## NEWS & RISK MANAGEMENT REVIEW

## **SUMMER 2022**



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## — SDAO Board of Directors —

President Todd Heidgerken, Clackamas River Water

Vice President Ben Stange, Polk County Fire District #1

Secretary Emily Robertson, Multnomah County Drainage District #1

Treasurer Kathy Kleczek, Sunset Empire Transportation District

Past-President Michele Bradley, Port of Tillamook Bay

## Board Members

Nick Bakke, Rogue Valley Sewer Services MaryKay Dahlgreen, Lincoln County Library District Adam Denlinger, Seal Rock Water District Jennifer Holland, Sisters Park & Recreation District Scott Stanton, Umatilla County Fire District #1 Brent Stevenson, Santiam Water Control District

Next Board of Directors Meetings —
 Sept. 15 | Salem Convention Center | 10:45am
 Nov. 3 | SDAO Office, Salem | 9am
 (Joint Work Session Meeting with Board of Trustees)

Nov. 3 | SDAO Office, Salem | 1pm

Executive Director —

Frank Stratton

Services ——

Awards, Education and Training, Internship Grant, Legislative, Research and Technical Assistance, Scholarship and Grant Fund. and SDAO Advisory Services, LLC

## Contact ——

## Main Office

PO Box 12613 | Salem OR 97309-0613 Toll-Free: 800-285-5461 Phone: 503-371-8667 Email: **sdao@sdao.com** | Web: **www.sdao.com** 

**Claims Office** PO Box 23879 | Tigard OR 97281-3879 Toll-Free: 800-305-1736 | Phone: 503-670-7066

# **SUMMER CONFERENCE & AWARDS BANQUET**

Thursday, September 15 | Salem Convention Center

## By: Frank Stratton, Executive Director



After a long two years, I am so excited to be returning to a sense of normalcy. Since the spring, we have been able to hold in-person trainings and visit with members face-to-face again. Getting back out and interacting with those that serve our special districts has been wonderful.

To celebrate being back together in person, we are holding the SDAO Summer Conference & Awards Banquet on September 15th in Salem. The SDAO Summer Conference & Awards Banquet will offer several training and networking opportunities for all district representatives including board members, managers, staff, and more. You will also have the chance to visit with sponsors and exhibitors from the 2022 SDAO Annual Conference that you didn't have the chance to meet with in person in February.

That evening, we will be honoring 2022 SDAO award recipients at our Awards Banquet. We were very disappointed that we could not hold our banquet in person in February, so this will be a great way to showcase their contributions to Oregon's special districts and their communities. To wrap up the event, we will host casino night entertainment full of fun, interaction, and raffle prizes.

SDAO and SDIS are sponsoring this conference, so it will be offered at no charge to members. You won't want to miss it. I look forward to seeing you in Salem!

## Date

Thursday, September 15th

## Location

Salem Convention Center 200 Commercial St SE, Salem

## Cost

SDAO and SDIS are sponsoring this event which means all SDAO members and SDIS agents attend at no cost.

Summer Conference & Awards Banquet Schedule - Thursday, Sept. 15th, 2022			
TIME	SESSION TITLE & SPEAKER(S)	EAKER(S) SPEAKER(S)	
7:30 - 8:15am	Breakfast		
8:15 - 8:45am	<b>General Session</b> Frank Stratton, SDAO Executive Director		
9 - 10:30am	Recruiting and Retaining EmployeesBoard Member Liabilities anMonica Harrison and Bob KeeferChris Hill and Troy Dey		
10:30 - 10:45am	Break		
10:45am - 12:15pm	<b>Promoting Your District (Public Relations)</b> Streamline	Plan and Prepare for the Unexpected: Making a Contingency Plan Jason Jantzi and Dan Davenport	
12:15 - 1:30pm	Lunch		
1:30 - 3pm	Building the Board - General Manager Relationship Vanessa Becker, V Consulting & Associates, Inc.	Oregon's Special Districts Aren't Disneyworld! Frank Stratton, Executive Director	
3 - 3:15pm	Break		
3:15 - 4:45pm	Liability Determination Game Show Jens Jensen	How to be Civil in Uncivil Times Laurie Grenya, HR Answers	
4:45 - 5pm	Break		
5 - 6:30pm	Dinner / Awards Banquet		
6:30 - 8:30pm	Entertainment - Wild Bill's Casino Night		







It is with immense sadness that we share that we recently lost SDAO Underwriting Manager Kevin Pardy to Amyotrophic Lateral Sclerosis (ALS). Our hearts are broken. While we grieve the loss of such an amazing person, we know that our lives have

forever be changed just by simply knowing him. The following is Kevin's obituary. These are his words and how he wanted to be remembered.

"Kevin Pardy, age 51 of Springfield, succumbed to his short battle with Amyotrophic Lateral Sclerosis (ALS) at his home surrounded by his loved ones on April 27th.

Kevin was born in Minneapolis, Minnesota on May 13, 1970, the youngest of five children born to Daniel and Karen Pardy. Kevin graduated from Madison High School in 1988 in Madison, South Dakota. In high school Kevin was active in wrestling, tennis, and

baseball but he had a special passion for the sport He is survived by his wife Mindi Lou (Adams) Pardy, of football. He was an all-conference linebacker and his son Boston T. Pardy, his mother Karen Pardy, tight end and earned All-State honors his senior year. brothers Daniel Pardy and Nicholas Pardy, sister He attended the University of South Dakota where Ann Pardy and his brother-from-another-mother, he played football for the Coyotes. Kevin entered the Damon Fuger. He was preceded in death by his program as a walk-on tight end and left as a threesister Jennifer (Pardy) Hegdahl and his father, Daniel year starter and co-captain of the team. Pardy.

Kevin moved to Eugene, Oregon in 1996. He met the A celebration of Kevin's life was held Saturday, June love of his life, Mindi Lou (Adams) in Eugene and 4, in Eugene, Oregon. In lieu of flowers, the family they were married in 2007 on the shores of South has asked that donations be made to St. Paul Parish Lake Tahoe. Together they built a happy life and School where a fund will be created to support in 2013 they welcomed their son, Boston T. Pardy. student mental health resources. If you would like Kevin spent the last 20 years of his professional to contribute, please mail your donation to St. Paul life in the insurance industry, with the last ten as Parish School, c/o The Pardy Family Fund, Attn: the Underwriting Department Manager for Special Kelly Hughes, 1201 Satre Street, Eugene, Oregon Districts Association of Oregon in Salem. 97401.

Kevin loved to crack jokes and was always up for Hug your family, laugh, and enjoy life." a good time. He liked a good bourbon, a cold beer, and a tasty cigar. He was an avid music enthusiast and was known to howl at the moon from time to time. He loved to compete and very few challenges were not accepted. His hobbies were playing games, exercising, hiking, and mountain biking. Their boxer dogs were family to Kevin, and he loved his daily dog walks.



On a very wet and windy May 14th, several SDAO employees and their family members came together to walk in memory of Kevin and to support ALS research. In just one short week, the SDAO Pardyers raised about \$1,500 for the ALS Association.



## **Special Districts Consulting Services**

"What good is the warmth of summer, without the cold of winter to give it sweetness."— John Steinbeck



I had the great pleasure of attending the Oregon Fire Chiefs Association Conference at the beginning of May. It was so wonderful seeing everyone in person. Great recognition was given to many welldeserving individuals that serve our special districts every day.

If you have not already done so, please get your Board Practices Assessment (BPA) on the schedule for 2022. The BPA is conducted in a 90-minute, on-site facilitated meeting with the full board and management/staff personnel who normally participate in board meetings.

The BPA is a self-assessment process in which participants will evaluate the board's effectiveness in key performance areas to identify strengths and weaknesses in the board's governance practices. Within a week following the meeting, the board will receive a written summary of their self-assessment along with a document outlining the consultant's impressions and recommendations. When your board participates in a BPA, your district will receive a 2% discount on your general liability, auto liability, and property insurance contributions in 2023. Schedule your BPA soon; slots are filling up.

Don't forget about the upcoming Board of Directors and Management Staff Trainings in August. Go to www.sdao.com/sdao-board-of-directors-andmanagement-staff-training-series for the schedule.

Recently, SDAO Senior Consultant Neal Winters decided to fully retire from the Consulting Services Program. We are very grateful for all the support

he has given to special districts over the past several years. Neal is a friend to anyone that has ever met him, and we will miss him.

We always hope to be your first call for any consulting assistance your district may need. Member districts are



eligible for up to eight hours of free consulting services annually by one of our skilled senior consultants. After this time is exhausted, members will have the option of continuing at a nominal hourly rate. We assist with management recruitments, organizational assessments, district manager transition planning, board trainings, Board Practices Assessments, and much more.

For more information about the Consulting Services Program and the services we offer, please contact us at sdaoconsultingservices@sdao.com or 800-305-1736.

We look forward to hearing from you soon!

~Shanta Carter



# SDAO **2023 AWARDS PROGRAM**

Help us celebrate the ingenuity, creativity, and diversity of our members by nominating an individual or special district for the SDAO Awards Program! This program recognizes the outstanding accomplishments of member districts as well as district board members, managers, employees, and volunteers.

## **Outstanding Special District Program** (District)

This award category recognizes innovative projects and programs, outstanding safety, public information, public involvement in a district decision making process, and outstanding achievement.

## Three subcategories have been established for this award:

- Districts with 5 or fewer employees
- Districts with 6 to 25 employees
- Districts with 26 or more employees

## **Outstanding Special District Service** (Individual)

This award category recognizes individuals who have contributed substantially to the improvement and successful operation of their special district.

## Four subcategories have been established for this award:

- Board Member
- Manager (Nomination must be submitted by the district's board of directors.)
- Employee (Nomination must be submitted by the district's manager.)
- Volunteer

SDAO Board of Directors and SDIS Board of Trustees members are ineligible to be nominated for this award. Winners will be recognized at the 2023 SDAO Awards Banquet in Sunriver on February 11th.

The nomination form will be sent via email and mail in August. It will also be available on our website at: https://www.sdao.com/sdao-awards-program

Congratulations

# Jason Jantzi

## **Oregon Fire Chiefs Association** (OFCA) Award Recipient





7

On May 5<sup>th</sup>, at the Oregon Fire Chiefs Association (OFCA) Annual Conference, SDAO Risk Management Consultant Jason Jantzi was presented with the Jeff Griffin Inspiration Award. This award is granted to an individual who has demonstrated exceptional dedication to and support of the Oregon fire service and/or OFCA. Individuals are selected for this award because of their kindness, passion, and desire to support others. They must also demonstrate a tireless work ethic, dedication to the Oregon fire service over many years, and act selflessly and in the best interests of the Oregon fire service and its constituents.

Jason has been SDAO's risk management consultant dedicated to all fire districts, g11 centers, and county service districts providing police services since 2013. For over two years, he has been the point person for all SDAO COVID-19 responses. Alongside these responsibilities, he also played an integral role in setting up the Public Safety EAP and continues to work hard to promote the program.

We are proud of Jason and all of his dedication, hard work, and efforts to support the Oregon fire service. Congratulations, Jason!

## **NEW** "Umbrella Agree Gives SDAO Members Ea Access to PSU Services

## By: Scott Lazenby, Portland State University

When you need expert advice and guidance fo reducing risk, improving services, and planning fo the future, the SDAO Consulting Services Program a great resource and benefit to your district. (Don forget, every SDAO member district receives eight free hours of services from this program each year We have been able to help countless member utilizing our cadre of expert consultants.

Though, there are situations when our member need assistance that goes outside of the scope of this program. To assist our members with this SDAO recently signed an agreement with Portland State University (PSU) to simplify the process to contract for services offered by the PSU Center for Public Services (CPS). CPS offers a wide variety of consulting and training services that SDAO members can now easily access.

In complement to the SDAO Consulting Services Program, they can provide a wide variety of services including, but not limited to:

- Board effectiveness; board-staff relationships; strategic planning
- Citizen engagement
- Compensation/classification surveys and analysis (including pay equity issues)
- Training and assistance in improving For more information, please contact SDAO Member cybersecurity (targeted to elected and appointed Services at memberservices@sdao.com or 800-285leaders) 5461.

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nt r.) rs	<ul> <li>Cultural competence and other HR issues</li> <li>Performance measurement and process</li> </ul>			
rs e	<ul> <li>improvement</li> <li>Customized organizational and operational studies</li> </ul>			
e S,	<ul> <li>Financial forecasting/budget management</li> </ul>			

- consulting and training
- Have a "Fellow" (a student from across the nation that is in, or has recently graduated from, master of public administration programs) placed at your district for either for a 10-week summer fellowship or a 10-month fellowship

Under the agreement between SDAO and PSU, member districts can directly negotiate with CPS for services and approve in writing the scope of work and a not-to-exceed amount for any services to be provided by CPS. Hourly rates for work done by CPS are fixed in the umbrella agreement, and a simplified service order contract takes the place of a more involved intergovernmental agreement or professional services contract.

## **Membership Update Forms** – Now Available!

Our annual membership update has been mailed to all district's key contacts. Each year, we request up-to-date contact information for your district and your annual budget for SDIS insurance purposes. If you prefer to access these forms electronically, you can access these on the SDIS Insurance Site at www.sdis.org:



- Log in at www.sdis.org
- Select Insurance from the menu on the left
- Select Forms, then Documents
- From the tabs at the top, select Membership Services

You may return your completed forms by email, mail, or fax. If you have any questions, please contact us at memberservices@sdao.com or 800-285-5461.

# **OREGON STUDENT WINS** SCHOLARSHIP IN NATIONAL CONTEST!

# Congratulations Julianne Jones!

Julianne Elizabeth Jones, a student from Pendleton High School, Oregon in Umatilla County, has won a \$1,000 scholarship (second place) in the 2022 Districts Make the Difference Student Video Contest! Students were challenged to make a video of less than 60 seconds that would raise awareness and understanding of the special districts that serve communities and regions across the country. Entries were received from 14 states across the nation.

Julianne filmed her video at Umatilla County Special Library District. In addition to winning the scholarship, she nominated Melissa Smith to receive an additional prize of \$500 to put towards her teacher's wish list so she can continue to make a difference in the lives of her students.

The video contest is organized annually by Districts Make the Difference, the public outreach campaign launched by the National Special Districts Coalition. Congrats, Julianne!



# You are invited to our 2022 **Board & Management Staff Regional Trainings**

Attorney Eileen Eakins and SDAO Senior Consultant George Dunkel will be traveling across the state to deliver their full-day training tailored to special district board members and management staff. Eileen and George will provide a comprehensive overview of laws and regulations governing Oregon's special districts and the public officials that represent them. It is essential training for newly elected board members and newly appointed management staff, but even experienced individuals will benefit from this training.

All trainings will be from 8:30am-4pm with check in beginning at 8am.

- Aug. 3 | Pendleton Pendleton Convention Center
- Aug. 16 | Cottage Grove Cottage Grove Events Venue
- Aug. 17 | Ashland Ashland Springs Hotel



## Dates. Times and Locations



• Aug. 30 | Newport Best Western Agate Beach Inn

## • Aug. 31 | Salem Chemeketa Eola (Virtual Option Available)

Credit eligible for the following programs:



# STATE OF

# **LEGISLATIVE UPDATE** May 2022 Primary Election Results

By: Hasina E. Wittenberg, Government Relations Strategies for SDAO

## **Voter Turnout**

Vote by mail was adopted by Oregonians in 2000. The 2021 legislature passed legislation to allow postmarks on ballots to count; election returns that are "close" could not be finalized for an additional week, as a result. In addition, one of Oregon's largest county's (Clackamas) ballot returns were delayed due to a barcode printing error that prevented 2/3rds of ballots from being scanned by vote tally machines and had to be duplicated by hand. Since the 2018 midterm elections, an additional 313,000 Oregonians are registered to vote.

As of 9 a.m. on the Monday before the election, 22.2% (was 22.9% in 2018) of voters had turned in their ballots compared with the previous low of

25% the Monday before the 2014 primary. Total turnout in May 2014, Oregon's most recent nonpresidential nominating election, reached just 35.5%. The 2018 primary turnout was 34%. The May 2022 statewide voter turnout was just over 37%.

Statewide, democrats hold a significant registration edge (34.4%) over republicans (24.4%) with non-affiliated voters clocking in with 34.5% statewide registration.

## **Oregon Congressional Representatives/US Senate**

In Congressional and US Senate races, current incumbents Suzanne Bonamici (D-Beaverton), Cliff Bentz (R-Ontario), Earl Blumenauer (D-Portland), Ron Wyden (D-Portland elected in former state representative and majority leader who 1996) all easily advanced to the November General was elected as labor commissioner in 2018, secured Election. the democratic nomination with 66% of the vote. She will face Alek Skarlatos in the general election who tried unsuccessfully to unseat DeFazio in 2020

Democrat Kurt Schrader has represented the 5th Congressional District since 2009 and faced a significantly different electorate due to last year's Governor redrawing of boundaries. The district's boundaries, Gov. Kate Brown's political career began in earnest as a result of redistricting, were redrawn to turn east when she won the Democratic primary for a House across the Cascades instead of west to the coast seat by a razor thin seven votes. She went on to (the district now takes in part of Deschutes County be sworn in as Governor in 2015 when Governor including Bend). Even with new boundaries, that Kitzhaber resigned. This year, term limits prevent mix remains roughly the same - democrats make her from running for election which set off a up one-third of the 5th District, republicans a little crowded race to replace her; 18 democrats and 19 over one-guarter, and unaffiliates outnumber them republicans filed to run. both. Schrader was one of a handful of Democrats who last year who successfully decoupled the It's been 35 years since there was a GOP governor in Biden Administration's infrastructure improvement Oregon, but political experts say this year the party bill from social initiatives that the party hoped to has a rare opportunity to possibly win the state's pass. McLeod-Skinner ran for the 2nd congressional highest elected position. The notion is that a strong district in 2018 and lost. To the surprise of many independent, and if they can garner enough support McLeod-Skinner unseated incumbent Kurt Schrader from democrats and hold enough republicans, a with 61% of the vote. She will face former Happy republican candidate might squeak out a victory Valley mayor Lori Chavez De Remer who ran for in November. Betsy Johnson, a longtime former the legislature in 2018 and 2016 and lost to state Democrat who is not on the May primary ballot but representative Janelle Bynum. is expected to qualify for the November general election, is just the ticket that republicans are counting on to potentially break through and win the governorship.

As a result of redistricting, Oregon was awarded a 6th congressional district. The district extends from the Portland suburbs (part of Beaverton, Tigard, Tualatin, Sherwood, and part of Clackamas Democrat Tina Kotek, Oregon's longest serving County) into Yamhill, Polk, and Marion County Speaker of the House (almost a decade), resigned (Woodburn, Keizer, and part of Salem). Mike in 2021 to run for Governor beat Oregon State Erickson a Lake Oswego businessman, who was Treasurer Tobias Read with 55% of the vote to Read's the losing republican nominee for the 5th district 33%. in 2006 and 2008, won the republican nomination with 34% of the vote. On the Democratic side, Former Oregon House Republican Leader Christine political newcomer Carrick Flynn raised nearly Drazan and the former chief of staff to a republican a million dollars but benefited from significant speaker of the house in the early 2000s made a independent expenditures of \$11 million only to comeback to the legislative process winning a come in second. The winner of the democratic seat in 2018 and becoming the minority leader the nomination went to former union lobbyist and following year. However, Bob Tiernan, a lawyer and current State Representative Andrea Salinas who corporate consultant who served in the Legislature chairs the House Health Care Committee she won in the 1990s and chaired the Oregon Republican the democratic nomination with 38% of the vote; Party, ran a close second to Drazan for the month Flynn only received 19% of the vote. leading up to the election. Drazan won the primary nomination with 23% of the vote beating Tiernan by May's primary will be the first time since 1984 that 5%.

Democrats in Oregon's 4th Congressional District won't see Democrat Peter DeFazio on the ballot. In 1986, DeFazio began the first of his 18 terms in Congress, but in December of 2020, he announced he would not run for election and supported Oregon's Labor Commissioner Val Hoyle. Hoyle, a

## Labor Commissioner

Although labor commissioner is Oregon's only statewide, nonpartisan elected executive, this spring's campaign to run Oregon's Bureau of Labor and Industries shaped up as a largely partisan one. Christina Stephenson, a labor lawyer and advocate for workers, and Cheri Helt, a former republican state legislator and restaurant owner will advance to the general election with 47% and 19% of the vote respectively.

## **Oregon House of Representative Races**

Oregon's House of Representatives is currently democratically controlled by a margin of 37-23. A total of 20 sitting House members will not be returning in 2022: 8 Rs (Duane Stark, Jack Zika, Ron Noble, Jessica George, Suzanne Weber\*, Cedric Hayden\*, Raquel Moore-Green\*, Daniel Bonham\*) and 12 Ds (Marty Wilde, Sheri Schouten, Rachel Prusak, Karin Power, Barbara Smith Warner, Jeff Reardon, Anna Williams, Andrea Salinas, Chris Hoy, Teresa Alonso Leon, WInsvey Campos\*, Mark Meek\*). \*Running for Senate

There were 31 contested House primaries (18 republicans and 13 democrats in the following existing seats). Five House members did not draw an opponent and were reelected to their existing legislative seats at the May 2022 election: 1 D (Valderrama) and 4 Rs (Goodwin, G. Smith, Owens, and Wright).

## Significant and notable House republican and democratic outcomes from Tuesday's election include:

## House District 17 (R primary) -

Aumsville/Detroit: Ed Diehl 72% to Beth Jones 28%.

## House District 19 (D primary) –

Salem: Anderson 39%, Leung 29%, and Witt 32%.

\*Rep. Witt moved from the north coast to run in an open Salem seat; Anderson Salem City Councilor; Leung dropped due to health reasons out but appeared on the ballot.

## House District 38 (D primary) -

Lake Oswego: Nyguen vs Gupta.

\*Nyguen current Lake Oswego city councilor as of May 31st is losing by 2 votes this race will go to a recount.

## House District 51 (R primary) -

Canby: Incumbent Heib 61% to Davidson 39%.

## **Oregon State Senate**

Democrats currently control the Oregon State Senate by three votes (18-11-1). Senate President Peter Courtney, Oregon's longest serving Senate President, is retiring. Senator Betsy Johnson, characterized as sometimes being a "swing vote" who votes with republicans, is running for Governor as a nonaffiliated candidate. Majority and minority leaders turned over since the last election (Wagner and Knopp respectively).

Significant and notable Senate republican and democratic outcomes from Tuesday's election include:

In Senator Kim Thatcher's old seat, a competitive democratic race between Aaron Woods and

Chelsea King resulted in the candidate who out fundraised by a two to one margin winning. Aaron Woods won with 55% of the vote.

In former Senator Chuck Thomsen's Hood River seat republican State Representative Daniel Bonham (elected to the House in 2016) beat Steve Bates, who has run for office since 2014 (twice for county commission and once for fire district) and lost each time, lost by nearly 70%.

## **Ballot Measures**

Initiative petition sponsors have until July 8, 2022, to submit the required number of valid signatures to place a measure on the ballot. Measures that propose to change the Constitution need 149,360 signatures and statutory changes require 112,020 signatures.

It is anticipated that a measure to prevent "legislative walkouts" will qualify. Initiative petition 14 would disqualify any lawmaker who fails to attend 10 floor sessions in a single legislative session (without providing a reason for the absence ahead of time) to be disqualified from holding office the following term (e.g., can't run for reelection).

## Looking Forward

The legislature has designated three separate blocks of "interim committee days" to receive reports and updates on designated issues and to preview legislative concepts for 2023 (these meetings will be held in a virtual format due to the capitol's significant seismic safety upgrade project): June 1st-3rd; September 21st-23rd; and December 7th-9th.

Several key dates for interest groups seeking to introduce legislation are listed below:

- Pre-Session Legislative Requests Due September 23<sup>rd</sup>
- Pre-Session Legislative Drafts Returned December 5<sup>th</sup>
- Pre-Session Filing Closes December 21st

State agencies must submit legislative concepts to the Department of Administrative Services (DAS) by April 15, 2022. DAS will approve or deny introduction of agency concepts by June 3, 2022. Legislative counsel will have completed all agency legislative concept drafts by October 28, 2022. Pre-session filing closes for state agencies on December 21, 2022.

The 2023 legislative session will begin on Jan. 17, 2023 and is scheduled to last 160 days.





## **Legislative Issues**

The SDAO Legislative Committee is beginning the process of identifying legislative issues for the upcoming Legislative Session. The committee will evaluate each issue as it begins developing its priorities. If you would like to request a legislative change, please complete and return this form no later than Friday, August 5, 2022.

Completed forms should be submitted to: Hasina E. Wittenberg, Government Affairs Director, SDAO, PO Box 12613, Salem OR 97309; 503-371-4781 (fax); or hasina@grsoregon.com. Thank you for your input!

District:		
Legislative Issue:		
Contact Person:		
Phone Number:	E-mail:	

What is the purpose of this concept? Please indicate the reason for the concept or the problem you are trying to solve; indicate why a statutory change is needed.

What other agencies will be affected (state, county, city, district)? How so?

Identify known opposition to this concept:

Identify potential supporters of this concept:

Does this concept:

Amend current law? Provide ORS citation:

Introduce new statutory language? *Please attach draft language*. Serve only as housekeeping?

Please indicate the effect on government expenditures:

Please indicate the effect on government revenues:

P.O. Box 12613 | Salem, Oregon 97309-0613 | PHONE: 503-371-8667 | TOLL-FREE: 1-800-285-5461 | FAX: 503-371-4781 | WEB: www.sdao.com

# INTERNSHIP GRANT PROGRAM

## SDAO Awards Over \$42,000 in Internship Grant Funding

College-level students across the state will have more opportunities in securing summer internships with Oregon's special districts this year with over \$42,000 in matching internship grants awarded to 15 SDAO members.

Essential and critical to Oregon's communities, special districts deliver much-needed services to their communities while also supporting their local workforce. In addition, many districts offer summer internships to college-level students in their area who are seeking to learn more about local government careers. SDAO recognizes and supports these efforts by providing matching grants through the SDAO Internship Grant Program.

To be considered for a matching grant, districts must submit applications outlining the details of their project, the benefits it will bring to the district, and how they will utilize a summer intern. The maximum grant is \$3,000 and must be matched by the district at 50%. For example, a project that will cost \$6,000 or more is eligible for a \$3,000 grant. At the end of the summer, recipients must submit a project summary and receipts to SDAO.

For more information about the program, please visit www.sdao.com/internship-grant-program.



All SDAO members were invited to apply. The following districts were selected:

> Clackamas River Water \$1,600

Corbett Water District \$3,000

Halsey-Shedd Rural Fire Protection District \$1,500

> Harrisburg Fire & Rescue \$3,000

Jefferson Fire District \$3,000

Lane Library District \$3,000

Marion County Fire District #1 \$3,000

> McKenzie Fire & Rescue \$3,000

Multnomah County Drainage District #1 \$3,000

Pleasant Hill Goshen Fire & Rescue \$2,974

> Springfield Utility Board \$3,000

Sweet Home Fire & Ambulance District \$3,000

Umatilla County Fire District #1 \$3,000

West Extension Irrigation District \$3,000

Willamalane Park & Recreation District \$3,000



SDAO Academy Certificate Recipients

Jennifer Geisler, Sunset Empire Transportation District Keri Scott, Nehalem Bay Wastewater Agency Steven Wallace, Mohawk Valley Rural Fire District

Board Leadership Academy & Fire District Directors Academy Certificate Recipients



Heath Foott Sisters Park & Recreation District

Deanna Seibold Madras Aquatic Center Recreation District



James Wright
North Lincoln Fire & Rescue District #1



Mark Spross METCOM-911



Kelly Piper Corbett Water District







# 2022 MEMBER SCHOLARSHIP GOLF TOURNAMENT

## **SEPTEMBER 16, 2022**

## Join SDAO for our 2022 Member Scholarship Golf Tournament at Chehalem Glenn Golf Course in Newberg.

Cost: \$35 per person/\$140 per team of four Maximum of 4 golfers (1 team) per district or agency Includes: Bag lunch, 18 holes of golf, shared use of cart, and dinner\*

Registration will open July 1 and will close when teams are full. Teams with fewer than four members may be assigned additional players. *Space is limited and is expected to fill up quickly.* Tournament proceeds will go to fund member training scholarships.

For more information and to register after July 1, visit https://cvent.me/dP13KD



# What You Won't Hear About Special Districts in Today's Headlines

By: Kristin Withrow, Districts Make the Difference

The term "independent special district" has been prominent in the national news recently following Florida Governor Ron DeSantis' call to dissolve certain districts, including the Reedy Creek Improvement District that contains the self-sustaining government model for the area encompassing Walt Disney World. But there are many types of special districts providing public services to millions of Americans across the country that often go unnoticed.

The term "special districts" typically does not appear in headlines, but they are commonly referred to as such in political discourse. News agencies often misunderstand the structure of special districts in government, resulting in reports that color their existence in an unfavorable light. However, when they do make news, there is a misplaced tendency to frame them as nefariously secretive. The truth is that independent special districts are the most local form of government that exists in the United States, and they're everywhere – more than 30,000 special districts across the country provide essential public services in communities where other units of government opted not to provide the services or could not adequately execute the services.

Put simply, independent special districts perform specialized services in a community. They are political subdivisions of a state with autonomy to fulfill the mission established at the voters' request in a transparent, inclusive manner. Many independent districts are created by a vote of the people in the communities they serve while some are created by a special act of a state legislature. Most special districts are comprised of a locally elected governing body overseeing public services funded by a local tax base that operates independently of other governments. Their services vary greatly, but the most common variants include fire protection, drinking water, sanitation, parks, healthcare, mosquito abatement, airports, ports and harbors, irrigation, roads and highways, libraries, natural resource conservation, and even cemeteries. Independent special districts should not be confused with "dependent" special districts, which are subject to the influence of another local entity, such as a city or county. The board members of a dependent district serve at the pleasure of the city council or county supervisors, and sometimes even with the city or county.

By their very nature, independent special districts provide highly specialized services that require Just as there is a process to form a special long-term investments in technology, infrastructure, district that is approved by the constituents of and equipment. Examples may include fire the community, the people who depend on local protection districts equipped with tools specific to services should have the final say when it comes their topography or a particular threat, or irrigation to the formation, dissolution, or consolidation and agricultural districts created to support the of special districts. Special districts' status must needed infrastructure to produce the crops that fuel be protected from political whims or trending America's food supply. headlines.

Special districts can also be formed by communities to foster economic development and growth. There are many such districts that actively pursue the expansion of infrastructure and economic growth through business development, and the resultant utilities required to support the expansion of population that comes with such opportunity. In many ways, special districts are the aspirational model of government. They are local, for the people, and by the people. SDAO has developed an informative brochure called *What is a Special District?* that you can share with your community and local legislators to bring

through business development, and the resultant utilities required to support the expansion of population that comes with such opportunity. Contrary to attempts to portray special districts in a negative light, special districts across the nation operate with integrity and transparency in their communities. They are accountable to the community and governed by boards of directors



# **SDAO Members** in the

## Find additional news clippings online at www.sdao.com > Newsroom

## CRPUD: Working to combat the threat of wildfires

Columbia County Spotlight | 5/2/2022

Wildfires in the Pacific Northwest have been increasing in frequency and severity over the last few years and have devastated many communities in their path. At Columbia River PUD, we have enacted a number of measures to reduce the risk of fires starting and spreading in our area. Adding equipment and removing trees are two of the most visible ways we are working on this. We are adding more and more re-closers to our system. Re-closers are pieces of equipment that are designed to guickly de-energize wires during red flag and other high-risk conditions, reducing the likelihood of a wildfire.

Please visit https://bit.ly/3ycxti3 to read more.

## Devil's Lake to receive \$310,000 from State of Oregon

## The News Guard | 4/27/2022

The Devils Lake Water Improvement District (DLWID) is honored to receive \$310,000 from the State of Oregon. This recent funding was granted by the state during the regular legislative session. DLWID was one of several agencies in Lincoln County, who will receive funding from the legislative "short" session that

concluded in early March. The \$310,000 will go towards funding of lake vegetation and algae monitoring services. This funding comes in the wake of DLWID's recent purchase of Blue Heron Landing, marking a critical time in the agency's fiscal and environmental history of providing a safe, healthy Lake for all.

Please visit https://bit.ly/3QChYqS to read more.

## New CPR devices helping save lives in Lebanon Fire District

## KEZI 9 4/11/2022

The Lebanon Fire District has added three new lifesaving devices to its toolbox. These new devices are called the Lifeline Arm. Lt. Russell Duerr said there are many benefits to these new tools, which are already being taken out on calls. "These CPR devices are a mechanical device that takes the place of human CPR," Duerr said. "It can do manual CPR for up to an hour with no interruptions, so it takes out all the human error." Duerr said that crew members have to be on a twominute rotation when performing manual compressions. These devices eliminate that rotation guaranteeing high-quality and consistent compressions.

Please visit https://bit.ly/3QFIO1u to read more.



## **SDIS Board of Trustees**

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Truste	es:	David Lindelien, Lane Transit District
		Darren Bucich, McKenzie Fire & Rescue
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## Next SDIS Board of Trustees Meetings

September 7   SDAO Office. Tigard   10am
November 2   SDAO Office, Salem   1pm
November 3   SDAO Office, Salem   9am
(Joint Work Session Meeting with SDAO Board of Direc



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## **Services**

Background Checks Claims Administration Drug-Free Workplace Management Consulting Services **On-site Loss Control Consultations** Pre-Loss Legal Services Public Safety EAP Safety and Security Grant Program SDIS Insurance Programs

# ACCESS FREE CYBERSECURITY TRAININGS

Threats of cybersecurity breaches are on the rise, and districts must be proactive in protecting sensitive organizational and personal information. As an SDAO member, you have access to an extensive library of free online trainings through Vector Solutions (formerly SafePersonnel) – including several covering cybersecurity and awareness. Their cybersecurity training catalog features courses with up-to-date lessons for browser, email and password security to improve cybersecurity awareness amongst employees and mitigate risks to your district's data.

## AVAILABLE COURSES

## **CYBER AWARENESS**

- Cybersecurity Awareness for Business Leaders: Creating A Cyber Security Culture
- Cybersecurity Awareness for Business Leaders: Incident Preparedness and Management Planning
- Cybersecurity Awareness for Business Leaders: Laws and Global Compliance Standards
- Cybersecurity Awareness for Business Leaders: Safeguarding Against Social Engineer Attacks
- Cybersecurity Awareness for Employees: Classifying & Safeguarding Data for Corporate and Personal Use
- Cybersecurity Awareness for Employees: End-User Best Practices
- Cybersecurity Awareness for Employees: Security Awareness Essentials
- Cybersecurity Awareness for Employees: Social Engineering

## SECURITY

- Browser Security Basics
- Cybersecurity Overview
- Email and Messaging Safety
- Password Security Basics
- Protection Against Malware

Gain access to these trainings and more by logging in to your district's Vector Solutions (formerly SafePersonnel) website. For assistance with setting up a website, please contact SDAO Membership Services at memberservices@sdao.com or 800-285-5461. If you have forgotten your website address or login information, please contact Vector Solutions (formerly SafePersonnel) at 800-434-0154.



# Keep an Eye Out Identifying Hazards at Your District

## By: Dan Davenport, Risk Manager

Property inspections and property checklists have been around for years and the sometimes exhaustive nature of these endeavors can appear daunting to district staff. The true intent of these undertakings is to support district personnel in their efforts to regularly and effectively complete hazard assessments of your property.

These assessments should be focused on identifying any hazards which could result in a loss, whether that loss be related to a staff or patron injury and/or property damage. This can be as easy to accomplish as simply keeping an eye out for these types of issues while walking around your properties. If something appears to be wrong, broken or otherwise damaged, then you should document and report it to district management. It's just that easy! These inspections should always be documented, whether you discover anything askance or not. Such documentation can be an excellent defense tool in the unfortunate event of legal action related to a personal injury claim.

For the next few years, SDAO Risk Management will be focusing on getting back to the basics with property inspections and hazard assessments. You can never really know what is truly happening on your property unless you get out there and take a first-hand look at it on a regular basis. We recommend, at the very least, that a casual survey of your entire property be conducted regularly through the lens of an informed and conscious hazard assessment. For most district properties, especially in the case of physically larger institutions, this will require the time and effort of multiple stakeholders. We encourage you to build a culture that empowers and instills a strong sense of situational awareness in all staff members and encourages them to report anything that could be a hazard.



## These potential hazards may include the following:

- Anything broken that needs repair urgently
- Anything damaged and will need repair soon
- Anything that just looks or feels wrong for example, a cable stretched across a driveway or an unblocked propane tank
- Anything that could result in a personal injury or loss/damage to your property

Furthermore, your safety committee should be conducting quarterly building walkthroughs in search of any issues that could result in a worker injury. However, committee members should also be well trained and equipped to expand their scope beyond potential injuries alone. Every SDAO member employs staff members who regularly access your properties. Educating these folks to notify your custodial, facilities, or management staff in the event of any observed hazards can only help to improve the health and safety of your buildings.

Property inspections and checklists may appear to be just one more task added to your already overflowing plate. At SDAO, we recognize and understand that, for years now, public entities have been required to do more with less so it is important that we all learn how to make the best use of the limited resources available. We are hoping that our members will urge staff to simply make their daily rounds with eyes wide open and then inform the appropriate authority figures whenever a potential hazard is discovered.

Finally, you should solicit your staff members' input for addressing any detected problems. This will help create a positive holistic approach to preventative building maintenance and address any potential premise liability concerns while empowering your staff to give hazard mitigation the serious attention it deserves.

SDAO has additional resources available to assist you with this topic. These resources include sample checklists, quick reference guides and



educational webinars. All of these resources can be found in our resource library. Of course, we also stand ready, willing and able to assist you in conducting these inspections and/or educating your staff.

The risk management team is here to help you. We encourage you to phone us at 800-285-5461 or 503-371-8667 and/or email us at **riskmanagement@sdao.com** with any questions, comments or concerns.

# Supplemental Disability

## Additional Worker Benefits

## By: Gina Wescott, WC Claims Manager

Time loss rates have always been an area of concern for injured employees. When an employee is dealing with issues surrounding an injury, such as pain and appropriate medical treatment, the last thing needed is worrying about loss of income. However, that is a very real issue which has caused many an injured employee tremendous anxiety.

Workers' compensation benefits are set at 2/3 of the wages being earned at the time of injury. Typically, this involves one job - the job the employee was performing when injured. However, many employees, think volunteers, have secondary jobs which they may not be able to perform due to the on-the-job injury. When loss of wages from the primary job is coupled with loss of wages from a second or even third job, the results can be devastating.

Prior to 2001, injured employee were not always compensated for lost wages from a secondary job. The state addressed this issue with SB485. Knowing that it was unfair to place the burden of lost wages from a secondary job on the employer-at-injury, the state developed the Supplemental Disability Benefits Program in which the state pays the worker for lost wages from secondary jobs held at the time of injury.

As with any state regulated program, there are criteria surrounding eligibility for benefits.

If you have any questions regarding supplemental disability benefits, or general workers' compensation questions, please contact the SDAO Workers' Compensation Department at 800-305-1736.

## Three important things districts need to remember when an injured employee has a secondary job:

- 1. The injured employee must advise SDAO of all secondary jobs within 30 days of filing a claim
- 2. The injured employee must provide verifiable documentation of a secondary job and associated wages within 60 days of a request from SDAO
- 3. The district must report knowledge of any secondary jobs to SDAO

Strict time frames are associated with this program. Once SDAO is aware of a secondary job, we only have 5 days to start the process.

Because the state considers SDAO and the district to be the same entity, when one half has knowledge, the other is imputed that same knowledge. Therefore, it is critical that districts advise their claims examiner when they are aware their injured employee has a secondary job.

We want to ensure that all injured employees receive the benefits they are entitled to receive under their workers' compensation claim. With good communication between the districts and the claims examiner, we can make that happen.



# 2022 **Best Practices** Program

Deadline: November 4, 2022

Receive up to a 10% discount on your general liability, auto liability, and property insurance contributions.

The SDIS Best Practices Program was designed to assist special districts with implementing best practices to mitigate risk in areas of high exposure. Your district can receive credits on its property/casualty insurance contributions and can take up to 10% off your district's general liability, auto liability, and property insurance contributions for the 2023 policy year. The following information outlines the five credit opportunities for this year's program. For a full description of each category, please visit www.sdao.com/best-practices-program.

- 1. Affiliate Organization Membership | Credit: 2%
- 2. Board Duties and Responsibilities Policy | Credit: 2%
- **3. Board Duties and Responsibilities Checklist** | Credit: 2%
- 4. SDAO/SDIS Training | Credit: 2%
- **5. Board Member Education Program** Credit: 2%

Completion of the Best Practices Survey (located online on the SDIS Insurance Site) is required to receive credit. The survey must be submitted by a district representative who will verify completion of the credit requirements within the survey. Please note, each district is responsible for completing their own survey online. The deadline to complete the survey is November 4, 2022

> If you have any questions regarding the Best Practices Program or need help completing it online, please contact Jaime Keeling at jkeeling@sdao.com or 800.285.5461, ext. 122.

## **Receiving Credit**

# THEFT

## **Continues to be on the Rise**

## By: Jens Jensen, PC Claims Manager

SDAO continues to see increases in the volume of theft claims for our members. There are a number of items most frequently stolen, but the majority of them are related to construction equipment. Trailers, backhoes, trucks, and mobile equipment continue to top the list. This is not surprising given the scarcity of these items out in the marketplace.

These thefts can cause trouble for members in several different ways. First, of course, is the financial outlay. Most all of our districts have deductibles for the loss of equipment, property, or a vehicle. Second, a district might not be able to complete its tasks or fulfill services for its patrons without the equipment. Third, with supply chain shortages, a district might not be able to replace what was stolen very quickly.

## How can you reduce or eliminate theft at your district?

- Brand equipment with district logos, paint schemes, or other ways to make the equipment easily recognizable. This will make items less desirable to thieves.
- Take the backhoe off of your trailer(s). Thieves have targeted tractors and equipment already

loaded on to trailers or tools already loaded in a truck. While not always practical, taking this off a trailer will at least slow down the theft of both items.

Park vehicles with the rear end close to a wall or back-to-back with other vehicles, impeding access to the exhaust. This can act as a deterrent for catalytic converter theft. Catalytic converter theft continues to be an issue and not just for Toyota Prius owners. Though they were the original targeted vehicle of choice, thieves have now moved on to large trucks and other vehicles with good clearance. These thieves are brazen and have even been spotted in broad daylight cutting out converters. We had anticipated the passing of Senate Bill 803 was going to slow these thefts, but that is simply not the case.

We are hopeful that these tips will help keep your district property at your district and that you will not have to deal with the headache of replacing equipment. If you have any questions, please reach out to the SDAO PC Claims Department at claims@ sdao.com.



# Partners Group

## **DENTAL CARE: ORAL HEALTH AND WELLNESS**

Did you know that poor oral health can lead to many seemingly unrelated medical conditions? In fact, oral bacteria and oral disease have been linked to a variety of serious illnesses, including heart disease, diabetes, stroke and pregnancy complications.

### Importance of Oral Health

The following examples illustrate the relationship between your oral health and general health.

- Tobacco, alcohol and illicit drugs affect both your overall and oral health.
- Dry mouth, or a lack of saliva, increases your risk of tooth decay.
- Oral pain resulting in an inability to eat properly can prevent you from getting the nutrition your body needs to stay healthy.

### **Periodontal Disease**

Oral health can often be used to diagnose underlying health issues.

- The advanced form of gum disease, called periodontitis, causes tooth loss and is also sometimes associated with cardiovascular disease, stroke and bacterial pneumonia.
- Pregnant women with periodontitis are at an ٠ increased risk for delivering babies that are preterm and/or have low birth weight.





- Diabetics are more likely to develop periodontitis, and more severe cases of it.
- People who smoke or drink alcohol have an increased risk of periodontitis and other conditions, such as oral cancer.

## What This Means to You

Given the potential link between periodontitis and systemic health problems, preventing periodontitis may turn out to be an important step in maintaining your overall health. In most cases, this can be accomplished by practicing good daily oral hygiene, including brushing and flossing and regularly seeing a dentist for cleanings. Tell your dentist about changes in your oral health, including any recent illnesses or chronic conditions.

Also provide your dentist with an updated health history, including medication you use—both prescription and over-the-counter. If you smoke, talk to your dentist about options for quitting.



# THE POWER OF ONE-ON-ONE MEETINGS

By: HR Answers

Are you struggling with individual accountability, teamwork, and a positive work environment? Want to have a work environment that embraces positivity, team support, safety, and getting results? We all know today's workplace has been challenging, to say the least. Between remote working, working onsite with masks and social distancing, along with ensuring goals and objectives are met, it's been tough for most.

Even with the challenges we are still expected to perform, still need to be held accountable, and still need to work in a team environment but with twists. The most effective tool in a manager's toolbox is communication, communication, and more communication. This will require more intentionality and ingenuity to manage with team members working in different spaces, but it's no longer "new". It's the norm to balance team dynamics, office schedules, and a manager's #1 tool is one-on-one meetings!

Are you having one-on-one meetings? Are they regularly scheduled, and have you updated your calendar to include changes in employees' schedules? Team members working remotely? It happens; be sure to reschedule the meeting or find an electronic way to meet! Want to have better one on ones? Here are a few tips and hints to make these meetings impactful, positive, and meaningful for everyone!

There is an art and science to holding one on ones with your staff. Check out the top five:

## 1. Focus on the employee

- Make each one-on-one meeting about them. Not your projects, not your problems, not status updates.
- Focus on what they want to talk about, help them dig into issues they're having, and, if they have their own agenda or bring up a particular topic, give that your full attention before diving into anything you brought.
- The best one-on-ones are those where the person leaves the meeting feeling like they're making progress.
- Make sure your team members leave each meeting feeling like none of their pressing issues or most important topics were left unsettled.

## 2. Be prepared

- Prepare yourself by reviewing your notes from the last meeting, plan your agenda of nine topics to discuss, and make sure you're keeping your promises. These all demonstrate you value these meetings, and ensure you make the most of them. Employees can also set the agenda if that is a better option.
- Make it relevant for them and you.
- Time is valuable, so treat it as such and be prepared.

## 3. Mix up what you discuss

- Mix up the kind of questions you bring to cover a range of topics and adapt to the stage in their career and your relationship.
- Use meeting time to talk about their career goals, praising good work, coaching them, or even getting their feedback about how to improve the team.
- Mixing it up doesn't just keep things interesting, it broadens the value that you and they are getting from your regular one-on-ones.

## 4. Listen well

• Now is the time to practice your active listening skills to make sure you really understand them.

## **Complimentary Cybersecurity Webinars**

Cyberattacks on local governments have become more and more common. Don't let your district become the next victim. SDIS has teamed up with Eide Bailly to offer a complimentary webinar series focused on cybersecurity topics. All webinars are offered at no cost to SDIS members. These webinars will each cover a different topic related to cybersecurity essentials and will be live, allowing for attendees to ask questions of the Eide Bailly team.

• July 19 | 10:30am - Noon

Advanced Cybersecurity Topics

- August 10 | 10:30am Noon
   Building & Funding a Cybersecurity Program
- September 21 | 10:30am Noon Cybersecurity Basics
- October 18 | 10:30am Noon
   Cybersecurity Compliance & Frameworks

For more information and registration, please visit our website at www.sdao.com/cybersecurity-resources.

- By listening effectively, you can pick up on issues they hint at and ask pointed follow-up questions to better understand them.
- This includes asking clarifying and confirming questions to make sure you are both on the same page – always ensure understanding. It is too easy to have misunderstandings from miscommunication.

## 5. Meet frequently

- Ideally, you should shoot for either weekly or biweekly one-on-ones. A great deal can happen between meetings so monthly or quarterly may not be often enough especially if we are trying to make progress on certain items. Quarterly one-on-ones are even worse.
- You can adjust according to project, tenure, and coaching needs.
- You should be more hands on when people are new to a role, new to your organization, or struggling to perform. And less often if they're performing excellent, or you have such a big team it's the best you can do.
- Depending on your situation, it might not always be possible to meet this frequently but strive for it.





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RISK MANAGEMENT Toll-Free: 800-285-5461 Email: riskmanagement@sdao.com Fax: 503-371-4781 **REPORT AN SDIS WC CLAIM** Toll-Free: 800-305-1736 Email: wc@sdao.com Fax: 503-620-6217

REPORT AN SDIS P/C CLAIM Toll-Free: 800-305-1736 Email: claims@sdao.com Fax: 503-620-9817

## MEMBER CALENDAR

Jul. 1	Registration Opens for Member Scholarship Golf Tournament
Jul. 1	Registration Opens for Summer Conference & Awards Banquet
Jul. 13	Risk Management Back to Basics & Current Hot Topis Training – Salem/Virtual
Aug. 3	Board of Directors & Management Staff Training – Pendleton
Aug. 16	Board of Directors and Management Staff Training – Cottage Grove
Aug. 17	Board of Directors & Management Staff Training – Medford
Aug. 22	Board of Directors and Management Staff Training – Redmond
Aug. 30	Board of Directors and Management Staff Training – Newport
Aug. 31	Board of Directors and Management Staff Training – Salem/Virtual
Sept. 7	SDIS Board of Trustees Meeting – Tigard
Sept. 15	SDAO Board of Directors Meeting – Salem
Sept. 15	Summer Conference & Awards Banquet – Salem
Sept. 16	Member Scholarship Golf Tournament – Newberg
Sept. 20	Risk Management Back to Basics & Current Hot Topics Training – Salem/Virtual

Download this newsletter online at https://sdaoresourcelibrary.com/newsletters