

December 3, 2020

7:00 pm City Council Meeting

Audio/Video Teleconference

Willamette Activity Center Room 8

47674 School Street

Oakridge OR, 97463



REGULAR SESSION

Personnel complaints will not be heard at City Council Meetings and individuals with concerns regarding personnel shall follow the Complaint Procedure Policy. Copies are available at every council meeting and at City Hall.

1. CALL MEETING TO ORDER

2. Pledge of Allegiance

3. Roll Call

4. Additions, Corrections or Adjustments to the Agenda

5. Public Comment– 30 Minutes

Individual speakers must be recognized by the presiding officer, provide their name and address, and will be allowed up to 3 minutes or less with Council approval. The Council will not engage in any discussion or make any decisions based public comment at this time. The Council may take comments under advisement for discussion and action at a future Council meeting. The Mayor may direct the City Administrator to follow up on comments received.

6. Mayor Comments / Announcements / Proclamations

7. Council Comments / Announcements

8. Consent Agenda

8.1 Approval of minutes from November 5, 2020

9. Business from the City Council

10. Business from the City Administrator

10.1 CA Update

10.2 Portland State University Newly Elected Officials Leadership Academy

10.3 Memorandum of Understanding with the Oakridge Disc Golf Club

11. Reports of Boards, Commissions and Committees

11.1 Administration Advisory Committee

11.2 Parks and Community Services Committee

11.3 RTMP Committee

12. Items Removed from the Consent Agenda

13. Ordinances, Resolutions and Public Comments

13.1 Resolution Adopting the City of Oakridge Strategic Plan

13.2 Resolution Adopting the City of Oakridge Social Media Policy

14. Public Hearings

15. Appointments

15.1 Planning Commission

16. Public Comment

17. Adjourn

This will be a remote participation meeting. Citizens have four ways of attending and commenting:

1. Use your computer, tablet or smartphone and go to: <https://zoom.us/j/3664311610>, meeting ID: 3664311610.

2. Use your telephone and dial: +1 346 248 7799. Meeting ID: 366 431 1610.

3. Send comments by email to: cityadministrator@ci.oakridge.or.us by 2pm the day of the meeting.

4. It is not recommended due to COVID precautions, but citizens may attend in person at the Willamette Activity Center, Room 8. There will be an audio and video feed.

Detailed instructions are available at City Hall, on the city website and the city Facebook page.

Accommodation for Physical Impairments: In order to accommodate persons with physical impairments please notify the City of any special physical or language accommodations you may require as far in advance of the meeting as possible To make arrangements Contact City Hall at 541 782 2258 For the hearing impaired the City's TTD Number is 541 782 4232



November 5, 2020

City Council Meeting (Via Zoom)
Willamette Activity Center Room 8
47674 School Street
7:00 p.m.

MINUTES

1. CALL MEETING TO ORDER

Council Present: Mayor Kathy Holston, Councilors Christina Hollett, John McClelland, Paul Forcum, and Dawn Kinyon

Staff Present: City Administrator Bryan Cutchen, Finance Director Eric Kytola, and City Recorder Jackie Sims, Police Chief Kevin Martin

2. Pledge of Allegiance

3. **Roll Call** –Councilor Whitney was excused

4. **Additions, Corrections or Adjustments to the Agenda**

5. Public Comment

Loren Hogue 48319 E 1st Street- thanked Rick Yarborough for initiating the Oakridge/Westfir Cleanup Group.

Sherry Klosterman 48314 Hills Street- Objected to truck traffic on Hills Street.

Trudy Hammond 47752 Berry Street- Gave an update on donations for the community pet food bank, they will be open the 1st and last Thursdays of the month from 10 a.m. until 6 p.m.

6. Mayor Comments / Announcements / Proclamations

Mayor Holston –yard debris drop off starts this Saturday at the OIP. You can get permits on line or at City Hall.

Congratulations to the candidates who won the elections, we had 69% voter turnout for the levy, it was a lower turnout for the council.

Kack Kamerrer needs blankets at the community resource center, you can drop blankets off at city hall or get a hold of Kack.

The Tree lighting ceremony and Light Parade are coming up, it will be a coordinated event.

We have 15 total all time cases of COVID in Oakridge. There was a small turnout at the testing event with 56 people being tested. Keep your masks on and continue with social distancing.

The Mayor reminded the council about Zoom protocol, remember to keep your faces up and be able to be seen, she has had a few people comment that they can't see the councilors.

Our first budget meeting is going to be January 12th with the approval of Chairman Gobelman. Bryan will get in touch with him to set up some training.

The warming center is working hard on getting up and going, they have some challenges this year due to COVID, we are able to be open after November 14. They are in need of volunteers, we would like to start engaging our younger community to volunteer.

7. Council Comments / Announcements

Councilor Kinyon- wanted to respond to Sherry to let her know that once our TSP plan is final there is an ordinance update that will happen and it will allow us to enforce that rule.

Mayor Holston- she is not certain that this has anything to do with passing the TSP, she asked Bryan to push the Chief a little on this and find out. This has been going on for a long time and it needs to be resolved one way or another.

Councilor Kinyon- she did look this up in our TSP and it is part of the plan to implement a truck route.

Sherry Klosterman- that sign has been on Hills Street for over 20 years and the ordinance doesn't have anything to do with the TSP.

Councilor Kinyon- now that we have our Judge back she would like to start the annual review process and she would like to see all of the open committee seats posted. She asked why we are not using our own chipper for the yard debris and how much is it going to cost us to rent one?

Bryan- there is an organization up in Portland that we will rent the chipper from, it is a high volume chipper and it can do an enormous amount in one day. To use our chipper would take one individual to feed it and it would take days and days. When we brought the chipper down for the storm damage from 2019 the cost was around \$7000-\$8000.

8. Consent Agenda

8.1 City Council minutes October 15, 2020

Motion: Councilor Kinyon moved to approve the consent agenda. Councilor Hollett seconded the motion.

McClelland (aye), Mayor Holston (aye), Kinyon (aye), Hollett (aye), Forcum (aye). Motion carried 5-0

9. Business from the City Council

9.1 Ordinance 874 Discussion – Sponsor: Dawn Kinyon

Councilor Kinyon- the reason she asked to have this discussion is because a business owner contacted her regarding ordinance 874. She would like the council to consider asking the planning commission to update the ordinance.

Rick Yarbrough- he purchased three properties in the uptown area a few years ago, his issue with the current standards is that it is from 2004 and he doesn't see anywhere uptown where these standards have been followed or effective. In 2017 he wanted to improve the look of the old YMCA building and he was hit with these standards that no one else in the uptown has been held to.

Mayor Holston- are we just talking about architectural standards or building codes itself?

Rick- the design standards are looking for a certain look for the façade, one standard that is hard to meet is what the windows need to look like and to meet that it can get really expensive.

Mayor Holston- does council want to direct the city administrator to have the planning commission to look at the uptown and Highway 58 standards, in the mean time we can talk about what our desires would be.

Councilor Hollett- she thought this would be a good project for the OEDAC Committee to work on since they work on economic development.

Bryan- Ordinance 874 is directly in the planning commission's court and it belongs nowhere else but there.

Mayor Holston- we will start there then and she wanted to caution council that this is not something that happens quickly.

9.2 Water Tower Signage

Bryan- read the agenda bill.

Motion: Councilor Kinyon moved we do not approve the painting of "Oakridge Welcomes You" on the Highway 58 water tower. Councilor Hollett seconded the motion.

Councilor Kinyon- in May of this year we had a motion approved that specifically said to paint the water tower a blank slate and then at a later date we would encourage our community to participate in ideas on a design for the water tower.

Mayor Holston- a lot has transpired since then that we need to get up to speed on. Painting the water tower and gathering volunteers was the brainchild of George Custer and a lot of volunteers donated to that, they used 40 gallons of paint and rented a lift and it was not an easy task.

George Custer- regardless of what murals could go on there he is assuming everyone would want the water tower to say Oakridge. His intent is to keep it simple, something is better is nothing. He is in the process of cutting the stencils out and getting new volunteers and another lift for a \$1000 a day, so if you are looking at doing murals or anything else you are looking at several thousand dollars more.

Councilor Kinyon- she is disappointed that you would go against the wish of the council and go ahead and do that.

Councilor Hollett- she has an email agreement with George and the agreement was that it would be painted a solid color and he would leave the words out, about a week later George said he was pulling out and he said it should be a city project. If something changed behind the scenes the council should have been notified.

Councilor McClelland- he does remember the motion and he did think it would be nice to involve the community, but given the information about the potential hazard of doing that we may want to rethink the idea from a safety standpoint. His concern is that someone could be injured going up in the bucket, it is a little unnerving.

Mayor Holston- council believed that public works was going to take the lead on this and she applauds the community for volunteering. The purpose of this was to get that painted, putting up the word Oakridge isn't going to prohibit us from doing something in the future.

Bryan- at one point George did say he wasn't going to participate and that point the only option to use public works. He personally welcomed it when George came back because of the complexity of the project and maybe he did not relate that to the council. Now we have two councilors that are very concerned about a process that was averted and if that's the case he will take responsibility for that. If you decide to vote this down because of a process foul you are going to have a white tank with nothing on it for years because we are never going to have the money to do this in the near future.

Councilor McClelland- his opinion is that the two don't have to be mutually exclusive, he doesn't see why we can't move forward with signage and then have the artwork designed around it to complement it.

Councilor Kinyon- we haven't even taken one step to investigate what it might cost for an artist to go up there and how is it any different than it would be for anyone else to go up there and use a stencil, we all agree it would be dangerous.

George- regardless of whatever mural you put up you will need to have the Oakridge go up first. He is prepared to go up and finish that part of the project and then if the city wants to form a committee he is willing to do that.

Mayor Holston- we all agree that we made a motion, we did give direction, Bryan indicated that it was his shortcoming for saying the project is back on. What she hears George saying is he has already prepared the stencil, do you want to go ahead and put Oakridge up there? It will take time and we are going into the rainy season and that will give us time to find out what the interest is for the mural and the cost for the project.

Councilor Hollett- she agrees that the word Oakridge needs to be up there, but we might get an artist that has their own idea of where they want the word placed.

Kinyon (aye), McClelland (nay), Mayor Holston (nay), Hollett (aye), Forcum (nay). Motion failed 2-3

Mayor Holston- the motion from May still stands, we need to look at the cost and if there is any interest for someone to paint it.

Motion: Councilor Kinyon moved to table this motion. Councilor Hollett seconded the motion.

Hollett (aye), Forcum (aye), McClelland (aye), Mayor Holston (nay), Kinyon (aye). Motion carried 4-1

10. Business from the City Administrator

10.1 CA Update

Bryan- Two of grants we applied for we have gotten a response: the fire department grant for staffing was denied but we did get the Small City Allotment grant to repave Berry Street. It was approved for \$100,000 and we have two years execute this grant.

The Harvest Festival trebuchet event will be this weekend, the original request for the rental of city property was for a different day. With their permission he is going to transfer the approval to the new date.

With the levy failure there will be significant changes in real-time coming to ensure that we have a balanced cash flow for the year.

He will send out an email tomorrow about new councilor training.

The city is moving forward with obtaining some battery powered speed advisory signs, the Chief is working with the company to get them installed.

It is RTMP season again, he sent out an email as to what our allocation is this year, he will have the RTMP Committee meet to see if they want to continue with the established process. If they are in consensus they will start November 16th allowing applications to be submitted for two months and then go through the committee process and bring it to council in February.

It is annual committee evaluation season, he will be sending out the evaluations to the committees.

Lane County has got some palletized housing units that they are willing to sell or lease at no cost to cities for the warming center. This will make complying with COVID restrictions much simpler.

There will be a Toys for Tots, the distribution process will be a little different this year due to COVID.

The Transportation Systems Plan has been updated and the contractor who is responsible for printing is just about done. It will be brought back to council for approval.

He wants to recognize Grace Kaplowitz, she is working for the city 50% of the time and working Oakridge Air for 50%. She has been doing a fabulous job, she's got her feet on the ground, and her primary duty for the city is economic development.

Councilor Kinyon- she would like an update on the emergency siren.

Bryan- it is still being addressed by the safety committee.

Councilor Kinyon- asked about the IMBA grant work, she thought there would be consequences if it wasn't finished by October.

Bryan- he confirmed with ODOT that as long as we started work, which we have, there won't be any negative consequences.

Councilor Kinyon- she would like the next steps regarding the levy and the changes that will be coming and she would like to know the process.

Bryan- the current year budget is a staff function, the harder part is a council issue, where we will have to develop a budget that doesn't have the levy revenue. If he makes any changes to staffing he will let council know as soon as he makes them.

10.2 Finance Director Update

Eric- he is working with Summer on getting our information ready for the auditors.

Councilor Kinyon- she wanted to follow up on an evaluation for our Municipal Judge.

Mayor Holston- She will get with Councilor McClelland and Councilor Kinyon to start the process for the performance review of the Municipal Judge.

10.3 Police Update

Chief Martin- read the October police report.

10.4 Fire/EMS Department Update

Bryan- read the Fire Department update.

Scott Hollett- they submitted a grant to Firehouse Subs for \$43,000 and have ordered a new heart monitor which will help in transportation of COVID patients. The monitor was funded by CARES Act grant funds.

10.5 Public Works Update

Bryan- read the Public Works update.

11. Reports of Boards, Commissions and Committees

11.1 Administration Committee

Bryan- they met last month, but they didn't have a quorum. They are focusing on city website cleanup and update. Amy Kelley is working on making our forms PDF fillable.

Mayor Holston- with Councilor Maxfield leaving she has asked Councilor Kinyon to take on the councilor position for the Admin Committee and she agreed. With council approval she would like to begin the process to see what a charter review would look like and how the Admin Committee would begin moving out on that.

Councilor Kinyon- wants to make sure all of the committee vacancies that we have and that will be coming up at the end of the year are posted.

Bryan- he believes that every committee has been posted.

11.2 Community Services Committee- no report

12. Items removed from the consent agenda-none

13. Ordinances, Resolutions and Public Comment

13.1 Ordinance Amending Ordinance 932 to correct a Scrivener's error- postponed due to time

13.2 Ordinance Amending Ordinance 933 to correct a Scrivener's error- postponed due to time

13.3 Resolution 22-2020 City Administrator Performance Review

Mayor Holston- the council went through and did the performance review and then met to discuss their findings and criteria. This is a public document and anyone is able to see it. Mayor Holston read the issue.

Motion: Councilor McClelland moved we approve Resolution 22-2020, a Resolution accepting the City Administrators performance review. Councilor Forcum seconded the motion.

Kinyon (aye), Forcum (aye), Hollett (aye), Mayor Holston (aye), McClelland (aye). Motion carried 5-0

14. **Appointments-none**

15. **Public comment**

16. **Adjourn 9:00 PM**

Signed: _____
Kathy Holston, Mayor

Signed: _____
Jackie Sims, City Recorder

Business of the City Council

City of Oakridge, Oregon

December 3, 2020

Agenda Title: Available Training for Newly Elected Officials

Agenda Item No: 10.2

Exhibits: (1) Background Information

Proposed Council Action: A motion from the floor to approve training for councilor(s).

Agenda Bill Author: Bryan Cutchen

ISSUE: Training is being offered on December 12, 2020 from 8:30am – 12:30pm for newly elected officials. The cost is \$150/person for multiple attendees or \$300/person for a single attendee.

FISCAL IMPACT: TBD. The remaining training budget line for council is \$11,971.

OPTIONS: 1) Approve the training for new elected councilor(s).
2) Do not approve the training for newly elected councilors.

RECOMMENDATION: The staff recommends option 1.

RECOMMENDED MOTION:

(1) I move to approve the Portland State University training, *Newly Elected Officials Leadership Academy* for _____.



NEWLY ELECTED OFFICIALS LEADERSHIP ACADEMY

“You committed yourself to the rigors of a political campaign – and the sacrifices of time and privacy that come with serving as a local elected official – because you want to make a real difference in your community. Now is the time to think about what winning really means - and how to make the most of it.”

REGISTRATION & DATES

Date: Saturday, December 12, 2020

Time: 8:30am - 12:30pm

Location: The session will be conducted online via Zoom. Login information will be provided once registration is complete.

[REGISTER NOW →](#)

CONTACT INFORMATION

Josh Metzler

Program Coordinator

503-725-5190

jmetzler@pdx.edu

Once elected, it's not all congratulatory messages from friends and neighbors. People who've known you for years will start treating you differently. Citizens will expect you to master the details of every issue, and attend every public event

in town.

You'll endure seemingly endless meetings, eye-straining staff reports, and countless hours of public testimony. You'll face the challenges of working with strong-minded, passionate colleagues. They, too, are elected independently, striving to make good decisions— just like you.

This fall PSU's Center for Public Service is offering a one-day "Leadership Boot Camp" especially designed to help you navigate these and other challenges and opportunities as a newly-elected local official. (Others are also welcome to attend - such as currently serving officials, top-level administrators, or citizen advisory board members.)

THE GOAL

AS QUICKLY AS POSSIBLE, HELP YOU TO SHINE IN YOUR EXCITING NEW ROLE AS A LOCAL GOVERNMENT OFFICIAL. TOPICS COVERED IN THIS HALF-DAY, INTENSIVE VIRTUAL WORKSHOP INCLUDE

- **Opportunities and Constraints:** Understanding your role(s) as an elected board member;
- **Ground Rules:** Forging effective working relationships with elected colleagues;
- **Your New Best Friend:** Constructing an appropriate, working relationship with your city manager/county administrator;
- **Lines that Matter:** The key differences between policy and implementation;
- **Effective Delegation:** How to work with other boards, task forces, and advisory groups;
- **Within the Fishbowl:** Representing yourself and your board in public settings;
- **Effective meetings:** Everyone's responsibility, not just the presiding officer's;
- **Keeping Faith with your Voters:** Effectively promoting your own priorities;
- **Building Consensus:** How you can – and when you shouldn't try.

PRICING

- **\$300/person** for the first newly elected official from a given jurisdiction.
- **Half price discount (\$150)** for board members from small districts (annual budget less than \$2 million).
- **Jurisdiction Discount: \$150/person** (\$75 for small districts) when additional officials from the same jurisdiction - e.g. other newly-elected board members, veteran members, or city managers/county administrators - register for the program.

Note: This professional certificate is offered as not-for-credit, and will not appear on your PSU transcript.

Cancellations: To receive a full refund, a written request to drop/withdraw from a course must be received by the Program Coordinator by 5pm, 7 business days prior to the event.

FACILITATORS:

Scott Lazenby, Ph.D.: Scott has had a forty-year career in city management, most recently serving as city manager of Lake Oswego and Sandy, Oregon. Scott is past-president of the Oregon City/County Management Association, and has local government experience in Washington and Arizona. In addition to his PhD in Public Administration and Policy from PSU's Hatfield School of Government in 2007, Scott has also written several novels featuring public service protagonists.

Joe Hertzberg: Joe is currently a partner in Solid Ground Consulting and was formerly on the Political Science faculty at Yale University. He has worked in Oregon for more than 25 years, specializing in strategy, leadership, and organization. He has helped many local governments set goals and decide how to work together effectively, including Portland, Beaverton, Bend, Lake Oswego, Oregon City, Tigard, Wilsonville – and Los Angeles.

Business of the City Council

City of Oakridge, Oregon

December 3, 2020

**Agenda Title: Oakridge Disc Golf Course
MOU**

Agenda Item No: 10.3

Exhibits: (1) Memorandum of Understanding

**Proposed Council Action: Motion from the
floor to approve the Memorandum of
Understanding.**

**Agenda Bill Author: Bryan Cutchen
City Administrator: Bryan Cutchen**

ISSUE: On February 20, 2020 City Council gave initial approval for development of a disc golf course. In addition, on May 21, 2020 they authorized \$7,000 in TRT funds to be put toward the development.

The Parks and Community Services Committee was tasked with developing an agreement between the city and Old Mill Disc Golf Club to delineate the shared responsibilities in maintaining the park.

This agenda item is to provide the city council with the draft Memorandum of Understanding (MOU) for approval or revision.

FISCAL IMPACT: TBD.

**OPTIONS: (1) Approve the MOU as written.
(2) Direct a revision to the MOU.**

RECOMMENDATION: Staff recommends option (1)

RECOMMENDED MOTION: I move to approve the Memorandum of Understanding between the City of Oakridge and the Oakridge Disc Golf Club.

**MEMORANDUM OF UNDERSTANDING
CITY OF OAKRIDGE AND THE OAKRIDGE DISC GOLF CLUB**

A. PURPOSE

This Memorandum of Understanding (MOU) is hereby entered into by and between the Oakridge Disc Golf Club (“ODGC”) whose address is _____ and the City of Oakridge, a Oregon municipal corporation, whose address is 48318 E. 1st Street, Oakridge (“City”). City and ODGC shall be collectively referred to as the Parties.

B. STATEMENT OF MUTUAL INTEREST AND BENEFIT

Whereas, the City of Oakridge is the owner of the real property, which is located at the Oakridge Industrial Park, commonly known as Lots 3 and 4, as shown in Exhibit A; and

Whereas, on August 20, 2020 the City of Oakridge City Council passed a rezoning of Lots 3 and 4, from Heavy Industrial (I-2) to Parks, Recreation and Open Spaces; and

Whereas, the ODGC is, at present, an unincorporated committee formed by citizens of Oakridge, with the purpose to create, maintain and preserve Lots 3 and 4 as a parks, recreation and open spaces area, compatible with the planned and existing trail system.

Whereas, the City does not have any staff or elected officials on the ODGC nor is the City providing funding to ODGC other than defined funds to enhance tourism; and

Whereas, the ODGC will actively pursue formation a non-profit corporation with tax-exempt status; and

Whereas, the City will relocate the parking area barrier to the agreed upon and ODGC will work together with the City to clear noxious weeds from the area with the goal of expanding the available parking to the Disc Golf Club; and

Whereas, the City will continue to maintain the abatement areas on the lots; and

Whereas, ODGC respect the legal limits of the lot boundaries, including the parcel leased to the Willamette Fish Hatchery; and

Whereas, the City and ODGC will collaborate with stakeholders to ensure all parties interests and concerns are addressed; and

Whereas, the ODGC will enhance park, educational, and recreational opportunities for residents of Oakridge as well as excellent revenue stream possibilities with partnerships with local recreational groups; City Recreation programs; rentals by community group for functions.

In consideration of the above premises, the Parties agree as follows.

C. IT IS MUTUALLY AGREED AND UNDERSTOOD THAT:

This MOU is neither a fiscal nor a funds obligation document. Any endeavor involving reimbursement or contribution of funds between the parties to this MOU will be handled in accordance with applicable state or City laws, regulations, and procedures. Such endeavors will be outlined in separate agreements that shall be made in writing by representatives of the parties. It is further understood that all work done by ODGC will be done by volunteers, licensed contractors, or other individuals who are not City employees.

D. DOCUMENT REVIEW

ODGC will, upon reasonable advance written notice from the City, make available for inspection to the City, books and other documents relating to operation of the course.

E. NOTICE

Any notice or instrument required or permitted to be given hereunder shall be deemed received upon personal delivery for five (5) days after deposit in any United States mail depository, first class postage prepaid and addressed to the party for whom intended.

For the City: City Administrator
City of Oakridge
PO Box 1410
Oakridge, OR 97463

For ODGC: The Oakridge Disc Golf Club

F. ASSIGNMENT

The parties acknowledge and agree that the ODGC will assign its interest in this MOU to the ODGC nonprofit tax-exempt organization once it is formed as contemplated herein. No other assignment, sublet, or transfer of this MOU or any of the rights or interests in this MOU shall be made without the prior written consent of the parties.

G. SEVERABILITY

The partial or total invalidity of one or more parts of this MOU will not affect the intent or validity or remaining parts of this MOU.

H. GOVERNING LAW

This Agreement shall be governed by and construed in accordance with the laws of the State of Oregon without regard to the conflict of laws or provisions of any jurisdiction. The exclusive jurisdiction and venue with respect to any and all disputes arising hereunder shall be in state and federal courts located in Lane County, Oregon.

I. TERMINATION OF AGREEMENT

This MOU may be modified or amended, only upon written consent of both parties. The terms and conditions of this MOU shall remain in effect for a period of five years from the effective date of this MOU, or terminated as mutually agreed, or upon 30 days written notice by either party. The term of the MOU may be extended or amended by mutual consent of the Parties.

J. INDEMNIFICATION

To the fullest extent permitted by law, ODGC shall defend, through counsel approved by City (which approval shall not be unreasonably withheld), indemnify and hold harmless City, its officers, representatives, agents and employees against any and all suits, damages, costs, fees, claims, demands, causes of action, losses, liabilities and expenses, including without limitation attorneys' fees, arising or resulting directly or indirectly from any act or omission of ODGC or its assistants, employees or agents, including all claims relating to the injury or death of any person or damage to any property

K. VOLUNTEERS

Volunteers will be required to sign release of liability waivers prior to performing work on or related to the Oakridge Disc Golf Course which waives any and all liability of City and ODGC.

Bryan P. Cutchen
City Administrator
City of Oakridge

Effective Date of this MOU

Secretary
Oakridge Disc Golf Club

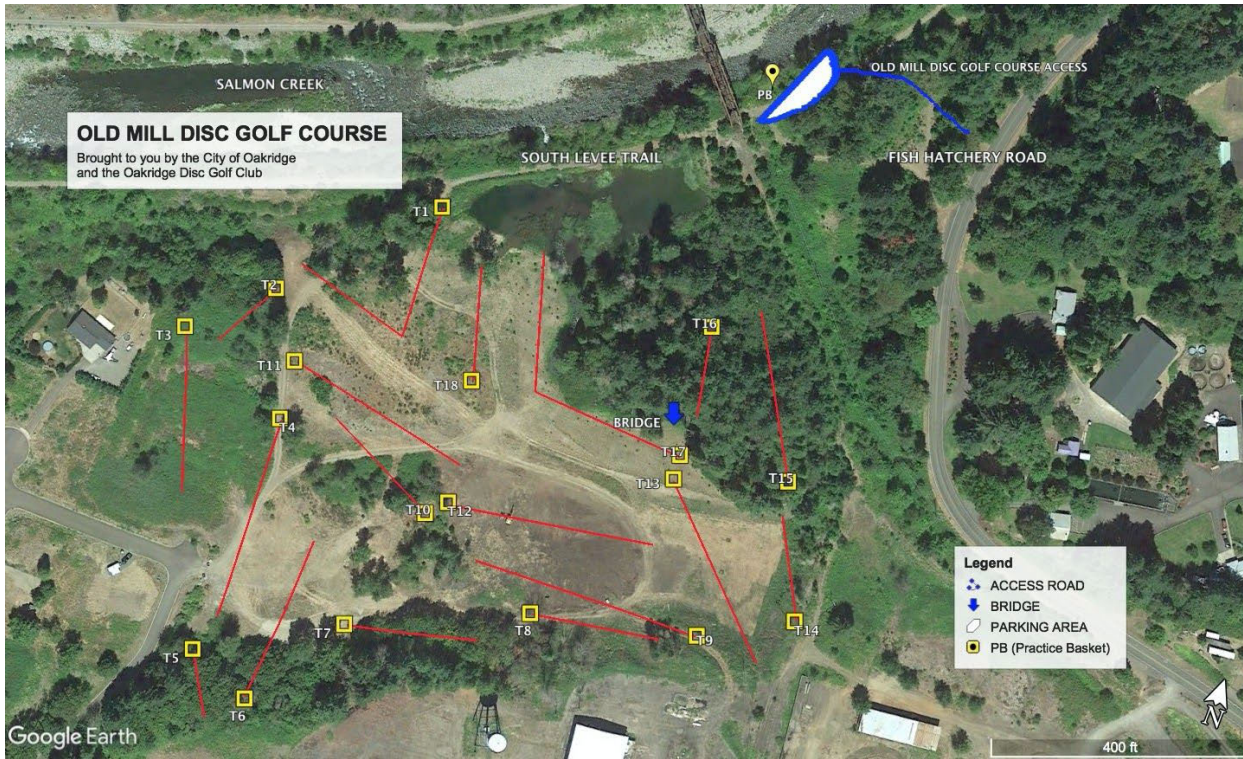
Date

Attest:

City Clerk

Exhibit A – Vicinity Map and MOU Limits

Vicinity Map



Business of the City Council

City of Oakridge, Oregon

December 3, 2020

**Agenda Title: Small City Allotment (SCA)
Grant Agreement**

Agenda Item No: 10.4

Exhibits: (1) SCA Grant Agreement

**Proposed Council Action: A motion from
the floor to accept the agreement.**

Agenda Bill Author: Bryan Cutchen

ISSUE:

The City of Oakridge was awarded an Oregon Department of Transportation Small City Allotment Grant for Berry Street Improvements. The agreement requires the signature of the Mayor and City Administrator. It is a two-year reimbursable grant for \$100,000. The project is tentatively planned for 2nd Quarter of CY 2021.

FISCAL IMPACT: None.

OPTIONS: (1) Accept the SCA grant agreement.
(2) Do not accept SCA grant agreement.

RECOMMENDATION: Staff recommends option 1.

RECOMMENDED MOTION: I move we accept the \$100,000 Oregon Department of Transportation Small City Allotment Grant for Berry Street Improvements.

GRANT AGREEMENT
OREGON DEPARTMENT OF TRANSPORTATION
SMALL CITY ALLOTMENT PROGRAM (SCA)
Project Name: Berry Street Improvements

This Grant Agreement (“Agreement”) is made and entered into by and between the **State of Oregon**, acting by and through its Department of Transportation (“ODOT”), and **City of Oakridge**, acting by and through its Governing Body, (“Recipient”), both referred to individually or collectively as “Party” or “Parties.”

- 1. Effective Date.** This Agreement shall become effective on the date this Agreement is fully executed and approved as required by applicable law (the “Effective Date”). The availability of Grant Funds (as defined in Section 3) shall end two (2) years after the Effective Date (the “Availability Termination Date”).
- 2. Agreement Documents.** This Agreement consists of this document and the following documents:
 - a. Exhibit A: Project Description**
 - b. Exhibit B: Recipient Requirements**
 - c. Exhibit C: Subagreement Insurance Requirements**
 - d. Exhibit D: Documentation provided by Recipient prior to execution of the Agreement (i.e. application, Part 1 of the Project Prospectus)**

Exhibits A, B and C are attached to this Agreement. Exhibit D is incorporated by reference. In the event of a conflict between two or more of the documents comprising this Agreement, the language in the document with the highest precedence shall control. The precedence of each of the documents comprising this Agreement is as follows, listed from highest precedence to lowest precedence: this Agreement without Exhibits; Exhibit A; Exhibit B; Exhibit C; Exhibit D.

- 3. Project Cost; Grant Funds.** The total estimated Project cost is \$107,000. In accordance with the terms and conditions of this Agreement, ODOT shall provide Recipient grant funds in a total amount not to exceed \$100,000 (the “Grant Funds”). Recipient will be responsible for all Project costs not covered by the Grant Funds.
- 4. Project.**
 - a. Use of Grant Funds.** The Grant Funds shall be used solely for the Project described in Exhibit A (the “Project”) and shall not be used for any other purpose. No Grant Funds will be disbursed for any changes to the Project unless ODOT approves such changes by amendment pursuant to Section 4(c).
 - b. Eligible Costs.** Recipient may seek reimbursement for its actual costs to develop the Project, consistent with the terms of this Agreement (“Eligible Costs”).

- i. Eligible Costs are actual costs of Recipient to the extent those costs are:
 - A. reasonable, necessary and directly used for the Project;
 - B. permitted by generally accepted accounting principles established by the Governmental Accounting Standards Board, as reasonably interpreted by the State, to be capitalized to an asset that is part of the Project; and
 - C. eligible or permitted uses of the Grant Funds under the Oregon Constitution, the statutes and laws of the state of Oregon, and this Agreement.
- ii. Eligible Costs do NOT include:
 - A. operating and working capital or operating expenditures charged to the Project by Recipient;
 - B. loans or grants to be made to third parties;
 - C. any expenditures incurred before the Effective Date or after the Availability Termination Date;
 - D. costs associated with the Project that substantially deviate from Exhibit A, Project Description, unless such changes are approved by ODOT by amendment of this Agreement;
 - E. right of way costs; or
 - F. costs to adjust, reconstruct or relocate utilities.

c. Project Change Procedures.

- i. If Recipient anticipates a change in scope or Availability Termination Date, Recipient shall submit a written request to their ODOT Contact. The request for change must be submitted before the change occurs.
- ii. Recipient shall not proceed with any changes to scope or Availability Termination Date before the execution of an amendment to this Agreement executed in response to ODOT's approval of a Recipient's request for change. A request for change may be rejected at the sole discretion of ODOT.

5. Reimbursement Process.

- a. ODOT shall reimburse Recipient for Eligible Costs up to the Grant Fund amount provided in **Section 3**. ODOT shall reimburse Eligible Costs within forty-five (45) days of ODOT's receipt and approval of a request for reimbursement from Recipient. Recipient must pay its contractors, consultants and vendors before submitting a request for reimbursement to ODOT for reimbursement.

- b.** On or after the Effective Date, and upon written request by Recipient, ODOT may advance to Recipient 50% of the Grant Funds to the Recipient.
- c.** Each reimbursement request shall be submitted on letterhead to the Small City Allotment Program Manager at SmallCityAllotments@ODOT.state.or.us and the ODOT Contact. The reimbursement request will include the Agreement number, the start and end date of the billing period, and itemize all expenses for which reimbursement is claimed.
- d.** Recipient shall, no later than ninety (90) days after the completion of the Project or Availability Termination Date, whichever occurs earlier, submit a final reimbursement request for the remaining Eligible Costs of the Project which, when added to any amount previously advanced by State, shall not exceed the actual total cost of the Project or the Grant Funds, whichever is less. Failure to submit the final request for reimbursement within ninety (90) days could result in non-payment. For any Project element described in Exhibit A, or required by law that is not constructed under this Agreement, ODOT may withhold payment until the work is completed or may reduce the final reimbursement request amount, at ODOT's discretion, in an amount commensurate with the work not performed.
- e.** Upon ODOT's receipt of the final reimbursement request, ODOT will conduct a final on-site review of the Project. ODOT will withhold payment of the final reimbursement request until both the Small City Allotment Program Manager and ODOT Contact, or designee, have completed the final review and accepted the Project as complete.
- f.** ODOT's obligation to disburse Grant Funds to Recipient is subject to the satisfaction, with respect to each disbursement, of each of the following conditions precedent:
 - i.** ODOT has received funding, appropriations, limitations, allotments, or other expenditure authority sufficient to allow ODOT, in the exercise of its reasonable administrative discretion, to make the disbursement.
 - ii.** Recipient is in compliance with the terms of this Agreement.
 - iii.** Recipient's representations and warranties set forth in Section 6 are true and correct on the date of disbursement with the same effect as though made on the date of disbursement.
- g.** Recovery of Grant Funds.
 - i.** Recovery of Misexpended Funds. Any Grant Funds disbursed to Recipient under this Agreement that are expended in violation of one or more of the provisions of this Agreement ("Misexpended Funds") must be returned to ODOT. Recipient shall return all Misexpended Funds to ODOT no later than fifteen (15) days after ODOT's written demand for the same.
 - ii.** Recovery of Grant Funds upon Termination. If this Agreement is terminated under any of Sections 9(b)(i), 9(b)(ii), 9(b)(iii) or 9(b)(vi), Recipient shall return to ODOT all Grant Funds disbursed to Recipient within 15 days after ODOT's written demand for the same.

6. Representations and Warranties of Recipient. Recipient represents and warrants to ODOT as follows:

- a. Organization and Authority.** Recipient is duly organized and validly existing under the laws of the State of Oregon and is eligible to receive the Grant Funds. Recipient has full power, authority and legal right to make this Agreement and to incur and perform its obligations hereunder, and the making and performance by Recipient of this Agreement (1) have been duly authorized by all necessary action of Recipient and (2) do not and will not violate any provision of any applicable law, rule, regulation, or order of any court, regulatory commission, board, or other administrative agency or any provision of Recipient's Articles of Incorporation or Bylaws, if applicable, (3) do not and will not result in the breach of, or constitute a default or require any consent under any other agreement or instrument to which Recipient is a party or by which Recipient or any of its properties may be bound or affected. No authorization, consent, license, approval of, filing or registration with or notification to any governmental body or regulatory or supervisory authority is required for the execution, delivery or performance by Recipient of this Agreement.
- b. Binding Obligation.** This Agreement has been duly executed and delivered by Recipient and constitutes a legal, valid and binding obligation of Recipient, enforceable in accordance with its terms subject to the laws of bankruptcy, insolvency, or other similar laws affecting the enforcement of creditors' rights generally.
- c. No Solicitation.** Recipient's officers, employees, and agents shall neither solicit nor accept gratuities, favors, or any item of monetary value from contractors, potential contractors, or parties to subagreements. No member or delegate to the Congress of the United States or State of Oregon employee shall be admitted to any share or part of this Agreement or any benefit arising therefrom.
- d. No Debarment.** Neither Recipient nor its principals is presently debarred, suspended, or voluntarily excluded from any federally-assisted transaction, or proposed for debarment, declared ineligible or voluntarily excluded from participating in this Agreement by any state or federal agency. Recipient agrees to notify ODOT immediately if it is debarred, suspended or otherwise excluded from any federally assisted transaction for any reason or if circumstances change that may affect this status, including without limitation upon any relevant indictments or convictions of crimes.
- e. Compliance with Oregon Taxes, Fees and Assessments.** Recipient is, to the best of the undersigned(s) knowledge, and for the useful life of the Project will remain, current on all applicable state and local taxes, fees and assessments.

7. Records Maintenance and Access; Audit.

- a. Records, Access to Records and Facilities.** Recipient shall make and retain proper and complete books of record and account and maintain all fiscal records related to this Agreement and the Project in accordance with all applicable generally accepted accounting principles, generally accepted governmental auditing standards and state minimum standards for audits of municipal corporations. Recipient shall ensure that each of its subrecipients and subcontractors complies with these requirements. ODOT, the Secretary of State of the State of Oregon (the

“Secretary”) and their duly authorized representatives shall have access to the books, documents, papers and records of Recipient that are directly related to this Agreement, the Grant Funds, or the Project for the purpose of making audits and examinations. In addition, ODOT, the Secretary and their duly authorized representatives may make and retain excerpts, copies, and transcriptions of the foregoing books, documents, papers, and records. Recipient shall permit authorized representatives of ODOT and the Secretary to perform site reviews of the Project, and to inspect all vehicles, real property, facilities and equipment purchased by Recipient as part of the Project, and any transportation services rendered by Recipient.

- b. Retention of Records.** Recipient shall retain and keep accessible all books, documents, papers, and records that are directly related to this Agreement, the Grant Funds or the Project for a period of six (6) years after final payment. If there are unresolved audit questions at the end of the period described in this section, Recipient shall retain the records until the questions are resolved.
- c. Expenditure Records.** Recipient shall document the expenditure of all Grant Funds disbursed by ODOT under this Agreement. Recipient shall create and maintain all expenditure records in accordance with generally accepted accounting principles and in sufficient detail to permit ODOT to verify how the Grant Funds were expended.

This Section 7 shall survive any expiration or termination of this Agreement.

8. Recipient Subagreements and Procurements

- a. Subagreements.** Recipient may enter into agreements with sub-recipients, contractors or subcontractors (collectively, “subagreements”) for performance of the Project.
 - i.** All subagreements must be in writing, executed by Recipient and must incorporate and pass through all of the applicable requirements of this Agreement to the other party or parties to the subagreement(s). Use of a subagreement does not relieve Recipient of its responsibilities under this Agreement.
 - ii.** Recipient shall require all of its contractors performing work under this Agreement to name ODOT as a third-party beneficiary of Recipient’s subagreement with the Contractor and to name ODOT as an additional or “dual” obligee on contractors’ payment and performance bonds.
 - iii.** Recipient shall provide ODOT with a copy of any signed subagreement, as well as any other purchasing or contracting documentation, upon ODOT’s request at any time. Recipient must report to ODOT any material breach of a term or condition of a subagreement within ten (10) days of Recipient discovering the breach.
- b. Subagreement indemnity; insurance.**
 - i.** *Recipient’s subagreement(s) shall require the other party to such subagreements(s) that is not a unit of local government as defined in ORS 190.003, if any, to indemnify, defend, save and hold harmless State of Oregon, the Oregon Transportation Commission and its members, the Department of Transportation, their officers, agents and employees from and against any and all claims, actions, liabilities, damages,*

losses, or expenses, including attorneys' fees, arising from a tort, as now or hereafter defined in ORS 30.260, caused, or alleged to be caused, in whole or in part, by the negligent or willful acts or omissions of the other party to Recipient's subagreement or any of such party's officers, agents, employees or subcontractors ("Claims"). It is the specific intention of the Parties that ODOT shall, in all instances, except for Claims arising solely from the negligent or willful acts or omissions of ODOT, be indemnified by the other party to Recipient's subagreement(s) from and against any and all Claims.

- ii. Any such indemnification shall also provide that neither Recipient's subrecipient(s), contractor(s) nor subcontractor(s), nor any attorney engaged by Recipient's subrecipient(s), contractor(s) nor subcontractor(s) shall defend any claim in the name of ODOT or any agency of the State of Oregon, nor purport to act as legal representative of the State of Oregon or any of its agencies, without the prior written consent of the Oregon Attorney General. The State may, at any time at its election, assume its own defense and settlement in the event that it determines that Recipient's subrecipient is prohibited from defending the State, or that Recipient's subrecipient is not adequately defending the State's interests, or that an important governmental principle is at issue or that it is in the best interests of the State to do so. The State reserves all rights to pursue claims it may have against Recipient's subrecipient if the State of Oregon elects to assume its own defense.
 - iii. If the Project or Project work is on or along a state highway, Recipient shall require its contractor(s) to meet the minimum insurance requirements provided in Exhibit C. Recipient may specify insurance requirements of its contractor(s) above the minimum insurance requirements specified in Exhibit C. Recipient shall verify its contractor(s) meet the insurance requirements in Exhibit C.
 - iv. Recipient shall determine insurance requirements, insurance types and amounts, as deemed appropriate based on the risk of the work outlined within the subagreement. Recipient shall specify insurance requirements and require its contractor(s) to meet the insurance requirements. Recipient shall obtain proof of the required insurance coverages, as applicable, from any contractor providing services related to the subagreement.
 - v. Recipient shall require its contractor(s) to require and verify that all subcontractors carry insurance coverage that the contractor(s) deems appropriate based on the risks of the subcontracted work.
- c. **Procurements.** Recipient shall make purchases of any equipment, materials, or services for the Project under procedures that comply with Oregon law, including all applicable provisions of the Oregon Public Contracting Code, Oregon Revised Statute (ORS) 279 A, B, and C, and rules, ensuring that:
- i. All applicable clauses required by federal statute, executive orders and their implementing regulations are included in each competitive procurement; and
 - ii. All procurement transactions are conducted in a manner providing full and open competition.

- d. **Self-Performing Work.** Recipient must receive prior approval from ODOT for any self-performing work.
- e. **Conflicts of Interest.** Recipient's public officials shall comply with Oregon's government ethics laws, ORS 244.010 *et seq.*, as those laws may be subsequently amended.

9. Termination

- a. **Mutual Termination.** This Agreement may be terminated by mutual written consent of the Parties.
- b. **Termination by ODOT.** ODOT may terminate this Agreement effective upon delivery of written notice of termination to Recipient, or at such later date as may be established by ODOT in such written notice, under any of the following circumstances:
 - i. If Recipient fails to perform the Project within the time specified in this Agreement, or any extension of such performance period;
 - ii. If Recipient takes any action pertaining to this Agreement without the approval of ODOT and which under the provisions of this Agreement would have required ODOT's approval;
 - iii. If Recipient fails to perform any of its other obligations under this Agreement, and that failure continues for a period of 10 calendar days after the date ODOT delivers Recipient written notice specifying such failure. ODOT may agree in writing to an extension of time if it determines Recipient instituted and has diligently pursued corrective action;
 - iv. If ODOT fails to receive funding, appropriations, limitations or other expenditure authority sufficient to allow ODOT, in the exercise of its reasonable administrative discretion, to continue to make payments for performance of this Agreement;
 - v. If Federal or state laws, rules, regulations or guidelines are modified or interpreted in such a way that the Project is no longer allowable or no longer eligible for funding under this Agreement; or
 - vi. If the Project would not produce results commensurate with the further expenditure of funds.
- c. **Termination by Either Party.** Either Party may terminate this Grant Agreement upon at least ten (10) days' notice to the other Party and failure of the other Party to cure within the period provided in the notice, if the other Party fails to comply with any of the terms of this Grant Agreement.
- d. **Rights upon Termination; Remedies.** Any termination of this Grant Agreement shall not prejudice any rights or obligations accrued before termination. The remedies set forth in this Grant Agreement are cumulative and are in addition to any other rights or remedies available at law or in equity.

10. GENERAL PROVISIONS

- a. **Contribution.**

- i. If any third party makes any claim or brings any action, suit or proceeding alleging a tort as now or hereafter defined in ORS 30.260 (“Third Party Claim”) against ODOT or Recipient with respect to which the other Party may have liability, the notified Party must promptly notify the other Party in writing of the Third Party Claim and deliver to the other Party a copy of the claim, process, and all legal pleadings with respect to the Third Party Claim. Each Party is entitled to participate in the defense of a Third Party Claim, and to defend a Third Party Claim with counsel of its own choosing. Receipt by a Party of the notice and copies required in this paragraph and meaningful opportunity for the Party to participate in the investigation, defense and settlement of the Third Party Claim with counsel of its own choosing are conditions precedent to that Party’s liability with respect to the Third Party Claim.
 - ii. With respect to a Third Party Claim for which ODOT is jointly liable with Recipient (or would be if joined in the Third Party Claim), ODOT shall contribute to the amount of expenses (including attorneys’ fees), judgments, fines and amounts paid in settlement actually and reasonably incurred and paid or payable by Recipient in such proportion as is appropriate to reflect the relative fault of ODOT on the one hand and of the Recipient on the other hand in connection with the events which resulted in such expenses, judgments, fines or settlement amounts, as well as any other relevant equitable considerations. The relative fault of ODOT on the one hand and of Recipient on the other hand shall be determined by reference to, among other things, the Parties’ relative intent, knowledge, access to information and opportunity to correct or prevent the circumstances resulting in such expenses, judgments, fines or settlement amounts. ODOT’s contribution amount in any instance is capped to the same extent it would have been capped under Oregon law, including the Oregon Tort Claims Act, ORS 30.260 to 30.300, if ODOT had sole liability in the proceeding.
 - iii. With respect to a Third Party Claim for which Recipient is jointly liable with ODOT (or would be if joined in the Third Party Claim), Recipient shall contribute to the amount of expenses (including attorneys’ fees), judgments, fines and amounts paid in settlement actually and reasonably incurred and paid or payable by ODOT in such proportion as is appropriate to reflect the relative fault of Recipient on the one hand and of ODOT on the other hand in connection with the events which resulted in such expenses, judgments, fines or settlement amounts, as well as any other relevant equitable considerations. The relative fault of Recipient on the one hand and of ODOT on the other hand shall be determined by reference to, among other things, the Parties’ relative intent, knowledge, access to information and opportunity to correct or prevent the circumstances resulting in such expenses, judgments, fines or settlement amounts. Recipient’s contribution amount in any instance is capped to the same extent it would have been capped under Oregon law, including the Oregon Tort Claims Act, ORS 30.260 to 30.300, if it had sole liability in the proceeding.
- b. Dispute Resolution.** The Parties shall attempt in good faith to resolve any dispute arising out of this Agreement. In addition, the Parties may agree to utilize a jointly selected mediator or arbitrator (for non-binding arbitration) to resolve the dispute short of litigation.
- c. Amendments.** This Agreement may be amended or extended only by a written instrument signed by both Parties and approved as required by applicable law.

- d. Duplicate Payment.** Recipient is not entitled to compensation or any other form of duplicate, overlapping or multiple payments for the same work performed under this Agreement from any agency of the State of Oregon or the United States of America or any other party, organization or individual.
- e. No Third-Party Beneficiaries.** ODOT and Recipient are the only Parties to this Agreement and are the only Parties entitled to enforce its terms. Nothing in this Agreement gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly or indirectly, to a third person unless such a third person is individually identified by name herein and expressly described as an intended beneficiary of the terms of this Agreement.
- f. Notices.** Except as otherwise expressly provided in this Agreement, any communications between the Parties hereto or notices to be given hereunder shall be given in writing by personal delivery, email or mailing the same, postage prepaid, to Recipient Contact or ODOT Contact at the address or number set forth on the signature page of this Agreement, or to such other addresses or numbers as either Party may hereafter indicate pursuant to this Section 10(g). Any communication or notice personally delivered shall be deemed to be given when actually delivered. Any communication or notice delivered by facsimile shall be deemed to be given when receipt of the transmission is generated by the transmitting machine, and to be effective against ODOT, such facsimile transmission must be confirmed by telephone notice to ODOT Contact. Any communication by email shall be deemed to be given when the recipient of the email acknowledges receipt of the email. Any communication or notice mailed shall be deemed to be given when received.
- g. Governing Law, Consent to Jurisdiction.** This Agreement shall be governed by and construed in accordance with the laws of the State of Oregon without regard to principles of conflicts of law. Any claim, action, suit or proceeding (collectively, "Claim") between ODOT (or any other agency or department of the State of Oregon) and Recipient that arises from or relates to this Agreement shall be brought and conducted solely and exclusively within the Circuit Court of Marion County in the State of Oregon. In no event shall this section be construed as a waiver by the State of Oregon of any form of defense or immunity, whether sovereign immunity, governmental immunity, immunity based on the eleventh amendment to the Constitution of the United States or otherwise, from any Claim or from the jurisdiction of any court. Each party hereby consents to the exclusive jurisdiction of such court, waives any objection to venue, and waives any claim that such forum is an inconvenient forum.
- h. Compliance with Law.** Recipient shall comply with all federal, state and local laws, regulations, executive orders and ordinances applicable to the Agreement or to the implementation of the Project, including without limitation as described in Exhibit B. Without limiting the generality of the foregoing, Recipient expressly agrees to comply with (i) Title VI of Civil Rights Act of 1964; (ii) Title V and Section 504 of the Rehabilitation Act of 1973; (iii) the Americans with Disabilities Act of 1990 and ORS 659A.142; (iv) all regulations and administrative rules established pursuant to the foregoing laws; and (v) all other applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations. Recipient agrees to comply with the requirements of ORS 366.514, Use of Highway Fund for footpaths and bicycle trails.

- i. Insurance; Workers' Compensation.** All employers, including Recipient, that employ subject workers who provide services in the State of Oregon shall comply with ORS 656.017 and provide the required Workers' Compensation coverage, unless such employers are exempt under ORS 656.126. Employer's liability insurance with coverage limits of not less than \$500,000 must be included. Recipient shall ensure that each of its subrecipient(s), contractor(s), and subcontractor(s) complies with these requirements.
- j. Independent Contractor.** Recipient shall perform the Project as an independent contractor and not as an agent or employee of ODOT. Recipient has no right or authority to incur or create any obligation for or legally bind ODOT in any way. ODOT cannot and will not control the means or manner by which Recipient performs the Project, except as specifically set forth in this Agreement. Recipient is responsible for determining the appropriate means and manner of performing the Project. Recipient acknowledges and agrees that Recipient is not an "officer", "employee", or "agent" of ODOT, as those terms are used in ORS 30.265, and shall not make representations to third parties to the contrary.
- k. Severability.** If any term or provision of this Agreement is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the Parties shall be construed and enforced as if this Agreement did not contain the particular term or provision held to be invalid.
- l. Counterparts.** This Agreement may be executed in two or more counterparts, each of which is an original and all of which together are deemed one agreement binding on all Parties, notwithstanding that all Parties are not signatories to the same counterpart.
- m. Integration and Waiver.** This Agreement, including all Exhibits, constitutes the entire agreement between the parties on the subject matter hereof. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Agreement. The delay or failure of either party to enforce any provision of this Agreement shall not constitute a waiver by that party of that or any other provision. Recipient, by the signature below of its authorized representative, acknowledges that it has read this Agreement, understands it, and agrees to be bound by its terms and conditions.

THE PARTIES, by execution of this Agreement, acknowledge that their signing representatives have read this Agreement, understand it, and agree to be bound by its terms and conditions.

Signature Page to Follow

ODOT/Recipient
Agreement No. 34547

City of Oakridge, by and through its elected officials

By _____
(Legally designated representative)

Name _____
(printed)

Date _____

By _____

Name _____
(printed)

Date _____

**LEGAL REVIEW APPROVAL
(If required in Recipient's process)**

By _____
Recipient's Legal Counsel

Date _____

Recipient Contact:

Bryan Cutchen
PO Box 1410
Oakridge, OR 97363
541-782-2258
cityadministrator@ci.oakridge.or.us

STATE OF OREGON, by and through its Department of Transportation

By _____
Statewide Investments Management Section
Manager

Name _____
(printed)

Date _____

APPROVAL RECOMMENDED

By _____
Small City Allotment Program Manager

Name _____
(printed)

Date _____

By Michael Kimlinger via email _____
State Traffic-Roadway Engineer

Date November 17, 2020 _____

APPROVED AS TO LEGAL SUFFICIENCY

By _____
Assistant Attorney General (If over \$150,000)

Date _____

ODOT SCA Contact:

Deanna Edgar
555 13th Street NE
Salem, OR 97310
503-986-3441
deanna.edgar@odot.state.or.us

EXHIBIT A

Project Description

Agreement No. 34547

Project Name: Berry Street Improvements

A. PROJECT DESCRIPTION

Berry Street from Rainbow Road to Rock Road

Project will include base repairs as needed, asphalt overlay, walkway on the south side and curb ramps on the SW corner of the Berry Street/Rock Road intersection and the SE and SW corners of the Private Road located mid-way between Rock Road and Rainbow Road.

Recipient acknowledges that such Project improvements funded under this Agreement may trigger other Recipient responsibilities under the Americans with Disabilities Act. Recipient agrees that it is solely responsible for ensuring Americans with Disabilities Act compliance pursuant to Exhibit B, Recipient Requirements, Section 5.

EXHIBIT B

Recipient Requirements

1. Recipient shall comply with all applicable provisions of ORS 279C.800 to 279C.870 pertaining to prevailing wage rates and including, without limitation, that workers on the Project shall be paid not less than rates in accordance with ORS 279C.838 and 279C.840 pertaining to wage rates and ORS 279C.836 pertaining to having a public works bond filed with the Construction Contractors' Board.
2. Recipient shall notify ODOT's Contact in writing when any contact information changes during the Agreement.
3. Recipient shall, at its own expense, maintain and operate the Project upon completion and throughout the useful life of the Project at a minimum level that is consistent with normal depreciation or service demand or both. The Parties agree that the useful life of the Project is defined as seven (7) years from its completion date (the "Project Useful Life"). Unless otherwise negotiated, and after the Project Useful Life, ODOT will maintain that portion of the project that is within its jurisdiction.
4. Recipient shall maintain insurance policies with responsible insurers or self-insurance programs, insuring against liability and risk of direct physical loss, damage or destruction of the Project, at least to the extent that similar insurance is customarily carried by governmental units constructing, operating and maintaining similar facilities. If the Project or any portion is destroyed, insurance proceeds will be paid to ODOT, unless Recipient has informed ODOT in writing that the insurance proceeds will be used to rebuild the Project.
5. **Americans with Disabilities Act Compliance**
 - a. **State Highway:** For portions of the Project located on or along the State Highway System or a State-owned facility ("state highway"):
 - i. Recipient shall utilize ODOT standards to assess and ensure Project compliance with Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990 as amended (together, "ADA"), including ensuring that all sidewalks, curb ramps, pedestrian-activated signals meet current ODOT Highway Design Manual standards;
 - ii. Recipient shall follow ODOT's processes for design, construction, or alteration of sidewalks, curb ramps, and pedestrian-activated signals, including using the ODOT Highway Design Manual, ODOT Design Exception process, ODOT Standard Drawings, ODOT Construction Specifications, providing a temporary pedestrian accessible route plan and current ODOT Curb Ramp Inspection form;
 - iii. At Project completion, Recipient shall send a completed ODOT Curb Ramp Inspection Form 734-5020 to the address on the form and to State's Project Manager for each curb ramp constructed or altered as part of the Project. The completed form is the documentation required to show that each curb ramp meets ODOT standards and is ADA

compliant. ODOT's fillable Curb Ramp Inspection Form and instructions are available at the following address:

<https://www.oregon.gov/ODOT/Engineering/Pages/Accessibility.aspx>

- iv. Recipient shall promptly notify ODOT of Project completion and allow ODOT to inspect Project sidewalks, curb ramps, and pedestrian-activated signals located on or along a state highway prior to acceptance of Project by Recipient and prior to release of any Recipient contractor.
 - v. Recipient shall ensure that temporary pedestrian routes are provided through or around any Project work zone. Any such temporary pedestrian route shall include directional and informational signs, comply with ODOT standards, and include accessibility features equal to or better than the features present in the existing pedestrian facility. Recipient shall also ensure that advance notice of any temporary pedestrian route is provided in accessible format to the public, people with disabilities, disability organizations, and ODOT at least 10 days prior to the start of construction.
- b. Local Roads:** For portions of the Project located on Recipient roads or facilities that are not on or along a state highway:
- i. Recipient shall ensure that the Project, including all sidewalks, curb ramps, and pedestrian-activated signals, is designed, constructed and maintained in compliance with the ADA.
 - ii. Recipient may follow its own processes or may use ODOT's processes for design, construction, or alteration of Project sidewalks, curb ramps, and pedestrian-activated signals, including using the ODOT Highway Design Manual, ODOT Design Exception process, ODOT Standard Drawings, ODOT Construction Specifications, providing a temporary pedestrian accessible route plan and current Curb Ramp Inspection form, available at:

<https://www.oregon.gov/ODOT/Engineering/Pages/Accessibility.aspx>;

Additional ODOT resources are available at the above-identified link. ODOT has made its forms, processes, and resources available for Recipient's use and convenience.

- iii. Recipient assumes sole responsibility for ensuring that the Project complies with the ADA, including when Recipient uses ODOT forms and processes. Recipient acknowledges and agrees that ODOT is under no obligation to review or approve Project plans or inspect the completed Project to confirm ADA compliance.
- iv. Recipient shall ensure that temporary pedestrian routes are provided through or around any Project work zone. Any such temporary pedestrian route shall include directional and informational signs and include accessibility features equal to or better than the features present in the existing pedestrian route. Recipient shall also ensure that advance notice of any temporary pedestrian route is provided in accessible format to the public, people with disabilities, and disability organizations prior to the start of construction.

- c. Recipient shall ensure that any portions of the Project under Recipient's maintenance jurisdiction are maintained in compliance with the ADA throughout the useful life of the Project. This includes, but is not limited to, Recipient ensuring that:
 - i. Pedestrian access is maintained as required by the ADA,
 - ii. Any complaints received by Recipient identifying sidewalk, curb ramp, or pedestrian-activated signal safety or access issues are promptly evaluated and addressed,
 - iii. Recipient, or abutting property owner, pursuant to local code provisions, performs any repair or removal of obstructions needed to maintain the Project in compliance with the ADA requirements that were in effect at the time the Project was constructed or altered,
 - iv. Any future alteration work on Project or Project features during the useful life of the Project complies with the ADA requirements in effect at the time the future alteration work is performed, and
 - v. Applicable permitting and regulatory actions are consistent with ADA requirements.
- d. Maintenance obligations in this Section 5 shall survive termination of this Agreement.

6. Work Performed within ODOT's Right of Way

- a. Prior to the commencement of work, Recipient shall obtain, or require its contractor to obtain, permission from the appropriate ODOT District Office to work on or along the state highway. This Agreement does not provide permission to work on or along the state highway.
- b. If the Project includes traffic control devices (see ODOT's Traffic Manual, Chapter 5, for a description of traffic control devices) on or along a state highway, Recipient shall, pursuant to Oregon Administrative Rule (OAR) 734-020-0430, obtain the approval of the State Traffic Engineer prior to design or construction of any traffic control device being installed.
- c. Recipient shall enter into a separate traffic signal agreement with ODOT to cover obligations for any traffic signal being installed on a state highway.
- d. Recipient shall ensure that its electrical inspectors possess a current State Certified Traffic Signal Inspector certificate before the inspectors inspect electrical installations on state highways. The ODOT's District Office shall verify compliance with this requirement before construction. The permit fee should also cover the State electrician's supplemental inspection.

7. General Standards

The Project shall be completed within industry standards and best practices to ensure that the functionality and serviceability of the Program's investment meets the intent of the application and the Program.

8. Land Use Decisions

- a. Recipient shall obtain all permits, “land use decisions” as that term is defined by ORS 197.015(1) (2020), and any other approvals necessary for Recipient to complete the Project by the Project completion deadline identified in Exhibit A (each a “Land Use Decision” and collectively, “Land Use Decisions”).
- b. If at any time before the Availability Termination Date identified in Section 1 of this Agreement ODOT concludes, in its sole discretion, that Recipient is unlikely to obtain one or more Land Use Decisions before the Availability Termination Date, ODOT may (i) suspend the further disbursement of Grant Funds upon written notice to Recipient (a “Disbursement Suspension”) and (ii) exercise any of its other rights and remedies under this Agreement, including, without limitation, terminating the Agreement and recovering all Grant Funds previously disbursed to Recipient.
- c. If after a Disbursement Suspension ODOT concludes, in its sole discretion and based upon additional information or events, that Recipient is likely to timely obtain the Land Use Decision or Decisions that triggered the Disbursement Suspension, ODOT will recommence disbursing Grant Funds as otherwise provided in this Agreement.
- d. This Section 8 is in addition to, and not in lieu of, ODOT’s rights and remedies under Section 5.g (“Recovery of Grant Funds”) of this Agreement.

9. Website

Recipient shall provide ODOT a link to any website created about the Project identified in Exhibit A before any costs being considered eligible for reimbursement. Recipient shall notify the ODOT Contact in writing when the link changes during the term of this Grant Agreement.

EXHIBIT C

Subagreement Insurance Requirements

1. GENERAL.

- a. If the Project is on or along a state highway, Recipient shall require in its first tier subagreements with entities that are not units of local government as defined in ORS 190.003, if any, to: i) obtain insurance specified under TYPES AND AMOUNTS and meeting the requirements under ADDITIONAL INSURED, “TAIL” COVERAGE, NOTICE OF CANCELLATION OR CHANGE, and CERTIFICATES OF INSURANCE before performance under the subagreement commences, and ii) maintain the insurance in full force throughout the duration of the subagreement. The insurance must be provided by insurance companies or entities that are authorized to transact the business of insurance and issue coverage in the State of Oregon and that are acceptable to ODOT. Recipient shall not authorize work to begin under subagreements until the insurance is in full force. Thereafter, Recipient shall monitor continued compliance with the insurance requirements on an annual or more frequent basis. Recipient shall incorporate appropriate provisions in the subagreement permitting it to enforce compliance with the insurance requirements and shall take all reasonable steps to enforce such compliance. In no event shall Recipient permit work under a subagreement when Recipient is aware that the contractor is not in compliance with the insurance requirements. As used in this section, “first tier” means a subagreement in which the Recipient is a Party.
- b. The insurance specified below is a minimum requirement that the contractor within the subagreement shall meet. Recipient may determine insurance types and amounts in excess to the minimum requirement as deemed appropriate based on the risks of the work outlined within the subagreement.
- c. Recipient shall require the contractor(s) to require that all of its subcontractors carry insurance coverage that the contractor deems appropriate based on the risks of the subcontracted work. Contractor shall obtain proof of the required insurance coverages, as applicable, from any subcontractor providing Services related to the Contract.

2. TYPES AND AMOUNTS.

a. WORKERS COMPENSATION.

All employers, including Contractor, that employ subject workers, as defined in ORS 656.027, shall comply with ORS 656.017 and shall provide **Workers' Compensation Insurance** coverage for those workers, unless they meet the requirement for an exemption under ORS 656.126(2). The coverage shall include Employer's Liability Insurance with limits not less than \$500,000 each accident. **Contractor shall require compliance with these requirements in each of its subcontractor contracts.**

b. COMMERCIAL GENERAL LIABILITY.

Commercial General Liability Insurance shall be issued on an occurrence basis covering bodily injury and property damage and shall include personal and advertising injury liability, products and completed operations, and contractual liability coverage. When work to be performed includes operations or activity within 50 feet of any railroad property, bridge, trestle, track,

roadbed, tunnel, underpass or crossing, the Contractor shall provide the Contractual Liability – Railroads CG 24 17 endorsement, or equivalent, on the Commercial General Liability policy. Amounts below are a minimum requirement as determined by ODOT:

Coverage shall be written on an occurrence basis in an amount of not less than \$1,000,000 per occurrence. Annual aggregate limit shall not be less than \$2,000,000.

c. AUTOMOBILE Liability Insurance: Automobile Liability.

Automobile Liability Insurance covering Contractor’s business-related automobile use covering all owned, non-owned, or hired vehicles for bodily injury and property. This coverage may be written in combination with the Commercial General Liability Insurance (with separate limits for Commercial General Liability and Automobile Liability). Amount below is a minimum requirement as determined by ODOT:

Coverage shall be written with a combined single limit of not less than \$1,000,000.

d. ADDITIONAL INSURED.

The Commercial General Liability Insurance and Automobile Liability Insurance must include the “**State of Oregon, the Oregon Transportation Commission and the Department of Transportation, and their respective officers, members, agents and employees**” as an **endorsed** Additional Insured but only with respect to the contractor’s activities to be performed under the Subcontract. Coverage shall be primary and non-contributory with any other insurance and self-insurance.

Additional Insured Endorsements on the Commercial General Liability shall be written on ISO Form CG 20 10 07 04, or equivalent, with respect to liability arising out of ongoing operations and ISO Form CG 20 37 07 04, or equivalent, with respect to liability arising out of completed operations. Additional Insured Endorsements shall be submitted with the Certificate(s) of Insurance and must be acceptable to the Recipient.

e. “TAIL” COVERAGE.

If any of the required insurance policies is on a “claims made” basis, such as professional liability insurance or pollution liability insurance, the contractor shall maintain either “tail” coverage or continuous “claims made” liability coverage, provided the effective date of the continuous “claims made” coverage is on or before the effective date of the Subcontract, for a minimum of twenty-four (24) months following the later of : (i) the contractor’s completion and Recipient’s acceptance of all Services required under the Subcontract or, (ii) the expiration of all warranty periods provided under the Subcontract. Notwithstanding the foregoing twenty-four (24) month requirement, if the contractor elects to maintain “tail” coverage and if the maximum time period “tail” coverage reasonably available in the marketplace is less than the twenty-four (24) month period described above, then the contractor may request and ODOT may grant approval of the maximum “tail “ coverage period reasonably available in the marketplace. If ODOT approval is granted, the contractor shall maintain “tail” coverage for the maximum time period that “tail” coverage is reasonably available in the marketplace.

f. NOTICE OF CANCELLATION OR CHANGE.

The contractor or its insurer must provide thirty (30) days' written notice to Recipient before cancellation of, material change to, potential exhaustion of aggregate limits of, or non-renewal of the required insurance coverage(s).

g. CERTIFICATE(S) OF INSURANCE.

Recipient shall obtain from the contractor a certificate(s) of insurance for all required insurance before the contractor performs under the Subcontract. The certificate(s) or an attached endorsement must specify: i) **“State of Oregon, the Oregon Transportation Commission and the Department of Transportation, and their respective officers, members, agents and employees”** as an endorsed Additional Insured in regards to the Commercial General Liability and Automobile Liability policies and ii) that all liability insurance coverages shall be primary and non-contributory with any other insurance and self-insurance, with exception of Workers' Compensation..

The Recipient shall immediately notify ODOT of any change in insurance coverage.

Business of the City Council

City of Oakridge, Oregon

December 3, 2020

Agenda Title: City of Oakridge Strategic Plan

Agenda Item No: 13.1

**Exhibits: (1) Resolution 24-2020
(2) Strategic Plan 2020**

Proposed Council Action: A motion from the floor to approve Resolution 23-2020.

Agenda Bill Author: Bryan Cutchen

ISSUE: The existing City of Oakridge Strategic Plan expired in 2018. Significant progress was made towards achieving the vision and goals developed in that plan. To continue this progress and update the visionary document, a new strategic plan is required.

FISCAL IMPACT: None. The plan was developed and facilitated by a contractor, South Willamette Solutions, through a Ford Family Foundation grant of \$5,000.

OPTIONS: (1) Approve Resolution 23-2020.
(2) Do not approve Resolution 23-2020.

RECOMMENDATION: Staff recommends option 1.

RECOMMENDED MOTION: I move we approve Resolution 23-2020, A resolution adopting the City of Oakridge Strategic Plan 2020.

CITY OF OAKRIDGE

RES. 23-2020

A RESOLUTION ADOPTING THE CITY OF OAKRIDGE STRATEGIC PLAN

WHEREAS, in 2013 the City of Oakridge adopted its strategic plan which expired in 2018. This plan included a community description, mission statement, guiding principles, vision statement; and

WHEREAS, the 2013 Strategic Plan was to provide an articulated vision and blueprint for focused City actions given the scarcity of resources and competing policy initiatives in a challenging fiscal environment; and

WHEREAS, the City made great progress towards achieving its vision for 2018; and

WHEREAS, the City recognized the value of adopting a new Strategic Plan to continue this work and engaged South Willamette Solutions in June 2020 to commence the strategic planning process; and

WHEREAS, the City Council convened strategic planning work sessions, the city administrator formed a strategic planning ad hoc committee and feedback from the community was solicited by a survey which received significant responses to help develop this plan; and

WHEREAS, after a careful review and consideration of the community and stakeholders feedback, the city council has developed a strategic plan for the City of Oakridge that includes a community description, mission statement, guiding principles, vision statement, strategic goals and a scorecard to track attainment; and

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF OAKRIDGE AS FOLLOWS:

Section 1. Adoption of the City of Oakridge Strategic Plan 2020.

The City Council hereby adopts the City of Oakridge Strategic Plan 2020, attached hereto and by this reference incorporated herein.

Section 2. Effective Date.

This Resolution shall become effective upon final adoption by the City Council. .

PRESENTED AND PASSED this 3rd day of December, 2020.

Jackie Sims, Assistant City Recorder

APPROVED by the Mayor this _____(date).

Kathy Holston, Mayor

City of Oakridge Strategic Plan 2020-2025



Photo by Trisha Maxfield



Prepared for the City of Oakridge by
South Willamette Solutions
November 2020

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About Oakridge

The City of Oakridge, Oregon is located in the western slopes of the Cascade mountain range, surrounded by the Willamette National Forest. The community sits at 1,200 feet elevation, above the fog of the Willamette Valley, and below the winter mountain snow line in the Upper Willamette Watershed. Oakridge is located on lands that are part of the ancestral homeland of the Kalapuya and Molalla tribes. Today



3,334 people live in the City of Oakridge and approximately 4,000 people total live in the greater Oakridge area. Over 5000 travelers pass through the city each day on Highway 58, one of Oregon's major east-west state travel routes. In the 1990's Oakridge branded itself as the Center of Oregon Outdoor Recreation and in the 2000's as the Mountain Biking Capital of the Northwest.

Today, Oakridge is known as a destination recreation area for downhill mountain biking and many other outdoor forest recreation activities. 500 miles of single track trail are accessible from town. Within 30 miles are hundreds of pristine high mountain lakes, including Waldo Lake, and easy access to three wilderness areas. East of town is Salt Creek Falls, Oregon's second highest drop waterfall, and Willamette Pass ski area. Oakridge offers easy access to many additional recreation opportunities such as hiking, camping, boating, motor sports, hunting and fishing.

History

Oakridge was first known under a different name in 1888 when a post office was established and the town was named Hazeldell. In 1912, the Southern Pacific Railroad opened a new railway station and the City officially changed its name to Oakridge. The town grew as a railroad town along the heavily used Southern Pacific Cascade line. Oakridge experienced a second growth period after the Pope and Talbot Timber Company opened a sawmill in the community in 1948. The combined economic base of the railroad and sawmills accounted for

City of Oakridge Strategic Plan 2020-2025

the population growth of the 1960s and 1970s, when the community of Willamette City was consolidated into Oakridge. By the 1980's, mills closed and the decline of the timber industry led to a significant economic transition as many family wage jobs ended and the population decreased.

Demographics

2020 Oregon Prospector data identified the population as 84.98% White, 1.5% Black, 1.5% American Indian, 0.97% Asian, 0.03% from other races, and 4.27% from two or more races. Hispanic or Latino of any race were 6.75% of the population. The median age in the city was about 50 years. Nineteen and a half percent of residents were under the age of 20; about 8.69% were between the ages of 20 and 29; about 9.16% were from 30 to 39; 11.78% were from 40 to 49; 13.2% were from 50-59, 7.98% were from 60-64, and about 29.54% were 65 years of age or older. The gender makeup of the city was 50.37% male and 49.63% female.

According to the Environmental Protection Agency's EJSCREEN tool (Environmental Protection Agency, 2019), Oakridge-Westfir ranks in the 84th percentile compared to the state average of low-income populations. The demographic indicators show that 66% of the population is low income, and 16% of the residents are over 64 years old. 70% of the population in the 97463 zip code reside in owner-occupied housing units.

Workforce

Approximately 76.3% of Oakridge residents have attained a high school diploma or higher education: 23.68% are without a high school diploma, 31.42% with a high school diploma or equivalent; 30.69% have some college or an associate's degree; 8.97% have a bachelor's degree; and 5.24% have a graduate or professional degree.

There are 617 people employed in Oakridge, and the labor force is 1,177. Census data from 2010 showed that 62% of the people who have jobs in Oakridge live in the area while 38% of the people who work here commute in from the valley (primarily to work for the largest employers: the USDA Forest Service and Oakridge School District).

Governance

The City has a council-manager form of government adopted in 1972. Oakridge is a full service city providing street, water, wastewater, and park utilities; police, fire, and ambulance services; library, economic development, planning/zoning, and administrative services. The City is funded by property taxes, franchise and other fees. Special projects are funded through grants and loans. The City has an annual budget of approximately \$8.9 million.



The City employs a staff of 20 full time equivalent (FTE). This workforce broken out by department is as follows:

- Administration: 4.5 FTE
- Police: 6.0 FTE
- Fire/EMS: 4.0 FTE
- Public Works: 5.5 FTE

The City also uses temporary staffing and contracted services for peak periods and specific functions.

Mission

The City of Oakridge is committed to the delivery of effective, courteous, and responsive services. Citizens and employees are treated with fairness, dignity, and respect. Civic and employee pride are accomplished through constant pursuit of excellence and a work force that values and reflects the diversity of the Oakridge community.

Vision

Oakridge, a safe close-knit town nestled in the beautiful Cascade foothills, surrounded by trails, where community isn't just a word but a way of life.

Approved and Adopted

This strategic plan was adopted and approved by the Oakridge City Council on [date]

Kathy Holston, Mayor

Paul Forcum

Chrissy Hollett

Dawn Kinyon

Trisha Maxfield

John McClelland

Bobbie Whitney

What is a Strategic Plan?

Definitions

Strategic planning is a process that many cities and organizations undertake on a regular basis. It is a way to set priorities and guide the work of the city, and the planning process allows the city to think through the opportunities and challenges for those priorities. The process creates an opportunity for the city to think about where it wants to be in the future and how to get there. A strategic plan details the goals and objectives of the city and how the goals will be advanced by meeting the objectives.

Goals

These are the specific purposes identified in the plan and the reasons why action is being taken.

Objectives

Objectives: These are the steps to be undertaken to achieve the goals.

Metrics

These are the concrete, measurable criteria that will be used to determine if objectives are being met.

Context

After 25 years without one, in 2013 Oakridge published a five-year strategic plan. Guided by the plan, the city council, staff, and citizens achieved a number of its stated goals, most notably improved access to healthcare facilities, water system improvements, and installing a pedestrian activated crosswalk across OR-58. But there is more work to do, and by building on the successes of the 2013 plan, the City can get beyond the “tipping point” on its road to becoming a thriving, vibrant community. This current plan will also function for a five-year period beginning in late 2020 and ending in late 2025. Many of the priorities identified for the 2020-2025 plan reflect ongoing priorities that appeared in the previous plan and will likely continue into future plans. The goals and objectives identified for the 2020-2025 plan are

intended to move those priorities forward. The plan creates a bridge between the current state of the community and where it can be in five years by taking the steps outlined in the plan.

Plan Overview

This document is divided into four main themes that encompass the goals of the city. These themes are *Safe Community*, *Responsive Government*, *Strong Economy*, and *Community Livability*. Each theme includes two to three goals that outline specific elements of the theme that the city can work toward in the next five years. Each goal then has one or more objectives that detail how the city will achieve its goal. For example, Goal One in the theme of Safe Community is “Ensure a safe community by partnering to protect people, property, and the environment.” The objectives below the goal outline the steps the city will take in order to achieve the goal and uphold the theme of Safe Community. Objectives are further broken down into tasks as described in the section Implementation - Scorecard on page 17.

Internal and External Themes

The theme areas for the Oakridge strategic plan fall into two categories: internal and external. The internal themes, Safe Community and Responsive Government, are within the scope of the city’s jurisdiction and budgetary authority. The external themes, Strong Economy and Community Livability, depend upon partnerships between the City and other entities. The City’s tasks for external themes focus on communication and development with partners, but these objectives cannot be accomplished by the City alone.

2020 Planning Process

This process has been guided by the Oakridge City Council, staff, and the mayor with the help of South Willamette Solutions (SWS) to design and develop the plan. The City of Oakridge hired SWS, a local community-based organization (CBO) with expertise in facilitation, to assist in the strategic planning process. The contract with SWS was made possible by a grant from The Ford Family Foundation.

Council Work Sessions

City Council convened in July 2020¹ for two initial four-hour work sessions facilitated by SWS to identify goals and objectives for the strategic plan. These work sessions were broadcast live on Facebook, and accommodations were made to allow residents to observe the sessions while maintaining social distancing protocols at City facilities. The first session focused on reviewing the previous strategic plan and brainstorming topics that would be important to include in the new plan. During the second session, council narrowed down their goals and objectives (see Council Goals, page 14).

In August 2020, the City of Oakridge distributed a community survey in both electronic and paper formats asking residents to weigh in on the identified goals and objectives (see Community Survey section on page 11). SWS compiled the responses and facilitated a third work session with the council in September 2020.

Committee Work Sessions

In addition to discussion of community feedback, the city council approved the formation of an ad hoc committee by the City Administrator at the September 2020 meeting. The purpose of this committee was to carry forward the completion of this strategic plan by identifying tasks to achieve the strategic plan goals and objectives.

¹ The 2020 strategic planning process took place amid the global COVID-19 pandemic. Meetings were held online in the interest of public safety.

The committee met via Zoom on October 16, October 26, and November 4, 2020. After the first two meetings, the committee completed take-home tasks associated with building out the scorecard. During the meetings, the committee brought forward their ideas for partnerships, priorities, and supplemental materials to support the strategic plan. At the meeting on November 4, the committee agreed to a timeline for reviewing a draft of the strategic plan in mid-November before final adoption by the city council in early December.

The City Administrator invited a group of seven individuals who were active in relevant aspects of the Oakridge community to participate in this committee. Membership included a former mayor, two city councilors, the president of the Oakridge-Westfir chamber of commerce, director of the Lane Electric Cooperative, and two local business people.

Committee Members:

James Coey, City Council 2013-2015, City of Oakridge Mayor 2015-2018

Lynda Kamerrer, President, Oakridge-Westfir Chamber of Commerce

Joy Kingsbury, Real Estate Agent

Dawn Kinyon, City Council 2019 to 2020

Susan Knudsen-Obermeyer, Board Chair, Lane Electric Cooperative

John McClelland, City Council 2020 to 2020

Kerri VandenBerg, Willamette Mountain Mercantile/ Oakridge Bike Shop

Community Survey

The public's participation in this process has been of the utmost importance in order to ensure the plan addresses the needs and desires of its citizens. The community survey was a major element of public involvement in creating the 2020 Strategic Plan. Paper survey forms were mailed out to all Oakridge water bill recipients with additional paper forms made available at City Hall. The online version was made available on the City's website and advertised on the City Facebook page.

Prior to the September 2020 council work session, all councilors reviewed the compiled public comments. Public input was used to assess the community's thoughts about whether or not the identified goals and objectives were community priorities on a 1-5 ranking (see chart below).



Figure 1: Community Survey Rankings

A total of 166 responses were returned to the city, with 133 paper forms completed and 33 done online. Overall rankings ranged from 3.6 to 4.5. The Community Livability goals had slightly lower rankings than the other goals, although written comments suggest that these topics are very much on the minds of residents.

Overall Comments

Written comments were used to inform tasks and to make revisions to wording of certain goals and objectives. Feedback from the community included many topics and attitudes that spanned the four theme areas, while others were specific to individual themes. The broad comments included concerns about:

- Highway 58
- Public Safety
 - Speeding
 - Drugs
- Jobs
- City beautification
 - Code enforcement
- Cost of utilities



Safe Community

Some of the major topics that emerged in the comments for the Safe Community theme were concerns about road safety on Highway 58 as well as other streets, drug enforcement, and mental health resources.

- Ensure a safe community by partnering to protect people, property and the environment
 - Score: 4.31
- Provide efficient, sustainable services for public safety
 - Score: 3.87

Responsive Government

Written comments for this section focused more on wording of goals and general concerns about city management. More responses were blank, and the responsible fiscal management goal had the highest rating of all goals across all theme areas.

- In an open and transparent manner, effectively deliver services that citizens need, want, and support
 - Score: 3.82
- Provide facilities and infrastructure that support current and future needs

▯ Score: 3.91

- Manage finances in a fiscally responsible manner ensuring long term financial stability

▯ Score: 4.51

Strong Economy

The written comments for Strong Economy showed a division on tourism, with more responses suggesting putting less emphasis on tourism than promoting tourism. City beautification and making sure the City does not try to take on tasks that are outside of its responsibilities also came up in the comments.

- Improve the city's economy by creating an atmosphere that is open to business
 - ▯ Score: 4.21
- Improve the City's economy by focusing on increasing living-wage jobs, training, and education opportunities for Oakridge residents
 - ▯ Score: 4.29
- Sustainably develop and market the recreational tourism industry in a way that benefits local business and residents
 - ▯ Score: 3.76

Community Livability

Comments for Community Livability focused mostly on beautification and suggestions for recreational venues.

- Work with community partners to provide recreation, education, and enrichment opportunities for citizens and youth
 - ▯ Score: 3.88
- Find creative ways to work with public and private partners to increase access to housing
 - ▯ Score: 3.60
- Seek opportunities to revitalize the City's business corridors and neighborhoods to provide safe and beautiful places to live and work
 - ▯ Score: 3.70

Council Goals

Prior to the start of the July 2020 work sessions, SWS sent a brief survey to councilors. The survey asked councilors to briefly describe their vision for Oakridge and identify 1-2 year goals, 3-5 year goals, and 5+ year goals. SWS reviewed responses to find thematic topics, which eventually formed the internal and external theme areas for the strategic plan goals (see page 8). The word cloud below shows the items that came up most in the council's responses, with larger words showing more mentions.



Figure 2: Concepts listed in pre-survey responses

The survey responses included twelve items related to Safe Community, seven for Responsive Government, twelve for Strong Economy, and eight for Community Livability. These responses provided a baseline for starting the discussion at the first work session to identify specific goals and objectives.

The council's process led to the creation of the following goals and objectives at the end of the September work session:

Safe Community

- Goal #1: Ensure a safe community by partnering to protect people, property and the environment
- Goal #2: Provide efficient, sustainable, and equitable public safety services including police, fire, and emergency medical services.

Responsive Government

- Goal #1: In an open and transparent manner, effectively deliver services that citizens need, want, and support.
- Goal #2: Provide facilities and infrastructure that support current and future needs.
- Goal #3: Manage finances in a fiscally responsible manner ensuring long term financial stability.

Strong Economy

- Goal #1: Improve the City's economy by focusing on increasing living-wage jobs, training, and education opportunities for Oakridge residents.
- Goal #2: Sustainably develop and market the recreational tourism industry in a way that benefits local business and residents.
- Goal #3: Improve the city's economy by creating an atmosphere that is open to business.

Community Livability

- Goal #1: Work with community partners to provide recreation, education, and enrichment opportunities for citizens and youth.

- Goal #2: Find creative ways to work with public and private partners to increase access to housing.
- Goal #3: Seek opportunities to revitalize the City's business corridors and neighborhoods to provide safe and beautiful places to live and work.

Implementation - Scorecard

Successful strategic planning includes a plan for implementation. The City of Oakridge plan to track progress is captured in a “scorecard.” This scorecard is an online spreadsheet that lists out the goals and objectives that the City developed and modified with input from Oakridge residents. Under each objective, specific tasks are identified. Each task includes a task description, a responsible party or parties for doing the task, a timeline for completing the task, and a metric that shows progress toward completion.



The scorecard is intended to be a living document that city staff will keep up-to-date. The city administrator will provide progress reports based on the scorecard at city council meetings on a quarterly basis at minimum. These meetings are open to the public, and residents of Oakridge are encouraged to attend. While the scorecard is a tool for the city administrator, it is also a tool for the council as it makes decisions, i.e., does this decision advance us toward our goals?

Safe Community

The Safe Community theme focuses on services provided by the City of Oakridge that benefit the security and well-being of Oakridge residents. These include tasks related to public health, emergency services, and street safety. It is an internal theme, and these goals can be addressed through the authority granted to the City.

Oakridge Strategic Plan Scorecard

STRATEGIC THEME AREA: SAFE COMMUNITY

Goal #1: Ensure a safe community by partnering to protect people, property and the environment

- 1 Educate and involve community in efforts to improve community safety and reduce crime
- 2 Increase access to medical, mental health and social services
- 3 Become a model community for emergency preparedness, wildfire, and smoke risk reduction

Goal #2: Provide efficient, sustainable, and equitable public safety services including police, fire, and emergency medical services.

- 1 Improve street safety
- 2 Expand transportation services within the community and for commuters
- 3 Recruit volunteers for emergency services

Responsive Government

This theme relates to accountability, transparency, and communication between the City of Oakridge and the Oakridge community. The goals for this theme also address the work environment and interaction between the city council and staff. It is an internal theme, and these goals can be addressed through the authority granted to the City.

Oakridge Strategic Plan Scorecard

STRATEGIC THEME AREA: RESPONSIVE GOVERNMENT

Goal #1: In an open and transparent manner, effectively deliver services that citizens need, want, and support

- 1 Improve consistency and reliability of City communications
- 2 City council work to promote a positive work environment for City staff
- 3 Leverage volunteer time wisely
- 4 Review and update City guiding documents, policies and procedures

Goal #2: Provide facilities and infrastructure that support current and future needs

- 1 Invest in City infrastructure where needed

Goal #3: Manage finances in a fiscally responsible manner ensuring long term financial stability

- 1 Stabilize funding for emergency services
- 2 Operate within a Balanced budget
- 3 Develop a reserve fund for future expenditures

Strong Economy

The Strong Economy theme is an area that depends on partnerships with agencies and organizations outside of the city government. These include the Oakridge-Westfir Chamber of Commerce as well as statewide entities that can support the local economy through grants and other programs. The goals in this theme area are intended to support living-wage job creation, improve the business climate, and provide necessary services for maintaining the workforce in Oakridge.

Oakridge Strategic Plan Scorecard

STRATEGIC THEME AREA: STRONG ECONOMY

Goal #1: Improve the City's economy by focusing on increasing living-wage jobs, training, and education opportunities for Oakridge residents

- 1 Grow existing businesses and recruit new businesses
- 2 Fill the OIP with businesses that provide living wage jobs

Goal #2: Sustainably develop and market the recreational tourism industry in a way that benefits local business and residents

- 1 Develop tourist amenities and services in collaboration with businesses and partners
- 2 Work with recreation businesses and partners to extend the tourism season

Goal #3: Improve the city's economy by creating an atmosphere that is open to business

- 1 Provide an atmosphere that is open and welcoming to business/economic growth
- 2 Improve the city's economy by focusing on ways to increase and support new businesses
- 3 Increase the quality and quantity of housing in Oakridge

Community Livability

This theme area centers around improving the quality of life in Oakridge for residents of all ages. City beautification and enrichment opportunities are key aspects of this theme. In order to reach these goals, the City will need support from public, nonprofit, and private organizations both within and outside of Oakridge.

Oakridge Strategic Plan Scorecard

STRATEGIC THEME AREA: COMMUNITY LIVABILITY

Goal #1: Work with community partners to provide recreation, education, and enrichment opportunities for citizens and youth

- 1 Maintain and improve infrastructure and facilities that enhance quality of life for residents
- 2 Support efforts to increase quality childcare and before and after school programs
- 3 Foster positive conversations and culture within Oakridge

Goal #2: Find creative ways to work with public and private partners to increase access to housing

- 1 Explore options for workforce housing
- 2 Work with community members, agencies and nonprofits to increase options for affordable housing for vulnerable residents
- 3 Review housing inventory for current and future needs

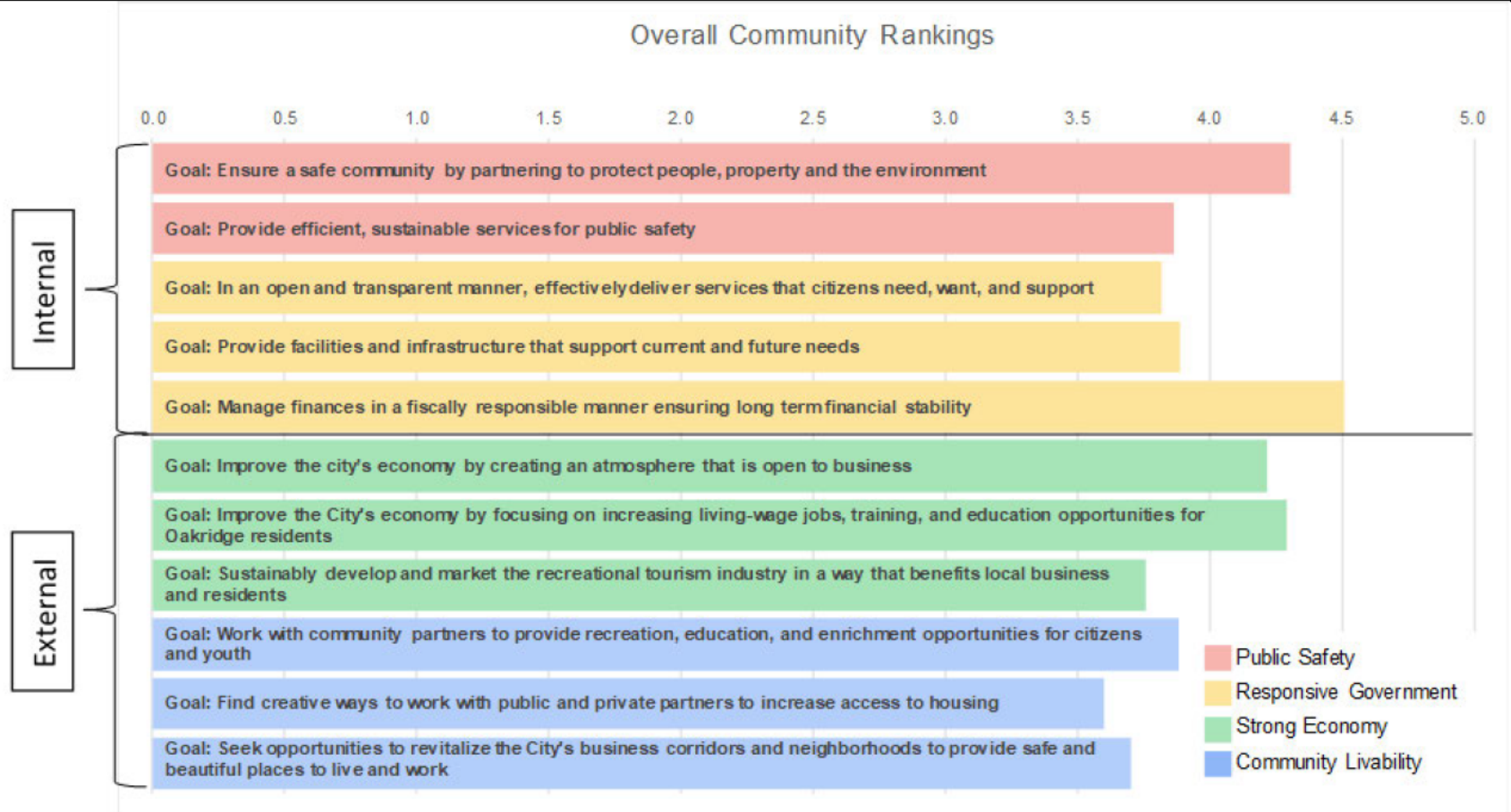
Goal #3: Seek opportunities to revitalize the City's business corridors and neighborhoods to provide safe and beautiful places to live and work

- 1 Revitalize and beautify business corridors
- 2 Continue to improve and market City parks
- 3 Utilize vacant properties

Additional Resources

- A. Community Survey
- B. Survey Results
- C. Council Pre-Survey Summary
- D. Scorecard with Tasks
- E. Shared Resources Folder Map

2020 Strategic Plan Community Survey Report



Resource B: Survey Results

Safe Community

Goal 1: Ensure a safe community by partnering to protect people, property and the environment.

Goal 2: Provide efficient, sustainable services for public safety

Themes:

- Highway 58 (12) - not reducing lanes, improving ped/bike safety, speed enforcement
- Enforcement (10)
- Non-highway street improvements (7) - repairs, speed enforcement
- Finances/funding (6)
- Amtrak (4)
- Mental Health (3)
- Drugs (3)
- Comments on wording/survey design (2)
- No privatization of services (2)

Written responses:

1. Keep the four lanes of traffic through town
2. We need local access to children's mental health providers - bring in South Lane Mental Health Services!
3. I would like to see more police on Hwy 58, people all drive too fast. I never see them out there that alone would slow them down.
4. There is probably not much you can do, financially speaking, in the present recession and what comes next
5. Improve some back streets
6. Please do not reduce lanes on 58 to accomplish it will not improve safety.
7. Get 911 services up here. It took over 10 minutes talking to out of Oakridge 911 operator to figure out where we were.

Resource B: Survey Results

8. Safety of people & property is more important than transportation needs. (Someone answering the phone at PD).
9. This is a ridiculous notion. Day late and a dollar short.
10. Forget about lane reduction on Hwy 58. Bad idea! Apply more resources to maintaining and upgrading City streets. We have many in disrepair and hazardous. Some are tort claims waiting to happen... tripping hazards for peds.
11. Winter wood smoke reduction would be greatly appreciated. Control speeding on residential streets as well as Hwy 58 - get our "speed trap" designation back. More code enforcement.
12. Get Amtrak platform.
13. Urgent care clinic.
14. More radar patrol on Hills St. to slow traffic down
15. Reinforce fire station, police stations, emergency medical support and illegal drug trafficking and control prosecution.
16. More police officers and assignments of those police officers to be out there in the community. Monitor traffic much closer. Amtrak stop in Oakridge.
17. Are you talking about ensuring we keep our police in these crazy times? Please clarify. Improving street safety would require more consequences for unsafe drivers... as in police handing out tickets. Was the avoidance of the word police intentional in the public safety area? Police presence reduces crime. Duh!
18. Bring a judge for court here instead of habitual criminals going to Eugene to get a slap on the hand and released often beating the police back to Oakridge. Lock them up. Make us safer.
19. For me #5 on improving street safety
20. I would like to see Amtrak also running to Eugene and back from Oakridge.
21. Street safety could be achieved with much street repair. Many residential streets are in VERY POOR condition and hard to drive on.
22. The community as a whole would benefit from encouraging an inclusive approach to these things with support from the city.
23. I suggest "efficient, sustainable and *equitable* services"
24. Partners in these objectives should be law enforcement, Forest service, fish and game and groups that check on the welfare of our citizens.
25. I would like to see progress in Oakridge; any type of progress would be wonderful. Letting residents who have little vision for this community dictate the do nothing approach to improve this community is getting depressing.
26. Do not privatize ambulance service! Do not contract PD! Keep our Dept services intact. That is to this community.
27. It really does not matter how important these goals mean to people with a budget that will not foster implementation without additional service cost increases, new taxes or a community that believes there are personal agendas. What goal is going to build trust?
28. Clean up the drug houses and activity. It will lower crime rate and child abuse

Resource B: Survey Results

29. Need more Bus times, or utilize Amtrak w a light rail & Train station in Oakridge. Improving the commute options will boost our economy & increase Real Estate Value. Can we manage to put in a bike lane on 58 without narrowing the road ???
30. Be able to show how payment for services (i.e. water protects the community rather than just serves the city's needs.
31. work to resolve financial issues so we can keep local public safety services.
32. I am in favor of implementing the neighborhood watch or a similar community oriented policing program. Once adequate funding is in place for a fully staffed police patrol unit, then I would like to see codes enforced uniformly. Utilizing the Cahoots model for mental health services would be another great addition to the community and take the load off of police officers.
33. No
34. Enforce existing laws and codes. Get the police chief to stop stalling and do his job. No hiding behind, " We need to change this and tweak that".
35. To open a conversation with the police and city re: support for social service related calls (mental health issues, homelessness, drug abuse, etc) Are there nonprofits in these fields that could expand services to Oakridge?
36. The word SAFETY should be left out! It just means more laws. Where is Joe Alpio when this town need to stop the revolving door of justice.
37. You need to properly fund the FD
38. Strengthen your approach to environmental health and safety.
39. Need tood coordination of volunteers that support city needs in time of emergencies i.e. winter of 2018 had volunteers but pretty poor
40. Do NOT pursue private AMBULANCE service companies.
41. DO NOT NARROW HWY 58
42. improve preparedness for fire defense standards (voluntary) for care of fire sources.
43. leave Hwy 58 as is.
44. How about something remotely resembling traffic control on the [word unlegible] freeway through what is the principle business section of town? I am surprised there hasn't been more accidents already.
45. Hire a full time experienced fire chief! Increase aggressive traffic control and speed enforcement on Hwy 58.
46. More ways to help pedestrians safely cross Hwy 58 are needed - crosswalks? Traffic lights?
47. Commercial street is a mess under the overpass speeding is a problem on this street. Sidewalks need to be replaced.
48. Get tough on crime. Underage tagger could still be required to pay for and repair/ repaint tagged areas.
49. How much what is current crime rate. Increase access to medical/ mental service - how much? How to judge success?
50. Enforce speed limit on Hwy 58!

Resource B: Survey Results

Responsive Government

Goal 1: In an open and transparent manner, effectively deliver services that citizens need, want, and support

Goal 2: Provide facilities and infrastructure that support current and future needs

Goal 3: Manage finances in a fiscally responsible manner ensuring long term financial stability

Themes:

- Comments on wording/survey design (6)
- Distrust of officials (5)
- Highway 58 (3)
- Enforcement (2)
- Non-highway street improvements (1)
- No privatization of services (1)

Written responses:

1. Improve budget capabilities and planning goals.
2. Keep budget in check, don't let mayor run wild.
3. When communicating with Citizens remember not everyone is on facebook. Please use multiple communication tools.
4. Do NOT lose community based fire and emergency services
5. [Manage finances in a fiscally responsive manner] This should already be top priority.
6. [the goal to provide facilities and infrastructure that support current and future needs] kind of vague
7. Too bad City government is politically crooked and are commonly known as crooks and embezzlers

Resource B: Survey Results

8. The City's finances need to be cared for/ over by **honest, reliable officers**. Not just 1 or 2 people. Our City's money has disappeared too many times. Why is this City always broke and having to raise water rates to the citizens?
9. Stop collecting permit fees through an outside agency.
10. **Get a responsible City Council** who really cares about the community and are not trying to better themselves. Take an honest look at reality and focus on the betterment of the City.
11. **I would like a clear definition of the word modernize** as used here. What specifically would be changed and how?
12. **Issue more tickets** to the awful traffic speeding through our town it would sure add a lot of \$\$ to support more officers.
13. **As far as "modernizing City guiding documents", perhaps "simplifying" would be a better choice.**
14. Please don't raise water bill any higher.
15. Start patrolling **Hwy 58**. It is ridiculous how fast people drive on the Highway. It is not LOCALS either.
16. **"need, want and support" is an odd combination. Why not just "need"?**
17. Important and costly goals should be discussed and voted on by the entire city.
18. Infrastructure subject to include narrowing **highway 58** leaves little desire to rate this as . We can Institute facilities with abatement ordinances being perused, holding commercial property owners accountable including bank owned residential.
19. We need a larger **police presence on 58**. No new taxes.
20. **We need to ensure that our City Administrators are qualified and experienced , we need to banish 'Nepotism' and the prioritizing of special interests** , create more avenues for community members to have a voice, focus on development in BOTH West & East side of town
21. educate us on how and why you are spending.
22. Some of these areas have improved remarkably in the past year, but the burden of past problems with finances continues to impact what can be done to move the community forward. Has any thought been given to using Telemed technology to reduce ambulance trips or other costly services from EMS?
23. No
24. Don't spend money on new stuff. **Fix the streets** we have.
25. Consider implementing an excise tax or visitor recreation tax. Currently revenue is not sustainable.
26. [provide facilities and infrastructure] **Goal not specific enough**
27. Don't spend money on things that are not critical.
28. Work with the Dead Mt. Echo to increase level of news coverage and meaningful sharing of local events/ happenings. Missed opportunities here.
29. **What does "modernize" look like? What does "widely" look like? Too vague. There is no substance here.**

Resource B: Survey Results

Strong Economy

Goal 1: Improve the city's economy by creating an atmosphere that is open to business

Goal 2: Improve the City's economy by focusing on increasing living-wage jobs, training, and education opportunities for Oakridge residents

Goal 3: Sustainably develop and market the recreational tourism industry in a way that benefits local business and residents

Themes:

- No tourism emphasis (9)
- Yes tourism emphasis (4)
- Beautification (3)
- Restaurants (2)
- Highway 58 (2)
- Comments on wording/survey design (2)
- Non-highway street improvements (1)
- Enforcement (1)

Raw responses:

1. Provide youth activity programs and facilities! Lets not focus on the tourists - we need to focus on our youth that are bored and restless
2. Take care of your business of running a city and let private industry take care of itself.
3. Promote fishing, hunting, boating, skiing, snowmobilling, camping.
4. Leave Hwy 58 four lanes as is

Resource B: Survey Results

5. Allow things to open so that the City can have a chance to thrive.
6. Clean up Oakridge, **enforce** fines for dirty properties
7. Working on economic development is essential to a livable community. Please focus on multiple-pronged business model - not just recreation.
8. Provide lucrative tax incentives to attract year round businesses for living wage jobs. Less focus on seasonal and temporary jobs.
9. **We have enough tourists as it is.** Too much traffic! Support the town support the citizens of Oakridge first! take care of your people first. We don't care about tourism. The Oakridge citizens need to support our town, look into that.
10. The City government is NOT open to businesses due to the fact this would entail more observances and audits. The City is called "Brokeridge" for a reason. We would like to see that "all" businesses be taxed on local tourism not just a select few.
11. Again clean air.
12. Make business loans easy to get for Oakridge citizens. Give permit fee reduction to business owners who live in Oakridge.
13. **Places to eat.**
14. We have 2 reservoirs near that 20 years ago was used a lot and now there use is way down. Nered to figure out why and fix!
15. **Focus more on living wage jobs than the tourism.** City government work to eliminate empty and or **ran down buildings** most likely not owned by local persons.
16. **[Develop recreational tourism]** No thank you! I am a homeowner. I live next to the salmon creek trails and the tourist season is when I can't/won't use them due to **trash**, loose aggressive dogs and human feces everywhere around these campsites that are everywhere, clean it up/ find this before you invite more people in please.
17. Provide living wage job #1 period.
18. **Encourage recreational tourism** and lodging in the area!
19. **We need recreational tourism** to survive financially and this needs to be communicated to the community at large as without it we have no resources.
20. I get that these goals are deliberately broad, but "creating an atmosphere that is open to business" is **too vague**. Repeating "atmosphere" in the objective shows that the goal needs better articulation.
21. less talk, more action
22. Struggling existing businesses could benefit by providing them with business assessors and counselors.
23. **Tourism is not citizens top priority.** This survey is very leading to that and doesn't allow a true opinion if citizens do not agree with prioritizing tourism.

Resource B: Survey Results

24. The economic sustainability of Oakridge will come as focus is put forward on our city **street repairs**, up lift of our community members with respecting every member has "skin in the game"!
25. **Tourism isn't the only answer**. Sadly the industrial park hadn't delivered. Twenty years of work and volunteering could not replace the logging jobs. Our town is slowly dying.
26. How about an LCC satellite campus with classes , job training, and a space for other events???
27. **The business of tourism does not enhance the quality of life in Oakridge** for most local residents. Those who move here gung ho on building tourism have very little respect for those who've lived here for years. How that works for mutual benefit is difficult to determine.
28. **Keep Hwy58 4 lanes**
29. sell excess properties
30. The city is certainly capable and in control of creating an atmosphere that is open and welcoming to business development. The private sector has the power to set wages and select workers that meet their needs. It is not the city's responsibility to provide training and education, but rather to create relationships with educational institutions and assist with problem solving to make those services accessible for all. Citizens have to play a role in taking the initiative to start businesses, come up with innovations that make a successful product or service, and work in tandem with the city to create a thriving business environment. Recreational tourism seems to be sustaining on its own. Market forces during the Covid pandemic are instructive. Outdoor recreation gear sales are up 400% and RV sales and rentals are up 650% according to Travel Oregon. If Oakridge is selling what they are buying between May and October then businesses will benefit. In the winter months locals don't go out as much and neither do visitors. There is no easy solution to year round sustainable tourism in Oakridge, but there needs to be more of a draw before businesses can afford to be open in the low season.
31. Oakridge needs jobs!!!
32. No
33. I would love for Oakridge to really work out a plan that puts locals first. **Tourism based economies can be degrading**.
<https://www.thecut.com/2019/02/who-killed-tulum.html>
34. Need something other than what is here. There are natural resources that are not being used. Timber, water, hunting fishing to name a few. Timber is rotting and people are worrying about fires. When the forests were shout down, the big fires started. Loggers and the Forest service us to keep the fires smaller by initial attacks. The spotted owl was a big lie set up by the environmentalist to break small towns like Oakridge.
35. There is no true industry or way to generate funds. Without that everything else is a dream.
36. Engage with community partners and stakeholders to improve services for struggling families, and businesses.

Resource B: Survey Results

37. Need to support the businesses that are here. Be more aware of needs - both current and future - and make more responsible choices - i.e. the pot growing businesses of past few years were a real bomb and scam.
38. Hopefully covid-19 will be gone by this time - we don't want tourists during the pandemic
39. More art/ more theme shopping to attract more than the "hit and run" tourist. Example - Joseph, OR (bronze factory)
40. Oakridge does not make a very positive first impression on people - it looks junky.
41. Focus on Oakridge as a mecca for outdoor activities & recreation - biking, hiking, river rafting, etc. Focus on the small town quality of life and the superb access to the outdoors when appealing to new businesses and residents. Focus on sustainability and environmental stewardship. It would be very important that the businesses or industries recruited be environmentally friendly. 2) The rest area and kiosk at Greenwaters Park could be a great asset to let the travelers know what Oakridge offers. A volunteer or at least literature at the kiosk would be great.
42. So few family restaurants are left here. There are no more activity venues for teens or families. No swimming places some years.
43. City of Leavenworth, WA didn't happen overnight.
44. What does atmosphere mean? good goal. How much. How do we know if you are succeeding? 1% increase, 10% increase, 100% increase?

Resource B: Survey Results

Community Livability

Goal 1: Work with community partners to provide recreation, education, and enrichment opportunities for citizens and youth.

Goal 2: Find creative ways to work with public and private partners to increase access to housing.

Goal 3: Seek opportunities to revitalize the city's business corridors and neighborhoods to provide safe and beautiful places to live and work.

Themes:

- Recreation venues (e.g., bowling, skating, arcade, dog park) (8)
- Beautification (8)
- Enforcement (3)
- Restaurants (2)
- Highway 58 (1)
- Comments on wording/survey design (1)
- Non-highway street improvements (1)

Goal: Work with community partners to provide recreation, education, and enrichment opportunities for citizens and youth

Goal: Find creative ways to work with public and private partners to increase access to housing

Goal: Seek opportunities to revitalize the City's business corridors and neighborhoods to provide safe and beautiful places to live and work

Resource B: Survey Results

Themes:

Raw responses:

1. How about a **water play installation** at greenwaters?
2. Fix the **basketball court** in Salmon Creek park
3. Look into community support shelters, to make it possible for the homeless to have safe and warm housing.
4. **Keep all weeds down** in the City of Oakridge
5. Leave **Hwy 58** four lanes alone
6. **A new WAC**. Partnership with the highschool for Seniors.
7. Clean up Oakridge, **enforce fines**, make changes
8. We'll never get families to live in community where there is nothing available for children. **Enforce removal of dangerous, unsightly property** (home on Riverview) **hoarded garbage, weeds and grass 3 ft tall**. Do not continue to allow rentals as Airbnb (short term rentals). Very few homes available for reasonable rent for mid to low income families.
9. (enrichment opportunities for youth) That is what school is for. Parks are important, but our City looks like a dump when businesses and homes are allowed to have junk piled up and not maintain yards.
10. **Continue storefront improvements.**
11. High visibility Hwy advertising for local businesses - show City supports local owned businesses.
12. Get the "pajama boys" off the couch. Deny access to government benefits to those able to work. Mandatory drug testing to those who apply for benefits.
13. We need more **restaurants** for people to eat.
14. Need parks inside City Limits that gives kids a variety of things to do such as **swimming pool, a field for sports, tennis courts, basketball** ect!
15. More entertainment opportunities for the youth: i.e. **bowling, skating, theater, arcade, etc.**
16. We definitely need things for our citizens to do. There used to be a **theater, skating, bowling, etc.**
17. [enrichment opportunities for citizens and youth] school already working on these programs
18. **First goal is an odd combination of general and specific.** Why focus on childcare here? Sounds like the ghost of the old WAC! Speaking of which, a real community center wouldn't be a terrible thing to include here.
19. provide EQUAL levels of priority vice specific focus for specific areas

Resource B: Survey Results

20. "Corridors" also includes Hwy 58 and in its revitalization safety should be number one. Therefore improving the existing sidewalks with additional midway crossings can beautify that "business corridor" sufficiently to attract economic growth.
21. We DESPERATELY need a Recreation Center for our town, Children & Adults, across the lifespan , need a place to exercise and gather (when safe), maybe a childcare facility can be part of the plan. For the HEALTH of our community, please !
22. Work to attract business that is NEEDED in Oakridge.
23. Keep Hwy58 4 lanes
24. ask businesses to refresh their curb appeal. provide more incentive.
25. Professional childcare is an essential but missing link in Oakridge. Everyone seems to want these enrichment activities, but will they pay a fee for them or support fundraising to build this infrastructure? The city needs a strong source of revenue in order to offer the above amenities. I don't think access to housing is the issue. The inventory of housing lacks a range of pricing and configurations. There are no condos, there are no tiny house clusters, and there are a number of dilapidated units that need a visit from the code enforcement team. I believe there is a strong demand for seasonal housing that is not being met. I would like to see an incentive program for developers/builders with input and guidance of the community. All along First Street for example there could be solar power installations because of the open sky. Cottage communities could be encouraged to replace some substandard housing in several areas. There are plenty of creative ways to add housing that could be built in Oakridge. A great opportunity was lost when the council voted against option 1 in the recent TSP proposal. That would have enhanced the hwy 58 corridor substantially. There are others in the community that support moving Oakridge forward to be a beautiful and thriving city. The city parks and future development of the OIP Mill Park have great potential, but a tiny budget. During business closures and Covid restrictions the rest area at Greenwaters park seems very busy. There is one rusty donation box by the community building.
26. Jobs need to come first!!!
27. No
28. Again, my street is full of holes. No new stuff until we fix the old stuff.
29. Support for community food and agriculture.
30. Education and schools have been teaching and indoctrinating students today and have been fore a long time.
31. Without funding there is no reason to dream about anything else
32. Enrichment opportunities should focus on sustainable ways of living, living with the forest, and enrichment towards an overall sense of community.
33. Dog Park!

Resource B: Survey Results

34. Why so many abandoned buildings? **Clean up** Hwy 58 through town - more **arts**, shops to make tourists want to stop. **More restaurants** - more advertising.
35. Oakridge always **looks "shabby"** to traffic passing through. You can't legislate pride, but there has to be some way to incentivize beautification efforts, in both businesses and residential areas.
36. Continue to **beautify and improve streetscapes with landscaping and public art** both on Hwy 58 and Uptown.
37. Quality of life - hard to measure. Increase access to housing - how much? 1%, 10%, 100% - goals need to be idealistic - but measurable.

General Feedback

Other goals or objectives that survey participants would like the City of Oakridge to prioritize over the next five years:

Themes:

- **Beautification** (9)
- Utilities (8)
- **Drugs** (7)
- **Highway 58** (7)
- **Enforcement** (6)
- Non-highway street improvements (6)
- **Recreation venues (e.g., bowling, skating, arcade, dog park)** (4)
- **Distrust of officials** (4)
- **Restaurants** (3)
- **Comments on wording/survey design** (2)
- **No tourism emphasis** (2)
- **Yes tourism emphasis** (1)

Resource B: Survey Results

- No privatization of services (1)

Raw responses:

1. Need to see police out and around **give a few tickets** for speeders on Highway 58 and 1st. St. and other streets
2. What about the **meth problem**? Increase police - start ridding the town of this!!
3. **Have the city workers actually work** instead of standing around and twiddle their thumbs. Oakridge lots and streets look like s***! When 1st. moved here in 96 Oakridge was beautiful now **looks like a slum town**.
4. **Youth activity Centers**! Youth therapy/ youth gardening/ planting events.
5. **Fix the streets**, soon we will have dirt roads again. Then we can ride horses. Make everything **look more upscale**, like Lowell. Force new businesses to build better buildings or storefronts.
6. I have heard this same song for 30 years and there has been no real progress. Seeing is believing.
7. Develop more Senior programs and activities.
8. Lots of people love Oakridge, more food/ **dring/** lodging options. **Take advantage of tourism**, make them stop, not drive through.
9. Focus on public safety, upgrading police and taking criminals off the street!!! Bring quality jobs to the community. Support logging activities in the national forest.
10. We need Communicated to with the City on things that the City decided to do without our Input. Notify us on things are going on. Let us know.
11. Your doing a Great Job
12. Leave **Hwy 58** four lanes alone. **Fix our or some of the side streets**. Make easier for trucks to stop and park.
13. **Do something** about **all of the dumping**, do something that makes owners accountable for upkeep fo their rental properties.
14. **Improve the look of all store fronts** - empty or not. Pick a theme.
15. **Clean up entire town** including neighborhoods. If there are not ordinances in place + vote some in. Recruit volunteers to help City solve this issue. Almost every street in any neighborhood has one or more unsightly or even unsafe homes.
16. We need more public Safety! More traffic officers, lets slow the **speed back down to 35mph**, get money for that by **giving tickets** to speeders.
17. People are not going to want to live and work here if the local County and State police will not do anything about the crime that spawns from **methamphetamine and heroin use**. We as citizens face harsher penalties for protecting our community than these tweakers face for their constant recidivism. This, in my and others opinion, is the biggest problem we face.

Resource B: Survey Results

18. Please repair/ replace damaged guardrails that have been damaged for years. There aren't many...
19. You should take the Oakridge citizens feedback to heart. We need to rely on each other like we did during the snowpocalypse. We need a sense of real community please support the citizens. Not tourism our tourists worry about the citizens first!!
20. No One Lane 58
21. Noise pollution is getting bad, too much loud music or noise is disruptive to a neighborhood. Perhaps fines or citations would help stop it.
22. Employment for residents would be the top thing for me.
23. City streets are in terrible condition - needs replacing in many areas.
24. Random drug testing on City employees on those applying for benefits. Criminal background checks on same.
25. A traffic light at Hwy 58 and W 2nd.
26. This is a small city with the same problems most cities have. While these are admirable they will most likely cost more money then they will bring in.
27. Safety and clean up of downtown. Increase police presence to stop crime.
28. Find out why cancer rate is so high in Oakridge.
29. This is a good fluffy survey, but it doesn't really say anything. We need to improve employment opportunities in town, perhaps some form of manufacturing, maybe masks. We also need something more than biking as a theme for our town. We need a theme for each season. Perhaps we could do something for Easter, then Summer sports, then 4th of July celebration, then something for Halloween, then Thanksgiving, then Christmas. Sure we need to keep improving the quality of life in this town, but we need to improve the employment opportunities to have the funds to do that. Also, I sort of understand why our water cost is so high. Are we not about out of the hole, with the mess we had with the water loan? Did the City just decide they would keep the money, because they could make a better decision on how to spend, our money, than we possibly could? In case you haven't noticed nobody waters their lawns, because it is too expensive. This town will never look like it is a thriving town, until the leaders do something to give the people in this town some hope.
30. More restaurants like pizza, I hope, Little Caesars, what ever you can find.
31. Reduce water rates. Christmas valley residents pay \$52 a month for all their water they can use. Lower rates would allow residents to help keep property beautiful. This would make it more attractive town to live in.
32. City Council not focusing on their own issues. Focus on all of the issues on this paper and no personal agendas. City to manage the funds of this community in a professional manner. City government focus on professional management of City funds and not on personal agendas. Listen to what the community wants and needs!
33. Tiered water and sewage usage charges.

Resource B: Survey Results

34. We need someone to have the job of encouraging or making people have clean camps on our public trail areas. I don't mind people camping until they are leaving behind trash drug paraphanilia, pile of human waste etc! There seems to be no one punishing these slobs for trashing our otherwise beautiful natural areas when they come to visit, making it unusable for permanent residents, please help ensure it is livable for residents before encouraging more visitors, please!
35. More affordable utilities. Help citizens fix homes to be more safe and energy efficient.
36. Most important problem is Crime and Drugs. No one is safe here anymore.
37. Infrastructure includes the water/ sewer plant facilities that must not only be sufficiently maintained but constantly upgraded...especially as the City grows in population
38. Under theme area strong economy - I commute to Cottage Grove for Work. When I come home at 3:30 AM there are always many trucks parked along Hwy 58. I think the Industrial Park area would be a perfect spot for a full blown truck stop/ campus area. Diner, store, showers, rec room, truck/ tire shop. It would cost a ton to start up, but it would be very heavily used.
39. Thank you for your interest in these goals. Oh, dog park area for small dogs. I have 4 and they are bored.
40. These are all good goals, but the survey is somewhat flawed. Most sensible folk will approve all of these goals, but the survey won't show whether they consider them to be the most important goals for the city (this last section isn't adequate to remedy that).
41. Increase police presence and have them interact with our citizens in a positive helpful manner.
42. Over the next 5 yrs... I would like to encourage city council (including Mayor) to treat their position as not just a term to complete. To comprehend what is left behind can be manipulated by a new council so take community input to heart. Acknowledge the history of long term residency counts in the "revitalization" of a modernized rural community-based where some things should remain as-is. Who wants a stranger coming in and rearranging their house!?!
43. Do not screw up Hwy 58. Add a sidewalk in the north side to make it safer for pedestrians. Do not let Ed King destroy TV Butte. Make the medical clinic by Postal Pharmacy repaint their building. Bright blue is beyond offensive.
44. -Improve Transportation for Commuters. Perhaps a Light Rail/Train that runs to Eugene Springfield & LaPine , along the railroad track. Or at least more bus routes/ times.
 - Create a Rec Center/YMCA or partner w LCC to create a satellite campus w Rec Center features!
 - create a Pedestrian bridge at Osprey park linking West Oakridge to the network of Trails and creating a connection to Uptown OR create an easement thru the Gravel Pit property to do the same.
 - takeover the abandoned and Unsafe properties that create Hazards & lower property values
45. Keep Hwy58 4 lanes
46. keep local police fire ambulance services

Resource B: Survey Results

47. Please utilize surveys and data that are accurate and scientifically designed when making decisions. If the council is using anecdotal evidence or social media comments as a resource on some issues, then those data points need to be weighted properly against reliable and valid sources of information. I believe LCOG and the University of Oregon would be able to help design information gathering methods that would produce not only a representative sample of the citizens of Oakridge, but data that will instill confidence in government decisions.
48. Again..... Oakridge needs real jobs. Tourism is fine but cannot sustain this town.
49. This town is one big example of broken window syndrome. **Clean it up**, fix the streets, condemn the **drug houses**. "Poor" does not have to mean "dirty and dangerous".
50. **Infrastructure—water**
Green energy, self-sufficiency
51. Oakridge AIN'T anymore. Oakridge will never be the oakridge it was until something really changes, the dead horse has been beaten scene the mills closed down,
52. A strategic plan to decarbonize the city's buildings and fleet. A strategic plan to become a model of sustainability tourism community.
53. NEVER NARROW **HWY 58**
54. QUIT TRYING TO BE A LITTLE EUGENE
55. Assisted living for seniors and local transportation for shopping
56. **All streets repaired/ repaved** and assessing businesses that use residential streets as business access rd. They should be financially responsible for up keep of the road or not use it for their business.
57. Work on **maintaining our roads** and drainage of rain water on Elder st.
58. Oakridge offers affordable housing for retirees. Focus on the need of those who retire with moderate income. 1. Small sized homes with quality services (heating, water) 2. Improve first line care geriatric/ therapy services. 3. Build a hospice facility. Goal: Attract retired person of moderate wealth who will contribute skills/ talent supporting city services and local tax base
59. As the owner of the house on school st. Oakridge is a nice place but as a former Los Angeles CA plumbers inspector and code enforcement officer to keep things all right. Some people in Oakridge as in places all over the state seems like people don't abide in what it takes to make a property nice you need to do things or it becomes terrible. **You need a real Code Enforcement officer in Oakridge.**
60. We've been here two + years and love it!
61. Focus on details - noxious weeds, fire hydrant clearing, **accumulation of junk**/ cars/ etc. in yards, businesses. Understand that **water rates** are an issue, but look at providing incentives for people to "clean up/ green up." There are missed opportunities to work with the forest service, school district and ODFW. Once again - appearances - just no sense of pride in evidence.

Resource B: Survey Results

62. Lower the crime. Drug use & stealing for their habits. Promote for new businesses! Lower water bills, the price is ridiculous compared to other cities!
63. 1) Recycling! If not curbside at least place receptacles around town. Also, educate visitors about how and where to take cans and bottles with a deposit on them instead of throwing them away. Many visitors are not families familiar with the deposit/ return system.
2) Support public art - more murals, sculptures, etc. These are fiscally challenging times, but this could still be a goal by enlisting students, local volunteers, etc. Perhaps the City could advise local artists on how to apply for grants through the state, Oregon Travel, etc.
3) Better signage on Hwy 58 to direct travelers/ visitors to Uptown/ Old Town.
Thank you for asking for our opinion!
64. All of these goals seem important to me. St. Vinnies is a good organization to partner with. A public swimming pool would be great for kids. City support for the celebrate recovery group which is soon to start. Strong support for our EMTs, police & firemen. Promote a spirit of pride for our community.
65. Increase living wage jobs 30%, increase housing 10%, increase mental health, medical services 50%, increase tourism 20%. Patch all holes in roads within 30 days. Slow traffic down buy increasing enforcement 25%. Improve 10% of city roads and sidewalks. Bring fiber optic/ natural gas into town.
66. Promote more festivals to greenwaters park.

Resource C: Council Pre-Survey Summary



Survey - City Council Goals

Near Term Goals

- Safe streets, i.e., slower traffic on Hwy 58 and other streets
- **Public safety (4)**
- **Sustainable budget (2)**
- High functioning council & committees
- Economic development committee that looks at more than just business development
- Community services (babysitting, preschool, etc) that hinder young families from moving to Oakridge
- Tourism related services
- Infrastructure
- Rehabilitation of the Hwy 58 corridor to help promote the economic development
- Bring in family wage jobs that are not dependant upon tourism



Survey - City Council Goals

Mid-term goals for Oakridge (3-5 years)

- **Business development (2)**
- Family services and youth enrichment opportunities
- Recreation accessibility
- Rehab City infrastructure
- Rehab Green Waters stage and other facilities
- Public safety
- Clean up neighborhoods and along Hwy 58
- Encourage developments
- Continue to revitalize the "Uptown area"
- **Improve City streets & ADA (2)**

Resource C: Council Pre-Survey Summary



Survey - City Council Goals

Long-term goals for Oakridge (5+ years)

- New businesses
- **Affordable housing (2)**
- Housing development
- All streets repaired
- **More employment opportunities (2)**
- Model community for emergency preparedness, wildfire, and smoke risk reduction
- **Infrastructure/facilities improvements (2)**
- Improve the quality of life for the residents
- Promoted tourism industry
- public safety
- Healthy economy
- City financially stable



Themes

Safe Community (12)

Responsive Government (7)

Strong Economy (12)

Community Vitality (8)

Resource D: Scorecard with Tasks

Oakridge Strategic Plan Scorecard

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OBJECTIVE	TASK	WHO	STATUS	PRIORITY	START DATE	END DATE	METRIC	TARGET	% DONE	FIXED COST	ESTIMATED HOURS	ACTUAL HOURS
STRATEGIC THEME AREA: SAFE COMMUNITY							DELIVERABLES	COST/HOURS				
Goal #1: Ensure a safe community by partnering to protect people, property and the environment									14.44%	0	40	0
1	Educate and involve community in efforts to improve community safety and reduce crime		In Progress	Medium	11/10/20	11/10/20	1 active neighborhood watch group	100%	0%	\$0.00	0	0
	Create a neighborhood watch program	Safety Committee, OPD	In Progress	Medium	11/10/20	4/1/21	1 active neighborhood watch group	100%	10%	\$0.00	40	0
	Create a citizen speed gun program	OPD, Safety Committee	In Progress	Low	10/15/20	1/2/25	4 days per month	100%	10%	\$0.00	0	0
2	Increase access to medical, mental health and social services		Not Yet Started	High	11/9/20	11/20/20	1 clinic per month	100%	0%	\$0.00	0	0
	Establish a Monthly Mental Health Clinic	CA	Not Yet Started	Medium	10/20/20	11/1/24	1 clinic per month	100%	0%	\$0.00	0	0
	Apply for grant funding for a new community center	CA, Volunteer, P&CS Committee	Not Yet Started	Medium			Progress toward obtaining funding and beginning construction	100%	0%	\$0.00	0	0
3	Become a model community for emergency preparedness, wildfire, and smoke risk reduction		In Progress	Medium	11/12/20	11/20/20	All programs operating effectively	100%	0%	\$0.00	0	0
	Work with state, local and federal partners to implement the Oakridge Air program	Admin, Contractor	In Progress	High	11/9/20	11/10/24	All programs operating effectively	100%	60%	\$0.00	0	0
	Finalize and exercise Oakridge Emergency Response Plan	CA, Safety Committee	In Progress	Medium	10/1/19	12/31/25	Have a current and tested plan.	100%	50%	\$0.00	0	0
STRATEGIC THEME AREA: SAFE COMMUNITY							DELIVERABLES	COST/HOURS				
Goal #2: Provide efficient, sustainable services for public safety									6.36%	0	0	0
1	Improve street safety		In Progress	High	11/1/20	11/10/20	Citations issued per month above three year rolling average.	100%	0%	\$0.00	0	0
	Reduce speeding through enforcement	OPD	In Progress	Low	11/10/20	11/14/25	Citations issued per month above three year rolling average.	100%	0%	\$0.00	0	0
	Add sidewalks and bike lanes	CA, P&CS Committee	In Progress	High	11/11/20	11/20/25	Number of projects initiated	100%	0%	\$0.00	0	0
	Install speed advisory signs	PW & OPD	In Progress	High	7/1/20	1/1/21	Progress towards two speed advisory signs being installed	100%	30%	\$0.00	0	0
2	Expand transportation services within the community and for commuters		In Progress	Medium	11/12/20	11/20/20	Number of CMAC funded projects	100%	0%	\$0.00	0	0
	Explore CMAC funding options	CA	On Hold	High	11/9/20	11/10/20	Number of CMAC funded projects	100%	0%	\$0.00	0	0
	Coordinate with LTD to produce a mutual improvement plan	CA	In Progress	Medium	3/1/20	1/2/22	Changes made to improve service	100%	5%	\$0.00	0	0
	Establish a plan to create an passenger rail stop in Oakridge		In Progress	Low	7/15/2019	12/31/2025	Progress on concept, funding and construction of station	100%	10%	\$0.00	0	0
3	Recruit volunteers for emergency services		Not Yet Started	Low	11/10/20	11/14/20	Number of qualified volunteers recruited	100%	0%	\$0.00	0	0
	Improve advertising plan	CA & OFD	In Progress	Medium	11/9/20	3/20/21	Number of qualified volunteers recruited	100%	10%	\$0.00	0	0
	Revise the OFD training program	OFD	In Progress	Medium	9/12/20	1/20/21	Progress towards completion.	100%	15%	\$0.00	0	0

STATUS KEY	PRIORITY KEY
On Hold	Low
Not Yet Started	Medium
In Progress	High
Complete	

Resource D: Scorecard with Tasks

Oakridge Strategic Plan Scorecard

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STATUS KEY

PRIORITY KEY

On Hold

Low

OBJECTIVE	TASK	WHO	STATUS	PRIORITY	START DATE	END DATE	METRIC	TARGET	% DONE	FIXED COST	ESTIMATED HOURS	ACTUAL HOURS
	COMPLETED						DELIVERABLES				COST/HOURS	

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OBJECTIVE	TASK	WHO	STATUS	PRIORITY	START DATE	END DATE	METRIC	TARGET	% DONE	FIXED COST	ESTIMATED HOURS	ACTUAL HOURS
STRATEGIC THEME AREA: RESPONSIVE GOVERNMENT							DELIVERABLES	COST/HOURS				
Goal #1: In an open and transparent manner, effectively deliver services that citizens need, want, and support									5.00%	0	0	0
1	Improve consistency and reliability of City communications		In Progress	High	11/9/20	11/10/21		100%	7%	\$0.00	0	0
	Improve the City website to better serve citizens and inform the public	CA, Admin Committee	In Progress	Medium	11/10/20	11/14/21	Beneficial changes implemented	50%	10%	\$0.00	0	0
	Develop strategic communications plan/policy including identification of online and community communication venues	CA, Econ Dev, Admin Committee	In Progress	Medium	11/11/20	11/20/21	Progress toward a completed plan	100%	0%	\$0.00	0	0
	Speak with one voice across multiple modes and platforms for both regular business and special projects	City Council, CA	In Progress	Medium	11/12/20	11/20/21	Compliance with the above stratoom plan	100%	10%	\$0.00	0	0
2	City council work to promote a positive work environment for City staff		Not Yet Started	High	11/9/20	11/10/22		100%	3%	\$0.00	0	0
	Provide staff the tools they need to do their jobs adequately and efficiently	City Council, CA	In Progress	High	7/15/19	11/20/22	Number of systems in need of update or replacement	100%	10%	\$0.00	0	0
	City Council will provide clear policy direction through resolutions and ordinances	City Council, Committees	In Progress	High	7/15/19	12/1/25	Processed resolutions and ordinances	100%	0%	\$0.00	0	0
	Recognize staff publicly for the valuable services they provide the community	City Council, CA, Department Heads	Not Yet Started	Low			Establish awards system	100%	0%	\$0.00	0	0
3	Leverage volunteer time wisely							100%	0%			
	Better coordinate across multiple volunteer groups and efforts	City Council, CA	Not Yet Started	Medium			Create a volunteer webpage summarizing available projects	100%	0%	\$0.00	0	0
4	Modernize City guiding documents, policies and procedures							100%	0%			
	Measure and evaluate performance and progress	CA	In Progress	Medium	12/31/20	12/1/22	Number of quarterly scorecard briefings to City Council	100%	0%	\$0.00	0	0
	Continue to move documents to the cloud and website	CA	In Progress	Medium	7/15/2020	12/1/25	Percentage of department critical documents moved to cloud, network drive or website	100%	0%	\$0.00	0	0
	Revise City Charter	Admin Committee, City Council, CA	In Progress	High	11/19/20	11/1/22	Progress towards charter revision being on the November 2022 ballot.	100%	0%	\$0.00	0	0
STRATEGIC THEME AREA: RESPONSIVE GOVERNMENT							DELIVERABLES	COST/HOURS				
Goal #2: Provide facilities and infrastructure that support current and future needs									22.50%	0	0	0
1	Invest in City infrastructure where needed		On Hold	High	11/9/20	11/10/20		100%	0%	\$0.00	0	0
	Water and waste water improvements		In Progress	High	11/10/20	11/14/20	Obtain funding and schedule improvements by phase	50%	10%	\$2M	0	0
	Street repairs		In Progress	High	11/11/20	11/20/20	Obtain funding and schedule street repavings.	100%	40%	\$0.00	0	0
	Work with service providers to develop affordable, accessible fiber optic infrastructure across the entire community		In Progress	Low	11/12/20	11/20/23	Percentage of the community with access to fiber	100%	50%	\$0.00	0	0
	Explore CMAC funding options		On Hold	High	11/9/20	11/10/21	Number of CMAC funded projects scheduled	100%	10%	\$0.00	0	0

STATUS KEY	PRIORITY KEY
On Hold	Low
Not Yet Started	Medium
In Progress	High
Complete	

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STATUS KEY
On Hold

PRIORITY KEY
Low

OBJECTIVE	TASK	WHO	STATUS	PRIORITY	START DATE	END DATE	METRIC	TARGET	% DONE	FIXED COST	ESTIMATED HOURS	ACTUAL HOURS
	Develop Council approved capital investment priority list		In Progress	Medium	11/10/20	6/30/21	Sharing and approval of staff list in the FY21-22 budget cycle	100%	25%	\$0.00	0	0
STRATEGIC THEME AREA: RESPONSIVE GOVERNMENT							DELIVERABLES			COST/HOURS		
Goal #3: Manage finances in a fiscally responsible manner ensuring long term financial stability								13.70%		0	0	0
1	Stabilize funding for emergency services		In Progress	High	11/9/20	11/10/20		100%	23%	\$0.00	0	0
	Review funding and coverage area for fire and EMS		In Progress	High	11/10/20	6/30/21		100%	20%	\$0.00	0	0
	Conduct in-depth feasibility study for districting		Not Yet Started	Medium	11/11/20	11/20/23		100%	0%	\$0.00	0	0
	Review funding and coverage area for police services		In Progress	Medium	11/12/20	11/20/20		100%	50%	\$0.00	0	0
2	Operate within a Balanced budget		In Progress	High	11/9/20	11/10/20		100%	10%	\$0.00	0	0
	Refine the zero-based budgeting effort		In Progress	High	2/1/20	6/30/21		100%	0%	\$0.00	0	0
	Ensure revenues = expenditures		In Progress	High	2/1/20	6/30/21		100%	20%	\$0.00	0	0
3	Develop a reserve fund for future expenditures		In Progress	Medium	11/11/20	11/20/20		100%	0%	\$0.00	0	0
	Establish and fund a capital contingency line item.		Complete	Medium	11/12/20	11/20/20		100%	0%	\$0.00	0	0
	<i>Details of task here</i>											
COMPLETED							DELIVERABLES	COST/HOURS				

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Oakridge Strategic Plan Scorecard

OBJECTIVE	TASK	WHO	STATUS	PRIORITY	START DATE	END DATE	METRIC	TARGET	% DONE	FIXED COST	ESTIMATED HOURS	ACTUAL HOURS
STRATEGIC THEME AREA: STRONG ECONOMY							DELIVERABLES	COST/HOURS				
Goal #1: Improve the City's economy by focusing on increasing living-wage jobs, training, and education opportunities for Oakridge residents									34.29%	\$120,000	0	0
1	Grow existing businesses and recruit new businesses		On Hold	High	11/9/20	11/10/20		100%	0%	\$0.00	0	0
	Fund and connect RAIN to entrepreneurs	City Council, CA, RARE position	In Progress	Low	7/15/19	6/30/22	Number of participants in RAIN workshops	100%	100%	\$0.00	0	0
	Support Chamber of Commerce	City Council, CA, RARE position	In Progress	High	11/11/20	11/20/25	BOD participation, funding provided	100%	100%	\$0.00	0	0
	Utilize OEDAC to implement City economic development priorities	OEDAC	Not Yet Started	Medium	11/12/20	3/20/21	City Council adopted list of priorities.	100%	0%	\$0.00	0	0
2	Fill the OIP with businesses that provide living wage jobs		In Progress	High	11/9/20	11/10/20		100%	0%	\$0.00	0	0
	Increase the number of shovel ready lots	OEDAC, CA, Public Works	In Progress	High	7/1/20	6/30/22	Number of lots with services available.	100%	40%	\$120,000.00		
	Explore options to add leasable buildings	OEDAC	Not Yet Started	Medium	7/1/21	6/30/22	Progress towards building completion	100%	0%			
STRATEGIC THEME AREA: STRONG ECONOMY							DELIVERABLES	COST/HOURS				
Goal #2: Sustainably develop and market the recreational tourism industry in a way that benefits local business and residents									2.14%	0	0	0
1	Develop tourist amenities and services in collaboration with businesses and partners		In Progress	Medium	11/9/20	11/10/25		100%	0%	\$0.00	0	0
	Support efforts to expand and add businesses that serve the recreation tourism industry	Chamber of Commerce, CA, RARE position	In Progress	Medium	11/10/20	11/14/25	Increase in tourism benchmarks	100%	0%	\$0.00	0	0
	Work with economic development partners to identify funding and investors to develop the tourism infrastructure	CA, RARE position, Chamber of Commerce, OEDAC	In Progress	High	11/11/20	11/20/25	Obtain funding and support external infrastructure opportunities	100%	15%	\$0.00	0	0
2	Work with recreation businesses and partners to extend the tourism season		In Progress	Medium	11/12/20	11/20/20		100%	0%	\$0.00	0	0
	Support Chamber and Travel Lane to market tourism across all seasons and types of recreation/ activities	CA, RARE position	In Progress	High	11/9/20	11/10/25	Increase in off-season tourism	100%	0%	\$0.00	0	0
	Participate in the SWFC Recreation committee to work with the Forest Service to find ways to strengthen the local recreation economy	RARE position, City Council representative	Not Yet Started	Low	11/10/20	11/14/25	Increase in overall tourism, broadened recreational opportunities.	100%	0%	\$0.00	0	0
	Work with businesses to improve feasibility of year-round operations	RARE position, Chamber of Commerce	In Progress	Medium	11/11/20	11/20/22	Increase in number of businesses operating successfully off season.	100%	0%	\$0.00	0	0
STRATEGIC THEME AREA: STRONG ECONOMY							DELIVERABLES	COST/HOURS				
Goal #3: Improve the city's economy by creating an atmosphere that is open to business									1.43%	0	0	0
1	Provide an atmosphere that is open and welcoming to business/economic growth		In Progress	High	11/9/20	11/10/20		100%	0%	\$0.00	0	0
	Work with agency partners such as Lane County Economic Development and Travel Lane County to develop an economic development and marketing strategy	OEDAC, RARE position, City Council, Chamber	In Progress	Medium	11/10/20	11/14/21	City Council adoption of an effective strategy	50%	0%	\$0.00	0	0

STATUS KEY	PRIORITY KEY
On Hold	Low
Not Yet Started	Medium
In Progress	High
Complete	

Resource D: Scorecard with Tasks

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OBJECTIVE	TASK	WHO	STATUS	PRIORITY	START DATE	END DATE	METRIC	TARGET	% DONE	FIXED COST	ESTIMATED HOURS	ACTUAL HOURS
	Review of design standards for the highway commercial district and uptown.	Planning Commission, City Council	In Progress	Medium	11/11/20	11/20/21	Progress toward a reaffirmed or revised design standards.	100%	10%	\$0.00	0	0
2	Improve the city's economy by focusing on ways to increase and support new businesses		Not Yet Started	High	11/9/20	11/10/20		100%	0%	\$0.00	0	0
	Staff Economic Development Coordinator work with the Chamber of Commerce to identify barriers to businesses and develop a barrier removal plan.	City Staff, Chamber, OEDAC	Not Yet Started	Low	11/10/20	7/30/21	Progress toward a published plan.	100%	0%	\$0.00	0	0
3	Market the Oakridge Industrial Park		In Progress	Medium	11/11/20	11/20/20		100%	0%	\$0.00	0	0
	Hire a commercial realtor to list and advertise OIP properties.	CA, OEDAC, RARE position	In Progress	Medium	11/12/20	3/20/21	Realtor of Record onboard.	100%	0%	\$0.00	0	0
	List properties in the Oregon Prospector and similar publications in region.	RARE position	Not Yet Started	Medium	11/20/20	3/20/21	Number of listings.	100%	0%	\$0.00	0	0
COMPLETED							DELIVERABLES			COST/HOURS		

STATUS KEY
On Hold

PRIORITY KEY
Low

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STRATEGIC THEME AREA: COMMUNITY LIVABILITY							DELIVERABLES	COST/HOURS				
Goal #1: Work with community partners to provide recreation, education, and enrichment opportunities for citizens and youth									20.17%	0	0	0
1	Maintain and improve infrastructure and facilities that enhance quality of life for residents		Not Yet Started	High	11/9/20	11/10/20		100%	0%	\$0.00	0	0
	Review opportunities for community center (services & events)	P&CS Committee, CA	Not Yet Started	Low	11/10/20	11/14/25	Progress toward a funded project.	50%	0%	\$0.00	0	0
	<i>Details of task here</i>		In Progress	High	11/11/20	11/20/20		100%	10%	\$0.00	0	0
	<i>Details of task here</i>		In Progress	Medium	11/12/20	11/20/20		100%	60%	\$0.00	0	0
2	Support efforts to increase quality childcare and before and after school programs		On Hold	High	11/9/20	11/10/20		100%	11%	\$0.00	0	0
	<i>Details of task here</i>											
3	Foster positive conversations and culture within Oakridge											
	Continue to offer community forums at the Oakridge Library	Librarian, Library Board	In Progress	High	11/20/20	11/20/25	Number of forums and attendance above average.	100%	40%	\$0.00	0	0
	Continue to offer Art in Public Spaces	Arts Council, Volunteers	In Progress	Medium	11/20/20	11/20/25	Expansion of locations showing art.	100%	50%	\$0.00	0	0
STRATEGIC THEME AREA: COMMUNITY LIVABILITY							DELIVERABLES	COST/HOURS				
Goal #2: Find creative ways to work with public and private partners to increase access to housing									10.13%	0	0	0
1	Explore options for workforce housing		On Hold	High	11/9/20	11/10/20		100%	0%	\$0.00	0	0
	Identify city owned properties that can be used/ converted to residential use		Not Yet Started	Low	11/10/20	11/14/20		50%	0%	\$0.00	0	0
	Short term housing policy		In Progress	High	11/11/20	11/20/20		100%	10%	\$0.00	0	0
	Explore incentives for property owners to become landlords		In Progress	Medium	11/12/20	11/20/20		100%	60%	\$0.00	0	0
2	Work with community members, agencies and nonprofits to increase options for affordable housing for vulnerable residents		On Hold	High	11/9/20	11/10/20		100%	11%	\$0.00	0	0
	Partner with organizations such as H4H, homes for good		Not Yet Started	Low	11/10/20	11/14/20		100%	0%	\$0.00	0	0
	Fostering relationships with service and housing agencies		In Progress	Medium	11/9/20	11/20/20		100%	0%	\$0.00	0	0
3	Review housing inventory for current and future needs		Complete	Medium	11/12/20	11/20/20		100%	0%	\$0.00	2	2
	Identify properties that need to be brought to code so that they are livable							100%	0%	\$0.00	0	0
	Work with property owners and bank owned properties to find alternative uses							100%	0%	\$0.00	0	0
	Fostering relationships with service and housing agencies							100%	0%	\$0.00	0	0
STRATEGIC THEME AREA: COMMUNITY LIVABILITY							DELIVERABLES	COST/HOURS				
Goal #3: Seek opportunities to revitalize the City's business corridors and neighborhoods to provide safe and beautiful places to live and work									10.13%	0	0	25
1	Revitalize and beautify business corridors		On Hold	High	11/9/20	11/10/20		100%	0%	\$0.00	0	25
	Work with property owners and bank owned properties to find business uses	OEDAC, Chamber of Commerce	Not Yet Started	Low	11/10/20	11/14/20		50%	0%	\$0.00	0	0
	Work with partners/ agencies to assist business owners to do improvements		In Progress	High	11/11/20	11/20/20		100%	10%	\$0.00	0	0
	<i>Details of task here</i>		In Progress	Medium	11/12/20	11/20/20		100%	60%	\$0.00	0	0
2	Continue to improve and market City parks		On Hold	High	11/9/20	11/10/20		100%	11%	\$0.00	0	0

STATUS KEY	PRIORITY KEY
On Hold	Low
Not Yet Started	Medium
In Progress	High
Complete	

Resource D: Scorecard with Tasks

Oakridge Strategic Plan Scorecard

MISSION: The City of Oakridge is committed to the delivery of effective, courteous, and responsive services. Citizens and employees are treated with fairness, dignity, and respect. Civic and employee pride are accomplished through constant pursuit of excellence and a workforce that values and reflects the diversity of the Oakridge community.

VISION: Oakridge, a safe close knit town nestled in the beautiful Cascade foothills, surrounded by trails, where community isn't just a word but a way of life.

STATUS KEY
On Hold

PRIORITY KEY
Low

OBJECTIVE	TASK	WHO	STATUS	PRIORITY	START DATE	END DATE	METRIC	TARGET	% DONE	FIXED COST	ESTIMATED HOURS	ACTUAL HOURS
	Implement the OIP parks plan	Parks Committee	Not Yet Started	Low	11/10/20	11/14/20		100%	0%	\$0.00	0	0
	Leverage community partners to seek grant opportunities	Parks Committee	In Progress	Medium	11/11/20	11/20/20		100%	0%	\$0.00	0	0
3	Utilize vacant properties		Complete	Medium	11/12/20	11/20/20		100%	0%	\$0.00	0	0
	Identify derelict properties and proactively work with owners to rehab or develop		Not Yet Started	Low	11/10/20	11/14/20		100%	0%	\$0.00	0	0
	Work with property owners and bank owned properties to find alternative uses		Not Yet Started	Low	11/10/20	11/14/20		100%	0%	\$0.00	0	0

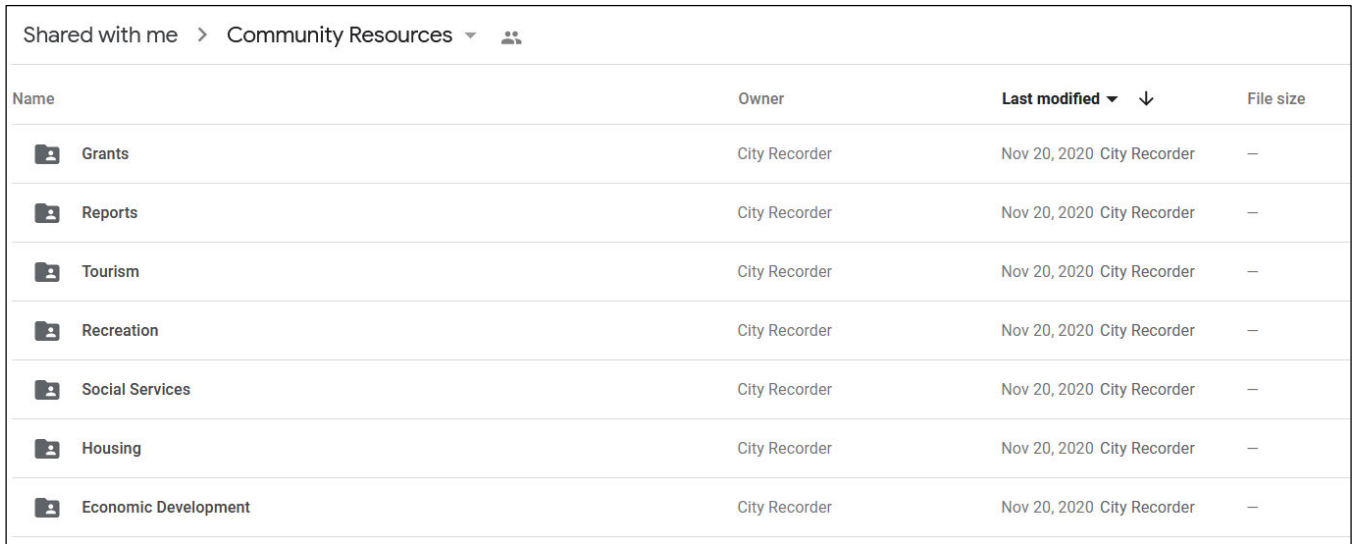
COMPLETED

DELIVERABLES








COST/HOURS

Resource E: Shared Resources Folder Map

One idea that came out of the ad hoc committee meetings was to create a framework for collecting resources to be shared with partners of the City, particularly for strategic goals that depend on engagement with private and non-profit organizations. This screenshot shows the Google Drive file folder organization.



The screenshot shows a Google Drive interface for a folder named 'Community Resources'. The breadcrumb path is 'Shared with me > Community Resources'. Below the breadcrumb is a table listing folders. Each folder has a person icon, a name, an owner, a last modified date, and a file size. All folders are owned by 'City Recorder' and were last modified on 'Nov 20, 2020'. The file size for all folders is indicated as '—'.

Name	Owner	Last modified ▼ ↓	File size
 Grants	City Recorder	Nov 20, 2020 City Recorder	—
 Reports	City Recorder	Nov 20, 2020 City Recorder	—
 Tourism	City Recorder	Nov 20, 2020 City Recorder	—
 Recreation	City Recorder	Nov 20, 2020 City Recorder	—
 Social Services	City Recorder	Nov 20, 2020 City Recorder	—
 Housing	City Recorder	Nov 20, 2020 City Recorder	—
 Economic Development	City Recorder	Nov 20, 2020 City Recorder	—

Business of the City Council

City of Oakridge, Oregon

December 3, 2020

**Agenda Title: City of Oakridge Social
Media Policy**

Agenda Item No: 13.2

**Exhibits: (1) Resolution 24-2020
(2) Social Media Policy**

**Proposed Council Action: A motion from
the floor to approve Resolution 24-2020.**

Agenda Bill Author: Bryan Cutchen

ISSUE: Technology has become an everyday part of the workplace. Computers and the internet are now standard workplace tools. In a very short span of time, social media has evolved from a technological fad to a potentially long-term, effective communication option for cities. Cities should develop a comprehensive email and social media use policy to manage legal risks such as violations of public records law and protections on free speech.

FISCAL IMPACT: None.

OPTIONS: (1) Approve Resolution 24-2020.
(2) Do not approve Resolution 24-2020.

RECOMMENDATION: Staff recommends option 1.

RECOMMENDED MOTION: I move we approve Resolution 24-2020, a resolution adopting the City of Oakridge Social Media Policy.

CITY OF OAKRIDGE

RES. 24-2020

A RESOLUTION ADOPTING THE CITY OF OAKRIDGE SOCIAL MEDIA POLICY FOR THE USE OF SOCIAL MEDIA FOR CITY BUSINESS.

WHEREAS, the City of Oakridge, Oregon ("City") recognizes the need for use of social media to promote public awareness and boost participation of the City's programs, policies and services; and

WHEREAS, the City recognizes the inexpensive and effective method and popularity of the use of various social media platforms, including (but not limited to) Facebook, YouTube, LinkedIn, Instagram, or Flickr, (collectively "Social Media") by and amongst City elected officials and officers, City employees, and the public; and

WHEREAS, the City has determined that a Social Media Policy provides greater efficiency in government by outlining the procedure and expectations of the City's use and presence on Social Media; and

WHEREAS, the City Council has determined that adopting a Social Media Policy serves a municipal and public purpose,

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF OAKRIDGE AS FOLLOWS:

Section 1. Adoption of City Social Media Policy.

The City Council hereby adopts the City's Social Media Policy, attached hereto and by this reference incorporated herein.

Section 2. Effective Date.

This Resolution shall become effective upon final adoption by the City Council.

PRESENTED AND PASSED this 3rd day of December, 2020.

Jackie Sims, Assistant City Recorder

APPROVED by the Mayor this _____ (date).

Kathy Holston, Mayor

City of Oakridge

Email and Social Media Policy

December 2020



FOREWORD

Technology has become an everyday part of the workplace. Computers and the internet are now standard workplace tools. In a very short span of time, social media has evolved from a technological fad to a potentially long-term, effective communication option for cities. The City of Oakridge desires to develop a comprehensive email and social media use policy to manage legal risks such as violations of public records law and protections on free speech. This policy does not address the off-duty private use of email and social media accounts that does not relate to public business. However, emails and social media posts are considered public records if they relate to the city's business regardless if the email is sent from, or the social media is posted from a private account. Thus, these public records must be properly retained pursuant to the city's records retention policy. Additionally, cities may not restrict an individual's First Amendment free speech rights by regulating the content of their social media posts. The City of Oakridge may, however, regulate the time, place, and manner in which free speech is permitted and thus, manage public comments on the city's social media accounts accordingly.

MODEL EMAIL AND SOCIAL MEDIA POLICY

Part I: Email

Use

1. Each staff member and official will be assigned a unique email address that is to be used while conducting city business via email. The unique email address assigned to an employee is the property of the city. An individual may only use their assigned email address while employed by the city.
2. The city retains the right to intercept, monitor, review and disclose any and all messages composed, sent or received.
3. All email systems are city property. All messages stored on city systems or composed, sent or received by any staff or official are the property of the city. Furthermore, all messages composed, sent or received by any person using city-provided equipment are property of the city. Emails are not the property of any employee or official.
4. Email systems are intended to be used primarily for business purposes. Any personal use must not interfere with normal business activities, must not involve solicitation, and must not be associated with any for-profit business activity.¹ All messages sent by email are city records.
5. The use of privately owned email accounts for sending and receiving work related email messages is highly discouraged. However, if these resources are used for work-related purposes, the user must transfer all work-related messages to a city-owned system or network and must realize that these private accounts may be subject to public disclosure and retention requirements.
6. All communications via email in connection with the transaction of public business constitute public records except under certain circumstances. Electronic communications, like other public records, must be available upon request to any individual, agency or others outside the organization, unless the information is legally exempt from disclosure.
7. Except as specifically designated below, city staff and officials are prohibited from using City email accounts to send or receive:
 - a. Information about actual or potential claims and litigation involving the city;
 - b. The intellectual property of others, without written permission;
 - c. Photographs of employees or members of the public, without written permission;

¹ Cities who wish to limit email use to business purposes only should replace this language with the following: "Email systems are to be used for business purposes only. Personal use of city email systems is strictly prohibited."

- d. Any personal, sensitive or confidential information;
- e. Computer viruses or other harmful programs;
- f. “Chain letters” or junk mail;
- g. Material or comments that are derogatory to any individual or group, or of a defamatory, threatening or harassing nature;
- h. Racist, sexist and other disparaging language about a group of people;
- i. Obscene, pornographic, offensive or illegal materials or links;
- j. Sexual comments about, or directed to, anyone; or
- k. Any communication for any other purpose which is illegal, against city policy, or contrary to the city’s interest.

This prohibition does not apply to attorney-client communications between city staff and officials and the city attorney or other city staff and officials designated to assist with legal matters.

Records Retention:

1. The city must maintain and preserve records in compliance with the Oregon Public Records Law. The Public Records Law applies regardless of whether the email communication is sent from a public or private email address.
2. The retention of records stored in electronic systems, including email, is governed by the city’s retention schedule and OAR Chapter 166, Division 200. If you have a question regarding the retention of a record, please contact the city recorder.
3. An email inbox should not be used for storage. The email should be printed or stored electronically and put into the appropriate file. However, email related to a current project or issue may be retained on the system as a reference tool. Once the project is completed or the issue resolved, the user should transfer all relevant email to the appropriate file and delete the email from their inbox.

Security Precautions

1. Viruses and other malicious code can spread quickly if appropriate precautions are not taken:
 - a. Be suspicious of messages sent by people not known by you.
 - b. Do not open attachments unless they were anticipated by you.

- c. Disable features in emails that automatically preview messages before opening them.
- d. Do not forward chain letters; simply delete them.

Any staff member in violation of this email policy is subject to disciplinary action pursuant to the city's personnel manual, including but not necessarily limited to termination.

Part II – Social Media

Use

1. “Social media” includes blogs, Facebook, Twitter, YouTube and other similar accounts.
2. The city shall identify those employees authorized to use social media on behalf of the city. Only those employees who are authorized shall engage in social media activities on behalf of the city. The city manager shall maintain a list of authorized social media users.
3. All social media accounts shall be created using a city-issued email address, whenever possible.² This will ensure that:
 - a. Personal and professional communications are separated;
 - b. The city can back up public conversations because the city owns and controls the email address;
 - c. The city can access the site when the employee is out on vacation or otherwise away from the office or leaves employment with the city; and
 - d. The city can determine that the site is legitimately the city’s and not a rogue site generated from a private email address.
4. The city shall notify users and visitors to the social media site that the purpose of the site is to facilitate communication between the city and the public. Each site shall contain the following message:

This site is created by the city of Oakridge. This site is intended to serve as a mechanism for communication between the public and the city of Oakridge on all topics relevant to city business. The city of Oakridge reserves the right to remove comments or postings that violate any applicable laws. A list of content that will be removed may be viewed at: https://www.ci.oakridge.or.us/sites/default/files/fileattachments/administrative_services/page/14121/social_media_user_guidelines.pdf. Postings to this site are public records of the city of Oakridge and may be subject to disclosure under the Oregon Public Records Law.

The city of Oakridge does not endorse or sponsor any advertising posted by the social media host, that the social media is a private site, or the privacy terms of the site apply. The city of Oakridge does not guarantee reliability and accuracy of any third-party links.

² Some social media sites, such as Facebook, prohibit creation of a government “page” without the use of a personal account. In those instances, the city should provide a process for transition of page management in the event the person holding the primary personal account associated with the page leaves the city.

5. Where possible, all social media sites will display the city's logo for consistency and authenticity.
6. Social media posts are considered public records if posts are made on an official city account; *or* on a city staff member or official's private account which makes or receives comments on city matters.
7. The city and its employees and officials shall not discriminate against public speech based on content or viewpoint. The city, its staff and its officials may not engage in viewpoint discrimination. All persons who wish to "friend," "follow," "re-tweet," etc. must be allowed to do so.
8. The following content posted by the public may be removed:
 - a. Comments not topically related to the particular article being commented upon;
 - b. Comments in support of or opposition to political campaigns or ballot measures;
 - c. Profane language or content;
 - d. Content that promotes, fosters or perpetuates discrimination upon the basis on race, religion, gender, gender identity, marital status, familial status, national origin, age, mental or physical disability, sexual orientation, source of income, or other protected status under applicable law;
 - e. Inappropriate sexual content or links to inappropriate sexual content;
 - f. Solicitations of commerce, *e.g.*, ads;
 - g. Conduct or encouragement of illegal activity;
 - h. Private and confidential information;
 - i. Information that may tend to compromise the safety or security of the public or public systems; or
 - j. Content that violates a legal ownership interest of any other party.

These guidelines shall be displayed to all users or made available by hyperlink. Any content removed must be retained, including the time, date and identity of the poster when available.

Personal Social Media Accounts

Elected officials are not permitted to use their personal social media account as an extension of their office to carry out their official duties or solicit public views about support.

All city officials and employees may have personal social media sites. These sites should remain personal in nature and be used to share personal opinions or non-work related information. Following this principle helps ensure a distinction between sharing personal and city views.

City officials and employees must never use their city e-mail account or password in conjunction with a social media site. The following guidance is for agency employees who decide to have a personal social media or who decide to comment on posts about official city business:

1. State your name and, if relevant, role, when discussing agency business;
2. Use a disclaimer such as: “The postings on this site are my own and don’t reflect or represent the opinions of the agency for which I work.”

If social media is used for official agency business, the entire agency site, regardless of any personal views, is subject to best practice guidelines and standards.

Records Retention

1. The city must maintain and preserve social media records in compliance with the Oregon Public Records Law. The Public Records Law applies regardless of whether the social media site is hosted by the city or a third party.
2. Those engaged in social media activities must be familiar with the city’s records retention schedule. Any posted original content that is not a copy of a preexisting city record must be captured and retained by saving a copy and providing it to the city’s records custodian.
3. Social media content shall be retained by composing and retaining message in local software and noting the time and date posted, or by capturing screenshots of the post once it is on the page.³
4. Non-Original Social Media Content Maintained Elsewhere
Any posted content that is a copy of a city record that exists in another location does not need to be separately preserved, provided that the original content is being retained in compliance with the appropriate city retention schedule and media preservation requirements. Employees should use social media applications exclusively as a mechanism for providing the public with links or references to content that is maintained as an official city record elsewhere. Links or references posted to social media accounts are considered convenience

³ The city may utilize third party software that can coordinate multiple social media accounts and capture social media content automatically for a city.

copies which need to be retained only “as needed” or “until superseded.”

5. Original Social Media Content

Any posted original content that constitutes a city record and that is not preserved and retained elsewhere in compliance with the appropriate city retention schedule, must be captured by the city and retained according to the appropriate schedule and preservation requirements. The person who posts the content is responsible for retaining and preserving the record.

a. Speeches/Statements/News Releases/Program Activity Records

Content that contains written or photographed accounts of a city event, or summary of such events posted to social media are considered statements and reports for retention purposes and should be retained generally for two years from the time they are “published.” If these posts contain policy or historically significant content, they must be retained permanently.

b. Correspondence

Incoming messages from the public that arrive via the city’s social media account should be treated as correspondence. Messages completely unrelated to the city’s activities does not need to be retained. If the message relates to the city’s activities or functions, it must be captured and retained per the retention category that most closely corresponds to the content of the message. Staff are advised to respond to correspondence via email or other “offline” messaging methods and if possible, communicate directly with the individual and maintain that correspondence.

c. Content Associated with a Specific Function or Activity

Information received from the public in response to social media posts used as a public entry point to solicit specific information—such as conducting a poll or to launch a process or placing an order—should be retained along with other records associated with that function or activity using the appropriate retention schedule.

Any staff member in violation of this social media policy is subject to disciplinary action pursuant to the city’s personnel manual, including but not necessarily limited to termination.

Business of the City Council

City of Oakridge, Oregon

December 3, 2020

Agenda Title: Consider appointment of citizens to Planning Commission vacancies.

Agenda Item No: 15.1

Exhibits: Submitted Applications

Proposed Council Action: A motion from the floor to appoint applicant(s) into the vacant positions.

Agenda Bill Author: Bryan Cutchen

City Administrator: Bryan Cutchen

ISSUE: The Oakridge Planning Commission is seated with seven citizens. Currently five seats are filled. Two commissioners have terms expiring this year, giving a total of four vacancies. Three of these vacancies have a four-year term and one vacancy a three-year term. The city council has three applications to review.

FISCAL IMPACT: None

OPTIONS: 1. Appoint applicant(s) to fill the vacant seats.
2. Do not appoint applicant(s) to fill the vacant seats.

RECOMMENDATION: The staff recommends option 1.

RECOMMENDED MOTION: I move that we appoint _____ to serve as an Oakridge Planning Commissioner for a _____-year term.

Applicants:

George Custer (sitting commissioner) – desire four-year term
Rick Wiemholt (sitting commissioner) – desires four-year term
Dan Barclay – desires four-year term



City of Oakridge form for Individual Volunteer Activity
Those applying to be appointed to Council Boards or Committees are required to be present at Council Meeting for Appointment. Contact City Hall to confirm date.

Committee or type of volunteer work you are interested in: Planning Commission

Name: George W. Custer

Address: 48175 Mcfarland Rd., Oakridge, OR 97463

Is your residence in the City of Oakridge: YES NO

Telephone where you can be reached: [REDACTED]

Employer/Occupation: Retired

E-mail Address: georgecuster191@msn.com

Do you have any special training, experience, knowledge or abilities that are related to this position or that would help the work of this position:

Yes. Oakridge Planning Commission 10 years (approx.); Economic Development Committee 10 years (approx.); Leadership training; Ford Foundation graduate; Masters degree in Business; Many years as a business owner; Numerous ad-hoc

In order to do a brief background check, please provide the following information:

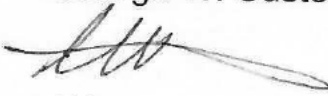
Date of Birth: [REDACTED]

Place of Birth: [REDACTED]

I understand that I will be responsible and liable for damage or injury to any persons or property resulting from my actions during this activity. I shall indemnify, hold harmless and release the City of Oakridge, its employees, agents and representatives against any and all damages, claims, demands actions, causes of action, costs, and expenses of whatsoever nature as a result of my actions during this activity and will notify the City in the event a third party is injured as a result of this activity.

I, the undersigned participant, acknowledge that I have read and understand the above release.

Participant Name (Printed): George W. Custer

Participant Signature: 

Date: 11/26/2020

The City of Oakridge is an equal opportunity, affirmative action institution committed to cultural diversity and compliance with the Americans with Disabilities Act.



If participant is under age 18, a parent or guardian must sign this form.

As the parent or legal guardian of the above-listed minor, I hereby grant permission for my child to participate in the volunteer service program described above. My signature below represents that I have read, understand the consent to the terms and conditions of this document.

Parent/Guardian Name (Printed):

Relationship to participant:

Parent/Guardian signature:

Date:

If applying for a Board or Committee, please tell us why you are interested in serving.

Planning Commissions play a very important role in developing and shaping the future livability of its city. Continuity of the commission plays a huge part in seeing that the desires of the City Council and work of the Commission move forward to attain specific and general long term goals.

Though I live outside the city limits, Oakridge is my community and I am seriously dedicated to helping Oakridge in any capacity. As a current Planning Commissioner, I have been tasked with developing several issues of interest to City's future. Reviewing existing codes for content and updating and writing new codes for approval by the Council.

Planning Commissioners must consider the health, welfare, livability, and enjoyment of its citizens in their decisions while also adhering to the City's Strategic Plan and existing ordinances.

Please check mark any other City Committees, Boards, or Commissions Seat you are currently holding and/or any other City Committees, Boards, or Commissions Seat you are applying for below:

Planning Commission	<input checked="" type="checkbox"/>	Budget Committee	<input type="checkbox"/>	Audit Committee	<input type="checkbox"/>
Administration Advisory Committee	<input type="checkbox"/>	Library Board	<input type="checkbox"/>	Public Parks & Community Services	<input type="checkbox"/>
Public Safety Committee	<input type="checkbox"/>	Economic Development Advisory Committee	<input checked="" type="checkbox"/>	Rural Tourism & Marketing Committee	<input type="checkbox"/>

The City of Oakridge is an equal opportunity, affirmative action institution committed to cultural diversity and compliance with the Americans with Disabilities Act.

Potential Planning Commission Member Questions:

1) What do you see as the future of Oakridge?

a

A city that attends to the safety, health, welfare, and enjoyment of it's citizens.

2) How do you think the City Council views the future of the city, and are your views compatible with those of the Council?

I have no idea what the Council's views are. The city's Comprehensive Plan and Strategic Plans are the Commission's guiding documents.

3) As a Planning Commissioner, how might you advance the goals of the City Council?

To plan for the health, safety, welfare, and enjoyment of the citizenry. Councils come and go, hence, the Strategic Plan,

4) Since the City is preparing for large projects, such as the Highway 58 Refinement Plan, dedication of time and effort is required. Discuss your availability for these types of projects.

I have been supporting the City's efforts since arriving in 2007. I will always make time to perform volunteer work.

5) As a general rule, when do you feel variances and conditional uses should be granted?

Each variance and conditional use permit must be taken on its own and must follow the requirements set forth in Ordinance 809.

6) How do you feel the City staff should assist the Planning Commission in their efforts, and how important is the staff report?

The staff report is everything. The City staff can only do so much as Oakridge is very short handed.

R/S,
George Custer



City of Oakridge form for Individual Volunteer Activity

Those applying to be appointed to Council Boards or Committees are required to be present at Council Meeting for Appointment. Contact City Hall to confirm date.

Committee or type of volunteer work you are interested in: **Planning Commision**

Name: **Rick Wiemholt**

Address: **47699 W 2nd St, Oakridge, Oregon 97463**

Is your residence in the City of Oakridge: YES NO

Telephone where you can be reached: [REDACTED]

Employer/Occupation: **retired engineer**

E-mail Address: **rickwiemholt@gmail.com**

Do you have any special training, experience, knowledge or abilities that are related to this position or that would help the work of this position:

2 years serving on the current Planning Commission, have owned several businesses over the past 50 years, currently owner of Dead Mountain Woodworks in Oakridge,

In order to do a brief background check, please provide the following information:

Date of Birth: [REDACTED]

I understand that I will be responsible and liable for damage or injury to any persons or property resulting from my actions during this activity. I shall indemnify, hold harmless and release the City of Oakridge, its employees, agents and representatives against any and all damages, claims, demands actions, causes of action, costs, and expenses of whatsoever nature as a result of my actions during this activity and will notify the City in the event a third party is injured as a result of this activity.

I, the undersigned participant, acknowledge that I have read and understand the above release.

Participant Name (Printed): **Rick Wiemholt**

Participant Signature:

Date: **11/20/2020**

The City of Oakridge is an equal opportunity, affirmative action institution committed to cultural diversity and compliance with the Americans with Disabilities Act.



If participant is under age 18, a parent or guardian must sign this form.

As the parent or legal guardian of the above-listed minor, I hereby grant permission for my child to participate in the volunteer service program described above. My signature below represents that I have read, understand the consent to the terms and conditions of this document.

Parent/Guardian Name (Printed):

Relationship to participant:

Parent/Guardian signature:

Date:

If applying for a Board or Committee, please tell us why you are interested in serving.

I believe that all citizens should be involved in their local government so that they can make informed decisions that come before the Planning Commission. As a whole, cities function better when their citizens are active in the work done by their representatives. If you are old enough to vote, one should make the effort to support their city by volunteering or running for office.

The planning Commission, and the decisions it makes, has the ability to touch all citizens, and so those citizens should be interested in the working of the commission, all decisions it makes, and make their voices heard.

Please check mark any other City Committees, Boards, or Commissions Seat you are currently holding and/or any other City Committees, Boards, or Commissions Seat you are applying for below:

Planning Commission	<input checked="" type="checkbox"/>	Budget Committee	<input checked="" type="checkbox"/>	Audit Committee	<input type="checkbox"/>
Administration Advisory Committee	<input type="checkbox"/>	Library Board	<input type="checkbox"/>	Public Parks & Community Services	<input type="checkbox"/>
Public Safety Committee	<input type="checkbox"/>	Economic Development Advisory Committee	<input checked="" type="checkbox"/>	Rural Tourism & Marketing Committee	<input type="checkbox"/>

Potential Planning Commission Member Questions:

- 1) What do you see as the future of Oakridge?

A city ready to grow in a way that supports the communities vision for the future where that growth provides job opportunities for all citizens, revenue for the city and adds to the ambiance citizens look for.

- 2) How do you think the City Council views the future of the city, and are your views compatible with those of the Council?

With a new council coming on in January, it is hard to project, but I would hope they are looking for the same as I mentioned in #1.

- 3) As a Planning Commissioner, how might you advance the goals of the City Council?

Work with all councilors to get an understanding of their views on city growth, explain my goals to them as a commissioner, and help them and the citizens of the city meet all those goals.

- 4) Since the City is preparing for large projects, such as the Highway 58 Refinement Plan, dedication of time and effort is required. Discuss your availability for these types of projects.

I was a member of the TSP team during all meetings held on this project, I have been a commissioner for the past to 2 years, and as a retired engineer, I have the time to dedicate to working on all projects with the city.

- 5) As a general rule, when do you feel variances and conditional uses should be granted?

Variances should only be used when there is no detrimental circumstances to nearby residences and businesses. Conditional use permits should have a timeline for either revising an ordinance if required, or to give the requestor time to finish their project... extensions should be seldom used...

- 6) How do you feel the City staff should assist the Planning Commission in their efforts, and how important is the staff report?

City staff, commissioners and councilors should all work hand in hand to provide the citizens of Oakridge with good works that are in the best interest of the city.



City of Oakridge form for Individual Volunteer Activity
Those applying to be appointed to Council Boards or Committees are required to be present at Council Meeting for Appointment. Contact City Hall to confirm date.

Committee or type of volunteer work you are interested in: **Planning Commission**

Name: **Daniel K. Barclay**

Address: **47487 HWY 58 Oakridge, OR 97463**

Is your residence in the City of Oakridge: YES NO

Telephone where you can be reached: [REDACTED]

Employer/Occupation: **Self Employed/Retired Military**

E-mail Address: **cascademotel@hotmail.com**

Do you have any special training, experience, knowledge or abilities that are related to this position or that would help the work of this position:

25yrs military with first hand experience with multi-million dollar construction projects. Senior Enlisted member during Base Realignment and Closure (BRAC), and daily intelligence briefings to fleet and National consumers. Two years of Council duties

In order to do a brief background check, please provide the following information:

Date of Birth: [REDACTED] Place of Birth: [REDACTED]

I understand that I will be responsible and liable for damage or injury to any persons or property resulting from my actions during this activity. I shall indemnify, hold harmless and release the City of Oakridge, its employees, agents and representatives against any and all damages, claims, demands actions, causes of action, costs, and expenses of whatsoever nature as a result of my actions during this activity and will notify the City in

I, the undersigned participant, acknowledge that I have read and understand the above release.

Participant Name (Printed): **Daniel K. Barclay**

Participant Signature: *Daniel K. Barclay*

Date: **11/23/20**

The City of Oakridge is an equal opportunity, affirmative action institution committed to cultural diversity and compliance with the Americans with Disabilities Act.

Potential Planning Commission Member Questions:

- 1) What do you see as the future of Oakridge?

While predictive, my vision for Oakridge would be increased Public Safety, economic growth through the fostering of an environment conducive to attracting small/medium business (and the employment opportunities they provide), capital improvement subject to fiscal limitations, improved communication between Public Officials and private citizens, and an overall improvement in the habitability for all Oakridge citizens.

- 2) How do you think the City Council views the future of the city, and are your views compatible with those of the Council?

To some extent, City Council views are subject to the philosophy and character of each specific Council, which can be changeable with each Council. Of the seven Council members that will be seated or retain their seats on January 7, 2021, I've shared a long standing personal and/or professional relationship with five of seven Council members. I've had occasional differences with each of the five, but I believe that if I were to be selected, I have no expectation that 100% agreement would be the case, but also have no reason to think that the level of personal and/or professional respect between five Council members and myself that has remained unchanged for nine years in three cases and 4-5 years for another, would deteriorate to anything less than mutual respect and support.

- 3) As a Planning Commissioner, how might you advance the goals of the City Council?

Whether Planning Commission, Council, or any officially sanctioned Committee, I'd imagine that the common denominator for goals is to create a positive benefit to the City as a whole. Perfectly normal that seven elected officers or individual Planning Commission or Committee members would have differences based on personal experience, but those differences can be discussed respectfully among members and decisions made should be supported. Recommendations or decisions are a majority voice, not individual preference after all.

- 4) Since the City is preparing for large projects, such as the Highway 58 Refinement Plan, dedication of time and effort is required. Discuss your availability for these types of projects.

The 2006 Highway Refinement Plan, the Water System Project, and the 2020 TSP are all examples of major capital improvement and expense. Nothing is more crucial to the success or failure of those types of projects than a realistic, comprehensive, and accurate plan that requires time and effort. As a self-employed business owner, my availability as a Planning Commission member to the city would be limited. Appointment would merely require adjustment to my normal work routine to accommodate Planning Commission requirements and I accept that.

- 5) As a general rule, when do you feel variances and conditional uses should be granted?

Variances allow flexibility to a "one size fits all" application of regulations in my opinion, but serve a positive function when used correctly. That said, requests for variances should be decided on a case by case basis; decisions should be consistent with previous requests of a similar nature to avoid actual or perceived bias; and approval based on a reasonable expectation that approving the request will produce a positive benefit to the community.

- 6) How do you feel the City staff should assist the Planning Commission in their efforts, and how important is the staff report?

Staff reports, and those that provide them are a vital first step in framing discussions that lead to official Planning Commission recommendations or decisions made by the Planning Commission or Council. Complete reliance on those reports could be problematic, as Commissioners or Council members are not exempt from their own due diligence. Commission/Council members remain responsible for reviewing, verifying, and validating the content of staff reports prior to making recommendations or decisions. Whether performing the duties required of my business, prior military service, or even as a former Council member during a difficult chapter of Oakridge history, I've always held myself to a high standard of attention to detail. Attention to detail has never been, nor will likely ever be a quality that I would take lightly.