

2024 PORTLAND STATE UNIVERSITY 2025 CENTER FOR PUBLIC SERVICE ANNUAL REPORT

WHO WE ARE

Housed within the College of Urban and Public Affairs' Mark O. Hatfield School of Government, the **Center for Public Service (CPS)** is known for its "pracademic" approach, which blends academic research and applied experience. CPS builds the capacity of local government leaders and organizations while also creating opportunities for graduate students to gain real-world experience.

The faculty, students, staff, and community partners affiliated with CPS share a common mission: to synthesize the Hatfield School of Government's teaching, research, and practical knowledge to build leadership capacity and improve the effectiveness of public service professionals and organizations. Three general types of activity comprise these efforts:

- Training, education, and other talent-building programs, often co-produced and custom-tailored for the specific needs of the public service professionals and organizations whom we serve.
- Applied research and consulting services that help leaders and citizens better understand and solve key social challenges through leadership and innovation.
- Academically-grounded, practice-centered knowledge created through research, real-world application, and publication.

CPS is home to the following named institutes and units:

- **The Institute for Tribal Government (ITG)** serves elected tribal governments from across the nation and also provides training to local, state, and federal government agencies and others who are interested in learning about tribal government.
- **Community Environmental Services (CES)** draws on 30 years of experience with waste management, using cutting-edge research and best practices to help organizations reduce, reuse, recycle, and rethink waste.
- **The Nonprofit Institute (NPI)** supports the Oregon nonprofit sector so that it can fulfill its promise of bringing people together to build a more just, inclusive, and sustainable society.



CPS and its affiliated units currently include 13 full-time staff, 3 faculty members, 11 graduate assistants, 27 student staff, and 34 part-time employees.

Mission, Vision, and Values

Our **mission** is to build the leadership and effectiveness of public service professionals and organizations by leveraging the Hatfield School of Government's teaching, research, and service-related activities.

Our **vision** is to enhance the legitimacy of—and citizen trust in—public service institutions and the people who work in them.

The following **core values** are foundational in all we do: Community & Public Service, International Cooperation & Respect for Diversity, Fairness, Equity & Social Justice, Civic Engagement, and Sustainable Development.



Our Impact in Numbers

How We Achieve Impact

CPS serves as an enduring resource for public service leadership development, public service organization

capacity development, and contributions to the public service field through applied research and publications.

We have a well-established track record of collaboratively developing and delivering impact through the following:

PUBLIC SERVICE LEADERSHIP DEVELOPMENT

- Professional certificates
- Custom programs
- Coaching and mentoring

PUBLIC SERVICE ORGANIZATION CAPACITY DEVELOPMENT

- Public service fellowships to develop talent
- Local government on-demand services: interactive training, customized consulting support, and assistance with the government-nonprofit interface
- Tribal and indigenous community direct support (customized training and technical assistance) and support for professionals whose work is set in Indian Country (government, industry, nonprofit, and academic partners)
- International partnerships, ranging from intensive trainings to yearlong exchanges with local government officials and scholars

CONTRIBUTIONS TO THE FIELD OF PUBLIC SERVICE

- Applied research
- Publications

CPS roles include:

- Serving as a resource connector within PSU, bringing together faculty, graduate students, and practitioners to support our community service partners
- Connecting leaders with each other for mutual support, resource sharing, and continual learning
- Incubating programs through partnering on curriculum development, implementation, evaluation, and refinement
- Serving as a thought partner and facilitating faculty opportunities to conduct applied research, lead international study programs, and teach non-credit offerings.

26

CPS delivered 26 consulting projects serving 23 agencies and organizations.

Consulting Projects

CPS' education and training portfolio, including international and domestic programs, engaged 442 participants.

442

Training Participants

Sixteen Hatfield Resident and Public Service Fellows completed their 8-month projects working with government agencies and six Oregon Summer Fellows completed their 10-week summer fellowships.

22

Public Service Fellows

As part of our goal to develop public service leaders at all career stages, CPS and its units employed 38 graduate and undergraduate student employees in 2024-2025.

38

PSU Students Employed

PUBLICATIONS

Anthony, Joseph and Paul Manson. 2024. *"The Impacts of COVID-19 on Election Administration: Perspectives from Local Election Officials in the United States."* Lessons Learned from the 2020 US Presidential Election: Hindsight is 2020, 47-68. Springer International Publishing.

Girard, J., Odeh, D., Christensen, C., & Cano, V. (2024, December). *Oregon resident e-government survey: Phase 3 report*. State of Oregon. https://www.oregon.gov/eis/epab/Documents/Oregon-Resident-E-Government-Survey-Phase-3-Report_202412.pdf

Gordon, Grace, Bridgett A. King, and Paul Manson. 2024. *"Expanding the Pipeline: Turnover, Diversity, and a Representative Local Election Official Bureaucracy."* Local Election Administrators in the United States: The Frontline of Democracy. Springer Nature Switzerland.

Gronke, Paul, Paul Manson, Natalie Adona, and Jay Lee. 2024. *"A Demographic and Professional Profile of the Frontline Workers of American Elections."* Local Election Administrators in the United States: The Frontline of Democracy. Springer Nature Switzerland.

Koski, Chris and Paul Manson. 2024. *"Policy design receptivity and target populations: A social construction framework approach to climate change policy."* Policy Studies Journal 52 (2), 211-233.

Manson, Paul and Paul Gronke. 2025. *"Policy Stability and Policy Change: Understanding Staffing Challenges in Oregon's Local Elections Offices."* Election Law Journal: Rules, Politics, and Policy 24 (1), 34-51.

Vargas, Claudia María and Cooper, Phillip J. (2024). *Implementing Sustainable Development: From Global Policy to Local Action, 2nd Edition*. Lanham, MD: Rowman & Littlefield Publishers.

Vargas, Claudia María. (Forthcoming). Forward (Presentación) to WARMÍ PACHA": *Los Ciclos Regenerativos de Crianza Mutua y Cuidado Máximo de la Vida a través del Verso, el Canto y la Pintura*, by Carmen Rosa Muñoz Ayaviri.



ESP cohort at a case study in October 2024 (Mt. Hood, OR)

PRESENTATIONS

Paul Manson presented a paper on social construction of target populations to the American Political Science Association in September 2024.

Carl Christiansen, student project associate, presented the research project *"Exploring the Relationship Between Neoliberal Marketization and Nonprofit Employee Burnout: A Mixed-Methods Case Study Approach"* at the 53rd Annual ARNOVA Conference on 22nd November 2024.

Carl and the research team participated in the panel *"Critical Perspectives on Nonprofit Management and Leadership."*

GRANTS

MIDDLE EAST PARTNERSHIP INITIATIVE (MEPI): In July 2024, CPS hosted 15 student leaders from 14 different countries as part of MEPI. Aiming to advance stability and prosperity in the Middle East and North Africa (MENA), the Middle East Partnership Initiative (MEPI) Student Leaders Program supports governments and their citizens to achieve shared political, economic and stability objectives.

Program Team: PI: Kevin Kecskes, Co-I: Christopher Carey, Faculty: Roberta Hunte, Program Coordinator: Ahmed El Mansouri, Administrative Program Assistant: Nicole Savara-Brown, Community Engagement Plan (CEP) Consultant and PSU-MEPI Resident Program Director: Carol



YOUNG SOUTHEAST ASIAN LEADERS INITIATIVE (YSEALI):

In October 2024, CPS hosted 25 fellows from 11 countries as part of the YSEALI award in partnership with University of Nebraska in Omaha. Fellows spent five weeks participating in a civic engagement program.

Program Team: PI: Masami Nishishiba, Program Manager: Yachi Iisako, Action Plan Coach and Program Coordinator: Jennifer Joyalle



NORTHWEST ENVIRONMENTAL AND ENERGY JUSTICE THRIVING COMMUNITIES TECHNICAL ASSISTANCE CENTER (TCTAC):

The Northwest Environmental and Energy Justice Thriving Communities Technical Assistance Center (TCTAC) was established with a \$10 million grant from the U.S. Environmental Protection Agency to provide crucial technical assistance to historically disadvantaged communities. Although the TCTAC's EPA funding was unexpectedly terminated in May 2025, the program made significant progress in its first two years, working alongside partners like the Willamette Partnership and the Rural Community Assistance Corporation. The TCTAC team, focused on empowering Native American tribes and their neighbors to successfully compete for and implement federal grants that address pressing environmental and energy needs.

Program Team: PI: Bobby Cochran, Co-I: Direlle Calica, Thriving Communities Program Co-Director: Serina Fast Horse



POLLUTION PREVENTION GRANT: ENVIRONMENTAL JUSTICE THROUGH SAFER AND MORE SUSTAINABLE PRODUCTS:

CES and ITG were awarded \$716,484 from the U.S. Environmental Protection Agency as part of an effort to address pollution prevention in local communities. The focus of the project is working with Native American-owned and -serving businesses to develop sustainable procurement plans and assistance to switch to safer, more sustainable products. The project, a partnership between CPS' Community Environmental Services unit, CPS' Institute on Tribal Governance, the Northwest Native American Chamber of Commerce, and the Sustainable Purchasing Leadership Council, provides technical assistance, including a culturally relevant sustainable product curriculum, industry-specific procurement resources, and support for implementing new technologies and webinars, co-created with community members, to Native-owned and -serving businesses.

The 2025 cohort met in the spring and summer, with optional peer learning expected to be completed by September 2025.

Program team: PI: Beth Gilden, with Direlle Calica and Serina Fast Horse

PORT OF PORTLAND WASTE MINIMIZATION PROGRAM GRANT:

Since 2003, Community Environmental Services has worked with the Port of Portland to facilitate their Waste Minimization Program, which aims to reduce the amount of landfill-bound waste by implementing innovative waste reduction programs and projects that align with the Port's Zero Waste Plan.

Program Team: PI: Sara Saltzberg, with Emily Murkland, Maria Jaiyeola, Allison Kirkpatrick, Etosha Terryll



LISTENING TO THE STEWARDS (BIPARTISAN POLICY CENTER RESEARCH GRANT):

This project will expand a research effort initially supported by the Oregon Secretary of State's Office where every Oregon County Clerk or Election Director was interviewed to explore staffing and budget challenges. The Bipartisan Policy Center grant will expand this research nationally. The research will use semi-structured interviews to create a better understanding of the following challenges facing election offices across the US: staffing levels, staff career trajectories, workload, budgets, and outside pressures.

ELECTIONS TRUST INITIATIVE LOCAL ELECTION OFFICIAL SURVEY:

The 2024 LEO Survey expanded upon the Elections and Voting Institute's marquee research over six years studying the impact of the evolving election environment on the job experiences, departures, and responses of LEOs. The 2024 LEO survey was a critical tool for understanding ongoing challenges and new challenges emerging during 2024. The survey repeated questions asked since 2018 in order to monitor change and development in the elections community, and repeated newer items about the LEO job environment that provide insight into the "great resignation" and corollary issues of staff recruitment, retention, and composition. The survey also monitored staff size, staff composition, and different funding models. In both years, the CPS team supplemented the survey with in-depth interviews with LEOs at different points in their careers to provide nuance and detail to survey results.

PI: Paul Manson with Paul Gronke

LOCAL ELECTION OFFICIAL SURVEY (DEMOCRACY FUND):

The 2024 Local Election Official (LEO) Survey was the sixth annual survey studying the impact of the evolving election environment on the job experiences, departures, and responses of LEOs. The LEO survey is the only nationally representative annual survey of election officials and supports multiple academic teams across the US and informs policy making and advocacy to strengthen the integrity and safety of elections. With 659 respondents, the 2024 LEO survey was a critical tool for understanding ongoing challenges and new challenges emerging during 2024-25.

PI: Paul Manson with Paul Gronke



U.S. ARMY CORPS OF ENGINEERS PORTLAND DISTRICT LEADERSHIP DEVELOPMENT PROGRAM:

This custom 9-month program develops leadership competencies - knowledge, skills and abilities - of participants within each of the following four leadership domains: individual leadership, leading teams, leading the organization, and leading the community. Participants are registered for the following three graduate-level courses: PA 517: Leadership Development, PA 518: Leading Public Organizations, and PA 539: The National Policy Process.

Program Team: PI: Margaret Banyan, with Jennifer Allen, Shawn Morford, Sara Saltzberg, Josh Metzler, Peter Chaillé, Brandon Kurtz, Ayush Pawar



MEYER MEMORIAL TRUST GOVERNANCE TRAINING DESIGN:

This project focused on developing a policy-making framework that prioritized civic engagement and centered the voices of communities, especially those that have been historically marginalized. Despite a compressed timeline, the team was able to create a dynamic Community-Centered Governance for

Effective Policy Making Framework, develop a comprehensive curriculum to support implementation of the framework, design and deliver a one-day pilot training for newly elected officials, and evaluate and document the pilot. Additionally, the team developed new companion tools to complement the curriculum: Community Engagement Tools and Decision Tools for Policy Makers.

Program Team: Sara Saltzberg, Amanda Manjarrez, Paul Manson, Scott Nine, Emil Tsao, Masami Nishishiba, Diane Odeh, Sofia Castellanos, and Yachi Iisako.

Public Service Fellowship Program

One of CPS' key offerings is providing our public and non-profit partners with quality talent through a series of paid graduate fellowships. Our objective is to match our partners' needs with top-notch graduate and Ph.D. students who are either currently enrolled in their programs or newly-graduated from Portland State University (PSU) and other high-quality graduate programs across the U.S. It is a simple, but powerful premise: that Oregon's public service organizations can far better achieve their missions by taking full advantage of versatile, well-prepared, and committed public servants who are just launching their careers.

- In 2024, CPS placed 22 fellows with multiple government agencies.
- 6 Oregon Summer Fellows completed their 10-week projects in August/September 2024, working with the following sponsors:
- City of Portland, Oregon Department of Transportation, Oregon Health Authority, Columbia River Gorge Commission
- In 2025, 16 Hatfield Resident and Public Service Fellows completed their 8-month projects working with the following sponsors (some agencies placed multiple fellows):
- City of Portland, Metro, Oregon Health Authority, Multnomah County, Department of State Lands, Washington County, City of Manzanita



Hatfield Resident and Public Service Fellows meet up with the Young Southeast Asian Leaders Fellows

Consulting Projects

Agency/Org	Project	Team
1803 Fund	Research on Black serving/led nonprofits in Portland	Masami Nishsihiba, Jillian Girard
City of Portland	Clean Energy Fund Program Evaluation	Ronnie Cano, Diane Odeh
Linn County, City of Independence, City of Hood River, City of Brookings, City of Florence, City of Harrisburg, City of Monmouth, City of Silverton, Yamhill County, Rockwood Water People's Utility District	Compensation Studies	Eileen Casey White, Bob Winthrop, Sara Spiers with student assistant Benjamin Gold
Clark County	Solid Waste Environmental Outreach Residue Study	Moonrose Doherty, Sophia David, Etosha Terryll, Matthew Grafton
Department of Environmental Quality	Emergency Response Team Study	Reva Feldman, Etosha Terryll
Hood River	Annexation Project	Scott Lazenby, Aiswarya Dutta
Islamic Relief USA	Publication	Rafeel Wasif
Nehalem Bay Health Center and Pharmacy	Strategic Plan Update	Margaret Banyan
Nehalem Bay Health District	Strategic Plan Update	Margaret Banyan
NICUSA - State of Oregon E-Government	Business Community Study	Jillian Girard, Veronica Cano, Carl Christiansen, Diane Odeh
Oregon Health Authority Systems of Care Advisory Council	Marketing Plan and Marketing/ Outreach Analysis	Jim Beriault and Marc Moran
Oregon Housing and Community Services	Language Access Plan	Nhu To-Haynes, Margaret Banyan, Carl Christiansen, Aiswarya Dutta
Oregon Department of Human Services	Resilience Hub	Paul Manson, Richmond Asare, Josh Metzler, Rica Perez
Oregon Department of Human Services	Mass Care County Plans	Paul Manson, Josh Metzler, Richmond Asare, Rica Perez
Tillamook County	Tillamook County Strategic Plan, Assessment, and Employee Survey	Terry Moore, Mike Gleason, Paul Manson
Tillamook County	Library Community Survey	Ronnie Cano, Aiswarya Dutta
University of Oregon	Institute for Tribal Government Water Equity Project	Direlle Calica, Serina Fast Horse, Chrissa Wilkie
Department of Environmental Quality	Cleanup Vision 2050	Institute for Tribal Government - Direlle Calica, Serina Fast Horse, Chrissa Wilkie, Population Research Center, Institute for Sustainable Solutions, and Oregon Consensus
State of Oregon Water Resources Department	Tribal/State Water Task Force Annual Tribal Summit	Direlle Calica, Robin Harkless
Metro	Recycle at Work (RAW) 2025	Emily Murkland, Ryan Backer, Matthew Grafton
Clark County	Solid Waste Environmental Outreach Residue Study	Moonrose Doherty, Sophia Davis, Etosha Terryll, Matthew Grafton
University of California Fresno	LEO Survey	Paul Manson, Paul Gronke

Education and Training

Northwest Energy Policy, a graduate-level credit course offered by the Department of Public Administration, saw the additional enrollment of 25 non-credit participants for Fall 2024 through the efforts of CPS.

Professional Certificate in Tribal Relations

graduated its eighth cohort with 30 participants in August 2024. The ninth cohort launched in December 2024 and attended the National Congress of American Indians. Executive Council Winter Session in February 2025.

Executive Seminar Program in Natural Resources

Leadership had 22 participants for the 2024-25 program, themed "Risk Taking & Experimentation in Natural Resources Leadership."

Case 1: October 21-25 2024 (Mt. Hood, Oregon)
"Managing fire risk on Oregon's Mt. Hood: New Science, Old Ways, and Engaged Communities"

Case 2: February 24-28, 2025 (Portland, Oregon)
"Restructuring the Power of Decision Making: Implementing Metro's Parks and Nature Bond"

Case 3: May 19-23, 2025 (Rural Eastern Arizona)
"Mexican Wolf Recovery: Innovation, Partnership, and Acceptance in the Southwest"

Capstone: June 17, 2025 (PSU Campus)

Nonprofit Program Evaluation had 23 participants complete the 5-month program that ran January through May, 2025.

Leadership Training for Newly Elected Officials

had 38 in-person participants for a hybrid one-day "boot camp" on December 7, 2024. This training was facilitated by John McArdle, Jessica Engelke, Nancy Newton, Joe Hertzberg, and Scott Lazenby and prepared newly elected city officials to face the unique challenges and opportunities of public service.

Meyer Memorial Trust Governance Training

Design had 11 participants for a one-day onboarding training called Community-Centered Governance for Effective Policy Making on December 14, 2024. Ana Sofia Castellanos and Scott Nine facilitated the session.

Leadership Effectiveness Training for Newly

Elected Officials was a one-day session on December 18, 2024, facilitated by Scott Lazenby and Sara Singer Wilson. The session was attended by 11 participants from the City of Portland's newly elected City Council.



Participants in the Leadership Training for Newly Elected Officials

Education and Training

Executive Master of Public Administration

The 2024 Cohort launched in September with 12 participants, and the 11 members of the 2023 Cohort graduated in June 2025. In 2024, students in the 2023 Cohort traveled as part of PA 544 - International Field Experience to Khon Kaen, Thailand, to learn about public policy and the impact of culture on policymaking.



Executive Master of Public Administration Cohort in Thailand

Society of American Foresters PNW SAF 2025

Conference Workshop was presented by Shawn Morford on February 27, 2025 in Stevenson, Washington. The topic was *"How Culture, Worldviews, and Basic Underlying Assumptions Affect Leadership,"* and about 60 participants attended.

Clackamas County Change Management

Workshops were prepared and led by Cathy LaTourette, and 12 attendees joined four workshops in 2024-25. In addition, the CPS team created and delivered a change plan and toolkit for the county.

Custom Training projects

"Applying the Power of Your Strengths," a 3-hour training for the Resource Assistance for Rural Environment (R.A.R.E.) program, delivered September 5, 2024. Led by: Cathy LaTourette

"Leading People through Non-Stop Change," all-day training for Clackamas County's Leadership Academy on November 6, 2024. Led by: Cathy LaTourette

National Disaster Preparedness Training Center - University of Hawaii. Led by: Paul Manson



International Programs

Supreme Court of Japan

CPS provides an academic home and advising to one member of the Japanese court staff who is selected each year to conduct research in Oregon, and the Fourth Judicial District acts as field advisor and provides real-world cases for the research scholar to study and explore. In 2024-25, the participant that attended this training focused on the online warrant systems in criminal justice.

Seoul Metropolitan Government Program

Two scholars participate in a special one-year professional development program. This year, the scholars are focused on urban public culture policies and museum management as well as best practices for using big data and AI as a tool for urban improvement.

JaLoGoMa program Between July 28 and August 2, 2024, CPS hosted the Japanese Local Governance and Management (JaLoGoMa) Training Program in-person. CPS hosted 12 participants from Japan representing diverse backgrounds, including university faculty, NPO representatives, local government staff, and prefectural-level elected officials.

Toyama Prefectural Government Visiting Scholar Program

Each year from July, the Toyama Prefectural Government sends a mid-career professional as a visiting scholar to foster relationships between Oregon and Toyama Prefecture. The visiting scholar spends most of their time at JASO (Japan- American Society of Oregon) conducting a field study, with CPS involved in providing research guidance.

Hiroshima Shudo University

In February each year, CPS hosts 10 students from Hiroshima Shudo University as part of the 'Glocal Project' which focuses on discovering and developing new and better ways to utilize locally available resources in urban and suburban areas of Hiroshima. However, due to low enrollment this year, CPS faculty and staff were only involved in the students' online presentations.

Japanese Local Governance and Management cohort



Executive MPA Outreach

PSU's Department of Public Administration has delegated a set of administrative functions to the Center for Public Service, including the administration, outreach, and support of the Executive MPA Program. This past year, CPS held multiple student recruitment events, with outreach to these public agencies:

- City of Portland
- Clackamas County
- Port of Portland
- City of Lake Oswego
- US Army Corps of Engineers
- City of Beaverton
- Business Oregon
- Special Districts Association of Oregon
- US Department of Transportation
- Portland State University

Public Service Days

Each quarter, CPS holds a day of service when staff contributes to a local agency or nonprofit serving our community. This past year, we volunteered with the **PSU Food Pantry**, **p:ear mentor youth community center**, the **Children's Book Bank at SMART Reading**, and the **Friends of South Park Blocks**.



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