



CITY OF OREGON CITY

CITY COMMISSION GOAL SETTING RETREAT

AGENDA

Clackamas Community College, Gregory Forum, 19600 Molalla Avenue Oregon City,
Oregon 97045

Friday, March 03, 2023 at 4:00 PM

Ways to participate in this public meeting:

- *Attend in person, location listed above*
- *Register to provide electronic testimony (email recorderteam@orcity.org or call 503-496-1509 by 3:00 PM on the day of the meeting to register)*
- *Email recorderteam@orcity.org (deadline to submit written testimony via email is 3:00 PM on the day of the meeting)*
- *Mail to City of Oregon City, Attn: City Recorder, P.O. Box 3040, Oregon City, OR 97045*

AGENDA

1. 4:00 PM - Welcome and Opening Remarks
2. 5:15 PM - Review Mission and Vision
3. 6:00 PM - Public Comment
4. 6:15 PM - Dinner Break
5. 6:45 PM - Review of Prior Goal Progress
6. 8:15 PM - Wrap Up
7. Background Materials

ADJOURNMENT

PUBLIC COMMENT GUIDELINES

Complete a Comment Card prior to the meeting and submit it to the City Recorder. When the Mayor/Chair calls your name, proceed to the speaker table, and state your name and city of residence into the microphone. Each speaker is given three (3) minutes to speak. To assist in tracking your speaking time, refer to the timer on the table.

As a general practice, the City Commission does not engage in discussion with those making comments.

Electronic presentations are permitted but shall be delivered to the City Recorder 48 hours in advance of the meeting.

ADA NOTICE

The location is ADA accessible. Hearing devices may be requested from the City Recorder prior to the meeting. Individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder's Office at 503-657-0891.

Agenda Posted at City Hall, Pioneer Community Center, Library, City Website.

Video Streaming & Broadcasts: The meeting is streamed live on the Oregon City's website at www.orcity.org and available on demand following the meeting. The meeting can be viewed on Willamette Falls Television channel 28 for Oregon City area residents as a rebroadcast. Please contact WFMC at 503-650-0275 for a programming schedule.

2021-2023

CITY COMMISSION GOALS

Goal 1

Promote diversity, equity, and inclusion for a safe, inclusive community, and organization.

Goal 2

Invest in current and future capital needs for safe, sustainable infrastructure and city services.

Goal 3

Improve the City's engagement efforts to reach the broader Oregon City community and inform the policy process.

Goal 4

Adopt and implement a homelessness strategy for Oregon City.

Goal 5

Promote tourism and support economic development to foster community sustainability.

Goal 6

Support diverse housing options in Oregon City.

Goal 7

Support improvements and partnerships that contribute to our hometown feel and showcase Oregon City's unique community identity.

Goal 8

Protect and preserve our environmental health and natural resources.



Vision

Embrace and advance Oregon City's historic role as a regional leader.

Mission

Build a dynamic community that leads the State in safety, economic opportunity, livability, and historic significance.





2021-2023 City Commission Goals

Final Version June 28, 2021



Introduction

Oregon City is pleased to present the summary of their 2021 goal-setting retreat. The City Commissioners and Executive Team conducted a virtual retreat consisting of three workshops on January 29, January 30, and February 23, 2021 to align around a shared vision, discuss current community projects and issues, and provide City staff with direction regarding the Commission's priorities for the coming years. The City contracted with SSW Consulting, a professional strategic planning and facilitation firm to prepare and guide the group through their discussion. In advance of the retreat workshops, SSW conducted outreach with the Commissioners and staff to discuss community challenges, opportunities, and priorities on the horizon. The agenda for the discussion was based on the following outcomes identified through the outreach process:

- » Identify big-picture goals to guide the City over the next two years;
- » Define clear roles and relationships and enhance the partnership of the Commission and Staff;
- » Build camaraderie and unity amongst the Commission; and,
- » Refresh the goal-setting process. Keep the number of priorities manageable and develop an implementation process that will enhance our accountability.

The City Commissioners and staff worked closely together to identify goals and strategies for 2021-2023 that will build on the work and success of previous years, while also addressing new challenges and/or shifting community needs. The City will work on these goals in addition to maintaining high-quality core City services.

The Commissioners and staff look forward to working together with the community and our partners as we begin our work to advance these goals.

-Oregon City Commission + Executive Team

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Our Team

City Commission

Rachel Lyles Smith, Mayor
Denyse McGriff, Commissioner
Frank O'Donnell, Commissioner
Rocky Smith, Commissioner
Adam Marl, Commissioner

Executive Team

Tony Konkol, City Manager
Kattie Riggs, City Recorder
Lisa Oreskovich, Assistant to the City Manager
Kristin Brown, Community Communications Coordinator
Patrick Foiles, Human Resources Director
Greg Williams, Library Director
Matt Zook, Finance Director
James Graham, Economic Development Manager
Kendall Reid, Parks and Recreation Director
John Lewis, Public Works Director
Laura Terway, Community Development Director
Jim Band, Chief of Police

Facilitated By

Sara Singer Wilson, Principal/Owner
SSW Consulting

Oregon City's Vision



Aligning With the Vision

To align the group around a future state of mind, the team imagined how they wanted Oregon City to look, feel and function five years from now. They imagined headlines and stories from the future. This exercise generates group alignment around a future direction. The visioning exercise helps to inspire and guide the goal setting process. Through this visioning exercise, they developed the vision statement below.

Vision

Oregon City is a welcoming, inclusive, engaged, and safe community. We support our local businesses and partner in making them a vibrant part of our community. We are a destination with a strong identity celebrated through art, history and cultural opportunities - we have opportunities for all.

Setting

The Context

City Staff shared updates on the goals from 2019 in addition to other projects on the horizon. This information was mapped in the "Environmental Scan" chart below.

DIVERSITY, EQUITY, + INCLUSION (DEI) • In June, commission approved resolution to support racial equity and DEI, safe space for conversations, learning opportunities • Charged with taking action to support those statements • Explore what these efforts look like in OC • Journey - not just a set of tasks • Implemented programs in the Library - provide space for this • Staff participated in training - CD as part of OC 2040 new methods of engagement to elevate voices of underrepresented groups • What's next? What does success look like?	HOUSING • Housing Excise Tax - concerns from citizens spending more and more on housing • Strategies we can use to support housing that fits our needs • Working to advance housing - amend zoning code, vertical housing, compliance with HB2001, urban renewal, quiet zone, construction excise tax • Metro housing bond funded housing • Bond passed to assist those at risk of losing housing • Variety of strategies, annexing land, inclusionary zoning, change SDC schedule, strategic investment in infrastructure, and more....
INFRASTRUCTURE NEEDS • We've been forward thinking on our infrastructure - kept up rates/ fees to maintain • Facing rising costs, rapidly evolving tech • Community aggravation with increasing rates - material costs, staff, consultant costs all going up • Master planning for sewer and transportation are finished • Water and stormwater plans are complete	PARKS • Hiring a consultant to work on maintenance plan - comprehensive inventory of parks, facilities, parking lots, police station, etc. • Immediate repairs and preventative maintenance, replacement costs • 5-20 forecast of maintenance requirements • Award contract on 2/17/21
HOMELESSNESS • Evolution in how we've learned to serve this population and respond to people in the community • Services - cleaning up, serving mental health issues, getting people into housing - we are doing more than cities larger than us • Missing the political piece in our interaction with the County. County said they were going to purchase a motel for short-term housing - then decided they would buy one in Estacada - this plan also fell through due to lack of public engagement • County trying to do the right thing - funds available through Metro bond • Lack of communication between cities and the county to have a regional cohesive conversation	ECONOMIC DEVELOPMENT/ TOURISM • ED has conducted itself in new ways - helping businesses to stay open • Implementing strategic plan for tourism • What's the direction for urban renewal - only incentive for growth • Enable more people to live downtown to encourage its own eco system as we move forward • Working on strategic plan

The City Commissioners and Staff discussed other various topics to help establish a shared context for the goal setting process. These topics included growth trends, political factors, economic climate, other community trends, technology trends, community needs, and uncertainties.

Context Map

All organizations work in a context, there are larger environmental forces and trends that shape what is and is not possible just as much as the internal capacities and capabilities of a group. This context map develops a big-picture view of the Oregon City environment and increases understanding of complex situations. This exercise assisted the team in establishing their common backdrop for the goal-setting.

Oregon City Context Map 01.29.21

DEI LENS - THINK ABOUT HOW IT APPLIES IN EACH OF THESE CATEGORIES

Oregon City Goal Setting Context Map

GROWTH TRENDS

- White and middle class families, couples
- Big houses, no housing for middle to low income. (2500+ sq ft)
- Expensive housing prices *Ask for more jobs, retail, and entertainment opportunities in community survey
- COVID-19 hit growth hard, changed everything, can't control
- Pent up demand, need to be ready
- DEI - Need to provide support to diverse businesses
- Rising costs
- Demands for affordable housing

POLITICAL FACTORS

- Increase in citizen comment
- Homelessness as regional issue/County • Communication difficulties
- Progressive orientation
- Focus on women and minority groups
- Focus on local
- Tribal partnerships and relationships
- Add diversity in employment documents

ECONOMIC CLIMATE

- Inflation when pandemic ends - unemployment will go down
- Workforce changes - daycare
- Promote job creation without community harms
- Pent up demand, need to be ready - vaccines will impact
- Daycare expenses
- County getting \$ to deal w/homelessness and opportunities for City to utilize
- Ec Dev and Tourism

OTHER COMMUNITY TRENDS

- Public restroom downtown
- Dog parks, youth programs
- Focus on downtown - residential development
- Community conversations around DEI - and how do we pay for it?

COMMUNITY NEEDS

- Increased shopping and dining opportunities
- Work from home
- Corporate HQ to the suburbs
- Opportunities for youth/diversion needs
- Partner with non-profit for community youth programs
- Daycare
- Homeless service center
- Communication needs
- Need to keep small-town feel
- Pedestrian Safety/Healthy Community
- Pedestrian safety
- Reduce burdens of growth on local community
- Homelessness - We HAVE TO work together
- Youth workforce training- Don't want to lose this age group - keep them here
- Willamette Falls Legacy Project
- Elderly care, new options
- Iconic projects, things to look forward to
- DEI Procurement Policy

TECHNOLOGY TRENDS

- High speed internet
- Ensuring all areas of the city have the technology
- Increased fiber to increase speed
- Affordability issues with broadband
- Cyber Security- IT Strategic Plan is a good start
- Cyber Security and transparency - are there partnership opportunities to fill this need?
- Equitable access to fiber
- Clackamas County model? Get fiber in parts of the County that are not served
- Continue to use tech used in pandemic, expand engagement
- Promote fiber optic installation - "smart city"

UNCERTAINTIES

- Revenue, pay taxes?
- Distribution of vaccines
- Mayor changes
- Marijuana tax
- Federal economic aid packages - prepared with projects
- Revenues
- Unknowns such as emergencies
- Opportunities we don't know about
- Uncertainty in revenue

© THE GROVE

2021-2023 Goals

The City Commission Goals serve as a framework for budget development and provide guidance for how best to allocate the resources of the City. Though the budget is prepared to support and accomplish the goals, the goals should not be confused with the budget. The budget is the legal authority for spending and focuses on the near-term (the biennium). The goals, on the other hand, are long-term in nature and therefore, may continue beyond the two-year budget period.

Oregon City Vision

Embrace and advance Oregon City's historic role as a regional leader

Mission

Build a dynamic community that leads the State in safety, economic opportunity, livability, and historic significance

Goals

Goal 1: Promote diversity, equity and inclusion for a safe, inclusive community and organization

Goal 2: Invest in current and future capital needs for safe, sustainable infrastructure and City services

Goal 3: Improve the City's engagement efforts to reach the broader Oregon City community and inform the policy process

Goal 4: Adopt and implement a homelessness strategy for Oregon City

Goal 5: Promote tourism and support economic development to foster community sustainability

Goal 6: Support diverse housing options in Oregon City

Goal 7: Support improvements and partnerships that contribute to our hometown feel and showcase Oregon City's unique community identity

Goal 8: Protect and preserve our environmental health and natural resources



2021 - 2023 COMMISSION GOALS
REVIEWED BY THE CITY COMMISSION ON APRIL 13, 2021

Goal 1 - Promote diversity, equity and inclusion for a safe, inclusive community and organization

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Using the vision articulated in Resolution 20-19, develop a comprehensive internal and external DEI framework	Staff will work with a consultant to lead and develop a DEI framework that will guide the City. The framework will include: • The creation of policies and practices that advance diversity, equity and inclusion throughout City operations.	\$75,000	General Fund	12/21 - 5/23
Create a community task force to guide the external DEI work	Staff will work with a consultant to create, coordinate and lead a community task force. The project will include: • Education and discussion of the concepts lead to equality. • Discussion about the impacts of bias and racism in our community. • Identification of ways to make our community more welcoming and inclusive for all.	\$50,000	General Fund	7/21 - 3/23
Evaluate internal policies, procedures, hiring practices, purchasing, and codes to reduce barriers and systemic inequities	Staff will establish an internal project team that will discuss and explore opportunities to reduce barriers and systemic inequalities such as: • Establishing the Oregon City Municipal Diversity & Equity Purchasing Program. • Utilizing State-certified MWESB firms and local minority and women owned businesses. • Drafting municipal code that requires all city departments and subcontractors doing business with the City to initially engage businesses owned by BIPOC and MWESB. • Promoting the program and educating staff, contractors, vendors, and subcontractors seeking to do business with the City.	No additional funds requested in proposed budget. Existing staff will complete this task.		9/21 - 6/23

Goal 2 - Invest in current and future capital needs for safe, sustainable infrastructure and City services

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Prioritize projects in the transportation master plan to maximize safety and connectivity	Staff with the assistance of a consultant will work with the Transportation Advisory Committee (TAC) to review the Transportation System Plan (TSP) and associated documents to create a prioritization of projects that maximize multimodal safety and connectivity. The process will include: • A public engagement process. • Outreach to the workgroups established by the Planning Department for the OC 2040 Comprehensive Plan Update process, with an emphasis on DEI. • As part of the project, the City will consider and evaluate projects within the TSP, concept plans, the budget, the 5-year pavement maintenance plan, capital improvement plans, transit plans, safety statistics, and existing conditions.	\$40,000	Transportation Fund Transportation SDC Fund	9/21-8/22

Goal 2 - Invest in current and future capital needs for safe, sustainable infrastructure and City services (continued)

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Complete analysis to identify deferred maintenance and ongoing asset management costs for parks and identify funding options	The Parks and Recreation Department selected Bureau Veritas Technical Assessments LLC to help develop a plan to address the need for immediate repairs, preventative maintenance, deferred project backlog, and capital replacement. This plan will include: - Identifying facility maintenance, reducing the need for reactive repairs, and avoid deferred repairs. - Providing a roadmap for corrective recommendations to help reduce the maintenance backlog. - Identifying funding options for the City Commission to consider.	No additional funds requested in proposed budget. This is an existing project.		3/21 - 12/21
Review SDCs and utility rates to strike a balance between SDCs and rates	Staff will prepare a comprehensive review of Oregon City's Water and Stormwater System Development Charges (SDC's) and utility rates. The review will include: - Third party comparison analysis of rates and SDC's from across the Metro region. - A summary report on what innovative strategies other agencies are utilizing to manage and upgrade utility systems.	\$57,000	Water Fund & Stormwater Fund	3/21 - 10/21
Prioritize the implementation of the IT Strategic Plan	Staff will begin implementation of the IT Strategic Plan which will include: - Adoption of the IT Strategic Plan. - Upgrading the City's disaster recovery and backup systems. - Deploying mobile device management system citywide. - Completing the fiber circuit from Operations Complex to the Robert Libke Public Safety Facility. - Creation of the IT Director position beginning in July 2022.	\$466,000	General Fund	3/21 - 7/22
Complete parks master plan and update system development fees	Staff will work with a consultant to create a master plan that will provide a vision for development, maintenance, and operation of the entire park system. The master plan will include: - A public engagement process to identify goals and specific action items envisioned by City staff and the community at large. - An inventory of existing parks and recreation facilities. - Creating a vision statement, goals, and recommendations for system-level and park-specific improvements; park land acquisition strategy; suggested funding strategy. - Identification of capital needs and recommended system development charges (SDC's) to implement the improvements.	\$190,000	General Fund & Parks SDC Fund	9/21 - 9/23
Assess the communication infrastructure and equipment to improve overall quality and reliability of service to the community	Staff will work with a consultant to determine the feasibility of a public/private partnership to improve overall quality and reliability of fiber optic connectivity to the community. The assessment will include: - Conducting a feasibility study to assess the communication infrastructure needed and its marketability of the service. - A strategy to establish community-wide fiber optic connectivity to homes and businesses throughout Oregon City. - If feasible, developing a Request for Proposals and solicitation for partners.	\$200,000	General Fund, contingent upon ARPA funding	9/21 - 6/23
Develop a citywide facility master plan	Staff will work with a consultant to develop a facility master plan. This plan will include: Developing a long-term strategy for City facilities.	\$40,000	General Fund	7/22 - 12/22

Goal 3 - Improve the City's engagement efforts to reach the broader Oregon City community and inform the policy process

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Refine and improve the engagement strategy to enhance two-way engagement and communication, build new relationships in the community, enhance the City's use of online engagement, and gather engagement data to track progress	Staff will work with a consultant to develop a plan to improve engagement and communication with the community. The plan will include: • An inventory of the tools and resources the City currently utilizes and a report of the effectiveness of these tools and platforms. • Creating a snapshot of followers and current engagement on the City's communication platforms. • Guidance on more effective tools and methods to increase followers and the quality of the engagement. • Providing a strategy to increase public engagement.	\$30,000	General Fund	7/21-9/22
	Staff will research and deploy an engagement website platform to enhance online engagement and disseminate information.	\$15,000	General Fund	7/21-9/22

Goal 4 - Adopt and implement a Homelessness Strategy for Oregon City

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Formalize our internal strategy to address homelessness and surrounding issues, communicate the strategy with the community, and continue engaging the community	Staff will work with a consultant to create a written, formalized document that outlines the citywide efforts and approach in response to issues related to homelessness. The document will include: • Development of an internal Oregon City Homeless Solutions task force that will include representatives from multiple departments. • Engagement with existing advisory bodies and community members. • Identification of resources necessary to address the needs of the homeless population. • Identification of the challenges and constraints. • Identification of potential strategies to address the needs of the homeless population with assistance from outside partners. • Development of a communications and engagement plan to inform the community of the resources and strategies that have been identified.	\$40,000	General Fund	7/21 - 12/21
Develop partnerships with other local and regional governments to develop local and regional solutions including Oregon City's needs in serving the homeless population	Staff will update the City Commission on different aspects of the issues related to homelessness in the City and strategic opportunities for the City Commission and staff to engage governmental agencies, non-profits, and other entities. Based on the results of the formalized internal strategy the following will occur: • Creation of an inventory of potential partner organizations/agencies. • Prioritization of Oregon City needs and related strategies. • Development of proposals and requests for potential partner organizations to assist with addressing homelessness in Oregon City.	No additional funds requested in proposed budget.		12/21 - 12/22

Goal 5 - Promote tourism and support economic development to foster community sustainability

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Prioritize and implement the Citywide economic development strategy	Staff will work to create a Citywide Economic Development marketing and promotion strategy to brand and highlight the recreational, business, and investment opportunities in Oregon City. The marketing and promotion strategy will include: The utilization of various promotional tools and marketing techniques such as paid digital content, Developer Familiarization Tours, publicity events, developer and business financial analysis, and social and print media.	\$400,000	General Fund	7/21 - 6/23
	Staff will implement an Ombudsman program that will assist developers, investors, and businesses with navigating through and understanding the City's regulatory process. The Ombudsman program will include: - Workshops and seminars on city regulatory processes for businesses. - Printing educational brochures and pamphlets to aid with understanding and navigating the City's regulatory process. - Working with City departments to reduce and clarify regulatory procedures. - Increasing community presence of Economic Development staff	\$40,000	General Fund	11/21 - 12/21
Determine implementation of 2020 urban renewal study.	Staff will work with the Urban Renewal Commission to complete the Urban Renewal Public Engagement Process. This process is currently ongoing.	No additional funds requested in proposed budget.		5/21 - 10/21
Implement the Tourism strategy	Staff will implement the Tourism Strategy to attract and engage the community to the Travel Oregon City website to increase participation and community opportunities. Implementation of the Tourism Strategy will include: - The marketing and promotion of Oregon City tourism assets. - Implementation of the Community Showcase, the Concierge Institute, and the Arts Treasure Trove which are programs identified in the Oregon City Tourism Strategy.	\$680,000	Transient Room Tax \$75,000 is contingent upon ARPA funding	7/21 - 6/23
Determine the City's role in supporting community events and other amenities that support tourism	Staff will work to create a program to support community events. The program will include: Providing grant funding to private nonprofits that produce city-wide special events designed to reinforce the community hometown brand.	\$100,000	General Fund	7/21 - 12/21

Goal 6 - Support diverse housing options in Oregon City

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Prepare a plan to identify and implement housing strategies, tools and opportunities that work best for Oregon City	Staff will create actions the City may take to increase the supply of housing, including affordable housing. The project will include: • An online public engagement effort to identify strategies to increase the supply of housing in Oregon City. • The public engagement results will be incorporated into the strategies identified at the severely rent burdened community conversation, as well as input from the Citizen Involvement Committee, the Planning Commission, and the best practices and strategies identified from partnerships with other agencies. • Recommendations to the City Commission that will include no-cost strategies, as well as strategies which would rely on funding sources such as the Construction Excise Tax.	\$10,000	General Fund	7/22 - 7/23
Update our code to provide additional housing opportunities in Oregon City	Staff will compare existing Oregon City regulations to HB 2001 and propose amendments to the Oregon City Municipal Code to implement the new requirements. The project will include: • An analysis of the City's infrastructure capacity to determine if there is sufficient capacity for the changes. • Public engagement, such as online surveys and input, Citizen Involvement Committee and Planning Commission presentations, a virtual open house, and a mailer to property owners and tenants. • Final Legislative review by the Planning Commission and City Commission of the proposed changes.	\$20,000	General Fund	7/21 - 7/22

Goal 7 - Support improvements and partnerships that contribute to our hometown feel and showcase Oregon City's unique community identity

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Determine and establish relationships with the Tribes that have a shared history with Oregon City	Staff will work jointly with all five tribes identified in the Willamette Falls Legacy Project and make connections with other tribes that reach out. The process for establishing these relationships and partnership building will include: - Arrangement of smaller introductory meetings between elected officials before a full meeting between elected bodies to form the basis of formal government-to-government relationships. - Development of a formal agreement with commitments, such as continued communication, collaboration, and a formal recognition of past harms.	No additional funds requested in proposed budget.		5/21 - 6/23
	The City would fund the installation of a memorial currently being designed by the Confederated Tribes of the Umatilla Indian Reservation to honor the Cayuse Five.	\$150,000	General Fund	5/21 - 6/22
Enhance partnerships with agencies and organizations to promote Oregon City's resources, opportunities and events	Staff will establish a six to eight week training program on the business of tourism and organizational and professional development for non-profit and for-profit businesses.	No additional funds requested in proposed budget.		9/21 - 6/23
Promote the arts as a focus of community identity and reactivate the Arts Commission	Staff will engage the arts community of Oregon City to further nurture community identification and reactivate the Arts Commission. Promotion of the arts will include: - Public display of sculptures, paintings, decorative features, horticultural enhancements and historical portrayals. - Events that include music, dance, poetry and other forms of artistic expression.	\$50,000	General Fund	8/21 - 2/22
Use art to attract and engage more community members and visitors	Staff will investigate the feasibility of the development of an arts incubator to help artists realize commercial success by establishing a facility to house studios, conference rooms, and administrative, financial, and legal services.	\$40,000	General Fund	10/21 - 3/22

Goal 8 - Protect and preserve our environmental health and natural resources

Strategy	Approach	Proposed Amount	Funding Source	Estimated Timeline
Develop a climate action plan	Staff will work with a consultant to create a Climate Action Plan focusing on actions the City can take to decrease the environmental footprint of City facilities and operations. The Climate Action Plan will include: - Engagement with PGE and other potential partners to identify opportunities to reduce the impacts created by City facilities and operations. - Recommendations for the City Commission to consider and potentially adopt via Resolution.	\$100,000	General Fund	10/22 - 12/23

Team

Agreement

The team agreement describes how the team will work together to advance the goals and strategies identified. The Commission and staff are committed to being a high performing team to advance their vision and improve the Oregon City community.

Our Team agrees to...

- » Assume positive intent of the team and trust the public process.
- » Listen to all voices, not just the loudest voices.
- » Value the personal relationships and partnerships to support the advancement of Oregon City's vision and goals.

The Commission agrees to...

- » Improve communication with each other and staff to improve relationships and help advance our goals.
- » Acknowledge and respect the diversity of perspectives and strengths on our team. They are all important and we commit to balancing and prioritizing the varying interests of the team.
- » Allocate adequate time to have in-depth discussions with our fellow Commissioners on important policy issues.
- » Provide clear direction to staff, stay focused on the goals, support goals with adequate resources, and serve as advocates for program implementation.

Staff agrees to...

- » Provide the best information available to the Commission in a timely manner to inform their policy discussions and decisions.
- » Develop a work plan for the biennium that includes options. Provide realistic timelines, milestones, and resources needed. Help the Commission understand trade offs.

Implementation +

Progress Reporting

To maintain accountability to the goals and ensure two-way communication between the Commission, Staff and the community, the following process has been outlined to support the implementation of the goals. This process will also support evaluating and tracking progress on the goals over the next two years.

The goals were developed with the four seated Commissioners in January 2021. The Commissioners expressed an interest in revisiting the goals following the election of a new Commissioner.

Project Leads + Timelines

The City Manager will assign “Project Leads” for each strategy outlined under the goals. The project leads will be executive team members who will oversee the implementation and report progress. The Executive Team will provide estimated timelines for the strategies based on staff capacity, budgeted resources, and the priorities expressed by the Commission.

Progress Reporting

Every six months, staff will provide the Commission with an update on the goals and strategies. These updates will include any progress made on the goals and strategies, challenges that need to be addressed, and/or recommendations or requests for additional Commission direction. Every three months or as needed, staff will provide abbreviated or informal updates. Staff will provide a dashboard of what work is currently underway.

Additionally, staff reports to the Commission will highlight or indicate if an item is related to a Commission goal or strategy.



Prepared by:



SSW CONSULTING
www.sarasingerwilson.com

Results Overview

Goals Achieved and Accomplishments Highlighted

The list of accomplishments below represents the shared work of individuals, groups, departments, volunteers, and multiple organizations across the community. Some had intense or exclusive involvement from the City Manager while others were the result of the Manager's influence, responsibility, leadership, or collaboration. These are supplied as a tool to help you recall the numerous events and activities over this past year.

2021 - 2023 City Commission Goals and Priorities

- **Goal 1 – Promote Diversity, Equity and Inclusion for a Safe, Inclusive Community and Organization**
- **Goal 2 – Invest in Current and Future Capital Needs for Safe, Sustainable Infrastructure and City Services**
- **Goal 3 – Improve the City's Engagement Efforts to Reach the Broader Oregon City Community and Inform the Policy Process**
- **Goal 4 – Adopt and Implement a Homelessness Strategy for Oregon City**
- **Goal 5 – Promote Tourism and Support Economic Development to Foster Community Sustainability**
- **Goal 6 - Support Diverse Housing Options in Oregon City**
- **Goal 7 - Support Improvements and Partnerships that Contribute to our Hometown Feel and Showcase Oregon City's Unique Community Identity**
- **Goal 8 - Protect and Preserve our Environmental Health and Natural Resources**

Awards

- Certified as a Tree City USA for calendar year 2021.
- Received Certificate of Achievement for Excellence in Financial Reporting for the 2021 ACFR.
- For the second consecutive time, the Water Division received an "Outstanding Performance" on the inspections that we have receive from the Oregon Health Authority (OHA). These inspections are required every three years – unless you receive this accreditation, then it is only required every five years.
- The Swimming Pool received the Training Services Recognition Award from the American Red Cross.
- John Lewis and Vance Walker attended the Daily Journal of Commerce Top Projects Award event June 15. The Oregon City Engineering and Operations Center won second place in the Public Facilities category. The list of entrants for this category was long and diverse, and the

Oregon City Public Works staff are feeling very honored to have received the second-place award.

- The Oregon City Engineering and Operations Complex received the Project of the Year Award in the *Structures \$5 million to less than \$25 million* category from the Oregon Chapter of the American Public Works Association (APWA). City staff and the project architect from Scott Edwards Architecture were there to receive the award. Staff also attended the APWA Fall Technical Conference in Pendleton, Oregon.

Grants

- Community Development received a grant from the Certified Local Governments for Preservation activities in the amount of \$15,713.
- Parks and Recreation received a grant for \$53,115 grant for summer camps and programs for youth activities.
- Federal Community Oriented Policing Services (COPS) De-escalation grant for VirTra Simulator System in the amount of \$149,375.16.
- Federal Police Bulletproof Vest Program grant for \$2,957.50.
- Federal Bureau of Justice Assistance Small, Rural, Tribal Law Enforcement Agency Body Worn Camera grant in the amount of \$78,000.
- Federal DOJ JAG Edward Byrne Memorial Grant for \$14,397.
- State Distracted Driving Grant for \$4,000.
- State DUII grant for \$6,000.
- State Safety Belt grant for \$8,000.
- State Police Speed grant for \$8,000.
- CIS grant for library security cameras for the amount of \$6,642.95.
- Workforce Development Partnership Project grant for \$4,800 to purchase Owls meeting cameras which allow for easier video conferencing and hybrid meetings.

Accomplishments

Finance

- Completed Single Audit for FY 2021.
- Entered into contract with a new audit firm, Aldrich CPAs + Advisors LLP, after going out for RFP twice.
- Successfully negotiated contract for City-wide janitorial services with Independent People.
- Entered into contract with Metereaders for City meter reading after going out for RFP.
- Successfully filed our first annual ARPA report to the Treasury.
- Entered into contract with Questica for a new budget and financial projection software; currently in the middle of configuration and implementation.
- Received 1st and 2nd tranche of ARPA funds and worked through the project list with City Commission.
- Received \$1,022,621 in FEMA funds for reimbursement of expenses related to the February 2021 Ice Storm.
- Implemented monthly Finance meetings with Library, Parks & Rec, and Public Works.
- Hired Accounting Tech, Brandy Houseworth and new Senior Financial Analyst, Jennifer Waverly.

- Matt, Ryan and Erin attended Oregon Government Finance Officers Association (OGFOA) Spring Conference.
- Matt and Jennifer attended the OGFOA Fall Conference.
- Matt elected to the Board of OGFOA for three-year term, proudly representing the City of Oregon City.
- Assisted Public Works with the completion of the application for the WIFIA loan program.
- Successfully implemented GASB 87 Accounting for Capital Lease agreements.
- Implemented the Tyler software project accounting module for tracking large scale capital projects.
- Assisted Parks & Rec with deposit tracking out of new SmartRec software.
- Implemented workers' compensation allocation process in ERP system.
- Reconciled outstanding accounts with vendors and streamlined AP processes.
- Improved ergonomics for the well-being of our staff.
- Successfully transitioned even more staff turnover with a new Deputy Finance Director, new Senior Financial Analyst, two new Accounting Technicians.

Court

- New judge, Amy Lindgren.
- Pro-Tem judge Richard Oberdorfer and Rod Grafe signed oath of office.
- New prosecutor, Kimberly Graves.
- New court clerk, Annette Thies.
- New bailiffs- utilizing Oregon Patrol Services instead of retired police officers.
- Court appointed attorney contracted Lucy Heil.
- Acquired contract with Trans Union-TLOxp for detailed information on customers for data base and to ensure proper information is available.
 - Utility Billing is splitting cost and has found it extremely helpful.
- Attended in person conferences for judge's Spring and Fall conference.
- Attended in person conferences for OACA for Spring and Fall.
- Staff continued training and learning better ways to utilize Tyler/Tech software by attending several Zoom trainings.
- New procedures implemented and classifications were added for all criminal cases in software.
- Warrants are now entered by Police Dept.
- Several old warrants are in process of being purged (3pprox.. 100 from 2017 and prior) Kimberly and judge worked on this.
 - I tried to get this to happen with prior prosecutor and happy that Kimberly really embraced and tackled the project.
- Electronic docket is being utilized but still have a few kinks to work out for criminal cases.
- Cross training continues for staff.
- Deferred program has in person classes but no longer with PD. A new probationary period of 12 months was also implemented.
- Community Service is now available for some violation cases.
- Text reminders for court dates and payments is in full use.

Utility Billing

- Since January 1, we have completed 973 occupant change service orders 388 miscellaneous service orders and 254 Service action service orders. Occupant changes are move in/outs, miscellaneous service orders are checking for leaks and misreads and service action service orders are for snowbird/empty homes turn on/off's.

- We have had 802 lien searches from January 1 – October 31st.
- Clackamas County reached out to our department with information on their new assistance program for water/sewer bills. Matt is currently reviewing the agreement before we move forward. Currently we have 124 customers on our reduced rate program.
- Northwest Natural Gas reached out to our department with a new bill discount program they are offering. This program is different from the county, Northwest Natural will handle everything we just refer customers to them that are struggling.
- Acquired contract with Trans Union-TLOxp for detailed information on customers for data base and to ensure proper information is available
- Court is splitting cost and has found it extremely helpful.

City Recorder

- Jakob Wiley was promoted to City Recorder December 27, 2021.
- Successfully integrated our meeting management software with our City Code online. This integration will allow the public to easily locate meetings and videos when ordinances were adopted that altered the City Code. It also greatly simplifies the ordinance submission process for codification.
- The City Recorder submitted three ballot measure notices for City Charter amendments for publication in the Oregonian.
- Transitioned to new OnBoard committee roster and application software.
- Hired Assistant City Recorder Angelique Nomie.
- Conducted a training with various boards and committees on meeting management, public meeting laws, and governance.
- Participated in the Oregon Association of Municipal Records (OAMR) 5-year strategic planning workshop.
- City Recorder attended NW Clerks PDII conference at the University of Puget Sound to work towards CMC designation.
- Jakob Wiley and Angelique Nomie attended the annual OAMR conference and academy.
- Achieved implementation of Hewlett-Packard Enterprise Records Manager (HPERM), the City's records management solution, in various departments throughout the City resulting in:
 - 16,215 records added in the past 365 days
 - As of 12/06/2016 there were 30,389 records in HP
 - As of 12/06/2017 there were 67,847 records in HP
 - As of 12/06/2018 there were 135,987 records in HP
 - As of 12/06/2019 there were 224,117 records in HP
 - As of 11/06/2020 there were 237,608 records in HP
 - As of 12/03/2021 there were 257,180 records in HP
 - As of 11/22/2022 there were 273,395 records in HP
 - 20 users in 2016
 - 50 users in 2017
 - 58 users in 2018
 - 57 users in 2019
 - 58 users in 2020
 - 64 users in 2021

- 71 users in 2022

Community Development

- Adopted Middle Housing Code Amendments to meet the state deadlines in June 2022.
- December 7, 2022, will be the first reading of the ordinance adopting the OC2040 Comprehensive Plan.
- Community Development staffing turnover has been stabilized with new leadership, managers, and staff.
- Last December we adopted a Housing Needs Assessment which will guide the City but also meets state requirements.

Economic Development

- The department's economic development manager was invited to speak before the Springfield Chamber of Commerce to discuss Oregon City's innovative economic development initiatives.
- Established a multi-organization partnership to develop and implement the Talent Ready Initiative. It includes Tim Cook (President, Clackamas Community College), Bridget Dazey (Executive Director, Clackamas Workforce Partnership), Tom Previs (Area Manager, Work Source Clackamas), Dr. Dayle Spitzer (Oregon City School District), Dr. Ivory Lyles (Vice Provost, Oregon State University Extension), Gabby Sloss (Clackamas Community College), Mary Rumbaugh (Behavioral Health Director, Clackamas Behavioral Health Division), and Valentina Muggia (Oregon City Police Dept.) Launched Talent Ready on November 3rd and issued Press Release.
- Launched new economic development website – www.oregoncitybusiness.com
- Developed a "Framework Decision-Making" to aid the Urban Renewal Commission with identifying URC projects.
- Established a public private partnership with Clackamas Federal Credit Union (CFCU) and Micro Enterprise Services of Oregon (MESO) to create the Entrepreneurial Opportunity Loan Program. CFCU matched the Economic Development Department's investment of \$50,000, making a total of \$100,000 available. Program designed to support startup companies (3 years old or younger) – Received interest from 18 businesses, received 4 final applications, and issued two loans.
- Joined the National League of Cities City Inclusive Entrepreneurship Initiative with focus on broadening the base of vendors with whom Oregon City works.
- Staff revised and streamlined the Metro Enhancement Grant application process and upgraded the scoring process.
- Staff worked with the Oregon City Chamber of Commerce to complete the Concierge Institute sessions.
- Improved the functionality and content on the tourism website (TravelOregonCity.com) for better representation of businesses in Oregon City.
- Resident broadband survey distributed via utility bill mailing. Oregon City has received 407 residents. Most residents (92%) said that access to affordable broadband is as essential as the other utilities.

Human Resources

Collective Bargaining

OCPEA Collective Bargaining Agreement (7/2022 to 6/2025) – The City Commission ratified the OCPEA CBA in July 2022.

AFSCME Currently in process of negotiating successor Collective Bargaining Agreement (headed to Mediation)

Labor relations and Performance management

- Zero (0) grievances in 2022
- Successfully coordinated and maneuvered three significant investigations
 - Building Division – Employee Complaints
 - Planning Division – BHNA complaint
 - Library – Employee complaint

HR (Alisa) re-engaged semiannual employee recognition lunches in the park. It was well attended and hope to build momentum and events where we can bring employees together and build camaraderie.

Diversity, Equity, and Inclusion

- Posted a RFQ (Request for Qualifications) for professional services to deliver DEI projects and initiatives.
- Reviewed proposals and identified MGT Consulting Services as successful proposal.
- Developed a scope of work with 5 milestones and address the Commission's DEI Goals. Scope included the following milestones:
 1. Project Initiation
 2. Community Engagement
 3. Community Dei Task Force
 4. Organizational Assessment
 5. DEI Action Plan
- Establishes a PSA (professional services agreement) with MGT Consulting
- Supported MGT to developed and facilitate the Community DEI Task Force.
- Assisted in community wide engagement project including a series of public listening sessions and a survey.
- Participated in the staff engagement project that included a series of meetings and survey.
- Participated in a number of Community Task Force Meetings

Recruitment, Selection, and Separations

56 Job postings (annual average 35)

33 Hired and on-boarded regular status employees

Received and processed 1,817 applications

96% (23 of 24) of new hires in 2021 passed probationary period

32 Regular status separations (resignations, retirements, terminations) and offboarding

The Recruitment and selection responsibility required, what feels like, three-times the amount of time and effort than in regular years. The quantity, frequency, and unique market put a strain on our division and the supervisors looking to fill positions.

Classification and Compensation

Developed five (5) new job classification:

- Senior Environmental Coordinator
- Facilities Manager
- Circulation Coordinator (Library)
- Library Safety Specialist
- IT Director

Reviewed and updated ten (10) job classifications:

- Human Resources Analyst
- Business Manager – Police
- Recreation Programmer
- Librarian I, II series (2)
- Plans Examiner series (2)
- Building Inspector series (2)
- Water Quality Coordinator

Safety/Risk Management

Processed 31 risk claims and closed out 24.

Responded to an OSHA complaint No. 209461162

Successfully responded to complaint submitted to OR OSHA in regard to safe practices and protocols while performing work in the roadway. OSHA confirmed received and didn't require follow up after providing the requested information.

Emergency Preparedness – Stranded Workers Agreement project group

I participated in the development of a IGA (Intergovernmental Agreement) with four other local agencies to draft a Stranded Workers Agreement where Clackamas County cities and agencies can agree to receive and loan employees during a large scale event that limits the ability for employees to reach their normal work location.

Family Medical Leave Act (FMLA)/Oregon Family Leave Act (OFLA), Americans with Disabilities Act and Workers Compensation law compliance:

- Eighteen (18) employees requested FMLA/OFLA leave
- Two (2) difficult engagements of FMLA/OFLA requirements and ADA Accommodation laws
- Nine (9) worker's compensation claims
- One (1) ADA accommodation request and interactive process

Miscellaneous

COVID-19 Policy and protocols – HR led and supported the organization through the dynamic changes caused by the global pandemic. HR updated policies and protocols, supported departments through critical decisions related to business operations and protecting staff and the public, and adapted to new working arrangements, such as remote working and flexible schedules.

In April 2022, the city updated the Temporary policy for the last time. HR communicated and supported the city through the expiration of the Temporary COVID Policy and has continued to support employees and managers through the transition and use of normal sick leave policies as they relate to COVID-19.

Public Works

- Staff held the Oregon City Engineering and Operations Complex Open House on January 12, 3:30-5:00. More than 65 attendees included City staff and the public. Official Ribbon Cutting ceremony for the facility included the Mayor, City Commissioners and staff, and the project team.
- The Safe Routes to School (SRTS) Advisory Committee recommended a funding scenario that included our Holcomb Boulevard SRTS project! This includes \$1.6 million in grant funds, matched with \$400,000 in City funds to complete the sidewalk gaps and address bicycle and pedestrian safety along Holcomb Boulevard. The Oregon Transportation Commission is expected to approve the list of projects in January.
- With the approval of the [Sidewalk Assistance Program](#), staff have been accepting and processing applications.
- OCPW hosted an American Water Works Association (AWWA) training on Tuesday, March 22. There were 30 attendees from around the state for the CLA-valve training. The event was held in the staff lunchroom, and attendees and instructors alike were very excited about the in-person training and the new facility.
- The land transfer for 13776 Canyon Court has occurred, and the deed was recorded at Clackamas County. This relates to a 2017 landslide on Trillium Drive.

Transportation Division

- Street signs replaced – 519.
- Street sign maintenance – 118.
- Lane miles of street sweeping – 5709.
- Potholes patched – 284.
- Streetlight/pole replaced due to vehicle wrecks – 5.
- Oversaw the Hanging Flower Basket program. 107 baskets.
- Oversaw the Banner Program including installation of __ Welcome home street light banners
- Support the Oregon City Transportation Advisory Committee
- Downtown Area Union Pacific Railroad Quiet Zone designation. Lead staff that applied for and received preliminary award of a \$2M earmark for a Downtown Oregon City Quiet Zone.
- Worked with Clackamas County to streamline the Oregon City First/Last Mile Shuttle, this included marketing & public outreach about the shuttle route changes to ensure it is successful.
- Completed 90% design of the Beaver Creek Road All Roads Transportation Safety (ARTS) project.
- Completed the IGA and working towards final scope of work on the Willamette Falls Shared Use Path grant project.
- Completed the Community Floodplain annual report, five-year update and adoption of a new floodplain ordinance
- Continued to work with Planning on the Transportation Demand Management related to the Metro Regional Travel Options grant.
- Working with TriMet on reconfiguration of the downtown transit center, working to provide additional stop capacity and pedestrian/bicycle safety in the area.

- Continued to follow Tolling, both the I-205 Tolling and the Regional Mobility Pricing Project (RMPP).
- Applied for and received preliminary award of a \$1.6M Safe Routes to School grant for pedestrian and bicycle safety improvements along Holcomb Boulevard.
- Applied for and received a \$500K grant for ADA ramps on Main Street at 12th & 13th intersections.
- Completed construction of the Linn Avenue & Holcomb Boulevard RRFB project.
- Completed the Collector Summaries/Roadway Plans to define characteristics of build out of existing roadways in Park Place Neighborhood (Park Place Urbanization Plan).
- Completed 2022 PMUF Reconstruction Project.
- Completed construction phase of the Trillium Park Drive Roadway Mitigation project.
- Began the Shared-Use Path Concept Planning, identifying a cross section and refined alignment of the Oregon City Loop Trail on the southernly legs where development is still outstanding.
- Drafted Street Design Standards
- Completed the technical work related to the Loder Road Alignment Grant work

Water Division

- Completed construction phase of the 2021 waterline replacement project.
- Completed construction of the 4th & 6th Street Utility Improvements project.
- Completed design & bidding phases of the 2022 Utility Improvements Project which includes some waterline replacement and PRV work.
- Completed design and bidding phases of the Henrici Reservoir Rehabilitation Project, with construction underway.
- Completed the design, bidding and construction of the Clairmont Area Waterlines Project.
- Completed design and bidding phases of the Main Street Waterline Project, with construction underway.
- Sought to find responsible funding solution for the long-term capital needs of the water utility by working with key staff to submit a WIFIA Loan Application for \$14M in water CIP funding.
- All 5 reservoirs cleaned, inspected and reports filed
- 500+ water samples performed by Water Quality
- Managed multiple contracts and contractors to include PRV, cathodic protection (protecting 5.75 million gallons of water), landscaping, backflow testing, new waterline installation, electricians, engineering firms, system expansion, repairs, and upgrades
- Tested our emergency overland potable water filling station at Mountainview reservoirs as part of our annual ERP training, isolation tank training at all sites
- Replaced and upsized the leaking water mainline on Lincoln St. at 9TH

Wastewater Stormwater Division

- Secured a new multi-year stormwater landscape maintenance contract.
- Coordinated removal of ice damaged trees from City owned SWQFs and tracts.
- Annual Reports - Participated in Municipal Separated Storm Sewer Systems (MS4) annual report preparation and additional permit requirements. Participated in Tree City USA report preparation.
- Urban Renewal – Coordinated large fence repair project near I-205 & Main St.
- Amanda Ct. P.S. – Replaced failed pumps
- Settlers Point P.S. – Replaced failed electrical pump motor

- Purchased 408 McLoughlin house for future use at the Canemah P.S.
- Complete design and construction phases of planned Sanitary Sewer Rehabilitation projects as part of the I&I reduction Plan
- Completed the Newell Creek Canyon Outfall Assessment.
- Completed the construction phase of Scattering Canyon Project.
- Work continues on the final design and permitting of the Beemer Way Outfall project, with construction anticipated in Summer 2023.
- Work continues on the final design and permitting of the Barclay Hills Pump Station Outfall project, with construction anticipated in Summer 2023.
- Submitted the Department's annual reporting requirements (NPDES, Drinking Water Quality, Water loss survey, FEMA ISO Flood Insurance) were met.
- Catch Basin Cleaning (3-year frequency) – Program continues, annual goal met. 37% or 1576 CBs cleaned this past year.
- Pollution Control Manholes/Vault & Detention Pipe Cleaning (2-year frequency) – Program continues, annual goal completed.
- Conducted oversight of "Landscape Maintenance Contract" for 300 Stormwater Quality facilities, swales, roadside planters, and natural areas.
- Kathaway Ct. Ditch – Regraded and installed rip-rap armour to address erosion issue.
- Hartke Lp. – Replaced two undersized CBs with curb inlets to address flooding issue.
- Prospector Terrace – Installed 40' of storm pipe and a CB to eliminate nuisance flooding issue.
- Barlow Crest SWQF – Remove 2' of sediment and regraded facility.

Development Services Division

- Completed 14 Staff reports
- Completed 41 Preapplication meetings
- Completed 95 Individual lot reviews

Right of Way and Construction Services Division

- Completion of land use review of various projects including Mireles Subdivision, Canemah Cottages, Harley Apartments, 182 Warner Parrott, Advantis Credit Union, Hiram Cluster Housing, Timberview Apartments
- RWLIC permits issued in 2022 – 193
- PST permits issued in 2022 – 78
- PU permits issued in 2022 - 32

Facility Related

- Completed new interior lighting for the Elevator Observation Deck
- Refine the warehouse spaces and yard area of the Oregon City Engineering & Operations Center.
- Completed a range of Utility System SCADA upgrades:
 - PLC replacement at the 911 tower turning it into the master which replaces the old one at Center St.
 - PLC install at Fir St for the generator set.
 - Installed a new back up dialer at Fir St which replaces the old one at Center St.
 - PLC replacement at Harley & Forsythe PRV.
- Oversaw the OC Municipal Elevator Operations including completing the solicitation and award of a new three-year service contract with DOCA

Emergency Management Related

- Continued participation and engagement with: Regional Disaster Preparedness Organization [RDPO], Managing Oregon's Resources Efficiently [MORE], Clackamas County Hazard Mitigation Advisory Committee, Oregon Water/Wastewater Agency Response Network [ORWARN], Urban Area Security Initiative [UASI], Clackamas River Water Providers, Water Consortium Emergency Planning.
- Updated Oregon City's COOP plan.
- Currently updating the Natural Hazard Mitigation Plan.

Parks and Recreation

- Recreation launched new registration system SmartRec. Revenue for first day of registration for camps increased 30% and almost all registrations were completed online.
- Hazel Grove Park opened on May 27, 2022. The City welcomed over 50 community members to the opening with refreshments and commencements given by City Staff. Hazel Grove Park is ADA accessible and provides a winding path through the park that keeps the integrity of the grounds intact and undisturbed.
- The Ermatinger House had 23 people on Saturday, Feb. 12 for the Oregon's Birthday and the Abraham Lincoln Connection Event and 180 views for virtual attendance.
- Parks Master Plan process well under way. Public Engagement meetings were held on June 2nd and December 5th, Site Tours took place in June and included key stakeholder interviews with community partners and City Staff to gain information on how the City of Oregon City can be improved within this plan, and a community survey was released in August.
- Oregon Security Patrol was hired for evening/overnight patrol at the VFW, Tyrone S. Woods, Wesley Lynn, Hillendale, Chapin, Jon Storm, and Clackamette.
- Staff hosted a series of Open Houses to solicit feedback from the community for the Clackamette Parks Master Plan.
- Hired first Facilities Manager Kyle Christoph, Recreation Coordinator RJ Aubert, and Recreation Program Coordinator Barbara Bennet-Heck.
- Parks and Recreation attended lunches at OCHS in September to get teen feedback on the Parks Master Plan as well as communicating volunteer and job opportunities.

Library

- Expanded Teen Activities
 - Weekly Teen "Lounge" activities
 - Teen Box Boxes
 - Reactivated Teen Advisory Committee, official relationship with Library Board
 - Teen Question of the Week
- Displays in the Library
 - McLoughlin House Model
 - Arch Bridge triptych
- Furniture Reconfiguration
 - Everbright
 - Carnegie Computer Carrels
- Functioned as Cooling Center during hot summer

- Lots of Community Partnerships/Connections!
 - River Terrace Memory Care
 - McLoughlin Memorial Association
 - OC Rotary
 - OCSD
 - Curriculum Review
 - Program partnerships
 - Equity Conference
 - No Place for Hate – Read for a Welcoming World
 - Family Focus Forum
 - Father’s Heart
 - OC Together (Safer Lock Boxes)
 - D.A.R.
 - Clackamas Arts Alliance
 - Creating Connections for Kids of Color
 - Clackamas Community College
 - Clackamas County
 - Love One (ongoing)
 - American Red Cross
 - Clackamas ESD
 - Oregon City Women’s Club
 - Oregon City Optimists
- Media coverage
 - Oregon Black Pioneers
 - Safety Specialist
 - Touch a truck
 - Opera a la Cart
 - Dance Dance Oregon City
- Online Conference Room Reservations
- Online payments in LINCC catalog!
- In partnership with the OC Friends of the Library and the Oregon City Foundation, we started a 1,000 Books before Kindergarten program.
 - For 1000 Books, we started it on Jan 25 and we have 312 kids signed up, with 9 kids that completed the program.
- In February, we debuted the Everbright interactive light board in the Children's Room. The Foundation and Friends donated money towards its purchase.
- The Library hosted the City’s First Juneteenth program.

Police Department

- Adopted the Abandoned or Vacant Property Code Ordinance.
- Adopted the Homelessness Strategy for Oregon City

Code

- Added a Code Compliance Officer position to the Code Enforcement Department.
- Launched the HotSpot mobile app for parking transactions.
- Began replacing old parking meters that have trouble accepting new credit or debit cards.

2021-2023 Commission Goals and Strategies

Job Category

March 2023 UPDATE

Department Contact:	Patrick Foiles	Date:	2/28/2023
Percentage Complete:	95%	Target Completion:	January 2023

Goal 1, Strategy 1.1 – Develop a Comprehensive Internal and External DEI Framework

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

The final stage and only outstanding item on this goal and strategy is to present the Commission with the Oregon City DEI Framework, which includes a DEI Commitment statement and a set of strategic priorities as identified through this series of projects and input. Under each strategic priority the document lists proposed initiatives that can support the strategic priorities.

Staff plans to bring this framework and set of final documents before the City Commission for adoption.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- MGT completed research and analysis of the city's practices and policies.
- MGT completed gathering internal and external feedback through a variety of engagement efforts.
- MGT completed their report of industry-leading best practices and successes and lessons learned regarding DEI initiatives that have been implemented by similar sized organizations and their related strategic plans. This work helped inform the DEI audit and the potential recommendations.
- MGT facilitated 7 Community DEI Task Force meetings.
- Conducted staff engagement through meetings and a survey.
- Conducted community engagement – Community wide survey, 4 listening sessions, press release, e-newsletter, utility bill inserts, social media posts.
- Completed the Organizational DEI Assessment and report.
- MGT conducted two 4-hour meetings with a DEI Action Plan team to develop a framework and set future action items.

2021-2023 Commission Goals and Strategies



March 2023 UPDATE

Department Contact:	Patrick Foiles	Date:	2/28/2023
Percentage Complete:	100%	Target Completion:	2023

Goal 1, Strategy 1.2 – Create a Community Task Force to Guide External DEI Work

Important or Relevant Dates/Milestones: (looking ahead at the next 3 months)

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- The Community DEI Task Force met seven times from June through December 2022
- The Task Force met with MGT Wednesday November 16, 2022 and discussed MGT's Organizational assessment. The task force provided comment and feedback.
- MGT also received comments and suggestions from the task force to implement in the upcoming DEI Framework/Action Plan meetings.
- The Task Force met with MGT December 19, 2022, to review and provide feedback and prioritized initiative presented in the DEI Framework document that would support ongoing DEI commitment and statement.

Meeting #	Date	Time	Type	Discussion Topics
#1	Monday, 6/27	7:30-9:00	In-Person	• Introductions • Project Overview • Desired Discussion Topics and Approach • Defining Diversity, equity, and Inclusion
#2	Monday, 8/15	7:00-8:30	In-Person	• Provide feedback on the state of equity in the city • Design of community outreach plan for stakeholder engagement • Review and provide feedback on survey items for the community survey
#3	Thursday, 9/8	7:00-8:30	In-Person	• Project Update • Education of DEI concepts ▪ How do we promote a culture that allows being to be themselves? ▪ Sharing stories and experiences ▪ Celebrating cultures ▪ Understanding Neurodiversity • Discussion about the impact of racism and bias
#4	Wednesday, 10/19	7:00-8:30	Remote (Zoom)	• Project Update • Education on Key topics ▪ City Leadership: Decision-Making Protocols, Transparency, and Accountability ▪ MGT: Best Practices in Decision-making protocols and accountability strategy
#5	Wednesday, 11/16	7:30-9:00	In-Person	• Project Update • Review and provide feedback on the DEI Assessment Report and recommendations • Provide input on contents of the DEI Action Plan
#6	Monday, 12/19	7:00-8:30	Remote (Zoom)	• Education on key topics ▪ Supporting low income people ▪ Understanding and supporting people experiencing homelessness ▪ Understanding Veteran's suicide rates--causes and preventions • Review final DEI Action Plan

2021-2023 Commission Goals and Strategies



Item 5.

March 2023 UPDATE

Department Contact:	Patrick Foiles	Date:	3/1/2023
Percentage Complete:	100%	Target Completion:	December 2022

Goal 1, Strategy 1.3 – Evaluate Internal Policies and Procedures to Reduce Barriers and Systemic Inequities

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- MGT is completing their analysis of City policies and procedures.
- MGT presented a final report and Organization DEI Assessment

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- MGT facilitated a set of initial meetings for key members of the project team to meet each other, identify desired communication strategy, ensure mutual understanding of the project goals and outcomes, identify potential barriers, and establish consensus regarding activities, timelines, deliverables, and mutual expectations.
- MGT conducted thorough research and review of industry-leading best practices and successes and lessons learned regarding DEI initiatives that have been implemented by similar sized organizations and their related strategic plans. This work will help inform the DEI audit and the potential recommendations that will follow.
 - Reviewed personnel policies, benefits, recruitment practices, etc.
- Staff Engagement
 - Staff survey
 - Focus groups
- Community Engagement
 - Community Survey during the month of September 2022
 - Community Listening Session – 4 events
 - Advertised: Press Release, E-Newsletter, News Article, Social Media posts, Utility Bill insert, events
 - Community DEI Task Force members provided insights and observations.
- MGT delivered an Organizational DEI Assessment Report
- Presented to Commission 11/16/2022
- 2023 - Final phases of the work will include the development of a DEI action Plan and Framework.

2021-2023 Commission Goals and Priorities



March 2023 UPDATE

Department Contact:	John Lewis	Date:	3/1/2023
Percentage Complete:	5%	Timeline:	9/21 – 8/22
Goal 2, Strategy 2.1 – Prioritize projects in the Transportation Master Plan to Maximize Safety and Connectivity			
IMPORTANT OR RELEVANT DATES/MILESTONES: • HIRE DKS AND ASSOCIATES (TSP CONSULTANT TEAM) TO ACCOMPLISH THE INTENTION OF THIS GOAL BY REVIEWING THE 2013 TSP GOALS, OBJECTIVES, AND EVALUATION CRITERIA AND ADVISING THE TAC AND A NEW COMMUNITY WORK GROUP ON THE WORK OF THE PAST. THROUGH THE TAC AND THE COMMUNITY WORK GROUP MAKE ADJUSTMENTS TO PROJECT EVALUATION AND PRIORITIZATION CRITERIA. THE ADJUSTMENTS SHOULD CONSIDER OTHER PRIORITIZATION INPUTS FROM PAST CONCEPT PLANNING, THE CURRENT ADOPTED BUDGET, THE 5-YEAR PAVING PLAN, MAINTENANCE PLAN, CIP, TRANSIT PLAN, SAFETY STATISTICS AND EXISTING CONDITIONS TO CONFIRM THE BEST PROJECT PRIORITIZATION TO MAXIMIZE SAFETY AND CONNECTIVITY. • ENGAGE THE TAC AND KICK OFF THE COMMUNITY WORK GROUP ENGAGEMENT PROCESS. • CIRCULATE THE DRAFT TSP PROJECT REPRIORITIZATION RECOMMENDATION REPORT. • ESTABLISH HOW BEST TO ADOPT AND IMPLEMENT THE TSP PROJECT REPRIORITIZATION REPORT. • ADOPT THE FINAL REPORT. THIS MAY REQUIRE A LAND USE ADOPTION PROCESS AND IF SO, ADDITIONAL TIMELINE WILL BE REQUIRED.			
STATUS: • Since the adoption of this strategy, Public Works has been able to move forward many priority community transportation projects: ○ Completed installation of a Rectangular Reflective Flashing Beacon (RRFB) on Molalla Avenue at Barclay Hills. ○ Completed installation of two RRFB's on Holcomb Boulevard at Front Avenue & Swan Avenue. ○ Award of a Safe Routes to School grant to complete pedestrian and bicycle improvements (sidewalk, bicycle lane and street lighting) between Holcomb School Road and Winston Drive, including installation of the final RRFB identified along Holcomb Boulevard at Winston Drive. The Serres Subdivision private development project is constructing the RRFB at Oak Tree Terrace and pedestrian and bicycle improvements along their frontage. This project will begin design in the next few months. ○ Award of a Community Development Block grant for installation of ADA compliant curb ramps at Main Street/12th Street & Main Street/13th Street. This project will begin design in the next few months.			

- The Transportation System Plan (TSP) was last updated in 2013. With the adoption of the new OC 2040 Comprehensive Plan, new regional mobility targets, Climate Friendly and Equitable Communities, it is time to update our TSP. With the need to update the TSP, moving forward with a reprioritization of the existing projects in our TSP is not a prudent use of staff time or limited transportation funding. Staff have identified the following timeline for updating the TSP:
 - Application Phase for TGM Grant: March 2024 – July 2024
 - TGM Grants Awards Announced: Fall 2024
 - TSP Update: January 2025 – December 2026

2021-2023 Commission Goals and Strategies



DECEMBER 2022 UPDATE

Department Contact:	Kendall Reid	Date:	11/28/2022
Percentage Complete:	100%	Target Completion:	12/31/21

Goal 2, Strategy 2.2 - Complete Analysis to Identify Deferred Maintenance of Parks

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- **MAINTAINING THE INTEGRITY OF OREGON CITY'S PARKS AND FACILITIES CONTINUES TO BE A PRIORITY OF STAFF, THE COMMUNITY, THE PARKS AND RECREATION ADVISORY COMMITTEE, AND CITY COMMISSION AND ON JANUARY 8, 2021, A REQUEST FOR PROPOSALS (RFP) WAS ISSUED. THE INTENT WAS TO HELP DEVELOP A PLAN TO ADDRESS THE NEED FOR IMMEDIATE REPAIRS, PREVENTATIVE MAINTENANCE, DEFERRED PROJECT BACKLOG, AND CAPITAL REPLACEMENT. PROPOSALS WERE RECEIVED ON JANUARY 29, 2021, AND BUREAU VERITAS TECHNICAL ASSESSMENTS LLC WAS CHOSEN AS THE VENDOR TO HELP CREATE A STRATEGIC PLAN OF ACTION.**

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- **WORKED CLOSELY WITH OUR FINANCE DEPARTMENT TO ADDRESS THE CONSULTANTS' QUESTIONS AND DEVELOP FUNDING STRATEGIES ON HOW TO ADDRESS DEFERRED MAINTENANCE THROUGHOUT THE CITY.**
 - **MANAGEMENT WILL BE MEETING WITH A CONSULTANT TO CONTINUE OUR CONVERSATION ON THE BEST FUNDING STRATEGIES ON FRIDAY, FEBRUARY 4TH.**
- **FINAL REPORTS WERE ALL RECEIVED BY THE WEEK OF 7/19/21**
 - **PRESENTATION TO PRAC JULY 22, 2021**
 - **PRESENTATION TO CITY COMMISSION OCCURRED AUGUST 10, 2021**
- **PROVIDED THE CITY COMMISSION WITH THE DETAILED FINAL REPORTS FOR END OF THE OREGON TRAIL SITE AND BUENA VISTA CLUBHOUSE 8/19/21**
- **EACH DEPARTMENT/CITY FACILITY NOT WITHIN THE PARKS AND RECREATION DEPARTMENT BUDGET RESPONSIBILITY RECEIVED A COPY OF THEIR FACILITY ASSESSMENT FOR THEIR INFORMATION AND EDIFICATION 8/16/21**
- **WORKED WITH CONSULTANT TO RESEARCH FUNDING OPTIONS FOR DEFERRED MAINTENANCE-NOVEMBER 2021**

2021-2023 Commission Goals and Priorities



Job Category

DECEMBER 2022 UPDATE

Department Contact:	John Lewis	Date:	11/28/2022
Percentage Complete:	100%	Timeline:	March 30, 2022

Goal 2, Strategy 2.3 - Review SDC's and Utility Rates to Strike Balance

IMPORTANT OR RELEVANT DATES/MILESTONES:

- NOVEMBER 9, 2021 – CITY COMMISSION WORK SESSION TO OBTAIN BUY-IN ON WHAT COMPARABLE AGENCIES TO USE FOR COMPARABLE RATE AND SDC'S AND TO CONFIRM COMMERCIAL CUSTOMER TYPES FOR COMPARISON.
- FEBRUARY 23, 2022 CONSULTANT TEAM MEETING TO DISCUSS THE RESULTS OF THE RATE AND SDC BENCHMARKING REVIEW AND ANALYSIS.
- APRIL 12, 2022 CITY COMMISSION WORK SESSION TO GO OVER THE RESEARCH AND DOCUMENTATION MEMORANDUM/FINDINGS OF COMPARABLE RATES AND SDC'S
- THIS ITEM IS COMPLETE. STAFF WILL UPDATE THE CITY COMMISSION ONCE THE STATE LEGISLATURE COMPLETES THE RATE IMPACT STUDY.

STATUS:

STAFF HAVE DISCUSSED A SCOPE OF WORK AND FCS GROUP HAS SUBMITTED A SMALL SCOPE AND FEE.

STAFF ARE PROGRESSING WITH THE PERSONAL SERVICES AGREEMENT WITH FCS GROUP.

STAFF HELD THE NOVEMBER 9, 2021, WORK SESSION

STAFF HELD A FOLLOW-UP MEETING WITH FCS TO CONFIRM COMPARISON CITIES AND PROVIDED FCS WITH DIRECTION ON NON-SFR BUSINESS TYPES TO USE FOR COMPARISON.

STAFF MET WITH FCS TO GO OVER THE DRAFT FINDINGS ON FEBRUARY 23RD.

PRESENTATION BY FCS GROUP AT THE CITY COMMISSION WORK SESSION ON APRIL 12, 2022.

2021-2023 Commission Goals and Strategies



Item 5.

March 2003 UPDATE

Department Contact:	Tony Konkol	Date:	3/1/23
Percentage Complete:	75%	Target Completion:	7/31/22

Goal 2, Strategy 2.4 - Prioritize the Implementation of the IT Strategic Plan

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- CONTINUE CITYWIDE WEBSITE REFRESH/UPDATE PROCESS
- UPGRADE MAPS APPLICATIONS/SERVER RESOURCES
- COMPLETE SYSTEM AND NETWORK PROJECTS TO SECURE IT INFRASTRUCTURE AND USER ACCESS

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- HIRED MICHAEL DOBAJ AS THE IT DIRECTOR
- UPGRADED THE CITY'S DISASTER RECOVERY AND BACKUP SYSTEMS FOR ALL SERVERS AND O365 DATA. PERFORMED RECOVERY TESTS
- COMPLETED VOIP PHONE MIGRATION FOR FIR STREET / PARKS FACILITY
- DEPLOYED MOBILE DEVICE MANAGEMENT SYSTEM CITYWIDE. COMPLETED WORKFLOW TO ONBOARD NEW EMPLOYEES IN MDM. MIGRATING EXISTING USERS TO MDM PLATFORM
- REFRESH PLANNING FOR KEY INFRASTRUCTURE COMPONENTS
- REPLACING ACTIVITY REGISTRATION SYSTEM
- CONTINUE SECURITY EDUCATION TRAINING AND TESTING
- SELECTED CIVIC PLUS IN AUGUST 2022 FOR THE WEBSITE REFRESH AND RELAUNCH
- WORKING WITH VENDOR ON WEBSITE DESIGN AND MIGRATION OF CONTENT FROM EXISTING WEBSITE

2021-2023 Commission Goals and Strategies



Item 5.

March 2023 UPDATE

Department Contact:	Kendall Reid	Date:	3/1/2023
Percentage Complete:	75%	Target Completion:	9/30/23

Goal 2, Strategy 2.5 - Complete Parks Master Plan and Update System Development Fees

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

THE MASTER PLAN WILL PROVIDE A VISION FOR DEVELOPMENT, MAINTENANCE, AND OPERATION OF THE ENTIRE PARK SYSTEM. IT WILL PROVIDE SPECIFIC TOOLS AND GUIDANCE FOR ACHIEVING THE GOALS AND SPECIFIC ACTION ITEMS ENVISIONED BY CITY STAFF AND THE COMMUNITY AT LARGE. IT WILL PROVIDE AN INVENTORY OF EXISTING PARKS AND RECREATION FACILITIES; FINDINGS FROM THE PLANNING PROCESS AND COMMUNITY ENGAGEMENT; VISION STATEMENT, GOALS, AND RECOMMENDATIONS FOR SYSTEM-LEVEL AND PARK SPECIFIC IMPROVEMENTS; PARK LAND ACQUISITION STRATEGY; SUGGESTED FUNDING STRATEGY. THE PROCESS WILL TAKE APPROXIMATELY 24 MONTHS TO COMPLETE, AND WE WOULD WORK WITH A CONSULTANT TO COMPLETE THIS PLAN.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- **WE ARE CURRENTLY WORKING ON:**
 - **LEVEL OF SERVICE INVENTORY**
 - **CONNECTING WITH OREGON CITY SCHOOL DISTRICT ON RECREATION ACREAGE**
 - **BENCHMARKING WORKSHEET**
- **COMPREHENSIVE PLAN DRAFT PRESENTED TO PARKS DEPARTMENT – JUNE 2023**
- **CONSULTANT TO PROVIDE ACTION PLAN TO PARKS DEPARTMENT – MAY 2023**
- **FINANCIAL ANALYSIS AND DEVELOPMENT OF A FUNDING PLAN – MARCH 2023**
- **MET WITH CONSULTANT TO DISCUSS ONLINE SURVEY RESULTS – FEBRUARY 17TH**
- **UPDATED PROJECT PLAN RECEIVED FROM CONSULTANT FEBRUARY 3RD**
- **UPDATE PROVIDED TO PRAC ON JANUARY 26TH**
- **HELD SECOND PUBLIC ENGAGEMENT MEETING AT CITY HALL – JANUARY 23RD**
- **2-DAY DEPARTMENT COLLABORATION ON STRATEGY DEVELOPMENT AND FUTURE VISION – JANUARY 23-24TH**
- **PUBLIC ENGAGEMENT MEETING – DECEMBER 5TH AT ROBERT LIBKE AT 6 PM**
- **STRATEGIC PLANNING MEETING – DECEMBER 5TH & 6TH AT CITY HALL**
- **UPDATE PROVIDED TO PRAC ON DECEMBER 1ST**
- **UPDATE PROVIDED TO CITY COMMISSION ON NOVEMBER 16TH**
- **ONLINE SURVEY WAS COMPLETED ON OCTOBER 10TH**
- **STATISTICALLY VALID SURVEY WAS COMPLETED ON SEPTEMBER 26TH**
- **ETC SURVEY WAS MAILED TO ALL OREGON CITY RESIDENTS ON 8/6/2022 AND THE ONLINE SURVEY GOES LIVE 8/22/2022 AND CLOSING ON 9/30/2022.**

- **FIRST PUBLIC ENGAGEMENT MEETING ON 6/2/2022 TO INTRODUCE CONSULTANT TO THE CITY AND OUTLINE PROJECT TIMELINE. GATHERED FEEDBACK FROM ATTENDEES ABOUT WHAT THEY WANT TO SEE IN OREGON CITY PARKS.**
- **ONSITE VISIT AND STAKEHOLDER INTERVIEWS TOOK PLACE 6/1/2022 AND 6/2/2022.**
- **PARKS MASTER PLAN WEBSITE WENT LIVE ON 5/16/2022.**
- **AN INTENT TO AWARD WAS POSTED ON 3/16/2022. PROS CONSULTING LLC HAS BEEN CHOSEN AS THE FIRM WHOM WE WILL BE WORKING WITH FOR THE PARKS MASTER PLAN.**
- **AN RFP WAS ISSUED TO SEEK A CONSULTANT TO UPDATE THE PARKS MASTER PLAN IN DECEMBER 2021.**
- **AN RFP WAS PUBLISHED AND WE ARE SEEKING PROPOSALS FOR THE PARKS MASTER PLAN. PROPOSALS ARE DUE ON FEBRUARY 4TH. WE WILL REVIEW THE RECEIVED PROPOSALS AND CHOSE AN APPROPRIATE CONSULTANT TO MOVE FORWARD WITH. AN EXPECTED ANNOUNCEMENT OF THE WINNING PROPOSAL WILL HAPPEN ON FEBRUARY 18TH.**
- **THE PARKS MASTER PLAN CONTRACT WAS APPROVED ON APRIL 6, 2022.**

2021-2023 Commission Goals and Strategies



Item 5.

March 2023 UPDATE

Department Contact:	Economic Development	Date:	3/1/2023
Percentage Complete:	90%	Target Completion:	6/30/23

Goal 2, Strategy 2.6 - Assess the Communication Infrastructure and Equipment

STRATEGY TO ESTABLISH COMMUNITY -WIDE FIBER OPTIC CONNECTIVITY TO HOMES AND BUSINESSES THROUGHOUT OREGON CITY.

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- COMPLETE INTERNAL REVIEW OF DRAFT FINAL REPORT
- PRESENT TO CITY COMMISSION FOR REVIEW AND DIRECTION.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- STAFF MANAGEMENT HAVE BEEN GIVEN ACCESS TO THE FINAL DRAFT REPORT AND ARE BEING ASKED TO PROVIDE THEIR COMMENTS AND INPUT BEFORE IT IS SUBMITTED TO THE CITY COMMISSION.
- COMPLETED CITY-WIDE SURVEY TO UNDERSTAND HOW MUCH IMPORTANCE RESIDENCE AND BUSINESSES PLACE ON HIGH-SPEED BROADBAND CONNECTIVITY. COMPLETED SURVEYS WERE RECEIVED FROM 407 RESIDENTIAL PARTICIPANTS. 92% SAID THAT ACCESS TO AFFORDABLE BROADBAND IS AS ESSENTIAL AS OTHER UTILITIES
- INITIAL DRAFT INTERIM REPORT WITH RECOMMENDATIONS WAS SUBMITTED BY THE CONSULTANT TO THE ECONOMIC DEVELOPMENT DEPARTMENT FOR REVIEW
- PROMOTED THE STUDY TO THE PUBLIC VIA WEEKLY AND QUARTERLY OREGON TRAIL NEWS
- MAGELLAN ADVISORS WAS CHOSEN AS THE FIBER OPTICS STUDY CONSULTANT
- DETERMINED THAT FUNDING FOR BROADBAND CONSULTANTS TO CONDUCT THE FIBER-OPTIC FEASIBILITY STUDY IS ELIGIBLE UNDER THE AMERICAN RESCUE PLAN ACT.
- RECEIVED INFORMATION FROM ANOTHER CITY WITHIN OREGON ON THEIR APPROACH TO ESTABLISHING FIBER-OPTIC CONNECTIVITY WITHIN THEIR CITY.
- STAFF HAS BEGUN DRAFTING AN RFP TO ENGAGE BROADBAND CONSULTANTS
- RFP COMPLETED AND DISTRIBUTED TO BROADBAND CONSULTANTS
- DEADLINE TO RECEIVE RFPs BACK FROM BROADBAND CONSULTANTS IS NOV. 19TH.
- DISTRIBUTED 4 RFPs TO VARIOUS BROADBAND CONSULTANTS ONLY RECEIVED ONE BACK
- STAFF WILL MEET THE WEEK OF DEC 6, 2021, TO REVIEW THE PROPOSAL
- WILL BE ENTERING INTO A CONTRACT WITH MAGELLAN ADVISORS IN FEBRUARY. CONTRACT WILL BE ON THE FEBRUARY 2, 2022, CITY COMMISSION CONSENT AGENDA.
- HAVE REGULAR PROJECT MEETINGS WITH MAGELLAN ADVISORS

2021-2023 Commission Goals and Strategies



Item 5.

March 2023 UPDATE

Department Contact:	City Manager	Date:	3/1/2023
Percentage Complete:	20%	Target Completion:	7/31/23

Goal 2, Strategy 2.7 – Develop a Citywide Facility Master Plan

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- SEA AND STAFF WILL BE PERFORMING SITE VISITS OF EXISTING FACILITIES AND PREPARING INITIAL EXISTING SPACE PROGRAMS AND FACILITY EXISTING CONDITIONS REPORT

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- SEA IS GATHERING EXISTING PROPERTY INFORMATION, FLOOR PLANS, SITE PLANS AND FACILITY INFORMATION
- HELD THE INITIAL KICK-OFF MEETING WITH SEA AND DEPARTMENT HEADS IN JANUARY 2023
- SCOTT EDWARDS ARCHITECTURE, LLP WAS SELECTED AS THE CONSULTANT TEAM TO PREPARE THE FACILITY MASTER PLAN
- REQUEST FOR PROPOSALS WERE ADVERTISED AND POSTED NOVEMBER 14, 2022

2021-2023 Commission Goals and Priorities



Item 5.

March 2023 UPDATE

Department Contact:	Jarrod Lyman	Date:	3/2/2023
Percentage Complete:	50%	Timeline:	9/21 – ongoing

Goal 3.1 Improve the City's engagement efforts to reach the broader Oregon City community and inform the policy process

IMPORTANT OR RELEVANT DATES/MILESTONES:

- Selected ENGAGEMENTHQ to provide a tool for the public to submit feedback to the city.
- Engaged a PR firm to assist in promoting the citizen engagement tool and new city communication efforts.
- Updated the snapshot of followers to the City's communication platforms.
- The website redesign is underway and the new citizen engagement tool will be embedded in the website.

STATUS: (WHAT HAS BEEN/IS BEING DONE)

- Joined IT in the middle of the creation of a redesigned ORCITY.ORG website process.
 - Basic design completed. Migration of content, sourcing of imagery in progress.
 - Working with contractor to coordinate new website with new communications plan.
 - Demo of engagement tool for new communications staff. Will be implemented into the new website,
 - Made updates to Communications Plan to update user snapshot and new program.
- Currently in the process of hiring Community Engagement Specialist to increase flow of information to and from City to residents.
 - Interviews scheduled for 3/10



2021-2023 Commission Goals and Strategies

Job Category

March 2023 UPDATE

Department Contact:	Jim Band	Date:	4/21/22
Percentage Complete:	100%	Target Completion:	12/31/21

Goal 4, Strategy 4.1 – Formalize Our Internal Strategy to Address Homelessness and Surrounding Issues, Communicate the Strategy with the Community, and Continue Engaging the Community

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- HOMELESSNESS STRATEGY ADOPTED BY CITY COMMISSION ON APRIL 20, 2022

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- MEETING ATTENDED ON 12/13/21 WITH COUNTY, MAYOR, AND CM
- DRAFT DOCUMENTED IS IN THE WORKING PROCESS BETWEEN MAYOR, POLICE CHIEF, AND CM
- PRESENTATION ON 10/12/21 COMPLETED
- FINAL DRAFT PRESENTED AT 3/8/22 WORK SESSION

2021-2023 Commission Goals and Strategies



Item 5.

March 2023 UPDATE

Department Contact:	Jim Band	Date:	3/1/23
Percentage Complete:	Ongoing Efforts	Target Completion:	12/31/22

Goal 4, Strategy 4.2 – Develop Partnership with Other Local and Regional Governments to Develop Local and Regional Solutions Including Oregon City's Needs in Serving the Homeless Population

- CONTINUE TO MEET WITH LOCAL PARTNERS (GOVERNMENT AGENCIES AND NON-PROFITS) TO DEVELOP PARTNERSHIPS AND STRATEGIES.
- WORKING WITH STAKEHOLDERS TO IDENTIFY PROGRAMS AND SERVICES TO SUPPORT COMMUNITY MEMBERS
- IDENTIFYING OPPORTUNITIES TO PROVIDE A CONSOLIDATED, MULTI-AGENCY AND NON-PROFIT, SERVICE CENTER LOCATION
- COORDINATED WITH THE OREGON MAYORS ASSOCIATION HOMELESSNESS TASKFORCE TO CREATE A STATE LEGISLATURE ASK OF DIRECT FUNDING TO LOCAL COMMUNITIES TO SUPPORT HOMELESS SERVICES

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- PRESENTATION MADE TO THE CITY COMMISSION WAS MADE ON 10/12/21 REGARDING HOMELESSNESS
- MEETING ATTENDED 12/13/21 WITH COUNTY AND CITY
- FINAL DOCUMENT OF STRATEGY PRESENTED AT 3/8/22 WORK SESSION

2021-2023 Commission Goals and Strategies



March 2023 UPDATE

Department Contact:	Economic Development	Date:	5/1/2023
Percentage Complete:	70% - Ongoing	Target Completion:	6/30/23

Goal 5, Strategy 5.1 - Prioritize and Implement the Citywide Economic Development Strategy

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- STAFF PRESENTED THE ECONOMIC DEVELOPMENT STRATEGIC PLAN TO THE CITY COMMISSION DURING A WORK SESSION AND WERE DIRECTED NOT TO BRING THE CITYWIDE ECONOMIC DEVELOPMENT STRATEGY BACK FOR APPROVAL. THE ITEM WOULD BE DISCUSSED FURTHER DURING BUDGET AND STAFF WILL BE HAVING FURTHER DISCUSSION WITH CITY COMMISSION ON THE STRATEGY AS DIRECTED

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- Over 70% of the Department's Economic Development Strategic Plan is now being implemented with an emphasis on business retention, growth, and workforce development.
 - 11/4/21 Chamber of Commerce GEAC was supportive of the plan
 - 12/6/21 Citizens Involvement Committee was supportive of the plan
 - 1/10/22 Strategic Plan Steering Committee voted in support of the plan
 - 2/25/22 Chair of Oregon City Heritage Coordinating Committee was supportive
 - 3/14/22 Planning Commission voted in support of the plan
 - Staff worked with 16 firms providing business retention support
 - Launched new economic development website – www.oregoncitybusiness.com
 - Created Oregon City Business Resource Guide, met with target industry companies with focus on light manufacturing and healthcare.
 - Established a private/public partnership with Clackamas Federal Credit Union and the Micro-Enterprise Service of Oregon to establish the Entrepreneurial Opportunity Loan Program. Provided business technical assistance to 15 start-up businesses seeking EOLP Loans, issued two loans.
 - Developed and implemented an aggressive marketing campaign centered on the EOLP Initiative.
 - Established the Talent Ready Initiative and launched it on November 3, 2022
 - Held initial meetings with Department Heads regarding the Oregon City Ombudsman Program. Mutual agreement to move forward with this initiative in 2023. Currently working with the Community Development Department to identify a consultant to conduct customer service surveys and focus groups on the City's development processes.
 - Developed a Business Resource Guide to assist with Business Retention Activities
 - Participating in the National League of Cities City Inclusive Entrepreneurship Program, Tract on Public Procurement.
- (This also contributes to City Commission Goal 1 Strategy 1.3, Evaluate internal policies, procedures, hiring practices, purchasing, and codes to reduce barriers and systemic inequities.)
- Obtain funding from the State to establish a micro-enterprise grant program.
 - Staff is currently developing a high quality small business technical assistance and education program for startups.

- STAFF PRESENTED THE OREGON CITY ECONOMIC DEVELOPMENT STRATEGY TO THE STEERING COMMITTEE IN JUNE, 2021
- STAFF PRESENTED THE OREGON CITY ECONOMIC DEVELOPMENT STRATEGY TO THE CITY COMMISSION DURING A WORKSHOP SESSION ON DECEMBER 7, 2021.
- STAFF WILL PRESENT THE ECONOMIC DEVELOPMENT STRATEGIC PLAN TO THE PLANNING COMMISSION
- STAFF HAS ALREADY IMPLEMENT VARIOUS INITIATIVES CITED IN THE PLAN:
 1. TALENT READY INITIATIVE (WORKFORCE DEVELOPMENT)
 2. RE-ESTABLISHMENT OF THE OC ARTS COMMISSION, MURAL ARTS CODE, AND PROGRAM GUIDELINES
 3. DESTINATION READY MARKETING CAMPAIGN
 4. RECONSTITUTE URBAN RENEWAL'S PROCESSES
 5. BUSINESS RETENTION & EXPANSION PROGRAM
 6. THE ECONOMIC DEVELOPMENT STRATEGIC PLAN APPROVED BY THE STEERING COMMITTEE
 7. PRESENTED THE DEPARTMENT'S ECONOMIC DEVELOPMENT PLAN BEFORE THE PLANNING COMMISSION
 8. PRESENTED THE DEPARTMENT'S ECONOMIC DEVELOPMENT PLAN TO CITY COMMISSION AGAIN

2021-2023 Commission Goals and Strategies



March 2023 UPDATE

Department Contact:	Economic Development	Date:	3/1/2023
Percentage Complete:	100%	Target Completion:	10/31/21

Goal 5, Strategy 5.2 - Determine Implementation of 2020 Urban Renewal Study

STAFF WILL WORK WITH THE URBAN RENEWAL COMMISSION TO COMPLETE THE URBAN RENEWAL PUBLIC ENGAGEMENT PROCESS.

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- THE URBAN RENEWAL COMMISSION HAS PLACED ON THE MAY 16, 2023 BALLOT A REQUEST FOR VOTER APPROVAL TO BORROW FUNDS TO IMPLEMENT THE PROJECTS IDENTIFIED IN THE 11TH AMENDMENT TO THE URBAN RENEWAL PLAN

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- Staff worked with the Urban Renewal Commission to develop the 11th Amendment to the Urban Renewal Plan.
 - Staff worked with the Urban Renewal Commission to develop a “Framework for Decision-Making” on projects.
 - Staff worked with the Urban Renewal Commission to draft a voters’ ballot and voters’ education document.
 - Staff has identified a financial consulting firm that will assist in examining the financial wherewithal and development capacity of developers seeking to develop properties within the Urban Renewal District.
 - A public engagement process was completed which included:
 - Stakeholder interviews with affected taxing districts were conducted.
 - Community Meetings Q+A took place.
 - Community presentations were made to the Chamber/DOCA.
 - Several Town Hall drop-in sessions were held.
 - Online survey was created and disseminated.
-
- ALTHOUGH THE PUBLIC ENGAGEMENT PROCESS HAS BEEN COMPLETED, THE WORK ASSOCIATED WITH IMPLEMENTING THE URBAN RENEWAL PROGRAM IS ONGOING. HENCE, NOTES TO RECORD THE ACTIVITIES OF THE URBAN RENEWAL COMMISSION WILL CONTINUE.
 - THE URBAN RENEWAL COMMISSION AGREED TO COME BACK TO HAVE FURTHER DISCUSSION ON THE FUTURE OF URBAN RENEWAL
 - ON AUGUST 16, 2021, THE URBAN RENEWAL COMMISSION HELD ITS FIRST RETREAT TO DEVELOP A VISION STATEMENT AND FRAMEWORK FOR DECISION-MAKING
 - ON NOVEMBER 16, 2021, THE URBAN RENEWAL COMMISSION HELD ITS SECOND RETREAT TO FOCUSING ON THE FRAMEWORK FOR DECISION-MAKING
 - THE URBAN RENEWAL COMMISSION AUTHORIZED STAFF TO ENGAGE GEL OREGON UNDER CONTRACT TO REVISE THE URBAN RENEWAL PLAN’S FINANCIAL COMPONENT OF ITS EXISTING PLAN

- GEL OREGON COMPLETED ITS WORK WITH REGARD TO UPDATING THE FINANCIAL COMPONENT OF URD'S PLAN.
- THE URBAN RENEWAL COMMISSION HELD ITS FOURTH RETREAT ON APRIL 5, 2022. IT REVIEWED THE DECISION-MAKING PROCESS AND FINANCIAL UPDATE OF THE PLAN
- ON OCTOBER 29, 2020, THE URBAN RENEWAL COMMISSION HOSTED A COMMUNITY OUTREACH MEETING
- STARTING ON NOV. 9, 2020, TO DEC. 15, 2020, EACH URBAN RENEWAL COMMISSIONER HELD INDIVIDUAL TOWNHALL MEETINGS WITH CONSTITUENTS
- ON MAY 19, 2021, THE URBAN RENEWAL COMMISSION VOTED THAT URBAN RENEWAL IS A GOOD TOOL.

2021-2023 Commission Goals and Strategies



March 2023 UPDATE

Department Contact:	Economic Development	Date:	3/1/2023
Percentage Complete:	90%	Target Completion:	6/30/23

Goal 5, Strategy 5.3 - Implement the Tourism Strategy

STAFF WILL IMPLEMENT THE TOURISM STRATEGY TO ATTRACT AND ENGAGE THE COMMUNITY TO THE TRAVEL OREGON CITY WEBSITE TO INCREASE PARTICIPATION AND COMMUNITY OPPORTUNITIES.

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- THE CITY COMMISSION HAS REQUESTED INFORMATION RELATED TO CREATING A PROCESS TO DISTRIBUTE FUNDS FOR SUMMER EVENTS (CITY-SPONSORED PUBLIC EVENTS: SEE STRATEGY 5.4) AND TO REVIEW THE CREATION OF A POTENTIAL DESTINATION MANAGEMENT ORGANIZATION

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- Implemented Tourism Strategic Plan.
- Launched a marketing branding campaign starting with the installation of street banners across the City
- Improved the content and functionality of the tourism website (TravelOregonCity.com)
- Created and implemented digital marketing campaigns that included social media and search engine marketing.
- Re-engaged social media channels through paid advertising, featuring events, partner spotlights, videos, and photos that highlight Oregon City's offerings
- Created several ad placements in print magazines and regional travel guides.
- Created a Travel Planner for out of area distribution, and a Travel Guide for use by local businesses.
- Enhanced the library of digital photography and film media
- Produced 2 television ads on KATU, and 3 program features on KATU lifestyle shows.
- Staff created five new initiatives designed to implement major components of the tourism strategic plan.
- In April 2021, staff revised the existing draft mural code.
- In May 2021, Staff began working with the Chamber of Commerce and the Downtown Oregon City Association to implement Destination Ready.
- In September 2021, members of the Arts Commission were appointed.
- On October 26, 2021, the Oregon City Arts Commission held its first meeting.
- Staff booked DOCA on the "AM Northwest "life-style" show on katu2 to First City Celebration.
- During the Summer of 2022, the Arts Commission approved two murals. The murals are currently on display.
- During the Summer of 2022, tourism's marketing activities was instrumental with helping to increase the attendance levels of First City Celebration, The Arts Festival, and the Oregon Trail Brewfest.

2021-2023 Commission Goals and Strategies



March 2023 UPDATE

Department Contact:	Economic Development	Date:	3/1/2023
Percentage Complete:	90%	Target Completion:	3/31/2023

Goal 5, Strategy 5.4 – Determine the City’s Role in Supporting Community Events and Other Amenities that Support Tourism

PROVIDE GRANT FUNDING TO PRIVATE NONPROFITS THAT PRODUCE CITYWIDE PUBLIC EVENTS DESIGNED TO REINFORCE THE COMMUNITY HOMETOWN BRAND

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- STAFF HAS COMPLETED DRAFT GUIDELINES FOR THE CITY-SPONSORED PUBLIC EVENTS PROGRAM AND WILL BE PRESENTED TO THE CITY COMMISSION AT THE MARCH 7, 2023 WORK SESSION.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- Staff worked on streamlining the event application process and creating an online form.
 - Staff provided marketing support for the Arch Bridge Event.
 - Staff has completed draft guidelines of the City-Sponsored Public Event Program.
-
- IN AUGUST 2021, ECONOMIC DEVELOPMENT STAFF MET WITH THE STAFFS OF PARKS AND RECREATION, AND PUBLIC WORKS TO DISCUSS ELEMENTS OF CITYWIDE SPECIAL EVENT CONCEPT.
 - PARKS AND RECREATION STAFF MET WITH ROCKY SMITH, CITY COMMISSIONER TO DISCUSS PARKS AND RECREATION’S PROCESSES FOR SUPPORTING SPECIAL EVENTS.
 - MEET WITH A COMMUNITY GROUP COMPRISED ON NONPROFITS AND FOR-PROFITS TO DEVELOP THE UNDERLYING PRINCIPLES OF THE PROGRAM
 - MEET WITH TOURISM STAKEHOLDER GROUP TO DEVELOP THE UNDERLYING PRINCIPLES OF THE COMMUNITY-WIDE SUPPORT EVENTS
 - STAFF IS CURRENTLY WORKING ON DRAFT GUIDELINES FOR REVIEW BY CITY COMMISSION. THE DRAFT GUIDELINES WILL BE COMPLETED IN FEB. 2022
 - STAFF UNVEILED THE DRAFT PROGRAM GUIDELINES (CITY-SPONSORED EVENTS) TO THE CITY COMMISSION ON MARCH 16TH. A FOLLOW-UP MEETING WILL BE SCHEDULED
 - STAFF DISCUSSED DRAFT GUIDELINE OF THE CITY-SPONSORED SPECIAL EVENTS PROGRAM DURING THE APRIL 12TH CITY COMMISSION WORK SESSION. STAFF WILL CONTINUE TO MAKE REVISIONS AND UPDATES AS IT HOLDS DISCUSSIONS WITH EVENT PLANNERS, CITY DEPARTMENTS, AND COMMISSIONERS ROCKY SMITH AND DENYSE MCGRIFF.

2021-2023 Commission Goals and Strategies



Item 5.

March 2023 UPDATE

Department Contact:	Aquilla Hurd-Ravich	Date:	3/1/2023
Percentage Complete:	0%	Target Completion:	TBD

Goal 6, Strategy 6.1 – Support Diverse Housing Options in Oregon City

Prepare a plan to identify and implement housing strategies, tools and opportunities that work best for Oregon City

Important or Relevant Dates/Milestones: (looking ahead at the next 3 months)

- This Goal has not formally been started. Actions taken associated with Goal 6.2 and potential State legislation will inform the completion of this goal.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- THE SECOND PART OF STRATEGY 6.2 IS BEING REVIEWED BY THE PLANNING COMMISSION AND CITY COMMISSION AND THIS WILL INCLUDE THE IDENTIFICATION OF POLICIES THAT WOULD BE UTILIZED TO CREATE A WORK PLAN TO IMPLEMENT HOUSING OPTIONS IN OREGON CITY.
- IT APPEARS THE STATE WILL REQUIRE THAT THE CITY ADOPT A HOUSING PRODUCTION STRATEGY BY 2027.
- THE HOUSING PRODUCTIONS STRATEGY MUST OUTLINE A LIST OF SPECIFIC TOOLS, ACTIONS, AND POLICIES THAT THE CITY PLANS TO TAKE TO ADDRESS THE HOUSING NEED IDENTIFIED IN THE HOUSING NEEDS ANALYSIS.

2021-2023 Commission Goals and Strategies



March 2023 UPDATE

Department Contact:	Aquilla Hurd-Ravich	Date:	3/1/2023
Percentage Complete:	100% Part A; 75% Part B	Target Completion:	6/30/22 Part A; 3/13/23 Part B

Goal 6, Strategy 6.2 – Update Our Code to Provide Additional Housing Opportunities in Oregon City

Important or Relevant Dates/Milestones: (looking ahead at the next 3 months)

- The planning commission has concluded policy discussions that began in October 2022 and will meet with the City Commission in a joint work session on March 7, 2023 to present the results of this discussion.
- This is the second portion or Part B of the effort to update Oregon City's code to provide additional Housing Opportunities
- After the Planning Commission and City Commission decide on policy topics, the Planning Commission will approve a work plan at their regular meeting on March 13, 2023 and that action will conclude this second portion of the Middle Housing discussion.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- Planning Commission discussions began on October 24, 2022 to discuss policy topics that were addressed in spring of 2022 when the Middle housing ordinance was going through public hearings. New ordinances were required by the state to be adopted and effective by June 30, 2022 which did not leave enough time to have discussions about possible policy topics that went beyond minimum compliance with the ordinance
- House Bill 2001 passed by the State Legislature in 2019, calls for cities to allow a range of middle housing types, including duplexes, triplexes, quadplexes, townhouses, and cottage clusters in single family neighborhoods. The Planning Commission and City Commission held hearings in the Spring of 2022 to advance code revisions that met the requirements of HB 2001. These code revisions were required to be adopted by June 30, 2022, and effective by July 1, 2022.
- A second package of amendments was continued to the Fall of 2022 for code sections and policy questions that were not required for inclusion in the June 30, 2022 deadline but are still linked to the larger middle housing implementation discussion.
- The Housing Choices Code Update adopted amendments to Title 16 (Land Divisions) and Title 17 (Zoning) of the Oregon City Municipal Code in order to permit a greater range of middle housing types, including duplexes, triplexes, quadplexes, townhouses and cottage clusters in residential zones where single-family detached residential units are permitted
- This code was effective as of July 1, 2022.
- Staff has created new worksheets to stream the submittal, review, and permitting process of middle housing types for applicants and staff.

2021-2023 Commission Goals and Priorities



March 2023 UPDATE

Department Contact:	Planning/Public Works	Date:	3/1/2023
Percentage Complete:	Ongoing	Timeline:	Ongoing

Goal 7, Strategy 7.1 - Determine and Establish Relationships with the Tribes that have a Shared History with Oregon City

IMPORTANT OR RELEVANT DATES/MILESTONES:

- Continual identification of opportunities to improve communication and collaboration.
 - ongoing meetings
 - Staff continue to meet with staff from Confederated Tribes of the Grand Ronde and Confederated Tribes of the Umatilla Indian Reservation on a monthly basis to ensure open communications
 - Additionally, for all new land use applications, Planning staff send notification to tribal contacts

Status:

- Confederated Tribes of the Grand Ronde:
 - Staff meets monthly with staff from the Confederated Tribes of Grand Ronde (CTGR) to identify opportunities to increase communication, explore formalizing a government-to-government relationship, and support private development.
 - Staff continues to meet separately with CTGR regarding redevelopment of the Blue Herron site now called Tumwata Village.
 - The Willamette Falls project team discontinued meeting last March when it became clear that progress was not being made.
- Confederated Tribes of the Umatilla
 - Staff meets monthly with staff from the Confederated Tribes of the Umatilla Indian Reservation (CTUIR) to discuss the Cayuse Five Tribute project. The City Commission authorized \$150,000 towards completion of the Tribute while staff is continuing to support the design and location of the Cayuse Five Tribute.
 - The Councils of CTUIR and CTGR have given their approval for their staff to work together on a discreet set of tasks. When design and interpretive components have been agreed to by the staff they will then need approval from the respective councils. When the councils approve the proposal, the CTUIR and CTGR staff would then work with the City.
 - Staff continues to meet with the CTGR and the CTUIR to discuss the process.

2021-2023 Commission Goals and Strategies



March 2023 UPDATE

Department Contact:	Economic Development	Date:	3/1/2023
Percentage Complete:	100%	Target Completion:	6/30/2022

Goal 7, Strategy 7.2 - Enhance Partnerships with Agencies and Organizations to Promote Oregon City's Resources, Opportunities and Events

IN WORKING WITH THE OREGON CITY CHAMBER, STAFF WILL ESTABLISH A SIX TO EIGHT WEEK TRAINING PROGRAM ON THE BUSINESS OF TOURISM AND ORGANIZATIONAL AND PROFESSIONAL DEVELOPMENT FOR NON-PROFIT AND FOR-PROFIT BUSINESSES.

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- STAFF COMPLETED THE CONCIERGE TRAINING INSTITUTE TRAINING SESSIONS.

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- On November 2nd the Concierge Institute hosted its first education session, "Financial Accounting Fundamentals for Nonprofits."
 - Staff worked with the Oregon City Chamber of Commerce and completed the Concierge Institute Training Sessions.
 - Staff has established a partnership among several organizations including the Oregon City Police Dept., Clackamas Community College, Worksource Clackamas, Clackamas Workforce Partnership, Clackamas Behavioral Health Dept., Clackamas Children, Families and Community Connections, and Oregon State University Extension to create the Talent Ready Initiative a workforce development program for Oregon City.
 - Staff served on a committee to help organize the celebration of the 100th anniversary of the Arch Bridge.
 - Staff met with area employers to ascertain their level of support for a childcare development program.
 - Staff establish a public/private partnership with Clackamas Federal Credit Union providing loans through the newly created Entrepreneurial Opportunity Loan Program to small business startups in Oregon City.
 - Staff created a partnership with the Micro-Enterprise Service of Oregon to provide technical services to small business startups applying to the Entrepreneurial Opportunity Loan Program.
 - The Economic Development Department is working with the Clackamas Workforce Partnership to study the challenges of supporting the childcare industry.
-
- STAFF WITH THE ASSISTANCE FROM THE CHAMBER IS CURRENTLY WORKING TO START THE CONCIERGE INSTITUTE. THE FIRST COHORT WILL START WITH THE HISTORIC SITES AND MUSEUMS.
 - THE CHAMBER ASSISTED WITH DEVELOPING THE COURSES AND IDENTIFYING INSTRUCTORS AND CONSULTANTS.
 - THE CONCIERGE INSTITUTE HELD ITS SECOND CLASS. IT WAS ON DIGITAL MARKETING. THE CHAMBER PAID FOR THE INSTRUCTOR
 - STAFF HIRED A VIDEOGRAPHER TO TAKE PICTURES AND VIDEO THE CHRISTMAS TREE LIGHTING CEREMONY ORGANIZED BY DOCA

- STAFF HAS ENGAGED LEADERS FROM CLACKAMAS COUNTY COMMUNITY COLLEGE, OREGON STATE UNIVERSITY, OREGON EMPLOYMENT DEVELOPMENT, CLACKAMAS WORKFORCE PARTNERSHIP, AND OREGON CITY SCHOOL DISTRICT TO HELP FURTHER DEVELOPMENT THE TALENT READY WORKFORCE DEVELOPMENT INITIATIVE.
- WORKING WITH VARIOUS AGENCIES RESPONSIBLE FOR WORKFORCE DEVELOPMENT TO STREAMLINE THE CURRENT SYSTEM AND TO MITIGATE THE IMPACT OF THE SILO-TYPE ENVIRONMENT THAT IS CURRENTLY PERVASIVE

2021-2023 Commission Goals and Strategies



March 2023 UPDATE

Department Contact:	Economic Development	Date:	3/1/2023
Percentage Complete:	Ongoing	Target Completion:	6/30/2023

Goal 7, Strategy 7.3 – Promote the Arts as a Focus of Community Identity and Reactive the Arts Commission

PROMOTION OF THE ARTS WILL INCLUDE:

- PUBLIC DISPLAY OF SCULPTURES, PAINTINGS, DECORATIVE FEATURES, HORTICULTURAL ENHANCEMENTS AND HISTORICAL PORTRAYALS.
- EVENTS THAT INCLUDE MUSIC, DANCE, POETRY AND OTHER FORMS OF ARTISTIC EXPRESSION.

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- STAFF IS CURRENTLY WORKING WITH THE ARTS COMMISSION TO DEVELOP A GRANT PROGRAM TO SUPPORT LOCAL ARTISTS AND ORGANIZATIONS

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- Worked with Oregon City Arts Commission to approve 2 new murals.
 - Created partnership with Clackamas Community College to promote the wide diversity of music, theater, and art events.
 - Worked with members of the Arts Commission to revise its by-laws.
 - Staff is currently working with the Arts Commission to develop a grant program to support local artists and organizations.
-
- IN APRIL 2021, STAFF BEGAN WORKING TO REVISE THE EXISTING DRAFT MURAL CODE
 - IN MAY 2021, DESTINATION READY WAS UNVEILED TO VARIOUS GROUPS AND STAFF BEGAN WORKING WITH THE CHAMBER AND THE DOWNTOWN OREGON CITY TO IMPLEMENT THE STRATEGY
 - IN SEPT 2021, MEMBERS OF THE ARTS COMMISSION WERE APPOINTED
 - THE ARTS COMMISSION HELD ITS FIRST MEETING ON OCTOBER 26, 2021
 - THE ARTS COMMISSION HELD ITS SECOND MEETING ON NOVEMBER 23, 2021.
 - THE ARTS COMMISSION HELD TWO RETREATS TO DEVELOP A VISION AND GOALS WITH REGARD TO ITS WORK TO SUPPORT THE ARTS IN THE COMMUNITY
 - MURAL ARTS PROGRAM GUIDELINES AND APPLICATION HAVE BEEN COMPLETED AND WILL BE ONLINE.
 - MET WITH ART GROUPS TO DISCUSS THEIR ENGAGEMENT WITH OREGON CITY'S TOURISM PROGRAM
 - MET WITH AREA ACTORS, POETS, SINGERS, AND OTHER INDIVIDUALS INVOLVED IN THE IMPLEMENTATION OF ARTISTIC EXPRESSION TO HELP ENHANCE THE CITY'S TOURISM INDUSTRY

2021-2023 Commission Goals and Strategies



Item 5.

March 2023 UPDATE

Department Contact:	Economic Development	Date:	3/1/2023
Percentage Complete:	Ongoing	Target Completion:	6/30/2023

Goal 7, Strategy 7.4 - Use Art to Attract and Engage Community Members and Visitors

STAFF WILL INVESTIGATE THE FEASIBILITY OF THE DEVELOPMENT OF AN ARTS INCUBATOR TO HELP ARTISTS REALIZE COMMERCIAL SUCCESS BY ESTABLISHING A FACILITY TO HOUSE STUDIOS, CONFERENCE ROOMS, AND ADMINISTRATIVE, FINANCIAL, AND LEGAL SERVICES.

IMPORTANT OR RELEVANT DATES/MILESTONES: (LOOKING AHEAD AT THE NEXT 3 MONTHS)

- STAFF IS WORKING WITH THE ARTS COMMISSION ON THE DEVELOPMENT OF A STRATEGIC PLAN TO SUPPORT THE ARTS

STATUS: (WHAT HAS BEEN DONE/IS BEING DONE)

- DISCUSSIONS WITH INDIVIDUALS AND COMMUNITY GROUPS ARE STILL ON-GOING.
- THE ARTS COMMISSION TALKED ABOUT VARIOUS WAYS TO SUPPORT THE ARTS COMMUNITY DURING THEIR RETREAT.
- IN THE NEXT FEW WEEKS, THE ARTS COMMISSION WILL COMPLETE ITS VISION AND GOALS STATEMENT.
- THE ARTS COMMISSION WILL BEGIN TO HAVE DISCUSSIONS WITH VARIOUS ART RELATED GROUPS IN THE COMMUNITY TO ACCESS HOW THE COMMISSION CAN SUPPORT THE ARTS COMMUNITY.
- MET WITH MANAGER OF THE STEVEN-CRAWFORD HOUSE "ARTISTS IN RESIDENCE" INITIATIVE TO DISCUSS THEIR APPROACH TO SUPPORTING ARTISTS.

2021-2023 Commission Goals and Priorities



March 2023 UPDATE

Department Contact:	City Manager/Planning	Date:	3/1/2023
Percentage Complete:	0%	Timeline:	TBD

Goal 8, Strategy 8.1 – Protect and Preserve Our Environment Health and Natural Resources

STAFF WILL WORK WITH A CONSULTANT TO CREATE A CLIMATE ACTION PLAN FOCUSING ON ACTIONS THE CITY CAN TAKE TO DECREASE THE ENVIRONMENTAL FOOTPRINT OF CITY FACILITIES AND OPERATIONS.

IMPORTANT OR RELEVANT DATES/MILESTONES:

- This project has not commenced. Staff capacity and implementation and completion of existing projects and programs has delayed this goal.

Status:

2021 - 2023 City Commission Goals Timeline

	2021							2022							2023																										
	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D									
								FY 2021/22							FY 2022/23																										
GOAL 1 - Promote Diversity, Equity and Inclusion for a Safe, Inclusive Community and Organization																																									
Strategy 1.1 DEI Framework																																									
Strategy 1.2 Community Task Force																																									
Strategy 1.3 Evaluate Policies and Practices																																									
GOAL 2 - Invest in Current and Future Capital Needs for Safe, Sustainable Infrastructure and City Services																																									
Strategy 2.1 Prioritize Projects in the Transportation Master Plan																																									
Strategy 2.2 Complete Analysis of Deferred Maintenance of Parks																																									
Strategy 2.3 Review System Development Charges (SDCs) and Utility Rates and Balance w/SDC's																																									
Strategy 2.4 Prioritize the Implementation of the IT Strategic Plan																																									
Strategy 2.5 Complete Parks Master Plan/Update System Dev. Fees																																									
Strategy 2.6 Assess the Communication Infrastructure and Equipment																																									
Strategy 2.7 Develop a Citywide Facility Master Plan																																									
GOAL 3 - Improve the City's Engagement Efforts to Reach the Broader Oregon City Community and Inform the Policy Process																																									
Strategy 3.1 Refine and Improve the Engagement Strategy																																									
GOAL 4 - Adopt and Implement a Homelessness Strategy for Oregon City																																									
Strategy 4.1 Formalize our Internal Strategy to Address Homelessness																																									
Strategy 4.2 Develop Partnerships with Other Local and Regional Govs.																																									
GOAL 5 - Promote Tourism and Support Economic Development to Foster Community Sustainability																																									
Strategy 5.1 Prioritize and Implement Citywide Ec Dev Strategy															(ongoing)																										
Strategy 5.2 Determine Implementation of 2020 Urban Renewal Study																																									
Strategy 5.3 Implement the Tourism strategy															(ongoing)																										
Strategy 5.4 Determine the City's Role in Supporting Community Events																																									
GOAL 6 - Support Diverse Housing Options in Oregon City																																									
Strategy 6.1 Prepare a Plan to Identify and Implement Housing Strategies																																									
Strategy 6.2 Update Code to Provide Additional Housing Choices																																									
GOAL 7 - Support Improvements and Partnerships that Contribute to our Hometown Feel and Showcase Oregon City's Unique Community Identity																																									
Strategy 7.1 Determine and Establish Relationships with the Tribes											(ongoing)																														
Strategy 7.2 Enhance partnerships with County, Museum, DOCA, etc.															(ongoing)																										
Strategy 7.3 Promote the Arts and Reactivate the Arts Commission																																									
Strategy 7.4 Use Art to Attract and Engage Community and Visitors																																									
GOAL 8 - Protect and Preserve our Environmental Health and Natural Resources																																									
Strategy 8.1 Develop a Climate Action Plan																																									

2023 City of Oregon City Community Survey Findings Report

Presented to the City of Oregon City,
Oregon

February 2023

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Executive Summary

2023 City of Oregon City Community Survey

Executive Summary



Purpose

ETC Institute administered a survey to residents of the City of Oregon City in January and February 2023. The purpose of the survey was to help ensure that the City's priorities continue to match the needs and desires of residents. The information provided will be used to improve existing services and help the City better understand the evolving needs of residents. This is the third survey ETC Institute has administered for Oregon City; the first was conducted in 2018.

The seven-page survey, cover letter and postage-paid return envelope were mailed to a random sample of households in the City of Oregon City. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online. At the end of the online survey, residents were asked to enter their home address; this was done to ensure that only responses from residents who were part of the random sample were included in the final survey database.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Oregon City from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain completed surveys from at least 300 residents. The goal was met, with a total of 321 residents completing the survey. The overall results for the sample of 321 households have a precision of at least +/-5.4% at the 95% level of confidence.

The percentage of "don't know" responses has been excluded from many of the graphs shown in this report to facilitate valid comparisons of the results from Oregon City with the results from other communities in ETC Institute's *DirectionFinder*® database. Since the number of "don't know" responses often reflect the utilization and awareness of City services, the percentage of "don't know" responses have been provided in the tabular data section of this report. When the "don't know" responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase "*who had an opinion.*"

2023 City of Oregon City Community Survey Executive Summary



This report contains:

- An executive summary of the methodology for administering the survey and major findings,
- charts showing the overall results for most questions on the survey, including comparisons to results from the 2020 and 2018 surveys,
- benchmarking data that show how the results for Oregon City compare to other communities,
- Importance-Satisfaction analysis: this analysis was done to determine priority actions for the City to address based upon the survey results,
- tables that show the results of the random sample for each question on the survey,
- a copy of the survey instrument.

Overall Satisfaction with Major Categories of City Services

The major categories of City services that had the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of the City’s public library services (81%), the overall quality of police services (76%), the overall quality of City sewer services (73%), and the overall quality of City water utilities (71%). The major categories of City services that respondent households indicated should receive the most emphasis over the next two years were: the overall maintenance of City streets (58%), the overall quality of police services (33%), the overall quality of City parks, trails, and open space (33%).

Overall Satisfaction with Perceptions of the City

The highest levels of satisfaction with items that influence perceptions of the City, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of services provided by the City (65%), the overall feeling of safety in the City (58%), the overall image of the City (52%), and the availability of training or educational opportunities (42%).

Ratings of Oregon City

The highest overall ratings of Oregon City, based upon the combined percentage of “excellent” and “good” responses among residents *who had an opinion*, were: as a place to live (86%), overall quality of life in the City (78%), as a place to raise children (76%), and a place to connect & interact with neighbors (59%).

2023 City of Oregon City Community Survey

Executive Summary



Satisfaction with Specific City Services

Parks and Recreation. The highest levels of satisfaction with parks and recreation services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: proximity of parks to home (76%), the quality of facilities (70%), the appearance and maintenance of existing City parks (67%). The parks and recreation services that should receive the most emphasis over the next two years, based upon the sum of respondents’ top two choices, were: appearance and maintenance of existing City parks (29%), quality of facilities (26%), and quantity of City trails (20%).

Public Safety. The highest levels of satisfaction with public safety services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the visibility of police in the community (70%), how quickly police respond to emergencies (59%), enforcement of local traffic laws (53%), and the City’s overall efforts to prevent crime (52%). The public safety services that should receive the most emphasis over the next two years, based upon the sum of the respondents’ top two choices, were: response to issues with transients (58%), the City’s overall efforts to prevent crime (29%), and response to drug control (21%).

City Communication. The highest levels of satisfaction with City communication, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the availability of information about City programs and services (41%) and the overall quality of the City’s website (34%).

- The top four sources that respondent households have used to receive news and information about City programs, services and events, were: “Trail News” quarterly publication (68%), social media (59%), TV local news (36%), and Nextdoor (35%). The sources from which respondents indicated they would *most prefer* to receive their information were: “Trail News” quarterly publication (41%) and social media (36%).
- Based on the sum of their top two choices, the level of frequency that respondent households would like to receive information from the City was monthly (77%).
- The types of information that respondent households indicated they would like to receive from the City were: public safety (72%), special events (72%), and public works (66%).

Code Enforcement. The highest levels of satisfaction with City code enforcement, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: enforcing codes designed to protect public safety (40%) and enforcing sign regulation (34%). The two code enforcement items that respondents indicated should receive the most emphasis over the next two years were: enforcing cleanup of litter & debris on private property (66%) and enforcing codes designed to protect public safety (61%).

2023 City of Oregon City Community Survey Executive Summary



Transportation and Infrastructure. The highest levels of satisfaction with City street maintenance/service items, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: snow and ice response on major City streets (70%), adequacy of City street lighting in neighborhoods (67%), and availability of safe pedestrian ways in neighborhoods (53%). The two transportation and infrastructure services that respondents indicated should receive the most emphasis over the next two years were: the maintenance of major City streets (45%) and the maintenance of neighborhood streets (33%).

Public Library. The highest levels of satisfaction with the City’s public library services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: selection of physical resources available (78%), access to computers and library Wi-Fi (69%), and selection of digital resources available online (68%). The library services that respondents indicated should receive the most emphasis over the next two years, based upon the sum of their top two choices, were: selection of physical resources available (20%), events for seniors (19%), and selection of digital resources available online (18%).

- Thirty-six percent (36%) of respondent households indicated they receive their information about the library from “Trail News”.

Customer Service. Thirty-seven percent (37%) of respondents indicated they have called, emailed, or visited the City with a question, problem, or complaint during the past year. Of those who contacted the City, 37% indicated it was “very easy,” 40% indicated it was “somewhat easy,” 12% indicated it was “difficult,” and 9% indicated it was “very difficult” to contact the person they needed to reach. Of the 37% of respondents who contacted the City during the past year, 36% contacted Code Enforcement, 30% contacted Building and Planning, and 25% contacted the Police. Eighty-seven percent (87%) of respondents who contacted the City indicated that City employees were always (60%) or usually (27%) courteous & polite.

Water Quality. The highest levels of satisfaction with the City’s water quality, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: reliability of water service (90%), water clarity (86%), and water pressure (81%).

Additional Findings

- Respondent households were asked their willingness to pay additional taxes/fees to acquire, develop, and maintain parks, recreation, and trail facilities. Nine percent (9%) indicated they were “very willing,” 25% were “willing,” 22% were “neutral,” 21% were “not willing,” and 23% were “not at all willing.”
- The capital investment items that are priorities to respondent households, based upon the sum of their top five choices, are: road maintenance/pavement preservation (71%) and traffic congestion relief (50%).

2023 City of Oregon City Community Survey

Executive Summary



- The highest levels of change in the expectation of services provided by the City, based upon the combined percentage of “much higher” and “a little higher” responses among residents *who had an opinion*, were: transportation facilities & programs (70%), law enforcement (59%), and parks, trails, & open space (54%). Forty percent (40%) of respondent households indicated they would be willing to pay more in taxes or fees to support an increase in the service level.
- The items that respondents, *who had an opinion*, indicated were “much too slow” or “too slow” with regard to the current pace of development were: housing options for aging population (70%) and technology and other industry (60%). Respondents felt the pace of development was “too fast” or “much too fast” for townhomes/row houses (45%) and apartments (41%).

2023 City of Oregon City Community Survey Executive Summary



How the City of Oregon City Compares to Other Communities Nationally

Satisfaction ratings for Oregon City **rated the same as or higher than the U.S. average in 17 of the 37 areas** that were assessed. The City rated significantly higher than the U.S. average (difference of 5% or more) in 13 of these areas. Listed below are the comparisons between Oregon City and the U.S. average:

Service	Oregon City	U.S.	Difference	Category
As a place to live	86%	50%	36%	Overall Ratings of the City
Overall quality of customer service from City employees	62%	41%	21%	Major Categories of City Services
Overall quality of police services	76%	55%	21%	Major Categories of City Services
Overall quality of City sewer services	73%	55%	18%	Major Categories of City Services
Overall quality of City water utilities	71%	54%	17%	Major Categories of City Services
Overall quality of City's public library services	81%	66%	15%	Major Categories of City Services
Visibility of police in the community	70%	55%	15%	Public Safety
Overall quality of services provided by the City	64%	51%	13%	Perceptions of the Community
As a place to raise children	75%	62%	13%	Overall Ratings of the City
Accessibility of public transportation options	49%	38%	11%	Transportation and Infrastructure
Snow and ice response on major City streets	69%	60%	9%	Transportation and Infrastructure
Adequacy of City street lighting in neighborhoods	67%	60%	7%	Transportation and Infrastructure
Overall effectiveness of City communication with public	43%	38%	5%	Major Categories of City Services
Enforcement of local traffic laws	53%	51%	2%	Public Safety
The city's overall efforts to prevent crime	52%	50%	2%	Public Safety
How quickly police respond to emergencies	58%	58%	0%	Public Safety
Condition of neighborhood sidewalks	48%	48%	0%	Transportation and Infrastructure
Overall quality of the City's recreation programs	50%	51%	-1%	Major Categories of City Services
Overall value received for tax dollars & fees	33%	34%	-1%	Perceptions of the Community
Maintenance of neighborhood streets	50%	51%	-1%	Transportation and Infrastructure
As a place to work	56%	58%	-2%	Overall Ratings of the City
Overall maintenance of city streets	39%	41%	-2%	Major Categories of City Services
Overall image of the City	53%	55%	-2%	Perceptions of the Community
On-street bicycle infrastructure	40%	43%	-3%	Transportation and Infrastructure
Maintenance of major City streets	48%	51%	-3%	Transportation and Infrastructure
Overall enforcement of City codes and ordinances	37%	42%	-5%	Major Categories of City Services
Availability of info about City programs/services	41%	48%	-7%	Communication
Quality of content on social media	32%	40%	-8%	Communication
Overall quality of the City's website	33%	43%	-10%	Communication
Overall feeling of safety in the City	58%	68%	-10%	Perceptions of the Community
Enforcing sign regulation	34%	47%	-13%	Code Enforcement
How well City is supporting growth & development	27%	40%	-13%	Perceptions of the Community
Level of public involvement in decision making	18%	34%	-16%	Communication
Enforcing mowing/trimming of grass & weeds on private property	30%	47%	-17%	Code Enforcement
Enforcing cleanup of litter & debris on private property	29%	46%	-17%	Code Enforcement
Quality of sidewalks for people with mobility challenges	36%	53%	-17%	Transportation and Infrastructure
Timeliness of information provided by the City	24%	44%	-20%	Communication

2023 City of Oregon City Community Survey Executive Summary



How the City of Oregon City Compares to Other Communities in the Region

Satisfaction ratings for Oregon City **rated the same as or higher than the Northwest regional average in 19 of the 37 areas** that were assessed. The City rated significantly higher than the Northwest Region (difference of 5% or more) in 11 of these areas. Listed below are the comparisons between Oregon City and the Northwest regional average:

Service	Oregon City	Northwest Region	Difference	Category
As a place to live	86%	52%	34%	Overall Ratings of the City
Overall quality of customer service from City employees	62%	41%	21%	Major Categories of City Services
As a place to raise children	75%	54%	21%	Overall Ratings of the City
Overall quality of services provided by the City	64%	45%	19%	Perceptions of the Community
Snow and ice response on major City streets	69%	51%	18%	Transportation and Infrastructure
Overall quality of police services	76%	60%	16%	Major Categories of City Services
Overall quality of City's public library services	81%	66%	15%	Major Categories of City Services
Visibility of police in the community	70%	56%	14%	Public Safety
Overall quality of City sewer services	73%	61%	12%	Major Categories of City Services
Adequacy of City street lighting in neighborhoods	67%	60%	7%	Transportation and Infrastructure
Overall quality of City water utilities	71%	66%	5%	Major Categories of City Services
Enforcement of local traffic laws	53%	49%	4%	Public Safety
The city's overall efforts to prevent crime	52%	50%	2%	Public Safety
Overall effectiveness of City communication with public	43%	42%	1%	Major Categories of City Services
Overall enforcement of City codes and ordinances	37%	36%	1%	Major Categories of City Services
Overall quality of the City's recreation programs	50%	50%	0%	Major Categories of City Services
Overall image of the City	53%	53%	0%	Perceptions of the Community
Availability of info about City programs/services	41%	41%	0%	Communication
Accessibility of public transportation options	49%	49%	0%	Transportation and Infrastructure
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Overall value received for tax dollars & fees	33%	36%	-3%	Perceptions of the Community
Condition of neighborhood sidewalks	48%	52%	-4%	Transportation and Infrastructure
Overall quality of the City's website	33%	39%	-6%	Communication
Overall feeling of safety in the City	58%	64%	-6%	Perceptions of the Community
Quality of content on social media	32%	40%	-8%	Communication
Level of public involvement in decision making	18%	28%	-10%	Communication
How quickly police respond to emergencies	58%	69%	-11%	Public Safety
Timeliness of information provided by the City	24%	35%	-11%	Communication
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2023 City of Oregon City Community Survey Executive Summary



Investment Priorities

Recommended Priorities for the Next Two Years. In order to help the City identify investment priorities for the next two years, ETC Institute conducted an Importance-Satisfaction (I-S) analysis. This analysis examined the importance residents placed on each City service and the level of satisfaction with each service. By identifying services of high importance and low satisfaction, the analysis identified which services will have the most impact on overall satisfaction with City services over the next two years. If the City wants to improve its overall satisfaction rating, the City should prioritize investments in services with the highest Importance Satisfaction (I-S) ratings. Details regarding the methodology for the analysis are provided in Section 3 of this report.

Overall Priorities for the City by Major Category. This analysis reviewed the importance of and satisfaction with major categories of City services. This analysis was conducted to help set the overall priorities for the City. Based on the results of this analysis, the major services that are recommended as the top priorities for investment over the next two years to raise the City's overall satisfaction rating are listed below:

- Overall maintenance of City streets (I-S=0.3509)
- Overall effectiveness of City economic development efforts (I-S=0.2309)
- Overall enforcement of City codes & ordinances (I-S=0.1560)
- Overall effectiveness of City communication with the public (I-S=0.1361)
- Overall quality of City parks, trails, and open space (I-S=0.1115)
- Overall quality of the City's recreation programs (I-S=0.1051)

The table on the following page shows the Importance-Satisfaction rating for all 13 major categories of City services that were assessed.

2023 City of Oregon City Community Survey Executive Summary



2023 Importance-Satisfaction Rating Oregon City, OR Major Categories of City Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance- Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Overall maintenance of city streets	58%	1	39%	10	0.3509	1
Overall effectiveness of City economic development efforts	33%	4	29%	12	0.2309	2
High Priority (IS .10-.20)						
Overall enforcement of City codes and ordinances	25%	5	37%	11	0.1560	3
Overall effectiveness of City communication with public	24%	6	43%	8	0.1361	4
Overall quality of City parks/trails/open space	33%	3	66%	5	0.1115	5
Overall quality of the City's recreation programs	21%	7	50%	7	0.1051	6
Medium Priority (IS <.10)						
Overall quality of permit process	11%	9	25%	13	0.0840	7
Overall quality of police services	33%	2	76%	2	0.0808	8
Overall quality of City water utilities	13%	8	71%	4	0.0380	9
Overall quality of customer service from City employees	5%	11	62%	6	0.0204	10
Overall quality of Municipal Court Services	3%	12	42%	9	0.0179	11
Overall quality of City sewer services	7%	10	73%	3	0.0177	12
Overall quality of City's public library services	2%	13	81%	1	0.0028	13

2023 City of Oregon City Community Survey Findings Report

Presented to the City of Oregon City,
Oregon

February 2023

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Executive Summary

2023 City of Oregon City Community Survey Executive Summary



Purpose

ETC Institute administered a survey to residents of the City of Oregon City in January and February 2023. The purpose of the survey was to help ensure that the City's priorities continue to match the needs and desires of residents. The information provided will be used to improve existing services and help the City better understand the evolving needs of residents. This is the third survey ETC Institute has administered for Oregon City; the first was conducted in 2018.

The seven-page survey, cover letter and postage-paid return envelope were mailed to a random sample of households in the City of Oregon City. The cover letter explained the purpose of the survey and encouraged residents to either return their survey by mail or complete the survey online. At the end of the online survey, residents were asked to enter their home address; this was done to ensure that only responses from residents who were part of the random sample were included in the final survey database.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Oregon City from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain completed surveys from at least 300 residents. The goal was met, with a total of 321 residents completing the survey. The overall results for the sample of 321 households have a precision of at least $\pm 5.4\%$ at the 95% level of confidence.

The percentage of "don't know" responses has been excluded from many of the graphs shown in this report to facilitate valid comparisons of the results from Oregon City with the results from other communities in ETC Institute's *DirectionFinder*® database. Since the number of "don't know" responses often reflect the utilization and awareness of City services, the percentage of "don't know" responses have been provided in the tabular data section of this report. When the "don't know" responses have been excluded, the text of this report will indicate that the responses have been excluded with the phrase "*who had an opinion.*"

2023 City of Oregon City Community Survey Executive Summary



This report contains:

- An executive summary of the methodology for administering the survey and major findings,
- charts showing the overall results for most questions on the survey, including comparisons to results from the 2020 and 2018 surveys,
- benchmarking data that show how the results for Oregon City compare to other communities,
- Importance-Satisfaction analysis: this analysis was done to determine priority actions for the City to address based upon the survey results,
- tables that show the results of the random sample for each question on the survey,
- a copy of the survey instrument.

Overall Satisfaction with Major Categories of City Services

The major categories of City services that had the highest levels of satisfaction, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of the City’s public library services (81%), the overall quality of police services (76%), the overall quality of City sewer services (73%), and the overall quality of City water utilities (71%). The major categories of City services that respondent households indicated should receive the most emphasis over the next two years were: the overall maintenance of City streets (58%), the overall quality of police services (33%), the overall quality of City parks, trails, and open space (33%).

Overall Satisfaction with Perceptions of the City

The highest levels of satisfaction with items that influence perceptions of the City, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the overall quality of services provided by the City (65%), the overall feeling of safety in the City (58%), the overall image of the City (52%), and the availability of training or educational opportunities (42%).

Ratings of Oregon City

The highest overall ratings of Oregon City, based upon the combined percentage of “excellent” and “good” responses among residents *who had an opinion*, were: as a place to live (86%), overall quality of life in the City (78%), as a place to raise children (76%), and a place to connect & interact with neighbors (59%).

2023 City of Oregon City Community Survey Executive Summary



Satisfaction with Specific City Services

Parks and Recreation. The highest levels of satisfaction with parks and recreation services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: proximity of parks to home (76%), the quality of facilities (70%), the appearance and maintenance of existing City parks (67%). The parks and recreation services that should receive the most emphasis over the next two years, based upon the sum of respondents’ top two choices, were: appearance and maintenance of existing City parks (29%), quality of facilities (26%), and quantity of City trails (20%).

Public Safety. The highest levels of satisfaction with public safety services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the visibility of police in the community (70%), how quickly police respond to emergencies (59%), enforcement of local traffic laws (53%), and the City’s overall efforts to prevent crime (52%). The public safety services that should receive the most emphasis over the next two years, based upon the sum of the respondents’ top two choices, were: response to issues with transients (58%), the City’s overall efforts to prevent crime (29%), and response to drug control (21%).

City Communication. The highest levels of satisfaction with City communication, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: the availability of information about City programs and services (41%) and the overall quality of the City’s website (34%).

- The top four sources that respondent households have used to receive news and information about City programs, services and events, were: “Trail News” quarterly publication (68%), social media (59%), TV local news (36%), and Nextdoor (35%). The sources from which respondents indicated they would *most prefer* to receive their information were: “Trail News” quarterly publication (41%) and social media (36%).
- Based on the sum of their top two choices, the level of frequency that respondent households would like to receive information from the City was monthly (77%).
- The types of information that respondent households indicated they would like to receive from the City were: public safety (72%), special events (72%), and public works (66%).

Code Enforcement. The highest levels of satisfaction with City code enforcement, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: enforcing codes designed to protect public safety (40%) and enforcing sign regulation (34%). The two code enforcement items that respondents indicated should receive the most emphasis over the next two years were: enforcing cleanup of litter & debris on private property (66%) and enforcing codes designed to protect public safety (61%).

2023 City of Oregon City Community Survey Executive Summary



Transportation and Infrastructure. The highest levels of satisfaction with City street maintenance/service items, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: snow and ice response on major City streets (70%), adequacy of City street lighting in neighborhoods (67%), and availability of safe pedestrian ways in neighborhoods (53%). The two transportation and infrastructure services that respondents indicated should receive the most emphasis over the next two years were: the maintenance of major City streets (45%) and the maintenance of neighborhood streets (33%).

Public Library. The highest levels of satisfaction with the City’s public library services, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: selection of physical resources available (78%), access to computers and library Wi-Fi (69%), and selection of digital resources available online (68%). The library services that respondents indicated should receive the most emphasis over the next two years, based upon the sum of their top two choices, were: selection of physical resources available (20%), events for seniors (19%), and selection of digital resources available online (18%).

- o Thirty-six percent (36%) of respondent households indicated they receive their information about the library from “Trail News”.

Customer Service. Thirty-seven percent (37%) of respondents indicated they have called, emailed, or visited the City with a question, problem, or complaint during the past year. Of those who contacted the City, 37% indicated it was “very easy,” 40% indicated it was “somewhat easy,” 12% indicated it was “difficult,” and 9% indicated it was “very difficult” to contact the person they needed to reach. Of the 37% of respondents who contacted the City during the past year, 36% contacted Code Enforcement, 30% contacted Building and Planning, and 25% contacted the Police. Eighty-seven percent (87%) of respondents who contacted the City indicated that City employees were always (60%) or usually (27%) courteous & polite.

Water Quality. The highest levels of satisfaction with the City’s water quality, based upon the combined percentage of “very satisfied” and “satisfied” responses among residents *who had an opinion*, were: reliability of water service (90%), water clarity (86%), and water pressure (81%).

Additional Findings

- Respondent households were asked their willingness to pay additional taxes/fees to acquire, develop, and maintain parks, recreation, and trail facilities. Nine percent (9%) indicated they were “very willing,” 25% were “willing,” 22% were “neutral,” 21% were “not willing,” and 23% were “not at all willing.”
- The capital investment items that are priorities to respondent households, based upon the sum of their top five choices, are: road maintenance/pavement preservation (71%) and traffic congestion relief (50%).

2023 City of Oregon City Community Survey Executive Summary



- The highest levels of change in the expectation of services provided by the City, based upon the combined percentage of “much higher” and “a little higher” responses among residents *who had an opinion*, were: transportation facilities & programs (70%), law enforcement (59%), and parks, trails, & open space (54%). Forty percent (40%) of respondent households indicated they would be willing to pay more in taxes or fees to support an increase in the service level.
- The items that respondents, *who had an opinion*, indicated were “much too slow” or “too slow” with regard to the current pace of development were: housing options for aging population (70%) and technology and other industry (60%). Respondents felt the pace of development was “too fast” or “much too fast” for townhomes/row houses (45%) and apartments (41%).

2023 City of Oregon City Community Survey Executive Summary



How the City of Oregon City Compares to Other Communities Nationally

Satisfaction ratings for Oregon City **rated the same as or higher than the U.S. average in 17 of the 37 areas** that were assessed. The City rated significantly higher than the U.S. average (difference of 5% or more) in 13 of these areas. Listed below are the comparisons between Oregon City and the U.S. average:

Service	Oregon City	U.S.	Difference	Category
As a place to live	86%	50%	36%	Overall Ratings of the City
Overall quality of customer service from City employees	62%	41%	21%	Major Categories of City Services
Overall quality of police services	76%	55%	21%	Major Categories of City Services
Overall quality of City sewer services	73%	55%	18%	Major Categories of City Services
Overall quality of City water utilities	71%	54%	17%	Major Categories of City Services
Overall quality of City's public library services	81%	66%	15%	Major Categories of City Services
Visibility of police in the community	70%	55%	15%	Public Safety
Overall quality of services provided by the City	64%	51%	13%	Perceptions of the Community
As a place to raise children	75%	62%	13%	Overall Ratings of the City
Accessibility of public transportation options	49%	38%	11%	Transportation and Infrastructure
Snow and ice response on major City streets	69%	60%	9%	Transportation and Infrastructure
Adequacy of City street lighting in neighborhoods	67%	60%	7%	Transportation and Infrastructure
Overall effectiveness of City communication with public	43%	38%	5%	Major Categories of City Services
Enforcement of local traffic laws	53%	51%	2%	Public Safety
The city's overall efforts to prevent crime	52%	50%	2%	Public Safety
How quickly police respond to emergencies	58%	58%	0%	Public Safety
Condition of neighborhood sidewalks	48%	48%	0%	Transportation and Infrastructure
Overall quality of the City's recreation programs	50%	51%	-1%	Major Categories of City Services
Overall value received for tax dollars & fees	33%	34%	-1%	Perceptions of the Community
Maintenance of neighborhood streets	50%	51%	-1%	Transportation and Infrastructure
As a place to work	56%	58%	-2%	Overall Ratings of the City
Overall maintenance of city streets	39%	41%	-2%	Major Categories of City Services
Overall image of the City	53%	55%	-2%	Perceptions of the Community
On-street bicycle infrastructure	40%	43%	-3%	Transportation and Infrastructure
Maintenance of major City streets	48%	51%	-3%	Transportation and Infrastructure
Overall enforcement of City codes and ordinances	37%	42%	-5%	Major Categories of City Services
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Quality of content on social media	32%	40%	-8%	Communication
Overall quality of the City's website	33%	43%	-10%	Communication
Overall feeling of safety in the City	58%	68%	-10%	Perceptions of the Community
Enforcing sign regulation	34%	47%	-13%	Code Enforcement
How well City is supporting growth & development	27%	40%	-13%	Perceptions of the Community
Level of public involvement in decision making	18%	34%	-16%	Communication
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2023 City of Oregon City Community Survey Executive Summary



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2023 City of Oregon City Community Survey Executive Summary



Investment Priorities

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Overall Priorities for the City by Major Category. This analysis reviewed the importance of and satisfaction with major categories of City services. This analysis was conducted to help set the overall priorities for the City. Based on the results of this analysis, the major services that are recommended as the top priorities for investment over the next two years to raise the City's overall satisfaction rating are listed below:

- o Overall maintenance of City streets (I-S=0.3509)
- o Overall effectiveness of City economic development efforts (I-S=0.2309)
- o Overall enforcement of City codes & ordinances (I-S=0.1560)
- o Overall effectiveness of City communication with the public (I-S=0.1361)
- o Overall quality of City parks, trails, and open space (I-S=0.1115)
- o Overall quality of the City's recreation programs (I-S=0.1051)

The table on the following page shows the Importance-Satisfaction rating for all 13 major categories of City services that were assessed.

2023 City of Oregon City Community Survey Executive Summary



2023 Importance-Satisfaction Rating Oregon City, OR Major Categories of City Services

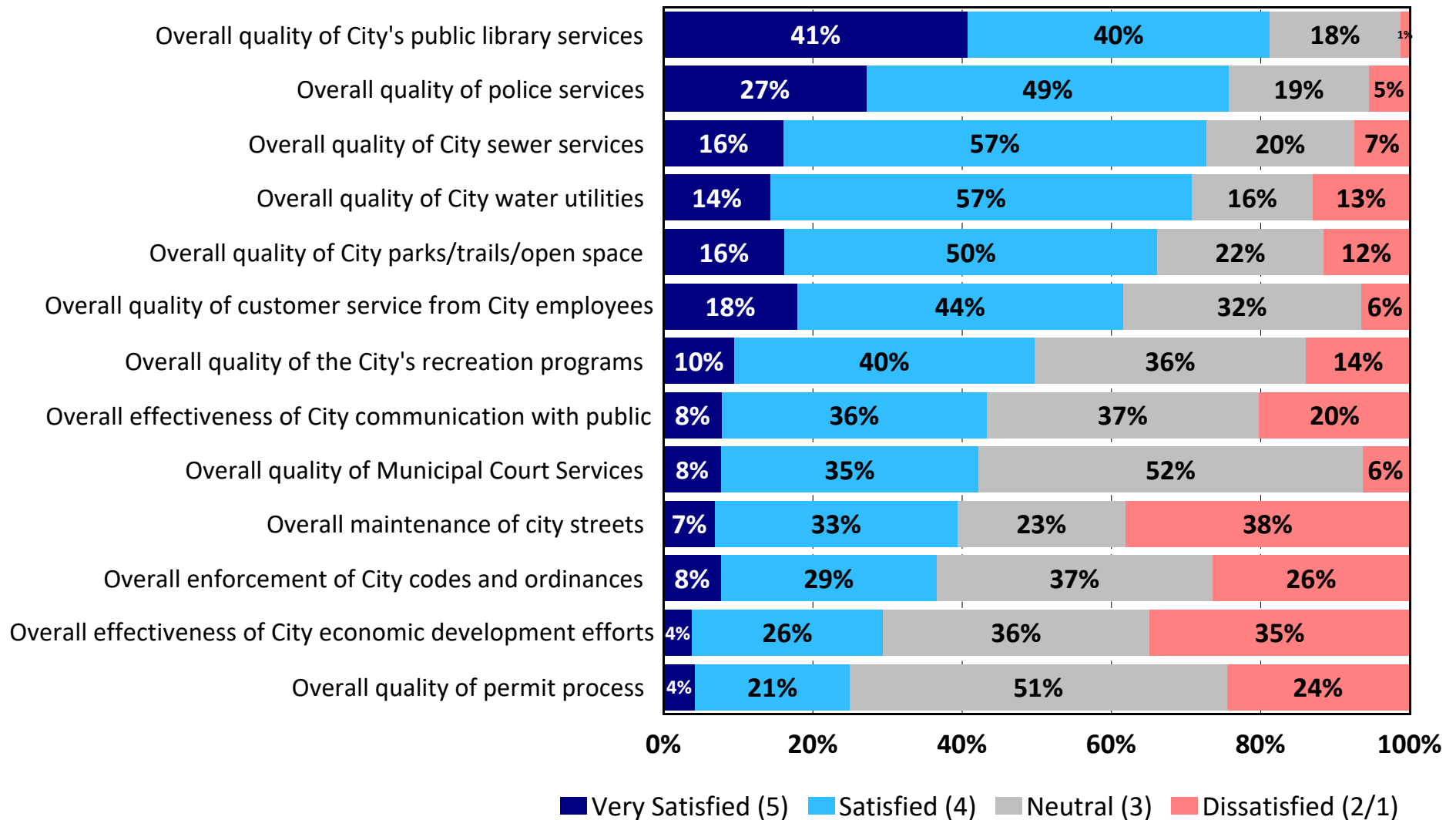
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance- Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Overall maintenance of city streets	58%	1	39%	10	0.3509	1
Overall effectiveness of City economic development efforts	33%	4	29%	12	0.2309	2
High Priority (IS .10-.20)						
Overall enforcement of City codes and ordinances	25%	5	37%	11	0.1560	3
Overall effectiveness of City communication with public	24%	6	43%	8	0.1361	4
Overall quality of City parks/trails/open space	33%	3	66%	5	0.1115	5
Overall quality of the City's recreation programs	21%	7	50%	7	0.1051	6
Medium Priority (IS <.10)						
Overall quality of permit process	11%	9	25%	13	0.0840	7
Overall quality of police services	33%	2	76%	2	0.0808	8
Overall quality of City water utilities	13%	8	71%	4	0.0380	9
Overall quality of customer service from City employees	5%	11	62%	6	0.0204	10
Overall quality of Municipal Court Services	3%	12	42%	9	0.0179	11
Overall quality of City sewer services	7%	10	73%	3	0.0177	12
Overall quality of City's public library services	2%	13	81%	1	0.0028	13



Charts and Graphs

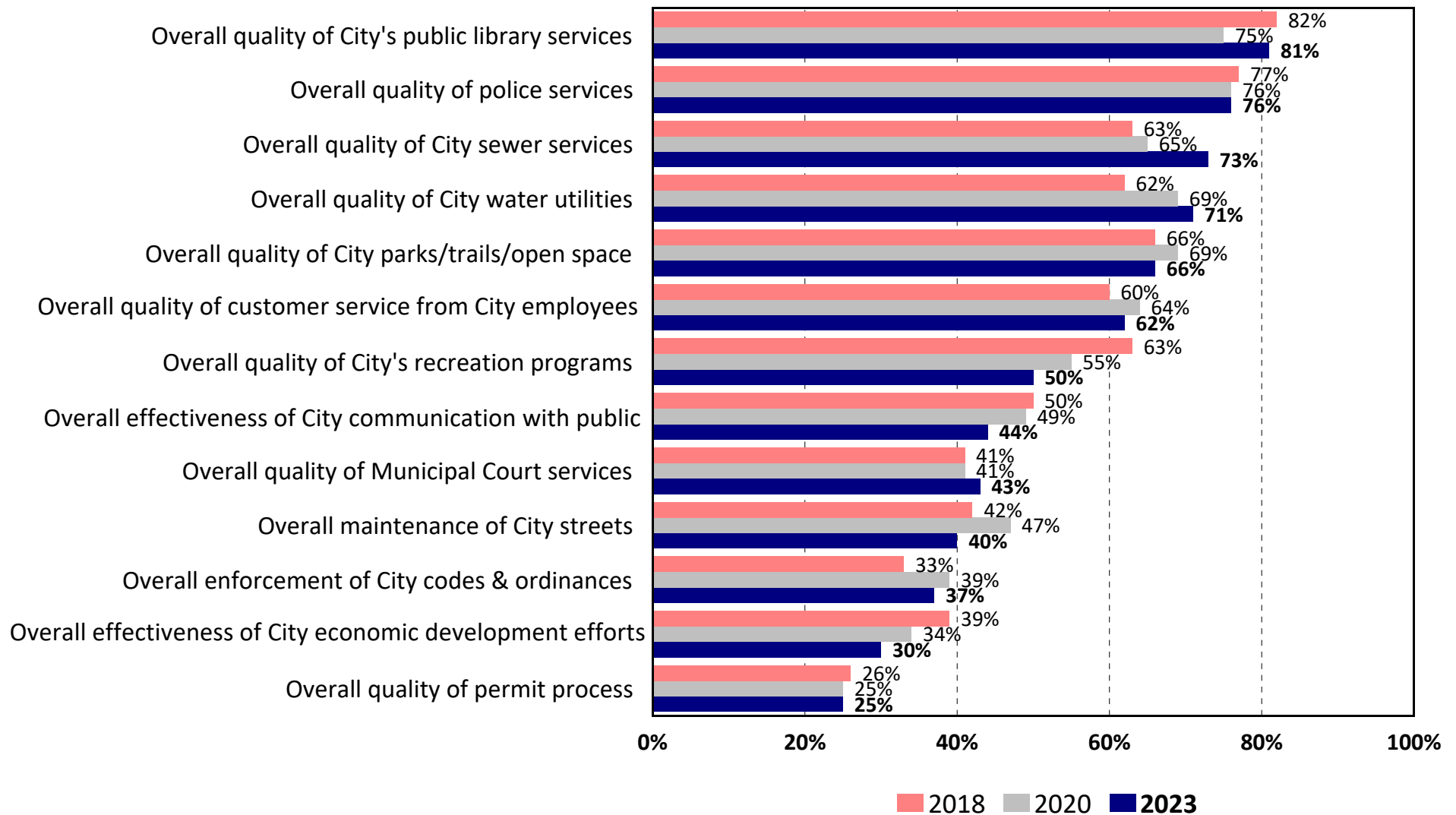
Q1. Overall Satisfaction With City Services by Major Category

by percentage of respondents (excluding don't knows)



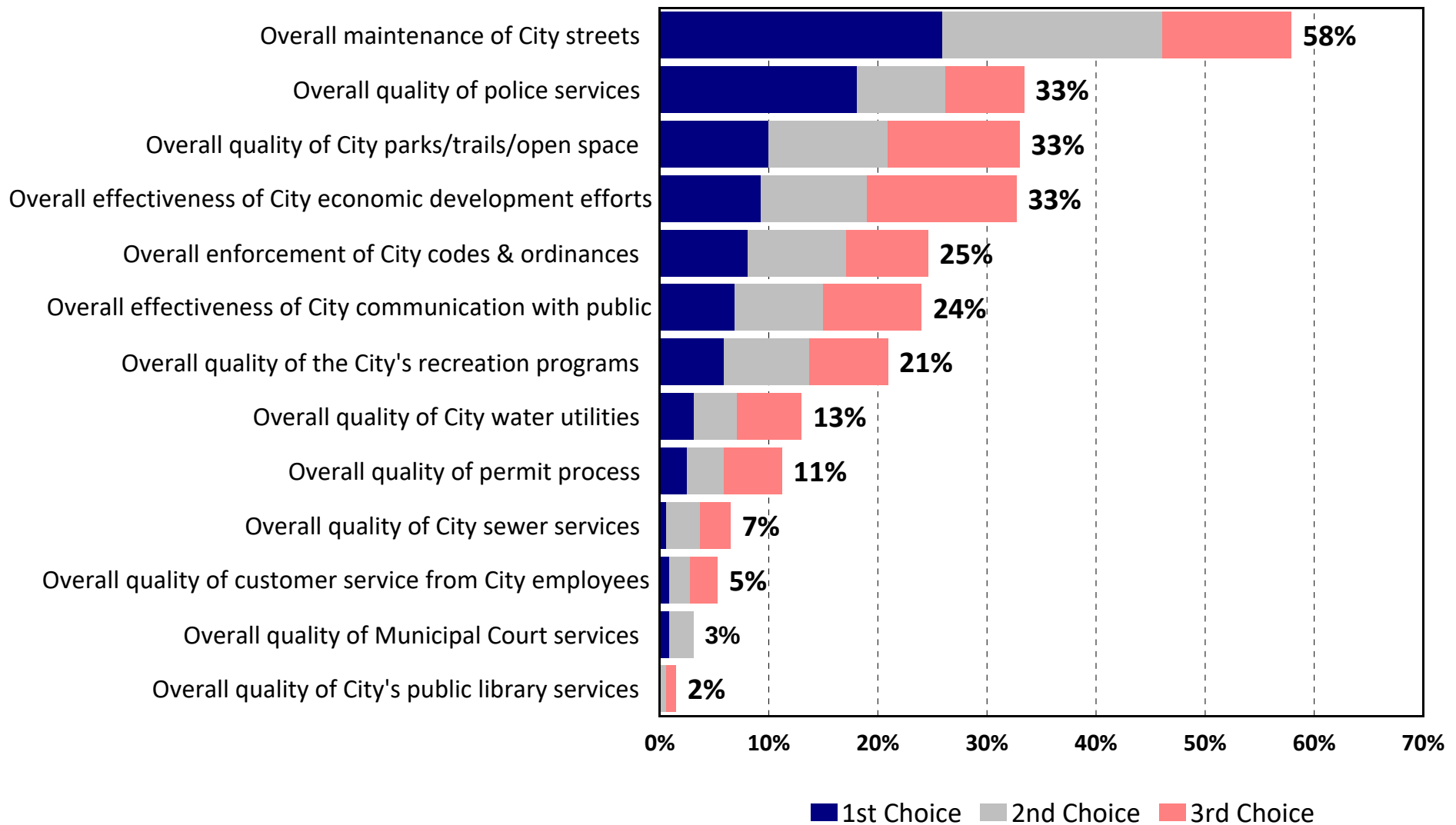
TRENDS: Overall Satisfaction with City Services by Major Category - 2018 to 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



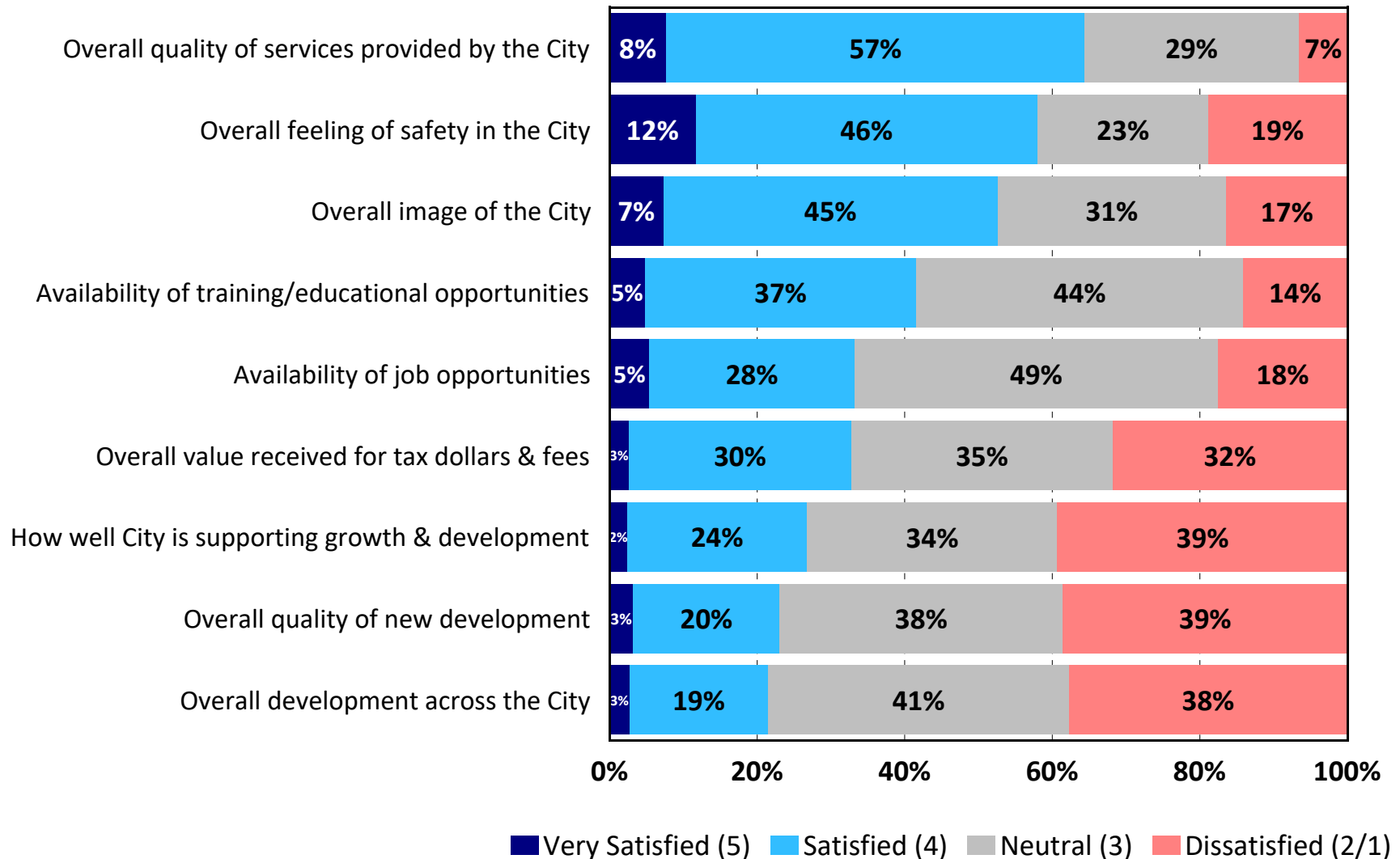
Q2. City Services That Should Receive the Most Emphasis from City Leaders Over the Next Two Years

by percentage of respondents who selected the item as one of their top three choices



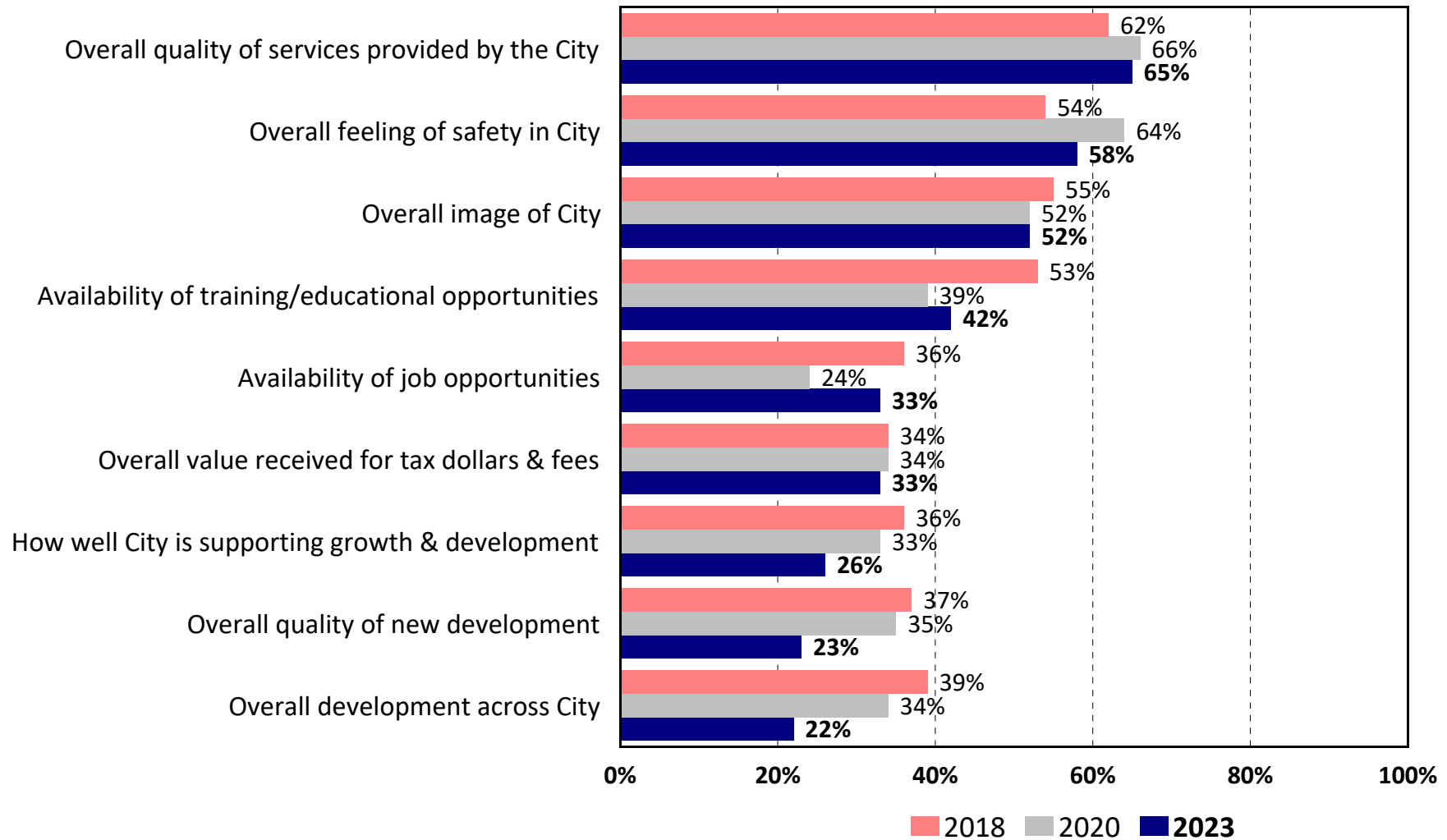
Q3. Satisfaction With Items That Influence Perceptions of the City

by percentage of respondents (excluding don't knows)



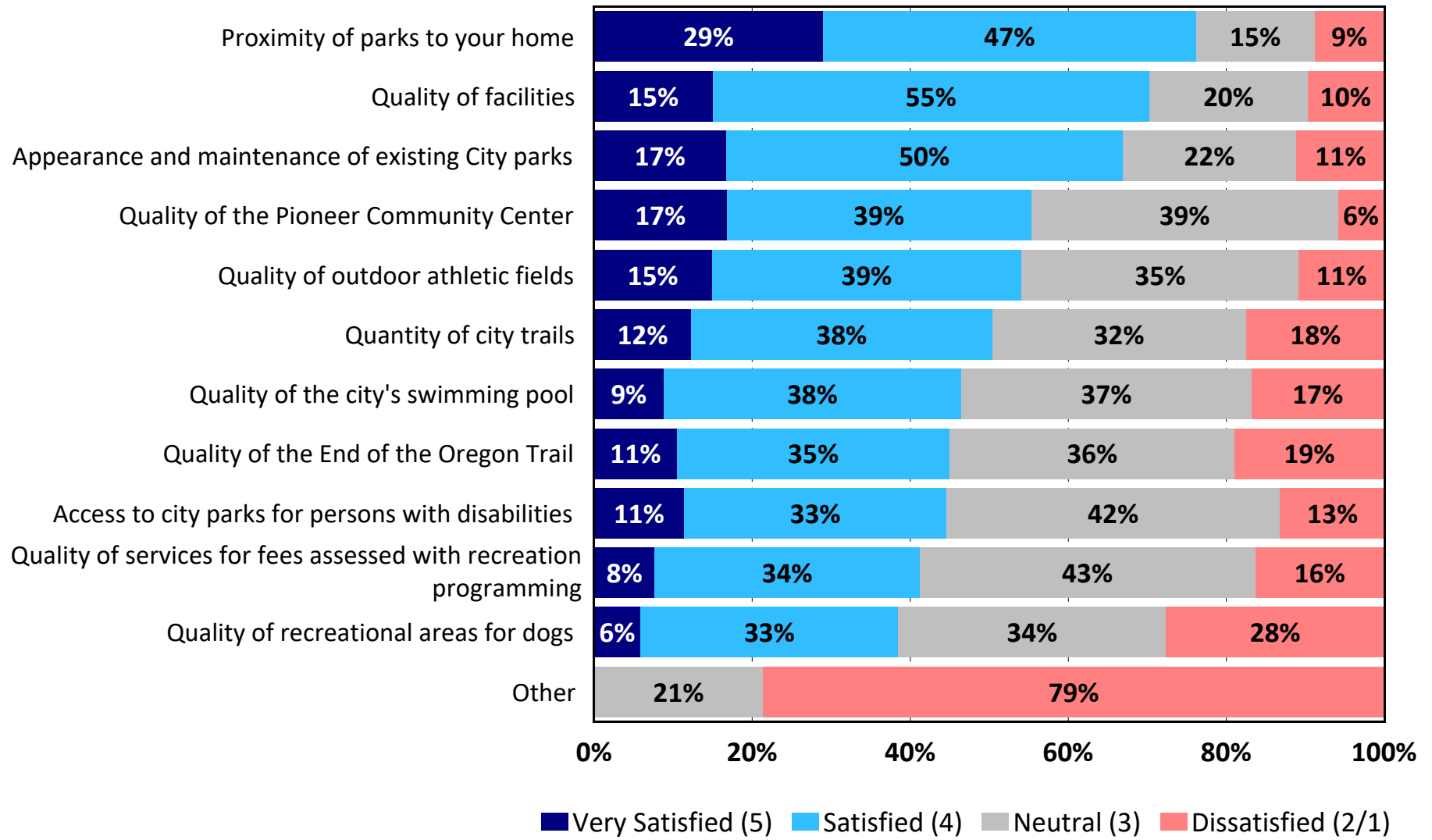
TRENDS: Satisfaction With Items That Influence Perceptions of the City - 2018 to 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



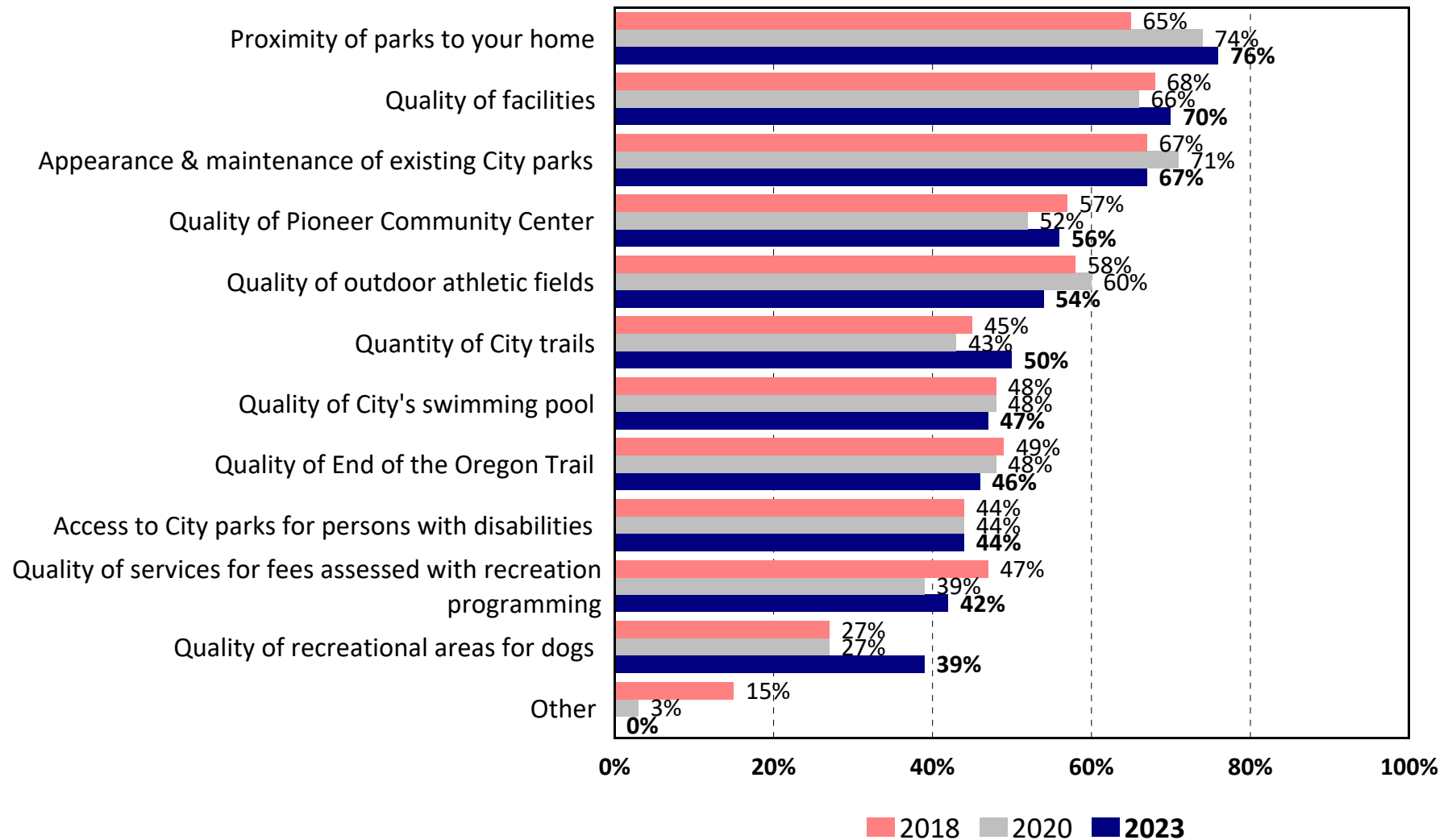
Q4. Satisfaction With Parks and Recreation Services

by percentage of respondents (excluding don't knows)



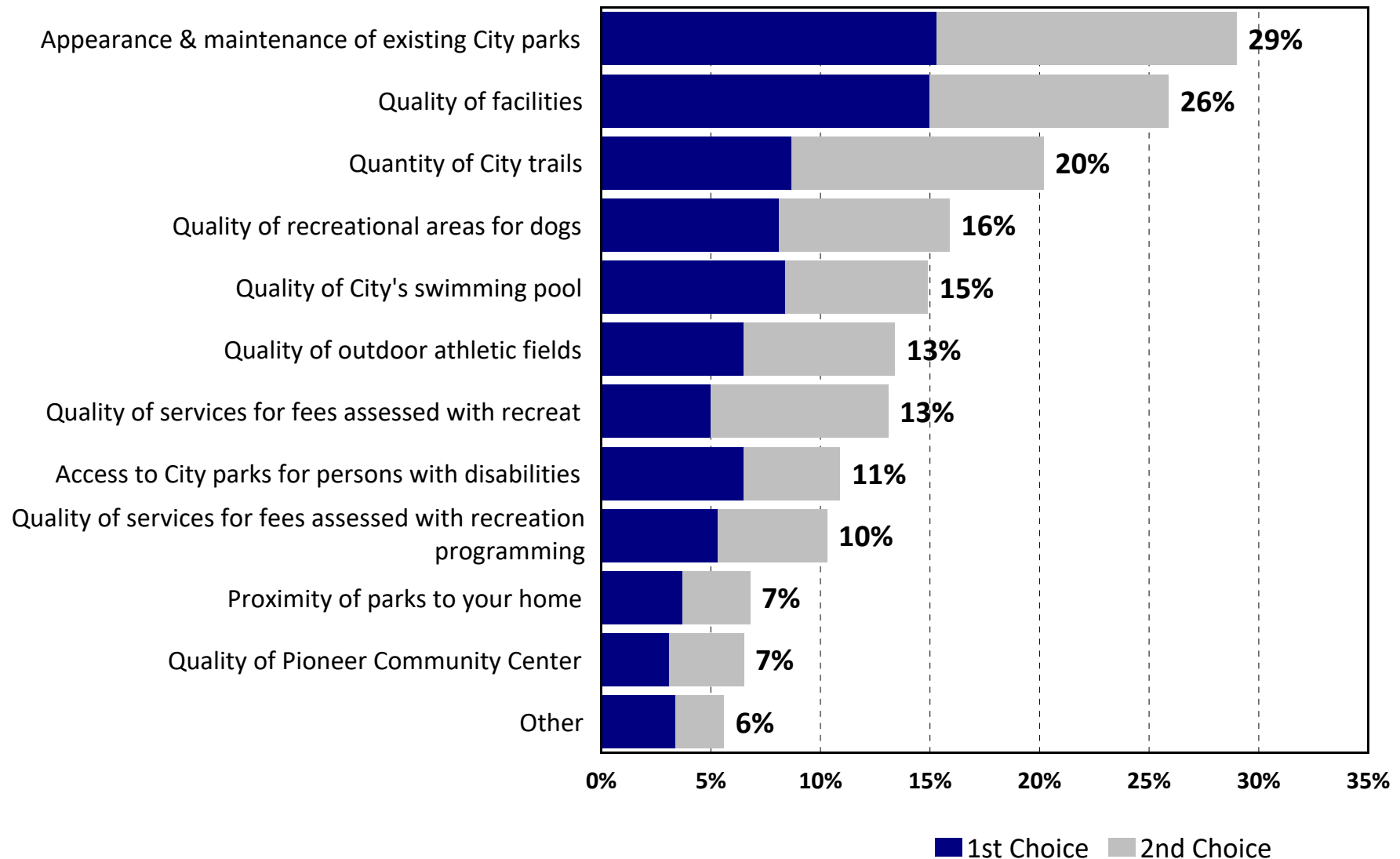
TRENDS: Satisfaction with Parks and Recreation Services 2018 to 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Q5. Parks and Recreation Services That Should Receive the Most Emphasis from City Leaders Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices

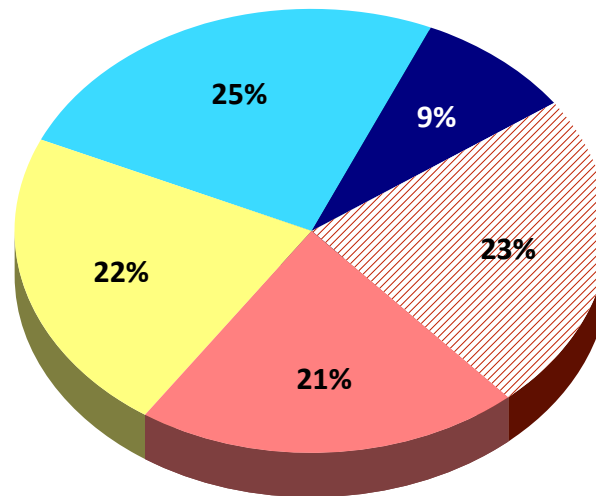


Q6. Willingness to Pay Additional Taxes or Fees to Acquire, Develop, and Maintain Parks, Recreation, and Trail Facilities

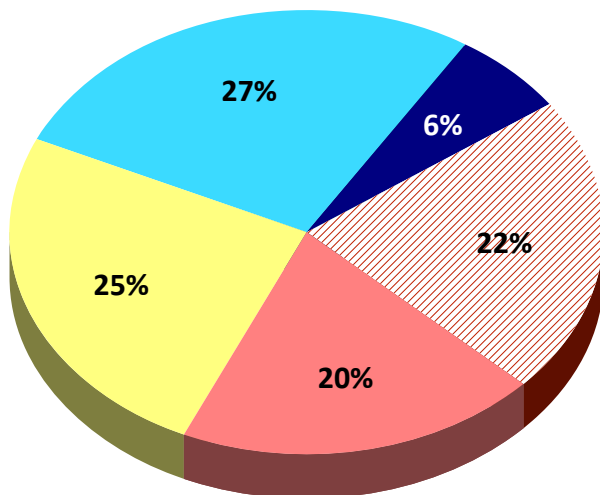
by percentage of respondents (excluding don't knows)

TRENDS

2023

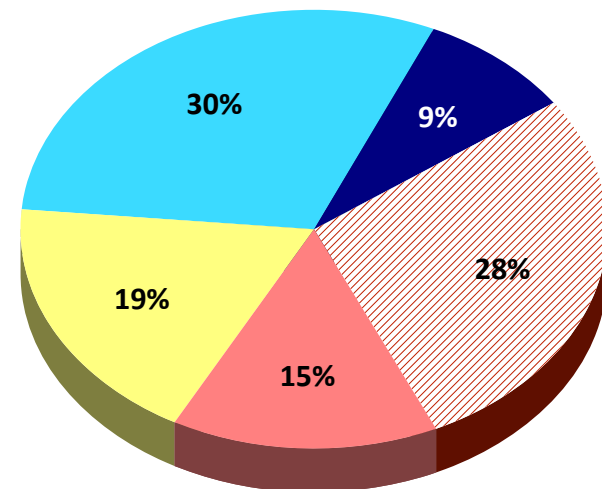


2018



Very willing Willing Neutral
Not willing Not at all willing

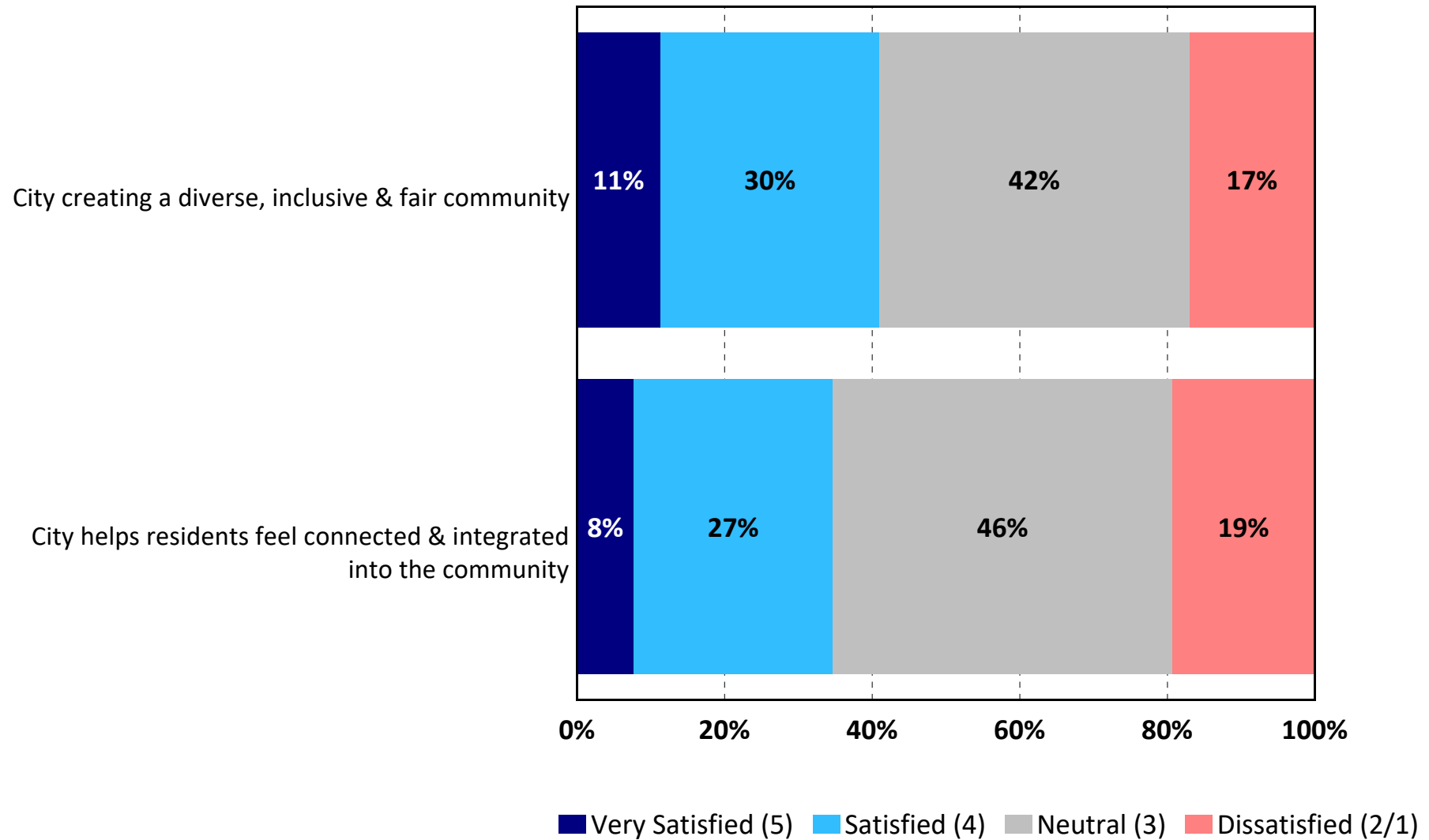
2020



Very willing Willing Neutral
Not willing Not at all willing

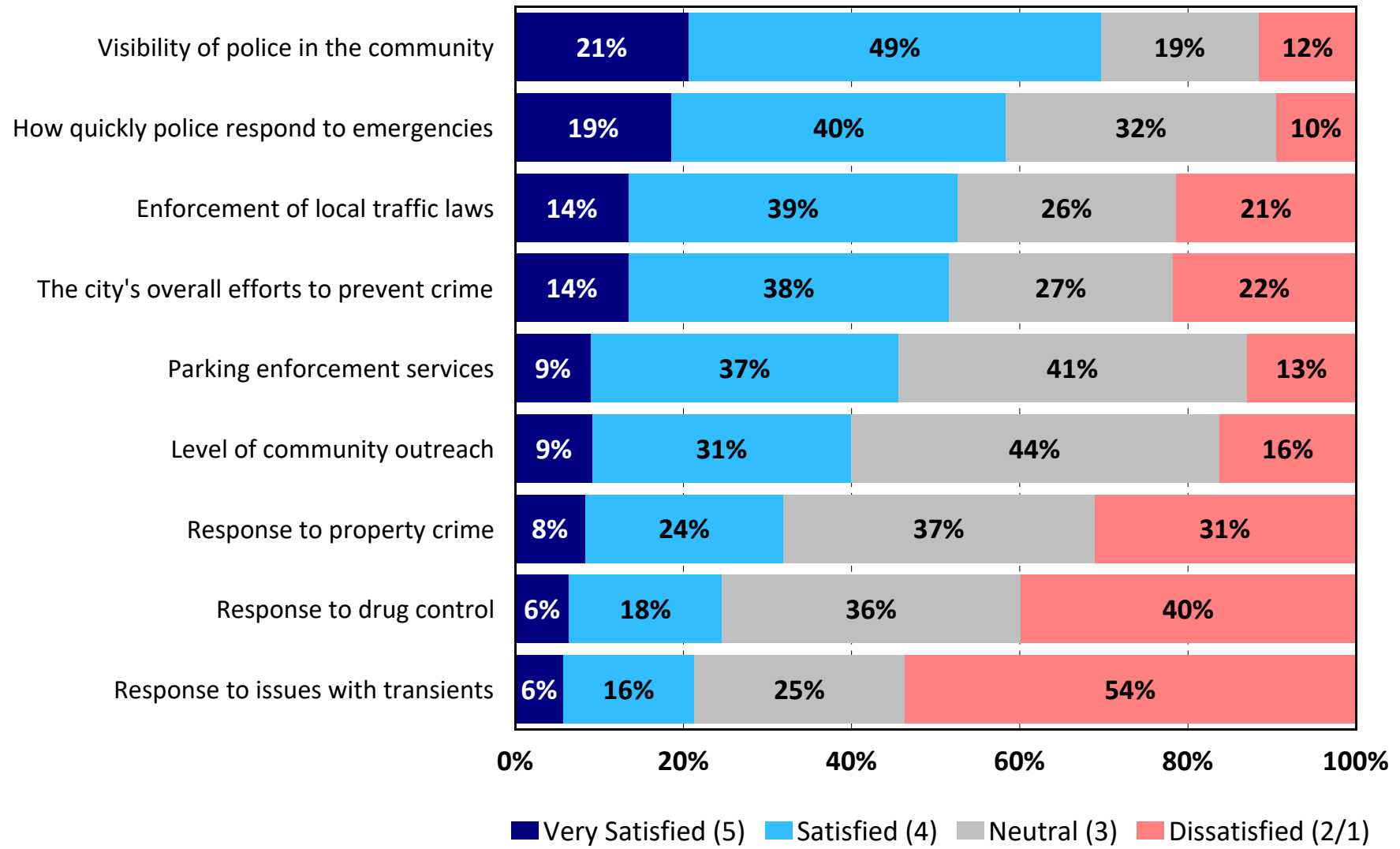
Q7. Satisfaction With Diversity and Inclusion

by percentage of respondents (excluding don't knows)



Q8. Satisfaction With Public Safety Services

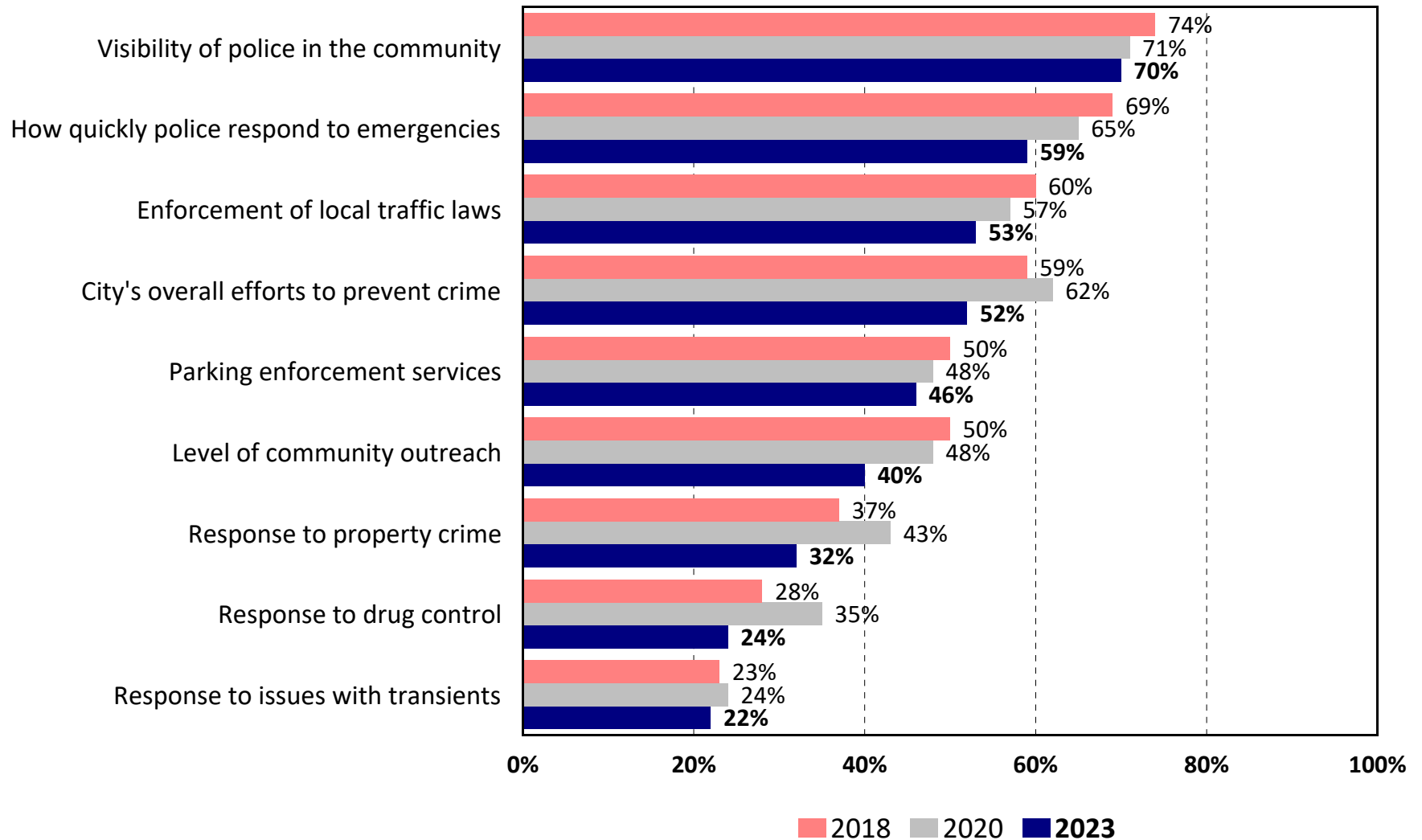
by percentage of respondents (excluding don't knows)



TRENDS: Satisfaction with Public Safety Services

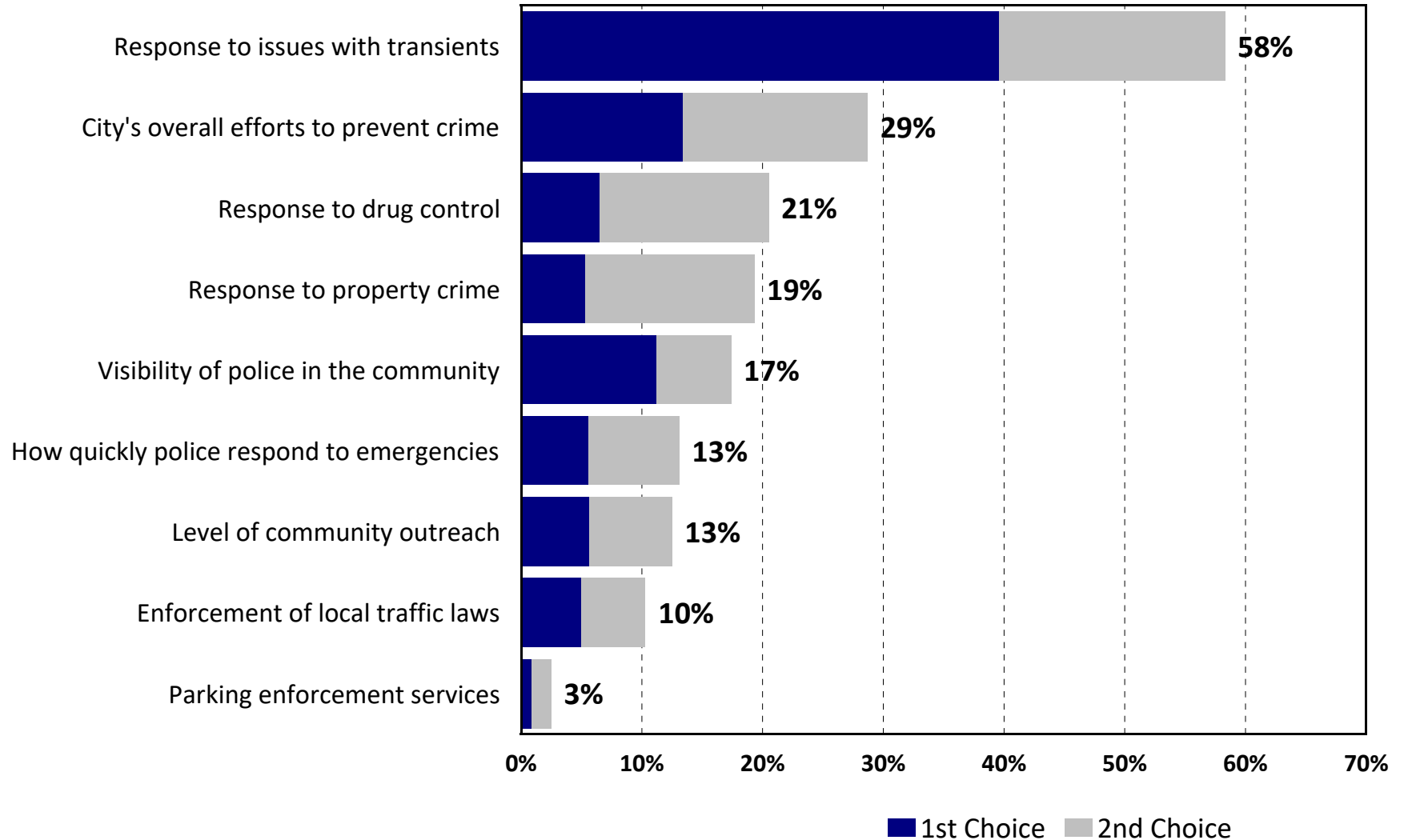
2018 to 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



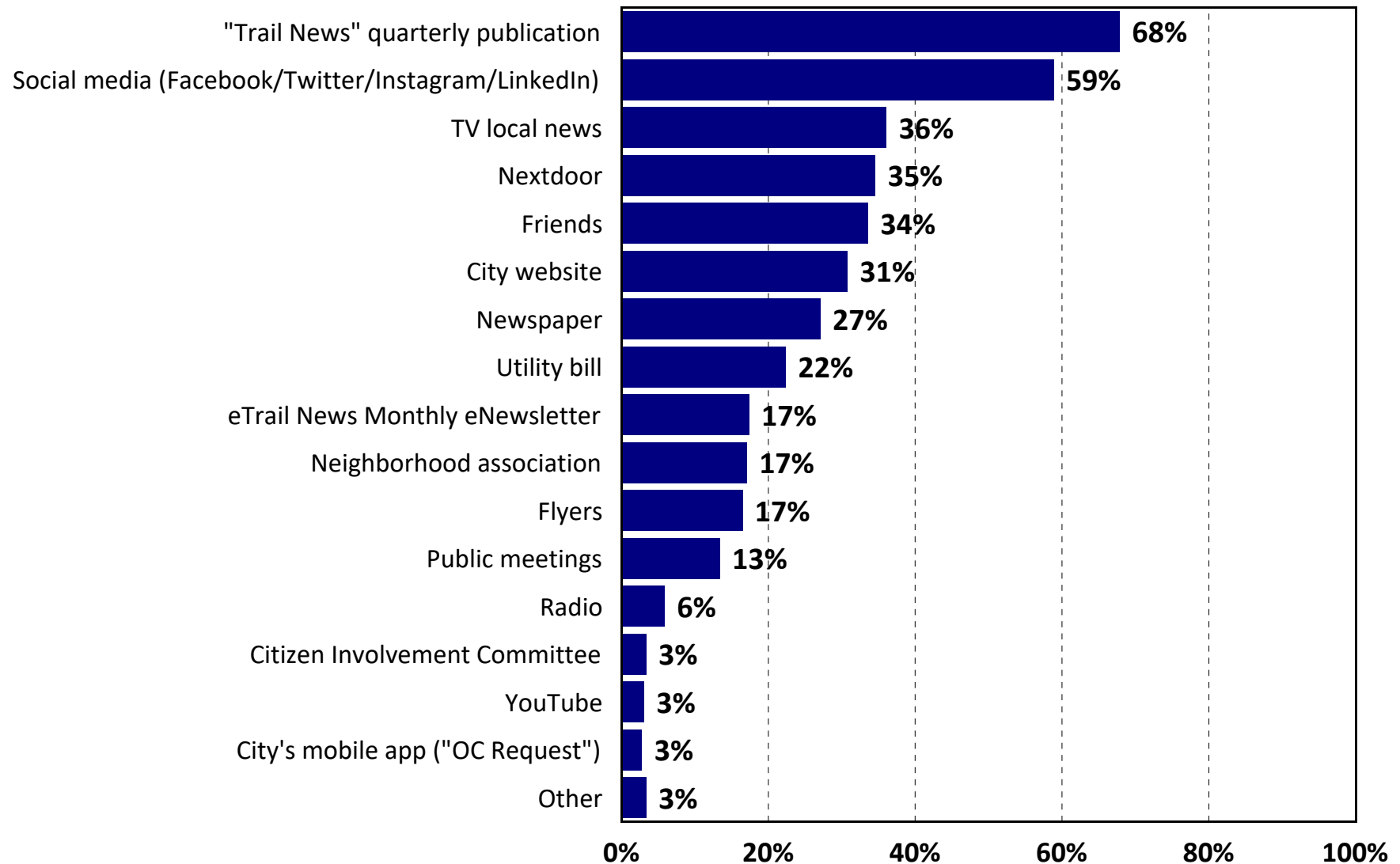
Q9. Public Safety Services That Should Receive the Most Emphasis from City Leaders Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices



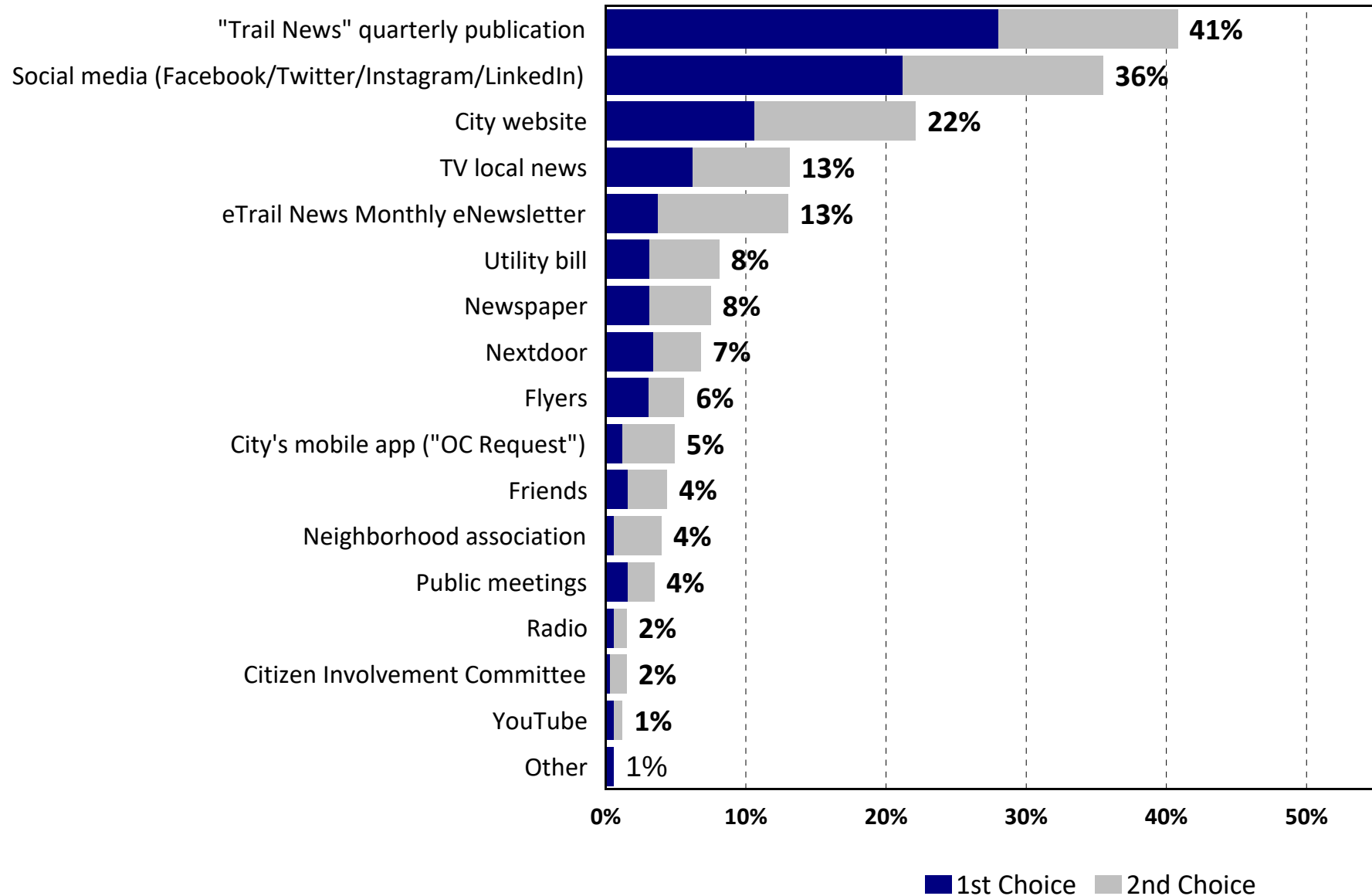
Q10. Where do you currently get news and information about City programs, services, and events?

by percentage of respondents (multiple choices could be made)



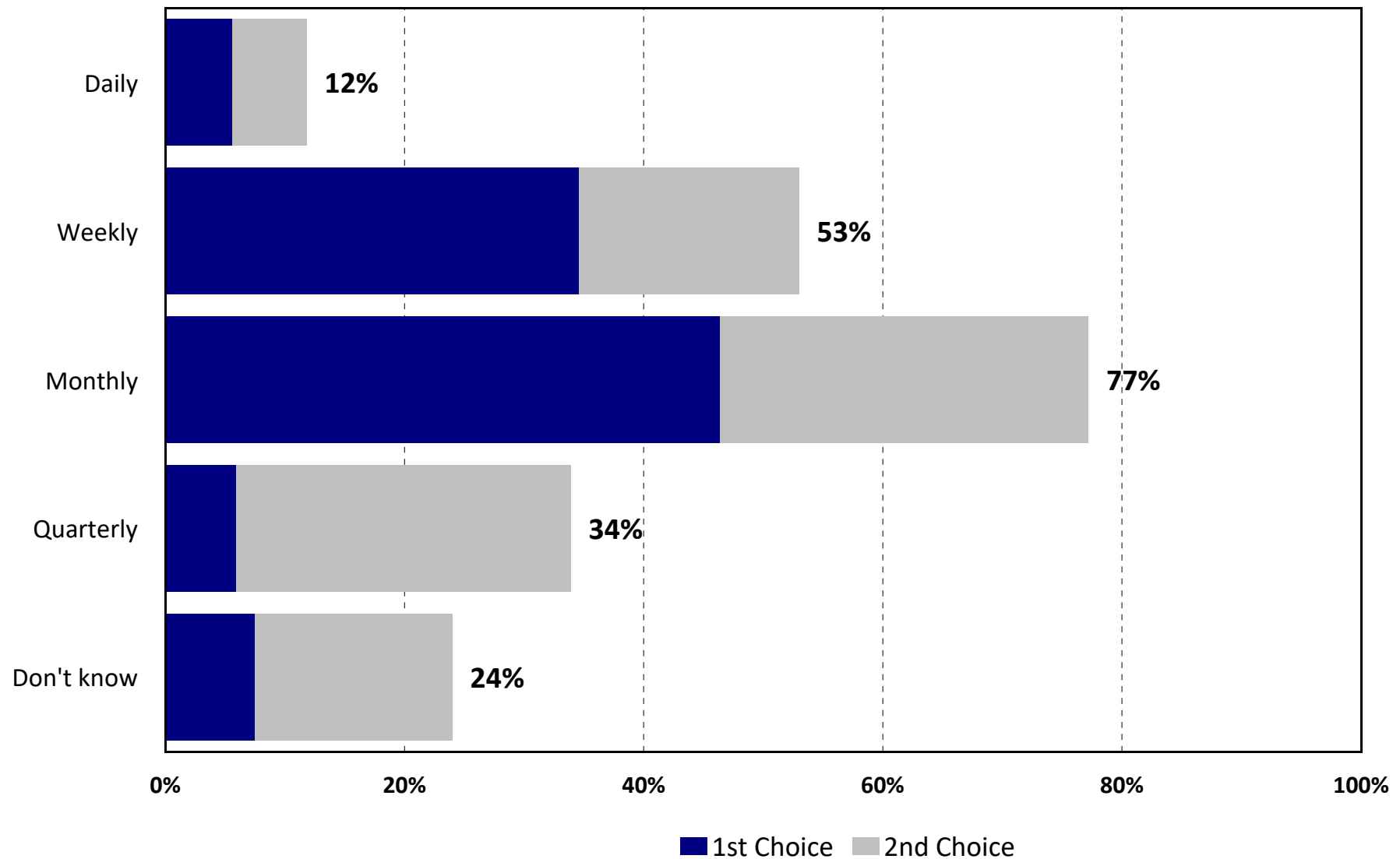
Q10a. Most Preferred Way to Get Information From the City

by percentage of respondents who selected the item as one of their top two choices



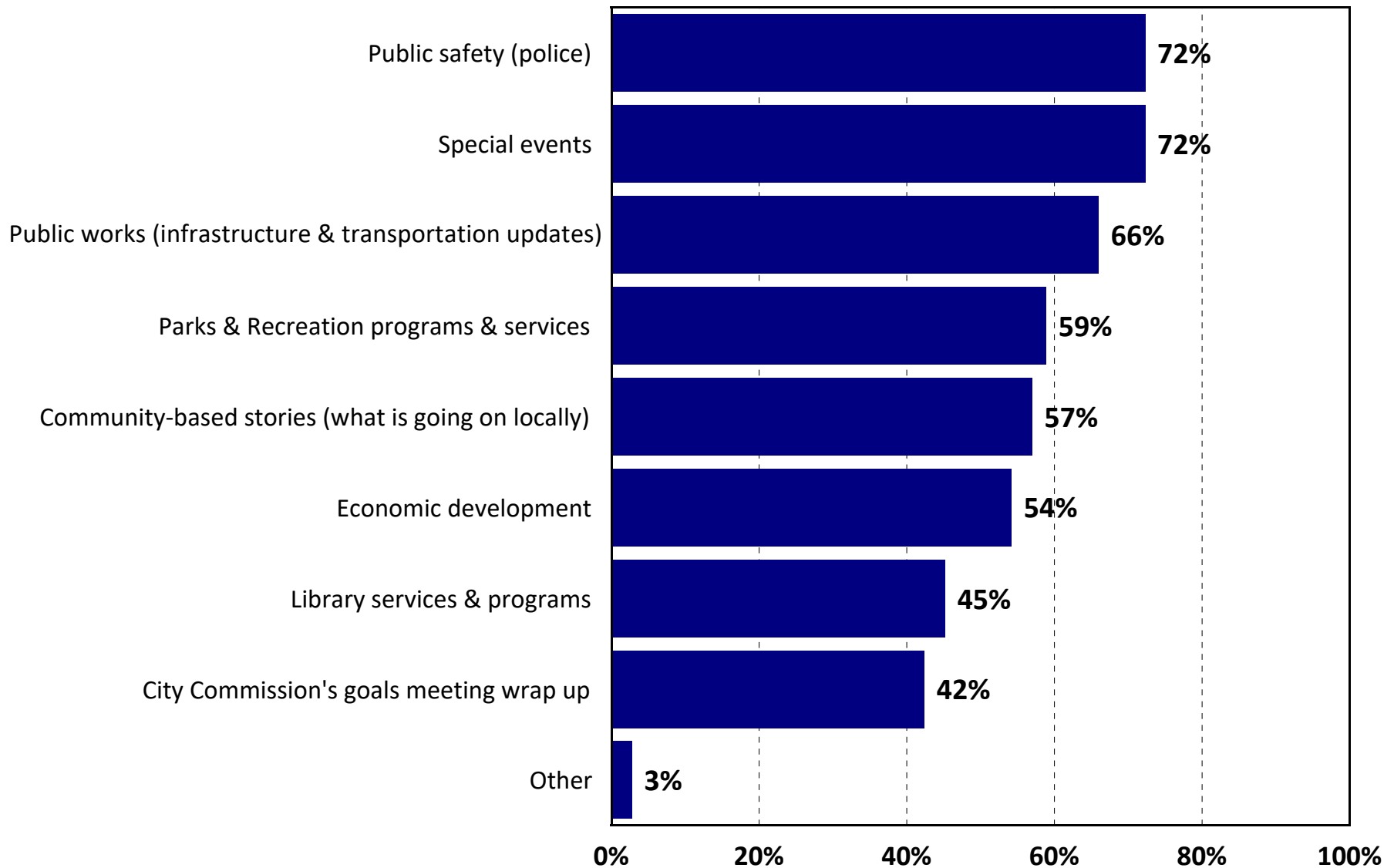
Q10b. How Frequently Respondents Would Like to Receive Information From the City

by percentage of respondents who selected the item as one of their top two choices



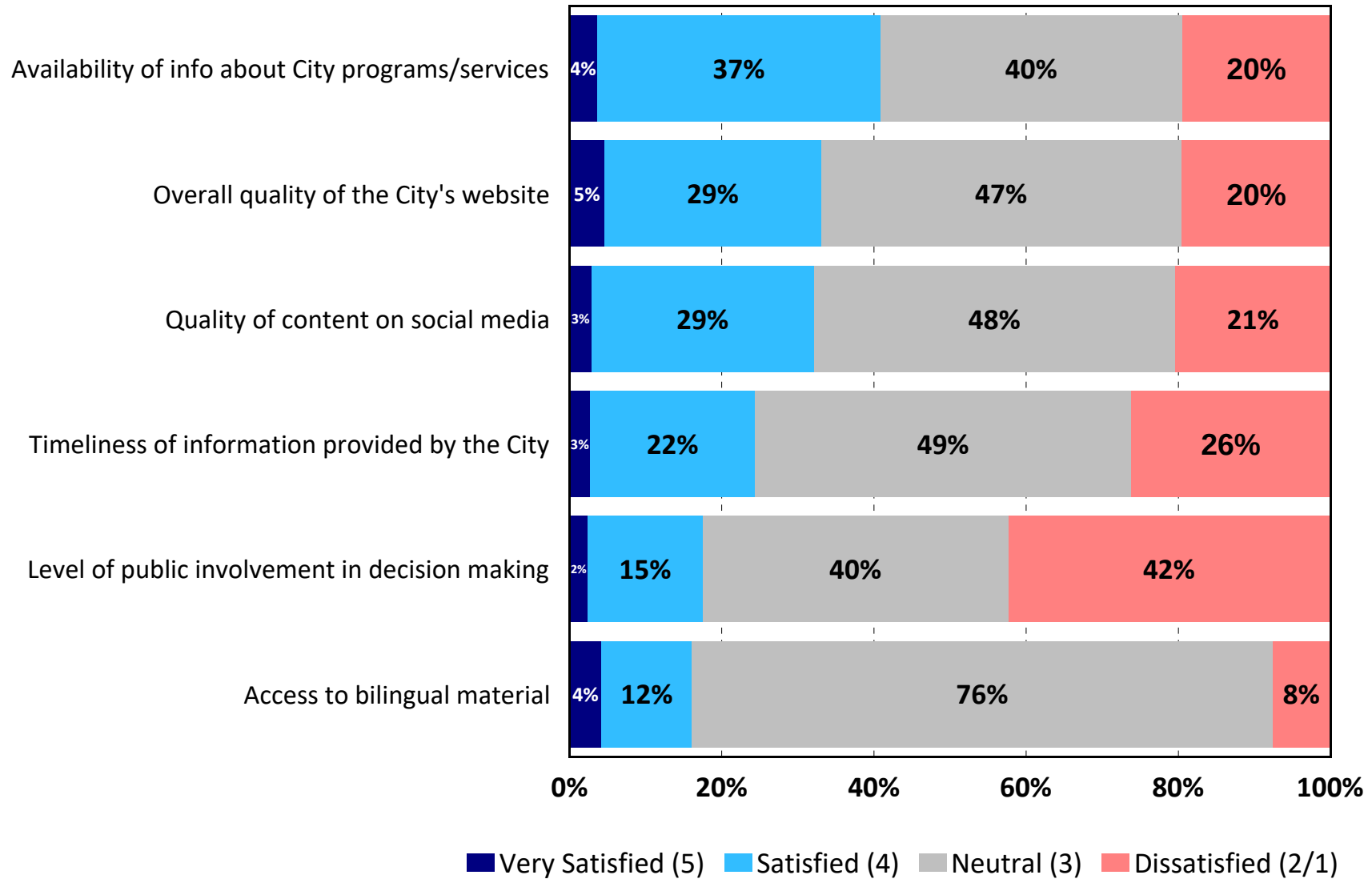
Q11. Types of Information Would Like to Receive From the City of Oregon City

by percentage of respondents (multiple choices could be made)



Q12. Satisfaction With City Communication

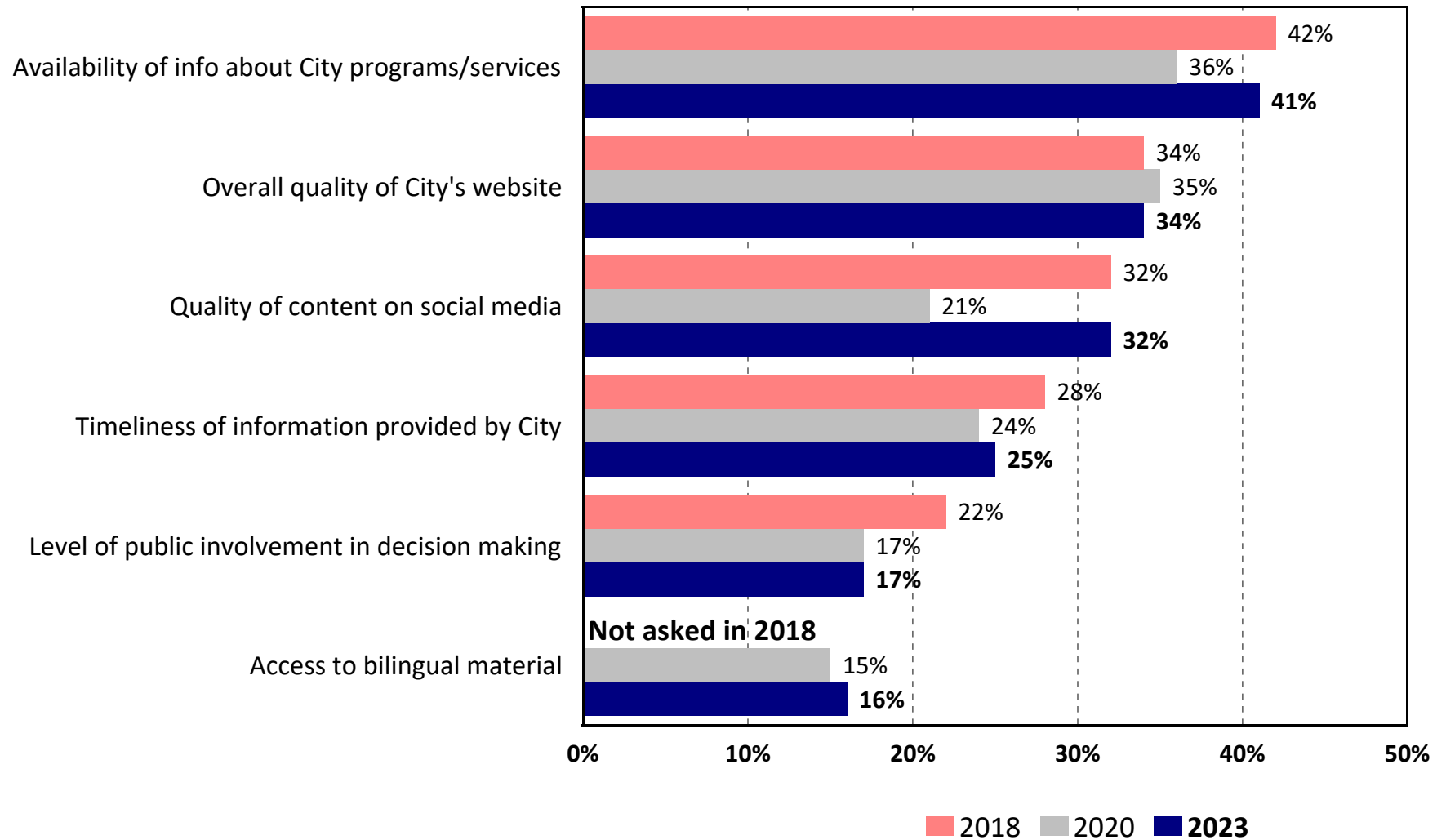
by percentage of respondents (excluding don't knows)



TRENDS: Satisfaction With City Communication

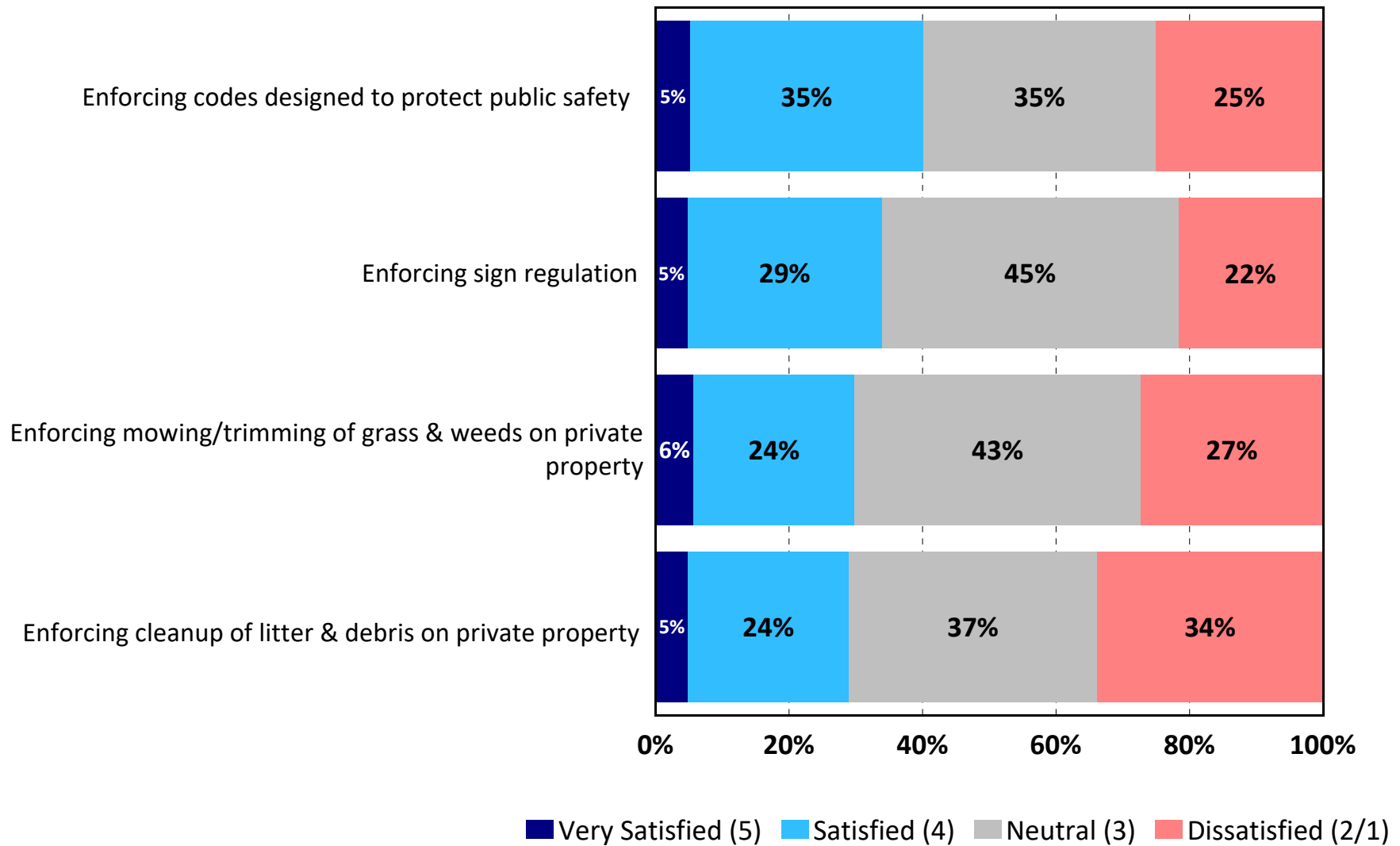
2018 to 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



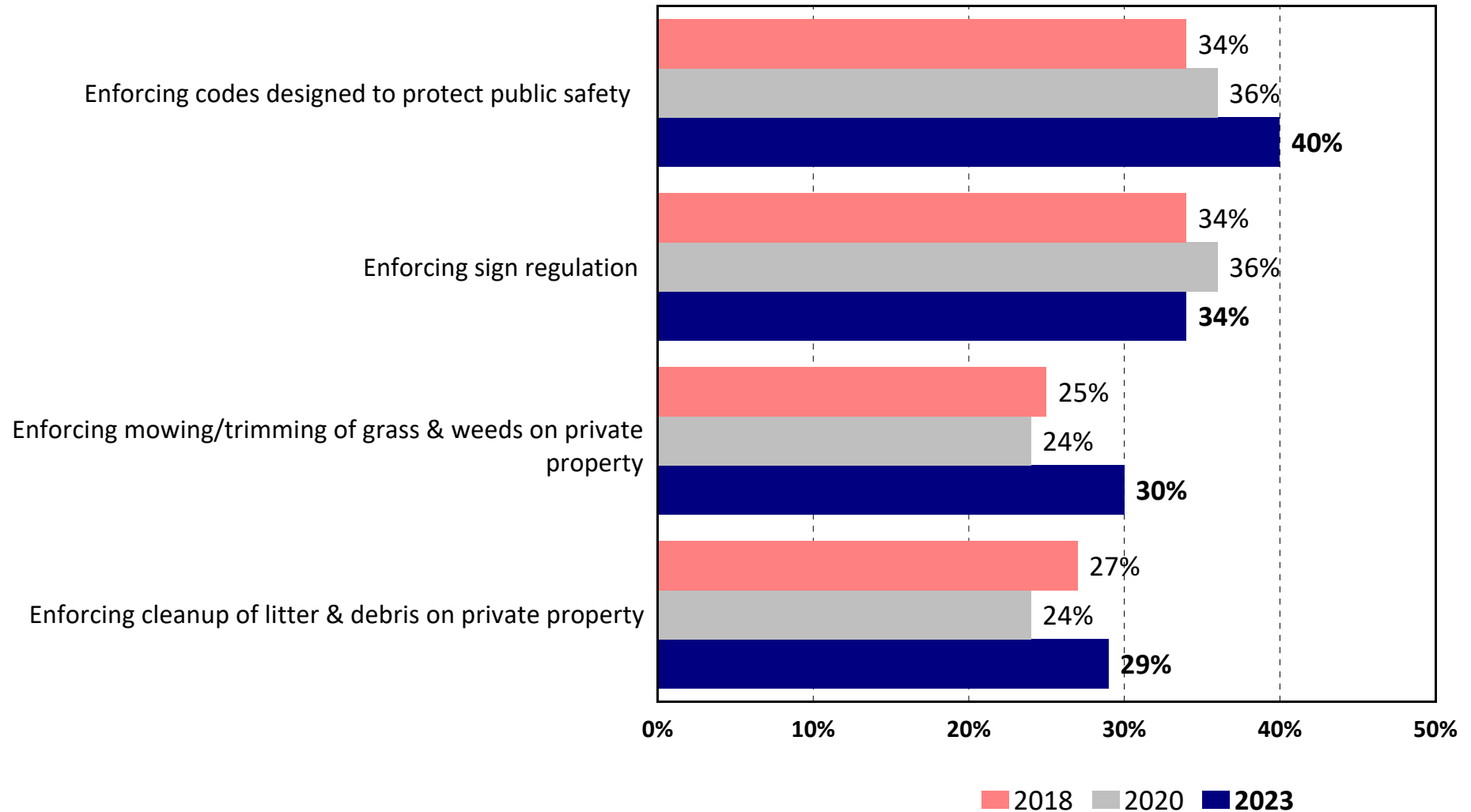
Q13. Satisfaction With Code Enforcement

by percentage of respondents (excluding don't knows)



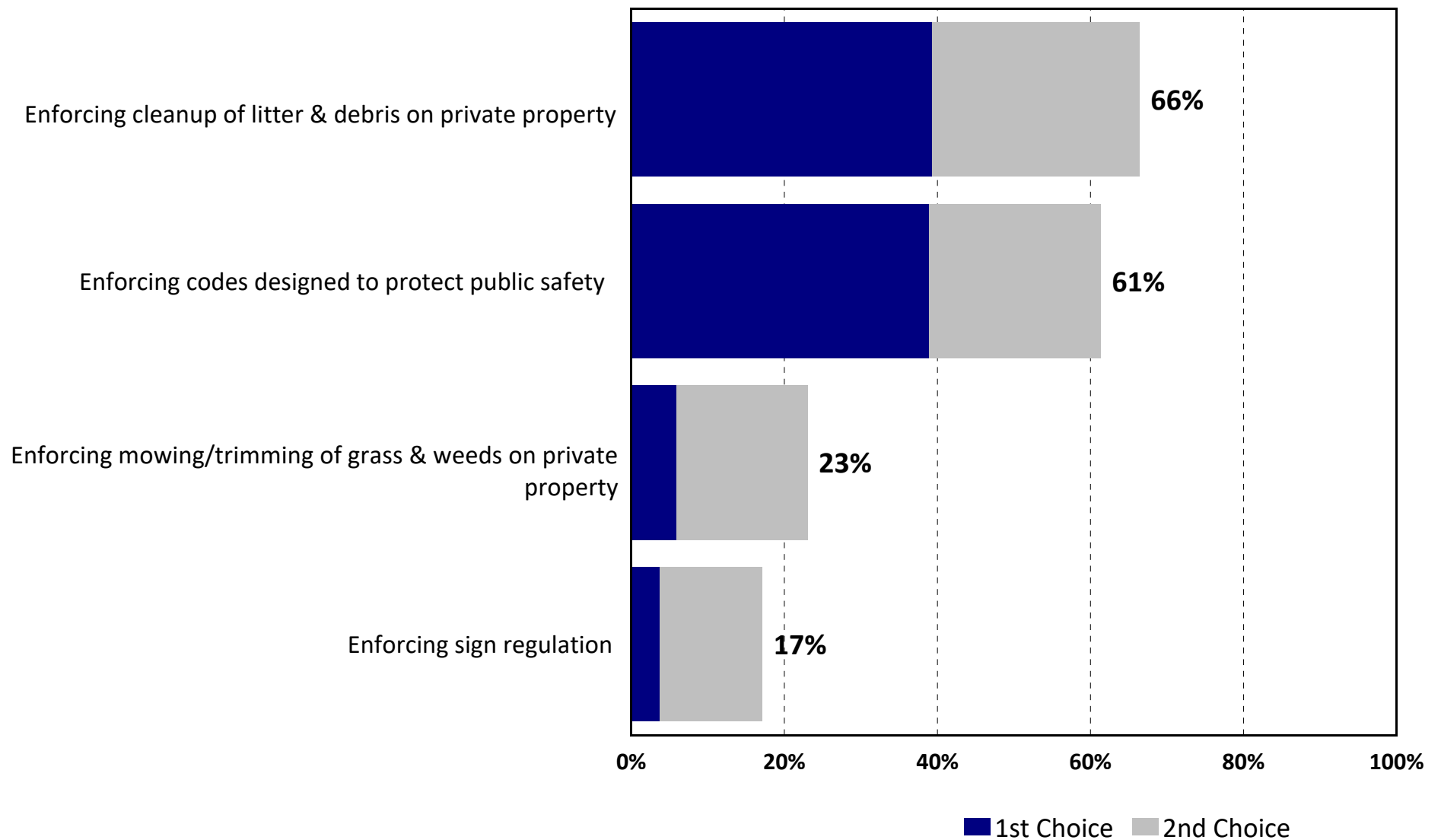
TRENDS: Satisfaction With Code Enforcement 2018 to 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



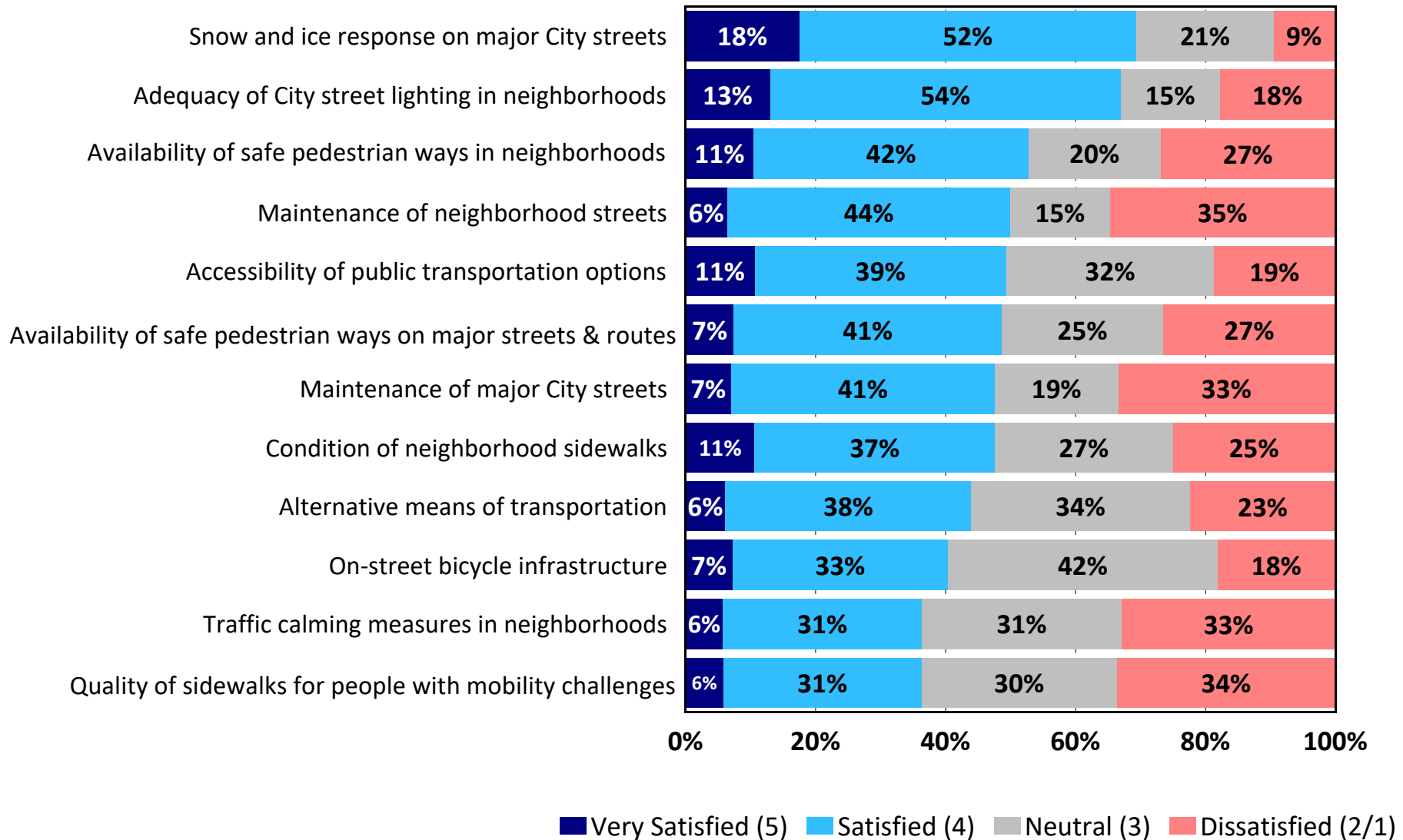
Q14. Code Enforcement Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices



Q15. Satisfaction With Traffic and Infrastructure Services

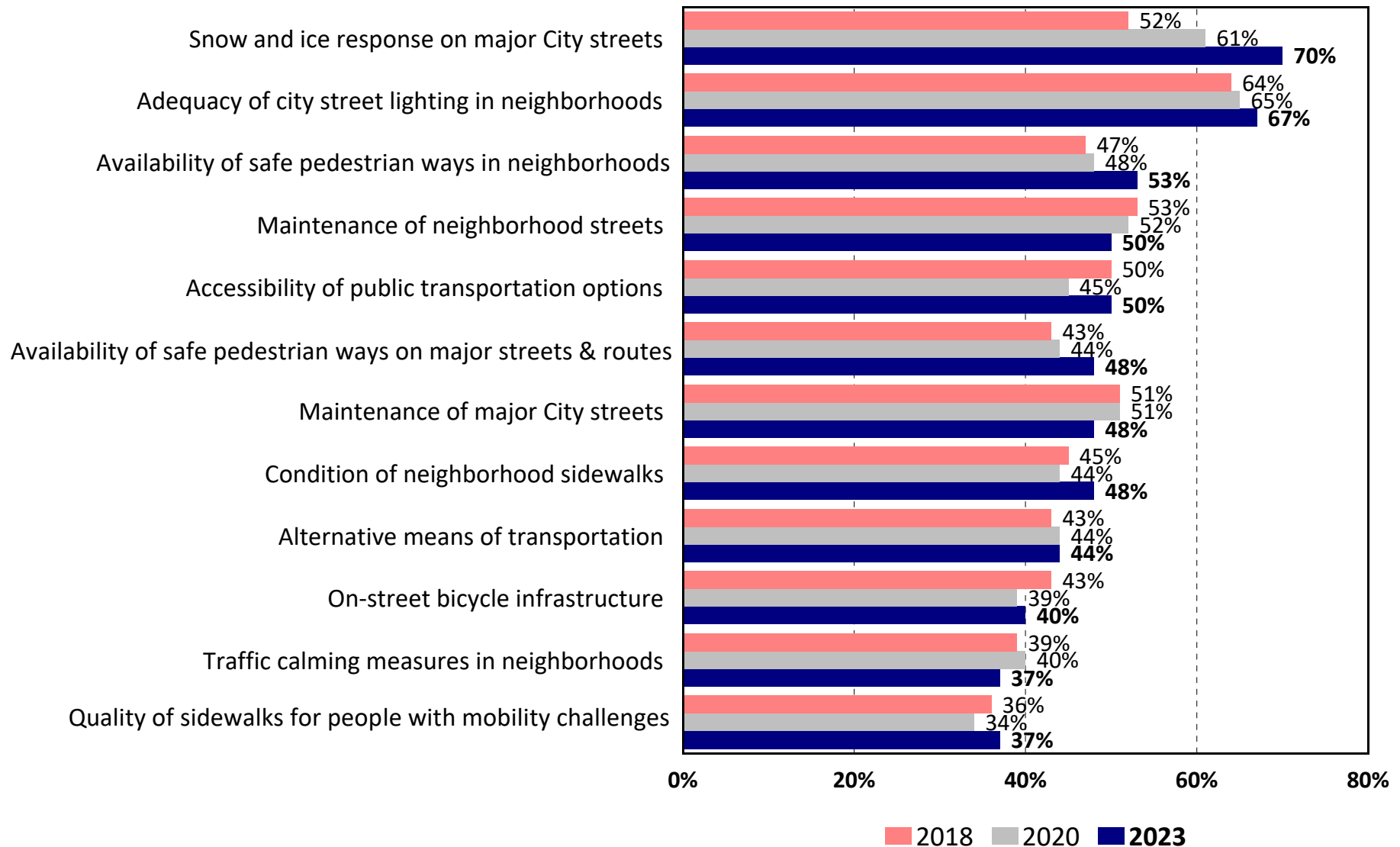
by percentage of respondents (excluding don't knows)



TRENDS: Satisfaction With Traffic and Infrastructure Services

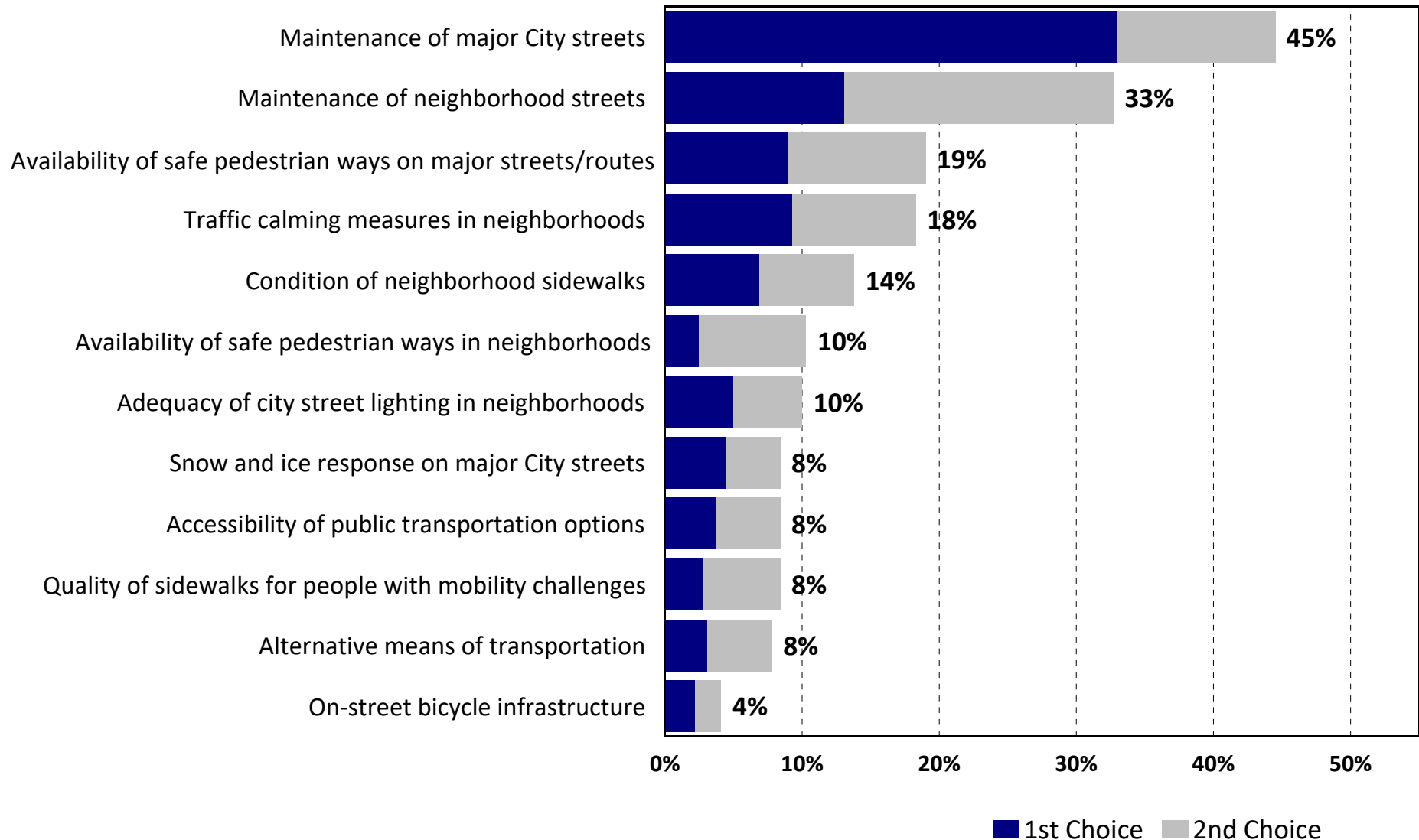
2018 to 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



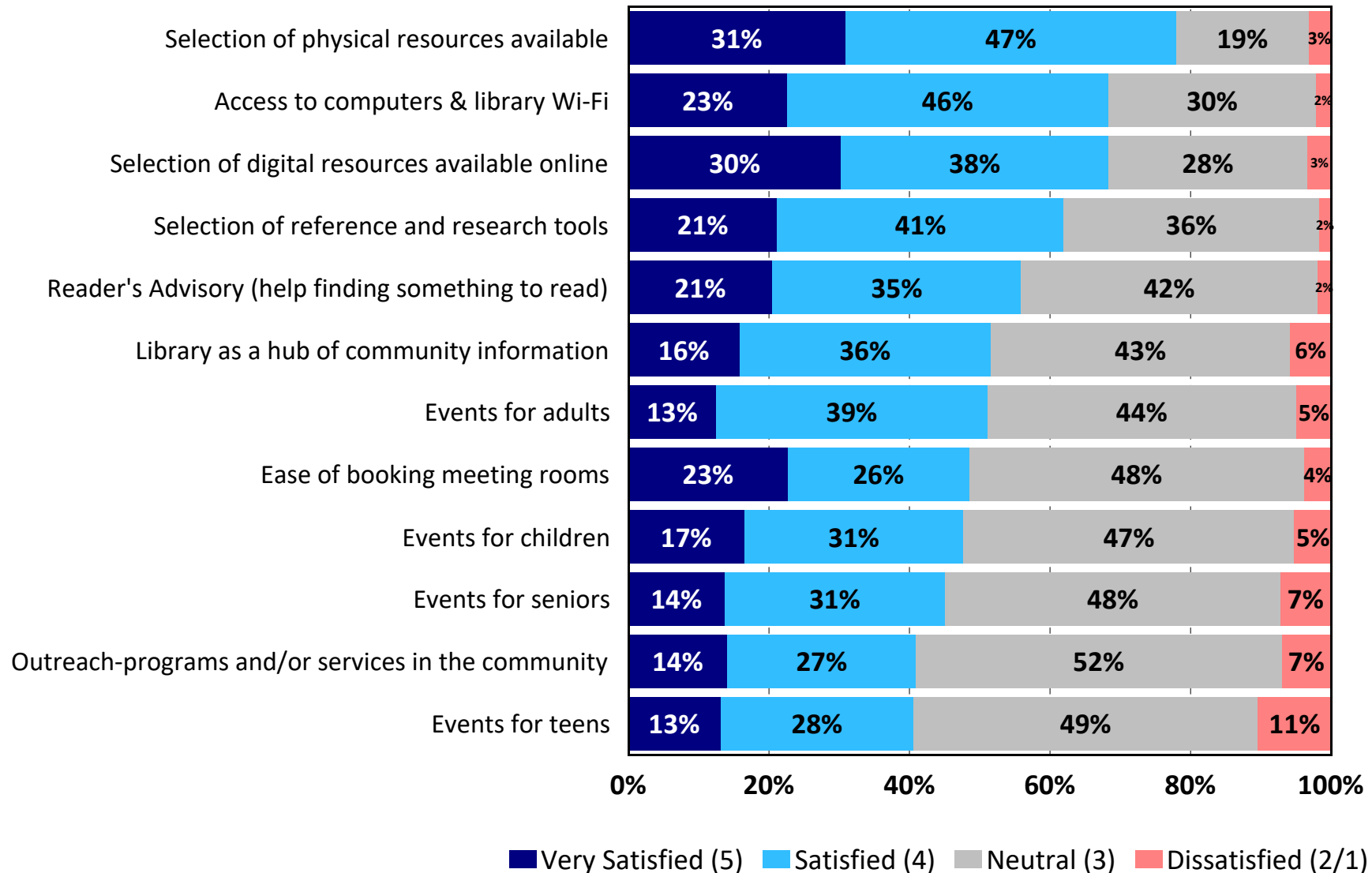
Q16. Traffic and Infrastructure Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices



Q17. Satisfaction With Public Library Services

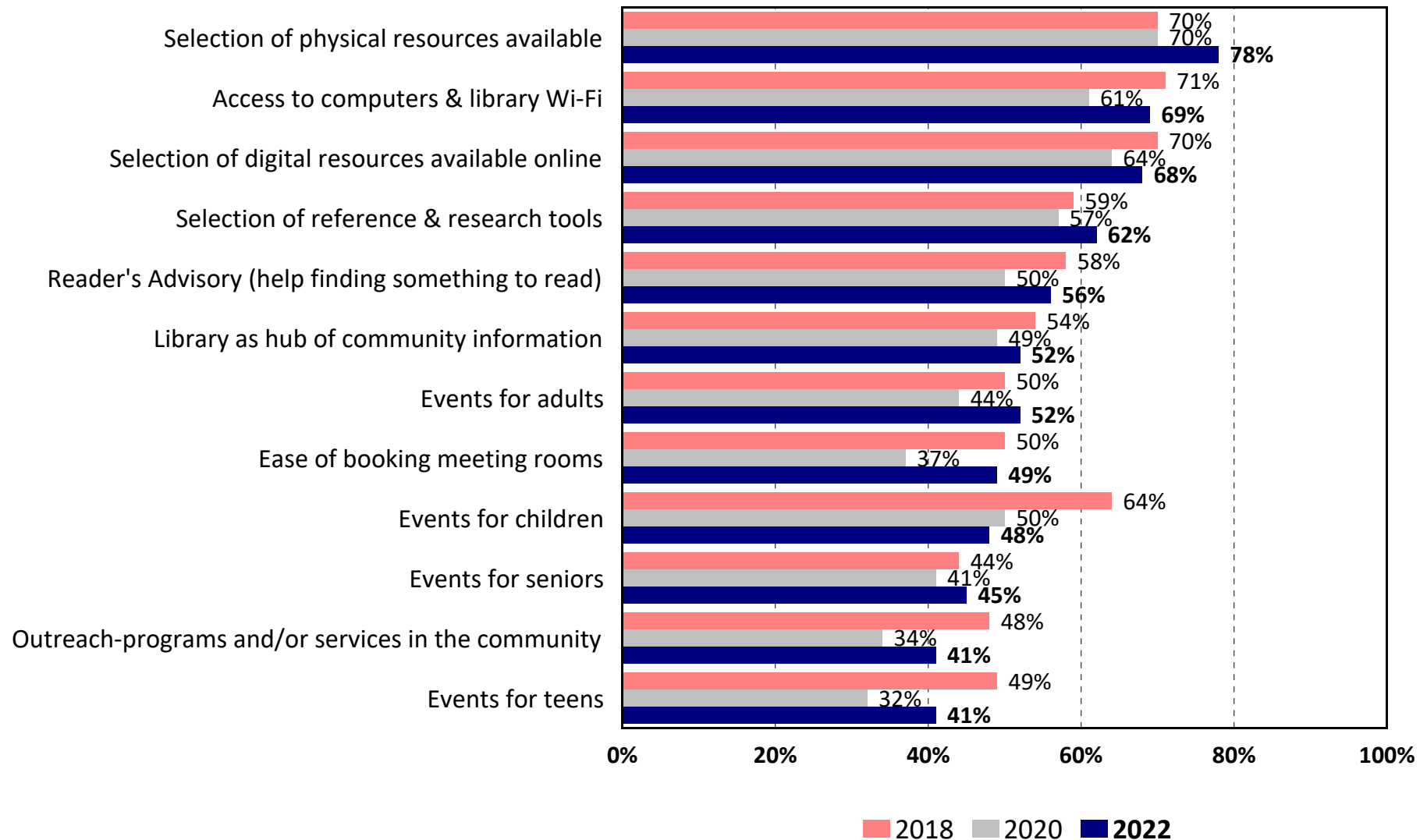
by percentage of respondents (excluding don't knows)



TRENDS: Satisfaction With Public Library Services

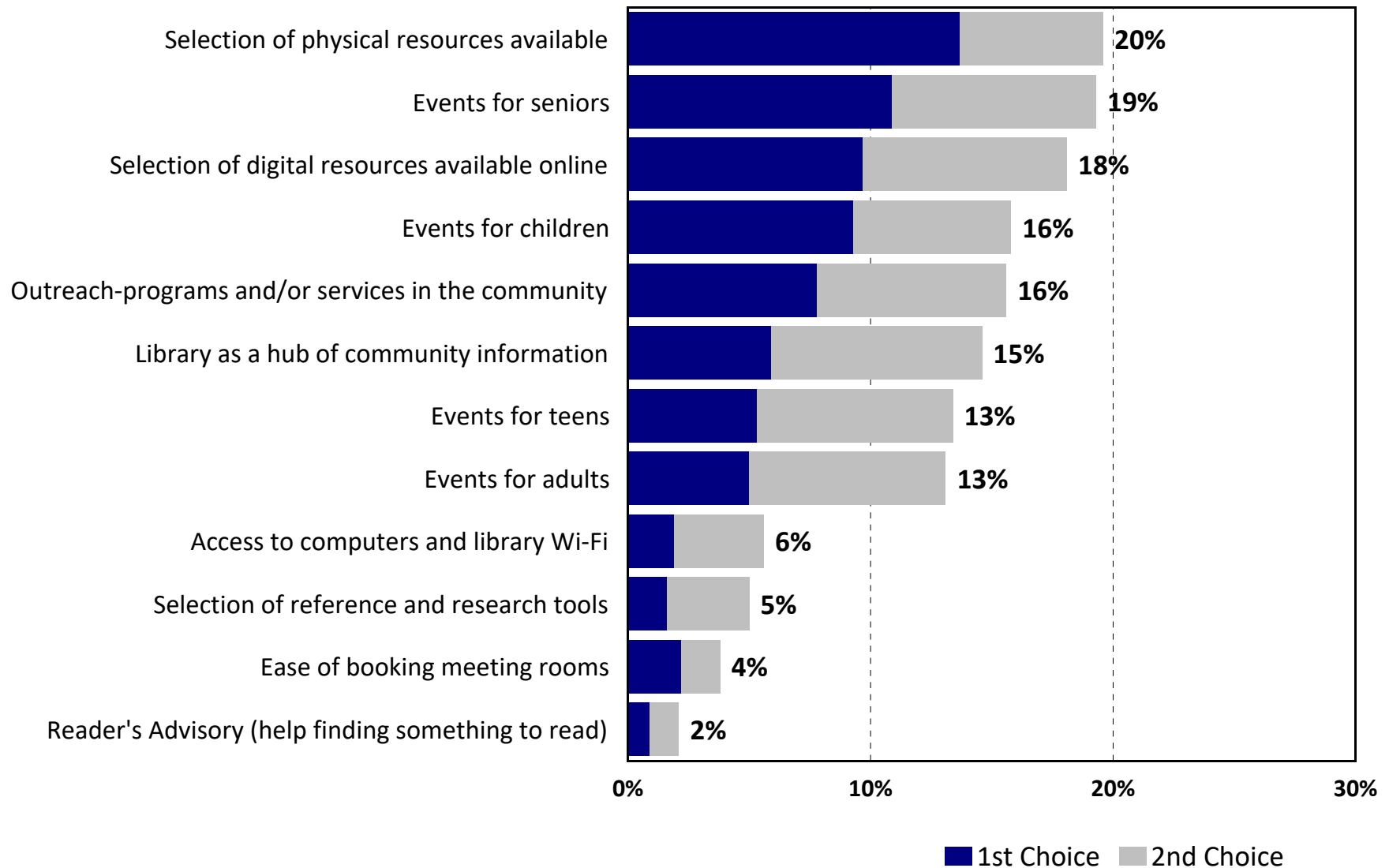
2018 to 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



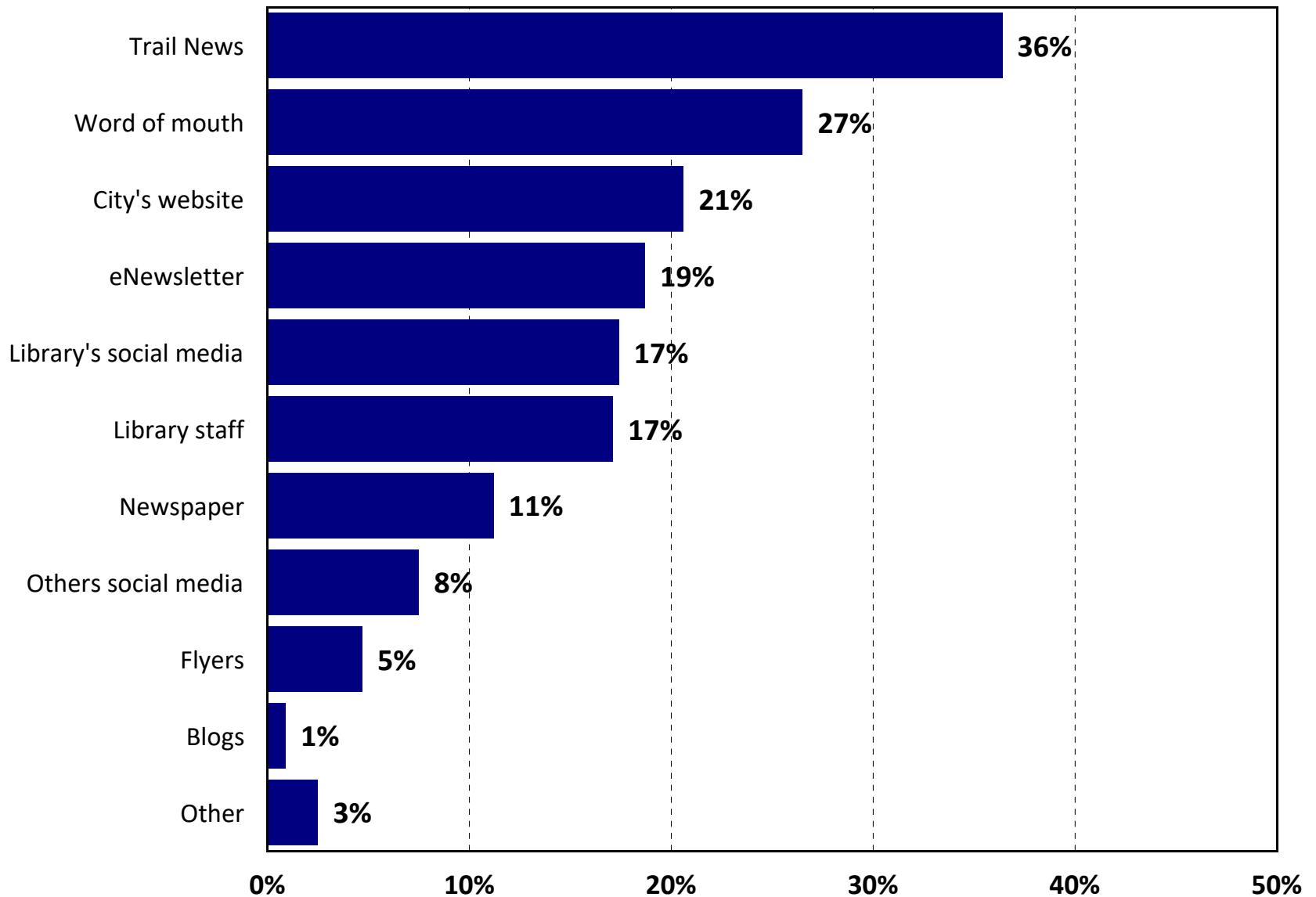
Q18. Public Library Services That Should Receive the Most Emphasis Over the Next Two Years

by percentage of respondents who selected the item as one of their top two choices



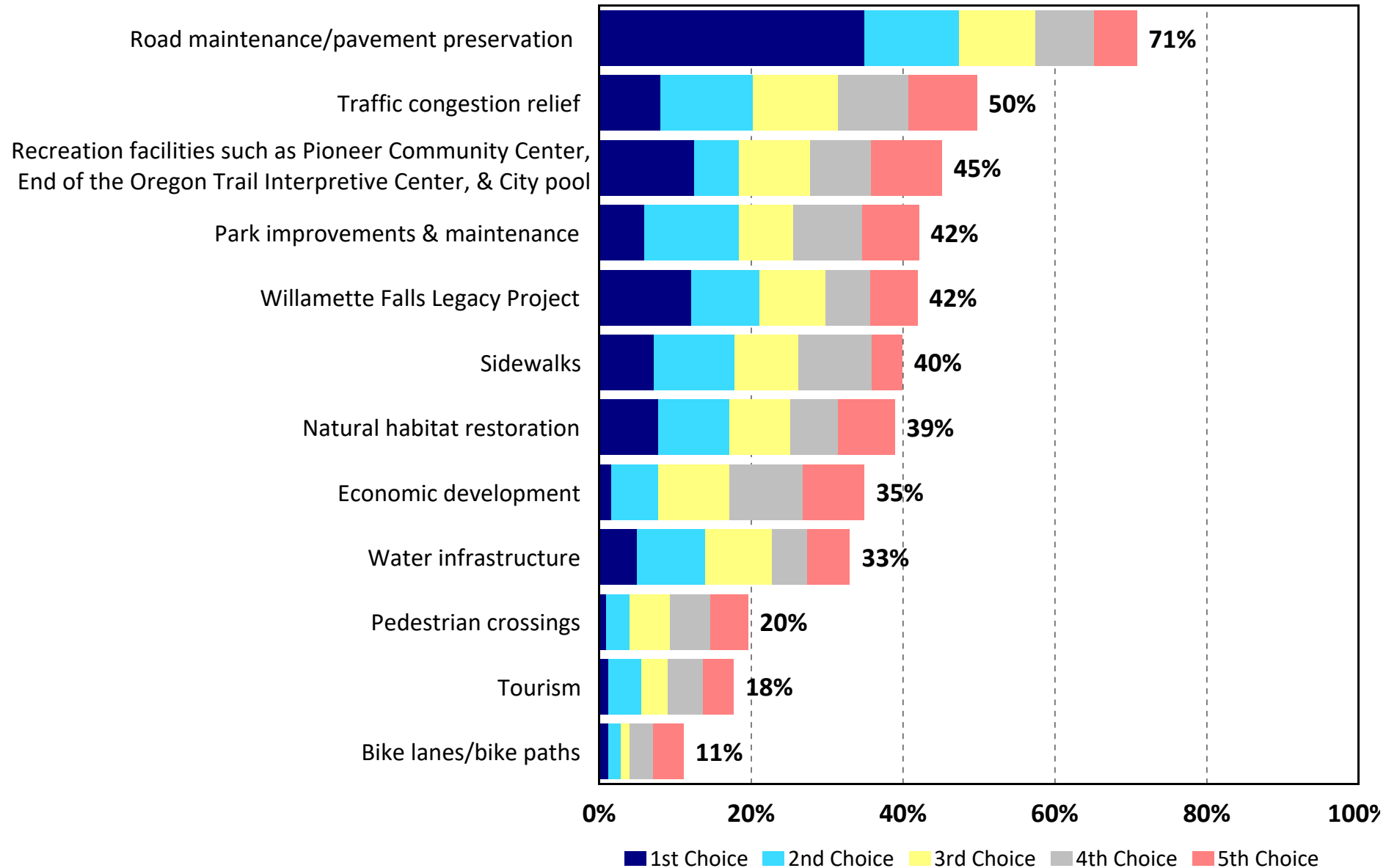
Q19. How do you get information about the library?

by percentage of respondents (multiple choices could be made)



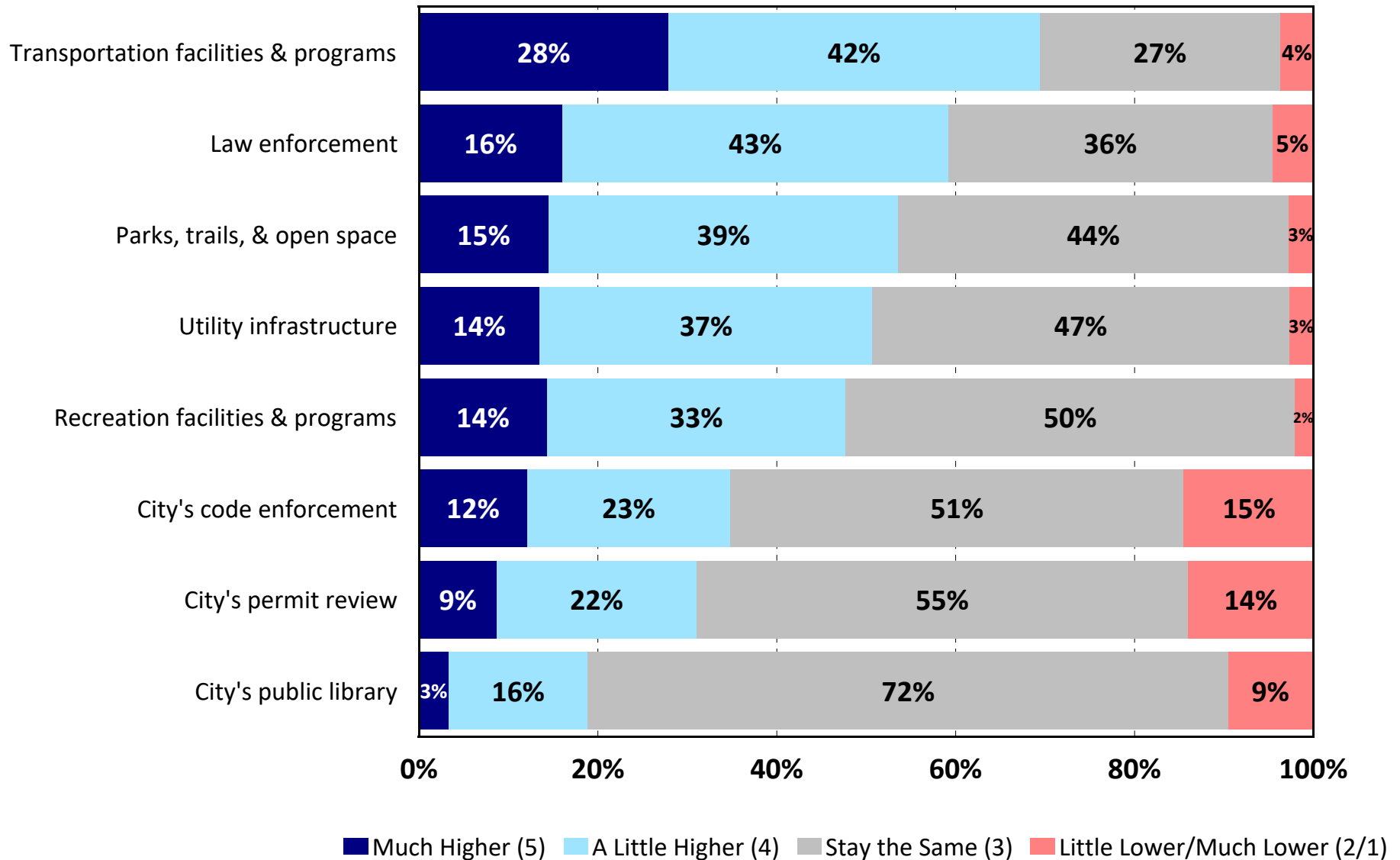
Q20. Top Capital Investment Priorities

by percentage of respondents who selected the item as one of their top five choices



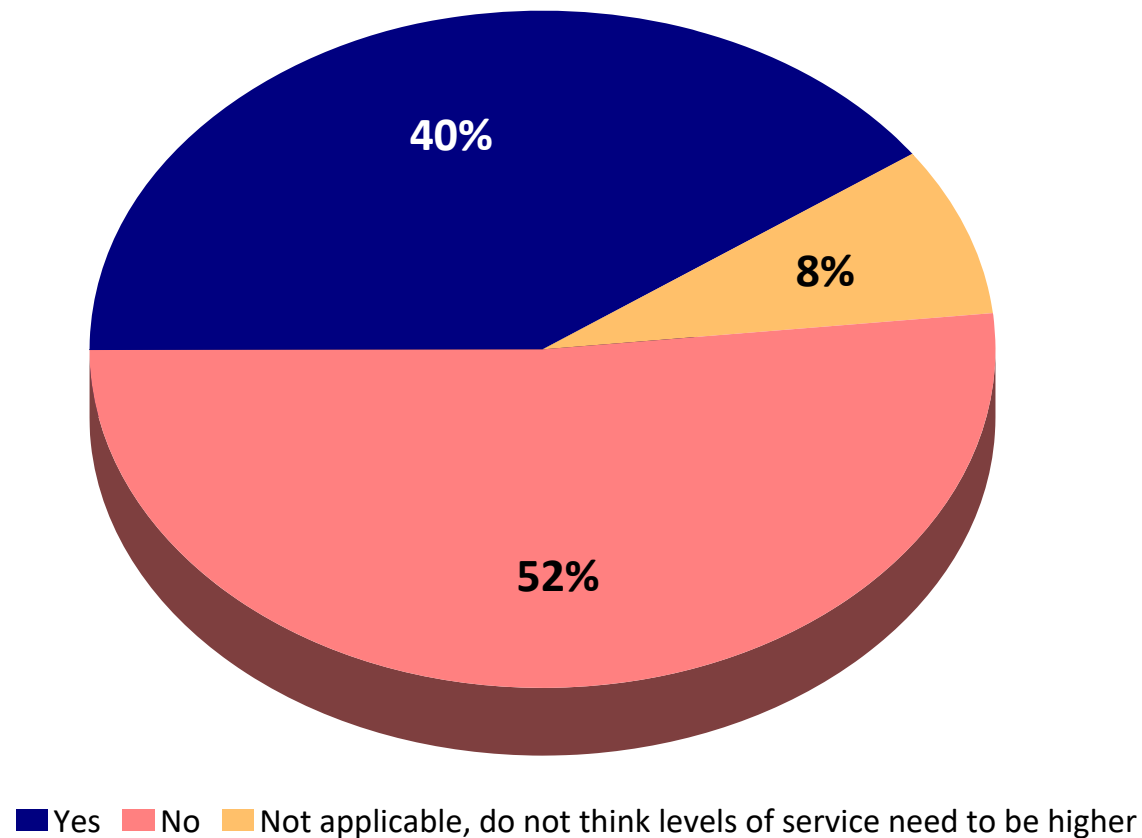
Q21. Level of Change in Service Expectations

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



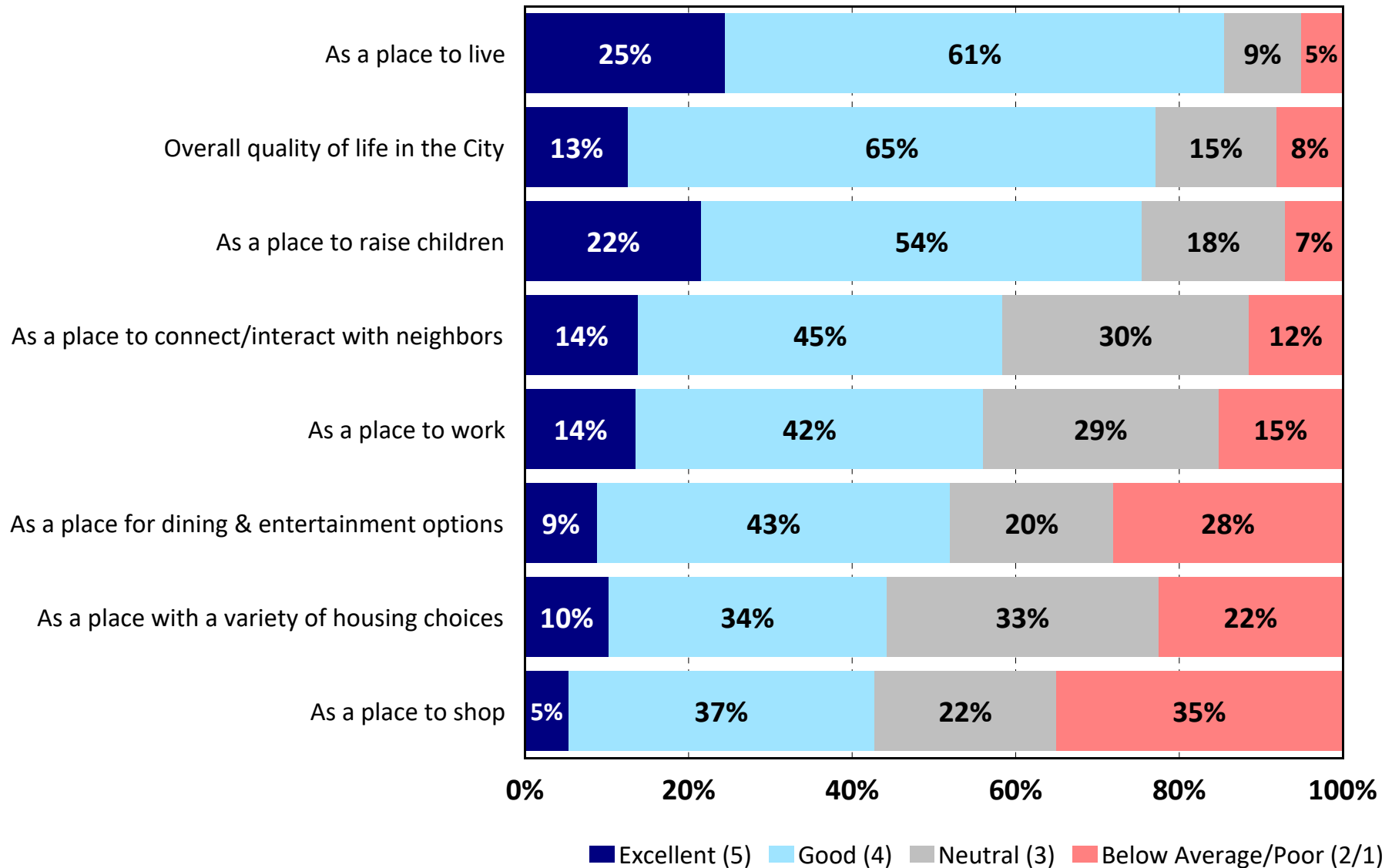
Q21a. Would you be willing to pay more in taxes or fees to support an increase in the service level?

by percentage of respondents



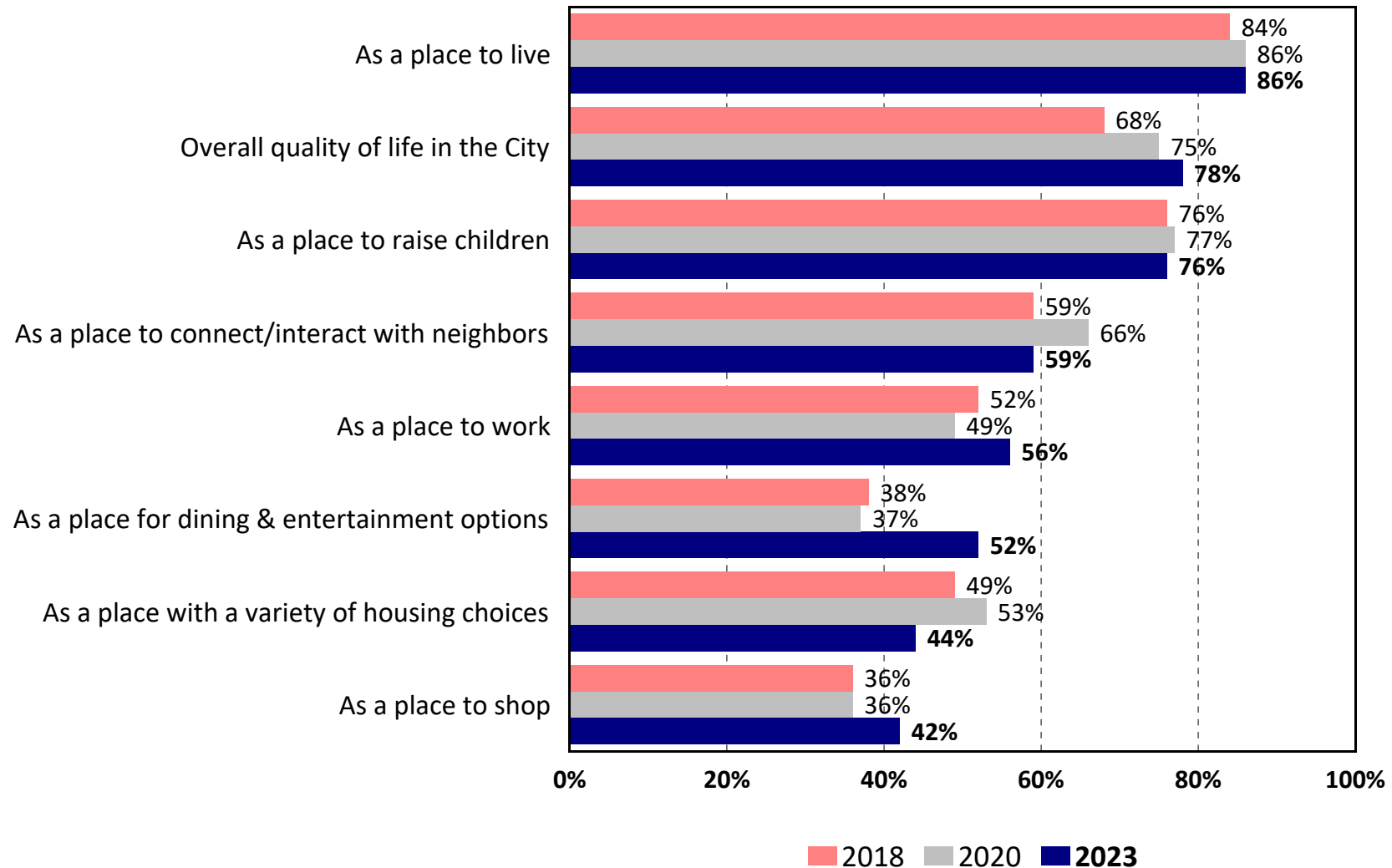
Q22. Ratings of Oregon City

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



TRENDS: Ratings of Oregon City 2018 to 2023

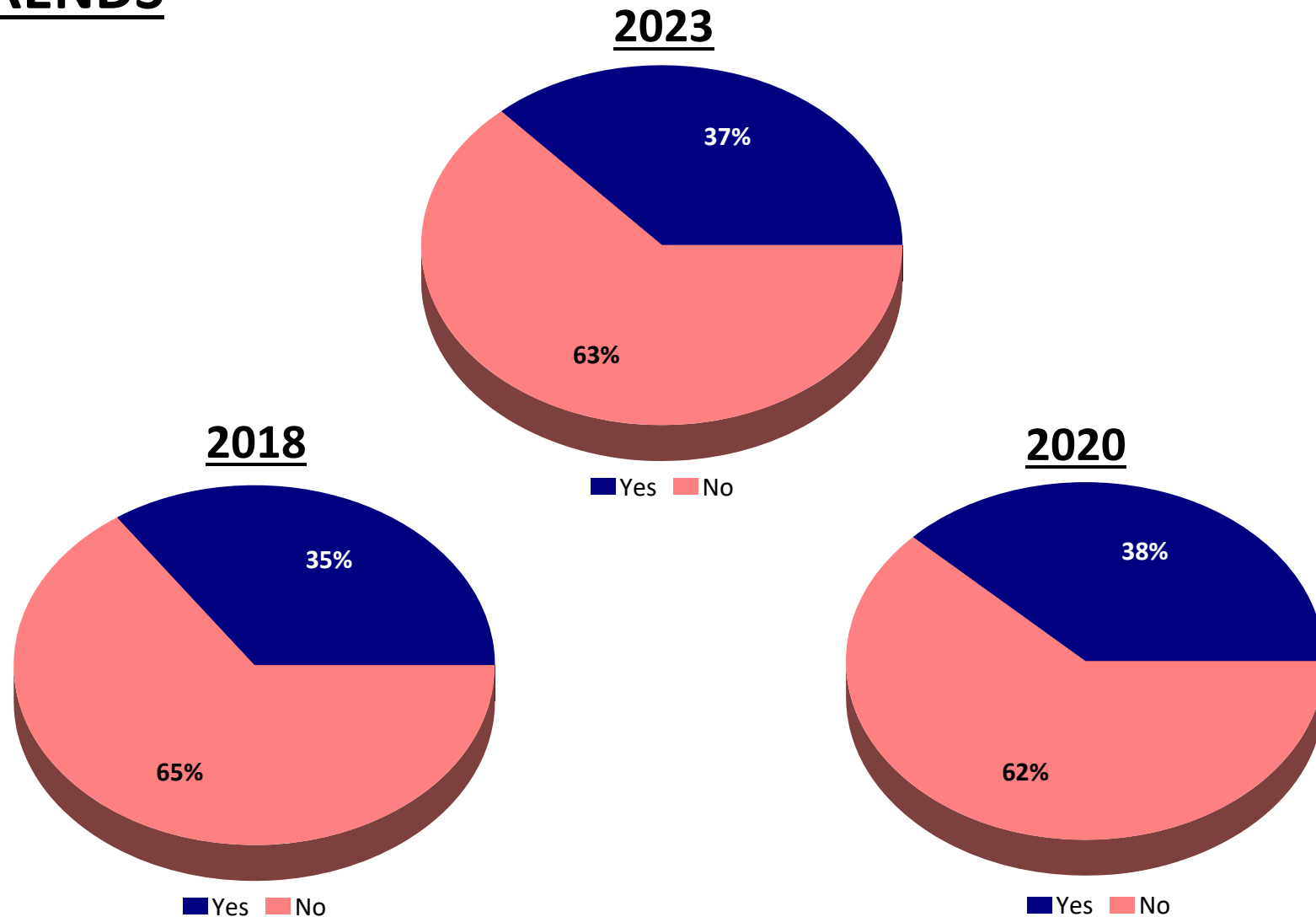
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Q23. Have you called, emailed, or visited the city with a question, problem, or complaint during the past year?

by percentage of respondents (excluding don't knows)

TRENDS

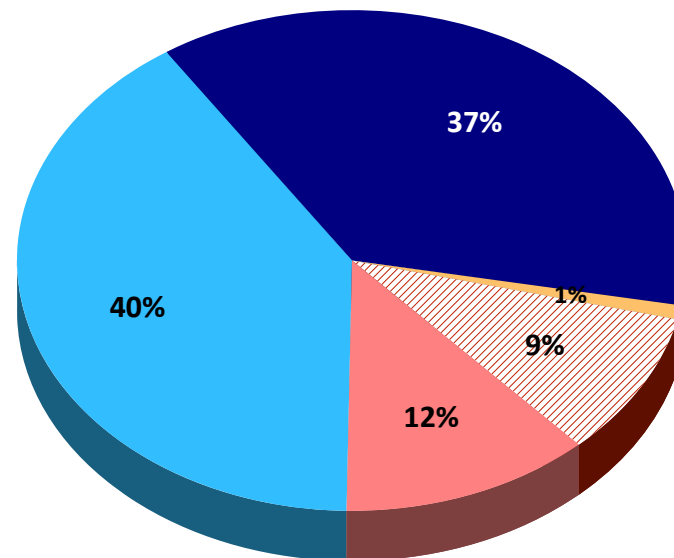


Q23a. How easy was it to contact the person you needed to reach?

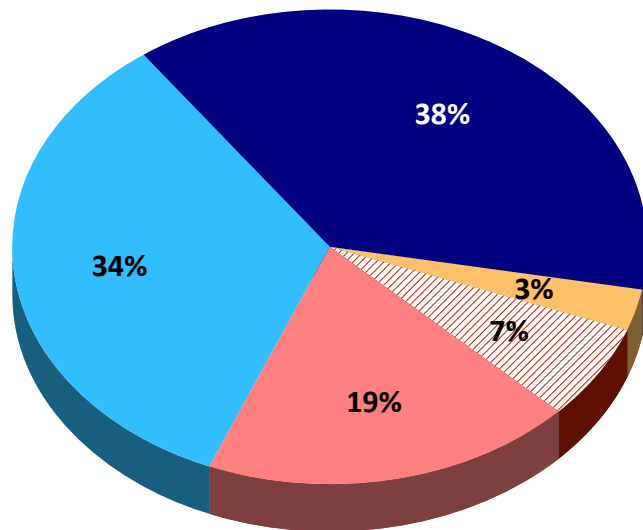
by percentage of respondents who have contacted the City in the past year

TRENDS

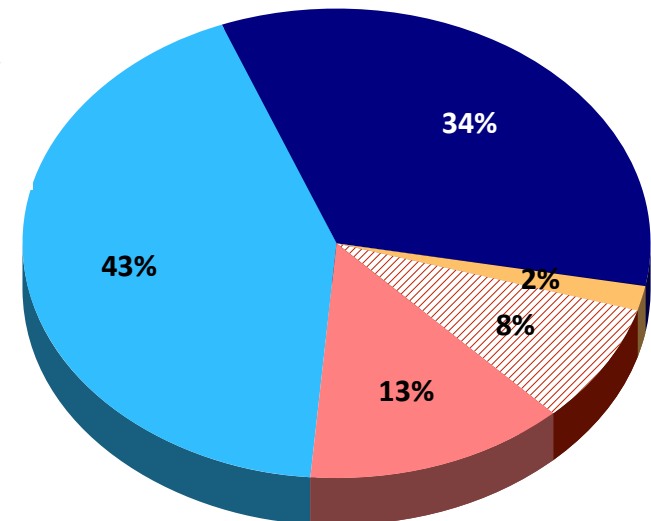
2023



2018



2020

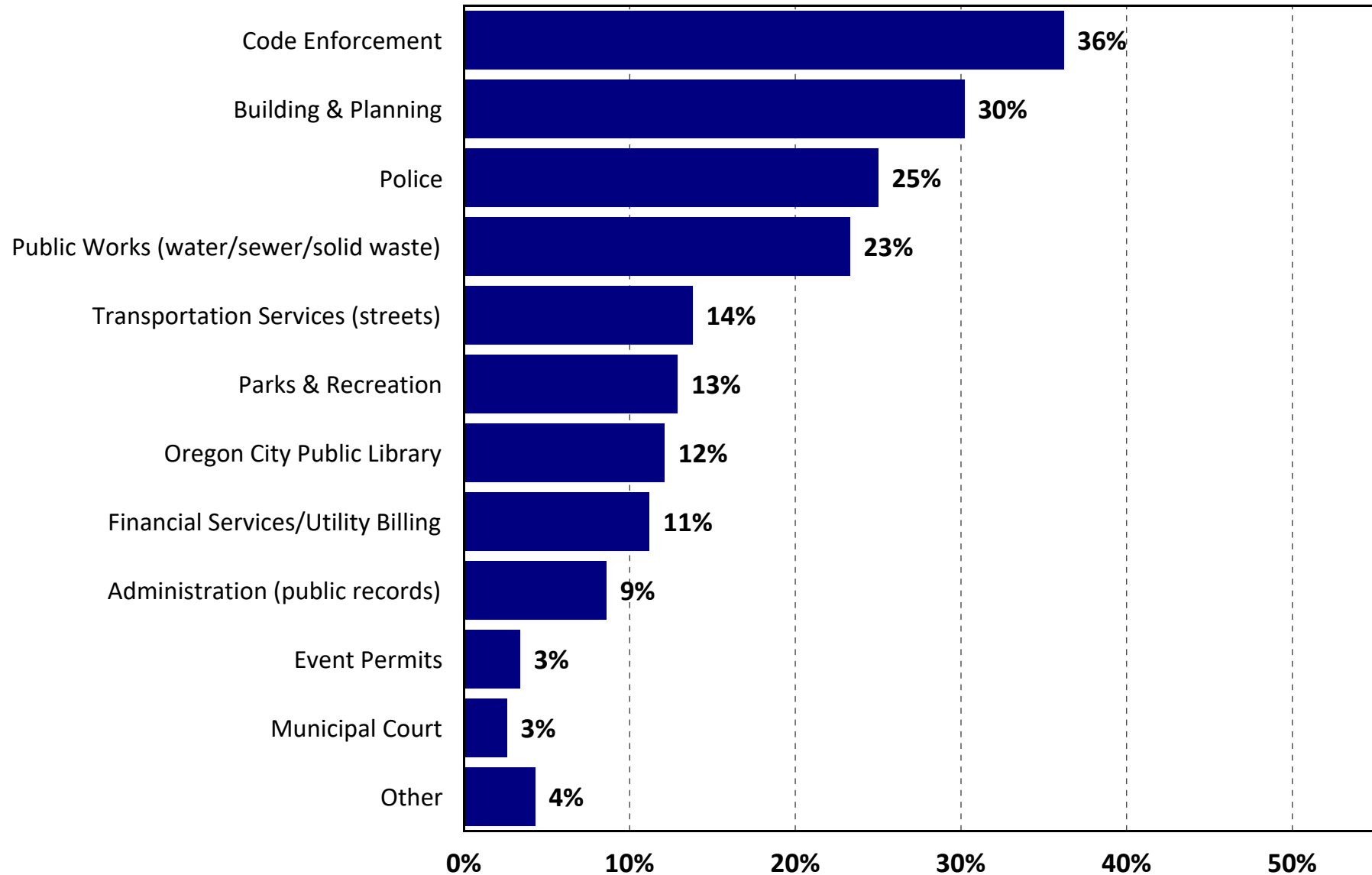


Very easy Somewhat easy Difficult
Very difficult Don't know

Very easy Somewhat easy Difficult
Very difficult Don't know

Q23b. What department did you contact?

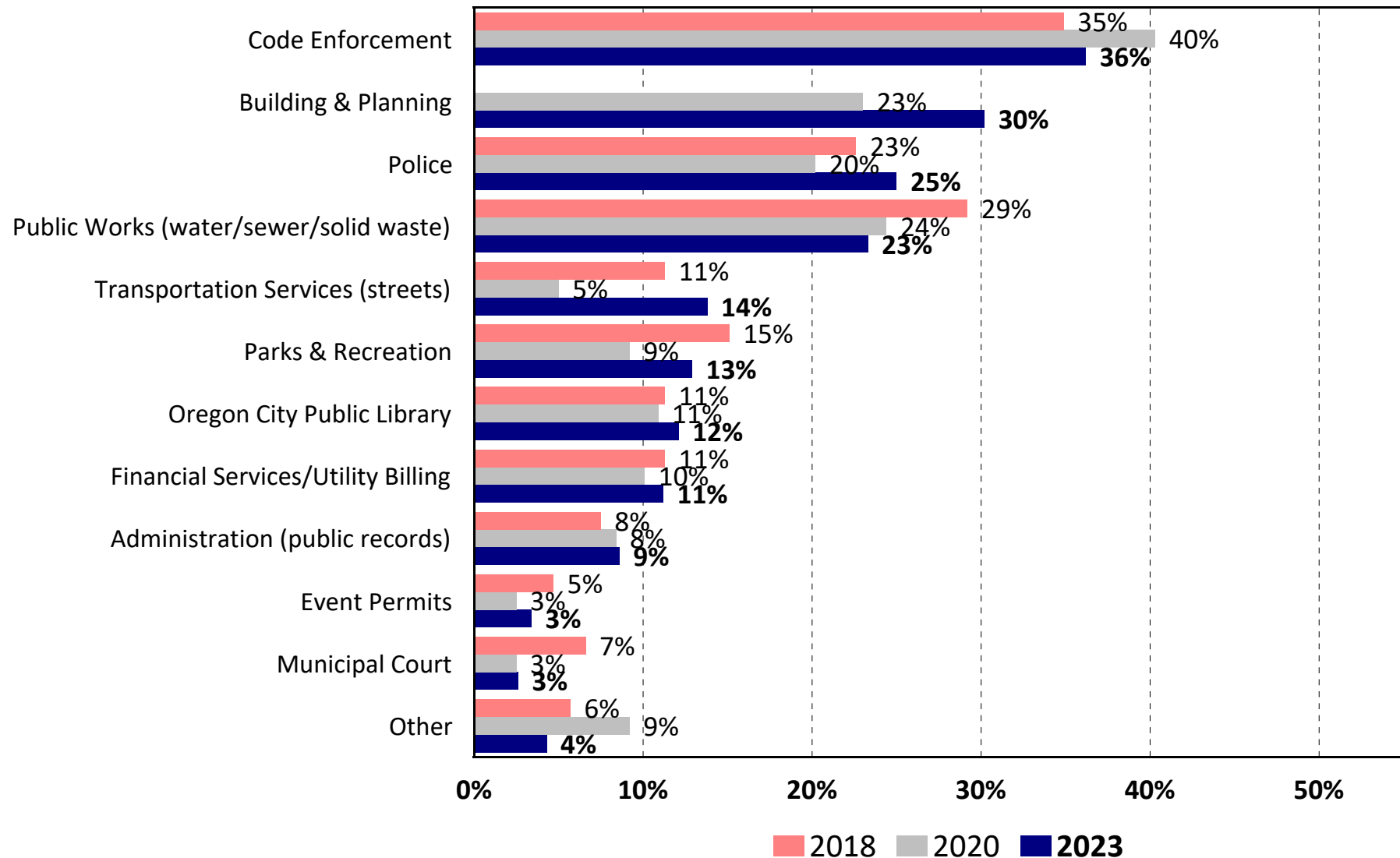
by percentage of respondents who have contacted the City in the past year
(multiple choices could be made)



TRENDS: What department did you contact?

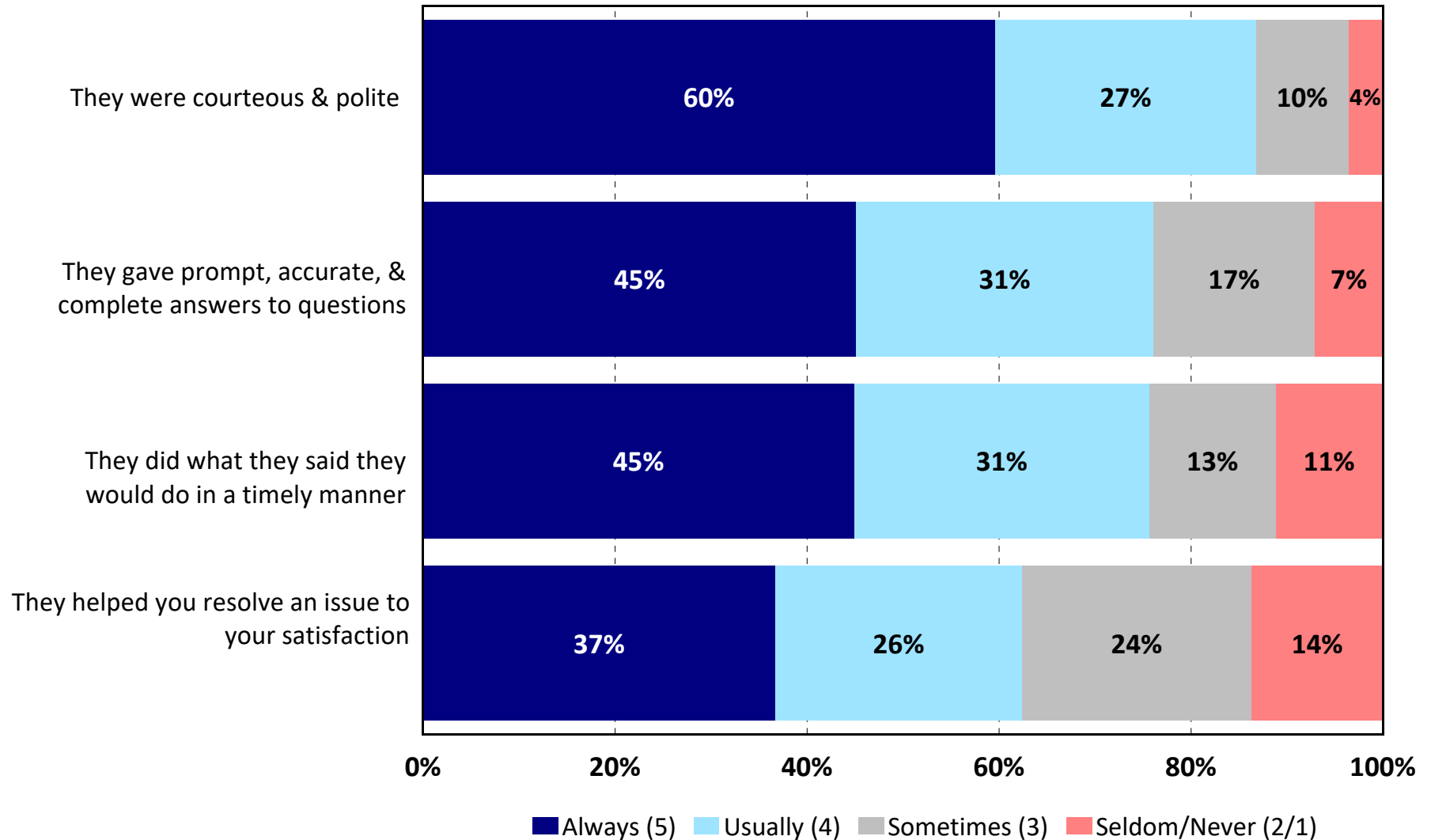
2018 to 2023

by percentage of respondents who have contacted the City in the past year (multiple choices could be made)



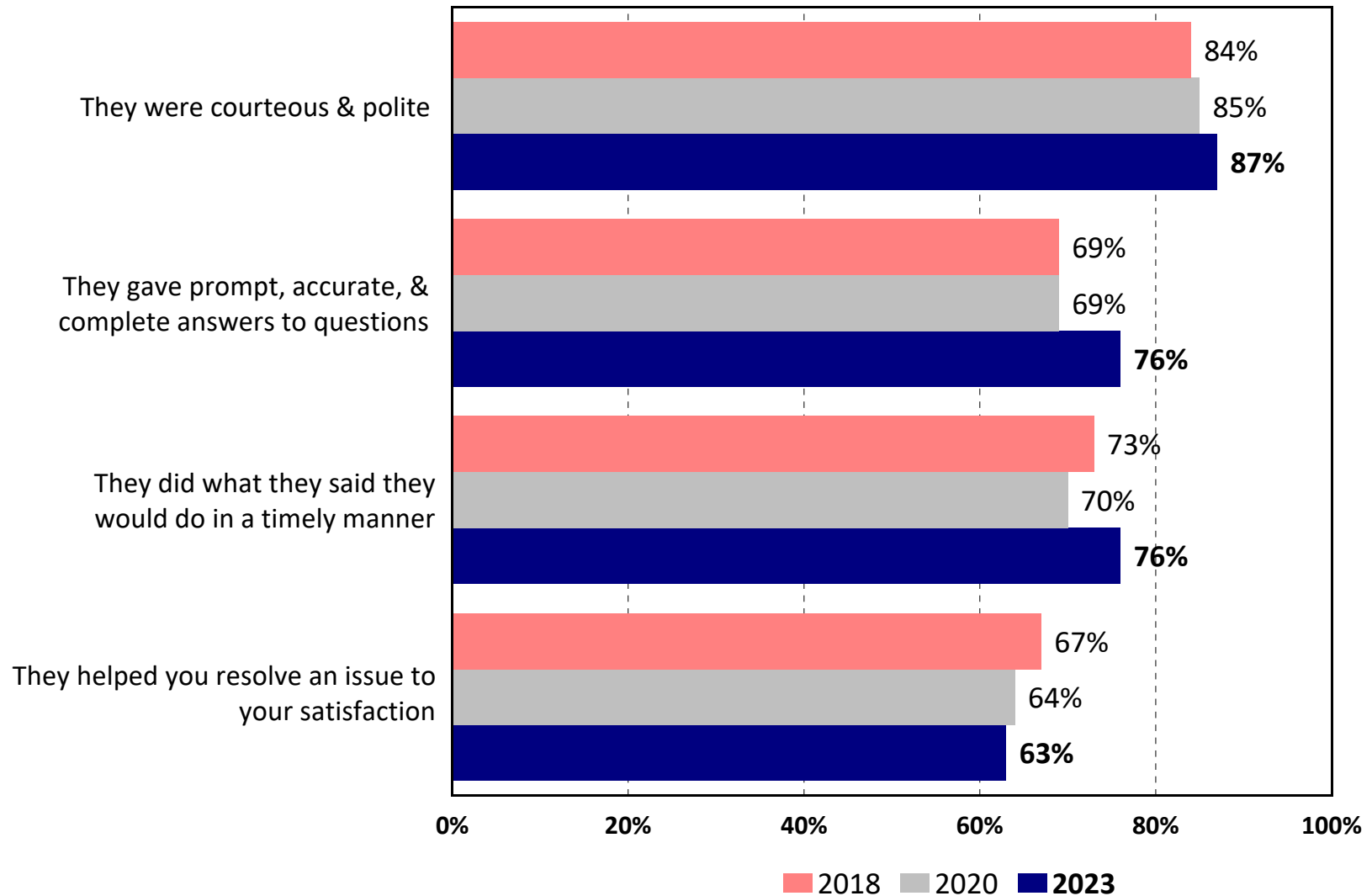
Q23c. Perception of the Quality of Customer Service From City Employees

by percentage of respondents who contacted the City in the past year and rated the item as a 1 to 5 on a 5-point scale
(excluding don't knows)



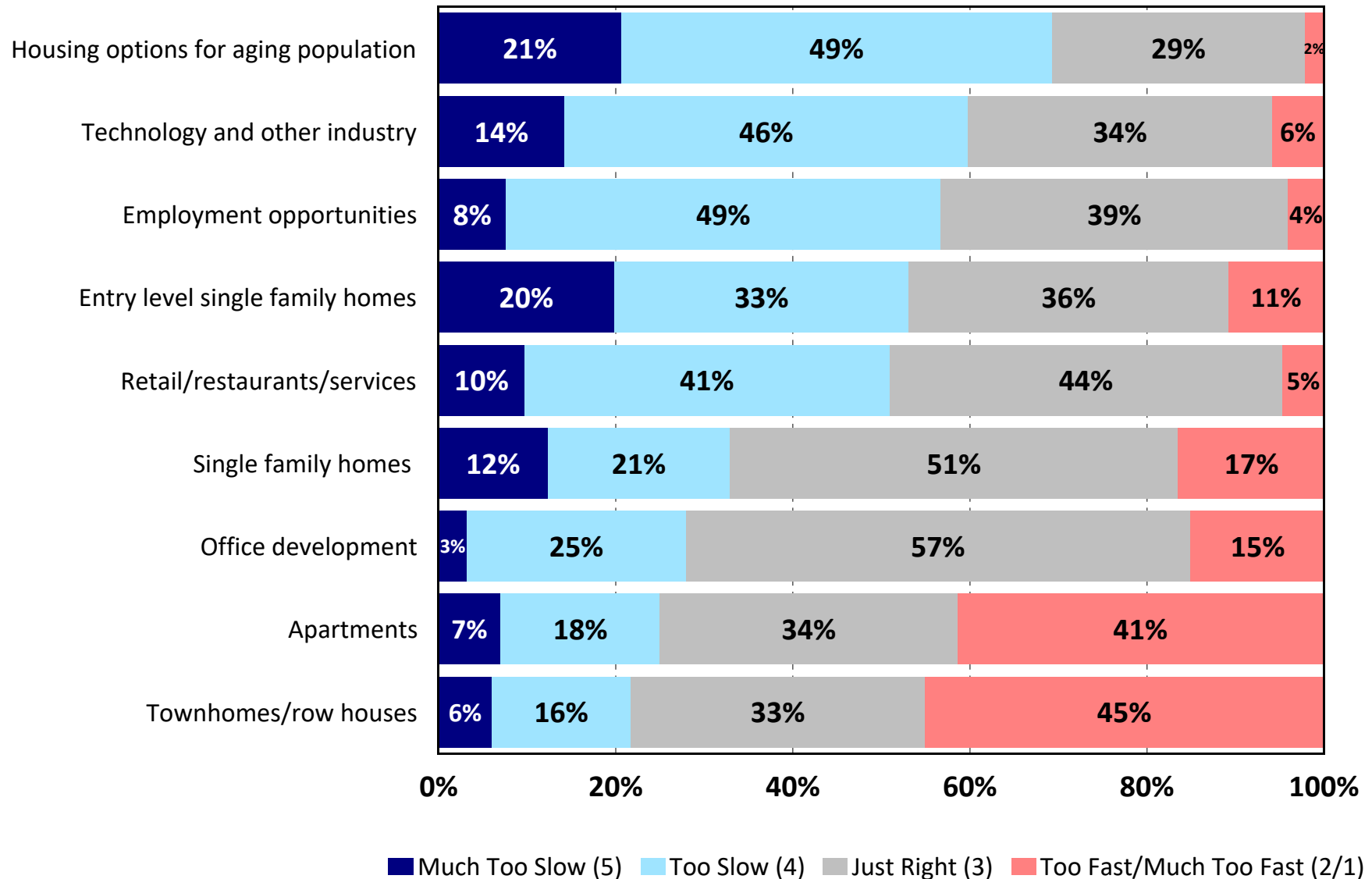
TRENDS: Perception of the Quality of Customer Service From City Employees 2018 to 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



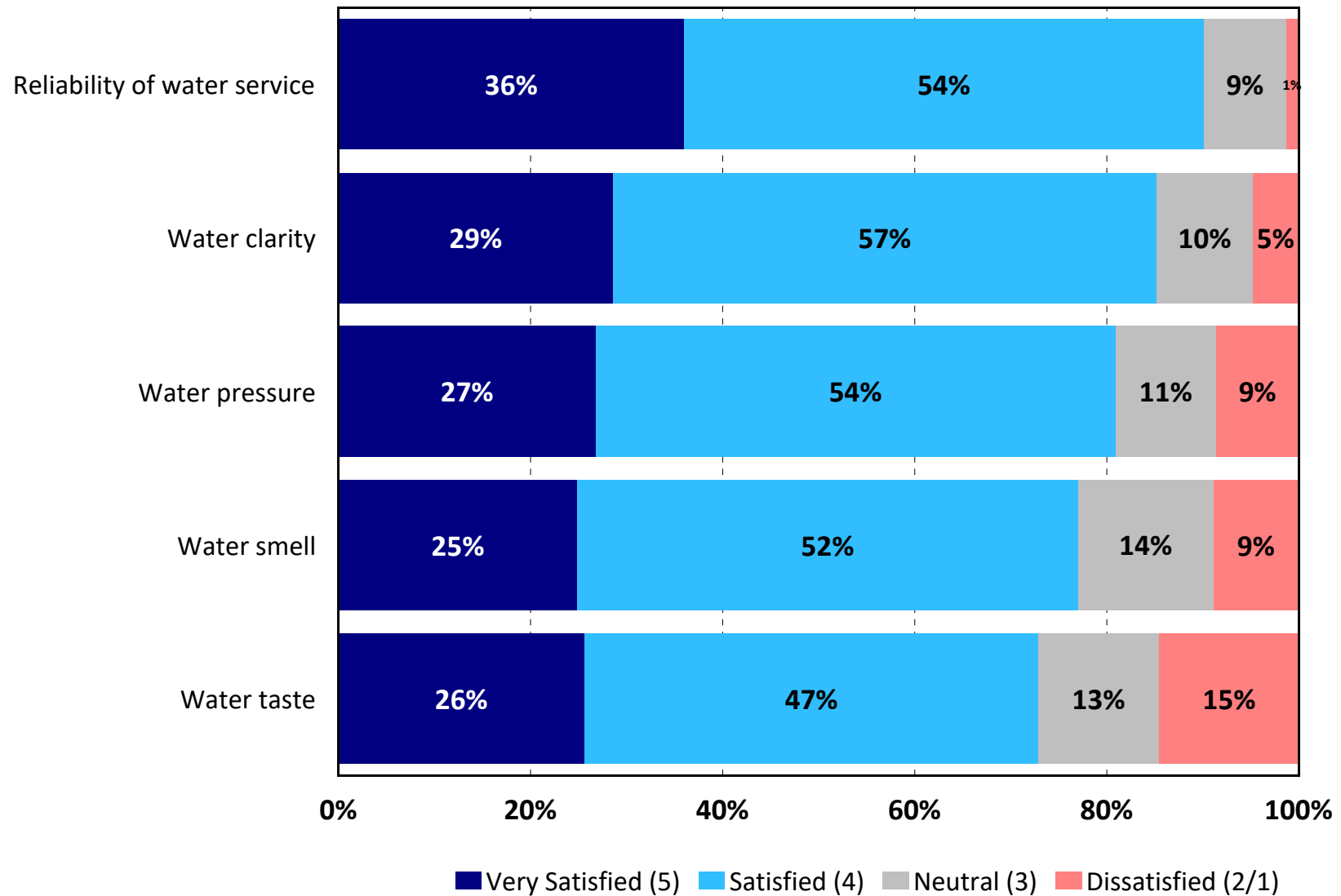
Q24. Ratings of City's Current Pace of Land Development

by percentage of respondents who rated the item as a 1 to 5 on a 5-point scale (excluding don't knows)



Q25. Satisfaction With Water Quality

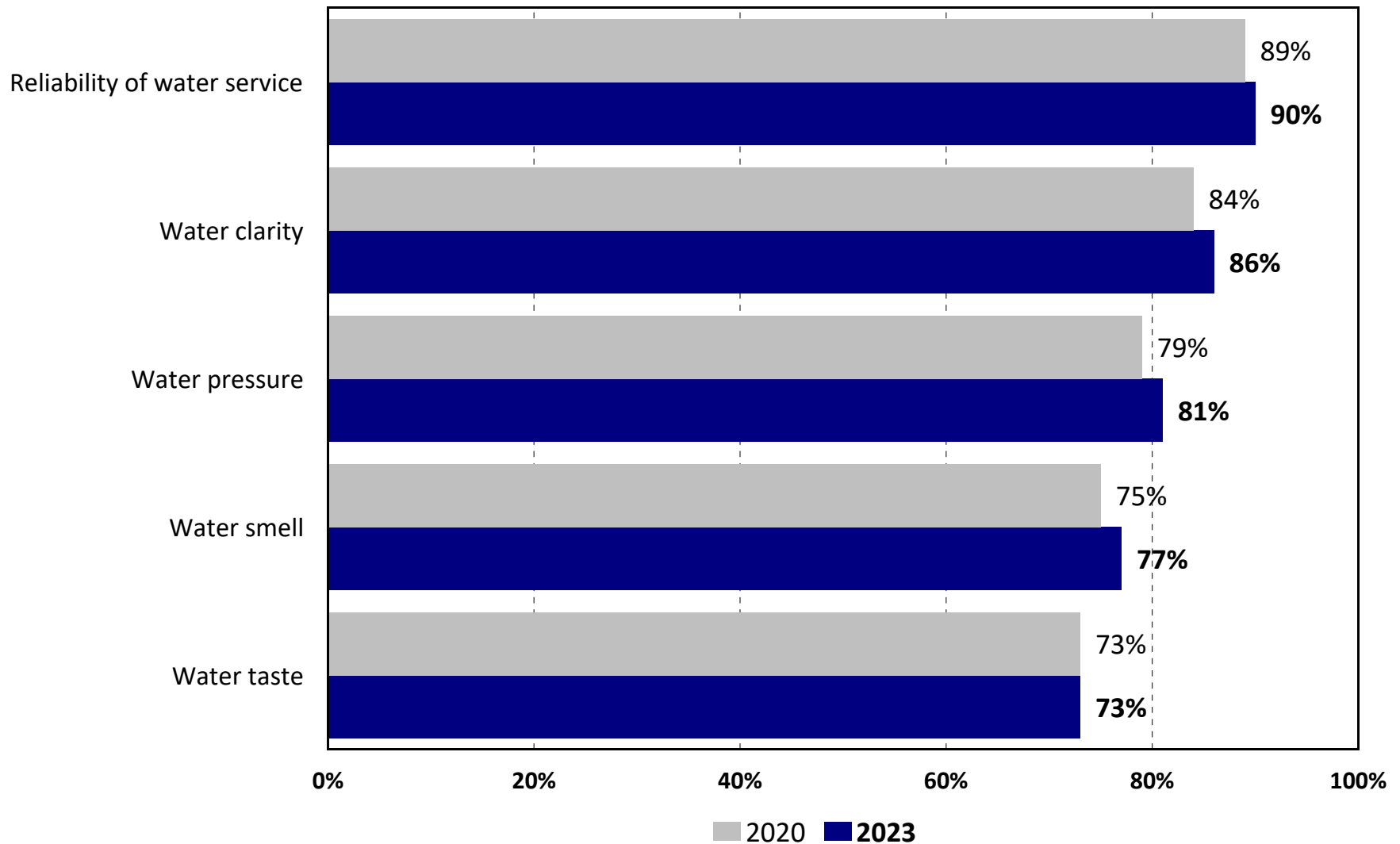
by percentage of respondents (excluding don't knows)



TRENDS: Satisfaction With Water Quality

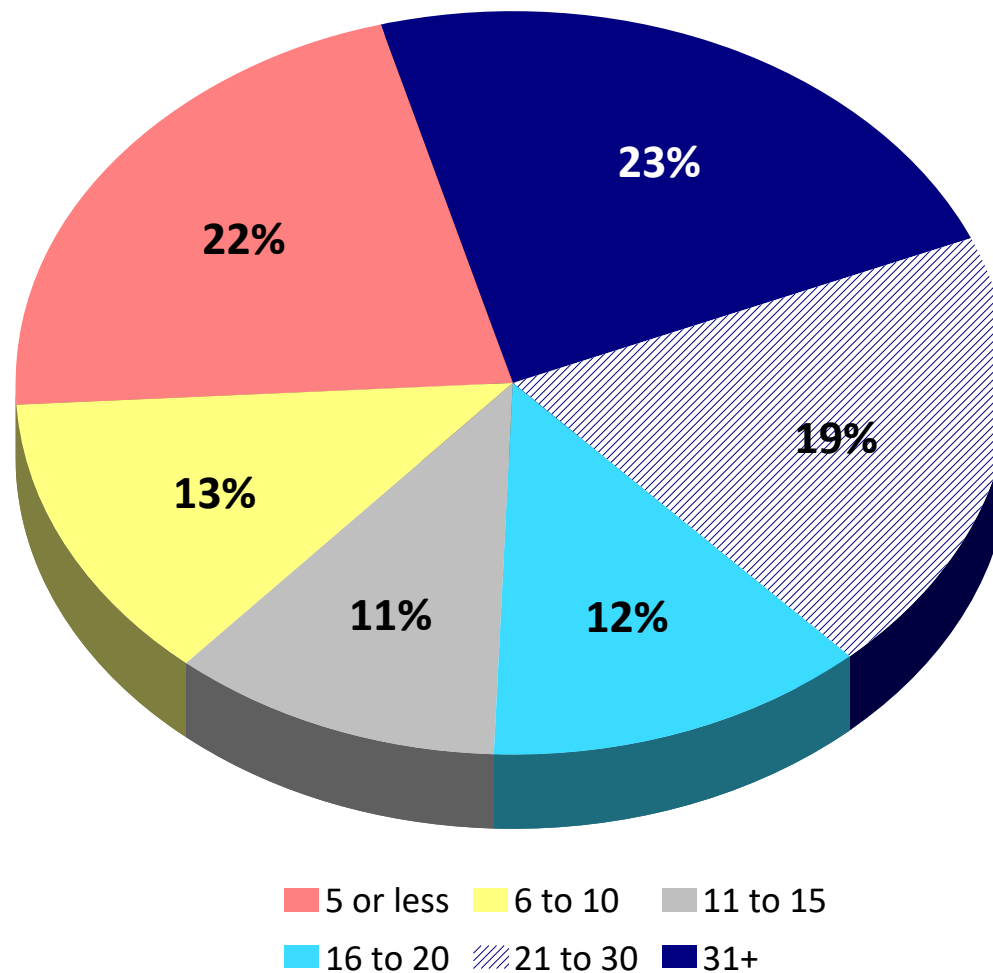
2020 vs. 2023

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



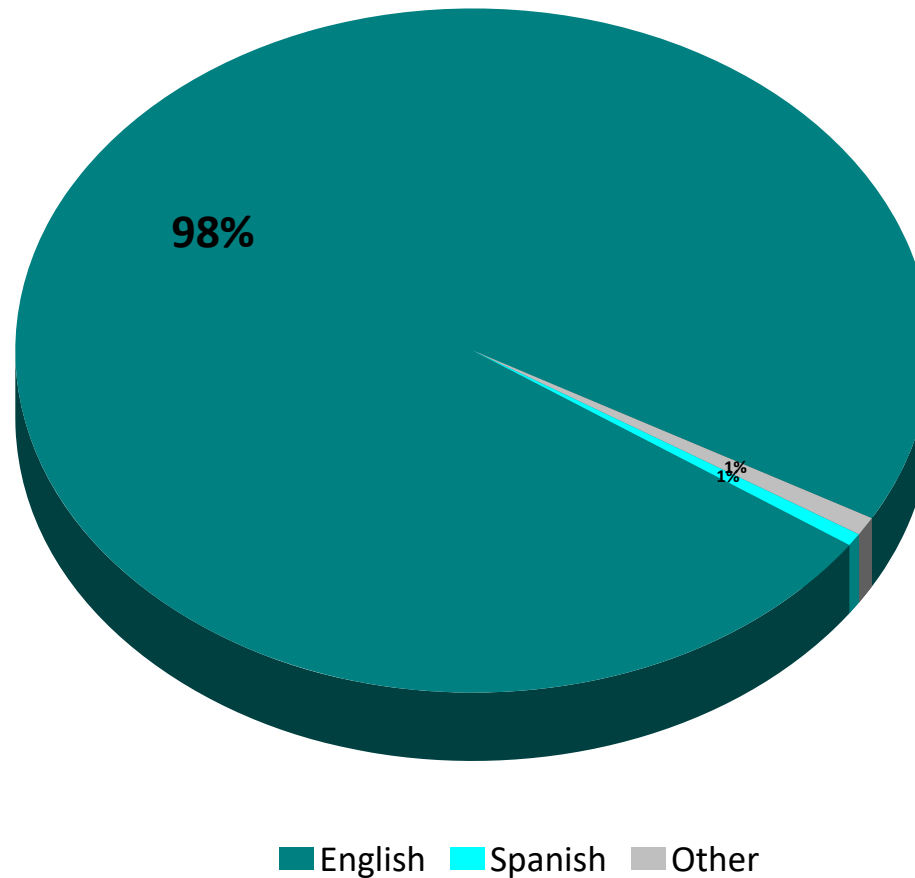
Q26. Demographics: Approximately how many years have you lived in Oregon City?

by percentage of respondents



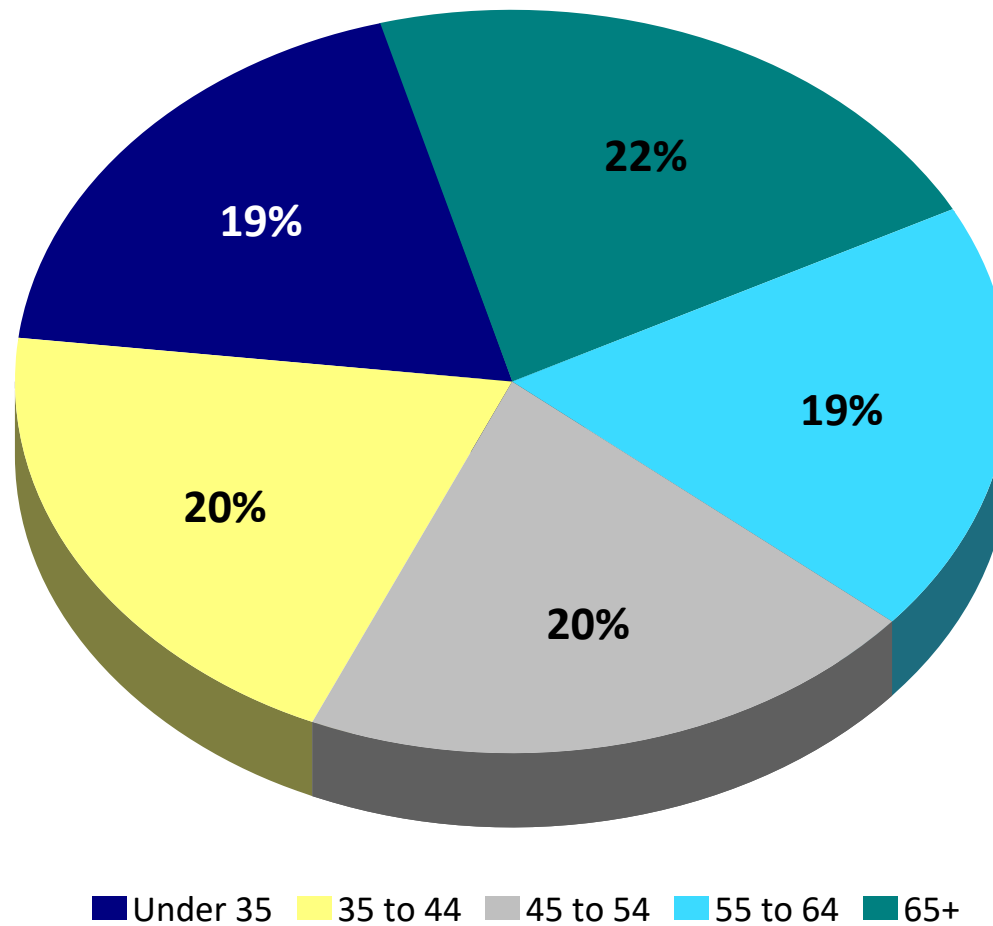
Q27. Demographics: What is the preferred language spoken in your home?

by percentage of respondents



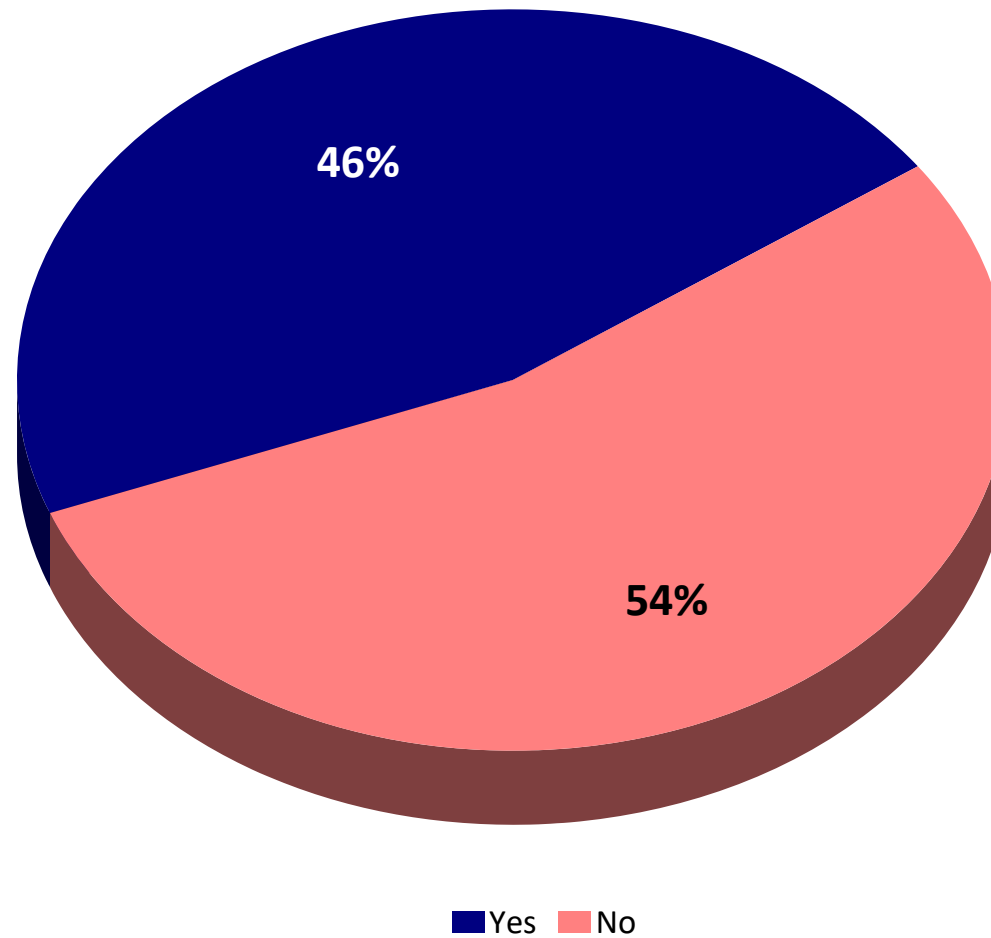
Q28. Demographics: Age of Respondent

by percentage of respondents



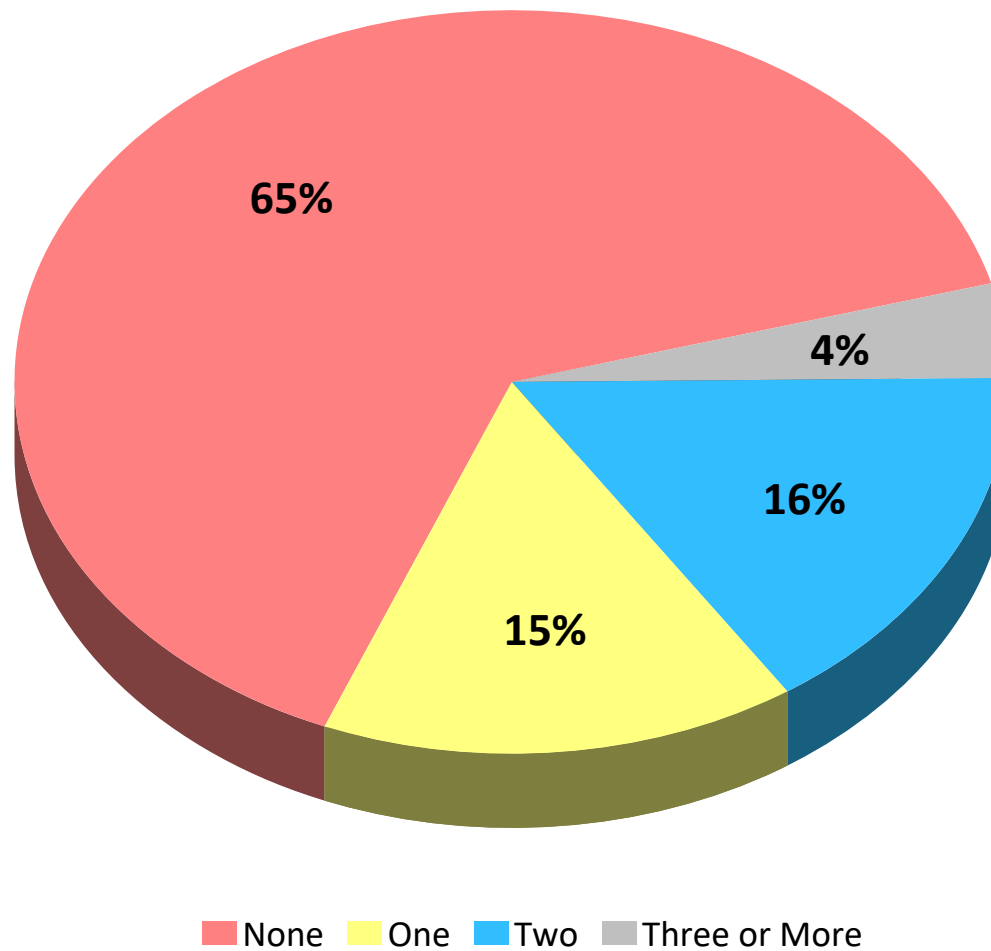
Q29. Do you work outside of Oregon City?

by percentage of respondents



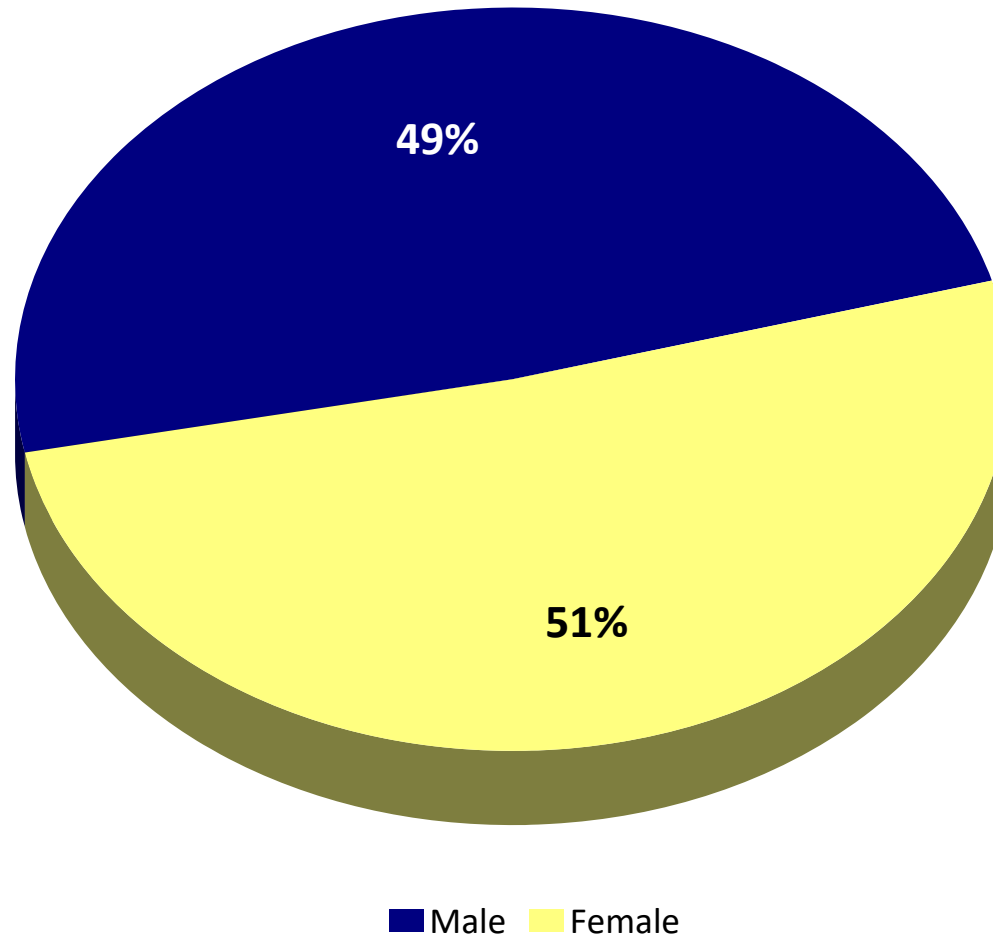
Q30. Demographics: How many children under age 18 live in your household?

by percentage of respondents



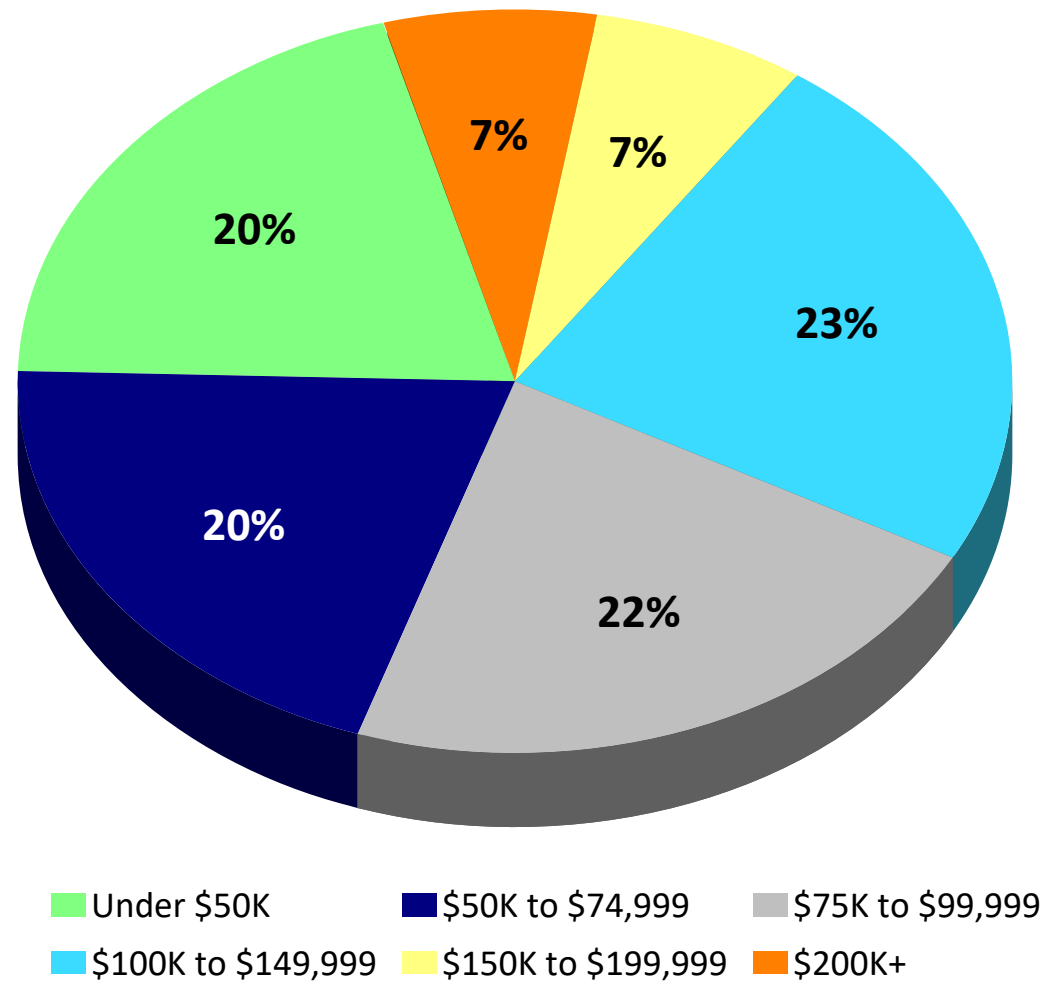
Q31. Demographics: Gender

by percentage of respondents



Q32. Demographics: Annual Household Income

by percentage of respondents





Benchmarking Analysis

Benchmarking Analysis



Overview

ETC Institute's *DirectionFinder*® program was originally developed in 1999 to help community leaders use statistically-valid community survey data as a tool for making better decisions. Since November 1999, the survey has been administered in more than 500 cities and counties in 49 states. Most participating communities conduct the survey on an annual or biennial basis.

This report contains benchmarking data from two sources: (1) a national survey that was administered by ETC Institute during the fall of 2021 to a random sample of more than 9,000 residents in the continental United States and (2) a regional survey that was administered by ETC Institute during the fall of 2021 to a random sample of residents living in the Northwest Region of the United States. The Northwest Region includes the states of Washington, Oregon, Idaho, and Montana.

The charts on the following pages show how the results for the City of Oregon City compare to the national average and the Northwest regional average. The blue bar shows the results for Oregon City, the red bar shows the national average, and the yellow bar shows the average for the Northwest Region.

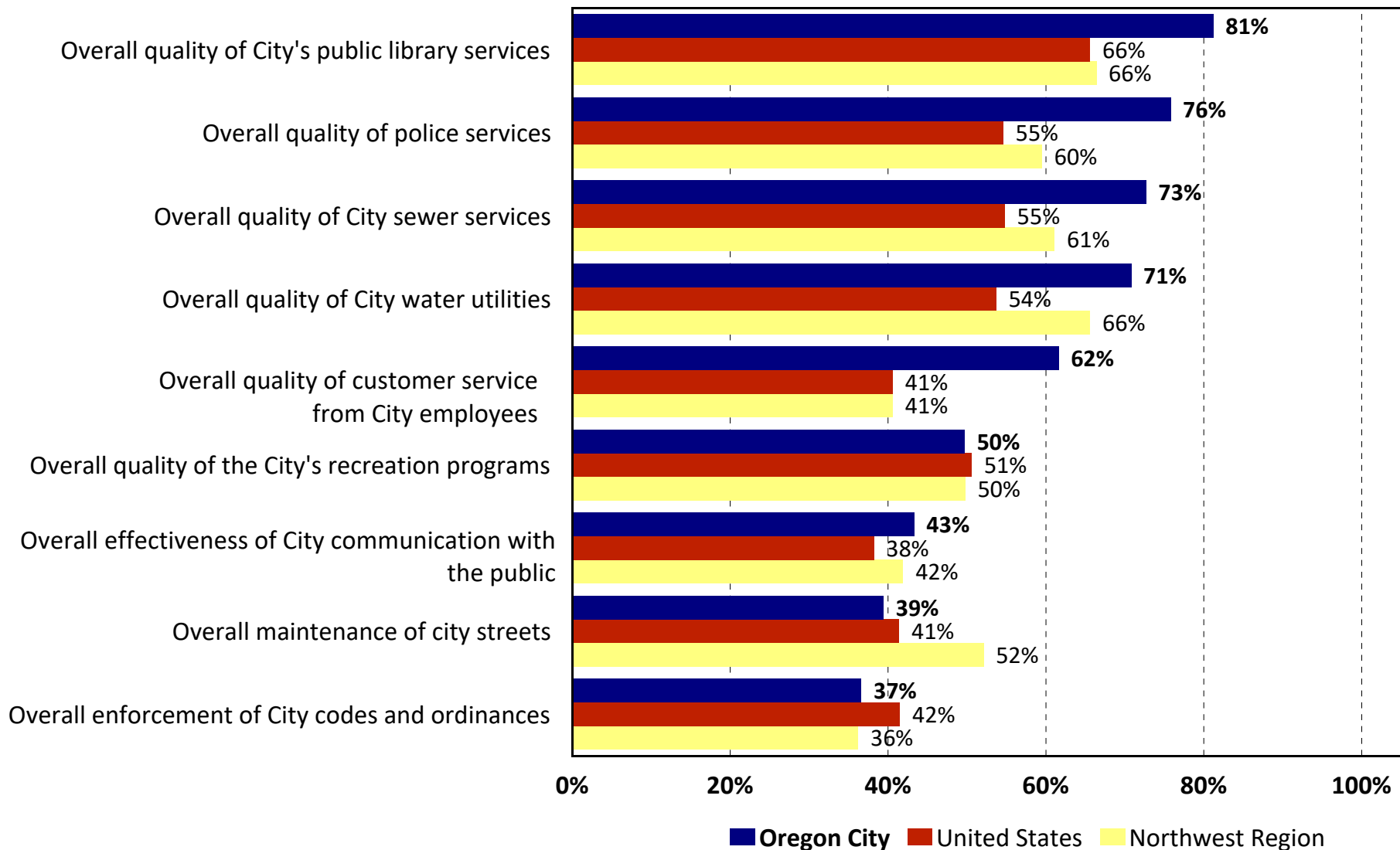
National and Regional Benchmarks

Note: The benchmarking data contained in this report is protected intellectual property. Any reproduction of the benchmarking information in this report by persons or organizations not directly affiliated with the City of Oregon City is not authorized without written consent from ETC Institute.

Overall Satisfaction with Major Categories of City Services

Oregon City vs. United States vs. Northwest Region

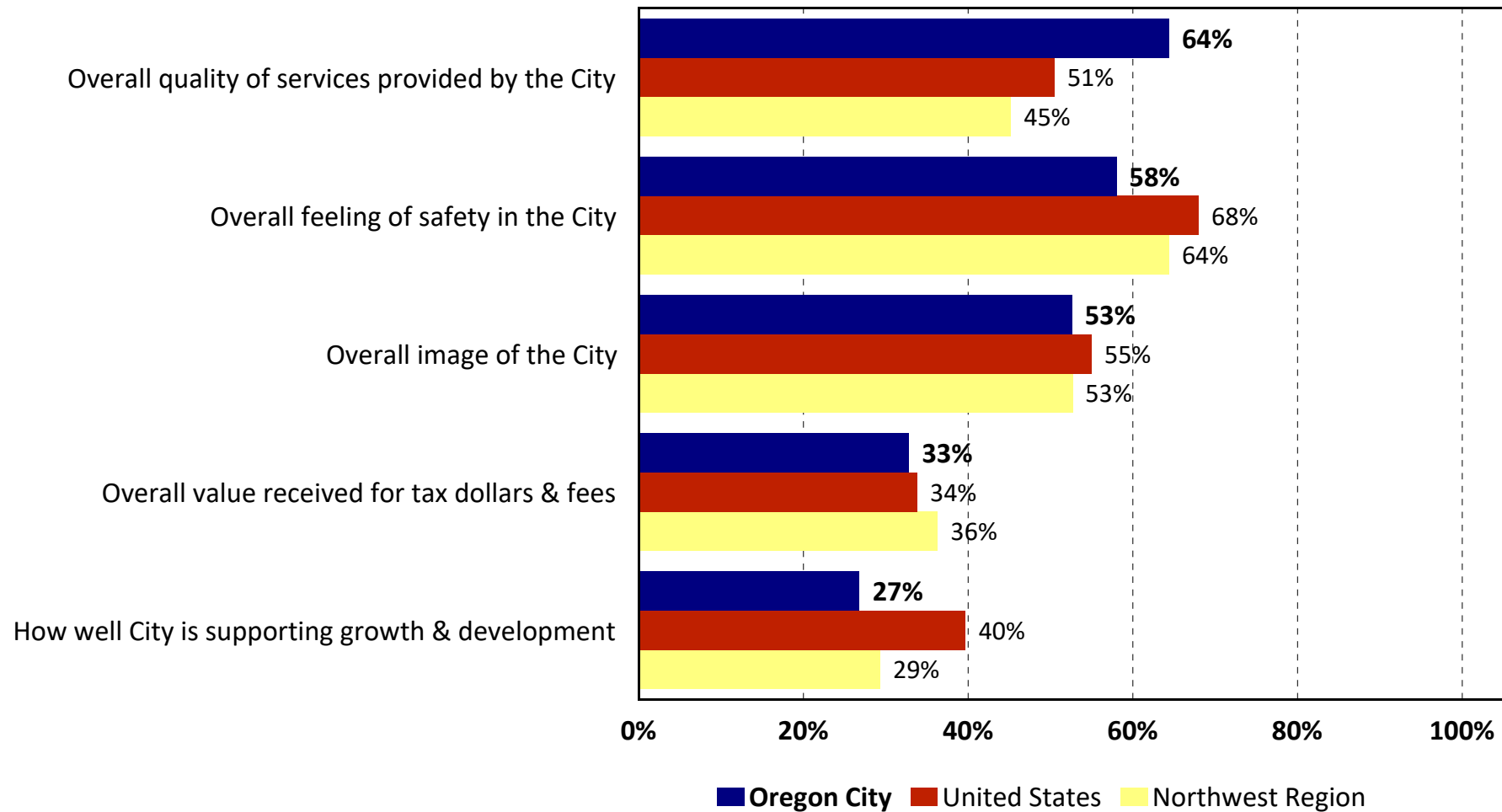
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Satisfaction with Items that Influence Perceptions of the Community

Oregon City vs. United States vs. Northwest Region

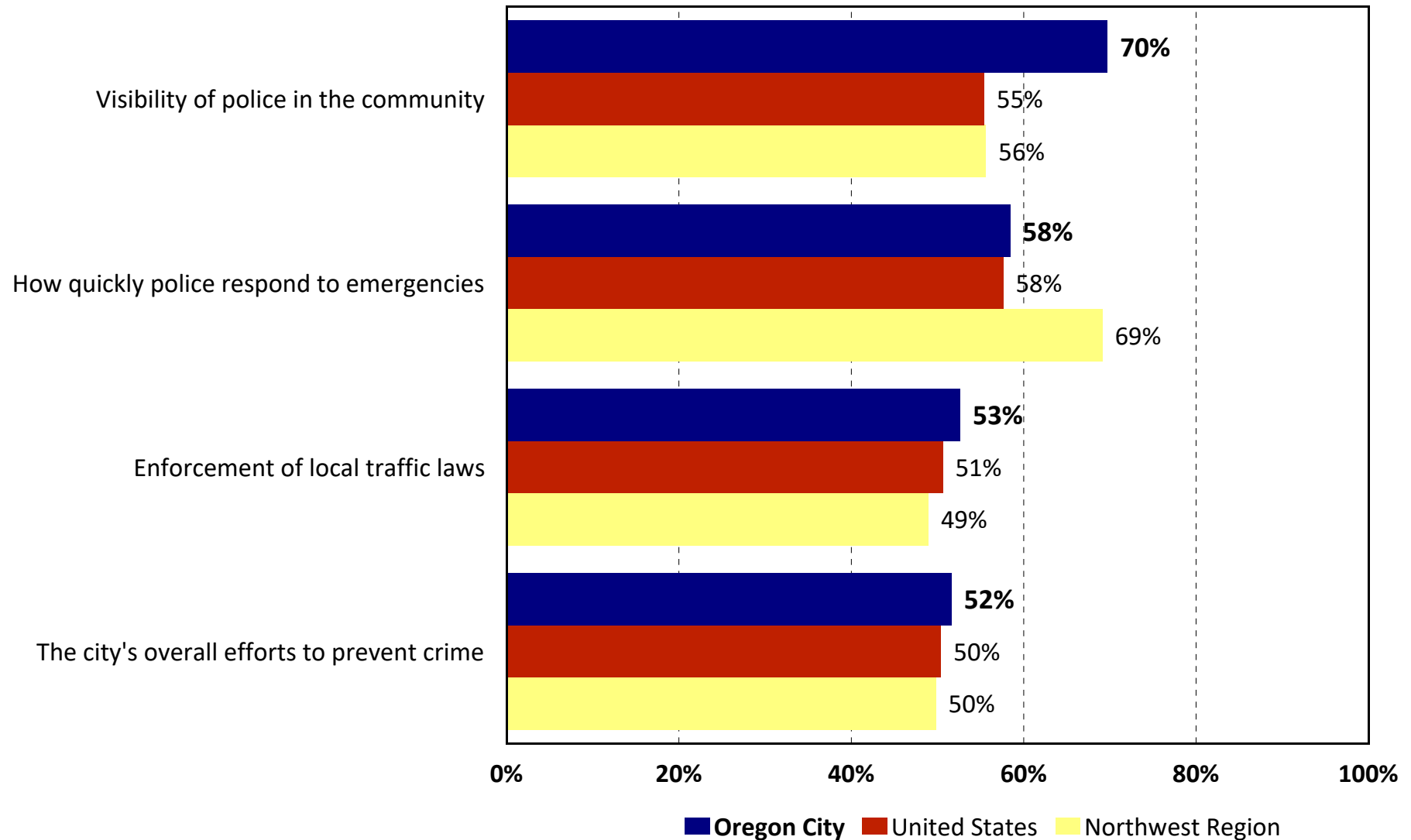
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Public Safety

Oregon City vs. United States vs. Northwest Region

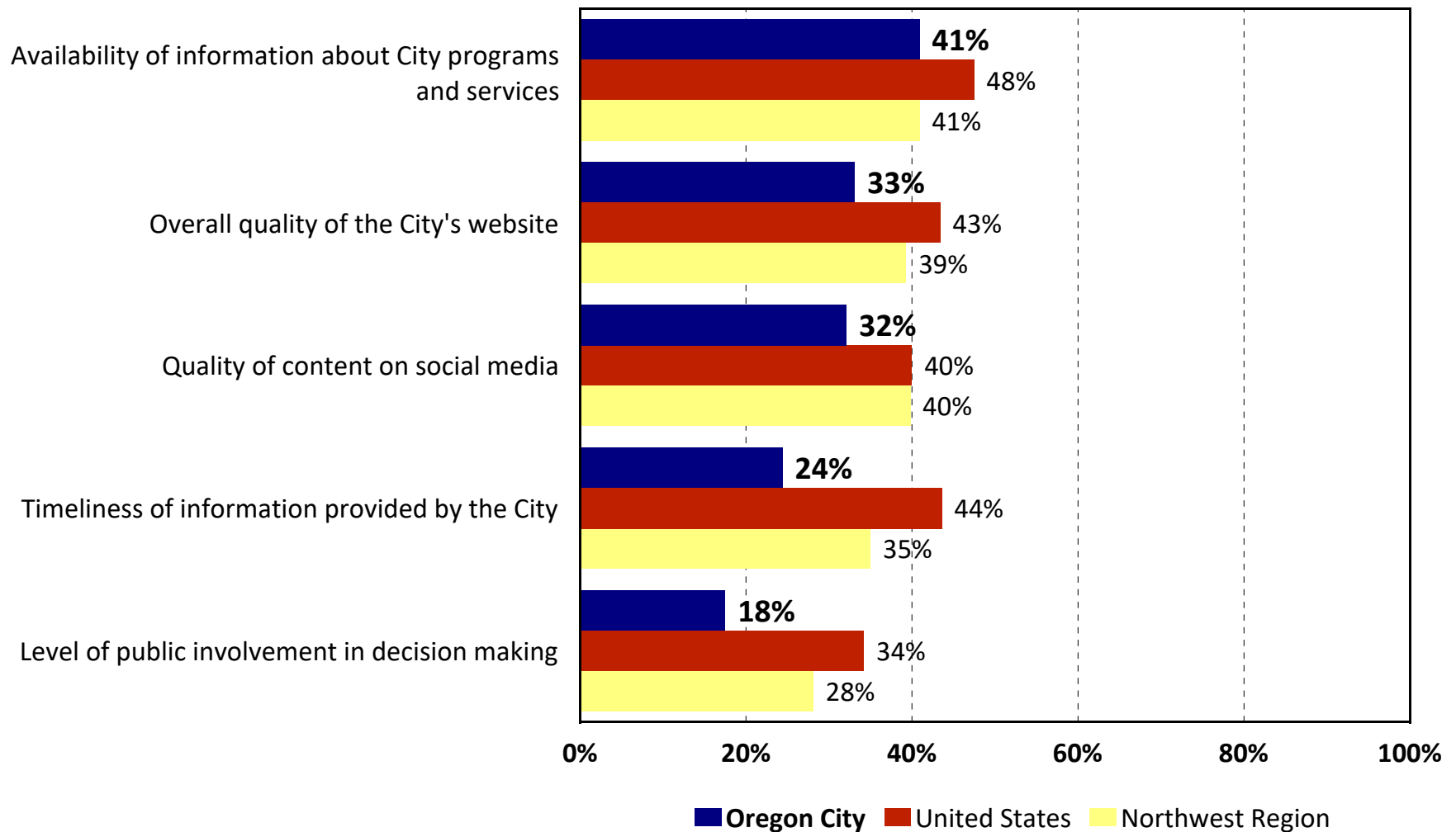
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Communication

Oregon City vs. United States vs. Northwest Region

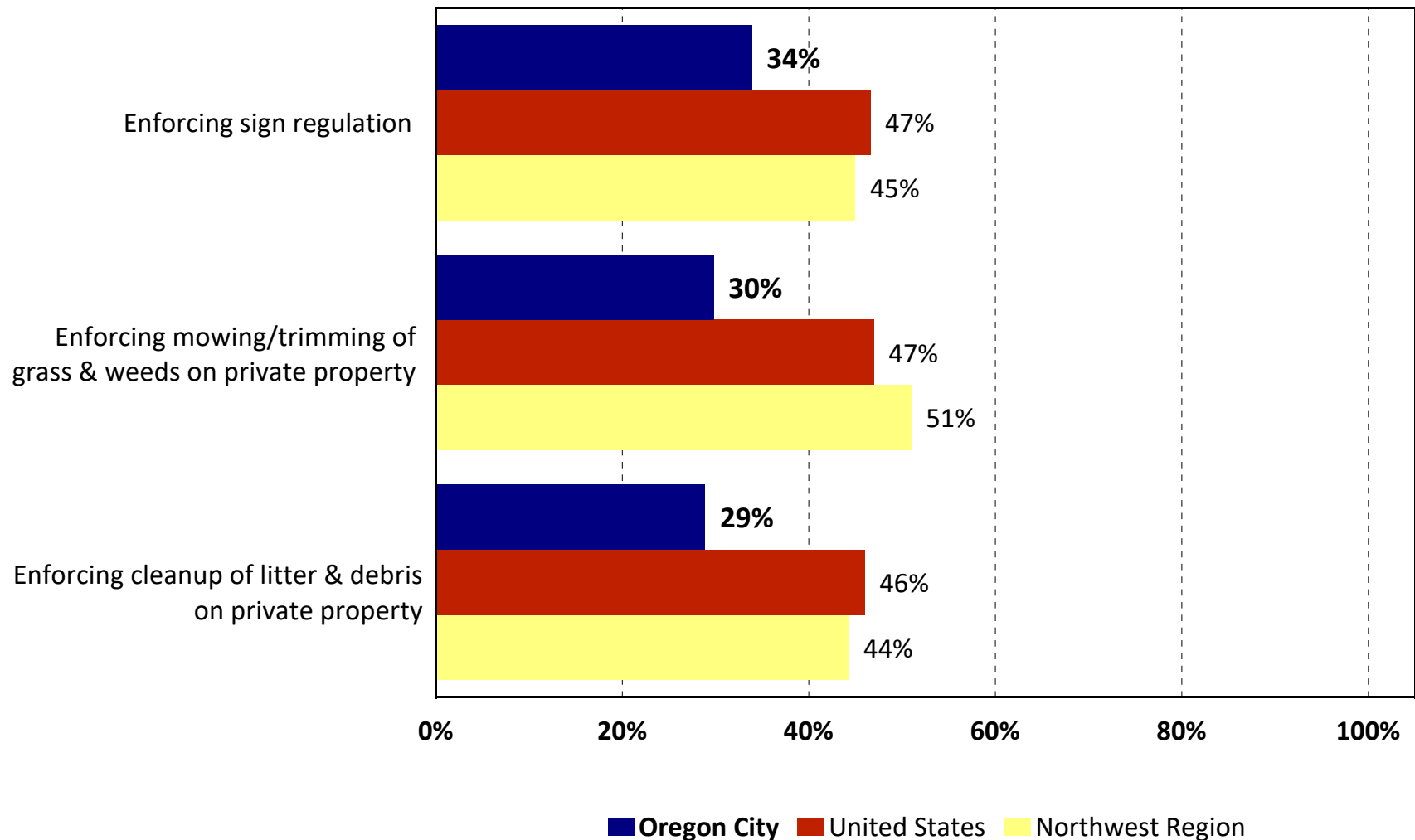
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Code Enforcement

Oregon City vs. United States vs. Northwest Region

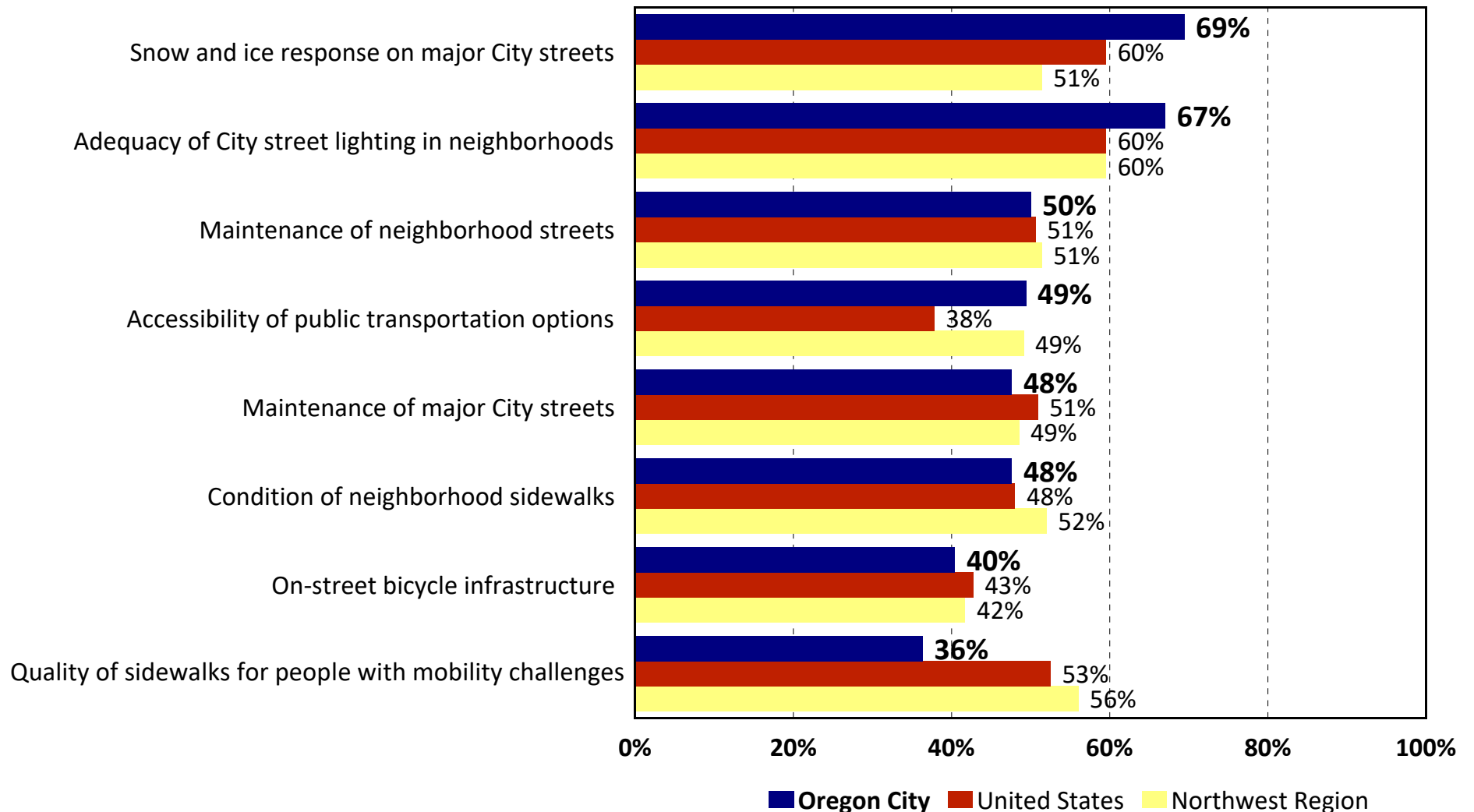
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Satisfaction with Transportation and Infrastructure

Oregon City vs. United States vs. Northwest Region

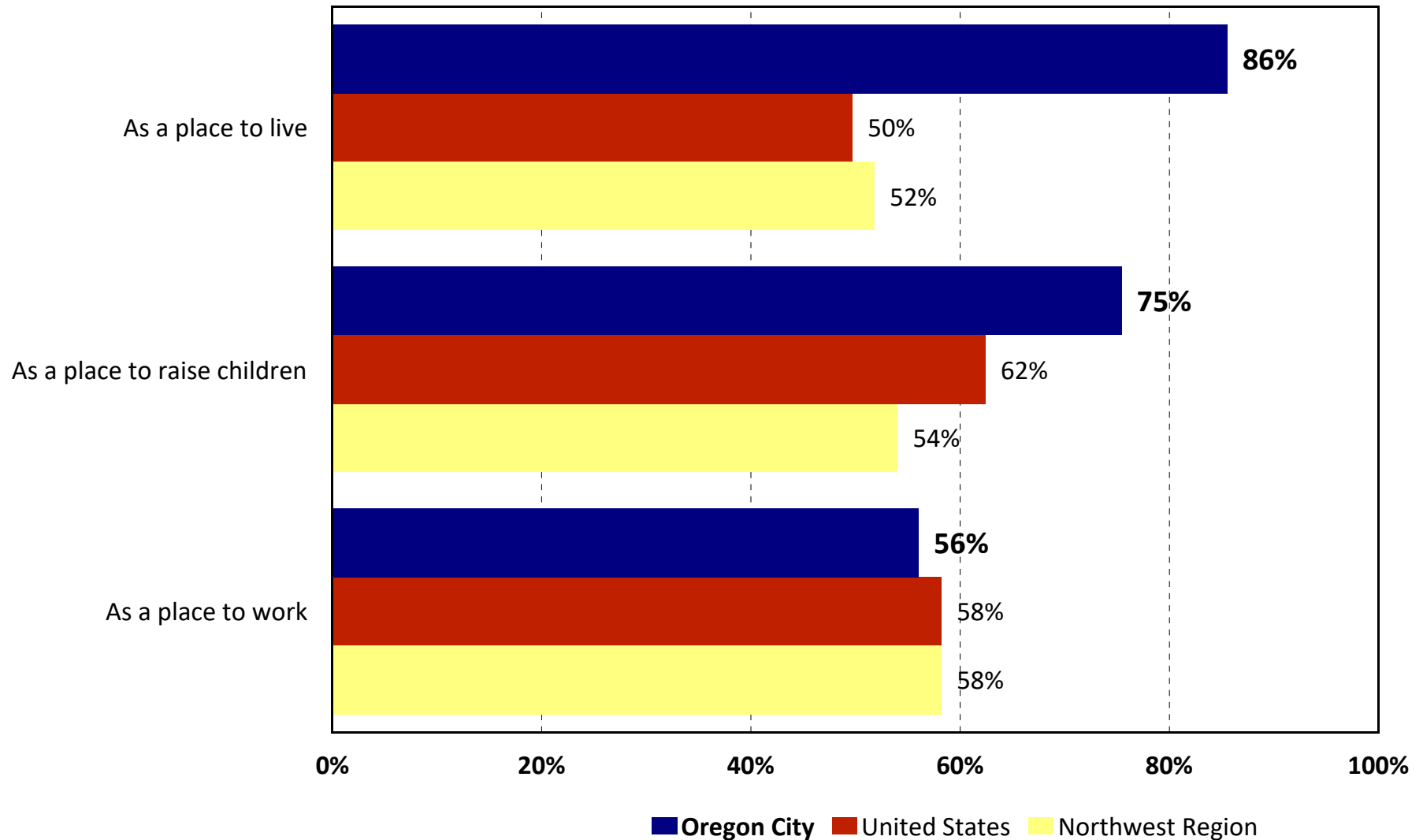
by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "very satisfied" and 1 was "very dissatisfied" (excluding don't knows)



Overall Ratings of the City

Oregon City vs. United States vs. Northwest Region

by percentage of respondents who rated the item 4 or 5 on a 5-point scale
where 5 was "excellent" and 1 was "poor" (excluding don't knows)



3

Importance-
Satisfaction Analysis

Importance-Satisfaction Analysis



Overview

Today, community leaders have limited resources which need to be targeted to activities that are of the most benefit to their citizens. Two of the most important criteria for decision making are (1) to target resources toward services of the highest importance to citizens; and (2) to target resources toward those services where citizens are the least satisfied.

The Importance-Satisfaction (I-S) rating is a unique tool that allows public officials to better understand both of these highly important decision-making criteria for each of the services they are providing. The Importance-Satisfaction (I-S) rating is based on the concept that public agencies will maximize overall customer satisfaction by emphasizing improvements in those areas where the level of satisfaction is relatively low, and the perceived importance of the service is relatively high.

The rating is calculated by summing the percentage of responses for items selected as the first, second, and third most important services for the City to emphasize over the next two years. The sum is then multiplied by 1 minus the percentage of respondents who indicated they were positively satisfied with the City's performance in the related area (the sum of the ratings of 4 and 5 on a 5-point scale excluding "don't know" responses). "Don't know" responses are excluded from the calculation to ensure the satisfaction ratings among service categories are comparable.

$$\text{I-S Rating} = \text{Importance} \times (1 - \text{Satisfaction})$$

Example of the Calculation

Respondents were asked to identify the major categories of City services that were most important to emphasize over the next two years. More than half (57.9%) of the respondent households selected "*overall maintenance of City streets*" as one of the most important services for the City to emphasize.

With regard to satisfaction, 39.4% of respondents surveyed rated "*overall maintenance of City streets*" as a "4" or "5" on a 5-point scale (where "5" means "Very Satisfied") excluding "don't know" responses. The I-S rating was calculated by multiplying the sum of the most important percentages by one minus the sum of the satisfaction percentages. In this example, 57.9% was multiplied by 60.6% (1-0.394). This calculation yielded an I-S rating of 0.3509, which ranked first out of thirteen major categories of City services analyzed.

Importance-Satisfaction Analysis



The maximum rating is 1.00 and would be achieved when 100% of the respondents select an item as one of their top three choices of importance and 0% indicate they are positively satisfied with the delivery of the service.

The lowest rating is 0.00 and could be achieved under either of the following two situations:

- If 100% of the respondents were positively satisfied with the delivery of the service
- If none (0%) of the respondents selected the service as one of the three most important areas.

Interpreting the Ratings

Ratings that are greater than or equal to 0.20 identify areas that should receive significantly more emphasis over the next two years. Ratings from 0.10 to 0.20 identify service areas that should receive increased emphasis. Ratings less than 0.10 should continue to receive the current level of emphasis.

- Definitely Increase Emphasis (I-S > 0.20)
- Increase Current Emphasis (I-S = 0.10 - 0.20)
- Maintain Current Emphasis (I-S < 0.10)

Tables showing the results for the City of Oregon City are provided on the following pages.

2023 Importance-Satisfaction Rating

Oregon City, OR

Major Categories of City Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Overall maintenance of city streets	58%	1	39%	10	0.3509	1
Overall effectiveness of City economic development efforts	33%	4	29%	12	0.2309	2
High Priority (IS .10-.20)						
Overall enforcement of City codes and ordinances	25%	5	37%	11	0.1560	3
Overall effectiveness of City communication with public	24%	6	43%	8	0.1361	4
Overall quality of City parks/trails/open space	33%	3	66%	5	0.1115	5
Overall quality of the City's recreation programs	21%	7	50%	7	0.1051	6
Medium Priority (IS <.10)						
Overall quality of permit process	11%	9	25%	13	0.0840	7
Overall quality of police services	33%	2	76%	2	0.0808	8
Overall quality of City water utilities	13%	8	71%	4	0.0380	9
Overall quality of customer service from City employees	5%	11	62%	6	0.0204	10
Overall quality of Municipal Court Services	3%	12	42%	9	0.0179	11
Overall quality of City sewer services	7%	10	73%	3	0.0177	12
Overall quality of City's public library services	2%	13	81%	1	0.0028	13

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first, second, and third most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2023 Importance-Satisfaction Rating Oregon City, OR Parks and Recreation

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Quantity of city trails	20%	3	50%	6	0.1002	1
Medium Priority (IS <.10)						
Quality of recreational areas for dogs	16%	4	39%	11	0.0978	2
Appearance and maintenance of existing City parks	29%	1	67%	3	0.0960	3
Quality of the city's swimming pool	15%	5	47%	7	0.0797	4
Quality of services for fees assessed with recreation programming	13%	7	41%	10	0.0770	5
Quality of facilities	26%	2	70%	2	0.0769	6
Quality of outdoor athletic fields	13%	6	54%	5	0.0615	7
Access to city parks for persons with disabilities	11%	8	45%	9	0.0604	8
Quality of the End of the Oregon Trail	10%	9	45%	8	0.0567	9
Other	6%	12	0%	12	0.0560	10
Quality of the Pioneer Community Center	7%	11	55%	4	0.0291	11
Proximity of parks to your home	7%	10	76%	1	0.0162	12

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2023 Importance-Satisfaction Rating

Oregon City, OR

Public Safety

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Response to issues with transients	58%	1	21%	9	0.4588	1
High Priority (IS .10-.20)						
Response to drug control	21%	3	25%	8	0.1546	2
The city's overall efforts to prevent crime	29%	2	52%	4	0.1389	3
Response to property crime	19%	4	32%	7	0.1314	4
Medium Priority (IS <.10)						
Level of community outreach	13%	7	40%	6	0.0751	5
How quickly police respond to emergencies	13%	6	58%	2	0.0545	6
Visibility of police in the community	17%	5	70%	1	0.0527	7
Enforcement of local traffic laws	10%	8	53%	3	0.0488	8
Parking enforcement services	3%	9	46%	5	0.0136	9

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2023 Importance-Satisfaction Rating Oregon City, OR Code Enforcement

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Enforcing cleanup of litter & debris on private property	66%	1	29%	4	0.4721	1
Enforcing codes designed to protect public safety and health	61%	2	40%	1	0.3672	2
High Priority (IS .10-.20)						
Enforcing mowing/trimming of grass & weeds on private property	23%	3	30%	3	0.1615	3
Enforcing sign regulation	17%	4	34%	2	0.1130	4

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2023 Importance-Satisfaction Rating Oregon City, OR Transportation and Infrastructure

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
Very High Priority (IS >.20)						
Maintenance of major City streets	45%	1	48%	7	0.2332	1
High Priority (IS .10-.20)						
Maintenance of neighborhood streets	33%	2	50%	4	0.1635	2
Traffic calming measures in neighborhoods	18%	4	36%	11	0.1164	3
Medium Priority (IS <.10)						
Availability of safe pedestrian ways on major streets & routes	19%	3	49%	6	0.0975	4
Condition of neighborhood sidewalks	14%	5	48%	8	0.0723	5
Quality of sidewalks for people with mobility challenges	8%	10	36%	12	0.0535	6
Availability of safe pedestrian ways in neighborhoods	10%	6	53%	3	0.0486	7
Alternative means of transportation	8%	11	44%	9	0.0437	8
Accessibility of public transportation options	8%	9	49%	5	0.0425	9
Adequacy of City street lighting in neighborhoods	10%	7	67%	2	0.0330	10
Snow and ice response on major City streets	8%	8	69%	1	0.0257	11
On-street bicycle infrastructure	4%	12	40%	10	0.0244	12

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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2023 Importance-Satisfaction Rating

Oregon City, OR

Public Library Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Events for seniors	19%	2	45%	10	0.1060	1
Medium Priority (IS <.10)						
Outreach-programs and/or services in the community	16%	5	41%	11	0.0922	2
Events for children	16%	4	48%	9	0.0826	3
Events for teens	13%	7	41%	12	0.0796	4
Library as a hub of community information	15%	6	52%	6	0.0707	5
Events for adults	13%	8	51%	7	0.0641	6
Selection of digital resources available online	18%	3	68%	3	0.0574	7
Selection of physical resources available	20%	1	78%	1	0.0431	8
Ease of booking meeting rooms	4%	11	49%	8	0.0196	9
Selection of reference and research tools	5%	10	62%	4	0.0190	10
Access to computers & library Wi-Fi	6%	9	68%	2	0.0178	11
Reader's Advisory (help finding something to read)	2%	12	56%	5	0.0093	12

Note: The I-S Rating is calculated by multiplying the "Most Important" % by (1-'Satisfaction' %)

Most Important %:

The "Most Important" percentage represents the sum of the first and second most important responses for each item. Respondents were asked to identify the items they thought should be the City's top priorities.

Satisfaction %:

The "Satisfaction" percentage represents the sum of the ratings "5" and "4" excluding 'don't knows.' Respondents ranked their level of satisfaction with each of the items on a scale of 5 to 1 with "5" being Very Satisfied and "1" being Very Dissatisfied.

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4

Tabular Data

Q1. Perception of the City. Please rate each of the following major categories of services provided by the City of Oregon City using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q1-1. Overall quality of police services	24.9%	44.5%	17.1%	4.7%	0.3%	8.4%
Q1-2. Overall quality of the City's recreation programs	7.8%	33.0%	29.9%	10.0%	1.6%	17.8%
Q1-3. Overall quality of City parks/trails/open space	15.3%	47.0%	20.9%	9.0%	1.9%	5.9%
Q1-4. Overall maintenance of City streets	6.9%	32.4%	22.4%	25.9%	12.1%	0.3%
Q1-5. Overall quality of City water utilities	14.0%	55.5%	15.9%	10.3%	2.5%	1.9%
Q1-6. Overall quality of City sewer services	15.6%	54.8%	19.3%	5.9%	1.2%	3.1%
Q1-7. Overall quality of Municipal Court services	4.7%	20.9%	31.2%	2.8%	0.9%	39.6%
Q1-8. Overall enforcement of City codes & ordinances	6.5%	24.6%	31.5%	17.8%	4.7%	15.0%
Q1-9. Overall quality of customer service you receive from City employees	14.6%	35.8%	26.2%	4.0%	1.2%	18.1%
Q1-10. Overall effectiveness of City communication with the public	7.2%	32.7%	33.6%	14.0%	4.7%	7.8%
Q1-11. Overall effectiveness of City economic development efforts	3.1%	21.2%	29.6%	18.7%	10.3%	17.1%
Q1-12. Overall quality of City's public library services	34.6%	34.3%	15.0%	0.9%	0.0%	15.3%
Q1-13. Overall quality of permit process	2.5%	12.5%	30.2%	9.7%	5.0%	40.2%

WITHOUT "DON'T KNOW"

Q1. Perception of the City. Please rate each of the following major categories of services provided by the City of Oregon City using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q1-1. Overall quality of police services	27.2%	48.6%	18.7%	5.1%	0.3%
Q1-2. Overall quality of the City's recreation programs	9.5%	40.2%	36.4%	12.1%	1.9%
Q1-3. Overall quality of City parks/trails/open space	16.2%	50.0%	22.2%	9.6%	2.0%
Q1-4. Overall maintenance of City streets	6.9%	32.5%	22.5%	25.9%	12.2%
Q1-5. Overall quality of City water utilities	14.3%	56.5%	16.2%	10.5%	2.5%
Q1-6. Overall quality of City sewer services	16.1%	56.6%	19.9%	6.1%	1.3%
Q1-7. Overall quality of Municipal Court services	7.7%	34.5%	51.5%	4.6%	1.5%
Q1-8. Overall enforcement of City codes & ordinances	7.7%	28.9%	37.0%	20.9%	5.5%
Q1-9. Overall quality of customer service you receive from City employees	17.9%	43.7%	31.9%	4.9%	1.5%
Q1-10. Overall effectiveness of City communication with the public	7.8%	35.5%	36.5%	15.2%	5.1%
Q1-11. Overall effectiveness of City economic development efforts	3.8%	25.6%	35.7%	22.6%	12.4%
Q1-12. Overall quality of City's public library services	40.8%	40.4%	17.6%	1.1%	0.0%
Q1-13. Overall quality of permit process	4.2%	20.8%	50.5%	16.1%	8.3%

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q2. Top choice	Number	Percent
Overall quality of police services	58	18.1 %
Overall quality of the City's recreation programs	19	5.9 %
Overall quality of City parks/trails/open space	32	10.0 %
Overall maintenance of City streets	83	25.9 %
Overall quality of City water utilities	10	3.1 %
Overall quality of City sewer services	2	0.6 %
Overall quality of Municipal Court services	3	0.9 %
Overall enforcement of City codes & ordinances	26	8.1 %
Overall quality of customer service you receive from City employees	3	0.9 %
Overall effectiveness of City communication with the public	22	6.9 %
Overall effectiveness of City economic development efforts	30	9.3 %
Overall quality of permit process	8	2.5 %
None chosen	25	7.8 %
Total	321	100.0 %

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q2. 2nd choice	Number	Percent
Overall quality of police services	26	8.1 %
Overall quality of the City's recreation programs	25	7.8 %
Overall quality of City parks/trails/open space	35	10.9 %
Overall maintenance of City streets	65	20.2 %
Overall quality of City water utilities	13	4.0 %
Overall quality of City sewer services	10	3.1 %
Overall quality of Municipal Court services	7	2.2 %
Overall enforcement of City codes & ordinances	29	9.0 %
Overall quality of customer service you receive from City employees	6	1.9 %
Overall effectiveness of City communication with the public	26	8.1 %
Overall effectiveness of City economic development efforts	31	9.7 %
Overall quality of City's public library services	2	0.6 %
Overall quality of permit process	11	3.4 %
None chosen	35	10.9 %
Total	321	100.0 %

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q2. 3rd choice	Number	Percent
Overall quality of police services	23	7.2 %
Overall quality of the City's recreation programs	23	7.2 %
Overall quality of City parks/trails/open space	39	12.1 %
Overall maintenance of City streets	38	11.8 %
Overall quality of City water utilities	19	5.9 %
Overall quality of City sewer services	9	2.8 %
Overall enforcement of City codes & ordinances	24	7.5 %
Overall quality of customer service you receive from City employees	8	2.5 %
Overall effectiveness of City communication with the public	29	9.0 %
Overall effectiveness of City economic development efforts	44	13.7 %
Overall quality of City's public library services	3	0.9 %
Overall quality of permit process	17	5.3 %
None chosen	45	14.0 %
Total	321	100.0 %

SUM OF TOP 3 CHOICES

Q2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 3)

Q2. Sum of top 3 choices	Number	Percent
Overall quality of police services	107	33.3 %
Overall quality of the City's recreation programs	67	20.9 %
Overall quality of City parks/trails/open space	106	33.0 %
Overall maintenance of City streets	186	57.9 %
Overall quality of City water utilities	42	13.1 %
Overall quality of City sewer services	21	6.5 %
Overall quality of Municipal Court services	10	3.1 %
Overall enforcement of City codes & ordinances	79	24.6 %
Overall quality of customer service you receive from City employees	17	5.3 %
Overall effectiveness of City communication with the public	77	24.0 %
Overall effectiveness of City economic development efforts	105	32.7 %
Overall quality of City's public library services	5	1.6 %
Overall quality of permit process	36	11.2 %
None chosen	25	7.8 %
Total	883	

Q3. Please rate each of the following items that may influence your perception of the City of Oregon City using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q3-1. Overall quality of services provided by City of Oregon City	7.2%	53.0%	27.1%	5.6%	0.6%	6.5%
Q3-2. Overall value that you receive for your tax dollars & fees	2.5%	28.7%	33.6%	21.5%	8.7%	5.0%
Q3-3. Overall image of City	7.2%	44.5%	30.5%	14.6%	1.6%	1.6%
Q3-4. How well City is supporting growth & development	2.2%	22.4%	31.2%	26.8%	9.3%	8.1%
Q3-5. Overall feeling of safety in City	11.5%	45.5%	22.7%	14.6%	3.7%	1.9%
Q3-6. Availability of job opportunities	3.4%	17.8%	31.5%	9.0%	2.2%	36.1%
Q3-7. Availability of training or educational opportunities	3.4%	26.2%	31.5%	7.8%	2.2%	29.0%
Q3-8. Overall quality of new development	2.8%	17.4%	33.6%	24.3%	9.7%	12.1%
Q3-9. Overall development across City	2.5%	17.1%	37.1%	26.5%	7.8%	9.0%

WITHOUT "DON'T KNOW"

Q3. Please rate each of the following items that may influence your perception of the City of Oregon City using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q3-1. Overall quality of services provided by City of Oregon City	7.7%	56.7%	29.0%	6.0%	0.7%
Q3-2. Overall value that you receive for your tax dollars & fees	2.6%	30.2%	35.4%	22.6%	9.2%
Q3-3. Overall image of City	7.3%	45.3%	31.0%	14.9%	1.6%
Q3-4. How well City is supporting growth & development	2.4%	24.4%	33.9%	29.2%	10.2%
Q3-5. Overall feeling of safety in City	11.7%	46.3%	23.2%	14.9%	3.8%
Q3-6. Availability of job opportunities	5.4%	27.8%	49.3%	14.1%	3.4%
Q3-7. Availability of training or educational opportunities	4.8%	36.8%	44.3%	11.0%	3.1%
Q3-8. Overall quality of new development	3.2%	19.9%	38.3%	27.7%	11.0%
Q3-9. Overall development across City	2.7%	18.8%	40.8%	29.1%	8.6%

Q4. Parks and Recreation. Please rate your satisfaction with each of the following Parks and Recreation items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q4-1. Quality of facilities (e.g., picnic shelters, playgrounds in City parks)	14.0%	51.7%	18.7%	7.8%	1.2%	6.5%
Q4-2. Quality of outdoor athletic fields (e.g., baseball, soccer, football)	12.5%	32.7%	29.3%	7.8%	1.2%	16.5%
Q4-3. Appearance & maintenance of existing City parks	15.9%	47.7%	20.9%	10.0%	0.6%	5.0%
Q4-4. Proximity of parks to your home	27.7%	45.2%	14.3%	5.9%	2.5%	4.4%
Q4-5. Quantity of City trails	10.3%	31.8%	26.8%	12.1%	2.5%	16.5%
Q4-6. Access to City parks for persons with disabilities	7.5%	21.8%	27.7%	7.5%	1.2%	34.3%
Q4-7. Quality of Pioneer Community Center	10.9%	24.9%	25.2%	2.8%	0.9%	35.2%
Q4-8. Quality of End of the Oregon Trail	7.8%	25.5%	26.8%	11.2%	2.8%	25.9%
Q4-9. Quality of City's swimming pool	5.9%	25.2%	24.6%	9.3%	1.9%	33.0%
Q4-10. Quality of services for fees assessed with recreation programing (e.g., pool programs, admission, & camps)	5.3%	23.1%	29.3%	8.4%	2.8%	31.2%
Q4-11. Quality of recreational areas for dogs	4.0%	22.4%	23.4%	14.6%	4.4%	31.2%
Q4-12. Other	0.0%	0.0%	1.9%	3.7%	3.1%	91.3%

WITHOUT "DON'T KNOW"

Q4. Parks and Recreation. Please rate your satisfaction with each of the following Parks and Recreation items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q4-1. Quality of facilities (e.g., picnic shelters, playgrounds in City parks)	15.0%	55.3%	20.0%	8.3%	1.3%
Q4-2. Quality of outdoor athletic fields (e.g., baseball, soccer, football)	14.9%	39.2%	35.1%	9.3%	1.5%
Q4-3. Appearance & maintenance of existing City parks	16.7%	50.2%	22.0%	10.5%	0.7%
Q4-4. Proximity of parks to your home	29.0%	47.2%	15.0%	6.2%	2.6%
Q4-5. Quantity of City trails	12.3%	38.1%	32.1%	14.6%	3.0%
Q4-6. Access to City parks for persons with disabilities	11.4%	33.2%	42.2%	11.4%	1.9%
Q4-7. Quality of Pioneer Community Center	16.8%	38.5%	38.9%	4.3%	1.4%
Q4-8. Quality of End of the Oregon Trail	10.5%	34.5%	36.1%	15.1%	3.8%
Q4-9. Quality of City's swimming pool	8.8%	37.7%	36.7%	14.0%	2.8%
Q4-10. Quality of services for fees assessed with recreation programming (e.g., pool programs, admission, & camps)	7.7%	33.5%	42.5%	12.2%	4.1%
Q4-11. Quality of recreational areas for dogs	5.9%	32.6%	33.9%	21.3%	6.3%
Q4-12. Other	0.0%	0.0%	21.4%	42.9%	35.7%

Q4-12. Other

- Central point roads needs paving or friend blew out their tire on that road. The current admin is wasting tax payer money. We should not be spending money on quieting a railroad and tax payers should not be contributing to buildings downtown being turned into housing. There is no parking down there for this. People from all over frequent Main Street in Oregon city don't ruin it by creating parking.
- Disappointed with enforcement of city codes in parks, people smoke in the city parks, let their dogs off leash in on leash parks, dog poop in parks, homeless smoking, sleeping in our parks, drinking and using drugs by homeless and teens in city parks.
- Downtown parking, I'm hopeful that when Blue Heron is completed there will be parking.
- EXPAND PARK HOST PROGRAM
- FENCED DOG PLAY AREA NEEDED
- Homeless
- Homeless and Teens improperly using the parks and facilities
- Homeless folks are creating hazards, garbage, and menacing. Many of these individuals are aggressive to the point of menacing. I have had several incidents of individuals coming onto my property, and I have stopped shopping at Fred Meyer because of the harassment. I spoke to the FM management and they said they can't ban them from the store. I also used to regularly walk the trails at CCC but I just didn't feel safe. The college seems to have increased security so I think it's better. There needs to be a better plan and location for those displaced individuals. I have had multiple near misses while driving on Hwy 213 with individuals walking/weaving on the side of the road dressed all in black. I realize most these incidents are on property not owned by the city, but the camps are in the city. I also understand that there is no easy solution, but my frustration with feeling unsafe, and the theft, as well as the garbage are real.
- I am extremely disappointed with the approach taken by the city towards Sports craft Marina. The city has done everything in its power to hinder the continued operations of the Marina. Sports craft is the only publicly available covered recreational docks on the lower Willamette River. Should the facility be forced out of business, Oregon City would lose valuable river access. Parking at the boat launch is already notoriously tight. Parking and traffic would get significantly worse without the montage. The treatment of the facility operators by city personnel is unconscionable.
- I believe the issue with many of the outdoor recreation areas such as , Newell Creek Trails west of Hwy 213, are unsafe to use.
- Internet services, no fiber we are 2 centuries behind, it is horrible and the monopoly with Comcast is abusing...
- NEED MORE ATHLETIC FIELDS FOR SOFTBALL, BASEBALL, SOCCER AND PICKLEBALL-FIELDS THAT ALLOW FOR ATHLETIC PRACTICE
- OC needs more sports courts. We have two tennis courts that are accessible to the public. When the weather is nice, it is difficult to get court time. It would be great to have indoor courts at a reasonable price. Also, OC is behind Gladstone, Clackamas, West Linn in not having pickleball courts. Phase 2 at Tyrone was supposed to include them and wasn't completed.
- Quality of transportation and road congestion. City's vision of growth on the overall quality of life of those who already live in Oregon City. Growth versus quality of life. Growth won and to who's benefits? Are any studies performed on the impact on the community's quality of life?
- Some parks are obviously well kept, others look just terrible.
- Staffing for Parks maintenance
- Taxes too high. Homeless causing a lot of crime
- The city needs to focus my tax dollars on infrastructure improvements like fix the roads instead of the parks.

Q4-12. Other

- The first sentence in the city commissions goals stating. The Commission has adopted the following goals for the City which are to: Promote diversity, equity, and inclusion for a safe, inclusive community, and organization. Because that is a left wing agenda used to create divisiveness and promote racism.
- The homeless and graffiti are here. We left Portland because of it. It's creeping in. The theft, fires, mentally unstable, garbage, it needs to be a top priority! Along 213, beside our lovely trails and along the water are becoming unsafe!
- The signs with our park names could be re-done to where it looks updated, inviting and fresh. Lake Oswego Parks and Rec did that and it looks great.
- Tolling is my number one issue it has to stop being forced down the community's throats with no voting. That is not how this works the people/communities need to decide. It needs to stop until the people have spoken.
- Tolls coming. City isn't doing enough to help us fight this. We can't afford it and our roads are already over used now it will be far worse.
- Trimet Transit Center needs to be policed and cleaned up. Not safe for public transportation riders. Lots of drugs, crimes, and garbage.

Q5. Which TWO of the Parks and Recreation items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q5. Top choice	Number	Percent
Quality of facilities (e.g., picnic shelters, playgrounds in City parks)	48	15.0 %
Quality of outdoor athletic fields (e.g., baseball, soccer, football)	21	6.5 %
Appearance & maintenance of existing City parks	49	15.3 %
Proximity of parks to your home	12	3.7 %
Quantity of City trails	28	8.7 %
Access to City parks for persons with disabilities	21	6.5 %
Quality of Pioneer Community Center	10	3.1 %
Quality of End of the Oregon Trail	17	5.3 %
Quality of City's swimming pool	27	8.4 %
Quality of services for fees assessed with recreation programming (e.g., pool programs, admission, & camps)	16	5.0 %
Quality of recreational areas for dogs	26	8.1 %
Other	11	3.4 %
None chosen	35	10.9 %
Total	321	100.0 %

Q5. Which TWO of the Parks and Recreation items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q5. 2nd choice	Number	Percent
Quality of facilities (e.g., picnic shelters, playgrounds in City parks)	35	10.9 %
Quality of outdoor athletic fields (e.g., baseball, soccer, football)	22	6.9 %
Appearance & maintenance of existing City parks	44	13.7 %
Proximity of parks to your home	10	3.1 %
Quantity of City trails	37	11.5 %
Access to City parks for persons with disabilities	14	4.4 %
Quality of Pioneer Community Center	11	3.4 %
Quality of End of the Oregon Trail	16	5.0 %
Quality of City's swimming pool	21	6.5 %
Quality of services for fees assessed with recreation programming (e.g., pool programs, admission, & camps)	26	8.1 %
Quality of recreational areas for dogs	25	7.8 %
Other	7	2.2 %
None chosen	53	16.5 %
Total	321	100.0 %

SUM OF TOP 2 CHOICES**Q5. Which TWO of the Parks and Recreation items listed in Question 4 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 2)**

<u>Q5. Sum of top 2 choices</u>	<u>Number</u>	<u>Percent</u>
Quality of facilities (e.g., picnic shelters, playgrounds in City parks)	83	25.9 %
Quality of outdoor athletic fields (e.g., baseball, soccer, football)	43	13.4 %
Appearance & maintenance of existing City parks	93	29.0 %
Proximity of parks to your home	22	6.9 %
Quantity of City trails	65	20.2 %
Access to City parks for persons with disabilities	35	10.9 %
Quality of Pioneer Community Center	21	6.5 %
Quality of End of the Oregon Trail	33	10.3 %
Quality of City's swimming pool	48	15.0 %
Quality of services for fees assessed with recreation programing (e.g., pool programs, admission, & camps)	42	13.1 %
Quality of recreational areas for dogs	51	15.9 %
Other	18	5.6 %
<u>None chosen</u>	<u>35</u>	<u>10.9 %</u>
Total	589	

Q6. How willing would you be to pay additional taxes or fees to acquire, develop, and maintain the types of parks, recreation, and trail facilities that are most important to your household?

Q6. How willing would you be to pay additional taxes or fees to acquire, develop, & maintain parks, recreation, & trail facilities

	Number	Percent
Very willing	27	8.4 %
Willing	76	23.7 %
Neutral	68	21.2 %
Not willing	64	19.9 %
Not at all willing	71	22.1 %
Don't know	15	4.7 %
Total	321	100.0 %

WITHOUT "DON'T KNOW"

Q6. How willing would you be to pay additional taxes or fees to acquire, develop, and maintain the types of parks, recreation, and trail facilities that are most important to your household? (without "don't know")

Q6. How willing would you be to pay additional taxes or fees to acquire, develop, & maintain parks, recreation, & trail facilities

	Number	Percent
Very willing	27	8.8 %
Willing	76	24.8 %
Neutral	68	22.2 %
Not willing	64	20.9 %
Not at all willing	71	23.2 %
Total	306	100.0 %

Q7. How satisfied are you with...

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q7-1. City creating a diverse, inclusive, & fair community	10.0%	26.2%	37.1%	10.0%	5.0%	11.8%
Q7-2. City helps residents feel connected & integrated into the community	6.9%	24.0%	40.8%	11.8%	5.3%	11.2%

WITHOUT "DON'T KNOW"**Q7. How satisfied are you with... (without "don't know")**

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q7-1. City creating a diverse, inclusive, & fair community	11.3%	29.7%	42.0%	11.3%	5.7%
Q7-2. City helps residents feel connected & integrated into the community	7.7%	27.0%	46.0%	13.3%	6.0%

Q8. Public Safety. Please rate each of the public safety items listed below using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q8-1. Visibility of police in the community	20.2%	48.3%	18.4%	9.7%	1.9%	1.6%
Q8-2. City's overall efforts to prevent crime	12.1%	34.3%	24.0%	14.6%	5.0%	10.0%
Q8-3. Enforcement of local traffic laws	12.8%	37.1%	24.6%	14.0%	6.2%	5.3%
Q8-4. Parking enforcement services	7.5%	30.5%	34.6%	5.9%	5.0%	16.5%
Q8-5. How quickly police respond to emergencies	12.8%	27.4%	22.1%	5.3%	1.2%	31.2%
Q8-6. Response to drug control	4.0%	11.5%	22.4%	15.0%	10.3%	36.8%
Q8-7. Response to property crime	5.6%	15.9%	24.9%	12.8%	8.1%	32.7%
Q8-8. Level of community outreach	7.2%	24.0%	34.3%	8.7%	4.0%	21.8%
Q8-9. Response to issues with transients	4.4%	11.8%	19.0%	23.4%	17.4%	24.0%

WITHOUT "DON'T KNOW"

Q8. Public Safety. Please rate each of the public safety items listed below using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q8-1. Visibility of police in the community	20.6%	49.1%	18.7%	9.8%	1.9%
Q8-2. City's overall efforts to prevent crime	13.5%	38.1%	26.6%	16.3%	5.5%
Q8-3. Enforcement of local traffic laws	13.5%	39.1%	26.0%	14.8%	6.6%
Q8-4. Parking enforcement services	9.0%	36.6%	41.4%	7.1%	6.0%
Q8-5. How quickly police respond to emergencies	18.6%	39.8%	32.1%	7.7%	1.8%
Q8-6. Response to drug control	6.4%	18.2%	35.5%	23.6%	16.3%
Q8-7. Response to property crime	8.3%	23.6%	37.0%	19.0%	12.0%
Q8-8. Level of community outreach	9.2%	30.7%	43.8%	11.2%	5.2%
Q8-9. Response to issues with transients	5.7%	15.6%	25.0%	30.7%	23.0%

Q9. Which TWO of the public safety items listed in Question 8 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q9. Top choice	Number	Percent
Visibility of police in the community	36	11.2 %
City's overall efforts to prevent crime	43	13.4 %
Enforcement of local traffic laws	16	5.0 %
Parking enforcement services	3	0.9 %
How quickly police respond to emergencies	18	5.6 %
Response to drug control	21	6.5 %
Response to property crime	17	5.3 %
Level of community outreach	18	5.6 %
Response to issues with transients	127	39.6 %
None chosen	22	6.9 %
Total	321	100.0 %

Q9. Which TWO of the public safety items listed in Question 8 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q9. 2nd choice	Number	Percent
Visibility of police in the community	20	6.2 %
City's overall efforts to prevent crime	49	15.3 %
Enforcement of local traffic laws	17	5.3 %
Parking enforcement services	5	1.6 %
How quickly police respond to emergencies	24	7.5 %
Response to drug control	45	14.0 %
Response to property crime	45	14.0 %
Level of community outreach	22	6.9 %
Response to issues with transients	60	18.7 %
None chosen	34	10.6 %
Total	321	100.0 %

SUM OF TOP 2 CHOICES

Q9. Which TWO of the public safety items listed in Question 8 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 2)

Q9. Sum of top 2 choices	Number	Percent
Visibility of police in the community	56	17.4 %
City's overall efforts to prevent crime	92	28.7 %
Enforcement of local traffic laws	33	10.3 %
Parking enforcement services	8	2.5 %
How quickly police respond to emergencies	42	13.1 %
Response to drug control	66	20.6 %
Response to property crime	62	19.3 %
Level of community outreach	40	12.5 %
Response to issues with transients	187	58.3 %
None chosen	22	6.9 %
Total	608	

Q10. Communication. Where do you currently get news and information about City programs, services, and events?

Q10. Where do you currently get news & information about City programs, services, & events	Number	Percent
"Trail News" quarterly publication	218	67.9 %
City website	99	30.8 %
Newspaper	87	27.1 %
Friends	108	33.6 %
Radio	19	5.9 %
Social media (Facebook, Twitter, Instagram, LinkedIn)	189	58.9 %
Public meetings	43	13.4 %
City's mobile app ("OC Request")	9	2.8 %
YouTube	10	3.1 %
Citizen Involvement Committee	11	3.4 %
TV local news	116	36.1 %
Nextdoor	111	34.6 %
Neighborhood association	55	17.1 %
Utility bill	72	22.4 %
Flyers	53	16.5 %
eTrail News Monthly eNewsletter	56	17.4 %
Other	11	3.4 %
Total	1267	

Q10-17. Other

- Community Organizations
- email
- Friends/neighbors
- Library emails
- neighbor
- Newsletters
- Newsletters from other organizations such as the Chamber of Commerce, Three Rivers Artist Guild and Friends of the Library newsletters and weekly Eblasts.
- OC CHIT CHAT
- OC CITY NEWS
- OPTIMIST CLUB INVOLVEMENT

Q10a. From which TWO sources listed in Question 10 would you MOST PREFER to get information from the City?

Q10a. Top choice	Number	Percent
"Trail News" quarterly publication	90	28.0 %
City website	34	10.6 %
Newspaper	10	3.1 %
Friends	5	1.6 %
Radio	2	0.6 %
Social media (Facebook, Twitter, Instagram, LinkedIn)	68	21.2 %
Public meetings	5	1.6 %
City's mobile app ("OC Request")	4	1.2 %
YouTube	2	0.6 %
Citizen Involvement Committee	1	0.3 %
TV local news	20	6.2 %
Nextdoor	11	3.4 %
Neighborhood association	2	0.6 %
Utility bill	10	3.1 %
Flyers	10	3.1 %
eTrail News Monthly eNewsletter	12	3.7 %
Other	2	0.6 %
None chosen	33	10.3 %
Total	321	100.0 %

Q10a. From which TWO sources listed in Question 10 would you MOST PREFER to get information from the City?

Q10a. 2nd choice	Number	Percent
"Trail News" quarterly publication	41	12.8 %
City website	37	11.5 %
Newspaper	14	4.4 %
Friends	9	2.8 %
Radio	3	0.9 %
Social media (Facebook, Twitter, Instagram, LinkedIn)	46	14.3 %
Public meetings	6	1.9 %
City's mobile app ("OC Request")	12	3.7 %
YouTube	2	0.6 %
Citizen Involvement Committee	4	1.2 %
TV local news	22	6.9 %
Nextdoor	11	3.4 %
Neighborhood association	11	3.4 %
Utility bill	16	5.0 %
Flyers	8	2.5 %
eTrail News Monthly eNewsletter	30	9.3 %
None chosen	49	15.3 %
Total	321	100.0 %

SUM OF TOP 2 CHOICES**Q10a. From which TWO sources listed in Question 10 would you MOST PREFER to get information from the City? (top 2)**

Q10a. Sum of top 2 choices	Number	Percent
"Trail News" quarterly publication	131	40.8 %
City website	71	22.1 %
Newspaper	24	7.5 %
Friends	14	4.4 %
Radio	5	1.6 %
Social media (Facebook, Twitter, Instagram, LinkedIn)	114	35.5 %
Public meetings	11	3.4 %
City's mobile app ("OC Request")	16	5.0 %
YouTube	4	1.2 %
Citizen Involvement Committee	5	1.6 %
TV local news	42	13.1 %
Nextdoor	22	6.9 %
Neighborhood association	13	4.0 %
Utility bill	26	8.1 %
Flyers	18	5.6 %
eTrail News Monthly eNewsletter	42	13.1 %
Other	2	0.6 %
None chosen	33	10.3 %
Total	593	

Q10b. How frequently would you like to receive information from the City?

Q10b. Top choice	Number	Percent
Daily	18	5.6 %
Weekly	111	34.6 %
Monthly	149	46.4 %
Quarterly	19	5.9 %
Don't know	24	7.5 %
Total	321	100.0 %

Q10b. How frequently would you like to receive information from the City?

Q10b. 2nd choice	Number	Percent
Daily	20	6.2 %
Weekly	59	18.4 %
Monthly	99	30.8 %
Quarterly	90	28.0 %
Don't know	53	16.5 %
Total	321	100.0 %

SUM OF TOP 2 CHOICES**Q10b. How frequently would you like to receive information from the City? (top 2)**

Q10b. Sum of top 2 choices	Number	Percent
Daily	38	11.8 %
Weekly	170	53.0 %
Monthly	248	77.3 %
Quarterly	109	34.0 %
Don't know	24	7.5 %
Total	589	

Q11. Which of the following types of information would you like to receive from the City of Oregon City?

Q11. Which following types of information would you like to receive from City of Oregon City

	Number	Percent
City Commission's goals meeting wrap up	136	42.4 %
Public safety (police)	232	72.3 %
Public works (infrastructure & transportation updates)	212	66.0 %
Special events	232	72.3 %
Community-based stories (what is going on locally)	183	57.0 %
Economic development	174	54.2 %
Library services & programs	145	45.2 %
Parks & Recreation programs & services	189	58.9 %
Other	9	2.8 %
Total	1512	

Q11-9. Other

- How the city is dealing with the drug and homeless problem. What improvements is the city making. Is code enforcement doing their job. Is it legal to have people living in their trailers on your property? Control taxes for seniors.
- Internet and tech development
- Land use plans and how a neighborhood can be a part of the process very early on before it's too late. In general, when the blue signs go up for a proposed use of land it's rally too late and the proposal goes through in spite of the neighborhood opinions
- LOCAL IMPACTS OF WEATHER-LIKE ICE STORMS AND FIRES EMERGENCY RESPONSES
- new restaurants
- Other activities, volunteer opportunities, community education
- Places to volunteer
- Response to Proud Boys and Patriot Front gatherings at Albertsons corner on Fridays.
- toll project

Q12. Please rate each of the communication items listed below using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q12-1. Availability of information about City programs & services	3.4%	35.2%	37.4%	15.3%	3.1%	5.6%
Q12-2. Overall quality of City's website	3.4%	21.2%	35.2%	11.5%	3.1%	25.5%
Q12-3. Level of public involvement in decision making	1.9%	11.8%	31.5%	23.1%	10.0%	21.8%
Q12-4. Timeliness of information provided by City	2.2%	17.8%	40.5%	16.8%	4.7%	18.1%
Q12-5. Quality of content on social media (Facebook, Twitter, Instagram)	2.2%	21.8%	35.5%	14.0%	1.2%	25.2%
Q12-6. Access to bilingual material	1.6%	4.4%	28.0%	2.5%	0.3%	63.2%

WITHOUT "DON'T KNOW"

Q12. Please rate each of the communication items listed below using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q12-1. Availability of information about City programs & services	3.6%	37.3%	39.6%	16.2%	3.3%
Q12-2. Overall quality of City's website	4.6%	28.5%	47.3%	15.5%	4.2%
Q12-3. Level of public involvement in decision making	2.4%	15.1%	40.2%	29.5%	12.7%
Q12-4. Timeliness of information provided by City	2.7%	21.7%	49.4%	20.5%	5.7%
Q12-5. Quality of content on social media (Facebook, Twitter, Instagram)	2.9%	29.2%	47.5%	18.8%	1.7%
Q12-6. Access to bilingual material	4.2%	11.9%	76.3%	6.8%	0.8%

Q13. Code Enforcement. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following code enforcement items.

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q13-1. Enforcing cleanup of litter & debris on private property	4.0%	19.6%	30.5%	18.7%	9.0%	18.1%
Q13-2. Enforcing mowing/trimming of grass & weeds on private property	4.4%	18.4%	32.7%	15.6%	5.3%	23.7%
Q13-3. Enforcing codes designed to protect public safety & health	4.0%	27.4%	27.4%	14.3%	5.3%	21.5%
Q13-4. Enforcing sign regulation	3.4%	20.6%	31.5%	10.3%	5.0%	29.3%

WITHOUT "DON'T KNOW"

Q13. Code Enforcement. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following code enforcement items. (without "don't know")

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q13-1. Enforcing cleanup of litter & debris on private property	4.9%	24.0%	37.3%	22.8%	11.0%
Q13-2. Enforcing mowing/trimming of grass & weeds on private property	5.7%	24.1%	42.9%	20.4%	6.9%
Q13-3. Enforcing codes designed to protect public safety & health	5.2%	34.9%	34.9%	18.3%	6.7%
Q13-4. Enforcing sign regulation	4.8%	29.1%	44.5%	14.5%	7.0%

Q14. Which TWO of the code enforcement items listed in Question 13 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q14. Top choice	Number	Percent
Enforcing cleanup of litter & debris on private property	126	39.3 %
Enforcing mowing/trimming of grass & weeds on private property	19	5.9 %
Enforcing codes designed to protect public safety & health	125	38.9 %
Enforcing sign regulation	12	3.7 %
None chosen	39	12.1 %
Total	321	100.0 %

Q14. Which TWO of the code enforcement items listed in Question 13 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q14. 2nd choice	Number	Percent
Enforcing cleanup of litter & debris on private property	87	27.1 %
Enforcing mowing/trimming of grass & weeds on private property	55	17.1 %
Enforcing codes designed to protect public safety & health	72	22.4 %
Enforcing sign regulation	43	13.4 %
None chosen	64	19.9 %
Total	321	100.0 %

SUM OF TOP 2 CHOICES

Q14. Which TWO of the code enforcement items listed in Question 13 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 2)

Q14. Sum of top 2 choices	Number	Percent
Enforcing cleanup of litter & debris on private property	213	66.4 %
Enforcing mowing/trimming of grass & weeds on private property	74	23.1 %
Enforcing codes designed to protect public safety & health	197	61.4 %
Enforcing sign regulation	55	17.1 %
None chosen	39	12.1 %
Total	578	

Q15. Transportation and Infrastructure. Please rate each of the following street maintenance/service items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q15-1. Maintenance of major City streets	6.9%	39.9%	18.7%	20.2%	12.5%	1.9%
Q15-2. Maintenance of streets in your neighborhood	6.2%	42.7%	15.0%	20.9%	13.1%	2.2%
Q15-3. Snow & ice response on major City streets	16.8%	49.8%	20.2%	6.5%	2.5%	4.0%
Q15-4. Adequacy of City street lighting in your neighborhood	12.8%	53.0%	15.0%	13.7%	3.7%	1.9%
Q15-5. Condition of sidewalks in your neighborhood	9.7%	33.6%	24.9%	14.6%	8.1%	9.0%
Q15-6. On-street bicycle infrastructure (bike lanes/signs/arrows)	6.2%	28.7%	35.8%	13.1%	2.5%	13.7%
Q15-7. Accessibility of public transportation options	9.0%	33.0%	27.1%	11.8%	4.0%	15.0%
Q15-8. Availability of safe pedestrian ways on major streets & routes	6.9%	38.3%	23.1%	18.4%	6.2%	7.2%
Q15-9. Availability of safe pedestrian ways in your neighborhood	10.0%	40.2%	19.3%	17.4%	8.1%	5.0%
Q15-10. Quality of sidewalks for people with mobility challenges	4.7%	24.6%	24.3%	18.1%	9.0%	19.3%
Q15-11. Traffic calming measures in your neighborhood, for example, traffic circles, speed humps, or radar speed signs	5.3%	28.7%	28.7%	19.3%	11.5%	6.5%
Q15-12. Alternative means of transportation such as transit, bicycling, walking	5.3%	33.0%	29.3%	15.9%	3.7%	12.8%

WITHOUT "DON'T KNOW"

Q15. Transportation and Infrastructure. Please rate each of the following street maintenance/service items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." (without "don't know")

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q15-1. Maintenance of major City streets	7.0%	40.6%	19.0%	20.6%	12.7%
Q15-2. Maintenance of streets in your neighborhood	6.4%	43.6%	15.3%	21.3%	13.4%
Q15-3. Snow & ice response on major City streets	17.5%	51.9%	21.1%	6.8%	2.6%
Q15-4. Adequacy of City street lighting in your neighborhood	13.0%	54.0%	15.2%	14.0%	3.8%
Q15-5. Condition of sidewalks in your neighborhood	10.6%	37.0%	27.4%	16.1%	8.9%
Q15-6. On-street bicycle infrastructure (bike lanes/signs/arrows)	7.2%	33.2%	41.5%	15.2%	2.9%
Q15-7. Accessibility of public transportation options	10.6%	38.8%	31.9%	13.9%	4.8%
Q15-8. Availability of safe pedestrian ways on major streets & routes	7.4%	41.3%	24.8%	19.8%	6.7%
Q15-9. Availability of safe pedestrian ways in your neighborhood	10.5%	42.3%	20.3%	18.4%	8.5%
Q15-10. Quality of sidewalks for people with mobility challenges	5.8%	30.5%	30.1%	22.4%	11.2%
Q15-11. Traffic calming measures in your neighborhood, for example, traffic circles, speed humps, or radar speed signs	5.7%	30.7%	30.7%	20.7%	12.3%
Q15-12. Alternative means of transportation such as transit, bicycling, walking	6.1%	37.9%	33.6%	18.2%	4.3%

Q16. Which TWO of the transportation and infrastructure items listed in Question 15 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q16. Top choice	Number	Percent
Maintenance of major City streets	106	33.0 %
Maintenance of streets in your neighborhood	42	13.1 %
Snow & ice response on major City streets	14	4.4 %
Adequacy of City street lighting in your neighborhood	16	5.0 %
Condition of sidewalks in your neighborhood	22	6.9 %
On-street bicycle infrastructure (bike lanes/signs/arrows)	7	2.2 %
Accessibility of public transportation options	12	3.7 %
Availability of safe pedestrian ways on major streets & routes	29	9.0 %
Availability of safe pedestrian ways in your neighborhood	8	2.5 %
Quality of sidewalks for people with mobility challenges	9	2.8 %
Traffic calming measures in your neighborhood, for example, traffic circles, speed humps, or radar speed signs	30	9.3 %
Alternative means of transportation such as transit, bicycling, walking	10	3.1 %
None chosen	16	5.0 %
Total	321	100.0 %

Q16. Which TWO of the transportation and infrastructure items listed in Question 15 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q16. 2nd choice	Number	Percent
Maintenance of major City streets	37	11.5 %
Maintenance of streets in your neighborhood	63	19.6 %
Snow & ice response on major City streets	13	4.0 %
Adequacy of City street lighting in your neighborhood	16	5.0 %
Condition of sidewalks in your neighborhood	22	6.9 %
On-street bicycle infrastructure (bike lanes/signs/arrows)	6	1.9 %
Accessibility of public transportation options	15	4.7 %
Availability of safe pedestrian ways on major streets & routes	32	10.0 %
Availability of safe pedestrian ways in your neighborhood	25	7.8 %
Quality of sidewalks for people with mobility challenges	18	5.6 %
Traffic calming measures in your neighborhood, for example, traffic circles, speed humps, or radar speed signs	29	9.0 %
Alternative means of transportation such as transit, bicycling, walking	15	4.7 %
None chosen	30	9.3 %
Total	321	100.0 %

SUM OF TOP 2 CHOICES

Q16. Which TWO of the transportation and infrastructure items listed in Question 15 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 2)

Q16. Sum of top 2 choices	Number	Percent
Maintenance of major City streets	143	44.5 %
Maintenance of streets in your neighborhood	105	32.7 %
Snow & ice response on major City streets	27	8.4 %
Adequacy of City street lighting in your neighborhood	32	10.0 %
Condition of sidewalks in your neighborhood	44	13.7 %
On-street bicycle infrastructure (bike lanes/signs/arrows)	13	4.0 %
Accessibility of public transportation options	27	8.4 %
Availability of safe pedestrian ways on major streets & routes	61	19.0 %
Availability of safe pedestrian ways in your neighborhood	33	10.3 %
Quality of sidewalks for people with mobility challenges	27	8.4 %
Traffic calming measures in your neighborhood, for example, traffic circles, speed humps, or radar speed signs	59	18.4 %
Alternative means of transportation such as transit, bicycling, walking	25	7.8 %
None chosen	16	5.0 %
Total	612	

Q17. Public Library Services. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following Public Library services.

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q17-1. Selection of physical resources available (books, CD's, and DVD's)	21.5%	32.7%	13.1%	2.2%	0.0%	30.5%
Q17-2. Selection of digital resources available online (e.g., eBooks, downloadable audio, streaming films)	19.6%	24.6%	18.4%	1.6%	0.6%	35.2%
Q17-3. Events for seniors	6.5%	15.0%	22.7%	3.1%	0.3%	52.3%
Q17-4. Events for adults (e.g., informational, literary, participatory, entertainment)	7.2%	22.1%	25.2%	2.2%	0.6%	42.7%
Q17-5. Events for teens (e.g., Teen Advisory Council, crafts, summer reading)	6.2%	13.1%	23.4%	4.0%	0.9%	52.3%
Q17-6. Events for children (e.g., early literacy development, story times, summer reading program)	8.7%	16.5%	24.9%	2.5%	0.3%	47.0%
Q17-7. Reader's Advisory (help finding something to read)	10.3%	17.8%	21.2%	0.9%	0.0%	49.8%
Q17-8. Selection of reference & research tools	11.8%	22.7%	20.2%	0.9%	0.0%	44.2%
Q17-9. Access to computers & library Wi-Fi	14.0%	28.3%	18.4%	0.9%	0.3%	38.0%
Q17-10. Ease of booking meeting rooms	9.0%	10.3%	19.0%	0.9%	0.6%	60.1%
Q17-11. Library as hub of community information	9.3%	21.2%	25.2%	3.1%	0.3%	40.8%
Q17-12. Outreach-programs and/or services in the community outside of the library	6.2%	11.8%	23.1%	2.2%	0.9%	55.8%

WITHOUT "DON'T KNOW"

Q17. Public Library Services. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following Public Library services. (without "don't know")

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q17-1. Selection of physical resources available (books, CD's, and DVD's)	30.9%	47.1%	18.8%	3.1%	0.0%
Q17-2. Selection of digital resources available online (e.g., eBooks, downloadable audio, streaming films)	30.3%	38.0%	28.4%	2.4%	1.0%
Q17-3. Events for seniors	13.7%	31.4%	47.7%	6.5%	0.7%
Q17-4. Events for adults (e.g., informational, literary, participatory, entertainment)	12.5%	38.6%	44.0%	3.8%	1.1%
Q17-5. Events for teens (e.g., Teen Advisory Council, crafts, summer reading)	13.1%	27.5%	49.0%	8.5%	2.0%
Q17-6. Events for children (e.g., early literacy development, story times, summer reading program)	16.5%	31.2%	47.1%	4.7%	0.6%
Q17-7. Reader's Advisory (help finding something to read)	20.5%	35.4%	42.2%	1.9%	0.0%
Q17-8. Selection of reference & research tools	21.2%	40.8%	36.3%	1.7%	0.0%
Q17-9. Access to computers & library Wi-Fi	22.6%	45.7%	29.6%	1.5%	0.5%
Q17-10. Ease of booking meeting rooms	22.7%	25.8%	47.7%	2.3%	1.6%
Q17-11. Library as hub of community information	15.8%	35.8%	42.6%	5.3%	0.5%
Q17-12. Outreach-programs and/or services in the community outside of the library	14.1%	26.8%	52.1%	4.9%	2.1%

Q18. Which TWO of the public library items listed in Question 17 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q18. Top choice	Number	Percent
Selection of physical resources available (books, CD's, and DVD's)	44	13.7 %
Selection of digital resources available online (e.g., eBooks, downloadable audio, streaming films)	31	9.7 %
Events for seniors	35	10.9 %
Events for adults (e.g., informational, literary, participatory, entertainment)	16	5.0 %
Events for teens (e.g., Teen Advisory Council, crafts, summer reading)	17	5.3 %
Events for children (e.g., early literacy development, story times, summer reading program)	30	9.3 %
Reader's Advisory (help finding something to read)	3	0.9 %
Selection of reference & research tools	5	1.6 %
Access to computers & library Wi-Fi	6	1.9 %
Ease of booking meeting rooms	7	2.2 %
Library as hub of community information	19	5.9 %
Outreach-programs and/or services in the community outside of the library	25	7.8 %
None chosen	83	25.9 %
Total	321	100.0 %

Q18. Which TWO of the public library items listed in Question 17 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years?

Q18. 2nd choice	Number	Percent
Selection of physical resources available (books, CD's, and DVD's)	19	5.9 %
Selection of digital resources available online (e.g., eBooks, downloadable audio, streaming films)	27	8.4 %
Events for seniors	27	8.4 %
Events for adults (e.g., informational, literary, participatory, entertainment)	26	8.1 %
Events for teens (e.g., Teen Advisory Council, crafts, summer reading)	26	8.1 %
Events for children (e.g., early literacy development, story times, summer reading program)	21	6.5 %
Reader's Advisory (help finding something to read)	4	1.2 %
Selection of reference & research tools	11	3.4 %
Access to computers & library Wi-Fi	12	3.7 %
Ease of booking meeting rooms	5	1.6 %
Library as hub of community information	28	8.7 %
Outreach-programs and/or services in the community outside of the library	25	7.8 %
None chosen	90	28.0 %
Total	321	100.0 %

SUM OF TOP 2 CHOICES**Q18. Which TWO of the public library items listed in Question 17 do you think should receive the MOST EMPHASIS from City leaders over the next TWO years? (top 2)**

<u>Q18. Sum of top 2 choices</u>	<u>Number</u>	<u>Percent</u>
Selection of physical resources available (books, CD's, and DVD's)	63	19.6 %
Selection of digital resources available online (e.g., eBooks, downloadable audio, streaming films)	58	18.1 %
Events for seniors	62	19.3 %
Events for adults (e.g., informational, literary, participatory, entertainment)	42	13.1 %
Events for teens (e.g., Teen Advisory Council, crafts, summer reading)	43	13.4 %
Events for children (e.g., early literacy development, story times, summer reading program)	51	15.9 %
Reader's Advisory (help finding something to read)	7	2.2 %
Selection of reference & research tools	16	5.0 %
Access to computers & library Wi-Fi	18	5.6 %
Ease of booking meeting rooms	12	3.7 %
Library as hub of community information	47	14.6 %
Outreach-programs and/or services in the community outside of the library	50	15.6 %
None chosen	83	25.9 %
Total	552	

Q19. How do you get information about the library?

<u>Q19. How do you get information about the library</u>	<u>Number</u>	<u>Percent</u>
eNewsletter	60	18.7 %
Library staff	55	17.1 %
Word of mouth	85	26.5 %
City's website	66	20.6 %
Blogs	3	0.9 %
Flyers	15	4.7 %
Newspaper	36	11.2 %
Library's social media	56	17.4 %
Other social media	24	7.5 %
Trail News	117	36.4 %
Other	8	2.5 %
Total	525	

Q19-11. Other

<u>Q19-11. Other</u>	<u>Number</u>	<u>Percent</u>
Library website	3	37.5 %
In person visits	2	25.0 %
Online calendar on library website	1	12.5 %
City Citizens	1	12.5 %
Visit library	1	12.5 %
Total	8	100.0 %

Q20. Capital Investments. Funding for capital investments is limited. For some projects, such as Molalla Avenue Streetscape Project, the City looks for substantial federal, state, and regional grant funds to pay for the majority of the costs. But for other projects, such as park improvements or sidewalk maintenance, we have to use local tax dollars. In looking at how we should spend your local tax dollars on capital projects over the next decade, please indicate which FIVE of the projects listed below should be the TOP PRIORITIES.

Q20. Top choice	Number	Percent
Recreation facilities such as Pioneer Community Center, End of the Oregon Trail Interpretive Center, & City pool	40	12.5 %
Park improvements & maintenance	19	5.9 %
Road maintenance/pavement preservation (such as overlay projects)	112	34.9 %
Sidewalks	23	7.2 %
Bike lanes/bike paths	4	1.2 %
Willamette Falls Legacy Project	39	12.1 %
Tourism	4	1.2 %
Natural habitat restoration	25	7.8 %
Economic development	5	1.6 %
Water infrastructure	16	5.0 %
Pedestrian crossings	3	0.9 %
Traffic congestion relief	26	8.1 %
None chosen	5	1.6 %
Total	321	100.0 %

Q20. Capital Investments. Funding for capital investments is limited. For some projects, such as Molalla Avenue Streetscape Project, the City looks for substantial federal, state, and regional grant funds to pay for the majority of the costs. But for other projects, such as park improvements or sidewalk maintenance, we have to use local tax dollars. In looking at how we should spend your local tax dollars on capital projects over the next decade, please indicate which FIVE of the projects listed below should be the TOP PRIORITIES.

Q20. 2nd choice	Number	Percent
Recreation facilities such as Pioneer Community Center, End of the Oregon Trail Interpretive Center, & City pool	19	5.9 %
Park improvements & maintenance	40	12.5 %
Road maintenance/pavement preservation (such as overlay projects)	40	12.5 %
Sidewalks	34	10.6 %
Bike lanes/bike paths	5	1.6 %
Willamette Falls Legacy Project	29	9.0 %
Tourism	14	4.4 %
Natural habitat restoration	30	9.3 %
Economic development	20	6.2 %
Water infrastructure	29	9.0 %
Pedestrian crossings	10	3.1 %
Traffic congestion relief	39	12.1 %
None chosen	12	3.7 %
Total	321	100.0 %

Q20. Capital Investments. Funding for capital investments is limited. For some projects, such as Molalla Avenue Streetscape Project, the City looks for substantial federal, state, and regional grant funds to pay for the majority of the costs. But for other projects, such as park improvements or sidewalk maintenance, we have to use local tax dollars. In looking at how we should spend your local tax dollars on capital projects over the next decade, please indicate which FIVE of the projects listed below should be the TOP PRIORITIES.

Q20. 3rd choice	Number	Percent
Recreation facilities such as Pioneer Community Center, End of the Oregon Trail Interpretive Center, & City pool	30	9.3 %
Park improvements & maintenance	23	7.2 %
Road maintenance/pavement preservation (such as overlay projects)	32	10.0 %
Sidewalks	27	8.4 %
Bike lanes/bike paths	4	1.2 %
Willamette Falls Legacy Project	28	8.7 %
Tourism	11	3.4 %
Natural habitat restoration	26	8.1 %
Economic development	30	9.3 %
Water infrastructure	28	8.7 %
Pedestrian crossings	17	5.3 %
Traffic congestion relief	36	11.2 %
None chosen	29	9.0 %
Total	321	100.0 %

Q20. Capital Investments. Funding for capital investments is limited. For some projects, such as Molalla Avenue Streetscape Project, the City looks for substantial federal, state, and regional grant funds to pay for the majority of the costs. But for other projects, such as park improvements or sidewalk maintenance, we have to use local tax dollars. In looking at how we should spend your local tax dollars on capital projects over the next decade, please indicate which FIVE of the projects listed below should be the TOP PRIORITIES.

Q20. 4th choice	Number	Percent
Recreation facilities such as Pioneer Community Center, End of the Oregon Trail Interpretive Center, & City pool	26	8.1 %
Park improvements & maintenance	29	9.0 %
Road maintenance/pavement preservation (such as overlay projects)	25	7.8 %
Sidewalks	31	9.7 %
Bike lanes/bike paths	10	3.1 %
Willamette Falls Legacy Project	19	5.9 %
Tourism	15	4.7 %
Natural habitat restoration	20	6.2 %
Economic development	31	9.7 %
Water infrastructure	15	4.7 %
Pedestrian crossings	17	5.3 %
Traffic congestion relief	30	9.3 %
None chosen	53	16.5 %
Total	321	100.0 %

Q20. Capital Investments. Funding for capital investments is limited. For some projects, such as Molalla Avenue Streetscape Project, the City looks for substantial federal, state, and regional grant funds to pay for the majority of the costs. But for other projects, such as park improvements or sidewalk maintenance, we have to use local tax dollars. In looking at how we should spend your local tax dollars on capital projects over the next decade, please indicate which FIVE of the projects listed below should be the TOP PRIORITIES.

Q20. 5th choice	Number	Percent
Recreation facilities such as Pioneer Community Center, End of the Oregon Trail Interpretive Center, & City pool	30	9.3 %
Park improvements & maintenance	24	7.5 %
Road maintenance/pavement preservation (such as overlay projects)	18	5.6 %
Sidewalks	13	4.0 %
Bike lanes/bike paths	13	4.0 %
Willamette Falls Legacy Project	20	6.2 %
Tourism	13	4.0 %
Natural habitat restoration	24	7.5 %
Economic development	26	8.1 %
Water infrastructure	18	5.6 %
Pedestrian crossings	16	5.0 %
Traffic congestion relief	29	9.0 %
None chosen	77	24.0 %
Total	321	100.0 %

SUM OF TOP 5 CHOICES

Q20. Capital Investments. Funding for capital investments is limited. For some projects, such as Molalla Avenue Streetscape Project, the City looks for substantial federal, state, and regional grant funds to pay for the majority of the costs. But for other projects, such as park improvements or sidewalk maintenance, we have to use local tax dollars. In looking at how we should spend your local tax dollars on capital projects over the next decade, please indicate which FIVE of the projects listed below should be the TOP PRIORITIES.
(top 5)

Q20. Sum of top 5 choices	Number	Percent
Recreation facilities such as Pioneer Community Center, End of the Oregon Trail Interpretive Center, & City pool	145	45.2 %
Park improvements & maintenance	135	42.1 %
Road maintenance/pavement preservation (such as overlay projects)	227	70.7 %
Sidewalks	128	39.9 %
Bike lanes/bike paths	36	11.2 %
Willamette Falls Legacy Project	135	42.1 %
Tourism	57	17.8 %
Natural habitat restoration	125	38.9 %
Economic development	112	34.9 %
Water infrastructure	106	33.0 %
Pedestrian crossings	63	19.6 %
Traffic congestion relief	160	49.8 %
None chosen	5	1.6 %
Total	1434	

Q21. Service Expectations. Using a scale of 1 to 5, where 5 means the level of service provided by the City should be "Much Higher" than it is now and 1 means it should be "Much Lower," please indicate how the level of service provided by the City should change in each of the areas listed below.

(N=321)

	Much higher	A little higher	Stay the same	A little lower	Much lower	Don't know
Q21-1. Law enforcement	14.3%	38.6%	32.4%	1.9%	2.2%	10.6%
Q21-2. Parks, trails, & open space	13.1%	35.2%	39.3%	1.2%	1.2%	10.0%
Q21-3. Recreation facilities & programs	12.8%	29.9%	44.9%	1.6%	0.3%	10.6%
Q21-4. Transportation facilities & programs (street maintenance, new sidewalks, added bike lanes)	26.2%	38.9%	25.2%	2.8%	0.6%	6.2%
Q21-5. Utility infrastructure (water, sewer, & drainage system upgrades)	12.5%	34.3%	43.0%	2.5%	0.0%	7.8%
Q21-6. City's public library	2.8%	13.4%	61.4%	5.6%	2.5%	14.3%
Q21-7. City's code enforcement	10.6%	19.9%	44.5%	7.8%	5.0%	12.1%
Q21-8. City's permit review	6.2%	15.9%	39.3%	6.5%	3.4%	28.7%

WITHOUT "DON'T KNOW"

Q21. Service Expectations. Using a scale of 1 to 5, where 5 means the level of service provided by the City should be "Much Higher" than it is now and 1 means it should be "Much Lower," please indicate how the level of service provided by the City should change in each of the areas listed below. (without "don't know")

(N=321)

	Much higher	A little higher	Stay the same	A little lower	Much lower
Q21-1. Law enforcement	16.0%	43.2%	36.2%	2.1%	2.4%
Q21-2. Parks, trails, & open space	14.5%	39.1%	43.6%	1.4%	1.4%
Q21-3. Recreation facilities & programs	14.3%	33.4%	50.2%	1.7%	0.3%
Q21-4. Transportation facilities & programs (street maintenance, new sidewalks, added bike lanes)	27.9%	41.5%	26.9%	3.0%	0.7%
Q21-5. Utility infrastructure (water, sewer, & drainage system upgrades)	13.5%	37.2%	46.6%	2.7%	0.0%
Q21-6. City's public library	3.3%	15.6%	71.6%	6.5%	2.9%
Q21-7. City's code enforcement	12.1%	22.7%	50.7%	8.9%	5.7%
Q21-8. City's permit review	8.7%	22.3%	55.0%	9.2%	4.8%

Q21a. Would you be willing to pay more in taxes or fees to support an increase in the service level?

Q21a. Would you be willing to pay more in taxes or fees to support an increase in the service level	Number	Percent
Yes	104	32.4 %
No	133	41.4 %
Not applicable. I do not think any levels of service need to be higher	21	6.5 %
Don't know	63	19.6 %
Total	321	100.0 %

WITHOUT "DON'T KNOW"**Q21a. Would you be willing to pay more in taxes or fees to support an increase in the service level? (without "don't know")**

Q21a. Would you be willing to pay more in taxes or fees to support an increase in the service level	Number	Percent
Yes	104	40.3 %
No	133	51.6 %
Not applicable. I do not think any levels of service need to be higher	21	8.1 %
Total	258	100.0 %

Q22. Please rate Oregon City using a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor," with regard to each of the following.

(N=321)

	Excellent	Good	Neutral	Below average	Poor	Don't know
Q22-1. As a place to live	24.3%	60.4%	9.3%	4.0%	0.9%	0.9%
Q22-2. As a place to raise children	19.6%	48.9%	15.9%	5.6%	0.9%	9.0%
Q22-3. As a place to work	10.6%	33.0%	22.4%	8.4%	3.4%	22.1%
Q22-4. As a place with a variety of housing choices	9.3%	31.2%	30.5%	13.4%	7.2%	8.4%
Q22-5. As a place to shop	5.3%	37.1%	22.1%	24.9%	9.7%	0.9%
Q22-6. As a place for dining & entertainment options	8.7%	42.7%	19.6%	21.2%	6.5%	1.2%
Q22-7. Overall quality of life in City	12.5%	63.9%	14.6%	6.9%	1.2%	0.9%
Q22-8. As a place to connect & interact with your neighbors	13.4%	43.3%	29.3%	9.7%	1.6%	2.8%

WITHOUT "DON'T KNOW"

Q22. Please rate Oregon City using a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor," with regard to each of the following. (without "don't know")

(N=321)

	Excellent	Good	Neutral	Below average	Poor
Q22-1. As a place to live	24.5%	61.0%	9.4%	4.1%	0.9%
Q22-2. As a place to raise children	21.6%	53.8%	17.5%	6.2%	1.0%
Q22-3. As a place to work	13.6%	42.4%	28.8%	10.8%	4.4%
Q22-4. As a place with a variety of housing choices	10.2%	34.0%	33.3%	14.6%	7.8%
Q22-5. As a place to shop	5.3%	37.4%	22.3%	25.2%	9.7%
Q22-6. As a place for dining & entertainment options	8.8%	43.2%	19.9%	21.5%	6.6%
Q22-7. Overall quality of life in City	12.6%	64.5%	14.8%	6.9%	1.3%
Q22-8. As a place to connect & interact with your neighbors	13.8%	44.6%	30.1%	9.9%	1.6%

Q23. Customer Service. Have you called, emailed, or visited the City with a question, problem, or complaint during the past year?

Q23. Have you called, emailed, or visited City with a question, problem, or complaint during past year	Number	Percent
Yes	116	36.1 %
No	201	62.6 %
Don't know	4	1.2 %
Total	321	100.0 %

WITHOUT "DON'T KNOW"

Q23. Customer Service. Have you called, emailed, or visited the City with a question, problem, or complaint during the past year? (without "don't know")

Q23. Have you called, emailed, or visited City with a question, problem, or complaint during past year	Number	Percent
Yes	116	36.6 %
No	201	63.4 %
Total	317	100.0 %

Q23a. How easy was it to contact the person you needed to reach?

Q23a. How easy was it to contact the person you needed to reach	Number	Percent
Very easy	43	37.1 %
Somewhat easy	47	40.5 %
Difficult	14	12.1 %
Very difficult	11	9.5 %
Don't know	1	0.9 %
Total	116	100.0 %

WITHOUT "DON'T KNOW"

Q23a. How easy was it to contact the person you needed to reach? (without "don't know")

Q23a. How easy was it to contact the person you needed to reach	Number	Percent
Very easy	43	37.4 %
Somewhat easy	47	40.9 %
Difficult	14	12.2 %
Very difficult	11	9.6 %
Total	115	100.0 %

Q23b. What department did you contact?

<u>Q23b. What department did you contact</u>	<u>Number</u>	<u>Percent</u>
Police	29	25.0 %
Code Enforcement	42	36.2 %
Building & Planning	35	30.2 %
Parks & Recreation	15	12.9 %
Oregon City Public Library	14	12.1 %
Event Permits	4	3.4 %
Financial Services/Utility Billing	13	11.2 %
Transportation Services (streets)	16	13.8 %
Administration (public records)	10	8.6 %
Public Works (water/sewer/solid waste)	27	23.3 %
Municipal Court	3	2.6 %
Other	5	4.3 %
Total	213	

Q23b-12. Other:

<u>Q23b-12. Other</u>	<u>Number</u>	<u>Percent</u>
Animal	1	20.0 %
Traffic	1	20.0 %
Arts and entertainment	1	20.0 %
Street lights	1	20.0 %
City Manager	1	20.0 %
Total	5	100.0 %

Q23c. Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described on a scale of 1 to 5, where 5 means "Always" and 1 means "Never."

(N=116)

	Always	Usually	Sometimes	Seldom	Never	Don't know
Q23c-1. They were courteous & polite	58.6%	26.7%	9.5%	2.6%	0.9%	1.7%
Q23c-2. They gave prompt, accurate, & complete answers to questions	44.0%	30.2%	16.4%	5.2%	1.7%	2.6%
Q23c-3. They did what they said they would do in a timely manner	41.4%	28.4%	12.1%	6.9%	3.4%	7.8%
Q23c-4. They helped you resolve an issue to your satisfaction	34.5%	24.1%	22.4%	6.9%	6.0%	6.0%

WITHOUT "DON'T KNOW"

Q23c. Several factors that may influence your perception of the quality of customer service you receive from City employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described on a scale of 1 to 5, where 5 means "Always" and 1 means "Never." (without "don't know")

(N=116)

	Always	Usually	Sometimes	Seldom	Never
Q23c-1. They were courteous & polite	59.6%	27.2%	9.6%	2.6%	0.9%
Q23c-2. They gave prompt, accurate, & complete answers to questions	45.1%	31.0%	16.8%	5.3%	1.8%
Q23c-3. They did what they said they would do in a timely manner	44.9%	30.8%	13.1%	7.5%	3.7%
Q23c-4. They helped you resolve an issue to your satisfaction	36.7%	25.7%	23.9%	7.3%	6.4%

Q24. Land Development. Using a scale of 1 to 5, where 5 means "Much Too Slow" and 1 means "Much Too Fast," please rate the City's current pace of development in each of the following areas.

(N=321)

	Much too slow	Too slow	Just right	Too fast	Much too fast	Don't know
Q24-1. Employment opportunities	4.0%	26.2%	20.9%	1.6%	0.6%	46.7%
Q24-2. Office development	1.6%	12.1%	28.0%	4.7%	2.8%	50.8%
Q24-3. Retail/restaurants/services	8.4%	35.8%	38.6%	3.7%	0.3%	13.1%
Q24-4. Technology & other industry	9.0%	29.0%	21.8%	3.1%	0.6%	36.4%
Q24-5. Housing options for aging population	14.6%	34.6%	20.2%	0.9%	0.6%	29.0%
Q24-6. Apartments	5.3%	13.7%	25.5%	20.6%	10.9%	24.0%
Q24-7. Townhomes/row houses	4.4%	11.5%	24.3%	21.2%	11.8%	26.8%
Q24-8. Entry-level single-family homes	15.6%	26.2%	28.3%	4.7%	3.7%	21.5%
Q24-9. Single family homes	9.7%	16.2%	39.9%	9.7%	3.4%	21.2%

WITHOUT “DON’T KNOW”

Q24. Land Development. Using a scale of 1 to 5, where 5 means "Much Too Slow" and 1 means "Much Too Fast," please rate the City's current pace of development in each of the following areas. (without "don't know")

(N=321)

	Much too slow	Too slow	Just right	Too fast	Much too fast
Q24-1. Employment opportunities	7.6%	49.1%	39.2%	2.9%	1.2%
Q24-2. Office development	3.2%	24.7%	57.0%	9.5%	5.7%
Q24-3. Retail/restaurants/services	9.7%	41.2%	44.4%	4.3%	0.4%
Q24-4. Technology & other industry	14.2%	45.6%	34.3%	4.9%	1.0%
Q24-5. Housing options for aging population	20.6%	48.7%	28.5%	1.3%	0.9%
Q24-6. Apartments	7.0%	18.0%	33.6%	27.0%	14.3%
Q24-7. Townhomes/row houses	6.0%	15.7%	33.2%	28.9%	16.2%
Q24-8. Entry-level single-family homes	19.8%	33.3%	36.1%	6.0%	4.8%
Q24-9. Single family homes	12.3%	20.6%	50.6%	12.3%	4.3%

Q25. Water Quality. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following items.

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know
Q25-1. Water pressure	26.2%	53.0%	10.3%	6.2%	2.2%	2.2%
Q25-2. Water clarity	27.7%	54.8%	9.7%	4.0%	0.6%	3.1%
Q25-3. Water taste	24.9%	46.1%	12.1%	11.5%	2.8%	2.5%
Q25-4. Water smell	24.3%	50.8%	13.7%	6.9%	1.9%	2.5%
Q25-5. Reliability of water service	35.2%	53.0%	8.4%	0.6%	0.6%	2.2%

WITHOUT "DON'T KNOW"

Q25. Water Quality. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following items. (without "don't know")

(N=321)

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Q25-1. Water pressure	26.8%	54.1%	10.5%	6.4%	2.2%
Q25-2. Water clarity	28.6%	56.6%	10.0%	4.2%	0.6%
Q25-3. Water taste	25.6%	47.3%	12.5%	11.8%	2.9%
Q25-4. Water smell	24.9%	52.1%	14.1%	7.0%	1.9%
Q25-5. Reliability of water service	36.0%	54.1%	8.6%	0.6%	0.6%

Q26. Approximately how many years have you lived in Oregon City?

<u>Q26. How many years have you lived in Oregon City</u>	<u>Number</u>	<u>Percent</u>
0-5	68	21.2 %
6-10	40	12.5 %
11-15	34	10.6 %
16-20	39	12.1 %
21-30	61	19.0 %
31+	72	22.4 %
Not provided	7	2.2 %
Total	321	100.0 %

WITHOUT "NOT PROVIDED"**Q26. Approximately how many years have you lived in Oregon City? (without "not provided")**

<u>Q26. How many years have you lived in Oregon City</u>	<u>Number</u>	<u>Percent</u>
0-5	68	21.7 %
6-10	40	12.7 %
11-15	34	10.8 %
16-20	39	12.4 %
21-30	61	19.4 %
31+	72	22.9 %
Total	314	100.0 %

Q27. What is the preferred language spoken in your home?

<u>Q27. Preferred language spoken in your home</u>	<u>Number</u>	<u>Percent</u>
English	311	98.4 %
Spanish	2	0.6 %
German	1	0.3 %
Hindi	1	0.3 %
Fillipino	1	0.3 %
Total	316	100.0 %

Q28. What is your age?

Q28. Your age	Number	Percent
18-34	59	18.4 %
35-44	63	19.6 %
45-54	63	19.6 %
55-64	58	18.1 %
65+	67	20.9 %
Not provided	11	3.4 %
Total	321	100.0 %

WITHOUT "NOT PROVIDED"**Q28. What is your age? (without "not provided")**

Q28. Your age	Number	Percent
18-34	59	19.0 %
35-44	63	20.3 %
45-54	63	20.3 %
55-64	58	18.7 %
65+	67	21.6 %
Total	310	100.0 %

Q29. Do you work outside of Oregon City?

Q29. Do you work outside of Oregon City	Number	Percent
Yes	144	44.9 %
No	169	52.6 %
Not provided	8	2.5 %
Total	321	100.0 %

WITHOUT "NOT PROVIDED"**Q29. Do you work outside of Oregon City? (without "not provided")**

Q29. Do you work outside of Oregon City	Number	Percent
Yes	144	46.0 %
No	169	54.0 %
Total	313	100.0 %

Q30. How many children under age 18 live in your household?

Q30. How many children under age 18 live in your household	Number	Percent
0	208	64.8 %
1	49	15.3 %
2	51	15.9 %
3+	13	4.0 %
Total	321	100.0 %

Q31. What is your gender?

Q31. Your gender	Number	Percent
Male	156	48.6 %
Female	163	50.8 %
Not provided	2	0.6 %
Total	321	100.0 %

WITHOUT "NOT PROVIDED"**Q31. What is your gender? (without "not provided")**

Q31. Your gender	Number	Percent
Male	156	48.9 %
Female	163	51.1 %
Total	319	100.0 %

Q32. Would you say your total annual household income is...

Q32. Your total annual household income	Number	Percent
Under \$50K	58	18.1 %
\$50K to \$74,999	58	18.1 %
\$75K to \$99,999	63	19.6 %
\$100K to \$149,999	66	20.6 %
\$150K to \$199,999	20	6.2 %
\$200K+	19	5.9 %
Not provided	37	11.5 %
Total	321	100.0 %

WITHOUT "NOT PROVIDED"**Q32. Would you say your total annual household income is... (without "not provided")**

Q32. Your total annual household income	Number	Percent
Under \$50K	58	20.4 %
\$50K to \$74,999	58	20.4 %
\$75K to \$99,999	63	22.2 %
\$100K to \$149,999	66	23.2 %
\$150K to \$199,999	20	7.0 %
\$200K+	19	6.7 %
Total	284	100.0 %



Survey Instrument



Dear Oregon City Resident,

The City Commission and Oregon City staff believe it is crucial to ask our residents whether they are satisfied with the services we provide. Asking questions ensures that the City's priorities are aligned with the needs of our residents; we need to know what you think.

Your household was one of a limited number selected at random to receive this survey, and your participation is necessary to make the survey a success.

We greatly appreciate your time. We realize that this survey takes some time to complete, but every question is essential. The time you invest in this survey will influence decisions that will be made about the City's future. Your responses will also help the City Commissioners gauge the success of their or the City's efforts to carry out the community's vision for the City of Oregon City and to address the many opportunities and challenges it faces. Oregon City's adopted *vision* is to embrace and advance Oregon City's historic role as a regional leader, and our *mission* is to build a dynamic community that leads the State in safety, economic opportunity, livability, and historic significance.

2021-2023 City Commission Goals. The City Commission goals prioritize significant projects and help to shape the budget we operate under. The Commission has adopted the following goals for the City; which are to: Promote diversity, equity, and inclusion for a safe, inclusive community, and organization; Invest in current and future capital needs for safe, sustainable infrastructure and city services; Improve the City's engagement efforts to reach the broader Oregon City community and inform the policy process; Adopt and implement a homelessness strategy for Oregon City; Promote tourism and support economic development to foster community sustainability; Support diverse housing options in Oregon City; and Support improvements and partnerships that contribute to our hometown feel and showcase Oregon City's unique community identity.

Please return your survey or complete it online sometime during the next week. We have selected ETC Institute to administer this survey. Your responses will remain confidential. ETC Institute will present the results to the City in March or April. Please return your survey in the enclosed postage-paid envelope addressed to ETC Institute, 725 W. Frontier Circle, Olathe, Kansas, 66061 or go to oregoncitysurvey.org to complete the survey online. If you have any questions, please contact the City of Oregon City at (503) 657-0891. Thank you very much for taking the time to provide your valuable input to help us understand your priorities, concerns, and insights, and the opportunities that we have in this wonderful City, it is greatly appreciated.

Sincerely,

Tony Konkol

City of Oregon City, City Manager



Please take a few minutes to complete this survey. Your input is important to help Oregon City identify and respond to citizen concerns. If you have questions, please call 503-496-1547.

1. **Perception of the City.** Please rate each of the following major categories of services provided by the City of Oregon City using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Overall quality of police services	5	4	3	2	1	9
02. Overall quality of the city's recreation programs	5	4	3	2	1	9
03. Overall quality of city parks/trails/open space	5	4	3	2	1	9
04. Overall maintenance of city streets	5	4	3	2	1	9
05. Overall quality of city water utilities	5	4	3	2	1	9
06. Overall quality of city sewer services	5	4	3	2	1	9
07. Overall quality of Municipal Court Services	5	4	3	2	1	9
08. Overall enforcement of city codes and ordinances	5	4	3	2	1	9
09. Overall quality of customer service you receive from city employees	5	4	3	2	1	9
10. Overall effectiveness of city communication with the public	5	4	3	2	1	9
11. Overall effectiveness of city economic development efforts	5	4	3	2	1	9
12. Overall quality of the city's public library services	5	4	3	2	1	9
13. Overall quality of permit process	5	4	3	2	1	9

2. Which THREE of the items listed in Question 1 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years? [Write in your answers below using the numbers from the list in Question 1.]

1st: ____ 2nd: ____ 3rd: ____

3. Please rate each of the following items that may influence your perception of the City of Oregon City using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Overall quality of services provided by the City of Oregon City	5	4	3	2	1	9
2. Overall value that you receive for your tax dollars and fees	5	4	3	2	1	9
3. Overall image of the city	5	4	3	2	1	9
4. How well the city is supporting growth and development	5	4	3	2	1	9
5. Overall feeling of safety in the city	5	4	3	2	1	9
6. Availability of job opportunities	5	4	3	2	1	9
7. Availability of training or educational opportunities	5	4	3	2	1	9
8. Overall quality of new development	5	4	3	2	1	9
9. Overall development across the city	5	4	3	2	1	9

4. **Parks and Recreation.** Please rate your satisfaction with each of the following Parks and Recreation items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." Item 7.

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Quality of facilities (e.g., picnic shelters, playgrounds in city parks)	5	4	3	2	1	9
02. Quality of outdoor athletic fields (e.g., baseball, soccer, football)	5	4	3	2	1	9
03. Appearance and maintenance of existing city parks	5	4	3	2	1	9
04. Proximity of parks to your home	5	4	3	2	1	9
05. Quantity of city trails	5	4	3	2	1	9
06. Access to city parks for persons with disabilities	5	4	3	2	1	9
07. Quality of the Pioneer Community Center	5	4	3	2	1	9
08. Quality of the End of the Oregon Trail	5	4	3	2	1	9
09. Quality of the city's swimming pool	5	4	3	2	1	9
10. Quality of services for fees assessed with recreation programming (e.g., pool programs, admission, and camps)	5	4	3	2	1	9
11. Quality of recreational areas for dogs	5	4	3	2	1	9
12. Other: _____	5	4	3	2	1	9

5. Which TWO of the Parks and Recreation items listed in Question 4 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years? *[Write in your answers below using the numbers from the list in Question 4.]*

1st: _____ 2nd: _____

6. How willing would you be to pay additional taxes or fees to acquire, develop, and maintain the types of parks, recreation, and trail facilities that are most important to your household?

_____(5) Very willing _____(3) Neutral _____(1) Not at all willing
 _____(4) Willing _____(2) Not willing _____(9) Don't know

7. How satisfied are you with...

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. The City creating a diverse, inclusive, and fair community.	5	4	3	2	1	9
2. The City helps residents feel connected and integrated into the community.	5	4	3	2	1	9

8. **Public Safety.** Please rate each of the public safety items listed below using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. The visibility of police in the community	5	4	3	2	1	9
2. The city's overall efforts to prevent crime	5	4	3	2	1	9
3. Enforcement of local traffic laws	5	4	3	2	1	9
4. Parking enforcement services	5	4	3	2	1	9
5. How quickly police respond to emergencies	5	4	3	2	1	9
6. Response to drug control	5	4	3	2	1	9
7. Response to property crime	5	4	3	2	1	9
8. Level of community outreach	5	4	3	2	1	9
9. Response to issues with transients	5	4	3	2	1	9

9. Which TWO of the public safety items listed in Question 8 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years? *[Write in your answers below using the numbers from the list in Question 8.]*

1st: _____ 2nd: _____

10. Communication. Where do you currently get news and information about city programs, services and events? [Check all that apply.]

- | | |
|---|---|
| ☐ (01) "Trail News" quarterly publication | ☐ (10) Citizen Involvement Committee |
| ☐ (02) City website | ☐ (11) TV local news |
| ☐ (03) Newspaper | ☐ (12) Nextdoor |
| ☐ (04) Friends | ☐ (13) Neighborhood Association |
| ☐ (05) Radio | ☐ (14) Utility bill |
| ☐ (06) Social media (Facebook, Twitter, Instagram, LinkedIn) | ☐ (15) Flyers |
| ☐ (07) Public meetings | ☐ (16) E-Trail News Monthly e-newsletter |
| ☐ (08) City's mobile app ("OC Request") | ☐ (17) Other: _____ |
| ☐ (09) YouTube | |

10a. From which TWO sources listed in Question 10 would you MOST PREFER to get information from the city? [Write in your answers below using the numbers from the list in Question 10.]

1st: _____ 2nd: _____

10b. How frequently would you like to receive information from the city? [Write in your top two choices using numbers from the list below, or circle "Don't Know."]

1. Daily 2. Weekly 3. Monthly 4. Quarterly

1st: _____ 2nd: _____ Don't Know

11. Which of the following types of information would you like to receive from the City of Oregon City? [Check all that apply.]

- | | |
|---|---|
| ☐ (1) The City Commission's goals meeting wrap up | ☐ (6) Economic development |
| ☐ (2) Public safety (police) | ☐ (7) Library services and programs |
| ☐ (3) Public works (infrastructure and transportation updates) | ☐ (8) Parks and Recreation programs and services |
| ☐ (4) Special events | ☐ (9) Other: _____ |
| ☐ (5) Community-based stories (what is going on locally) | |

12. Please rate each of the communication items listed below using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. The availability of information about city programs and services	5	4	3	2	1	9
2. Overall quality of the city's website	5	4	3	2	1	9
3. The level of public involvement in decision making	5	4	3	2	1	9
4. Timeliness of information provided by the city	5	4	3	2	1	9
5. The quality of content on social media (Facebook, Twitter, Instagram)	5	4	3	2	1	9
6. Access to bilingual material	5	4	3	2	1	9

13. Code Enforcement. Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following code enforcement items.

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Enforcing the cleanup of litter and debris on private property	5	4	3	2	1	9
2. Enforcing the mowing/trimming of grass and weeds on private property	5	4	3	2	1	9
3. Enforcing codes designed to protect public safety and health	5	4	3	2	1	9
4. Enforcing sign regulation	5	4	3	2	1	9

14. Which TWO of the code enforcement items listed in Question 13 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years? [Write in your answers below using the numbers from the list in Question 13.]

1st: _____ 2nd: _____

15. **Transportation and Infrastructure.** Please rate each of the following street maintenance/s items using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied." Item 7.

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Maintenance of major city streets	5	4	3	2	1	9
02. Maintenance of streets in your neighborhood	5	4	3	2	1	9
03. Snow and ice response on major city streets	5	4	3	2	1	9
04. Adequacy of city street lighting in your neighborhood	5	4	3	2	1	9
05. Condition of sidewalks in your neighborhood	5	4	3	2	1	9
06. On-street bicycle infrastructure (bike lanes/signs/arrows)	5	4	3	2	1	9
07. Accessibility of public transportation options	5	4	3	2	1	9
08. Availability of safe pedestrian ways on major streets and routes	5	4	3	2	1	9
09. Availability of safe pedestrian ways in your neighborhood	5	4	3	2	1	9
10. Quality of sidewalks for people with mobility challenges	5	4	3	2	1	9
11. Traffic calming measures in your neighborhood, for example traffic circles, speed humps, or radar speed signs	5	4	3	2	1	9
12. Alternative means of transportation such as transit, bicycling, walking	5	4	3	2	1	9

16. Which TWO of the transportation and infrastructure items listed in Question 15 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years? *[Write in your answers below using the numbers from the list in Question 15.]*

1st: _____ 2nd: _____

17. **Public Library Services.** Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied," please rate your satisfaction with each of the following Public Library services.

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
01. Selection of physical resources available (books, CD's, and DVD's)	5	4	3	2	1	9
02. Selection of digital resources available online (e.g., eBooks, downloadable audio, streaming films)	5	4	3	2	1	9
03. Events for seniors	5	4	3	2	1	9
04. Events for adults (e.g., informational, literary, participatory, entertainment)	5	4	3	2	1	9
05. Events for teens (e.g., Teen Advisory Council, crafts, summer reading)	5	4	3	2	1	9
06. Events for children (e.g., early literacy development, story times, summer reading program)	5	4	3	2	1	9
07. Reader's Advisory (help finding something to read)	5	4	3	2	1	9
08. Selection of reference and research tools	5	4	3	2	1	9
09. Access to computers and library Wi-Fi	5	4	3	2	1	9
10. Ease of booking meeting rooms	5	4	3	2	1	9
11. Library as hub of community information	5	4	3	2	1	9
12. Outreach-programs and/or services in the community outside of the library	5	4	3	2	1	9

18. Which TWO of the public library items listed in Question 17 do you think should receive the MOST EMPHASIS from city leaders over the next TWO years? *[Write in your answers below using the numbers from the list in Question 17.]*

1st: _____ 2nd: _____

19. How do you get information about the library? [Check all that apply.]

- ☐ (01) E-newsletter ☐ (05) Blogs ☐ (09) Others social media
☐ (02) Library staff ☐ (06) Flyers ☐ (10) Trail News
☐ (03) Word of mouth ☐ (07) Newspaper ☐ (11) Other: _____
☐ (04) City's website ☐ (08) Library's social media

20. Capital Investments. Funding for capital investments is limited. For some projects, such as Molalla Avenue Streetscape Project, the city looks for substantial federal, state, and regional grant funds to pay for the majority of the costs. But for other projects, such as park improvements or sidewalk maintenance, we have to use local tax dollars. In looking at how we should spend your local tax dollars on capital projects over the next decade, please indicate which FIVE of the projects listed below should be the TOP PRIORITIES. [Write in your answers using the numbers from the list below.]

- | | |
|--|-------------------------------------|
| 01. Recreation facilities such as Pioneer Community Center, End of the Oregon Trail Interpretive Center, and city pool | 06. Willamette Falls Legacy Project |
| 02. Park improvements and maintenance | 07. Tourism |
| 03. Road maintenance/pavement preservation (such as overlay projects) | 08. Natural habitat restoration |
| 04. Sidewalks | 09. Economic development |
| 05. Bike lanes/bike paths | 10. Water infrastructure |
| | 11. Pedestrian crossings |
| | 12. Traffic congestion relief |

1st: _____ 2nd: _____ 3rd: _____ 4th: _____ 5th: _____

21. Service Expectations. Using a scale of 1 to 5, where 5 means the level of service provided by the city should be "Much Higher" than it is now and 1 means it should be "Much Lower," please indicate how the level of service provided by the city should change in each of the areas listed below.

		Much Higher	A Little Higher	Stay the Same	A Little Lower	Much Lower	Don't Know
1.	Law enforcement	5	4	3	2	1	9
2.	Parks, trails, and open space	5	4	3	2	1	9
3.	Recreation facilities and programs	5	4	3	2	1	9
4.	Transportation facilities and programs (street maintenance, new sidewalks, added bike lanes)	5	4	3	2	1	9
5.	Utility infrastructure (water, sewer, and drainage system upgrades)	5	4	3	2	1	9
6.	City's public library	5	4	3	2	1	9
7.	City's code enforcement	5	4	3	2	1	9
8.	City's permit review	5	4	3	2	1	9

21a. Would you be willing to pay more in taxes or fees to support an increase in the service level?

- ☐ (1) Yes
☐ (2) No
☐ (3) Not applicable; I do not think any levels of service need to be higher
☐ (9) Don't know

22. Please rate Oregon City using a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor" with regard to each of the following. Item 7.

How would you rate Oregon City...	Excellent	Good	Neutral	Below Average	Poor	Don't Know
1. As a place to live	5	4	3	2	1	9
2. As a place to raise children	5	4	3	2	1	9
3. As a place to work	5	4	3	2	1	9
4. As a place with a variety of housing choices	5	4	3	2	1	9
5. As a place to shop	5	4	3	2	1	9
6. As a place for dining and entertainment options	5	4	3	2	1	9
7. Overall quality of life in the city	5	4	3	2	1	9
8. As a place to connect and interact with your neighbors	5	4	3	2	1	9

23. **Customer Service.** Have you called, emailed, or visited the city with a question, problem, or complaint during the past year?

____(1) Yes [Answer Q23a-c.] ____ (2) No [Skip to Q24.] ____ (9) Don't know [Skip to Q24.]

- 23a. How easy was it to contact the person you needed to reach?

____ (4) Very easy ____ (2) Difficult ____ (9) Don't know
 ____ (3) Somewhat easy ____ (1) Very difficult

- 23b. What department did you contact? [Check all that apply.]

____ (01) Police ____ (07) Financial Services/Utility Billing
 ____ (02) Code Enforcement ____ (08) Transportation Services (streets)
 ____ (03) Building and Planning ____ (09) Administration (public records)
 ____ (04) Parks and Recreation ____ (10) Public Works (water/sewer/solid waste)
 ____ (05) Oregon City Public Library ____ (11) Municipal Court
 ____ (06) Event Permits ____ (12) Other: _____

- 23c. Several factors that may influence your perception of the quality of customer service you receive from city employees are listed below. For each item, please rate how often the employees you have contacted during the past year have displayed the behavior described on a scale of 1 to 5, where 5 means "Always" and 1 means "Never."

Frequency that...	Always	Usually	Sometimes	Seldom	Never	Don't Know
1. They were courteous and polite	5	4	3	2	1	9
2. They gave prompt, accurate, and complete answers to questions	5	4	3	2	1	9
3. They did what they said they would do in a timely manner	5	4	3	2	1	9
4. They helped you resolve an issue to your satisfaction	5	4	3	2	1	9

24. **Land Development.** Using a scale of 1 to 5, where 5 means "Much Too Slow" and 1 means "Much Too Fast," please rate the city's current pace of development in each of the following areas.

Growth Management	Much Too Slow	Too Slow	Just Right	Too Fast	Much Too Fast	Don't Know
1. Employment opportunities	5	4	3	2	1	9
2. Office development	5	4	3	2	1	9
3. Retail/Restaurants/Services	5	4	3	2	1	9
4. Technology and other industry	5	4	3	2	1	9
5. Housing options for aging population	5	4	3	2	1	9
6. Apartments	5	4	3	2	1	9
7. Townhomes/Row houses	5	4	3	2	1	9
8. Entry-level single-family homes	5	4	3	2	1	9
9. Single Family Homes	5	4	3	2	1	9

25. **Water Quality.** Using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Dissatisfied," please rate your satisfaction with each of the following items.

Item 7.

How satisfied are you with...	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Don't Know
1. Water pressure	5	4	3	2	1	9
2. Water clarity	5	4	3	2	1	9
3. Water taste	5	4	3	2	1	9
4. Water smell	5	4	3	2	1	9
5. Reliability of water service	5	4	3	2	1	9

Demographics

26. Approximately how many years have you lived in Oregon City? _____ years
27. What is the preferred language spoken in your home? _____
28. What is your age? _____ years
29. Do you work outside of Oregon City? ____ (1) Yes ____ (2) No
30. How many children under age 18 live in your household? _____ children
31. What is your gender? ____ (1) Male ____ (2) Female
32. Would you say your total annual household income is...
 ____ (1) Under \$50,000 ____ (3) \$75,000 to \$99,999 ____ (5) \$150,000 to \$199,999
 ____ (2) \$50,000 to \$74,999 ____ (4) \$100,000 to \$149,999 ____ (6) \$200,000 or more
33. If you have suggestions for improving the quality of city programs, facilities, or services, please write your suggestions in the space below.

34. Would you be willing to participate in future surveys sponsored by the City of Oregon City?
 ____ (1) Yes [Please answer Q34a.] ____ (2) No

34a. Please provide your contact information.

Mobile Phone Number: _____

Email Address: _____

This concludes the survey. Thank you for your time!

Please return your completed survey in the enclosed postage-paid envelope addressed to:
 ETC Institute, 725 W. Frontier Circle, Olathe, KS 66061

Your responses will remain completely confidential. The information printed to the right will ONLY be used to help identify which areas of the city are having difficulties with city services. If your address is not correct, please provide the correct information. Thank you.