



# Local Focus

The Magazine of the League of Oregon Cities

SECOND QUARTER 2019

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**Welcome to Your**  
**LOC**

12



### ON THE COVER

#### Welcome to Your LOC

This month we give you an up-close look at your LOC - who we are and what we do. The LOC has abundant resources for its member cities, and a 20-person professional staff ready to assist.

### OTHER ARTICLES

**26 Supporting Oregon's First Responders**

**28 Brookings Partners With Schools To Improve Attendance**

**30 Main Street Now Conference Inspires Economic Development**

**32 Networks and Community Engagement**

**34 My Quest to Visit Oregon's 241 Cities**

### DEPARTMENTS

#### 5 At the League

6 Southern Oregon Welcomes Inaugural Spring Conference

8 LOC Board Meets in Salem

10 Conservation Corner

#### 36 City News

#### 46 City Events

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# Local Focus



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1201 Court St. NE, #200  
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### MAGAZINE STAFF

#### Editor

Kevin Toon, [ktoon@orcities.org](mailto:ktoon@orcities.org)

#### Designer

Julie Oke, [jmoke@orcities.org](mailto:jmoke@orcities.org)

#### Contributing Writer

Melody Finnemore, [precisionpdx@comcast.net](mailto:precisionpdx@comcast.net)

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# A Lifetime of Service

The LOC community lost a longtime leader and advocate when Dallas Councilor Jim Fairchild passed away May 1.

In a message sent to the LOC, current Dallas Mayor Brian Dalton offered the following:

“Jim was a remarkable person and a gifted leader in our community. He impacted the lives of so many of us here in Dallas and beyond as a teacher, firefighter, coach, mentor, civic leader and general inspiration. It is hard to pick his crowning achievement—First Citizen of Dallas, 20 years on the Dallas City Council, 10 years as mayor, President of the League of Oregon Cities and much more.

With all his service, achievements and accolades, we best remember his pride at being “Coach Fairchild,” imparting life’s lessons to young folks out on the field. He carried that spirit with him always, animating our lives here in Dallas in small and large ways in the widest of imaginable circles. He leaves us with some very large shoes to fill. Our best to Anne and his family during this sad time.”

Jim Fairchild was born August 15, 1939 in Boise, Idaho and graduated from New Plymouth (Idaho) High School in 1957. He earned both his bachelor’s and master’s degrees in education from Linfield College in McMinnville.

Jim taught language arts at Willamina High School from 1961-1962, and at Seaside High School from 1962-1966. He and his wife Anne settled in Dallas in 1966, where Jim began his career teaching language arts at Dallas High School (DHS) in 1966. Jim coached several youth sports over a 30-year span, including football, wrestling and girls’ basketball. He also coached competitive speech and served as interim vice principal at DHS. Jim retired from teaching in 1994.

Community service was also a big part of Jim’s life. He served on the Dallas Ambulance Emergency Medical Service as an intermediate level EMT from 1980-2001. He also served on the Dallas Volunteer Fire Department from 1994-2001 as Captain of Special Services.

Jim was elected to the Dallas City Council in 1999 and was elected mayor in 2001. He served as mayor until 2010. He continued serving on the city council until 2018.

Jim joined the LOC Board of Directors in 2002 and served as LOC President in 2005. Over the past 17 years, Councilor Fairchild rarely missed a board meeting and always attended the LOC Annual Conference. He was also an active participant in the LOC’s policy committees and advocacy efforts, including City Day at the Capitol, and made several trips to Washington, D.C. to advocate for cities with the National League of Cities.

The LOC and its 241 member cities would like to thank Jim Fairchild for his lifelong dedication to service and the difference he made for his community of Dallas and cities across the state—he will be missed. ■

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<p><b>Douglas Goe</b> Partner 503 943 4810 dgoe@orrick.com</p>	<p><b>Christine Reynolds</b> Partner 503 943 4821 cereynolds@orrick.com</p>	<p><b>Greg Blonde</b> Of Counsel 503 943 4823 gblonde@orrick.com</p>
<p><b>Michael Schrader</b> Of Counsel 503 943 4840 mschrader@orrick.com</p>	<p><b>Scott Schickl</b> Tax Counsel 503 943 4830 sschickl@orrick.com</p>	<p><b>Trish Eichar</b> Partner 503 943 4860 peichar@orrick.com</p>
<p><b>Steven White</b> Managing Associate 503 943 4838 steven.white@orrick.com</p>	<p><b>Caitlin Vo</b> Project Manager 503 943 4844 cvo@orrick.com</p>	<p><b>Angie Gardner</b> Project Manager 503 943 4826 agardner@orrick.com</p>

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## Southern Oregon Welcomes Inaugural Spring Conference

On April 11-12, the LOC hosted the first-ever Local Government Spring Conference—and by all accounts, it was a huge success! The event drew 180-plus attendees from 54 different Oregon cities. From Baker City to Newport and The Dalles to Cave Junction, Oregon's municipal officials came out in force to educate themselves and each other on matters of significant regional concern.

Education, like any LOC conference, was the key focus of this event. The program kicked off with a keynote address from U.S. Attorney Billy Williams, who discussed his views on the interplay between state and federal marijuana laws. Several sessions were devoted to wildfires and the impacts they have on local communities. A veritable smorgasbord of sessions rounded out the day, with topics ranging from controversial public meetings to how to successfully pass local bond measures.

While social opportunities have always existed at LOC events, the Ashland conference placed a premium on networking. The night before the actual program began, over 60 municipal officials gathered together at DANCIN Vineyards. While the vineyard excursion provided an opportunity to learn about the economic benefits of agritourism, its key benefit was the two hours city leaders from across the state had to connect with one another—sharing experiences and insights with one another. The Friday program concluded with a second networking event, a hosted cocktail reception in the very groovy Stardust Lounge.

The Local Government Spring Conference was a unique experience in contradiction. The host venue was a throwback to the 1970s, but the conference sessions themselves were forward looking and innovative. Attendees and staff were dressed casually, but the subject matter being discussed was painstakingly serious.

For the LOC members, guest speakers, generous sponsors, vendors, and guests who attended the Ashland Spring Conference, your LOC staff sends its sincerest thanks for an awesome event. And to those of you who could not join us in southern Oregon, we hope to see you in Bend for the 94th Annual LOC Conference. ■





# THANK YOU Spring Conference Sponsors



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# LOC Board of Directors Met in April

The LOC Board of Directors met on April 5 in Salem. Here is an overview of what they did:

- Gave policy direction to LOC staff on SB 726 and SB 479, which extend the statute of limitations for sexual harassment and discrimination claims to five-years;
- Adopted a budget amendment to move \$25,000 from contingency into personnel services line items;
- Discussed the possible implementation of an LOC Finance/Audit Committee;
- Discussed *State of Oregon (PUC) v. Josephine County* and gave LOC staff authority to intervene, if requested; and
- Heard from our partners at Regional Solutions and Utility Service Partners.

For more information on the LOC Board of Directors please visit [www.orcities.org](http://www.orcities.org).

The board's meeting calendar for the rest of the year has been slightly amended:

- **Friday, June 14**  
Justice Center, Springfield (9 a.m. - 4 p.m.)
- **Wednesday, September 25**  
Riverhouse, Bend (9 a.m. - 2 p.m.)
- **Friday, December 6**  
Local Government Center, Salem (10 a.m. - 4 p.m.)

**SAVE**  
*the*  
**DATE**

**94<sup>TH</sup> ANNUAL CONFERENCE**  
**SEPTEMBER 26-28, 2019 | BEND**

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## Small Cities Meetings Schedule

The Small Cities Network is a League program for cities with a population of 7,500 or less, with quarterly meetings to network and discuss common issues and solutions.

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

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

### Upcoming Meetings

#### North Coast (Region 1)

Wheeler – August 2

#### Portland Metro (Region 2)

TBD – June 20

#### North Willamette Valley (Region 3)

Detroit – August 8

#### South Willamette Valley (Region 4)

Harrisburg – August 9

#### Central Coast (Region 5)

Yachats – August 22

#### South Coast (Region 6)

Bandon – August 21

#### Southern Valley (Region 7)

Drain – June 13

#### Columbia Gorge (Region 8)

Mosier – June 20

#### Central Oregon (Region 9)

Mitchell – June 21

#### South Central Oregon (Region 10)

Malin – June 14

#### Northeast Oregon (Region 11)

Pilot Rock – July 17

#### Eastern Oregon (Region 12)

Haines – July 18

## Yamhill Treasurer/City Recorder Completes LGMC Program

Yamhill Treasurer/City Recorder Lori Gilmore is the latest city official to complete the Local Government Management Certificate Program (LGMC). The certificate is presented to individuals who complete 140 hours of training in 10 core areas that provide knowledge and skills critical for success in local government management.

Gilmore has served the city of Yamhill since January of 2012. She previously served as a member of the Yamhill City Council prior to accepting her current position. Before joining the city of Yamhill, she worked for the Washington County Sheriff's Department.

Gilmore said a key benefit of the LGMC program has been gaining knowledge and training that she could put into practice immediately in the daily execution of her job with the city of Yamhill.

The LGMC program is designed to enhance the leadership and problem-solving capabilities of Oregon local government officials. Participants are offered educational sessions regarding legal issues, budgeting, governance, personnel, open meetings and more.

"The LGMC program provides an opportunity for people that are currently working in the public sector to continue their education in subject matter that is directly relevant to their jobs," LOC Executive Director Mike Cully said. "It is amazingly inexpensive and very professional." ■

Save the Date  
**October 20–21, 2019**

**Oregon Infrastructure Summit**

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## CONSERVATION CORNER

### OWRD Adopts Revised Rules Benefiting Small Municipal Water Suppliers

The Oregon Water Resources Commission recently adopted revisions to *Oregon Administrative Rules (OAR) 690-086—Water Management and Conservation Plans (WMCP)*. The revised rules accommodate the needs of small municipal water suppliers by providing an alternative path for meeting a requirement to prepare and submit a WMCP. For the purposes of the revised rules, small municipal water suppliers are defined as:

- Serving a population of less than 1,000 people or having less than 300 water service connections; and
- Within the previous five (5) years, their water distribution system’s maximum daily demand or maximum instantaneous rate, including but not limited to, the amount of water appropriated under all the entity’s water rights, contract and/or interties, has not exceeded two (2) million gallons per day (mgd) or 3.1 cubic feet per second (cfs).

Small municipal water suppliers may present for approval an Alternate Municipal WMCP in lieu of submitting a full

Municipal WMCP, provided they meet the following criteria outlined in OAR 690-086-0300(1):

1. The supplier meets the definition of a “Small Municipal Water Supplier”; and
2. The supplier has documented and submitted findings that the following would not be necessary to meet current or projected demand within the next 10 years:
  - a. Acquisition of a new water right; or
  - b. A request to expand or initiate diversion of water allocated under an extended permit (i.e. “greenlight water”) as described in OAR 690-086-0170(5).

For more information, please visit the Oregon Water Resources Department webpage for municipal water management or contact Kerri H. Cope at *Kerri.H.Cope@oregon.gov* or 503-986-0919. ■

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# Upcoming EVENTS



**LOC Board Meeting**  
June 14 – Springfield

**Legislative Assembly Constitutional  
Adjournment (*Sine Die*)**  
June 30 – Salem

**OCCMA (City Managers) Summer Conference**  
July 9-12 – Newport

**OCCMA (City Managers) Board Meeting**  
July 12 – Newport

**OMA (Mayors) Board Meeting**  
August 1 – Medford

**OMA (Mayors) Summer Conference**  
August 1-3 – Medford

**OAMR Annual Conference**  
September 18-20 – Bend

**LOC Board Meeting**  
September 25 – Bend

**OMA (Mayors) Board Meeting**  
September 25 – Bend

**LOC Annual Conference**  
September 26-28 – Bend

**OCAA (Attorneys) Fall Workshop**  
September 27 – Central Oregon

**ICMA Annual Conference**  
October 20-23 – Nashville, Tenn.

**OGFOA Conference**  
October 28-30 – Portland

**NLC City Summit**  
November 20-23 – San Antonio, Texas

**LOC Board Retreat**  
December 5-6 – Salem

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



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# Welcome to Your

To our members:



**Mike Cully**  
LOC Executive Director

In our last edition of *Local Focus*, we unveiled the “new look” of the LOC – the results of an extensive effort to refresh the League of Oregon Cities brand.

This month, we wanted to give our members—particularly those who just recently took office—an up close look at what we do—the services we provide to our 241 cities—and the 20 professionals on our team who help deliver these services.

**The LOC is your League**—and we have abundant resources that can help you serve your community to the fullest. So take a few minutes to learn about your League, to meet Team LOC, and please do not hesitate to contact us if you need assistance. That’s why we’re here!

On behalf of the staff and the LOC Board of Directors, I thank each of our 241 member cities for supporting the LOC!



# FAST FACTS ABOUT THE LOC

## WHO IS THE LOC?

The LOC is the trusted go-to resource that helps Oregon city staff and elected leaders serve their cities well and speak with one voice. The LOC is a governmental entity formed by an intergovernmental agreement by Oregon's incorporated cities. The League was founded in 1925 and is governed by a 16-member Board of Directors.

## WHAT DOES THE LOC DO?

The LOC provides advocacy, training and information to empower cities to build vibrant, resilient communities.

## IS MY CITY A MEMBER OF THE LOC?

Yes – all 241 incorporated cities are members of the LOC. Cities pay membership dues each July, and dues rates are based on population. LOC member cities are eligible to join CIS (Citycounty Insurance Services), a group insurance program providing risk management and employee benefits coverage.

## WHERE IS THE LOC LOCATED?

The LOC office is located in Salem in the Local Government Center Building, one block from the state capitol.

## HOW CAN I CONTACT THE LOC?

Reach out to us by phone at 503-588-6550, by email at [loc@orcities.org](mailto:loc@orcities.org), or by mail at 1201 Court St. NE, #200, Salem, OR 97301. Visit our website at [www.orcities.org](http://www.orcities.org) for resources, publications, events, jobs, news and more. Follow us on social media at Facebook (@LeagueofOregonCities) and Twitter (@OregonCities).



We're here to help.

# LOC's Member and Administrative Services Team

## Fostering Learning and Networking

The Member and Administrative Services Department manages the internal services of the League and supports the LOC Board of Directors, the LOC Foundation, the Oregon City/County Management Association and the Oregon Mayors Association. It also provides educational resources and other services for members.

### WHAT WE DO

#### Annual and Spring Conferences

Each September, the LOC Annual Conference draws nearly 800 attendees, about 600 of whom are League members, making up the largest gathering of local officials within the state each year. The Member and Administrative Services Department works with other staff and an external committee of members to plan and execute the event. Last year, the LOC added a spring conference for local government officials, and the department helps to organize that conference as well as managing registration for both conferences.

#### Trainings

From November through January, following local elections every two years, the department leads "Elected Essentials," a training program for city leaders who have recently been elected. These workshops are offered in 12 regions around the state. After the most recent elections, more than 450 people attended in the 12 regions and more than 90 people attended an additional training held in Keizer.

In the year between elections, the LOC offers its "Local Government Fundamentals" training program that touches on similar information as "Elected Essentials," but in a shorter format. The Fundamentals training is offered for members who missed the "Elected Essentials" training or would like a refresher course.

This year, the department is piloting a training program specifically for officials who sit on budget committees and citizens appointed to sit alongside elected officials on these committees. The LOC is also providing more on-demand training and fields member requests for specific training topics.

In addition, the Member and Administrative Services Department oversees the Local Government Management

Certificate for a host of pre-determined training areas that are listed on the League's website.

#### Small Cities Program

A member of the department attends each of the Small Cities Network meetings that are scheduled year-round in 12 regions statewide. The Small Cities meetings allow local officials and others across the state to gather and share information about what is happening within their communities. The LOC representative also provides a written summary of the news that is shared during these meetings. The meetings often include a featured guest speaker and provide a forum for Q&A sessions, as well as serving to build and maintain relationships among attendees.

#### Internal Administrative Services

The department's staff serve as the LOC's primary receptionist as well as others who answer telephone calls, respond to email inquiries, manage IT support, and oversee accounting and financial services for the League and its affiliates. The department also provides continuous updates to the LOC's membership database. In addition, the department arranges meeting space and catering for the League and for other organizations that have requested to use the space.

The LOC shares its office building, the Local Government Center in Salem, with the Association of Oregon Counties and the Oregon School Boards Association. The Member and Administrative Services Department represents the LOC on the committee that manages the building. Anytime someone in the LOC team needs supplies, repairs or new furniture, the department manages those requests.

### WHO WE ARE

#### Megan George – Operations Director

As Operations Director, Megan manages the internal services of the LOC and provides oversight to the member services. She also supports the LOC Board of Directors, the LOC Foundation, the OCCMA and the OMA. Megan joined LOC in 2017 after serving as the assistant to the city manager for the city of Carlton. In that position, she was responsible for the development of the city's budget, was the lead on the



Left to right: Lisa Trevino, Debi Higgins, Megan George, Jenni Kistler, Emily Denney, Jamie Johnson-Davis (inset)

design of a new city hall/police station, and the city's performance management initiative.

### **Debi Higgins – Administrative Assistant/Receptionist**

Debi joined the LOC in 2016 as Administrative Assistant/Receptionist after working in the veterinary field, mostly feline exclusive, as office manager and receptionist for 13 years. She enjoys being at the “hub” of activities and communication at the front desk. As a fourth generation Oregonian, she has a deep love for Oregon and is thrilled to be a part of the LOC team that advocates for all of Oregon cities.

### **Lisa Trevino – Project Coordinator**

Lisa has been with the LOC for 3 years, and as the Project Coordinator, she helps coordinate many of our conferences and trainings. Lisa has more than 15 years of administrative support experience and has enjoyed bringing those skills to the LOC to serve its membership.

### **Jenni Kistler – Program Manager**

Jenni Kistler joined the LOC in 2011 as an administrative assistant, and has served in several roles since, including training coordinator, project coordinator, and now project manager. In this role, she manages all aspects of members services, including training, events, the small cities program, and the LOC Annual Conference. Jenni has a long family history of public service and enjoys continuing the tradition by serving Oregon's cities.

### **Emily Denney – Administrative Specialist**

Emily Denney is the newest member of the team, joining the LOC this spring as an office specialist. She provides administrative support to members, coordinates all member services, and provides internal administrative support. Prior to joining the LOC, Emily spent 20 years with New York Life Insurance, where her responsibilities included administrative support to the regional vice president and administrative officer, overseeing office operations and procedures, and supporting HR in maintaining and enforcing office policies.

## **DID YOU KNOW?**

74% of Oregon cities have a population less than 7,500 and 33% are less than 1,000?

The LOC's **Small Cities Program** holds quarterly meetings across the state specifically for officials in small cities to network and learn from each other. Find the schedule at [www.orcities.org](http://www.orcities.org).

### **Jamie Johnson-Davis – Accountant**

Jamie Johnson-Davis joined the LOC in 2016 as its full-time accountant. She has 19 years of accounting experience, previously serving as assistant controller for the Oregon Bankers Association. Prior to that she worked for a transportation group as a billing manager for Gateways International, a subsidiary of The Pasha Group in Seattle, WA, relocating employees of all branches of military and their household goods across the countries. ■



We're here to help.

# LOC's Intergovernmental Relations Team - Defending Your Home Rule Authority

The core mission of the Intergovernmental Relations (IGR) team is effective legislative advocacy on behalf of 241 cities across Oregon. Our message starts with protecting home rule, which is our first analytic screen for any proposed policy. With annual sessions, the IGR team focuses on legislative activity year-round. Most of our collective energy is spent on state politics, but, in the future, we will have an expanded footprint at the federal level, working with Oregon's congressional delegation and the National League of Cities to advance the LOC's priorities.

## WHAT WE DO

### State-Level Advocacy

The IGR team consists of six professionals, including five lobbyists and a coordinator for the group, and brings nearly 100 years of combined professional experience to the job.

Our primary audience are the 90 members of the Oregon Legislature, the governor, statewide elected officials, and the state agencies whose regulation and policies impact cities. Our success depends on the relationships built with everyone involved in the legislative process, solid partnerships, and support from the LOC's membership. During a legislative session we respond to inquiries and advocate for cities 24/7, and during the long session years coordinate and host "City Day at the Capitol," which effectively provides an opportunity for LOC members to engage the Legislature in the Capitol.

The IGR team is effectively the LOC's front line in passing legislation that makes sense and is helpful to communities across Oregon. We also spend considerable energy working to stop legislation that presents cumbersome oversight or limits or preempts local decision-making. The IGR staff covers the full range of legislative issues, from land use and taxation to water quality and ethics and everything in between. During a typical long session (occurring in odd-numbered years) the IGR team is tracking more than 1,000 bills.

### Rule Making

Each lobbyist is also responsible for review and comment on agency rulemaking to ensure city policy perspectives are heard. New rules are often proposed in response to the prior session's new legislation or changes to the regulatory process.

### Member Communications

During a legislative session, the IGR team provides updates from the Capitol every Friday in the *LOC Bulletin*, where they may also include critical action alerts on legislation and request membership contact their legislators. IGR also works within the LOC's eight policy committees during the session for assistance in reviewing proposed legislation, legislative strategy and preparing testimony.

### Policy Committees

Legislative policy committees and special work groups are the foundation of the LOC's policy development process. Composed of city officials and staff appointed by the board president, the committees analyze policy and technical issues to develop legislative priorities and establish positions on other issues. An IGR professional staffs each committee, conducting research, preparing materials, and providing professional assessment. Policy committee members are appointed for two-year terms. The eight committees are: Community Development; Energy; Finance & Taxation; General Government; Human Resources; Telecom, Cable and Broadband; Transportation; and Water.

### Creating Educational Resources

The IGR team creates reference materials for LOC members and other stakeholders, including surveys, charts, presentations and reports. These resources not only assist with advocacy efforts, but are also for city use, including the annual State Shared Revenue Report. Surveys include the Annual Road Condition Report; SDC survey; Water/Wastewater/Stormwater Rate Survey; and Utility and Franchise Fees Survey. The team has also traditionally prepared legislative bill summaries and a list of bills that cities need to act upon to comply with new laws.

### Grassroots Advocacy

The IGR team works to train and organize city officials, other government partners, business and community leaders statewide to speak with a unified voice on issues that matter to Oregon communities. The objective of the League's grassroots advocacy program is to influence decisions that legislators make about issues that impact shared constituents and their communities. This is accomplished by mobilizing





Left to right: Erin Doyle, Wendy Johnson, Jenna Jones, Jim McCauley, Scott Winkels, Tracy Rutten

city officials to work with legislators and candidates at home in their districts and in Salem during the legislative session.

## WHO WE ARE

### Erin Doyle – IGR Associate

After spending summer and winter breaks working at the Beaverton City Hall, Erin graduated from Grinnell College with a bachelor's degree in anthropology. She then spent six years working for elected officials in Washington, D.C., including Senator Ron Wyden, handling a variety of policy portfolios. She holds a law degree from the University of San Diego School of Law. Erin joined the LOC just prior to the 2013 long session.

### Wendy Johnson – IGR Associate

Wendy received her law degree from Willamette University and her bachelor's degree in political science from Central College (in Iowa). Prior to joining the LOC in 2014, she served 14 years as general counsel and deputy director of the nonpartisan Oregon Law Commission. Her work there included staffing and lobbying large and small law reform packages in all areas of law. Before the commission she worked for the Oregon Supreme Court and the attorney general.

### Jenna Jones – IGR Assistant

Jenna is the intergovernmental relations assistant, informally known as the team's "herder of cats." She received a bachelor's degree in politics and classics from Willamette University. Prior to her tenure with LOC, she worked as a legal assistant at the Oregon Law Commission. Jenna has been with LOC since January 2017.

### Jim McCauley – Legislative Director

Jim joined the LOC in December of 2018. Previously, he was the government relations manager with Washington County, responsible for the county's state legislative program and its transportation lead at the federal level. Jim holds a bachelor's degree in forest management from Oregon State University and spent most of his early career in the forests of Oregon, Washington and California. He later worked for the Department of Environmental Quality and the Portland Metro Home Builders Association.

## DID YOU KNOW?

Cities can track the progress of legislative bills in our **online bill tracker, CM3?** See the status of bills, descriptions, LOC's position, staff assigned, and upcoming hearings. Access it online at [www.orcities.org](http://www.orcities.org).

### Tracy Rutten – IGR Associate

Tracy has been with the LOC since 2013, lobbying on issues associated with water supply, water quality, energy, environmental policy, solid waste, recycling and public contracting. She previously worked as a lobbyist and association manager for Western Advocates Inc, with clients including the Oregon Economic Development Association, Oregon Government Finance Officers Association, Special Districts Association of Oregon, Oregon Physical Therapy Association and Oregon State Chamber of Commerce. Tracy is a graduate of the University of Oregon with a degree in political science.

### Scott Winkels – IGR Associate

Scott has the longest tenure as an LOC lobbyist, having joined the team in 2006. Scott is a native Oregonian and graduate of Western Oregon State College. Early in his career, he was noted for his work to correct legislative overreach on ethics reform. He transitioned to becoming an aggressive advocate for public sector management rights, protecting cities from excessive liability. He is nationally known for his efforts on constructing local government friendly marijuana regulations. ■



We're here to help.

# LOC's Legal Research Department – Helping You Understand Legal Issues

The core mission of LOC's Legal Research Department (LRD) is to provide information and technical assistance to elected and appointed city officials who have questions about their duties, city operations, city governance, and various state and federal statutes. In addition to assisting city officials, the LRD is also tasked with providing general counsel services to the LOC itself, both to employees and the board of directors.

## WHAT WE DO

### Information & Technical Assistance

LRD provides elected and appointed city officials with information and technical assistance in three key ways:

- Staffing the LOC member inquiry line;
- Creating educational resources; and
- Acting as trainers at LOC workshops, seminars and conferences.

### Member Inquiry Line

The member inquiry line provides access to LRD staff, who answer questions about best and common municipal practices, provide direction on statutory requirements (such as public meetings law, local government budget law, election law, etc.), and point members in the direction of other resources to assist them in overcoming challenges and meeting their city's goals. LOC members can access the member inquiry line in one of two ways – via phone or via email. LRD staff does not provide legal representation or advice to members via the inquiry line, but it does allow members the opportunity to seek guidance on how to resolve common municipal questions.

Assistance provided through the member inquiry line takes many forms. For example, if a member calls with a basic question about the requirements of properly posting a notice of an upcoming public meeting, LRD staff can provide them with a copy of the statute that outlines the notice requirements, while simultaneously providing a model notice they can use as a template for noticing their own meeting. Or, if a council is considering adopting a new ordinance and wants copies or samples of what other cities across Oregon or the country have adopted, they can contact the member inquiry line, and LRD staff will provide them samples and give them

some tips on best practices that the city may want to consider when adopting the new ordinance.

LRD staff respond to a significant number of inquiries. Since January 1, LOC's attorneys have already responded to approximately 150 member inquiries—providing upwards of 45 hours of direct services to LOC members.

### Creating Educational Resources

Oregon is a big state, and LOC's membership is massive—so assisting every member in person, over the phone, or via email is impossible. As such, LRD staff create educational resources that members can use as starting points in understanding complicated legal issues and as reference tools when trying to resolve local community concerns. And while not every city in Oregon is the same, meaning that what works in Milton-Freewater may not necessarily work in Gold Beach, LRD's educational resources cover the statutory requirements of an issue and provide municipal best practices so that individual cities can understand their base line and build up from there to meet their own individual community's needs.

Educational resources come in four types: guides, models, FAQs, and white papers. Guides provide a comprehensive explanation and a how-to manual on one particular area of municipal law – for example, LRD has produced a guide on local transient lodging taxes. Models are sample ordinances or policies covering a broad range of issues facing cities. FAQs are short, easy-to-read resources that answer questions regularly posed to LOC by its members. White papers are essentially a legal memorandum wherein complicated legal issues are dissected and explained.

Thus far, LRD has produced 42 educational resources for distribution to the membership. In calendar year 2019, LRD hopes to publish at least 12-15 new educational resources.

### Training

LOC's training program is developed and managed by the Member Services & Administration Department. However, these training programs are often led by LRD staff. Given the expertise of LRD staff in common areas of municipal practice, they are often tasked with being the primary trainer for workshops that cover the fundamentals of working for or representing an Oregon municipality. LRD staff regularly



Left to right: Patty Mulvihill and Jayme Hafner

provides trainings on the following topics: council-manager form of government, council relationships, public records, public meetings, ethics, public contracting, local budget law, land use and home rule.

### General Counsel Services

LRD provides general counsel legal services to LOC staff and the LOC Board of Directors. In providing these services, LRD attorneys regularly: negotiate, draft and review contracts; perform legal research and analysis; give legal advice to LOC employees and the board of directors; draft internal governing policies; and generally act as the LOC's attorneys of record.

### WHO WE ARE

LRD is comprised of two full-time attorneys, General Counsel Patty Mulvihill and Assistant General Counsel Jayme Hafner. Patty received her law degree from Indiana University, and prior to her tenure with LOC, she served as an in-house city attorney for the city of Bloomington, Indiana. Jayme received her law degree from the University of Oregon, and prior to her tenure with LOC, she worked in private practice and for the Oregon Department of Justice. Together Patty and Jayme have 20 years of combined legal expertise and knowledge—and both enjoy working for and helping Oregon municipalities. ■

## QUESTION DID YOU KNOW?

You can request training in your city? LOC staff can present to your council and/or staff on a number of topics, including ethics, budgeting, public meetings and public records. Find out more about our **Training-to-Go program** at [www.orcities.org](http://www.orcities.org).

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## NEW WEBSITE COMING SOON!

The LOC is excited to launch our completely redesigned, mobile-friendly website in the coming weeks. The new website will have the same great resources for cities, but with a user-friendly and modern interface. We can't wait to share it with you – stay tuned to [www.orcities.org](http://www.orcities.org).



We're here to help.

# LOC's Communications Department

## Providing You the Information You Need

The League's Communications team provides both external and internal services. It informs and helps educate members and key LOC stakeholders through electronic communications, publications and social media platforms, while also supporting other LOC departments with marketing materials, legislative information, legal resources and conference resources in both hard copy and app formats.

### WHAT WE DO

#### E-newsletter & Quarterly Magazine

The *LOC Bulletin* is a weekly e-newsletter that provides members with updates about bills that could impact cities and encourages support or opposition. It has expanded from serving as strictly a legislative communication tool to becoming "that Friday email" – as members often call it – that also informs cities about grants and other helpful resources.

The LOC's quarterly magazine, *Local Focus*, zeros in on topics relevant to city leaders, ranging from housing, disaster resilience, council-staff relations, and law enforcement issues to funding and innovative ways to obtain other resources. Each edition of *Local Focus* involves extensive coordination of articles, photos, editing, graphic design and advertising.

#### Media and Public Relations

When members of the media want to know more about how legislation and policy matters will impact cities, they turn to the LOC. A recent example of the League's proactive media outreach involved Gov. Kate Brown's report on potential ways to reform PERS. The LOC issued a statewide press release and used social media to state its position that the proposal wasn't inclusive of all employers and any resolution needs to focus on all public employers.

#### Social Media and Podcast

The LOC's social media presence includes Facebook, YouTube and Twitter. Facebook has proven to be an extremely effective platform for communicating with members, while Twitter is a positive tool for communicating with legislators and the media. Social media posts serve to make the public aware of what the LOC does while also highlighting the work of cities and the importance of city issues.

In addition, the LOC recently initiated a bi-weekly podcast called *City Focus* that is hosted by the newest member of the communications team, Denise Nanke. *City Focus* provides

timely, relevant information to cities, legislators, media and the public by highlighting specific topics in quick-paced 20 to 30-minute segments. The discussions include policy, legal issues and advocacy in a relaxed, conversational style designed to inform, educate and entertain. Nanke also hosts and produces *Inside the Capitol*, a weekly micro-cast launched in March of this year created to give listeners quick hits for the week about what the LOC legislative team is working on and specific calls to action.

#### Website

The LOC website is a treasure trove of information and resources for city officials, including upcoming trainings and events, legislative updates, a newsfeed of city-related media articles, a publications library, city job board and city official directory. The Communications team manages the website and coordinates creation of content and images. As part of the League's rebranding effort, we are excited to unveil our new modern and user-friendly website in the coming months.

#### Sponsorships and Vendor Programs

As part of its marketing function, the Communications team also focuses on business development for the LOC. This is achieved through sponsorship of the fall and spring conferences, vendor participation in the annual trade show, and the LOC Business Partner Program, which provides a renewable annual partnership for the business community.

#### Graphic Design and Photography

The Communication Department's graphic design services encompass all electronic and print publications, marketing materials, website design, social media, promotional materials and the annual calendar the League provides for members. In addition, the department provides photographs of all League events as well as videos and graphics for an array of platforms.

### WHO WE ARE

#### Kevin Toon – Communications Director

Kevin oversees the broad range of internal and external services provided by the Communications team. He is the LOC's longest-serving employee, having joined the League as its first communications director in 2002. Prior to the LOC, Kevin spent 15 years in the broadcasting and corporate communications industries, working in both radio and television,



Left to right: Kevin Toon, Denise Nanke, Julie Oke

as well for large corporations and small businesses. He earned his bachelor's in communications from Washington State University and his master's degree in education/counseling from the University of Portland.

### Denise Nanke – Administrative Assistant

Denise joined the LOC in early 2018. In addition to her work on the LOC Communications team, Denise also provides administrative support to LGPI and has been in that role since 2011. Prior to joining LGPI, she spent eight years at the Salem-Keizer School District in multiple roles from Facilities and Maintenance administrative support to student transportation. Denise has a background in broadcasting and media that informs her work on various projects for the LOC and LGPI.

### Julie Oke – Graphic Designer

Julie has been LOC's graphic designer since 2006 and is responsible for the design and layout of LOC's print and digital publications. In addition, Julie also manages LOC's social media channels and website content. Prior to joining LOC, she worked as a graphic designer for an interpretive exhibit company. Julie has a bachelor's degree in art from the University of Oregon. ■

## DID YOU KNOW?

You can read city-related news articles all in one place? Updated daily, the **City Newsfeed** aggregates news from media outlets across the state. Check it out at [www.orcities.org](http://www.orcities.org).

**LOC**  
League of Oregon Cities

# The Bulletin

**Think Out Loud**

**OPB Takes an In-Depth Look at PERS Issues**  
Sherwood City Manager Joe Gall is one of the featured interviews on "Think Out Loud."  
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Redesigned to be easier to read and more mobile-friendly, the weekly *LOC Bulletin* is your source for staying current on legislative news, action alerts, breaking news, bill summaries and more. The *LOC Bulletin* is emailed every Friday. To be added to the email list, contact [loc@orcities.org](mailto:loc@orcities.org).



Left to right: Pierre Robert and Ruth Mattox

## LGPI – Your HR & Labor Relations Resource

The Local Government Personnel Institute (LGPI) was created in 1971 by the League of Oregon Cities and Association of Oregon Counties to provide member cities, counties and special districts expertise in the areas of labor relations and human resources. LGPI was created to exclusively serve local government.

The LGPI team has extensive public sector experience working with cities, counties and special districts, and some of our staff have spent their entire careers working in the public sector. Our team has in-depth expertise, experience and working knowledge of the human resource and labor relations issues currently facing Oregon's local governments.

We take our role as Oregon's Local Government Personnel Institute very seriously and focus on serving the cities, counties and special districts of Oregon. Because we exclusively serve local governments, we provide our clients an array of services in human resources, labor relations and workplace investigations from a uniquely qualified public sector perspective.

“The circumstance that most commonly has employers calling me is conflict, or the threat of it, between them and a union” said LGPI Senior Labor Relations Attorney Pierre Robert. He adds, “The best time for employers to reach out to me however, is *before* committing to a course of action, e.g. discipline or a unilateral change likely to excite union opposition. I usually can suggest ways of proceeding that will minimize opposition and/or make the action more defensible if grieved. An ounce of prevention is worth a pound of cure.”

LGPI offers a full suite of labor relations expertise in representing our clients in areas such as labor negotiations, grievances, arbitrations, interest arbitrations and employee relations board hearings, and we offer in-depth human resources services in areas such as classification and compensation studies, workforce analysis, Public Employee Collective Bargaining Act

comparables, performance management, policy development, and workplace facilitation.

Ruth Mattox, LGPI's Senior Human Relations Consultant, enjoys finding solutions to member's HR challenges. “What I find most rewarding about my work with LGPI is providing clients with the information they need to find solutions to their classification and compensation needs,” she said.

LGPI has a rich history of serving Oregon cities, counties and special districts for more than 40 years and we are honored to be part of the LOC, AOC and CIS family. Your LGPI team is committed to continue providing the quality services that you deserve and have come to expect.

For more information about LGPI and the services offered to LGPI and LOC members, visit [www.lgpi.org](http://www.lgpi.org).

### WHO WE ARE

#### Pierre Robert, Senior Labor Relations Attorney

Pierre joined LGPI in 2015 after serving as an assistant county counsel for Lane County. He is a member of the Labor & Employment Law and Litigation Sections of the Oregon State Bar and is certified by the National Public Employers Labor Relations Association as a Labor Relations Professional. He earned his bachelor's degree from Kalamazoo College, and his law degree from Willamette University.

#### Ruth Mattox, Senior Human Resources Consultant

Ruth brings more than 15 years experience as an HR professional to LGPI, including the public, private and non-profit sectors. Prior to joining LGPI, Ruth worked for the city of Silverton as its administrative services director, providing HR and risk management leadership to the city. Ruth has a bachelor's in Organizational Communication from the University of Utah, and holds PHR, IPMA-CP and SHRM-SCP designations. ■



## Q • What is an intergovernmental agreement?

**A:** Governmental entities—whether local, state or national—are often required to work together. This cooperation may be necessary for many reasons, including: solving a problem of mutual concern; cooperative planning; utilizing joint resources; or providing essential services. To help solidify this cooperation, governments may utilize intergovernmental agreements (IGAs). At their core, IGAs are contracts between governments. Examples of IGAs include: city-county agreements for emergency services; city-state agreements to construct a state agency facility on city property; and city-city agreements to share a municipal judge. Each IGA will be unique, but there are a few considerations that cities should be aware of when drafting and entering into IGAs.

**Define the Need.** It's best to determine from the onset why an IGA is necessary. This allows a city to determine who best to partner with and the extent of the IGA (e.g. will the governments simply provide funding to further a goal or will the IGA outline clear expectation and outcomes).

**Confirm Authority.** With respect to local government, ORS 190.010 authorizes a unit of local government to enter into agreements with other units of local government to provide for the performance of a function or activity of those parties. The LOC itself was reorganized in 1983 under an IGA among all of Oregon's cities. Additionally, ORS 190.110 authorizes local governments to "cooperate for any lawful purpose, by agreement or otherwise, with a unit of local government or a state agency of [Oregon] or another state, or with the United States, or with a United States governmental agency, or with an American Indian tribe or an agency of an American Indian tribe."

**Include Necessary Content.** At a minimum, an IGA should provide for the following:

- The parties to the agreement;
- The purpose of the agreement;
- The functions or activity to be performed by the parties and included compensation;
- Ownership of any work product developed under the terms of the IGA;
- The term or duration of the agreement;
- The rights of the parties in respect to disputes; and
- The ability and methods for termination and amendment. ■

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## A Brief History of the LOC

LOC's mission is "to be the go-to place for and about cities as a dynamic resource hub for advocacy, education and best practices." But what type of entity is LOC, when was it founded, and why?

The idea for a state municipal league evolved out of a series of public-interest conferences beginning in 1909. According to one source, attendees at the University of Oregon Commonwealth Conferences attempted to organize a municipal league as early as 1913 but were not successful for another 12 years.<sup>1</sup> In 1925, representatives from 25 Oregon cities met to consider a number of issues, including a proposal for a state constitutional amendment that would guarantee to Oregon cities the full control of their own affairs and insulate their home-rule powers from legislative interference.<sup>2</sup> A constitutional amendment was not passed at that time, but the 25 cities agreed to form a new organization in which each member would have one vote and would pay dues ranging from \$10 to \$50 per year. And thus, on January 25, 1925, the League of Oregon Cities was formed. LOC's first Executive Committee was led by Salem Mayor J.B. Gisey (president); Portland Commissioner of Public Works A.L. Barbur (first vice president); Eugene Mayor E.B. Parks (second vice president); and Gresham Mayor Charles Cleveland (treasurer). In 1933, Herman Kehrli was hired as LOC's first executive officer.

Over time, the LOC became affiliated with various other municipal associations such as the Oregon Municipal Finance Officers Association in 1959, the International City Management Association – Oregon Section (now known as the Oregon City/County Management Association) in 1966, and the Oregon Mayors Association in 1972.

However, the LOC's legal identity remained unclear. The League was not a 501(c)(3) non-profit, a political action committee, or a 501(c)(4) social welfare organization. In 1964, the Oregon attorney general issued an opinion wherein the LOC was identified as an "agency created by two or more political subdivisions," entitling LOC employees to participate in PERS and federal social security.<sup>3</sup> Drawing on the attorney general's opinion, the LOC was best characterized as a governmental agency created by Oregon's cities to provide those cities with governmental services.

1 See Donald L. Jones, *State Municipal Leagues: The First Hundred Years* 43 (1999).

2 LOC was initially comprised of the cities of Albany, Astoria, Baker, Beaverton, Cottage Grove, Frain, Eugene, Forest Grove, Gold Hill, Gresham, Hillsboro, Marshfield, Milwaukie, Oregon City, Portland, Prineville, St. Helens, Salem, Scappoose, Silverton, Toledo, Troutdale, Tualatin, Warrenton, and Yamhill.

3 31 Op Atty Gen 407 (1964).

In early 1983, the LOC's Executive Committee decided to reorganize under an ORS chapter 190 intergovernmental agreement "in order to remove any doubt about the League's legal status as an intergovernmental agency."<sup>4</sup> The finalized "Intergovernmental Agreement of Oregon Cities" was promulgated on November 4, 1983. The agreement provided:

- The LOC was as created to perform functions and provide services which all of the parties have authority to perform and provide;
- The LOC is deemed a consolidated department of all of the cities who are parties; and
- Nothing was intended to change the LOC's status as a political sub-division of the state of Oregon, and an instrumentality of the state and its cities for better administration of public affairs, and an instrumentality for performing governmental functions owned and controlled by Oregon cities.

4 Letter from Stephen C. Bauer, Executive Director LOC, to various city attorneys (Feb 16, 1983).



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Left: J.B. Giesy, mayor of Salem, was the first president of the LOC.

Above: Herman Kehrli was the LOC's first executive director.

Since its reorganization, LOC has operated as a consolidated department of its members pursuant to the 1983 intergovernmental agreement. The current LOC Constitution provides that the organization serves to:

- Maintain an organization to secure cooperation among the cities of the state by thorough study of local problems, and in the application of efficient methods to local government;
- Provide a means for municipal officials to exchange ideas and experiences and obtain expert advice;
- Collect, compile and distribute to municipal officials information about municipal government and the administration of municipal affairs;
- Engage in the study and preparation of uniform ordinances and practices;
- Formulate and promote such legislation as will benefit the cities of the state and its citizens, and to oppose legislation detrimental to cities; but not to expend monies in favor of or in opposition to any public measure initiated by or referred to the people, or for or against the election of any candidate for public office;
- Secure harmony of action among municipalities in matters that affect the rights and liabilities of cities;
- Institute<sup>5</sup> or participate in litigation for the purpose of securing a determination relative to the rights and

liabilities of cities of Oregon under constitutional provision, statute or ordinance; to appear as friend of the court in a court proceeding in which the rights and liabilities of cities are affected; to appoint or employ counsel for the purposes mentioned;

- Provide such services to cities as cities may authorize and require through the League of Oregon Cities, including but not limited to assistance in collective bargaining with employees, liability, casualty, workers' compensation, health insurance and other employee benefits, and the provision of joint facilities for local governments with other governmental units acting singly or cooperatively. To that end the LOC may create or participate in appropriate entities and trusts which are suitable and convenient for carrying out its purposes; and
- Do any and all other things necessary or proper for the benefit of the cities of Oregon.

Today, the LOC continues to further the goals envisioned by its original organizers by providing vital services to its members through advocacy, information, research, education and member services. The League brings city officials together from around the state and the result is a unified, powerful and influential force. Whether it's a day of advocacy at the Capitol, a workshop in Prineville designed to get the most out of city financial resources, or more than 500 elected and appointed officials networking at the annual LOC conference, the activities of the LOC reflect the commitment, vision and professionalism of city government in Oregon. ■

<sup>5</sup> LOC cannot "institute" litigation on behalf of its members. See *League of Oregon Cities v. State of Oregon*, 334 Or 645, 650 n 4 (2002) (noting that LOC lacked standing to challenge a statewide ballot measure in a declaratory judgment action, but city and county governments did have standing to do so). LOC can, and does, participate in litigation as an intervenor or as amicus curiae.

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## Supporting Oregon's First Responders

By Dave Nelson, CIS Public Safety/Risk Management Officer

**W**hen most people are fleeing danger, Oregon's first responders are running towards it.

On Dec. 12, 2008, a Woodburn police detective found a bomb behind a Wells Fargo branch in the small town. The bomb later exploded, taking the lives of Woodburn's police captain and an Oregon State Police trooper.

In January 2011, the city of Rainier's police chief was shot and killed by a suspect who was attempting to steal a vehicle.

In 2016, the city of Seaside and its community were shaken after an officer was killed while apprehending a suspect.

Through all these tragedies, CIS provided aid.

### CIS Supports Bill to Aid First Responders

The strains Oregon's first responders experience can take a heavy toll. CIS has long recognized the stresses associated with working in public safety and has created programs and trainings to help city employees cope. Some of these include:

- Critical Incident Grants for public safety members who have workers' compensation coverage through CIS. The grants assist with personnel in officer-involved shootings or other public safety-related tragedies. It also helps defray costs of mandated counseling prior to return to duty;
- Sessions that address mental health during CIS' Annual Law Enforcement Conference; and
- Collaborations this spring with the Coos Bay Police Department, the Oregon Department of Public Safety Standards and Training (DPSST) and the Oregon Peace Officer Association (OPOA) that include a full-day session with Clark & Tracie Paris who are presenting: "Pain

Behind the Badge — Winning the Battle for all Public Safety, First Responders and Their Spouses."

The Oregon Legislature has also recognized that first responders are at much greater risk for depression. Because of these work-related pressures, the Legislature has introduced SB 424, calling for law enforcement agencies to establish mental health wellness plans for officers.

"First responder mental health is a real issue that needs to be addressed," said CIS Executive Director Patrick Priest. "That's why CIS supports mental health wellness plans for officers."

### CIS Supports its Members During Difficult Times

When a tragedy occurs, CIS recognizes that other city employees may also be impacted.

"When there's a work-related critical incident, a member that has CIS' Workers' Compensation coverage can receive up to an additional \$5,000 benefit for mental health counseling for all their employees," said Priest.

During each of the incidents mentioned above, CIS was there to help.

In Woodburn, the CIS team was on-site almost immediately to support the city while staff navigated Occupational Safety and Health Administration (OSHA) rules and questions about workers' compensation coverage. The CIS team also facilitated counseling services through CIS Benefits as well as paying the life insurance claim.

In Rainier, CIS' Risk Management Consultant John Zakariassen and I were on the scene to support the police department as well as the city management staff with the OSHA

investigation. CIS also assisted the city with securing on-site counseling services for their employees as well as paying life insurance under the employee benefits program.

At Seaside, Zakariassen and Workers' Compensation Senior Examiner Kathy Dickey worked closely with City Recorder Kim Jordan to help navigate the difficult challenges that came with an in-the-line-of-duty death.

CIS offered Seaside a \$2,500 grant for the counseling and the CIS Benefits team contacted its employee assistance program to support traumatized staff — as well as to help with the filing of the life insurance claim.

"CIS asked us for some basic information, and then didn't put any more burden on us," said Jordan. "If not for CIS, we would have been really struggling."

When the officer was killed, Jordan's shock was more than that of a city employee who knew all the city's police officers. Jordan and her husband were close friends to the slain officer and his wife.

"You know how they say that the community comes together? The whole state came together," said Jordan.

Jordan particularly remembered a visit from a representative of the Fallen Badge Foundation, who had lost his own son five years earlier, to provide information about funds and services available to the officer's family.

"You know you're not alone... at a time when you really don't want to be alone," she said.

CIS' commitment to its first responders — as well as all city employees — is unwavering.

"Our number one priority is to the wellbeing of these dedicated city employees," said Priest. "Our members are like family to us and it's important for us to be there in their darkest days and hours." ■



**Dave Nelson**

Dave Nelson has more than 22 years of law enforcement experience and has served as CIS' public safety/risk management officer since 2010. He previously was the Troutdale city administrator and served as the city's chief of police for more than eight years. Nelson holds a Bachelor of Science degree in Business Administration from Warner Pacific College, MBA from Marylhurst University, and is a graduate of the FBI National Academy. He earned his Associate in Risk Management designation — and is a past president of the Oregon Association Chiefs of Police (OACP). He also served on the Sandy City Council, including two years as council president.



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# Brookings Partners With Schools To Improve Attendance

By Gary Milliman, City Manager Emeritus, Truancy Court Judge

**B**rookings is the latest city in Oregon to partner with its local school district to address chronic absenteeism in public schools.

Chronic absenteeism is defined as missing more than 10% of school days. A recent article in the Klamath Falls Herald and News noted that 29% of Oregon high school students—40% of seniors—are chronically absent.

In the Brookings Harbor School District (BHSD), chronic absenteeism among high school seniors peaked in 2017-18 at 53.5%, an increase of 28.5% from the previous year.

Why is school attendance important? The obvious answer is the correlation between attendance and learning...and graduation. As absenteeism rose in 2018, the graduation rate and achievement scores in state examinations dipped.

“We know we will never achieve our district’s ultimate graduation rate goal without solving the attendance issue,” said BHSD Superintendent Sean Gallagher.

In 2018, the BHSD decided to take a more aggressive approach to enforcing the state’s mandatory school attendance provisions (ORS 339 et sec). The message went out that students are not allowed to miss school. To some parents and students, this came as quite a cultural shock.

Beginning at the high school, staff called home each time a student was absent or late for a class. Parents and students were invited to “resource meetings” with school staff to identify impairments to school attendance. Approaches were developed to deal with issues such as bullying, learning disabilities, student/teacher conflicts, transportation to school, parent awareness, and even home changes such as buying an alarm clock.

One more element was added to the program, the establishment of a “truancy court.” The idea was broached by the high school’s assistant principal, Mark Hebert, as part of a program to address truancy and its underlying issues. According to Hebert, adding the court to the mix communicates that “every kid should have an education, and when they are deprived of that gift, it is a crime.” The court also re-enforces the importance of student success to the community.

Shortly thereafter, the Brookings City Council adopted an ordinance codifying ORS 339 into the city’s municipal code, thereby bringing school attendance requirements under the jurisdiction of the Municipal Court. All BHSD schools are located within the city, so the Brookings Municipal Court has jurisdiction for attendance violations regardless of the parent/student residency.

If efforts at the school to secure compliance with mandatory attendance fail, parents are issued a citation by the superintendent and are ordered to appear in truancy court.

In court, the judge discusses the importance of school attendance and queries as to reasons for non-compliance. The judge serves as a facilitator to find solutions to whatever the impairment is, and often “brokers a deal” between the parents, students and the school aimed at improving attendance.

Parents and students are asked to sign an agreement with the school that the student will maintain regular attendance. The student and parent are also warned about possible fines for missing school and that the court will monitor student attendance for irregularity. Parents and students are ordered to return for a review one month later.

Truancy court is held in the same setting as municipal court, with a judge, court clerk, “prosecutor” and defendant tables. The defendants are the parents or responsible adults, not the students; the public is not excluded. Having all of the defendants in court listening to all of the cases has actually assisted in moving a number of the cases to positive outcomes.

A typical court session lasts 60-90 minutes during which a dozen or so cases are heard. Sessions begin at 6 p.m.

And, many cases are resolved without ever coming to court. It seems parents would rather comply than be identified in the community as a “bad parent.” The local newspaper covers truancy court, and names names.

The city and the school district developed an intergovernmental agreement to create truancy court. The city provides the judge and the court clerk, maintains court records, collects and retains fines, and handles post-court correspondence. All of the pre-court activity is handled by school district staff who function as the “prosecutor.” The court clerk—also the deputy city recorder—works about four hours each month on truancy court matters. For the first year, I have served as judge on a pro-bono basis; I am the regular municipal court judge pro tem.

Through the court, the school is reinforced by the broader community that school is important and that the community refuses to give up on its youth. Parents can use this message to leverage the decisions of oppositional children or may redirect themselves.

My first case as judge was last October, and involved a high school senior who was failing all of her classes. She was an obstinate young woman who said she had everything under



Left: Truancy Court Judge Gary Milliman with Brookings-Harbor High School Vice Principal Mark Hebert. Right: Students and parents attend truancy court in Brookings.

control and would graduate without worrying about her attendance. Her guardians had basically “given up” and attempted to disavow any responsibility for supervising the 17-year-old.

Upon their third appearance and finding no improvement, the parents were fined \$660. By the next court appearance—five weeks later—this same student had a record of perfect attendance, had finished her graduation requirements, was doing well in all her classes and was on target to graduate. Recognizing their efforts, I cut the parents fine in half and Vice Principal Hebert bought the student a pizza. She and her guardians were publicly acknowledged for their hard work.

Most defendants/students show improvement without imposing a fine.

By all measures, our truancy court works. Chronic absenteeism has been reduced by 22% in the first five months of the program, and not just at the high school. Elementary and middle school administrators report that parents and students at their schools had also “gotten the message” and attendance was improving. The district plans to add the elementary and middle schools to the program later this year.

Truancy court—also known as attendance court—is not new in Oregon. Other cities have been operating similar special courts for years. In preparing to serve as truancy court judge in Brookings, I spent a day with Judge Laraine McNeice in Oregon City, who has been doing this for nine years.

The day I attended, Judge McNeice had a courtroom full of parents and students, many of whom she had been seeing monthly for more than three school years. Judge McNeice utilizes a mix of tough love and compassion to help keep those kids in school. Many parents and students thanked her during the court session for her support, saying they would

not have been on the road to graduation without the intervention. Judge McNeice even participates in the high school graduation. It was inspiring. ■

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# Main Street Now Conference Inspires Economic Development

In March, two Oregon ELGL members attended the Main Street Now annual conference in Seattle, Washington and shared local perspectives from the event.

Main Street Now is the annual event produced by Main Street America, a national organization that helps revitalize older and historic commercial districts for more than 35 years. Today it is a network of more than 1,600 neighborhoods and communities, rural and urban, who share both a commitment to place and to building stronger communities through preservation-based economic development. Main Street America is a program of the nonprofit National Main Street Center, Inc., a subsidiary of the National Trust for Historic Preservation.

Read more from ELGL's visit to Main Street Now at <https://elgl.org/main-street>.

## The Power of Main Street

By Kevin Teater, Executive Director, Beaverton Downtown Association

Whew. Talk about an information download. For three days, I was in Seattle for the Main Street Now conference, a national gathering of over 1,800 professionals who are all using the Main Street 4-Point Approach to create vibrant and sustainable downtown communities.

The Main Street 4-Point Approach is a proven model of economic development that has successfully transformed Main Streets and downtowns throughout America. It focuses on urban design, economic health, promotion of downtown, and organizational development.

Most of us work in small cash-strapped organizations. We live on volunteer power, and we are driven by a deep love for Main Street America. We are executive directors, board members, business owners, elected officials and government bureaucrats. But first and foremost, we are people who care.

My organization sent a board member with me. You know who else also joined? Two of our closest city government partners in the Department of Economic Development. These two women are colleagues, and they are also friends. Without the support of our local government, our nonprofit might not have survived its infant and toddler years.

I say this a lot, and I'm going to keep saying it for as long as I live. Partnerships matter. If you are not already, I highly encourage you to partner with your Main Street programs so that you too can experience one of the most impactful and most cost-effective community revitalization methods in the country.

I went out to dinner with one of the directors of a sister organization. She said she feels that she can't compete for funding against organizations that are serving primary human needs. How does Main Street stand up against that?

We don't.

We stand up *with* those organizations and pursue solutions that better us all. I am so passionate about this work because I believe healthy downtowns can literally transform the way we live and the way we connect with one another for generations to come. Partnerships matter.

A year ago, I went to a networking event where the host encouraged us to have a thumb war with a friend and see how many times we could pin the other person's thumb within a couple minutes. Most people got between 4-7 pins. One pairing got over 30. How? They worked together to increase their scores. The host concluded the experiment by saying, "When we assume a culture of competition where none exists, everyone loses."

As a member of ELGL and the newish executive director of a Main Street America program, I cannot stress enough how much both of these organizations have benefited me and my community. I am a believer in ELGL. I am a believer in the Main Street model. Take a look at some of the success stories, and I think you will be too.

## Change Is Inevitable. Make It the Right Kind of Change

By Matt Lorenzen, City of Estacada

At the conference, I attended sessions on topics ranging from historic tax credits, to zoning reform, to destination businesses. Lots to learn. Lots to follow up on.

Ed McMahon spoke to civic leaders during the 2019 Main Street Now conference. He began his remarks by stating that change is inevitable.

“There are really only two kinds of change in the world: planned change and unplanned change.”

You may be thinking this is simply a statement of the obvious, and it is, but sometimes the most obvious truths are the very ones we neglect to acknowledge.

As I walk away from the conference, here are the most salient points I think civic leaders and main street directors and board members ought to consider as they seek to orchestrate and effect positive change in their communities: (Adapted from another article.)

- **Have a vision for the future.** This can be a vision document, but doesn't necessarily have to be something formal, especially if you're just getting started with revitalization efforts. Sometimes “strategic doing” can be more powerful than costly and time-consuming strategic planning.
- **Inventory community assets.** Capitalize on and build upon what already exists rather than trying to artificially create something from scratch.
- **Build plans around existing assets.**
- **Use education and incentives, not just regulation, to generate good (re)development.** It's one thing to prevent garbage development; it's a whole other thing to promote and incentivize what your community needs and wants. Do both.
- **Get comfortable with saying no.** “Communities that will not say no to anything will get the worst of everything,” says Ed. He's right, and we know it because we've all seen it.
- **Cooperate with neighbors for mutual benefit.** Thinking of economic development, tourism development, talent attraction, etc. as a zero-sum game is an antiquated and inappropriate mindset. Work with regional partners and neighboring communities to build an attractive region that can't be ignored. Your downtown is just one piece of a bigger picture.
- **Do not underestimate the impacts of design standards.** The development and redevelopment that occurs today will likely be with your community and your Main Street for decades to come, possibly longer. Find ways to ensure that its aesthetic is classic, timeless and of high quality. Protect historic assets and architecture.
- **Leadership and participation are crucial.** I am biased in this opinion, but I believe if a city/community is serious

about downtown/commercial district revitalization, they must find a way to hire a talented, passionate and diplomatic full-time staff person. Volunteers are absolutely critical to long-term success, but volunteers are frequently limited in their time, energy and capacities. The worst thing a community can do is to say they support the efforts of a Main Street program, while doing nothing to show that support.

- **FUND. THEM.** Help them organize. Especially in the early years. The right staff person can dramatically expedite and shape the revitalization of a downtown. The ROI will come, but it will require the right hire, and some patience. That said, it can't be a one-person show. You'll never get the outcomes you want without participation, broad and deep, from property owners, business owners, investors, residents, elected officials, and anyone else with a vested interest in revitalization. Invite everyone to the party.

Want to talk more about Main Street and economic development? Find me on LinkedIn. Let's trade ideas and nerd out! ■



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# Networks and Community Engagement

By Paul Aljets

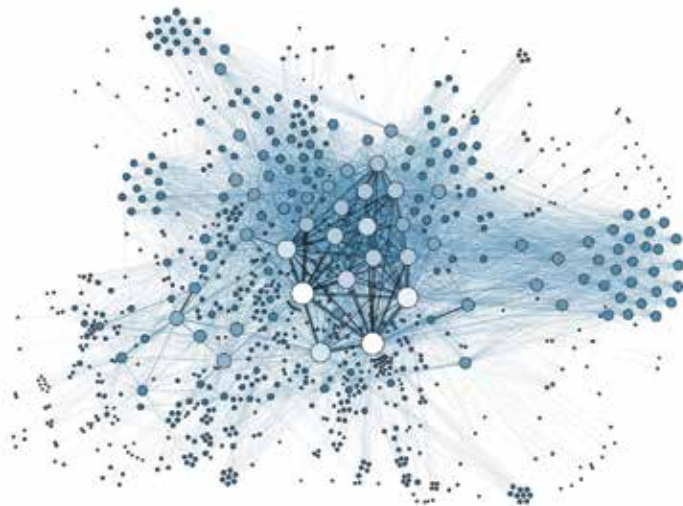
There are many ways to think about a city from a scientific perspective. You can think about it like an engineer: a set of water lines, an electrical grid, asphalt paths, etc. It can be thought of as a financial entity: a business that must take in revenue to pay expenses. But before any single road is paved and any taxes are collected, a city must be a community that wishes to become more. And a community can be thought of as a network.

A networked community is a complex web of interactions and relationships. When one person is neighbors with a second person, there is a network connection. The two can be represented as two nodes connected by a link.



The connections can represent any relationship between two people or a specific kind of relationship such as family members, coworkers, neighbors, members of a community organization, etc.

Now imagine mapping out all your own relationships in your neighborhood or office, or circle of friends. Quickly the interactions become something like this.



This is not meant to be a complete explanation of networks and network science. It is only intended to give cities an understanding of the importance and impact of this kind of data. Network science maps social interactions in the same way geography maps land. And I would argue, just as maps are critical for city functions such as zoning, network maps can be critical to understanding community engagement.

Social networks are networks in this same way, but these are not usually restricted to one city or state. This is why an idea can easily spread from one person's Facebook page to the other side of the world in a single day. Ideas in a social network online spread like the flu in a community network. Why not use the power of the community network to spread ideas as well?

The structure of a city's network is usually very dense, since everyone knows everyone. According to scientific literature on networks, this is true regardless of the size of the city. However, larger cities tend to be more connected than smaller ones. The connections among people are more important than the number of people in the network. Highly connected networks allow simple ideas to spread rapidly, while complex ideas become far more difficult. Therefore, a funny picture or gossip spreads quickly, but long works of literature spread slowly by word of mouth. Both are ideas being spread in a network of people. Unfortunately, the idea of getting a community engaged for a common cause is usually a complex idea and therefore harder to spread.

*"So how do we get our citizens engaged?!"*

I hear you screaming aloud as you read the latest edition of *Local Focus*. Network science can provide many details to better understand specific networks, but only general recommendations for all networks. That being said, here are a few ideas from networks.

## Understand How Your City is Connected (Understand the Network Structure)

Find out not only who knows who in the community, but also which organizations have a relationship with others. Networks don't have to be just about individuals; this can be about the network of civic organizations or informal "clusters" of people that are highly connected. The complex network pic-



tured above has clusters of nodes that are very close together. To better understand the formal and informal relationships in your communities, identify the people in these clusters. And if possible, map this out; even on scratch paper.

Also, understand how the structure of community networks are changing. Many small towns in America are changing rapidly. Young educated individuals are living in the so-called “brain drain.” At the same time, older, wealthy retirees from more urban areas and migration of first-generation immigrants have changed the composition of many cities. This is reshaping the network structure in a way that can create divisions in the community. Understanding if this describes your community is critical.

### Find the Highly Connected People (Find the Central Nodes)

In my experience, community engagement staff in cities are very good at this already. Every city has a person that “simply knows everyone.” Find that person. They are an excellent way not only to connect to large swaths of a community, but also to spread ideas whether they are simple or complex. However, the highly connected people are according to network science, often not the first person to spread the idea.

### Find the “Early Adopters” on the Perimeter

Early adopters of new ideas are often not at the center of a network. Instead, they usually appear at the edges. This may be due to the more central people, worried about their position in the network, are more hesitant to adopt new ideas or to spread ideas that could reflect poorly on them. Early adopters are those individuals that will spot a good idea and adopt it with little notice or persuasion.

### Get Everyone Onboard (Cause a Network Cascade)

Crafting a program for community engagement that appeals to both centrally-located people and early adopters on the edge of the network can be difficult. However, if this is accomplished, the results will be a critical mass of people adopting an idea and spreading it to all parts of the local network—in effect, a “network cascade,” or an unstoppable spreading of the idea, will occur.

### If There is No Network, Build It

Over the last few decades, communities have increasingly become less and less engaged and connected. This is why community engagement is an urgent matter for cities to address. From a network science perspective, this means network links are being severed. A severed network means ideas cannot spread as fast, or at all, to an entire community. For this reason, creating these connections will also have to be an important goal. In your city, map the network, spot the gaps, and fill them in. If the makeup of the city has shifted and the network doesn't look like it once did, create ways to connect the new clusters of people and the old.

*Mr. Aljets served as the LOC's lead researcher from 2015–2019 and is currently contracting with the LOC on specific research projects while completing his PhD from Portland State University. Contact him at: [me@paulaljets.com](mailto:me@paulaljets.com). ■*

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# My Quest to Visit Oregon's 241 Cities

By John Morgan, Executive Director, The Chinook Institute for Civic Leadership

I love Oregon very, very deeply. I love the fact there are so many distinct regions defined by unique climate and geography, but also defined by so many different communities with many different economies, values, history, cultures, character and people.

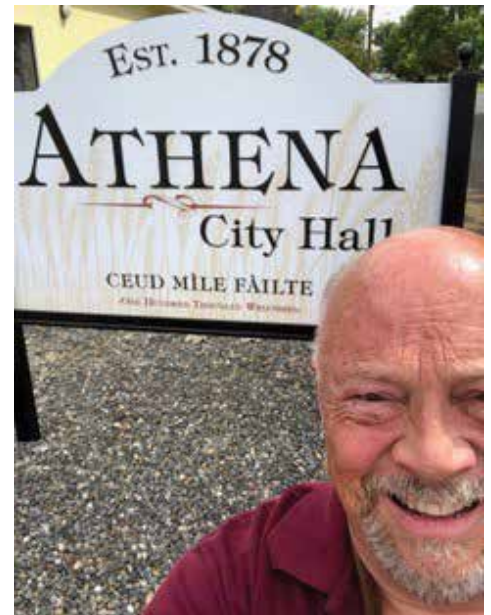
I am a fourth-generation Oregonian born and raised in Lebanon. My parents blessed my siblings and me with many journeys throughout the state, and blessed us with great wanderlust and a sense of wonder.

In my career as a consultant in community and organizational development, I have been one of the luckiest people in the state as I have had the opportunity to travel to many, many Oregon communities. Plus, that sense of wanderlust pulled me to visit many other places in every corner. Sometimes my family wasn't so excited about it, as in the time we were camping at Wallowa Lake and I decided we were going to go home to Keizer and not take Interstate 84 but instead hitting all the

county seats between Enterprise and Hood River by only taking county roads. It added a day to our

trip, camping overnight in Heppner, and it was incredible. I think the kids actually liked it as well.

There are three types of cities in Oregon; those you pass through on the major highways and freeways (Salem, Albany, Roseburg, Bend, Sisters, La Grande, Burns, etc.); those you must be intentional about visiting by getting off the major routes (Silverton, Dallas, Oakland, Cave Junction, Lakeview, Echo, Hanes, Moro, etc.); and some you have to be very deliberate about visiting as they tend to be at the end of dead-end roads or way off the beaten track (Falls City, Scotts Mills, Powers, Monument, Halfway, etc.).



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In the early summer of 2017, I was gazing on my LOC mug listing all 241 Oregon cities (pre-Damascus, but now once again accurate) and realized there were cities where I had never been, all but one in the third category. I didn't like that, and I set a goal of finishing my pilgrimage to visit every incorporated city in Oregon.

The quest began last summer in Grant County using City Hall Selfies to document the voyage. Greenhorn, Granite and Sumpter were clicked off in a day of very backwoods gravel road travel through the Blue Mountains. Then Long Creek, Spray and Monument were visited as we headed west. Later that summer Butte Falls south of Crater Lake was added.

This summer began with the final push including visiting the only city of the first category I had never visited, Milton-Free-water. However, earlier that day Helix, Athena and Weston were checked off.

Only two were left, both in Malheur County. Starting from Ontario we turned south and found Adrian, and then began the long trek to the final destination, Jordan Valley.

Huzzah! Victory achieved! The holy pilgrimage is complete! All 241 glorious communities. What a variety. Recognizing that 195 of Oregon's cities are less than 10,000 population, and of those 82 are less than 1,000, Oregon is a place of big city, small city, and small town life.

Being the civic geek I am, I try to read the city hall notice boards or talk to someone involved in city government. I've learned great things doing so. The notice board in Butte Falls had about four months of minutes posted, and which, of course, I read. It appeared about 80% of the discussion centered about marijuana. In Powers, I learned the dying mill town was seeing new growth. The mayor attributed it to the broadband fiber the Forest Service extended to its ranger station and made available to the community. In Granite, it turned out our waitress at the café in the general store was a city councilor. I asked about the topics on council agendas. She said she didn't remember as it had been over four months since they met.

I've had elected and appointed leaders from the vast majority of Oregon cities in my planning classes over the last 12 years. I've learned many things from them. One is how much they care about their communities and their communities' futures. I've learned how wise these leaders are in their quest to learn, to understand, and to govern well. I've seen their understanding of their communities and the challenges being faced and their desire to deliberately plan for the future using local values and wisdom to guide them. I've seen how these

communities are part of their landscape defined by time, place, geography, history, culture and economy; with a wheat rancher in Condon talking about the co-ops which give both a global presence and the power to fight off corporate farming; in a café in Mitchell where I had fabulous sausage vegetable soup and blue corn cornbread, all sourced locally; in Banks which has an incredible economic development strategy and is actively implementing it with devoted volunteers and a very small staff; and in Nehalem where community leaders decided to pull out the dusty Comprehensive Plan and thoroughly update it using local resources recognizing they need a path to face the future and need to galvanize the community in defining it.

241 jewels scattered across the many wondrous regions of Oregon. All with great stories, all with great challenges, all with great people to face them. I strongly encourage you to take that next exit somewhere in Oregon and see where that undiscovered road leads. You won't be disappointed. ■

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## WILSONVILLE National Recognition

Wilsonville's South Metro Area Regional Transit (SMART), which provides free transit to passengers within city limits, scored high marks with residents in the city's 2018 National Citizen Survey. It had the fifth-highest favorability rating in the nation among more than 200 communities in which residents were asked about their satisfaction with local transit services. SMART also ranked 10th when residents were asked about the "ease of travel by public transportation" in their city.

The National Citizen Survey, administered by the National Research Center in Boulder, Colo., is a tool used by cities to assess residents' perspectives on many facets of their community and local governance. While Wilsonville scored above national benchmarks in several areas, the two transit questions were the only responses that registered "much higher" scores than the benchmark and among the highest in the nation.

SMART Transit Director Dwight Brashear attributes Wilsonville's satisfaction with SMART services to a staff that emphasizes friendly customer service and drivers who excel at reaching destinations safely and on schedule.

"On our buses and behind the scenes, we are fortunate to have employees who are passionate about providing exemplary service," he said. "I could not be more proud of their efforts to provide a great experience for SMART passengers."

Brashear said SMART is aiming for even higher scores in 2020, when the next community survey is scheduled. Independently, SMART periodically conducts satisfaction surveys to gauge customer expectations and address service deficiencies.

"We thrive when the community believes public transit is a better alternative than travel by car," he said. "We want to take good care of every passenger who steps on to one of our buses so they're encouraged to keep riding."



SMART has served the community for nearly 30 years and provides service with inter-city connections to Salem, Portland, Tualatin and Canby as well as on-demand service for qualified residents traveling to medical appointments. More than two-thirds of SMART services are provided at no cost to passengers.

# ROSEBURG

## Mobile Crisis Grant

Oregon Senators Jeff Merkley and Ron Wyden were recently the bearers of good news for Roseburg, notifying the city it had been awarded a \$750,000 federal Bureau of Justice Assistance (BJA) grant to launch a mobile crisis program in collaboration with Adapt/Compass to co-respond to police calls involving people experiencing a mental health crisis.

“What an amazing opportunity for our community,” Police Chief Gary Klopfenstein said. “This will enable us to form a Crisis Intervention Team that will bring an enhanced level of service to the doorsteps of those who really need it.”

The BJA Justice and Mental Health Collaboration Program grant award is the result of cooperation and collaboration between the city, Adapt/Compass and the Douglas County Local Public Safety Coordinating Council (LPSCC). Under the grant, Compass Behavioral Health will hire two mental health professionals who will be available to co-respond with police 12 hours a day, seven days a week, in and around the city. The mental health workers will connect individuals to treatment and divert them from the criminal justice system when appropriate.

“A humane and comprehensive approach to mental health challenges in communities throughout Oregon requires real resources that make a difference for people in crisis and those who are trying to help,” Wyden said. “This grant improving public safety responders’ ability in Roseburg to assist people with mental health issues is both a plus for the entire community and an innovative approach that other communities can emulate.”

Merkley noted that local law enforcement agencies are increasingly becoming first responders to mental health crises, yet often aren’t equipped for the role. “This grant will provide Roseburg police with a support system to ensure people going through mental health crises will be connected to services that could help them, rather than resorting to law enforcement resources. This is a wise use of resources and should be a model for our entire criminal justice system,” he said.

Nationwide, people with serious mental illness are booked into jail approximately two million times each year. A recent survey by LPSCC’s Behavioral Health Subcommittee and the Douglas County Jail found that about 36 percent of inmates booked



into the jail may have a serious mental illness. Last January, the Douglas County Board of Commissioners passed a Stepping Up Resolution to reduce the number of people with mental illness in the jail.

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# LAFAYETTE

## New Fire Station

Lafayette firefighters will soon have a new and much-improved base of operations that will be built with a \$5.2 million bond voters passed by a substantial margin last November.

The Lafayette Fire Department provides fire protection and emergency medical services to nearly 4,100 residents in its service area. The department operates with a part-time fire chief, one seasonal employee and 17 volunteers. Since 2010, emergency calls have increased by 72% and 2017 brought a new record of emergency service calls for the department.

At the same time, however, the fire crew is operating in a concrete block building that was originally designed as an agricultural building and housed the Lafayette Nursery Co. until the city purchased it in 1985. Never intended as a fire station, the building lacks fire sprinklers, does not meet seismic standards for an essential public building, has no ventilation system to remove diesel exhaust fumes and protective clothing is exposed to greater wear due to limited storage space. In addition, the current building has no room for additional staff and equipment to meet the needs of the city's growing population.

The new fire station will be built adjacent to the current downtown location on the corner of 4th and Market streets, will be larger to accommodate future growth and will comply with all structural, mechanical, ADA and occupant health requirements. The bond will fund three bays to accommodate fire apparatus and an ambulance, a vehicle exhaust removal system, a decontamination room for biohazards and carcinogens, and dedicated

**Current Fire Station**



**Proposed Fire Station**



storage for equipment and protective clothing. The new fire station also will house a day room as well as a kitchen and living quarters for interns and volunteers.

Lafayette's leaders plan to have a final design ready in February to present to the city council and then issue an RFP for construction.

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# WILLAMINA

## Intake System Helps Weather Winter Storms

The clock was ticking for Willamina's leaders when the city's water treatment operator conducted an inspection of its intake system last fall and discovered that rocks from a nearby gravel bar had completely covered one of the system's two vents. It caused the water treatment plant to operate at half speed and, if the other vent failed, the city's population of about 2,100 people would have had no water.

The problem was further complicated because the creek that feeds the system has very high turbidity in the winter months and must be monitored consistently. If the turbidity is too high, the water treatment plant must be shut down until the water clears sufficiently again.

"To make this all worse, it's an essential salmon habitat area so we could only be in the water for a certain amount of time, so we had to get in there, get it done and get out within just a few weeks," said City Manager Kenna West.

West and her colleagues worked with Yamhill County, the Oregon Department of Fish & Wildlife (ODFW), the Oregon Department of State Lands, the U.S. Army Corps of Engineers and the U.S. Fish and Wildlife Service to address the issue. When the Army Corps of Engineers tried to prohibit work crews from using the bank that allowed access to the impacted area of the creek, Sen. Jeff Merkley's office helped cut through the bureaucracy to get the project moving, West said.

She praised ODFW for going above and beyond to help with the project, including installing fish nets before the project began to protect fish from entering the work area, a service that helped save the city money. She also credited the Oregon Department of State Lands with expediting a one-week extension for the in-water work.

West said her staff helped install silt floatation devices and worked with the contractor to carry the project out, which helped save money.

"We're a very tiny town and our entire budget is \$3.5 million for everything, including our library, water system and streets," she said. "Business Oregon stepped right up and did an expedited process, and we received \$63,000 from them. It was \$31,500 in grants and a \$31,500 loan with 1.5 percent interest."



Even as city leaders explore options to move the intake system as a long-term solution to the gravel bar, they were reminded during recent storms how essential the emergency intake system is.

"We knew the storms were coming in so we had built up enough water to supply the city for five days, and if we had only had one vent we would not have had the time to do that. It could have been a very difficult situation and I don't think we're done with storms for the year," West said.

# HARRISBURG

## Improvement Projects

Moore Street in downtown Harrisburg is boasting a fresh look and better quality thanks to a loans and grants program that leverages private investment with public funds. It is the first phase of a streetscape redevelopment project that will involve reconstructing four streets downtown.

The project includes reconstructing curbs, gutters and sidewalks as well as relocating utilities below the surface of the streets and upgrading water and sewer lines.

“Many of our older portions of downtown had vacancies in the buildings or were underutilized, and we wanted to revitalize our downtown,” said City Administrator Brian Latta, adding previous urban renewal efforts focused on the city’s industrial park and the plan was broadened in 2015 to improve the downtown area.

Moore Street’s improvements were completed with the assistance of a \$50,000 special city allotment grant from the Oregon Department of Transportation to carry out the first phase. The engineering plans are ready and the city is coordinating with its utility companies now for the rest of the street project. Latta said the city hopes to put the project out to bid at the end this spring and begin construction this summer. The remainder of the work will be done as part of one bid and will be carried out at the same time.

In addition to the street and infrastructure improvements, the city offers loans and grants to incentivize local business owners to invest in improving their properties and encourage new businesses to move in.

“The reaction has been favorable. A lot of people were really happy when we completed Moore Street, and I think they will be very happy to have the other streets completed,” Latta said. “They want that to be an attractive component to their business.”

The city has given three loans and two grants in the last year and a half. Two of the loans totaling \$150,000 were given to a dentist who is building a new clinic on land that was formerly vacant. The city will forgive 40% of the loan once construction is completed.



Harrisburg has its own medical clinic now as a result of the third loan, which transformed an underutilized building through a tenant infill project in which the city provided an interest-free \$86,000 loan with 40 percent forgiveness.

“That’s been a success and it’s nice to have medical services in our community, which we hadn’t had for many years,” Latta said.

The city awarded a \$50,000 grant to a couple who purchased an historic building downtown for their business. The couple matched the grant to complete repairs to the leaky roof and other renovation work. Another \$50,000 grant went to a property owner who purchased a blighted building and improved it to house a tavern, community space and a CrossFit facility.

“It’s a great return on our investment,” Latta said, noting the redevelopment agency budgeted about \$3.6 million for the streetscape and loans and grants program and expects to use all of it.

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# HILLSBORO

## Connecting Schools and Classrooms

The city of Hillsboro is moving forward to help connect schools to faster, more reliable internet through a partnership with the Hillsboro School District (HSD).

The two partners have committed to working together to connect all HSD schools to a shared fiber network in time for the 2019-2020 school year.

On February 19, the Hillsboro City Council approved an investment of approximately \$3.3 million for the network's construction to complement funding from HSD's 2017 Capital Construction Bond.

The shared network will not only connect schools, it will also serve as the primary infrastructure for the city's upcoming high-speed internet service.

Both the city and the school district will realize significant long-term savings through joint design and installation, which will eliminate the need for duplicate construction.

The partnership has the potential to save the school district as much as \$5 million over the next 10 years as the city manages, monitors, and maintains the network at no cost to the district. The city estimates long-term savings of up to \$10 million.

In addition to cost-savings, the partnership reflects a long history of the school district and the city working together do what is best for the community.

"This is the ultimate community partnership," said Mayor Steve Callaway. "Our local school district and our local government understand the needs of our students and our neighbors, and this will help us move forward with the long-term buildout of the city's fiber network to serve families throughout the community."

In the spring of 2018, the city made a long-term commitment to connect everyone in Hillsboro by providing affordable high-speed internet as a municipal service.

The city's internet service will launch later in 2019 starting with the South Hillsboro and Shute Park/Southwest Hillsboro neighborhoods.

Learn more about the city's affordable high-speed internet service at [Hillsboro-Oregon.gov/Fiber](http://Hillsboro-Oregon.gov/Fiber), and read more Hillsboro news at [Hillsboro-Oregon.gov/News](http://Hillsboro-Oregon.gov/News).

*Submitted by: City of Hillsboro*



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# FLORENCE

## Grand Re-Opening of City Hall

The city of Florence recently hosted approximately 200 community members to tour its remodeled city hall and see the upgrades that were made over the past year. As the attendees entered the building, their tour began in the main public hallway with a photo exhibit of the original construction and dedication of Florence City Hall in 1966-67, as well as the 2018 remodel process. As they wound their way through the interior spaces of the facility, city staff were available to answer questions and provide information about the building, their work, and other city operations.

“The completion of our newly remodeled City Hall is one of those once-in-a-generation accomplishments that provides vastly improved services to our customers, while also creating a safe and desirable workplace for our staff,” said Mayor Joe Henry. “In addition, the dramatically improved functionality and appearance of this building speaks volumes about the kind of city we are and something that we can all be proud of.”

In 2015, prior to investing significant dollars in maintenance related items, estimated at more than \$500,000, staff worked with a consultant to conduct a needs assessment of city hall. The consultants looked at the current facility, the operational needs to provide city services, and the increase in space needs as the population grows. The consultant also provided programing analysis for moving city hall operations to a new location versus remodeling the current location.

In December 2015, the consultants presented their findings on the space needs of city hall for current and future growth. It was their conclusion that the current site of city hall has sufficient size and could meet the estimated staffing and space requirements for a population increase of double or more the current size, if remodeled and with an addition added.

Through the goal setting and budget process, the Florence City Council proceeded with the recommended expansion and remodel of the current facility and included it in the city's adopted work plan. In January 2017, the council awarded the bid for architectural services to HGE, Inc. out of Coos Bay. In designing the remodel and expansion of City Hall, there were several key issues that the design concept needed to address to increase the functionality of city hall. Those included:

- Improved customer service with a single/multi-purpose area for customer interactions.
- Improved safety and security for staff and visitors; reduction of building access points.
- Building accessibility and ADA improvements.
- Improved workspace flow for staff with internal connectivity.



- Improved internal and external meeting spaces.
- Centralized records retention system.
- Updated City Council Chambers with modern technologies.

The outcome of the new design included a remodel of the original city hall (9,100 square feet) with a 2,400-square foot expansion for a new city council chambers and large conference room, totaling about 11,500 square feet.

The city hall remodel and expansion was completed for approximately \$3,000,000, compared to the feasibility study estimate of \$6-7 million for new construction depending on design and location.

Construction began mid-January 2018 and lasted approximately one year. During construction, the city fully abated the asbestos within the facility, removed the front of the building and added a new city council chambers and conference room on the west side, fully reconfigured the interior spaces on the main floor, provided much needed updates to the basement, installed a new roof on the entire structure, updated the electrical system, and changed how the public receives customer service.

City staff moved back to the facility on February 1, 2019.

A time-lapse video showing the construction from start to finish and the transformation of City Hall is available to view at [www.vimeo.com/florenceoregon](http://www.vimeo.com/florenceoregon).

Submitted by – City of Florence

# CORVALLIS

## First-Ever Urban Renewal District

Voters in Corvallis overwhelmingly approved the city's first urban renewal district during a special election in March, giving a boost to grassroots efforts to create affordable housing, transportation improvements, and local business support.

According to preliminary results from the Benton County Elections Division, Measure 02-121 passed with nearly 85 percent of the vote. Turnout was estimated at around one-third of the entire electorate—no small feat for a special election with just one item on the ballot.

Momentum for urban renewal came out of Living Southtown, a local initiative to revitalize the South Corvallis neighborhood and create a more connected, safe, active and attractive community. Community organizers took the lead by engaging with friends, neighbors and city planners to build support for urban renewal. Willamette Neighborhood Housing Services, a local affordable housing developer, contributed \$45,000 to conduct a feasibility study during the early stages of developing the plan.

The new South Corvallis Urban Renewal District encompasses 407.25 acres on the city's south side. The district includes high-profile blighted properties and under-developed infrastructure, as well as a diverse collection of neighborhoods that historically haven't seen as much investment compared to other areas of Corvallis.

Using tax increment financing, the district aims to generate funding over the next 30 years to achieve projects in specific categories, including:

- Affordable housing partnerships and support
- Commercial and residential development support
- Business support and enhancement
- Street design and construction
- Multi-use path design and construction
- Millrace restoration
- Natural resources management

The increased development activity will increase the value of the district's tax base, leading to more funding available for future urban renewal projects. Special emphasis will be placed on developing affordable housing, as well as much-needed transportation improvements and neighborhood amenities.

"Corvallis voters clearly expressed their support for south Corvallis and understood the value proposition when they gave their approval for this first urban renewal district," said Economic Development Manager Kate Porsche. "We're starting a new chapter for Corvallis, and the future is looking bright indeed."



*The Corvallis Auction Yard is the future home of a full-service grocery store and neighborhood center.*

The urban renewal district was supported by a broad cross section of the Corvallis community. As is typical for urban renewal, the district has a 30-year lifespan, and planners note that the early years will be focused on developing the policies and procedures that will guide future work. Money isn't expected to start flowing into the district until 2021, with the highest profile projects getting underway in the mid-2020s.

More information on the newly passed plan is available online at [www.corvallisoregon.gov/urbanrenewal](http://www.corvallisoregon.gov/urbanrenewal).

*Submitted by – City of Corvallis*

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# GLADSTONE

## Groundbreaking Event for Civic Center Construction

The Gladstone City Council invited the entire community to join the groundbreaking celebration for the new Gladstone Civic Center. The event was held on April 9 at the new downtown home for the center, located at 18505 Portland Avenue. Both the police station and city hall will be in the Civic Center, which is being built on a two-acre vacant lot next to the city's public works facilities. Rooms in the Civic Center will also be available for public meetings and gatherings.

The new Civic Center is expected to be a catalyst that stirs re-development along Portland Avenue in the heart of the community.

"Gladstone deserves these highly anticipated and voter approved public facilities", said City Administrator Jacque Betz.

The Civic Center is the city's first building to be constructed using the streamlined "progressive design build" approach under which the design-build team is fully responsible for delivering the project on-time and on-budget. The new facility was designed by Scott Edwards Architects. P&C Construction will build the structure, with overall project management by Shiels Obletz Johnsen. Substantial completion is planned for May 2020.

The new Civic Center facilities will provide additional off-street parking, will meet contemporary energy codes and will be ADA accessible. The building will also be safer—built to comply with up-to-date earthquake standards.

"Gladstone residents should feel safer knowing their police department and emergency services can continue to operate in case of a major seismic event," said Interim Police Chief Kim Yamashita.

Total project cost is \$12.8 million. Funding is from the Gladstone Urban Renewal Agency, along with "full faith and credit" notes, and cash reserves. No additional property tax dollars are required.

For more details on the Gladstone Civic Center, go to [www.ci.gladstone.or.us](http://www.ci.gladstone.or.us). Amateur "construction superintendents" will be able to follow daily construction progress online with a camera on the city's website.

*Submitted by – City of Gladstone*

### 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.

**Contact:** Kevin Toon, [ktoon@orcities.org](mailto:ktoon@orcities.org)



Gladstone Mayor Tammy Stempel and City Council members Matt Tracy, Randy Ripley, Neal Reisner, Linda Neace, Tracy Todd, and Thomas Mersereau (left to right) donned hardhats and took up golden shovels to break ground on the new Gladstone Police Station and City Hall.

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# CORNELIUS

## All-America City Finalist

The city of Cornelius was named one of only 20 cities in the U.S. as an All-America City Finalist by the National Civic League. As a finalist, Cornelius will compete in Denver in late June for the opportunity to be named one of the 10 All-America City winners.

“Finalist cities are building healthy communities through collaboration with residents, businesses and other stakeholders to make each community a wonderful, healthy and safe place to live, work and play,” said City Manager Rob Drake.

Cornelius is a city of 12,400 residents, with 52% of population Latino/Hispanic. The city welcomes diversity and supports a friendly, open, tolerant and welcoming community. The city recently held a grand opening for a new three-story library/affordable housing building that will include a literacy center, community gathering spot and 45 new units of affordable housing in the downtown core.

“The new library and housing project has been a goal of city residents for over a decade and is the culmination of our community coming together to support such an important project,” said Mayor Jeff Dalin.

This summer, Cornelius is set to approve a new downtown plan and urban renewal project after 18 months of intense and effective community involvement that has included significant community support and input. Multiple town hall and meetings have been held to solicit community ideas and make sure that the new downtown plan and urban renewal agency serve all residents. Multiple meetings have been held in Spanish



to be certain that all voices are heard. In addition, more than 1,300 new homes are in various stages of development and construction over the next three years. The new downtown plan and urban renewal agency will attract new retailers and jobs to Cornelius.

The city continues to promote support for diversity, equity and inclusion within its workplace and outreach to the community. Over the past seven years, Cornelius has added multiple opportunities for the community to gather for positive and healthy reasons. Among the events the city has added are the Community Thanksgiving Dinner, the Holiday Tree Lighting, Take Care of Cornelius Clean-Up Day, a Veterans Day event in partnership with the American Legion and Veterans of Foreign Wars, Spanish-speaking town halls, Flicks in the Park and concerts in the park. This summer they city will be adding Concerts in the Courtyard at its new library.

*Submitted by – City of Cornelius*



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Redmond City Hall and Civic Center

# City Events

**Note:** With the transition of Local Focus to a quarterly magazine, City Events will be published online and promoted on a regular basis in the weekly *LOC Bulletin* e-newsletter. Please continue to share your city's events by sending them to Julie Oke at [jmoke@orcities.org](mailto:jmoke@orcities.org).

## May

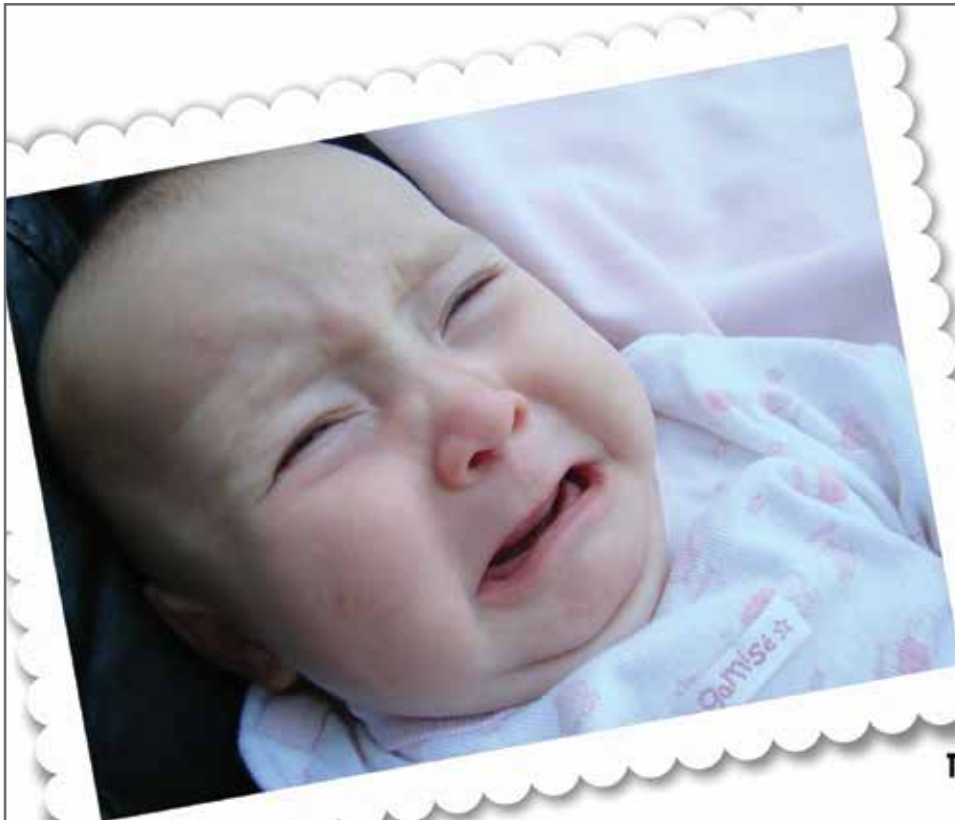
- 23-27 **Brookings** – 80th Annual Azalea Festival and Parade ([www.brookingsharborchamber.com](http://www.brookingsharborchamber.com))
- 24-26 **North Bend** – BBQ, Blues & Brews on the Bay ([www.oregonsadventurecoast.com](http://www.oregonsadventurecoast.com))
- 24-27 **Sumpter** – Sumpter Flea Markets ([www.sumpteroregon.com](http://www.sumpteroregon.com))
- 24-6/9 **Portland** – Rose Festival ([www.rosefestival.org](http://www.rosefestival.org))
- 30-6/1 **Central Point** – Wild Rogue Pro Rodeo ([www.wildrogueprorodeo.com](http://www.wildrogueprorodeo.com))
- 30-6/2 **Lebanon** – 110th Annual Strawberry Festival ([www.lebanonstrawberryfestival.com](http://www.lebanonstrawberryfestival.com))
- 31-6/2 **Canby** – Wine, Food & Brew ([www.clackamas.us/fair](http://www.clackamas.us/fair))
- 31-6/2 **Yachats** – Yachat's Pride ([www.yachats.org](http://www.yachats.org))



*Astoria Scandinavian Midsummer Festival*

## June

- 1 **Hood River** – Art & Vine ([www.hoodriver.org](http://www.hoodriver.org))
- 1 **Ontario** – America's Global Village Festival ([www.ontariochamber.com](http://www.ontariochamber.com))
- 1-16 **St. Paul** – Berries, Brews and BBQs ([www.fpgardens.com](http://www.fpgardens.com))
- 8 **La Pine** – High Desert Rhubarb Festival ([www.lsgardens.com](http://www.lsgardens.com))
- 8-9 **Coos Bay** – Empire Clamboree & Art Festival (503-409-8059)
- 8-17 **Canby** – Oregon Renaissance Faire ([www.oregonfaire.com](http://www.oregonfaire.com))



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- 13-16 **Reedsport** – 20th Annual Oregon Divisional Chainsaw Carving Championship ([www.oregonccc.com](http://www.oregonccc.com))
- 14-15 **Lakeside** – Brewfest ([www.brewfest.com](http://www.brewfest.com))
- 14-16 **Waldport** – Beachcomber Days ([www.beachcomberdays.com](http://www.beachcomberdays.com))
- 15 **Richland** – Eagle Valley Days ([www.hellscanyonchamber.com](http://www.hellscanyonchamber.com))
- 15-16 **Nyssa** – Nite Rodeo (541-372-3091)
- 21-23 **Astoria** – Scandinavian Midsummer Festival ([www.astoriascanfest.com](http://www.astoriascanfest.com))
- 21-23 **Lake Oswego** – Festival of the Arts ([www.lakewood-center.org](http://www.lakewood-center.org))
- 22 **Enterprise** – Mt. High Broncs & Bulls ([www.mountainhighrodeo.com](http://www.mountainhighrodeo.com))
- 22-23 **Lincoln City** – Summer Kite Festival ([www.explorelincolncity.com](http://www.explorelincolncity.com))
- 28-30 **Roseburg** – Summer Arts Festival ([www.visitroseburg.com](http://www.visitroseburg.com))
- 28-7/13 **Eugene** – Oregon Bach Festival ([www.oregonbachfestival.org](http://www.oregonbachfestival.org))
- 29-30 **Lincoln City** – Pixiefest ([www.pixiefest.com](http://www.pixiefest.com))
- 29-30 **Salem** – World Beat Festival ([www.worldbeatfestival.org](http://www.worldbeatfestival.org))

## July

- 1-13 **Klamath Falls** – Freedom Celebration ([www.klamathfc.org](http://www.klamathfc.org))
- 2-6 **St. Paul** – St. Paul Rodeo ([www.stpaulrodeo.com](http://www.stpaulrodeo.com))
- 3-4 **Astoria/Warrenton** – Independence Day Activities ([www.oldoregon.com](http://www.oldoregon.com))
- 3-4 **Haines** – Haines Stampede ([www.hainesstampede.com](http://www.hainesstampede.com))
- 3-6 **La Pine** – Frontier Days ([www.lapinefrontierdays.org](http://www.lapinefrontierdays.org))
- 4 **Estacada** – Timber Festival ([www.estacadatimberfestival.com](http://www.estacadatimberfestival.com))
- 4 **Lakeside** – Fireworks Celebration ([www.cityoflakeside.org](http://www.cityoflakeside.org))
- 4 **Newport** – 4th of July Fireworks at Yaquina Bay ([www.newportchamber.org](http://www.newportchamber.org))
- 4 **Florence** – Old Fashioned 4th of July ([www.florencechamber.com](http://www.florencechamber.com))
- 4-7 **Portland** – Waterfront Blues Festival ([www.waterfrontbluesfest.com](http://www.waterfrontbluesfest.com))
- 4-7 **Salem** – Cherryfest NW ([www.cherryfestnw.com](http://www.cherryfestnw.com))

- 13-14 **Newberg** – Willamette Valley Lavender Festival ([www.wvlavenderfestival.org](http://www.wvlavenderfestival.org))
- 13-27 **Coos Bay** – 41st Annual Oregon Coast Music Festival ([www.oregoncoastmusic.org](http://www.oregoncoastmusic.org))
- 15 **The Dalles** – Gorge Hops & Hogs Fest ([www.gorgehopsandhogs.com](http://www.gorgehopsandhogs.com))
- 19-21 **Baker City** – Miners Jubilee ([www.minersjubilee.com](http://www.minersjubilee.com))
- 19-21 **North Bend** – 116th Birthday & July Jubilee ([www.oregonsadventurecoast.com](http://www.oregonsadventurecoast.com))
- 19-21 **Sherwood** – Robin Hood Festival ([www.robinhoodfestival.org](http://www.robinhoodfestival.org))
- 19-21 **Wallowa** – Tamkaliks Celebration & Pow Wow ([www.wallowanezperce.org](http://www.wallowanezperce.org))
- 20 **Yamhill** – Yamhill Derby Days ([www.cityofyamhill.org](http://www.cityofyamhill.org))
- 26-28 **Garibaldi** – Garibaldi Days ([www.visitgaribaldi.com](http://www.visitgaribaldi.com))
- 27 **Bonanza** – Backyard BBQ Celebration ([www.townofbonanza.com](http://www.townofbonanza.com))
- 27 **Stayton** – Santiam Summerfest (503-769-3464)

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