shortfall of the composter (as compared with the original specifications).

Part of the dispute arose over both construction costs and operating costs. The latter are affected by such variables as sawdust moisture content and sawdust throughput. Capacity of the system is affected by residence time of the sludge/sawdust mixture in the tunnel, maintenance downtime, and amount of sawdust used. The City recognized the need to balance operating costs with capital costs. Therefore, a consultant was retained in 1998 to analyze the solids handling process and to provide an overall plan to best utilize the funds from the settlement.

from the desk of...

**Mike Soderquist**  
Director  
Community Development Department  
P.O. Box 970  
719 E. First Street  
Newberg, OR 97132

Phone: 503-537-1240  
Fax: 503-537-1272  
email: soderqm@ci.newberg.or.us

Overall Plan. Fluid Solutions, Inc., the consultant, analyzed the composter system. Operational variables analyzed included capacity, reliability, raw product costs, finished product revenues, and odor control needs. Fluid Solutions' recommendations included a cure building with odor controls, mixing area equipment modifications for material and air handling efficiency, four reactor improvements to improve air supply and containment, an odor control biofilter system for the reactor gas exhaust, and roofing of the sawdust storage area.

Alternative solids processing also were reviewed. For this size plant and for compatibility with the wastewater treatment process, the most appropriate competitive process was lime stabilization. The results of Fluid Solutions' analysis of the lime stabilization process indicated that costs would be comparable to those of the composter, and that totally new process equipment would be required and a new marketing program for the product would have to be undertaken. The risks associated with implementing a totally new process and with developing a market for the product present little incentive for the City to abandon the current system. Furthermore, the Newberg community has been very receptive to the concept of reuse and recycling of our biosolids.

The recommended improvements will increase capacity, improve reliability, reduce operating costs, and most importantly, reduce odors emanating from the composter operation.

Implementation Process. To implement the recommendations will involve detailed engineering design, bidding and construction, and continued operation of the composter with only limited down time. The first step in this process is to issue a request for proposals (RFP) for a consultant team to prepare the detailed plans and specifications, provide bid phase support and construction oversight, prepare operating & maintenance manuals, and provide start-up assistance. The project schedule will be managed to allow completion of the project in 18 months or less. It is anticipated that the consultant will be under contract early in the new year. The design will take approximately four months, bidding another two, and construction, up to 12 months. The project budget including engineering, project management, legal/administration, and construction is estimated to be approximately \$875,000. The funds necessary for this project are included in this year's budget (line item 70634).

12/20

Discussion

# DRAFT MEMORANDUM

**To:** Paula Radich, Don Clements, George Lewis  
**From:** Duane Cole  
**Subject:** Chehalem Valley strategy concept paper  
**Date:** December 1, 1999

**History** The cities of Newberg and Dundee, School District 29 Jt, Chehalem Parks and Recreation District and the Chamber of Commerce (Chehelam Future) have a long history of working together. In the early nineties the Chehelam Future developed the Chehalem Future Focus which is attached. This effort was completed in 1992 and revised in 1995. These efforts included extensive citizen involvement including a statistically valid survey of the community, community meetings and adoption of the vision by the four entities. The vision has been reviewed each year by the four entities.

The vision provided a basis for the community and their local government boards to share and understand the general direction of each group. Much has been accomplished including approval of bond measures for schools and city facilities, development of a solid business and school relationship, a focus on youth by the cities and CPRD, securing the hospital's future, beginning efforts to revitalize downtowns, better community design through specific area planning, and a priority on transportation improvements. The future, however, remains as challenging and uncertain as it was in the early nineties. It may be time to renew the past relationships and work together on a strategic plan for the Chehalem Valley governments.

**The Challenge** The year 2000 is a good time for new beginnings. The uncertainty of the future and the challenges we face may be greater today than they were just a few years ago. Growth, greater availability of the new technology, flat government revenue streams, a changing local economy, transportation funding, school facilities, preservation of downtowns are just a few examples of the complex strategic issues faced by the Chehelam Future. Our future includes the need to address many issues. What does this mean to the Chehelam Future, what are the opportunities to work together, will we achieve the future we desire?

**The Process** In order to address these issues, a process should be designed which would identify the strategic issues shared by the Chehelam Future and including the other governments who serve the area, prioritize the issues, and establish a time line and the budget needed to address the issues. The process could include a community survey, key stake holder interviews, public meetings, facilitated meetings with the four entities and one or two joint meetings to share issues, discuss coordination and develop a strategic plan. Closure would be when the Chehelam Future and others adopt the Chehalem Strategic Plan.

**The Product** The products from this effort would be a sustainable citizen engagement process, a prioritized strategic plan with key steps and budget implications identified, and, a joint strategic vision of issues to address which includes the future envisioned in 1995 with any revisions which become apparent through the process. In addition, the process would provide a forum for further development of a unified community and a process for discussing the allocation of scarce public resources.

# CHEHALEM FUTURE FOCUS - II

## COMMUNITY VISION STATEMENT

FEBRUARY 4, 1995

### IN 2015 THE CHEHALEM VALLEY IS:

**ECONOMY** -- A diverse economy provides balanced economic options. Downtown is vibrant; the natural beauty of the area provides an environment for tourism and the wine industry. The River front is a focus of economic and recreational activity; an airport facility is available.

**LAND USE** -- Plenty of open space with larger lots in the outlying areas; livable neighborhoods in the cities. Transportation choices include walking, biking, or driving. The River front is linked to the cities' core areas. Diverse housing opportunities of high quality including historic homes, affordable homes, rentals, condominiums and homes for the elderly and disadvantaged are available.

**TRANSPORTATION** -- A route provides safe and efficient access to and through the community. Downtown traffic is much less and is routed to enhance business; State highways have been removed from downtown. There are adequate bikeways and pathways. Residents are actively involved in planning transportation.

**ENVIRONMENT** -- Natural areas and habitat have been preserved. Agricultural land and open space preserve the view from surrounding hillsides. Automobiles are used less, preserving air quality; a green-way system links pedestrian paths along clean rivers and streams. Residents are actively involved in protecting and conserving the natural areas. Plenty of space is provided for enjoying animals and the earth.

**PUBLIC FACILITIES, SERVICES AND SAFETY** -- Community centers for public offices in Newberg and Dundee. Volunteers share with professionals the responsibility for providing economic public services. A uniform district addresses the fair payment for urban and rural services. Planning efforts and support for the vision focuses the community's future. Residents are actively involved in safety programs.

**PARKS, RECREATION, COMMUNITY CREATION AND CELEBRATIONS** -- Parks have adequate bikeways and walking paths. Neighborhood parks provide a focus for recreation; a range of recreation options is available. Cultural diversity enhances Community Festivals and events. Champoeg Park is linked to the Valley. Neighborhood and community ownership and involvement are promoted and encouraged.

**HEALTH, SOCIAL SERVICES, AND WELL BEING** -- Health care is provided locally through a one-stop health care facility. Community members may change their sedentary lifestyles. Social services are available locally. Cultural diversity creates challenges and local residents meet the challenge. General happiness, personal, spiritual growth, and families are encouraged and promoted.

**EDUCATION AND NEEDS OF YOUTH** -- All levels of education are available; there is a strong business/school partnership. Parents are involved; citizenship training is important. Classes are culturally diverse; individual needs are addressed. Technological changes provide easy access to information and education for all Valley residents. Nurturing our youth is a priority and youth are encouraged to be involved in all aspects of our community.

**ARTS, CULTURE AND HERITAGE** -- Public art, cultural events and activities, and museums are displayed and supported by the community. A living history museum focuses community and tourist attention on the local heritage, and, is supported by several museums which show case the Valley's local history. George Fox College provides a focus for cultural events which promote the values of the area. Public art provides a sense of pride and serve as reminders of the timelessness of the Valley.

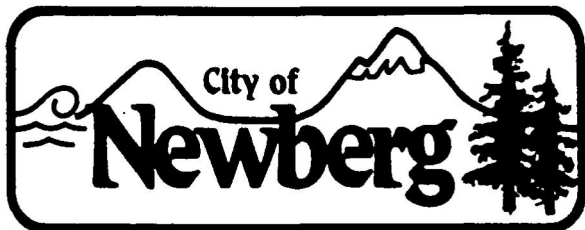
**COMMUNICATION LINKAGES** -- Computers serve all of the residents by providing access to information about the community. Data linkages between households create opportunities for working together. The Valley is a part of the global village through the worldwide data linkages. Public places are available for residents to meet in person. Issues are explored and discussed publicly in ways that work toward common ground to benefit the Valley.

# CHEHALEM FUTURE FOCUS

## VALUES STATEMENT

We, the residents of the Chehalem Valley value:

- \* A friendly, small-town atmosphere that retains our community's distinct geographical, historical and cultural identity.
- \* A livable community that offers excellent schools, quality health care, affordable housing, and family-oriented programs and activities.
- \* A balanced and orderly approach to growth that enables us to fine-tune our community rather than overwhelming us with rapid change.
- \* A safe and efficient transportation network that promotes ease of movement throughout the valley by both vehicles and pedestrians.
- \* A diversified economic base that provides a full range of employment opportunities for our local work force.
- \* A vital local economy that meets the diverse shopping and commercial needs of local residents, businesses, and tourists.
- \* A physically safe community that allows a diverse population to grow and prosper without threat to person or property.
- \* A healthy environment that preserves the beauty of our natural surroundings-the valley and hills, forests, rivers and streams and air.



# MEMORANDUM

**To:** City Council and Staff  
**From:** Charles Cox, Mayor  
**Subject:** December 20 Council meeting CANCELLED  
**Date:** December 9, 1999

I am sure that everyone has plenty to do during this time of year. Based on our discussion at the December 6 City Council meeting and my review of the list of items developed by the staff for consideration by the City Council on December 20, I have decided that it will not be necessary to schedule a meeting on December 20. The items we would have considered at the meeting will be held over to January 3, 2000. If something comes up next week, however, I will not hesitate call everyone together.

Thanks to each of you for your participation with me on the Council during the past year. Serving as Mayor of Newberg has been a challenging and rewarding experience. I appreciate everyone's commitment to our city and I look forward to working with each of you during 2000.

Have a nice holiday season, and if I do not see you around town, I will see you on January 3, 2000.

Sincerely,

A handwritten signature in black ink, appearing to read "Charles Cox", written over a light blue horizontal line.

Charles Cox, Mayor