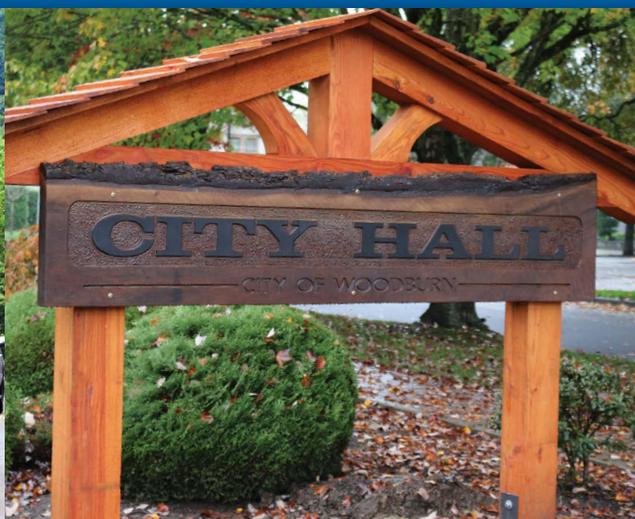




# LOCAL FOCUS

President's Message  
2018 Policy Committees  
#MeToo in Your City

The Magazine of the League of Oregon Cities  
January 2018



# 2018

# State of the Cities Report

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# LOCAL FOCUS

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# A Message from the President

## Timm Slater, Councilor, North Bend

I am honored to be your LOC President this year. I believe that municipal government is the best and most effective form that folks experience. It impacts the citizen directly, and offers them the quickest response forum. Also, I believe in LOC's mission of being "the go-to place for and about cities as a dynamic resource hub for advocacy, education and best practices." In this time of limited resources, it requires that we share our successes and solutions to the challenges of running great cities. LOC has a paramount role in that process. For many of our cities, the League, with its informational and support services, is a critical partner. It is an important part of setting the firm foundation for Oregon's future.

How about your role in that future?

In the early days of my time in North Bend city government, as we looked for opportunities, I found myself thinking "if only" we had the assets of the county we could really get something done. What I quickly found was the county was saying the same thing about the state. I was reminded of an old hymn called "Brighten the Corner Where You Are" —

*Do not wait until some deed of greatness  
you may do*

*Do not wait to shed your light afar*

*To the many duties ever near you now  
be true,*

*Brighten the corner where you are.*

Your big time is now and this is your stage to make a difference on. Volunteers will be critical to the recipe for success in your city. Country singer Randy Travis had a song in the 80s which does a good job, I believe, summarizing this point:

*There are heroes whose names we never  
hear,*

*A dedicated army of quiet volunteers*

*Reaching out to feed the hungry,*

*Reaching out to save the land,*

*Reaching out to help their fellow man.*

Some of our challenges seem overwhelming. But when we are joined together as one people, with one purpose, nothing will be impossible to overcome. We take on the opportunity one step at a time, much as you heard about in the Starfish Thrower:

*"But young man, don't you realize that  
there are miles and miles of beach and  
starfish all along it. You can't possibly  
make a difference!"*

*The young man listened politely. Then  
bent down, picked up another starfish  
and threw it into the sea, past the break-  
ing waves. "I made a difference for that  
one!"*

In all aspects, let's make 2018 the best year that city government has experienced in a long time. Let's brighten the corner where we are, be a point of



Timm Slater  
Councilor, North Bend  
2018 LOC Board President

“ You were not  
elected simply  
to keep house! ”

light for someone in need and make a difference for at least one. Let's share our successes and challenges to build up each other. For only together do we succeed today and build a future.

Remember: you were not elected simply to keep house! ■

# From Good to Great: LOC in 2018

Since 1925, a visionary board of 16 volunteer leaders from around the state has guided the League in its quest to serve all the incorporated communities of Oregon. Through the years a lot has changed, both at the League, and with respect to the cities we serve. Today, we change again in response to evolving demographics, needs, and, of course, regulations and laws. Running, managing and maintaining a city is no easy task. It's predominantly a thankless and daunting endeavor, and those who have chosen a life of public and civic service do so because of an overriding desire to improve the quality of life for their fellow man.

In Oregon, the challenges facing those running our cities are growing in severity and complexity. Reliable and consistent funding for critical public service programs are constantly under attack; legislation originally designed to help winds up morphing into restrictive mandates which cripple the ability of our cities to grow; and even recruiting and retaining employees in our municipalities is now a glaring problem.

In short: the 241 communities which we serve need the League of Oregon Cities now, more than ever. It's evident—after only a few weeks in my new role as executive director—we need to dig in, step up and reinvent with a strong and renewed focus on service and our customer.

## From the Inside Out

The League of Oregon Cities is blessed with an amazing team of 20 talented, motivated and caring professionals. It's evident from my meetings with each of them: they all share the desire to be the best, and they all bring fresh ideas and approaches to the organization. Internally, the culture of the organization has already taken a positive turn: we are a team, and we are functioning as such. New ideas are being evaluated and rolled out; everyone is empowered to contribute, and to take personal ownership. Many of these ideas will find their way into our enhanced strategic plan and into our overarching business plan as we move aggressively into 2018.

## Enhanced Member Services

The League will continue to provide the outstanding benefits associated with our affiliation with Citycounty Insurance Services (CIS) and will be working on your behalf to continually improve the competitive nature of those benefits. In these tumultuous and uncertain times, CIS strives to outperform, and has become a model across the nation that other states hope to emulate.

In the coming year, we are also expecting to have an even closer relationship with the Local Government Personnel Institute (LGPI), which exists to provide human resources and labor relations assistance for cities. Going forward, we are looking forward to integrating these services even more seamlessly into our offerings to all cities.

We are already working to expand the scope—both geographically and with regards to content—of our Small Cities Support Network. Geographically, the distance between these regional meetings has proven to be an issue for some in the past. In response, we are immediately increasing the number of Small Cities Network meetings around the state from eight to 12. The goal of this strategic move is to increase access to the League for our small cities by reducing travel within the regions. Programmatically, we are focused on a more responsive approach to what we are learning in these meetings. We will soon be creating a small cities listserv to connect leaders in response to common problems and solutions. Our intent is to create a dialogue between cities and the League, as communication with all stakeholders is a top priority. In addition, website enhancements will make accessing critical information easier and more effective. We are in the process of designing our new site now, which will greatly enhance the value of your membership.

The League is also looking at creating more value-added services that were not available before. In response to feedback already provided at the two small cities meetings I have been honored to attend this month, we are looking at creating the following benefits:

- **Grant Writing and Researching:** We are fortunate to have a professional grant writer on staff and are working on incorporating those services into our benefits to cities. It is my intent that cities have access to this service within the first quarter of 2018.
- **“IT in a Box”:** IT issues are one of the biggest (and arguably most important) variables in a city's budget. The League is currently working on an overarching, manageable solution for cities with respect to this cost driver and will be evaluating options in the coming month.



Mike Cully  
LOC Executive Director

- **Enhanced Access to Information:** The current LOC website has terabytes of data, but members have reported difficulties with quickly accessing this information. We are working to completely rebuild and restructure our offering, and will be incorporating feedback from our cities as we seek to redevelop this important resource.

## Legal and Technical Assistance

The LOC has some of the most talented counsel in the state, and are on the front lines of fighting for unrestricted home rule and municipal sovereignty. Our respected team of attorneys are committed to innovation and service to our members and are able to respond to inquiries on issues ranging from city operations to policy development.

In addition, we want to raise the bar in this area by working to give our counsel the ability to advise cities directly—rather than just referring inquires to the appropriate statute for individual interpretation—in cases requiring legal opinion. As in the case of IT costs, legal expenses are a tremendous cost driver for our members, and it is the League’s desire to help reduce this impact.

## Advocacy

Our advocacy team is prepping for the upcoming short session, which kicks off in just a few weeks. In response to feedback, the team is gearing up for the 2018-2019 sessions in a more aggressive manner than before, positioning the League as champions of issues critical to cities—such as PERS and property tax reform—and the preeminent source for impactful and influential action on these issues.

It is the League’s express goal to be an authoritative voice in the Capitol, and as we work towards this end members can expect an even more proactive, aggressive approach to identifying and mitigating potential harmful legislation to our cities.

## 2018: The Renewal

2018 promises to be a genesis year for the League, and the cornerstone of how we achieve our goals will be our interactive communication approach with our members. We want an ongoing conversation with our stakeholders, not a monologue, and to that end we are enhancing our communication efforts on every level. Look for a bigger, bolder presence on social media and outreach by the League that you probably have not seen before. We are focused on breaking the mold with regards to what the League can and will do for its members. Look for a brand refresh and new, innovative additions to our communication and outreach efforts in the coming year.

You will also see a notable move toward collaboration. We are committed to strengthening our cities by working together with like-minded stakeholders. To kick that off, we are partnering and supporting the efforts of several advocacy groups including “Engaging Local Government Leaders,” or ELGL for short ([elgl.org](http://elgl.org)). We believe that we are stronger working together, and this alignment will just add to those services and ways we can positively impact our members in the coming year. I will speak more to our strategic alignments in future editions.

As we look forward to 2018, we remain laser focused on our core mission of supporting all the cities in our great state, and through smart leveraging of technology, talent and time—as well as fostering collaborative and synergistic relationships—we will make this New Year a great year for all.



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## Meet the 2018 LOC Board of Directors

### OFFICERS



**President**  
Timm Slater  
Councilor, North Bend

Councilor Slater came to Oregon in 1972 and began a 30-year career in Oregon's timber industry. He was appointed to the North Bend City Council in May 1981. The next 17½ years were spent in city service, with the last 12 as mayor. During that time he was also a Coos Bay North Bend Water Board member, founder of the Coos County Mayors Forum, Coos County Planning Commission Chair, and Chair of the Bay Area Enterprise Zone. He is a member of Rotary, served on the Bay Area Chamber and Coos County Library

Boards, and completed a 32-year Army Reserve career. He returned to city government when he was elected to a city council seat in November 2012.



**Vice President**  
Greg Evans  
Councilor, Eugene

Council President Evans has been a member of the Eugene City Council since 2013, representing the Bethel area in Northwest Eugene. In that time he has served on the city's Budget Committee, Human Rights Commission, Human Services Commission, Public Safety Coordinating Council, and Public Safety Coordinating Council-Youth Services Sub-Committee. He also currently serves as the 2017-18 chair of the National League of Cities' Transportation and Infrastructure Committee and the University Cities Council. Greg is an educator, civil/human rights activist and transportation policy advocate, and serves as the Interim Chief Diversity Officer for Lane Community College.



**Treasurer**  
Jake Boone  
Councilor, Cottage Grove

Councilor Boone was elected to the Cottage Grove City Council in 2011, and to the position of council president in 2017. He has served on the boards of the Cottage Grove Community Foundation, the Lane Regional Air Protection Agency, the Cottage Grove Community Development Corporation, the Lane Area Commission on Transportation, and the League's General Government and Finance and Taxation policy committees.



**Past President**  
Denny Doyle  
Mayor, Beaverton

Mayor Doyle has served as Beaverton's mayor since January 2009, prior to which he spent 14 years on the Beaverton City Council. Mayor Doyle currently serves on a variety of local, regional and national boards and committees, including the board of the National League of Cities and as vice chair of the Advanced Manufacturing Task Force for the U.S. Conference of Mayors. The city of Beaverton has a strong mayor form of government, so Mayor Doyle also acts as the city manager, managing the day-to-day operations of the city.

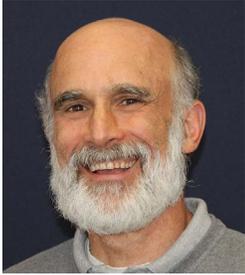
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**DIRECTORS**



**David Allen**  
Councilor, Newport

Councilor Allen is now in his third term on the Newport City Council, and has served as chair of both the Newport Budget Committee and Audit Committee. Since 2005, he has served as a coastal representative on the Oregon Ocean Policy Advisory Council. A graduate of Lewis & Clark Law School, he has practiced law in both the public and private sector. He also served for a number of years as a volunteer firefighter with the Newport Fire Department.



**Tanea Browning**  
Councilor, Central Point

Councilor Browning is a native Oregonian, appointed in 2015 and elected in 2016 to her current position. She has served on the Central Point Urban Renewal Agency and Budget Committee. Her commitments also include the Central Point Visitor Information Center and the boards of the Rogue Valley Council of Governments and Jackson County Fire District No. 3. She is a member of the Central Point Rotary, a director with the Crater

Foundation, founder of public the non-profit Direct Involvement Recreation Teaching, and executive director for the Central Point Chamber of Commerce.



**Paul Chalmers**  
Councilor, Pendleton

Councilor Chalmers was appointed to a council vacancy in 2016 and elected to his first term in the same year. He currently serves as the Umatilla County Director of Assessment and Tax, and his service career with the county spans 28 years. He also serves as chair of the Pendleton Development Commission and is a member of the Pendleton Rotary. Previously, he has served as president of the Statewide Assessors Association (2001-02) and past president of the Statewide Tax Collectors Association.



**Cathy Clark**  
Mayor, Keizer

Mayor Clark has served as a member of the city council since 2007. She serves on transportation policy committees, economic development boards, and other civic organization boards. A native of California, Cathy moved to Oregon in 1981 for a job at OSU. She has a Master's of Science in biological sciences. Cathy and her husband, West Valley Fire Chief Kevin Clark, have four grown children.



**Dr. Dave Drotzmann**  
Mayor, Hermiston

Mayor Drotzmann was elected to the Hermiston City Council as mayor in 2012. Prior to his city council service, he served 8 years on the Hermiston School District Board of Directors. He's been actively involved in multiple community organizations like the chamber, Rotary, Booster Club, as well as a coach of youth and high school sports programs. Dr. Drotzmann is currently a partner in an eye doctor practice.



**Amanda Fritz**  
Commissioner,  
Portland

Commissioner Fritz is currently serving her third term as commissioner and is in charge of Portland Parks and Recreation, and the Bureau of Emergency Communications. She is the co-founder of the Office of Equity and Human Rights, and led the council's unanimous support for the city's Paid Sick Time program that is now law statewide. Commissioner Fritz is a retired registered nurse, and the mother of three graduates of Portland public schools.

*(continued on page 8)*

2018 LOC BOARD OF DIRECTORS\*



**Ken Gibson**  
Mayor, King City

his wife retired to King City from the San Francisco Bay Area in 2006.

Mayor Gibson has served on the King City Council since 2008 and was appointed council president in 2015. He was appointed mayor in March of 2016. Mayor Gibson represents King City on the Washington County Coordinating Committee and is a member of the Oregon Mayors Association, the Metro Mayors Consortium and Greater Portland, Inc. Following a 32-year career with United Airlines, Mayor Gibson and



**Steve Kaser**  
Councilor, Roseburg

Councilor Kaser has served on the Roseburg City Council since 2009 and is chair of the city's Public Works Commission. Prior to his service on council, his community service included YMCA president, Douglas County Bar president, Umpqua Community College Small Business Advisory Board, Roseburg Parks Commission and varsity soccer coach at Roseburg High School. He has practiced law for more than 40 years in both the public and private sectors.



**Scott Lazenby**  
City Manager, Lake Oswego

city management novel *Playing with Fire*—and the nonfiction book *The Human Side of Budgeting*.

Dr. Lazenby has served as Lake Oswego city manager since 2013. Previous service includes city manager of Sandy (21 years) and management positions in Arizona and Washington. He has a Ph.D. in public administration and policy from Portland State University, and is an adjunct associate professor in PSU's public administration program. Dr. Lazenby is a past president of the Oregon City/County Management Association and author of four works of fiction—including the



**Christy Wurster**  
City Manager, Silverton

State University and a bachelor's degree from Western Baptist College (now Corban University). She is the current president of the Oregon City/County Management Association.

Ms. Wurster has served as the city manager for the city of Silverton since January of 2017. She began her local government career with the city of Dallas, where she worked in progressively responsible positions for 13 years, including assistant public works director-administration. Over her 20-year career, she has also worked in positions serving the cities of Dayton, Salem, Creswell, Fairview, and Sweet Home. Christy holds a master's degree in public administration from Portland



**Tessa Winebarger**  
Councilor, Ontario

for her local emergency department while pursuing her RN, and volunteers with a many local non-profits and for community events. ■

Councilor Winebarger was elected to the Ontario City Council in 2015 at the age of 18. While in office, she has served on the budget and audit committees, as co-chair of the Ontario Pool Committee, and as an ex-officio for the Ontario Planning Commission. She regularly speaks at events on empowerment of young women, and has been recognized by the International Women's League for her work. Outside of her duties with the city, councilor Winebarger works

\*One board position is currently open and will be appointed at the Feb. 16 board meeting.



**Are You Signed Up for the LOC Bulletin?**

Stay current on legislative news, action alerts, training opportunities, breaking news, bill summaries and more. The *LOC Bulletin* is emailed every Friday.

To be added to the email list, email [loc@orcities.org](mailto:loc@orcities.org).

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Reach out with questions, ideas or just to say hello!

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# 2018 LOC Policy Committees Appointed

As one of his last acts as League President, Beaverton Mayor Denny Doyle appointed members to the eight policy committees which will convene during the spring of 2018 to identify specific objectives for cities during the 2019 session of the Oregon Legislature. Consisting of more than 100 elected and appointed city officials, the committees will begin their work following the conclusion of the February 2018 legislative session.

Policy committee deliberations will continue through May, with each committee identifying several issues to be presented for consideration and prioritization in city council meetings throughout the state during the summer. Once the results are tallied, the LOC Board of Directors will formally approve several priority issues that will become the focus of the League's communication strategy leading up to and during the early days of the 2019 legislative session.

The League's eight policy committees are:

- Community Development
- Energy
- Finance and Taxation
- General Government
- Human Resources
- Telecom, Cable and Broadband
- Transportation
- Water and Wastewater

See adjacent box for a listing of committee chairs and vice-chairs. Visit the Committees page under About Us on the League's website ([www.orcities.org](http://www.orcities.org)) for complete rosters of committee members and meeting schedules. ■

## LOC Policy Committees

### Community Development Committee

Chair: George Endicott, Mayor, Redmond  
 Vice-Chair: Biff Traber, Mayor, Corvallis

### Energy Committee

Chair: Ronald Thompson, Councilor, Forest Grove  
 Vice-Chair: Mark Gamba, Mayor, Milwaukie

### Finance and Taxation Committee

Chair: Don Hudson, Finance Director, Tualatin  
 Vice-Chair: Jake Boone, Councilor, Cottage Grove

### General Government Committee

Chair: Jake Boone, Councilor, Cottage Grove  
 Vice-Chair: Michael Brown, City Manager, Hillsboro

### Human Resources Committee

Chair: Mel Gregg, Human Resources Director, Woodburn  
 Vice-Chair: TBD

### Telecom, Cable and Broadband Committee

Chair: Peter Truax, Mayor, Forest Grove  
 Vice-Chair: David Waffle, Assistant Finance Director, Beaverton

### Transportation Committee

Chair: Greg Evans, Councilor, Eugene  
 Vice-Chair: Bob Andrews, Mayor, Newberg  
 Vice-Chair: Ken Woods, Councilor, Dallas

### Water and Wastewater Committee

Chair: Niki Iverson, Water Resource Manager, Hillsboro  
 Vice-Chair: Jason Pulley, Utilities Planning Coordinator, Salem



## Energize your community with a renewable project.

Pacific Power is now accepting applications from organizations seeking funding for community-based renewable energy projects through its Blue Sky<sup>SM</sup> renewable energy program.

If you have a renewable energy project that provides environmental, economic and educational benefits to your community, consider applying for Blue Sky funding. Customers across the Northwest have helped fund nearly 100 local renewable energy projects that have added more than 8.3 megawatts of renewable power capacity to the grid.

Details and applications are available for Pacific Power customers at [pacificpower.net/blueskyfunds](http://pacificpower.net/blueskyfunds).

*A 372-panel solar field project at City of Corvallis Waste Water Treatment Facility made possible with funding from Blue Sky customers in 2013.*



# LOC Board Meets in Beaverton

The League of Oregon Cities' Board of Directors met December 1 in Beaverton. During the meeting, the board:

- Appointed Central Point Councilor Tanea Browning to a vacant board position, effective December 1, 2017. Her term expires December 31, 2019;
- Appointed Independence Mayor John McArdle president of the LOC Foundation;
- Appointed King City Mayor Ken Gibson, Dallas Councilor Jim Fairchild and Forest Grove Mayor Pete Truax to serve three-year terms on the LOC Foundation's Board of Directors;
- Accepted the FY 2016-17 audit as completed by Bolt Carlisle & Smith;
- Adopted the FY 2018-19 dues rate. For budgeting purposes, letters will be sent to all cities in January with their 2018-19 dues schedule;
- Authorized the interim executive director to enter into a three-year contract with the Oregon City Attorneys Association (OCAA) to provide management association and accounting services;
- Adopted amendments to the League's Bylaws and Personnel Manual to reflect that the appointment and removal of the general counsel shall be subject to approval by the board of directors;
- Adopted an update to the League's Internal Policy Manual on Public Records to comply with SB 481, which took effect January 1, 2018;
- Authorized the interim executive director to enter into an agreement with CIS that would allow PERS to separate the League and CIS as unique employers to ensure accuracy of the GASB 68 liability rates; and
- Encouraged League staff to continue to negotiate for resources for housing development technical assistance to cities and counties.

The next LOC Board meeting will be February 16, 2018 in Salem. ■

## Small Cities Meetings Schedule

The Small Cities Network is a League program for cities with a population of 5,000 or less, with quarterly meetings to network and discuss common issues and solutions.

All meetings start at 11:00 a.m. RSVP to [jschmidt@orcities.org](mailto:jschmidt@orcities.org).

**On the Web:** [www.orcities.org/smallcities](http://www.orcities.org/smallcities)

### Upcoming Meetings

#### North Coast (Region 1)

Tillamook – February 2

#### Southern Valley (Region 5)

Shady Cove – March 14

#### Portland Metro (Region 2)

TBA – March 22

#### Central Oregon (Region 6)

Mosier – March 22

#### Willamette Valley (Region 3)

Brownsville – February 9

#### Northeast Oregon (Region 7)

Island City – January 17

#### South Coast (Region 4)

Gold Beach – February 14

#### Eastern Oregon (Region 8)

John Day – January 18

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## HEALTHY EATING ACTIVE LIVING CITIES CAMPAIGN

# Six Cities in Oregon Improve Access to Parks with Healthy Eating, Active Living Grant Funds

As part of the HEAL Cities Northwest Campaign, six cities in Oregon—Dallas, Gresham, Salem, Scappoose, St. Helens and Sweet Home—recently completed projects to improve connectivity between city parks and residential areas and amenities in downtown business districts, and

increase residents' access to healthy food options.

The HEAL Cities Campaign encourages the adoption of policies that expand the opportunity for city residents, visitors and employees to have access to healthier food and to be more physically active. Forty cities across Oregon are currently working with elected officials and community organizations to build healthier and more well-connected communities, and more than 400 cities are participating in the campaign across the member states of California, Colorado, Maryland, Oregon and Virginia. The Oregon campaign is a joint initiative of the Oregon Public Health Institute and the League of Oregon Cities, and is made possible thanks to generous support from Kaiser Permanente.

One of the primary goals of the HEAL Cities Campaign is to advance health outcomes for all residents across the state. As part of this focus on equity, successful applications in the 2016-2017 cohort directed resources to neighborhoods experiencing the greatest disparities in partnership with community organizations serving residents that have the most need for HEAL-related policies and programs.

Many of the projects in Oregon focused on improving connectivity between parks and trails to residential areas and downtown businesses. Here are some highlights from city projects:

- Five kiosks were placed around the **Sweet Home** community with maps and information about the city. Sweet Home Finance Director Pat Grey coordinated the project, and is thrilled about the opportunity the kiosks provide the community. "Urban maps with walking routes available at the kiosks will encourage people to explore Sweet Home with their feet and learn that a mile is truly not that far." The kiosks will not only be used by new residents seeking information about the location of stores, banks, medical and government services, but also as a tool to encourage people to walk more in Sweet Home instead of driving.
- **Gresham's** Cultivating Culture pilot gardening project, coordinated by the Black Parent Initiative, engaged black families in a gardening education program so that they experience growing and consuming fresh, healthy food, which increased their awareness of the benefits of gardening and strengthened the cities' engagement with the Gresham community.
- The city of **St. Helens** recently completed several improvements to Nob Hill Nature Park, including a staircase that connects a half-mile gravel walking trail to the trail above the bluff, park signage to identify a new entrance created by the staircase installation, improved parking, and an information kiosk that includes information about the park's habitat, native and non-native plants, restoration work, and upcoming park projects. According to Nob Hill Nature Park Steward Caroline Skinner: "The new park entrance has already increased park visitors through increased access. The connection through the center of the park is also a lot safer to travel with new stairs. We run into 'newbies' at the park all the time who have come up from the city's property below the park via the stairs. We love to chat with them, and always direct them to view our new kiosk to learn more about native plants and the park's oak woodland ecosystem."
- The city of **Dallas** has installed four pickleball courts, fencing, an access trail and benches in an area adjacent to the Dallas Aquatic Center and the Rickreall Creek Trail System. Karen Freeman, president of the Dallas Pickleball Club, says: "Our club has grown tremendously this year and it is exciting to hear people express how pickleball has changed their life. It not only gives them an opportunity to exercise, but is a very social sport allowing people to get connected with others in their community. We even have people coming in from other communities to play, giving a boost to the Dallas economy when they all go out to restaurants after playing." Dallas has a large elderly population and has struggled to provide opportunities to help these residents stay active. Pickleball is a unique sport that provides this opportunity for residents of all ages, including those with disabilities.
- Increasing rates of physical activity was the focus of the Heritage Park Restoration Project in **Scappoose**, which improved connectivity with wider walkways and an ADA ramp, provided access to a gazebo and open space. The addition of park benches and picnic tables increases accessibility and usability for visitors to the park, and the

project helps to create a sense of community by improving park space near several neighborhoods and businesses.

- As part of Salem's Transportation System Plan (TSP), the city provided bike racks and bike fix-it stations to encourage bicycling as a viable transportation mode in several low-income and middle-income neighborhoods. These improvements help to make Salem's parks and recreational facilities an attractive destination for those people living without access to an automobile.
- Over the course of the grant period, HEAL Cities Campaign staff provided technical assistance to help identify the city's greatest needs. This process involved stakeholders familiar with local needs, particularly culturally-specific organizations and community-based organizations serving vulnerable populations.

City agencies were eligible for funds if they were a current member of the HEAL Cities Campaign, and grant amounts ranged between \$5,000 and \$15,000. Previous grantee cities from 2014-2016 included: Coos Bay, Donald, Independence, Lebanon, Tualatin, Falls City and Veneta.

If you are interested in learning more about the HEAL Cities Campaign, please visit [www.HEALCitiesNW.org](http://www.HEALCitiesNW.org) or contact Jamie Nash, project manager with the Oregon Public Health Institute, at [Jamie@ophi.org](mailto:Jamie@ophi.org). ■



City of Dallas' pickleball court ribbon cutting ceremony on November 8



The team responsible for the Sweet Home kiosk project: Pat Grey, city of Sweet Home finance director; Trish Rice, designer of the new city maps; and Don Sullivan of the Sweet Home Public Works Department, who designed and built the kiosks.



## Land Use & Transportation Planning

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# ASK LOC

## Q: How was the League created and how is it governed?

**A:** The League of Oregon Cities (LOC) was founded in 1925. It is a governmental entity that was formed by an intergovernmental agreement signed by all of Oregon's 241 cities. The League is governed by a 16-member board of directors, with the day-to-day operations and strategic vision managed by Executive Director Mike Cully.

### History of the League

At the 1925 University of Oregon Commonwealth conference, representatives from 25 Oregon cities met to consider several issues, including the creation of the League to help in resisting the erosion of home rule. The delegates agreed that each member of the League would have one vote and would pay dues that ranged from \$10 per year for cities with less than 2,500 residents to \$50 per year for cities with more than 100,000 residents. League membership was initially comprised of the cities of Albany, Astoria, Baker, Beaverton, Cottage Grove, Drain, Eugene, Forest Grove, Gold Hill, Gresham, Hillsboro, Marshfield, Milwaukie, Oregon City, Portland, Prineville, St. Helens, Salem, Scappoose, Silverton, Toledo, Troutdale, Tualatin, Warrenton and Yamhill.

During its first 50 years, the League operated through informal agreement between its members. Although the Oregon Legislature first provided a statutory mechanism for local governments to enter into intergovernmental agreements in 1933, the League was not organized pursuant to ORS chapter 190 until the early 1980s. Nevertheless, as early as 1964, the state's attorney general identified the League as an "agency created by two or more political subdivisions."

In early 1983, the League's Executive Committee decided to reorganize the League under ORS Chapter 190. On November 4, 1983, the League promulgated the finalized "Intergovernmental Agreement of Oregon Cities." The agreement provided that each city in Oregon could accept the agreement via ordinance or resolution. Further, the agreement characterized the League as a consolidated department of the League's members.

The League's Constitution identifies the purposes of the organization, which include, in part:

- To maintain an organization to secure cooperation among the cities of the state by thorough study of local problems;
- To provide a means for municipal officials to exchange ideas;
- To collect, compile and distribute to municipal officials information about municipal government;
- To engage in the study and preparation of uniform ordinances and practices;
- To formulate and promote legislation that will benefit cities and oppose legislation detrimental to cities; and
- To institute or participate in litigation to secure a determination relative to the rights and liabilities of Oregon cities.

### Board of Directors

The LOC Board of Directors exercises general supervision over all League's affairs. It is a 16-member Board, composed of five officers and 11 directors. The officers and the executive director serve as the Executive Committee; although the executive director is a non-voting member of the committee.

Officers of the League include the President, Vice President, Treasurer, Immediate Past President, and the most senior director serving in a position reserved for an appointed (rather than elected) city position. For calendar year 2018, the League's officers include:

- President, Timm Slater – Councilor, North Bend;
- Vice President, Greg Evans – Councilor, Eugene;
- Treasurer, Jake Boone – Councilor, Cottage Grove;
- Immediate Past President, Denny Doyle – Mayor, Beaverton; and
- Senior Appointed Official, Scott Lazenby – City Manager, Lake Oswego.

In 2018, the League's 11 directors represent both large and small cities, and effectively represent several regions of the state. The directors include:

- David Allen – Councilor, Newport;
- Tanea Browning – Councilor, Central Point;
- Paul Chalmers – Councilor, Pendleton;
- Cathy Clark – Mayor, Keizer;
- Dave Drotzmann – Mayor, Hermiston;
- Amanda Fritz – Commissioner, Portland;
- Ken Gibson – Mayor, King City;
- Steve Kaser – Councilor, Roseburg;
- Tessa Winebarger – Councilor, Ontario; and
- Christy Wurster – City Manager, Silverton.

There is a vacancy in one of the appointed director positions. Under the League's bylaws, this vacant position will be filled by appointment of the President and approval of the board. The vacant position is likely to be filled in February of 2018.

Past Presidents are permitted to participate in any board discussions; however, they are not permitted voting rights. Several Past Presidents continue to play an active role on the LOC Board.

Board positions are filled via an election that occurs during the League's annual meeting, which is held during its annual conference in September. Any person interested in being considered for a position on the board in 2019 should contact LOC Executive Director Mike Cully.

The board meets, at a minimum, five times each year. Because the League is a governmental entity, these meetings are open to the public and all are encouraged to attend. In 2018, LOC Board meetings will occur on the following dates and at the following locations:

- Friday, February 16 at 9:00 a.m. – Eola Viticulture Center, Salem;
- Friday, April 13 at 9:00 a.m. – League offices, Salem;
- Friday, June 15 at 9:00 a.m. – North Bend;
- Wednesday, September 26 at 9:00 a.m. – Hilton Hotel, Eugene; and
- Friday, December 7 at 9:00 a.m. – League offices, Salem.

## Executive Director

LOC Executive Director Mike Cully is appointed by the board. Mr. Cully plans, organizes, directs and controls all activities, operations and staffing of the League. He is responsible for the formulation, direction and coordination of programs, policies and activities affecting Oregon's 241 cities. Mr. Cully is the League's leader. He supervises a staff of 19 professionals who work diligently each day to complement the work of city officials across the state of Oregon. ■



## ENERGY COSTS TOO HIGH? TRY LOOKING AT IT IN A DIFFERENT LIGHT.

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## FROM THE LEGAL RESEARCH DEPARTMENT

# Oregon's Future by the Numbers

By Paul Aljets, LOC Research Coordinator



The future of Oregon will not likely see flying cars soaring over forests of Douglas firs. Nor will it see robot ranchers herding cattle outside Burns. For the next few decades, the future of Oregon will more likely be an extension of the trends that we see today. While much of this cannot be predicted, especially the rapid evolution of technology, other elements can be forecasted.

Futurism is the study of the predicted past in a way that mirrors the study of history. The facts that we have available about the past determine how we fill in the gaps in this same way. Futurists look to the future by extrapolating from data and patterns seen today.

While technology receives the most attention when it comes to the future, technology discussions are fantastical without data to back up practical questions. The League took care not to use pessimistic or optimistic predictions that would paint a world as either dystopia or paradise. In other words, this is a rather middle-of-the-road prediction of Oregon's future.

By the 2020s, the rapid growth in net migration in Oregon will flatten. This means that the inflow of new Oregonians will stabilize but likely remain higher than the national average. In fact, 72 percent of Oregon's population growth will come from migration from other states and countries. 2025 is the extent of economic forecasts from the state, and these figures are a mix of good news and bad. First, the state's gross domestic product (GDP) will have soared to more than \$20 billion, or roughly the projected GDP of Cyprus and Honduras. Median household income will be up to \$74,000, but this will lag behind the U.S. median of \$79,000. As is true today, the average Oregonian is likely to have less money in their pocket than the average American.

Job markets in Oregon are relatively stagnant in the year 2025. The only industries to grow by 1 percent or more are professional/business services, government (especially state and local), and some manufacturing (specifically non-durable goods and durables such as electronics). Again, these are projections and should not be taken as truth. The take-away is that Oregon cities will have to look at a future with scarce jobs and tepid economic growth.

Birth rates in the future are not likely to exceed the standard replacement rate of 2.0 in the next few decades. Yet Oregon will grow in population due to migration and longer life expectancy. In fact, by 2050, life expectancy is projected to be in the mid-80s for both men and women. Metro reports that nearly one-half of the population in the tri-county (Washington, Clackamas and Multnomah) area will be over the age of 65. Since there are already several small cities in Oregon with no population under 18, this projection is not far-fetched.

According to Portland State University, Oregon will have a population of 5.6 million by 2050. This is a major increase from slightly more than 4 million today. Of that 5.6 million, an estimated 3.3 million will likely live in the Portland Metro area. The ethnic makeup of Oregon's increased population will remain relatively stable. Despite increased growth rates in non-white Hispanic and Asian/Pacific Islander populations, the largest ethnic group will remain white.

The most distant projection comes from Oregon State University's Oregon Climate Change Research Institute. A report from January of 2017 showed that by 2060 the average temperature of Oregon will have increased 5 degrees Fahrenheit. Additionally, average annual rainfall will increase by 2 percent. If true, this suggests that Oregon cities can expect far warmer summers and rainier winters.

The study of the future is important for cities because it presents what could happen. At best, it is a roadmap for councils and staff to prepare and plan for the work of 2050 and beyond. At worst, it is an interesting thought experiment for cities to think about what their community would be like in the unknown to come. ■

# City Deadline Calendar

## Dates Cities Need to Know

### JANUARY

#### January 11:

##### **March Election: File Notice of Measures and Statement of Candidates with County Elections Filing Officer**

City elections filing officer must file no later than the 61st day before the date of the election. Here, January 11 is the deadline to file as it is 61 days before the March 13 election. (ORS 254.095(1), (2))

#### January 8:

##### **Budget: Appoint Budget Officer**

The city council must designate one person to serve as budget officer, unless otherwise provided by city charter.

Note: Depending upon a city's size and total budget, the budget process may begin sooner or later than noted. This budget deadline is therefore suggested, not statutory. (ORS 294.331)

#### January 30:

##### **Budget: Appoint Budget Committee**

The city council must establish a budget committee, with exceptions outlined in ORS 294.423. The committee shall consist of all members of the council and an equal number of city electors. The city electors shall be appointed by the council.

Note: Depending upon a city's size and total budget, the budget process may begin sooner or later than noted. This budget deadline is therefore suggested, not statutory. (ORS 294.414.)

#### January 30:

##### **Audit: If Audit Uncovers Deficiencies, City Council Must Adopt Corrective Measures**

Upon receiving the accountant's annual audit, the council shall determine measures it considers necessary to correct any deficiencies disclosed in the report. The council shall adopt a resolution setting forth the corrective measures and the period of time estimated to complete them.

Note: The accountant must furnish the audit to the city within six months after the close of the calendar or fiscal year under audit. In this example, the fiscal year ended on June 30, 2017. Thus, the municipality should have the report no later than December 31, 2017. (ORS 297.465(2); ORS 297.466(2))

#### January 30:

##### **Audit: City to File Copy of Resolution Adopting Corrective Measures**

If the city council adopted a resolution setting forth measures to correct deficiencies disclosed in its annual audit, the city must file a copy of its resolution with the Secretary of State's office within 30 days after filing its audit with the Secretary of State.

Note: The accountant must furnish the audit to the city within six months after the close of the calendar or fiscal year under audit. In this example, the fiscal year ended on June 30, 2017. Thus, the municipality should have the report no later than December 31, 2017. (ORS 297.465(2); ORS 297.466(3))

#### January 31:

##### **Urban Renewal Agency: Prepare and File Financial Statement with City Council**

The statement must include several statutory requirements, as outlined in ORS 457.460(1). In addition, notice that the urban renewal agency prepared the statement and filed it with the city shall be published once a week for not less than two successive weeks before March 1.

Note: The statement must be prepared by January 31, but it is not required to be filed with the city council by January 31. Instead, the statement must be filed with the council before the notice referred to above is published. (ORS 457.460(2))

### FEBRUARY

#### February 12:

##### **Urban Renewal Agency: Publish First Notice of Filing Financial Statement.**

Publish notice once a week for not less than two successive weeks before March 1 of each year in which the financial statement is filed. (ORS 457.460(2))

#### February 15:

##### **Ethics: Report Officials Required to File Annual Statement of Economic Interest (SEI).**

Cities affected by SEI filing requirements shall notify the Oregon Government Ethics Commission each year of individuals required to file an SEI. (ORS 244.050; OAR 199-020-0005)

#### February 19:

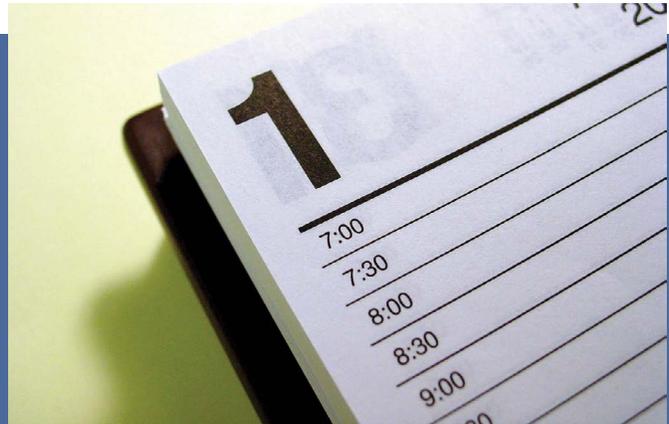
##### **Urban Renewal Agency: Publish Second Notice of Filing Financial Statement.**

Publish notice once a week for not less than two successive weeks before March 1 of each year in which the financial statement is filed. (ORS 457.460(2)) ■

### PERS Reports

Cities must remit a regular report to the PERS Board no later than three business days after the end of the city's pay cycle. (ORS 238.705; OAR 459-070-100)

# Upcoming EVENTS



**Legislative Organizational Days**

January 10-12 – Salem

**OMA (Mayors) Board Retreat**

January 19 – Location TBA

**Legislature Convenes (Short Session)**

February 5 – Salem

**LOC Board Meeting**

February 16 – Salem

**OCCMA Board Meeting**

February 22 – Independence

**2018 CIS Annual Conference**

February 28 - March 2 – Salem

**OGFOA 2018 Spring Conference**

March 11-14 – Sunriver

**NLC Congressional City Conference**

March 11-14 – Washington, D.C.

**2017 OAMR Mid-Year Conference**

April 6 – Portland

**LOC Board Meeting**

April 13 – Salem

**NW Regional Management Conference**

May 1-4 – Stevenson, Wash.

**OCCMA (City Managers) Board Meeting**

May 4 – Stevenson, Wash.

**OCAA Attorneys Spring CLE Seminar**

May 18-19 – Newport

**LOC Board Meeting**

June 15 – North Bend

**OCCMA (City Managers) Summer Conference**

July 10-13 – Bend

**OMA (Mayors) Summer Conference**

July 26-28 – Florence

**OAMR Annual Conference**

September 19-21 – Portland

**ICMA Annual Conference**

September 23-26 – Baltimore, Md.

**LOC Board Meeting**

September 26 – Eugene

**OMA (Mayors) Board Meeting**

September 26 – Eugene

**LOC Annual Conference**

September 27-29 – Eugene

**OCAA (Attorneys) Government Law Review**

September 28 – Eugene

**OGFOA Conference**

October 15-17 – Salem

**NLC City Summit**

November 7-10 – Los Angeles, Calif.

**OCCMA (City Managers) Board Retreat**

November 8-9 – Silverton

**LOC Board Retreat**

December 7 – Salem

Upcoming events are also found on the Calendar page at [www.orcities.org](http://www.orcities.org).



# 2018

# State of the Cities Report



# State of the Cities

Every year, the League of Oregon Cities surveys its members to gauge the general fiscal condition of cities in Oregon. The 2017 results indicate a steady state in city fiscal health, with slight improvements in larger cities as well as in the Valley and Metro regions. While many cities perceive their situation to be the same or better than the previous year, the pessimism of years past has given way to reluctant confidence in some areas. Despite declining revenues, cities have kept pace with service demands, albeit at reduced levels following the recession, and maintained their levels of spending from the prior year. In certain cases, this has come at the expense of deferred maintenance for water and wastewater systems. In 2017, these deferrals had become a significant cost driver.

For most cities, the primary sources of revenue are property taxes and utility franchise fees. Studies by the League in 2015 and 2016 revealed that franchise fee revenues do not keep pace with inflation. Additionally, the property tax constraints of Measures 5 and 50 have created a system that limits the amount of taxable revenue that could flow to local government. This means that traditional revenue sources for cities are steadily shrinking, forcing local governments to either rely on alternative revenues, cut spending or eliminate services.

In the effort to overcome the structural deficiency in Oregon's property tax system, new revenues have most often come from additional fees and from taxes on recreational marijuana. In certain regions, population increases and economic growth have a strong correlation to city financial health, as was true this time last year. This has resulted in a growing divide in the general fund balances of member cities. Surprisingly, primary cost drivers for cities have shifted in the last year. Wages, employee healthcare, and the Public Employees Retirement System (PERS) remain important financial drivers for cities, but infrastructure has risen to the second-most important.

## KEY FINDINGS

- Financially, cities are the same or better off in 2017 compared to 2016. However, because of the structural defect in Oregon's property tax system, coupled with overall revenue declines, there is an increasing perception of cities being less able to meet financial needs in the future.
- The majority of cities across the state are maintaining their spending levels from the previous year as well as maintaining similar levels of staffing and services (though at levels lower than before the last recession).
- Both large and small cities are now seeing increased demand for services, indicating a growing demand in small cities following several years of demand growth primarily in larger cities.
- Rates of deferred maintenance remain high, and now infrastructure is the second most important cost driver in cities. This has overtaken healthcare and PERS as a cost driver for cities.

This survey collected data between October 17 and November 17, 2017, with a record 164 cities responding. These cities represent the overwhelming majority of the League's members. However, without the participation of the city of Portland, the respondents represent only

“Continued lack of growth in property tax revenues is impacting our ability to maintain services, maintenance, and capital expenditures at appropriate levels.”

- City of La Grande

772,000 city residents, or 27.5 percent of the city residents in Oregon. In addition, survey respondents proportionally represent Oregon cities both in population and by region. Cities from the North Coast and Central Oregon regions were the only ones not proportionally represented.

## RESULTS

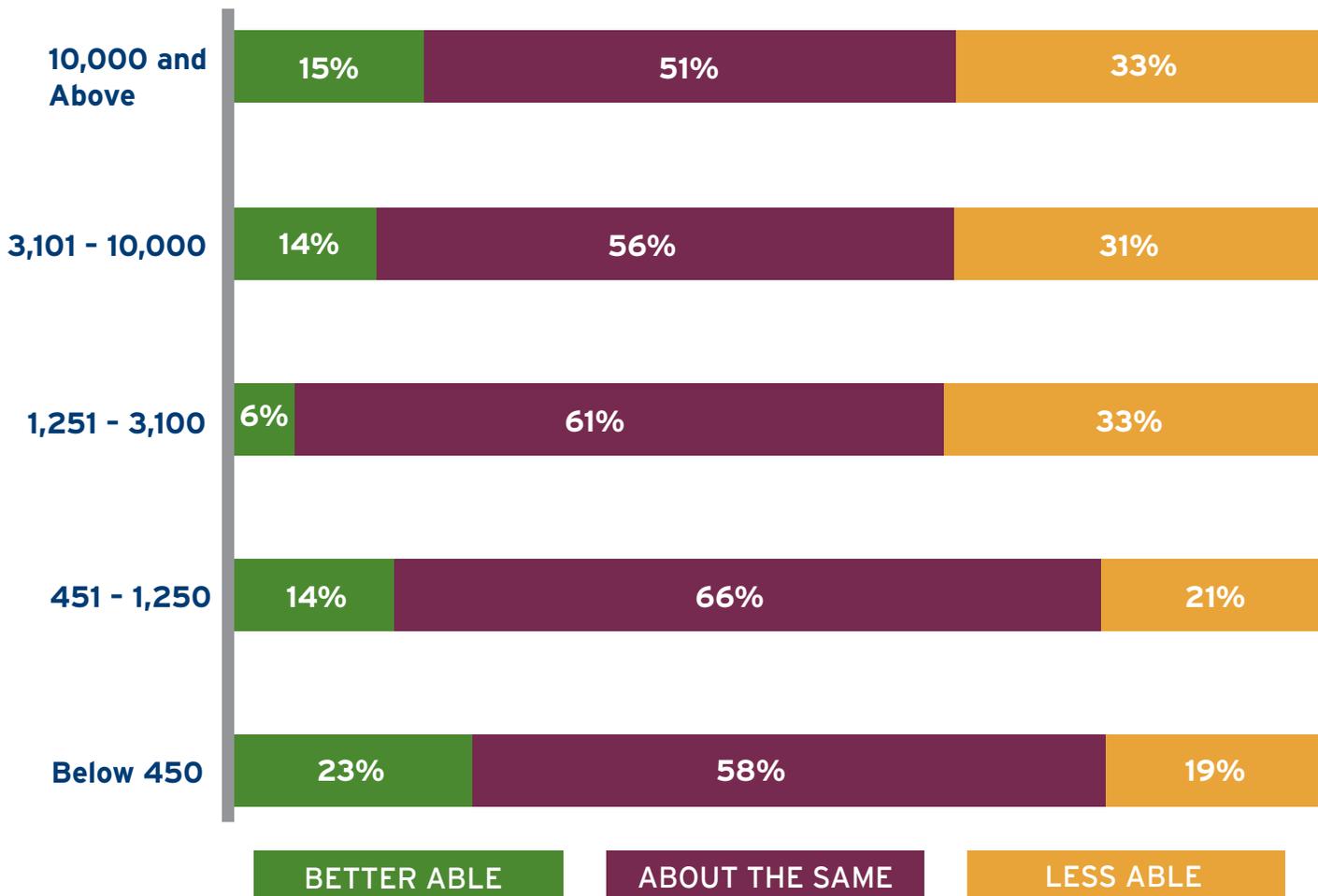
Most cities reported their financial condition as better or about the same as last year. Twenty-eight percent of cities reported they were better able to meet financial needs, as opposed to 58 percent which answered, “About the same.” Cities with a population greater than 10,000 were more likely to answer, “Better able.” This was also more likely to be the case for cities in the Metro region, indicating an improvement in well-being for larger cities in these regions.

When asked about the anticipated state of their finances in the next fiscal year, cities were more pessimistic. While only 10 percent were less financially able in the last fiscal year, 38 percent of cities anticipate being less able next year. When compared to 17 percent from last year, this shows a growing anxiety among cities about their fiscal future. Cities with a population greater than 10,000 were more likely to respond as “Less able” to meet future financial obligations. Taken with the previous response, this shows that larger cities were better able to meet needs this past year but are cautious about their prospects moving forward.

Most cities maintained their financial practices from the previous year. Among the surveyed actions taken in FY2017, the majority of cities:

*(continued on page 24)*

## OVERALL, IS YOUR CITY BETTER ABLE TO MEET ITS FINANCIAL NEEDS THAN LAST FISCAL YEAR? (BY POPULATION)



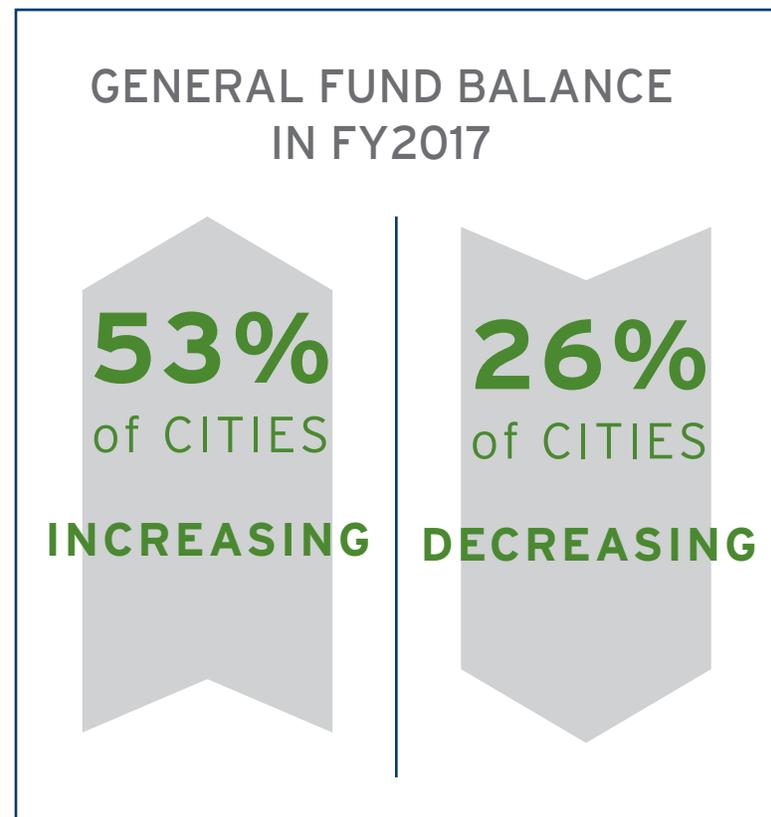
“ Maintaining aging facilities and infrastructure is the largest casualty of our balanced budget. Our enterprise funds cannot sustain rate increases sufficient to repair or build infrastructure at the rate needed. We will only be able to extend the life of aging pipes for so long until a critical issue arises. ”

- City of Aumsville

- Maintained Service Levels (76 percent);
- Increased Employee Wages (73 percent);
- Maintained Employee Healthcare Contributions (59 percent);
- Increased Fees, Charges and Licenses (53 percent); and
- Maintained FTE Count (50 percent).

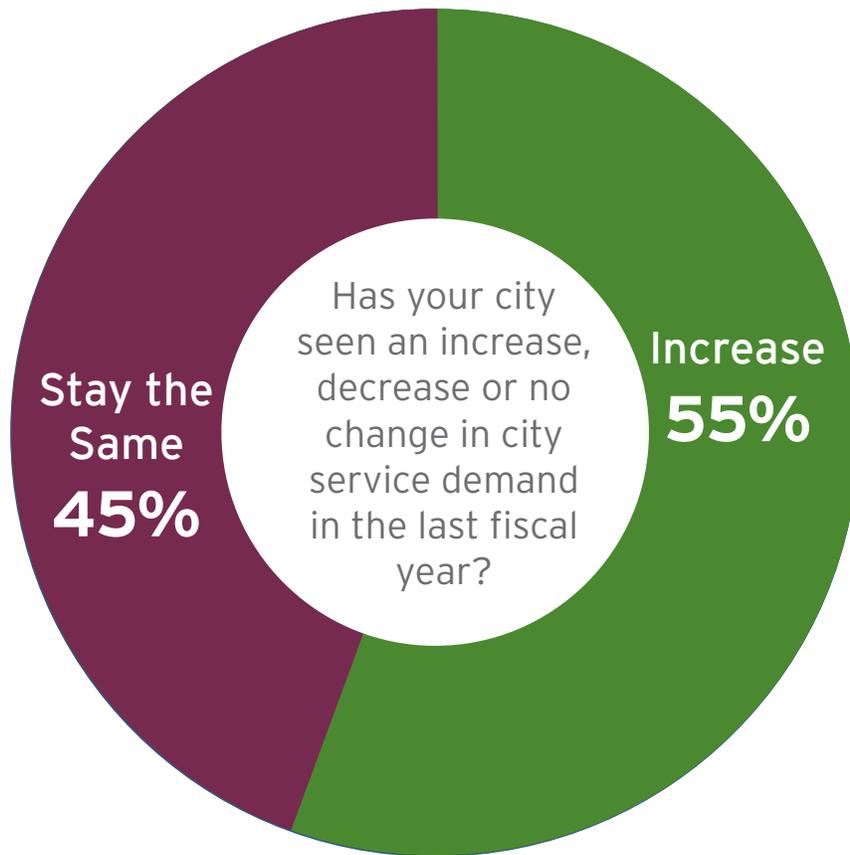
Cities in the fourth and fifth quintiles<sup>1</sup> were most likely to increase charges and fees. This set of actions shows that cities are holding firm on their spending habits, while adopting a conservative approach to spending in most cases. Only 27 percent of responding cities added new revenue sources in FY2017, most of which were additional fees or revenue from a marijuana tax. This indicates cities have maintained spending and filled gaps with increased fees and marijuana dollars. It should be noted that cities with a population greater than 3,000 were most likely to take on new revenue sources. For most smaller cities, no new revenue sources exist.

Member cities are also maintaining hours and staffing levels across their operation. In most cases, less than 5 percent of cities made staffing reductions in any area in FY2016. City halls and city administration facilities saw the largest staffing reductions last year, but only at a rate of 11 percent.



**27%**

of responding cities added new revenue sources in FY2017, most of which were from a tax on marijuana sales.



City fiscal health is also reflected in their end-of-year general fund balances. Fifty-three percent of cities saw an increase in their general fund balance in FY2017. While this does appear to be good news, 26 percent of cities also saw a decrease. This shows a gap in the financial welfare of cities over the last year. Cities with a population greater than 3,000, as well as cities in the Metro and Valley regions, were most likely to have increasing fund balances. Cities in the South Coast, along with those in the Northeastern and Eastern Oregon regions, were most likely to have decreasing balances. This also indicates a city's ability to meet financial needs is tied significantly to its fund balance.

The fiscal health of cities is also determined by the demand for services. In the last year, the majority of cities (55 percent) saw increases in service demand, particularly those in Valley, Metro and South Coast regions and with a population of more than 1,250 people. This is a significant jump in the number of cities that saw demand for service increase, particularly in much smaller cities when compared to the previous year. Even more cities (70 percent)

*(continued on page 26)*

“ As a very small city we find it difficult to keep up on capital improvements as needed to keep our services at levels desired by our citizens.”

*- City of Willamina*



Only **18%**  
of respondent cities  
were **NOT** deferring some  
form of maintenance.

anticipate a greater demand for service in the future. This new demand will result in a strain on resources. While most cities expect property tax revenue to hold steady or increase over time (96 percent), 42 percent of cities expect general fund revenue will fall short of service level needs in the future. This data indicates that cities are wary of their fiscal futures as service demands continue to increase.

Other costs appear to be looming as well; specifically, deferred maintenance, which remained an issue in 2016. It makes sense that deferrals of maintenance would persist if spending remained the same in many cities. The most common deferred maintenance projects remain:

- Water, Wastewater, and Stormwater (35 percent)
- Public Safety (37 percent)
- Public Transit (37 percent)
- Parks and Recreation Facilities (30 percent)
- Libraries (19 percent)

Only 18 percent of respondent cities were *not* deferring some form of maintenance. This figure represents an increase in deferrals over recent years. The steady erosion of

“ The city has not reduced services but continues to operate with very limited staffing and resources resulting in very limited service levels in some areas, such as administration, planning and public safety. Deferred maintenance is growing. The city will need to issue debt to fund repairs, as operating funds are insufficient. ”

- *City of McMinnville*

facilities and infrastructure remains a chronic issue for local government.

When asked to rank the most important factors in their city’s financial health, LOC members listed infrastructure as their second in primary cost driver. The rankings were similar to last year’s, with wages, PERS and employee healthcare listed first, third and fourth, respectively. The rapid rise of infrastructure as a cost driver may indicate that the deferring maintenance on water and transportation infrastructure is coming back to haunt Oregon cities.

### LOOKING AHEAD

|  |   |
|--|---|
| <p><b>70%</b></p> <p>of cities anticipate a greater demand for service in the future</p> | <p><b>42%</b></p> <p>of cities expect general fund revenue will fall short of service level needs in the future</p> |
|--|---|



# CITY COST DRIVERS

1. Wages/Salary Cost
2. Infrastructure Maintenance
3. Healthcare Costs
4. PERS
5. Law Enforcement
6. Debt Service
7. City Infrastructure
8. Fire/EMS
9. Marijuana Legalization
10. Other

## CONCLUSION

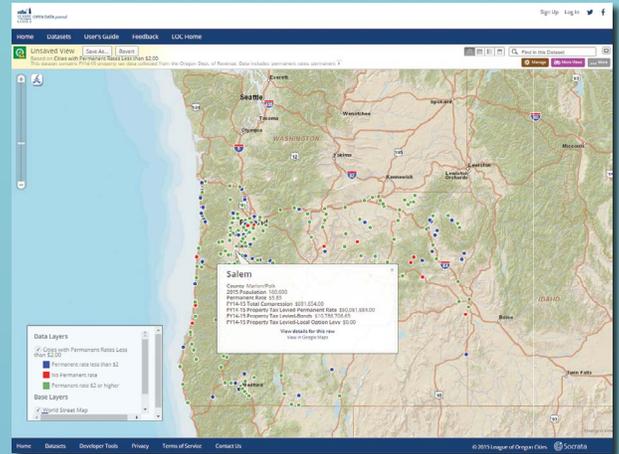
Much of the steady fiscal health of 2016 remained in place in 2017. In fact, the surveyed cities show that the increases in revenue as well as optimism for their financial futures extended beyond the largest cities. Cities with populations as small as 1,250 are now demonstrating more confidence in their ability to weather the state's ever-changing economy. This is true despite increasing service demands in both large and small cities.

Times of positive fiscal health are a welcome respite for many cities and other governments, but there are more challenges expected on the horizon. The increasing impact of infrastructure maintenance on fiscal health should be of great concern to all cities in the state. Addressing this issue in the next year will ensure the financial state cities in Oregon remains strong. ■

<sup>1</sup> Cities are divided into population quintiles or groups of cities representing roughly one-fifth of the 241 total cities. This is done to provide more accurate comparison of differences among city populations. If the League randomly selected cities from each quintile, we would expect 20 percent to come from each of the five quintiles.

# LOC-Data

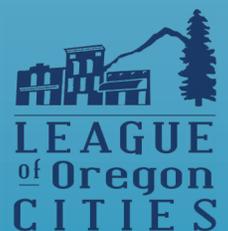
data.orcities.org



The League's open data portal allows members to easily access the vast amount of information and data we collect.

This resource allows you to:

- ▶ Discover information about cities
- ▶ Analyze data
- ▶ Create charts and graphs to help tell your city's story
- ▶ Display key information using maps





# #MeToo in Your City

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The #MeToo movement that began in October continues to call attention to sexual harassment in the workplace, and the need to ensure that workplace conduct is consistently professional.

This watershed cultural moment serves as a sober reminder to employers that sexual harassment is still a serious problem. It's also a good opportunity for cities to revisit their sexual harassment policy to ensure not only that it's up to date, but that it's guiding behavior in the workplace.

The reality is that allegations of sexual harassment continue to produce claims among CIS members. Those allegations have in some cases resulted in a settlement with the victim. In more than one case, the alleged harasser was an elected official.

CIS' model anti-harassment policy provides clear guidance not only about the behavior that must be avoided, but what must happen if a complaint is made.

The sample policy defines sexual harassment as:

...unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature (regardless of whether such conduct is "welcome"), when:

1. Submission to such conduct is made either implicitly or explicitly a term or condition of employment;
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual;
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

Some examples of conduct that could give rise to sexual harassment are unwanted sexual advances; demands for sexual favors in exchange for favorable treatment or continued

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“If your words or actions in the workplace could be perceived as sexual or offensive, don’t say it and don’t do it.”

employment; sexual jokes; flirtations; advances or propositions; verbal abuse of a sexual nature; graphic, verbal

commentary about an individual’s body, sexual prowess or deficiency; leering, whistling, touching, assault, sexually suggestive, insulting, or obscene comments or gestures; display in the workplace of sexually suggestive objects or pictures; or discriminatory treatment based on sex. This is not a complete list.

“If your words or actions in the workplace could be perceived as sexual or offensive, don’t say it and don’t do it,” said CIS Pre-Loss Attorney Katie Kammer. “For example, your joke won’t seem so funny when you’re being investigated as the result of a sexual harassment complaint.”

### Responsibility for a Harassment-Free Workplace

All managers and supervisors are responsible for creating a harassment-free atmosphere—it’s not just the responsibility of a city manager. In addition, all employees are responsible for respecting the rights of their colleagues, and strictly adhering to the letter and spirit of a city’s anti-harassment policy. It’s important that management have an open-door policy to respond to any employee questions relating to the issues of harassment.

It’s also important that employees be encouraged to tell a harasser that the behavior is offensive and unwanted, and that they want it to stop. A city’s policy also should create an expectation and requirement that employees who experience any harassment, or those who observe or know about conduct they believe to be harassment, will promptly bring the matter to the attention of the human resources department or management as soon as possible.

### Investigation: Not an Option

What happens when city management learns about a harassment complaint? Management is required to promptly and impartially investigate all complaints. A city may wish to use an outside investigator to ensure that impartiality—CIS can help find a qualified investigator, if the need arises.

If conduct in violation of the city’s policy is found to have occurred, it’s important to take appropriate corrective action. Discipline may include termination of employment (consulting with CIS Pre-Loss before taking action, of course!)

Protecting those who make good-faith complaints about harassment, or who participate in a harassment investigation, is also an important aspect of the process. Retaliation against those individuals is prohibited by law, and must be handled by management with the same rigor as a harassment complaint.

### Training is Key

A city can’t expect its employees to follow the rules and expectations around sexual harassment if these rules haven’t been communicated. Now is a good time for management to provide a refresher of city policy to staff and elected officials, and to be prepared to answer any questions they may have.

Online sexual harassment training also is available in the CIS Learning Center, and members can schedule in-person training by the H2R team as well.

“Sexual harassment in the workplace has been illegal for years, but the #MeToo movement reminds us that there’s still work to be done,” Kammer says. “These may be uncomfortable conversations to have, but they’re necessary ones.”

Members in need of guidance should contact the CIS Pre-Loss team, [preloss@cisoregon.org](mailto:preloss@cisoregon.org). ■

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# In an Emergency, Your State Government is Here to Help!



By Heidi Moawad, Public Safety Policy Advisor to Governor Kate Brown

This past October marked my four-and-a-half year anniversary as a policy advisor to Governor Brown. In that time, I have experienced five fire seasons (some of them “record-breaking”), two fatal school shootings, four federally-declared disasters, an oil train derailment, the occupation of a federal refuge, flooding, and snow so severe it caused the collapse of multiple agricultural storage sheds. Both Mother Nature and man have put me through my paces.

Some of these crises are obvious from the moment they occur, while others, like drought, build over time to a larger issue. But in all of these instances (and others), we at the state have learned as an organization how to best help the local entities most impacted by the event. Here are a few key takeaways.

## It’s All About Communication

So that may be a bit of an oversimplification, but we have found, time and again, that ensuring the public has accurate information—as quickly as possible—is key during times of crisis. That’s why one of the first things we will do is work with the relevant state agency (usually the Office of Emergency Management—or OEM for short) to ensure that a communications team is in place. Sometimes, the lead agency is obvious, like when a law enforcement agency is out in front of a criminal act. On the rare occasions when there isn’t an obvious choice, we will direct a state agency to start it off, working with local resources whenever possible.

It is also possible that Governor Brown and some of her staff will dispatch to your jurisdiction during or after the event. There is no checklist for determining if or when we will show up, as the determination is more art than science. We do our best to reach out to the appropriate local leaders, but we also rely on you to make sure we’ve included the right people. So, if we are in town, and not including partners who should be in the room, please don’t be shy—let us know! There may be a method to our madness, but there is also a good chance we just don’t know what we don’t know.

## We Need Help! How Do We Get It?

We know that there are times when things are really bad where you are, and it seems like nobody is coming to your aid. In my experience, this leads to many frantic phone calls to legislators, the governor’s office, and maybe even members of our federal delegation. Should your jurisdiction find itself in a position where locally available resources and mutual aid are, or will likely be, overwhelmed, the first call should be to the local

emergency management team, and the question to ask is: “Have you reached out to OEM about this?”

OEM is uniquely situated in state government to help get you what you need. Requests for assistance come into OEM, and they work with local governments and state agencies to find a solution to your problem. The assistance from your colleagues in local governments or the state may not come for free, but OEM can help you explore your options including whether or not federal assistance could help defray the costs (more on that below...)

## To Declare or Not to Declare, That is the Question

When there are issues, we are often asked why the governor has not declared an emergency. The simple answer is, we will do a declaration when one is needed to accomplish some other goal. But, of course, it is more nuanced than that and depends on the unique characteristics of the situation.

During fire season, there are two very common declarations the governor’s office will issue. First is the “Conflagration Declaration,” pursuant to ORS 476.510, which provides the state fire marshal with authority to pull together teams for structural protection when local resources have been exhausted. The other common declaration is pursuant to the powers conferred to the governor in ORS Chapter 401, and it authorizes the Oregon National Guard and Oregon Department of Forestry to work together under “Operation Plan Smokey.” This past summer, under the authority of the Op Plan Smokey Executive Order, we also authorized a handful of other agencies to suspend rules when necessary.

Generally speaking, other declarations (whether a fire or some other catastrophic event) would only be prepared in certain circumstances: when agencies need the capability to waive certain rules or get out-of-state assistance, or when we may seek federal assistance, including a Major Disaster Declaration by the President.

Just last summer, we declared an emergency in advance of the total solar eclipse after assessing local county needs. State agencies required more flexibility to supplement county assets across the state and to waive certain rules that could have delayed providing assistance or aid.

We also declare emergencies as part of the process for applying for federal aid, which require certain thresholds of damage



Umpqua Community College Shooting First Responders, October 2015

both at the county and state level. To try to delve into all of the rules regarding federal declarations would require more space, but based on population, counties must demonstrate damages in a certain amount, and overall state damages from the same event must also reach a threshold.

To see the complexities of getting federal approval, look no further than our effort to get a statewide declaration as a result of last January's winter storms. After initially being denied, OEM worked hard to appeal, and FEMA ultimately gave us a part of the declaration, narrowing the dates of the event and calculating which counties would then be eligible given the smaller window of time.

Once again, OEM is in the best position to work with you on putting together the necessary documentation to make the case for federal aid, and the agency's website is a virtual treasure trove of information and links to help you find what you need.

### **The "Crisis" is Over, but the Work is Just Beginning**

Once the initial crisis response has subsided, it may feel like you are all alone. You are not. The governor's office, usually through our Regional Solutions team, is ready to step in and help your communities get back on their feet. In the case of the Umpqua Community College shooting, that meant working with the Oregon Health Authority to deploy counselors to the area to supplement the mental health care providers' capacity. In the case of a large wildfire, it may mean pulling together an economic recovery council. When a disaster is federally declared, additional resources are brought in by FEMA and coordinated by OEM to support the recovery effort.

Whatever the needs, we want to help. There may be times we disagree about the method, but we all are working toward the same result: that your citizens get back on their feet as quickly as they can. ■



Governor Brown surveys damage from Canyon Creek Fire, August 2015



Mosier Oil Train Derailment, June 2016

## CORVALLIS New City Website

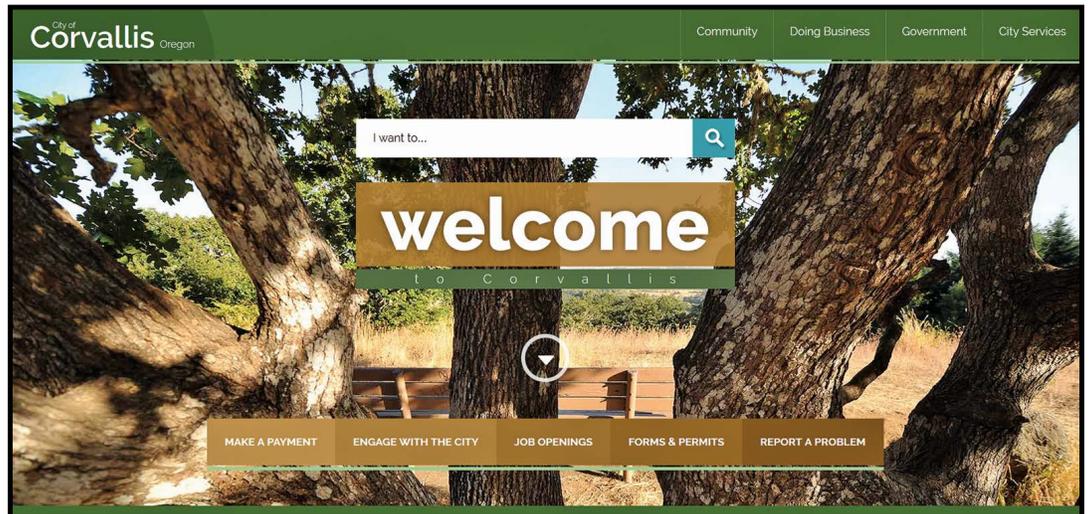
After months of development and refinement, the city's new website was launched in early December. The newly redesigned website sports a fresh look and feel designed to display information across a variety of platforms, including mobile devices, tablets and desktop computers.

The homepage has been reorganized to provide a welcoming entrance to the city of Corvallis as an organization, with a prominent search box and key links to popular services such as job openings, payments to the city, bus service routes and the weekly meeting calendar.

"We looked closely at web traffic metrics to determine exactly which services people were accessing when they visited the city website, and used that information to help guide our redesign effort," said Corvallis Public Information Officer Patrick W. Rollens.

This marks the first substantive redesign of the city website since 2011. The project began in April, when the city engaged Municode to build the new site. Aha Consulting, a Municode subsidiary based in Lake Oswego, led the redesign process.

Many of the design and structural decisions for the new website were informed by changes in mobile technology and web user behavior over the last six years. The site automatically detects the type of device that a visitor is using to view the site and adjusts the layout and information blocks to provide the best possible user experience. With more than 55 percent of web traffic to the city of Corvallis website coming from mobile devices, it is more important than ever to provide a mobile-friendly experience.



The website is built using Drupal, a robust, open-source web development platform, to ensure that the website remains customizable, easy to use and secure.

This project marked one of the first major work efforts for the city's newly formed Information Technology Department. Previously, technology support functions for the city operated under a division of the Finance Department. Under City Manager Mark Shepard, these functions were elevated to the department level in 2016, bringing a more centralized approach that paved the way for projects such as the new city website.

*Submitted by: City of Corvallis*

# LA GRANDE

## Green Infrastructure Improves Park and Storm Water Treatment

Recently, the city of La Grande's Public Works and Parks & Recreation departments completed a green infrastructure project at Birnie Park, with funding from the Oregon Department of Forestry's Urban and Community Forestry Assistance Program and technical assistance from Oregon State University. These partners assisted with the project from inception to completion. The La Grande project was one of only two selected in Oregon this year.

The goals of the project included: enhancing water quality impairments downstream; improving on-site flood control; preventing site degradation and erosion; beautifying and landscaping a hillside, creating a children's nature play area; and increasing access by constructing a connector pathway to a nearby neighborhood. This multifunctional project encourages visitors to both walk through and play in the newly developed area.

Several best management practices were incorporated into the project, including construction sequencing, conserving faster draining soils, tree protection, tree planting, a vegetated filter strip, and most prominently, a water quality conveyance swale. Through the application of a tiered approach to channelization of stream water that would previously cascade down a steep hillside slope, the water velocity was slowed down by constructing a new channel that traverses a steep bank. Constructed sedimentation ponds along the stream course allow slower velocities to reduce suspended dirt that settle into the ponds before being released into the major streams. Bio-filter fabric was used to help in the process and also stabilize the newly created channel until vegetation could be established. The storm channel and surrounding area was developed using large boulders, native vegetation (trees, shrubs, and grasses) both on the banks and within the stream. This work was done over the course of several months and completed in stages by city crews as time allowed. Shortly after completion, this area was viewed by a training group as a demonstration project of a simple process to better surface water quality in an urban area that has a harsh winter climate.

The planning process began in early 2016, and over 18 months the project team converted a degrading and eroding hillside into a scenic and functional park amenity. Since the completion, the city has received numerous positive comments addressing



*Before*



*After*

the improvements, not only for the constructed water feature, but improved aesthetics and accessibility as well.

*Submitted by: Stu Spence, Parks & Recreation Director and Norm Paullus, Public Works Director*

## ROSEBURG

### 40 Years of Service

Management Technician Debi Davidson, the longest tenured employee in the history of the city, recently retired after 40 years serving the city. At her final city council meeting, she was honored by the city with cake, flowers and a bracelet.

At the meeting, Davidson told the members of the council that she recalled for the first task she ever had to complete for the city was typing up a transcript on a manual typewriter. She also said during her time with the city she served with six mayors, five city managers, six interim city managers, 73 city councilors and 1,257 fellow city employees.

One of the first things Davison did in retirement was take a trip to Ireland, accompanied by City Recorder Sheila Cox.

Sources – City of Roseburg, Douglas County *News-Review* ■

### Have City News to Share?

Email us your copy (500 words max.) detailing your city's notable achievement (i.e., a project, initiative, award or individual honor), preferably with an image.

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# City Events

## January

- 6 **Seaside** – Treasure the Beach Cleanup (503-738-3097)
- 12-14 **Florence** – Winter Music Festival ([www.wintermusicfestival.org](http://www.wintermusicfestival.org))
- 13-14 **Yachats** – Agate Festival ([www.yachats.org](http://www.yachats.org))
- 16 **Gold Hill** – Winter Wine Event (541-855-2062)
- 17-20 **Joseph** – Eagle Cap Extreme Sled Dog Race ([www.eaglecapextreme.com](http://www.eaglecapextreme.com))
- 19-21 **Baker City** – Eastern Oregon Backcountry Festival ([www.eou.edu/outdoor](http://www.eou.edu/outdoor))
- 25-28 **Eugene** – Oregon Truffle Festival ([www.oregontrufflefestival.org](http://www.oregontrufflefestival.org))

## February

- 2 **Grants Pass** – First Friday Live ([www.travelgrantspass.com](http://www.travelgrantspass.com))
- 3 **Florence** – Crab Crack (541-997-9599)
- 7-8 **Madras** – Central Oregon Farm Fair ([www.madraschamber.com](http://www.madraschamber.com))
- 9-10 **Mt. Angel** – 9th Annual Wurstfest ([www.mtangelwurstfest.com](http://www.mtangelwurstfest.com))
- 9-19 **Lincoln City** – Antique Week ([www.oregoncoast.org](http://www.oregoncoast.org))
- 15-3/1 **Portland** – 41st Annual Portland International Film Festival ([www.nwfilm.org/festivals/piff](http://www.nwfilm.org/festivals/piff))
- 13 **Portland** – Mardi Gras Parade ([www.portlandmardigras.com](http://www.portlandmardigras.com))
- 15-18 **Klamath Falls** – Winter Wings Festival (877-541-2473)
- 16-17 **Reedsport** – Confluence Wine, Beer & Seafood Festival (541-662-0168)
- 17-18 **Eugene** – 32nd Oregon Asian Celebration ([www.asiancelebration.org](http://www.asiancelebration.org))
- 22-25 **Newport** – Seafood & Wine Festival ([www.seafoodandwine.com](http://www.seafoodandwine.com))
- 22-25 **Seaside** – Seaside Jazz Festival ([www.jazzseaside.com](http://www.jazzseaside.com))

Send your city event to  
Julie Oke at [jmoke@orcities.org](mailto:jmoke@orcities.org).



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