CITY OF OREGON CITY
CITY COMMISSION RETREAT 2021 - DAY ONE
REVISED AGENDA

Virtual Meeting
Friday, January 29, 2021 at 5:00 PM

VIRTUAL MEETING OF THE CITY COMMISSION

This meeting will be held virtually, recorded, and streamed live on the City's website: https://www.youtube.com/user/CityofOregonCity
Please contact recorderteam@orcity.org with any questions.

1. **CONVENE MEETING AND ROLL CALL (5:00 PM)**

2. **WELCOME AND AGENDA OVERVIEW (5:00 PM)**

   2a. Agenda Review, Introductions, and Intentions

   2b. Review Roles and Establish Ground Rules

   2c. Goal-Setting Process Overview

   2d. Citizen Input Received Through Online Form and Email

3. **WARM-UP TEAM BUILDING ACTIVITY (5:30 PM)**

4. **REVIEW AND CELEBRATE PROGRESS OF 2020 GOALS (6:00 PM)**

   This will be a roundtable opportunity where each participant will be asked to share one accomplishment they are proud of from 2020.

   4a. 2020 Accomplishments and Goals Progress Information

5. **ENVIRONMENTAL SCAN (6:15 PM)**

   5a. Staff Updates:

   -Infrastructure Needs - Parks, Water, Sewer, Transportation/Ped Safety
   -Homelessness
   -Housing/Construction Excise Tax
   -Diversity, Equity, and Inclusion
   -Economic Development/Tourism

   5b. Context Mapping Exercise - Breakout Groups (#1)

   5c. Team Discussion

6. BREAK (7:00 PM)

7. VISION ALIGNMENT (7:10 PM)

7a. Vision Cover Story Team Exercise - Breakout Groups (#2)

7b. Discussion and Debrief

8. WRAP-UP, QUESTIONS, NEXT STEPS (8:15 PM)

9. ADJOURNMENT (8:30 PM)

ADA NOTICE

This meeting will be held virtually and will comply with ADA requirements. 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: The meeting is streamed live on the Oregon City's website at www.orcity.org and available on demand following the meeting. If there are any questions, please email recorderteam@orcity.org

SSW CONSULTING

SARA SINGER WILSON BIO

ABOUT SSW CONSULTING

SSW offers facilitation and strategic planning services for organizations, teams, and individuals. We help leaders develop beautiful, thriving communities and engaging, supportive organizations.

Guided by the belief that engagement should be fun, SSW takes a creative approach to their work. Using the practice of graphic facilitation, we draw on our clients' mission, vision, and values to bring them together and build relationships that get work done.

While serving a variety of clients, SSW specializes in working with local governments. Even after working in the public sector for the last two decades, we are still in awe of the hardworking, dedicated people who sign up to serve their communities. We love being able to help these community-minded individuals do their jobs better in whatever big or small ways we can. We love to see how the passion of a committed organization, team, or individual paired with a plan for action can create positive change in the world.

SARA SINGER WILSON, PRINCIPAL/OWNER

Sara spent 15 years working directly in local government serving communities in Missouri, Kansas, California and Oregon where she honed her skills in community building. In 2015, she began serving local governments as a consultant where she has led community visioning and strategic planning projects for both large and small communities. She is an expert facilitator who can guide groups through conversations while also bringing the conversations to life through the technique of graphic facilitation. Sara uses the power of visualization through her use of graphics and illustrations to bring meetings and concepts to life. She has been trained as a graphic facilitator, and uses her facilitation skills, creativity, and graphic work to summarize meetings and enhance outreach efforts.

Sara has a future-oriented, dynamic, and collaborative leadership style that can bring people together. Through her extensive work in local government and with various community groups and stakeholders, Sara understands the importance of genuine and authentic engagement and establishing strong connections between constituents and leadership. These relationships can manifest powerful community change when paired with vision and goals developed through the process of strategic planning or community visioning. She has experienced this in working with clients such as the City of Tualatin's Tualatin Tomorrow Community Vision, the City of Lincoln City's Imagine Lincoln City Community Vision, and the City of Hillsboro's 2035 Community Plan.

Sara maintains active involvement in professional associations including the International City/County Management Association, the Oregon City/County Management Association, and other professional groups. She has served on various professional association committees and participated in conferences as a facilitator, planner, and speaker.

SSW CONSULTING

EXPERIENCE

- Principal/Owner, SSW Consulting, August 2017 to present
- Vice President, J Robertson and Company (JRO + Co.), October 2015 to December 2017
- Deputy City Manager, City of Tualatin, OR, February 2011 to October 2015
- Senior Administrative Analyst, City of Rancho Palos Verdes, CA, March 2008- February 2011
- Other local government positions held with City of Shawnee, KS, City of Mission Hills, KS, City of Merriam, KS, and City of Brentwood, MO

EXPERTISE

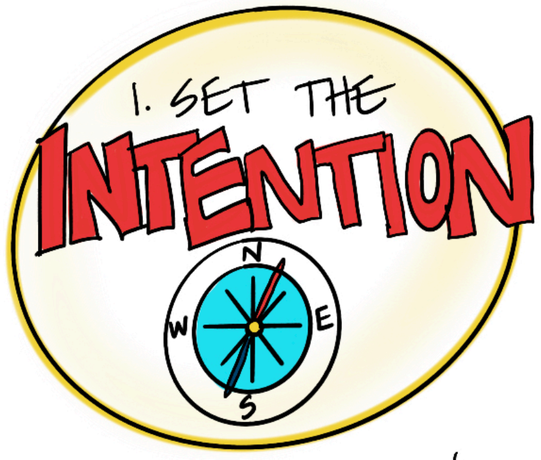
- Community Visioning
- Strategic Planning
- Graphic Facilitation
- Community Engagement
- Communications Strategy
- Project Management
- Strengths Based Leadership

EDUCATION

- Bachelor of Science, Political Science, Benedictine College, Atchison, KS
- Master of Public Administration, University of Kansas, Lawrence, KS
- Total Strength Deployment Inventory (TotalSDI) Certified Facilitator
- Advanced Visual Facilitation, Designing + Leading Change, and Strategic Visioning Courses, The Grove Consultants International
- Certified Facilitator, Mid-America Regional Council

OREGON CITY

COMMISSION 2021 GOALSETTING PROCESS



- Identify shared goals + priorities
- Refresh the goal-setting process
- Define clear roles + relationships
- Build camaraderie + unity

- Get into a future state of mind
- Imagine the Vision for Oregon City five years from now... what direction are we headed?

- Review accomplishments from 2020 - prime the mind with success
- Think about what we want to build on
- Celebrate + recognize the team's work

- What challenges do we face?
- What opportunities or strengths can we leverage?
- How has 2020 changed our environment + community needs?

- What goals or strategies would help to move us towards the vision?
- What new ideas should we consider?

- Which ideas will move forward as shared goals?
- Be clear about the desired outcome - what's motivating this?
- Are there supporting actions?
- What are the metrics to measure progress?

- Confirm consensus and/or team agreement
- Prioritize the list
- How will we implement + report progress?

SSW CONSULTING 2021

2021-2023 Goal Setting Input Form
Submission Details

#	Name	Neighborhood	What would you like to see the City Commission consider in their 2021 goal setting session?
1	Denise Beasley	McLoughlin	encourage a neighborhood grocer to come to each neighborhood that does not have one.
2	Kari Linder	Tower Vista	More sidewalks along Central Point Rd and Pease Rd. With all the new houses being built, we need to walk safely.
3	Nick Dierckman	Park Place	I would like the City Comission to develop some ways to potentially get infrastructure emhamcements in place
4	Debbie Sandblast	Park place	Recalling Tottie Smith
5	Travis Hollingsworth	Clairmont	Business expansion/attraction
6	Jesse Prentice	Holcomb	Plan for turning public space into community gardens, specifically in lower income neighborhoods. Establish city liaison with ll
7	Ray Atkinson	Gaffney Lane	Active transportation (walk, bike, transit), affordable housing, safely reopening schools and businesses
8	Karen Tucker Lynch	McLoughlin	Securing comfort - safety, housing, health and well-being - for those who are struggling the most (Blacks, homeless, etc).
9	Erik Hopwood	Hillendale	More green initiatives: solar on City buildings, start to electrify fleet,
10	Lisa Novak	Park Place	Please define "livability", "safety", and "noise pollution"!
11	David Goldberg	South Redland	Oregon City
12	Karen Buehrig	McLoughlin	Participation and recommendation for the OC-West Linn Ped/ Bike Crossing
13	Stephanie P	Barclay	Focus on the removal of invasive plant species: ivy, himalayan blackberry, Tree of Heaven.
14	Detweiler-Daby	South end	How to lead with anti racism / equity and racial justice. Thank you for your service!
15	Skipper Maine/ Sky O'Callahan	Gaffney Lane	Affordable housing for those in need.Racial-LGBTQA-equity
16	Jeans Gannon-Gonzales	Hillendale	Recreation center for youth
17	Grayson crone	River Crest	Open up the city and defy Governor Brown's orders.

2021-2023 Goal Setting Input Form
Submission Details

#	Name	Neighborhood	What would you like to see the City Commission consider in their 2021 goal setting session?
18	Beth Byrne	Park Place	How can we prevent thousands of people from losing their homes when the rent and mortgage moratoriums expire? There seems to be no support or discussion about this and no matter how long we extend them, at some point they will end and so many people will be in dire situations. We cannot even address the current need for housing and homeless services, and I imagine it will grow exponentially.
19	Beth Byrne	Park Place	How can we prevent thousands of people from losing their homes when the rent and mortgage moratoriums expire? There seems to be no support or discussion about this and no matter how long we extend them, at some point they will end and so many people will be in dire situations. We cannot even address the current need for housing and homeless services, and I imagine it will grow exponentially.
20	Beth Byrne	Park Place	I am not sure it is appropriate, but I would love to see OC compensate our elected officials with a livable wage so people from all income brackets and lifestyles have the opportunity to run for office should they be interested.

2021-2023 Goal Setting Input Form
Submission Details

#	Name	Neighborhood	What would you like to see the City Commission consider in their 2021 goal setting session?
21	NONE	NONE	Oregon City has allowed infill and high density residential development right up the edge of Southeast city limit. This is beyond the service of any Trimet bus routes by a distance of approximately a mile, four or more miles from the nearest park and ride, and the only elementary school servicing the area (Holcomb) is already overenrolled. Based on the number of strollers I see in this high density development, you are going to have additional school overcrowding issues in four years or less. In addition, there are no parks or public greenspaces within four miles, and no contiguous sidewalks within half a mile. The nearest full service grocery store is Fred Meyer/Albertson's. The city does have opportunities to partner with outside agencies for some of these deficits such as Safe Schools and sidewalks so kids can safely walk to and from school. It would behoove the city to really set forth some long term vision for what you would like this area to look like and ensure that anything coming into the area meets that vision
22	Emily Corona	Clackamas Heights	Get the homeless population under control. 213 is disgusting and I don’t want to see that spill into our nice downtown area.
23	Karen Repko	Rivercrest	Keeping the homeless camps cleaned up, no more pot shops, business we need like Costco, Target, Panera, Red Robin, spaghetti factory. Many can not afford the small business restaurants in town and many are not kid friendly.

2021-2023 Goal Setting Input Form
Submission Details

#	Name	Neighborhood	What would you like to see the City Commission consider in their 2021 goal setting session?
24	Ben Bliley	Rivercrest	Ban/greatly reduce homeless enthusiasts from Oregon City limits. No changing of McLoughlin School as children should not be listened to and require more education on history & why preservation of history is important. Finish road construction of Mollala Ave & increase amount of trees in city.
25	Tima Carlson	Mcloughlin Neighborhood	Prioritize reopening schools and businesses.
26	NONE	NONE	Performance Measures for Transportation System Plan Goals - are we meeting those goals? What data do we need to be collecting to ensure we are on track?
27	NONE	NONE	Urban Forestry Plan and Program
28	NONE	NONE	Public Restrooms Downtown
29	NONE	NONE	Revise SDC rates for housing to allow lower rates for smaller units and for affordable housing
30	Hollymayer	Barkley	More sidewalks!
31	Prefer not to say	Barclay hills	Sidewalks
32	Amanda	Country village	Reopen the city. Let businesses operate as per usual. Covid procedures have gone on long enough
33	Nancy O Spanovich	Two Rivers Neighborhood	OLMSTED PARK at CLACKAMETTE COVE
34	Kristin Kiesel	Barclay Hills	Dealing with the homeless problem and the trash they are causing around the city.
35	Margaret Taylor	Barclay Hills	Laws that are as strong as possible about cutting trees down. Planting more trees everywhere. What we've done so far, has made the city so much more beautiful
36	Brian Shaw	McLoughlin	Please consider using 10% of marijuana dispensary for youth drug and alcohol prevention. prevention
37	Brian Shaw	McLoughlin	I have been trying to locate a youth center in OC for years. Could the Buena Vista building be considered?

2021-2023 Goal Setting Input Form
Submission Details

#	Name	Neighborhood	What would you like to see the City Commission consider in their 2021 goal setting session?
38	Cary Watters	McLoughlin	Contract Equity: What percentage of Oregon City's public works contract dollars go toward firms certified by the Oregon Certification Office for Business Inclusion and Diversity? Typical municipal aspirational subcontractor equity goals are set at 20% or 30%. It would be great to get a baseline and to make some commitments toward leveraging our contracting dollars toward economic benefit for those historically, and currently, experiencing exclusion from our contracting opportunities. As you can see, I am passionate about this and as a resident/new homeowner here in OC, I would love to volunteer my time to discuss more if that is helpful. I can be reached at cary.watters@gmail.com and 503.358.8325. Thank you for your consideration!
39	Heidi Blackwell	Tower Vista	Equity work; addressing houselessness; community support for those affected by health and economic crisis
40	Christian Edmonds	McLoughlin	I would like to see that there is a plan for supporting our homeless population with the hope that we would be proactive and not
41	Rolland Walsh		Oregon City
42	Rolland Walsh		Diversity and inclusion
43	Modified Inc	Main Street	1.) Monthly events to attract people/shoppers to our city
44	Modified Inc	Main Street	1.) Monthly events to attract people/shoppers to our city 2.) Promote oregon city & businesses on several platforms, radio, billboard, social media including local chat rooms, local media and news channels 3.) Clean up/safety project keeping our city feeling safe, "tag free" and garbage free as well as keeping our parks and playgrounds safe and clean.

2021-2023 Goal Setting Input Form
Submission Details

#	Name	Neighborhood	What would you like to see the City Commission consider in their 2021 goal setting session?
45	Alex Jansen	Downtown	(1) Expand funding for the Downtown Oregon City Association; (2) Reestablish property improvement grants for downtown businesses; (3) Establish a clear path forward for the Riverwalk/Mill site development.
46	Trieste Andrews	Three Rivers Artist Guild	I would like to see an Arts and Culture focus set up within the City Planning so that a percentage of the City budget each year is dedicated to the Arts for Oregon City. In this way there would be funds available to beautify our City such as future murals or art installations.
47	Audra Cordell	Rivercrest	How to make Oregon City a more sustainable and regenerative community. Also, please consider connecting Canemah to upper Oregon City.
48	Brian shaw	Mclaughlin	Provide 10% of marijuana revenue for prevention programming in the school district.
49	Mike Mitchell	Caufield	1. public process for charter review/revisions
50	Mike Mitchell	Caufield	1. public process for charter review/revisions 2. evaluate results/ effectiveness of missing middle housing code revisions 3. parks maintenance funding

Kattie Riggs

From: Wilson, Pamela <pamela.wilson@orecity.k12.or.us>
Sent: Monday, January 25, 2021 12:54 PM
To: Kattie Riggs
Cc: BRIAN D SHAW
Subject: Oregon City Together Info for retreat
Attachments: OCT Backgound Info for City Commissioners.pdf; OCT Project for City .pdf; OCT Member Roster.pdf

Hi, Kattie,

Brian Shaw asked me to send you this information. Please forward it to each city commissioner in advance of the retreat this Friday, January 29.
Thank you. We really appreciate it!

Warm regards,
Pam

Pam Wilson
Coordinator
Oregon City Together
503-708-6929
http://www.octogether.

Oregon City TOGETHER

One marijuana retail license in Oregon City for every 933 students . . . increasing likelihood of youth marijuana use in our community

Oregon's City's eight {1} marijuana licenses generate more than $400,000 annually in retail taxes, greatly benefiting the city's general fund. But at enormous cost to the city's youth.

Ten percent of the city's retail taxes are necessary to mitigate the impact of legal retail marijuana on Oregon City youth.

Why? There is a direct correlation between exposure to marijuana and youth initiation of using marijuana

City commissioners discussed the possibility of other non-profits seeking marijuana tax dollars. However, a strong case can be made for investing these dollars only in preventing youth marijuana use because of the **direct connection** between legalization and Oregon City youth using marijuana.

It is well-documented that exposure to tobacco and alcohol advertising increases youth tobacco and alcohol use. "Advertising" includes storefronts, sidewalks, billboards and social media. Exposure to this advertising is associated with lower perceptions of risk and higher initiation among young people. {2,3,4}

More and more studies indicate exposure to retail marijuana has the same effect on youth. Research shows that retail presence plays an important role in advertising exposure.

- A recent study of Oregon youth showed that about three-quarters of 8th (78.2%) and 11th graders (78.1%) report seeing marijuana advertising in the past month. Youths most frequently reported seeing advertising on storefronts and online. One-third reported exposure to advertising on billboards and on the sidewalk. Odds of exposure were significantly higher among youths in school districts with a closer proximity to retail marijuana stores. {5}

- A study of recreational marijuana sales and retail availability of marijuana in Oregon counties showed higher rates of past youth 30-day marijuana use and more favorable beliefs among youth after legalization. Analyses with 2016 and 2018 Student Wellness Survey data suggested that the association between allowing recreational marijuana sales and past 30-day marijuana use could be accounted for by retail marijuana outlet density and beliefs. {6}

- A study of states with legal retail marijuana showed that despite restrictions prohibiting marijuana advertising on social media, adolescents are exposed to marijuana marketing via social media, and this exposure is associated with recent cannabis use. {7}

Impact of legalization already seen as youth's perception of harm decreases significantly

Due to legalization, exposure to retail outlets, advertising and community norms, far fewer Oregon City students now think using marijuana will harm them. {8} A low perception of harm increases the likelihood that an individual will use marijuana.

Marijuana - Perceived moderate or great risk of use

Grade	Group	2012	2014	2016	2018
6	District	76.9%	69.6%	80%	61.7%
8	District	78.2%	67.4%	63.1%	59.8 %
11	District	68.1%	37.6%	37.5%	36.9%

Partners already at the OCT table

Oregon City Together is well-positioned to assist the city with determining where prevention dollars should be invested. Representatives from the school district, police department, individual schools, parents, business, non-profit organizations, health care and faith-based organizations comprise Oregon City Together. We focus on local solutions to local problems.

The Drug-Free Community Coalition is the only organization in Oregon City focusing solely on youth drug use prevention. It uses evidence-based strategies {9,10} to help prevent youth marijuana and alcohol use. The bi-annual Oregon Student Wellness Survey measures the problem and tracks progress.

Prevention efforts to reflect collaboration

Oregon City Together is prepared to work with a city work group to discuss the most effective use of 10 percent of the city's retail marijuana tax dollars. We can develop a project plan with deliverables and budget for any project under discussion.

To start the conversation, prevention projects might look like . . .

- Middle school program, involving schools and the police department (SROs), aimed at increasing protective factors and building resilience.
    - **A sample plan (with budget and deliverables) is included in this packet**.
- In-school mental health support because Oregon City students who are stressed and anxious use drugs almost three times more than other students. {8}
- Increasing drug-free activities for youth with partnerships between parks and recreation, library, schools, community non-profit organizations, faith-based organizations, parent groups and the business community.
- A SRO dedicated solely to middle schools.

In closing -- Oregon City Together is asking city leaders to CONNECT the benefits of legalization (taxes to the city's general fund) to the negative impact legalization has on our city's youth.

Thank you for considering investing 10 percent of the city's retail marijuana tax dollars to youth marijuana use prevention. Drug-free youth are part of vital, livable communities. It is everyone's job to ensure our children and teens have the opportunity to live up to their full potential.

1. OLCC License List, November 20, 2020
2. Pediatrics, Journal of the American Academy of Pediatrics, June 2006
   Tobacco Promotion and the Initiation of Tobacco Use, Assessing the Evidence for Causality
3. J. Studies Alcohol Drugs Supplement 19, 2020
   Alcohol Marketing and Adolescent and Young Adult Alcohol Use Behaviors: A Systematic Review of Cross-Sectional Studies
4. Addiction, 2017
   Alcohol marketing and youth alcohol consumption: a systematic review of longitudinal studies published since 2008
5. Preventing Chronic Disease Journal, September 2020
   Youth Exposure to Marijuana Advertising in Oregon's Legal Retail Marijuana Market

6. Recreational Marijuana Availability in Oregon and Use Among Adolescents
American Journal of Preventive Medicine, February 2020
7. Journal of Adolescent Health, February 2020
Exposure to Cannabis Marketing in Social and Traditional Media and Past-Year Use Among Adolescents in States With Legal Retail Cannabis
8. 2018 Oregon Student Wellness Youth Survey for Oregon City School District
9. *Oregon Health Authority special data run of the 2018 Oregon Student Wellness Survey of Oregon City Students.*
10. *Child and Adolescent Psychiatric Clinics of North America, July 2010*
11. *Substance Abuse and Mental Health Services Administration (SAMHSA)*

January 2021

This is a sample plan to illustrate how Oregon City Together could use marijuana retail taxes to counter the impact of legalization on Oregon City youth.

SAMPLE PROJECT
Fifth Grade and Middle School Student Engagement and Outreach

Background

Research shows key risk periods for drug abuse are during major transitions in children's lives. The first big transition for children is when they leave the security of the family and enter school. Later, when they advance from elementary school to middle school, they often experience new academic and social situations, such as learning to get along with a wider group of peers. It is at this stage—early adolescence—that children are likely to encounter drugs for the first time.

Oregon City Together's proposed sample project is based on social development theory and protective factors—the factors that can buffer young people from risks and promote positive youth development. It focuses on healthy, positive behaviors for youth. To develop these behaviors, young people must be immersed in environments that:

- Communicate healthy beliefs and clear standards for behavior at home, at school and in the community.
- Create strong bonds to those who hold healthy beliefs and clear standards in their families, schools and communities.
- Provide opportunities to be involved in their families, schools and communities in meaningful, developmentally-appropriate ways; to make a real contribution and feel valued for their efforts and accomplishments in building social, cognitive, emotional and behavioral skills; and recognition for these efforts and accomplishments.

Overall OCT goal

Prevent youth marijuana use.

Project objective

Increase youth protective factors to reduce risk of drug use.

Strategies

- Support in-school mental health professionals at 5th grade and middle school level.
- Engage 5th grade and middle school youth in clubs and activities that focus on healthy, positive youth development and behaviors.

Tactics

- Contract professional to supplement in-school engagement and skill-building activities.
- Provide supplies and tools. These may include activities, speakers and workshops.

Short-term deliverables

- Year one. 25 % of students engaged in club and/or activity promoting healthy, positive behaviors and development.
- Year two. 30% of students engaged in club and/or activity promoting healthy, positive behaviors and development.

Long-term deliverables

- Reduce 11th grade 30-day marijuana use from 27.2 %* to 18% by 2024.
- Reduce 8th grade 30-day marijuana use from 7.2 %* to 3 % by 2024.

Measurement

- Oregon Student Wellness Survey – conducted every other year.

Budget

I:	Contract for professional support	$35,000
II:	Supplies and materials	$10,000
	TOTAL	$45,000

*This is 2018 data. The school district is currently conducting the 2020 Oregon Student Wellness Survey.

January 2021

Community partners already sitting at the table

Oregon City Together Member Roster

Kathleen Agee, RN, healthcare professional sector representative

Lynn Barry, dean of students, Oregon City High School

Larry Didway, superintendent, Oregon City School District, school sector representative

Kristin Guelsdorf, middle school special education specialist

Jeremy Hill, dean of students, Ogden Middle School

Paige Hirt, parent and mental health counselor

Sarah Fitts, social worker

Simon Fulford, director, Parrott Creek Child & Family Services, agency substance use sector representative

Brian McCrady, prevention specialist, Clackamas County, government sector representative

Liz Mogil, dean of students, Gardiner Middle School

Christine Moore, publisher, Pamplin Media Group, business sector representative

Doug Neeley, community leader

Lisa Normand, director of communications and community engagement, Oregon City School District

Maureen Palaora, parent

Laura Poore, supervisor, Oregon City Community Education and Services

Kevin Rankin, parent

Officer Spencer Rohde, Oregon City Police, law enforcement sector representative

Brian Shaw, community leader, civic organization sector representative

Jennifer Watson, parent

Bryan Watt, parent and youth minister, Stonecreek Church, faith-based organization sector representative

Angela Wright, community leader, neighborhood association representative

January 2021

OREGON CITY

Community Development – Planning

695 Warner Parrott Road | Oregon City OR 97045
Ph (503) 722-3789 | Fax (503) 722-3880

January 25, 2021

To:	City Commission of Oregon City
From:	Planning Commission
Re:	Recommendations to the City Commission for the 2021-2023 Biennium

The City Commission will soon be meeting to identify a series of city-wide goals and priorities for the 2021-2023 biennium. The goals often include large scale projects or partnerships which reflect the values of the community and exceed daily departmental tasks.

The Planning Commission has identified a series of projects for the City Commission's consideration as outlined in the matrix below. We understand there are a variety of different needs throughout the City and the challenge remains prioritizing and balancing goals and resources to address our community's needs. As many of the city priorities are perhaps a matter of course, such as adoption of the Comprehensive Plan and updated municipal code to comply with HB 2001, we believe the City Commission should initiate a project identified through the Comprehensive Plan process in the last part of the biennium. A list of projects we have heard the community identify and believe are needed are provided below.

Rank	Suggested Item	Anticipated Time
1.	Adoption of the Comprehensive Plan Update (OC 2040)	Now-Early/Mid 2022
2.	Update Municipal Code to comply with the requirements for missing middle housing in HB 2001.	Mid 2021-Mid 2022. Adoption is required by June 30, 2022.
3.	Reserve staff capacity and budget to implement a project identified in the Comprehensive Plan Update. Examples of projects which we have heard from the community over the years, in no order, include: • Advance Diversity, Equity, and Inclusion *(ongoing)* • Update City-Wide Tree Regulations *(~1.5 Years)* • Update Historic Review Board Design Guidelines *(~2 Years)* • Revise code to remove restrictions on short-term rentals in certain circumstances, such as owner-occupied *(~10 Months)* • Updated Inventory Wetlands Citywide *(~2 Years)* • Revise parking standards and process for adjustments *(~10 Months)* • Adopt a Climate Action Plan *(~2.5 Years)* • Willamette Falls Legacy Project *(ongoing)*	

OREGON CITY

Natural Resources Committee

P.O. Box 3040 | Oregon City OR 97045
Ph (503) 722-3789 | Fax (503) 722-3880

1/26/2021

Dear City Commission President Smith and City Commissioners,

The Natural Resources Committee wishes to thank the Commission for the opportunity to provide input on the City Commission 2021-2023 Biennium Goal and Priorities.

As the Commission is aware, the biennium 2019-2021 saw increased interest in preserving and maintaining Oregon City's urban forest. For example, the City Commission adopted a new policy for public notification of city removal of significant trees with the passage of Resolution 20-33. As we move forward into the next biennium, it is ever more important that we continue to improve stewardship of tree resources as the city grows.

In furtherance of this goal, at our regular meeting on January 13, 2021, the Natural Resources Committee discussed the importance of having an up-to-date inventory of city trees.

At its heart, a tree inventory is a management tool for Oregon City's community forest. Whether we are managing a specific population of trees, or all the street trees in our city, it helps to know what we have and where it is. A robust and maintained inventory will allow us to map and capture tree size, species, location, condition, and many other aspects of the city's trees so that our tree managers can make optimal management and funding decisions about tree care.

There are various robust programs available to support this work through the Oregon Department of Forestry and organizations like Oregon Community Trees. Several NRC members have direct experience conducting tree inventories using volunteers and crowd-sourcing apps and are enthusiastic about the potential of these methods in Oregon City.

In summary, the Oregon City Natural Resources Committee encourages the Commission to support a city-wide tree inventory during the 2021-2013 biennium and thanks you for this opportunity.

Oregon City Natural Resources Committee

Dr. Nancy Broshot, Chair

Dr. Mike Hamilton, Vice-Chair

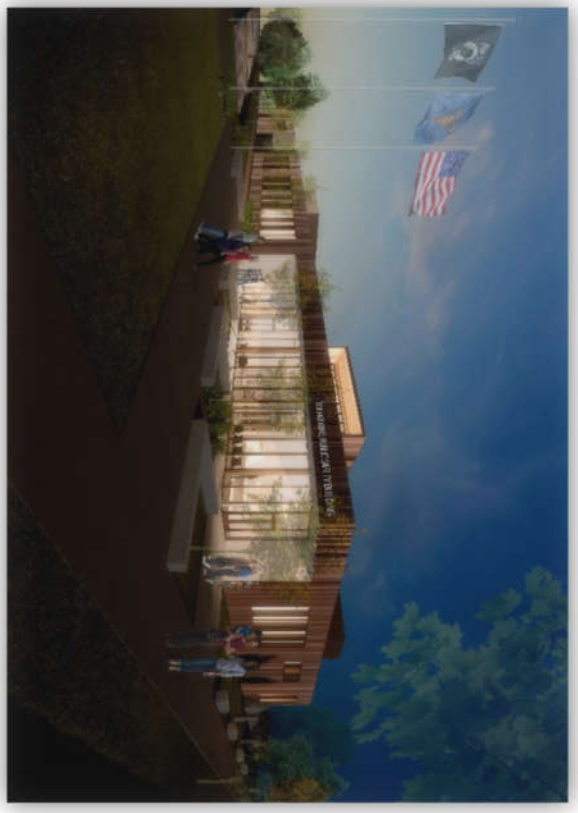
Samantha Wolf

Carrie Young

Devon Pilney

Chris Weaver

Brian Kvisler



2019– 2021 GOALS AND PRIORITIES

City Commission

CITY COMMISSION
OREGON CITY

Mayor and Commissioners

Mayor Dan Holladay

Commission President Frank O'Donnell

Commissioner Rocky Smith, Jr.

Commissioner Denyse McGriff

Commissioner Rachel Lyles Smith

CITY OF OREGON CITY

Vision and Mission Statements

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.

GOAL 1 Cultivate an Environment for Successful Economic Development

Cove Project – Phase II

- Work with the Cove development team to implement the approved Disposition and Development Agreement and to complete the habitat restoration and mitigation assessment.

Railroad Quiet Zone

- Complete design and construction drawings of required quiet zone improvements at 10th and 11th Streets.
- Identify a funding strategy to construct the quiet zone improvements.

Beavercreek Employment Area

- Identify additional funding opportunities to provide needed infrastructure to serve this area.
- Continue partnership with the Chamber of Commerce, Clackamas Community College and Clackamas County Business and Economic Development to continue the marketing and development initiative efforts to bring investment and employment opportunities to this area.

Tourism Plan

- Implement the City's adopted Tourism Plan through a coordinated, collaborative effort with all stakeholders.

Urban Renewal District

- Determine how to proceed with the Urban Renewal Program in Oregon City through further discussion with the Urban Renewal Commission and public outreach/input.

City-wide Economic Development Plan

- Develop City-wide Economic Development Strategy.
- Intensify recruitment efforts by participating in Team Oregon, working with local companies with plans for expansion and connecting with site selectors.

Willamette Falls Legacy Project

- Complete the Federal, State and local permit approval process for phase 1 of the Riverwalk and begin construction in the spring of 2020.
- Continue to work with the property owner to determine future private development on the site including funding, infrastructure, parking and development strategies.

City-wide Facility Planning

- Develop a long-term strategy for City facilities including new buildings in design/construction phases.
- Conduct public outreach to inform the development of a Facilities Plan and to educate residents on City facilities/ public meeting spaces.

Parks Deferred Maintenance

- Determine revenue options for the long-term maintenance of City Parks and Recreational Facilities and the prioritization of projects to be completed.
- Determine outreach plan and communication strategy to gather input from the community to guide Commission decisions.

Beavercreek Road Concept Plan Area

- Identify the preferred location, funding methods and necessary agreements to construct a new Beavercreek Reservoir and Pump Station to meet the distribution system needs in this area.

Information Technology

- Complete a strategic plan for short-term and long-term Information Technology infrastructure improvements and management needs to ensure the viability and security of the City's system.

Meyers Road and Molalla Avenue Projects

- Complete the design and begin construction of the Meyers Road Extension and the Molalla Avenue Reconstruction Projects.

Public Works and Parks Operations Center

- Complete the redevelopment of the Fir Street property to accommodate the needs of Parks Maintenance and the Public Works Department.
- Determine the future use of the Public Works Operations Center property that is located on Center Street, including the upper yard, as part of a holistic facilities strategy.

Police, Commission, and Court Facility

- Complete the final design and begin construction of the new Facility.

Community Members Experiencing Homelessness

- Work with regional partners to identify additional funding and provide increased education on resources available to reduce and prevent homelessness in the community.

Waterfront Master Plan

- Revisit a portion of the Waterfront Master Plan, including Clackamette Park, the boat ramp location, the RV Park and the City-owned properties across from Clackamette Park.

Construction Excise Tax

- Review the potential implementation of an affordable housing construction excise tax and how revenues could be distributed and invested into programs and projects to reduce housing costs and provide affordable housing opportunities.

Ermatinger House

- Work with strategic partnerships and stakeholders to establish a long-term operation and maintenance plan.
- Work to connect the House with the tourism plan and economic development.

Comprehensive Plan Update

- Identify grant opportunities and begin the process to update the Oregon City Comprehensive Plan.

GOAL 4 Pursue Opportunities to Increase Transparency and Encourage Citizen Participation

City-wide Communications Strategy

- Create and implement a City-wide Communications plan.

Electronic Records Management and Information Governance

- Conduct a City-wide records inventory and make the information readily available, which will increase public access to City records and information.

Oregon Library Association Public Library Standards

- Create and implement a consistent method to survey and assess the community to meet the Oregon Library Association Public Library Standards and ensure the Library provides appropriate resources and services.

Deferred Water Infrastructure

- Begin community outreach and communications regarding long-term water rates and the need for infrastructure replacement.
- Prepare for possible ballot measure to address degraded water system.

Parks and Recreation Master Plan

- Update the Parks and Recreation Master Plan, Capital Improvement Plan and complete a System Development Charge analysis for the City's park system.
- Adopt the appropriate System Development Charge to implement the projects identified in the Master Plan.

Stormwater Master Plan

- Update the Stormwater Master Plan, Capital Improvement Plan and complete a Rate Study and System Development Charge analysis of the City's stormwater system.
- Adopt the appropriate System Development Charge to implement the projects identified in the Master Plan.

CITY OF OREGON CITY SIX-MONTH GOALS PROGRESS UPDATE

July 1, 2020 through December 31, 2020

TWO-YEAR GOAL #1: ***Cultivate an Environment for Successful Economic Development***					
PRIORITY	MILESTONE	STATUS			COMMENTS
		DONE	ON TARGET	REVISED	
Cove Project II	Work with the Cove development team to implement the approved Disposition and Development Agreement and to complete the habitat restoration and mitigation assessment.	**X**			The agreement with The Cove, LLC has been terminated. The Urban Renewal Commission is considering how to move forward with the habitat restoration and mitigation assessment separate from the original Cove project.
Railroad Quiet Zone	Complete design and construction drawings of required quiet zone improvements at 10th and 11th Streets.			**X**	Quiet Zone presentation to Commission February 2020. As Directed by the City Commission staff is waiting on legal ruling on the use of Urban Renewal Funds for this project. Scheduled to check back with the City Commission on this item in August 2020. Given the ongoing discussion about the use of UR funding this check back has not been scheduled. Design and construction drawings of required quiet zone improvements at 10Th and 11th streets are done.
	Identify a funding strategy to construct the quiet zone improvements.			**X**	Identification of funding strategy opportunities is still pending.
Beavercreek Employment Area	Identify additional funding opportunities to provide needed infrastructure to serve this area.			**X**	Identification of funding opportunities to provide needed infrastructure is still pending.
	Continue partnership with the Chamber of Commerce, Clackamas Community College		**X**		Advantis Credit Union has purchased property within the Beavercreek Employment Area to establish its headquarters. The company is making plans to build its

	and Clackamas County Business and Economic Development to continue the marketing and development initiative efforts to bring investment and employment opportunities to this area.				headquarters location. Company has been approved for Enterprise Zone incentive.
Tourism Plan	Implement the City's adopted Tourism Plan through a coordinated, collaborative effort with all stakeholders.	**X**			The Tourism Strategic Plan has been implemented. Five new programs have been initiated. More initiatives are forthcoming.
Urban Renewal District	Determine how to proceed with the Urban Renewal Program in Oregon City through further discussion with the Urban Renewal Commission and public outreach/input.		**X**		The Urban Renewal Public Engagement Process is currently underway. Based on the results of the Public Engagement Process the Urban Renewal Commission will determine how to move forward with the Urban Renewal District.
City-wide Economic Development Plan	Develop City-wide Economic Development Strategy. Intensify recruitment efforts by participating in Team Oregon, working with local companies with plans for expansion and connecting with site selectors.		**X**		Staff has initiated the creation of an Economic Development Strategic Plan Committee. On June 3, 2020, the City Commission sanctioned the committee. The committee is comprised of 14 persons representing the private sector, government, private non-profits.
Willamette Falls Legacy Project	Complete the Federal, State and local permit approval process for phase 1 of the Riverwalk and begin construction in the spring of 2020. Continue to work with the property owner to determine future private development on		**X**		The City as well as all of the Willamette Falls Legacy Project partners (Oregon City, Metro, the State of Oregon, and Clackamas County) have actively collaborated with the Confederated Tribes of Grand Ronde (CTGR) who purchased the Blue Heron property in August of 2019. Staff supported the development of a riverside approach to Phase 1 of the riverwalk. City staff successfully applied for funding opportunities for McLoughlin Boulevard Phase III, and partnered with CTGR on a cleanup grant which was unsuccessful. The Transportation Demand

	the site including funding, infrastructure, parking and development strategies.				Management (TDM) Group was created, obtained a grant to fund implementation of the TDM plan, and performed a travel behavior study, implementation of the shared parking program, and is working on an inventory of bike and pedestrian facilities and action plan. Plans for Phase 1 of the riverwalk was advanced, though the project supported an alternative approach to access Phase 1 in conjunction with the new property owner. All current options to achieve the Phase 1 vision exceed funds budgeted for the project. A combination of additional funding and revised expectations for phase 1 are necessary to establish new permit and construction deadlines. In the meantime, Oregon City supported the Willamette Falls Trust in advancing a programming framework and community engagement. The City also determined a preference for programming implementation via a third party, and began negotiation with Confederated Tribes of the Grand Ronde on a development agreement, as well as began government-to-government relationships with Federally recognized tribes with an interest in the Oregon City area. The Planning Department and Economic Development have been in conversations with the property owner regarding the site plan.

TWO-YEAR GOAL #2: ***ADDRESS CRITICAL FACILITY/OPERATIONS NEEDS***					
PRIORITY	MILESTONE	STATUS			COMMENTS
		DONE	ON TARGET	REVISED	
City-wide Facility Planning	Develop a long-term strategy for City facilities including new				This project has not started.

	buildings in design/construction phases. Conduct public outreach to inform the development of a Facilities Plan and to educate residents on City facilities/public meeting spaces.				
Parks Deferred Maintenance	Determine revenue options for the long-term maintenance of City Parks and Recreational Facilities and the prioritization of projects to be completed. Determine outreach plan and communication strategy to gather input from the community to guide Commission decisions.		**X**		Currently working with City Manager to identify funding necessary to hire a professional consultant to develop a 5-year Capital Improvement Plan. Facilities and Parks has utilized the current list of deferred maintenance projects to determine priorities for the biennium budget. Please find a list of projects that have been completed. **Pioneer Center:** • Replaced the freezer • Replaced the dishwasher • Replaced the ballroom floor • Replaced the beam and window on west side • Replaced the laminate at the front counter and serving area **End of the Oregon Trail:** • Replaced the HVAC system • Patched bird holes • FOC stand replacement • Repaired valve • Replaced vault **Train Depot:** • Replaced floor

					Chapin Park: • Remodeled the Chapin restroom Implemented the use of MaintainX for asset management, work order ticketing, and historical data D.C. Latourette Park improvement project is 40% complete Designated marijuana tax revenue as a funding source for parks deferred maintenance, allocating $180,000 of this revenue, per year, for this purpose.
Beavercreek Road Concept Plan Area	Identify the preferred location, funding methods and necessary agreements to construct a new Beavercreek Reservoir and Pump Station to meet the distribution system needs in this area.		**X**		Staff presented Commission with potential location of the new Beavercreek Reservoir and sought approval to not pursue a Joint Engineering option with Clackamas River Water for shared infrastructure. Due diligence on the potential reservoir site is underway.
Information Technology	Complete a strategic plan for short-term and long-term Information Technology infrastructure improvements and management needs to ensure the viability and security of the City's system.		**X**		PlanteMoran was hired to help create the strategic plan. They interviewed staff and Commissioners and administered an End-User Survey. They are anticipated to complete the strategic plan and present to City Commission in early 2021.
Meyers Road and Molalla Avenue Projects	Complete the design and begin construction of the Meyers Road Extension and the Molalla Avenue Reconstruction Projects.	**X**			Meyers Road – project construction is nearly complete and the project is slated to be open to the public on December 15, 2020 Molalla – Construction bid solicitation was completed in March 2020. Construction contract was awarded on May 6. Work to be completed in 15 months (October 2021)
Public Works and Parks Operations Center	Complete the redevelopment of the Fir Street property to accommodate the needs of the		**X**		Construction started in September 2020 and construction is on track for completion in complete in November 2021.

	Parks Maintenance and the Public Works Department. Determine the future use of the Public Works Operations Center property that is located on Center Street, including the upper yard, as part of a holistic facilities strategy.		**X**		The armory building has been demolished and the property deeded back to the City. The lot line adjustment necessary to apportion the Public Works upper yard as a portion of Waterboard Park has recorded at the County Surveyors office. The two Camp Adair buildings have been demolished. With design work on the Fir Street property complete, the full capacity for Fir Street is known and with the decision to allocate the upper yard as park property a final determination needs to be evaluated with regards to the need and utilization of the Center Street (lower sites) site. This facility planning work would make sense to include as the City-wide Facility Planning listed above.
Police, Commission, and Court Facility	Complete the final design and begin construction of the new Facility.	**X**			Staff moved in the beginning of October. Ribbon cutting was held on October 6, 2020

TWO-YEAR GOAL #3: ***ENHANCE THE LIVABILITY OF THE COMMUNITY***					
PRIORITY	MILESTONE	STATUS			COMMENTS
		DONE	ON TARGET	REVISED	
Community Members Experiencing Homelessness	Work with regional partners to identify additional funding and provide increased education on resources available to reduce and prevent homelessness in the community.	**X**			The City Commission approved a warming shelter to open during cold weather events in the winter months. A presentation by Clackamas County Housing Authority is being scheduled before the City Commission on implementation of Metro bonds for housing and supportive housing services for people experiencing or at risk of experiencing homelessness.

					Designated marijuana tax revenue as a funding source for addressing homelessness, which included allocating revenue for the following: • Homeless Liaison Officer (HLO) position (about $150,000 per year) • Purchase of truck designated for HLO • Homeless Camp Cleanup Staff created and is hiring for a Mental Health Specialist that will be a resource for community members and staff that interact with our homeless community members experiencing mental health issues.
Waterfront Master Plan	Revisit a portion of the Waterfront Master Plan, including Clackamette Park, the boat ramp location, the RV Park and the City-owned properties across from Clackamette Park.		**X**		Developing plans to engage the community to receive input on long term plans for the boat ramp, expansion of the RV Park, and future development of the overflow parking lot.
Construction Excise Tax	Review the potential implementation of an affordable housing construction excise tax and how revenues could be distributed and invested into programs and projects to reduce housing costs and provide affordable housing opportunities.	**X**			A work session was held in November whereby the Commission expressed interest in continuing to learn about construction excise tax and will be discussing the topic further at the Goals retreat in early 2021.
Ermatinger House	Work with strategic partnerships and stakeholders to establish a long-term operation and maintenance plan. Work to connect the House with the tourism plan and economic development.	**X**			The City is in our second year of a partnership agreement with the Friends' of the Ermatinger House to host monthly events, fundraise and program the house. The City will enter into the next partnership agreement on Jan. 1, 2021. The Friends' of the Ermatinger House has acknowledged they do not want to take over the operations. Therefore, the City is exploring other partnerships and developing other plans to continue the operations of the House Museum. We are working closely with facilities to adhere to the maintenance plan and pick projects that can portions will paid for by

					fundraising efforts and grants. Timeline to solidify operat is aligned with budget season planning and dept. requests. OCPR has partnered with Economic Development and Tourism to promote and program the house in a joint effort. For example, the Ermatinger House will be part of the Community Showcase Program developed by Economic Development /Tourism. The house has also partnered with Economic Development/Tourism to help with other historic sites and voice recordings. Lastly, and most recently, we have developed a Scavenger Hunt in partnership with Economic Development/Tourism that will direct people to the Ermatinger House as well as other historic sites and locations.
Comprehensive Plan Update	Identify grant opportunities and begin the process to update the Oregon City Comprehensive Plan.	**X**			The City successfully obtained a grant from the Oregon Department of Transportation (ODOT) as well as a grant from the Department of Land Conservation and Development (DLCD). The Community has been providing insight through surveys, community conversations, poster activities, social media, and the Project Advisory Team. More information may eb found at www.oc2040.com.

TWO-YEAR GOAL #4: ***Pursue Opportunities to Increase Transparency and Encourage Citizen Participation***					
PRIORITY	MILESTONE	STATUS			COMMENTS
		DONE	ON TARGET	REVISED	
City-wide Communications Strategy	Create and implement a City-wide Communications Plan.	**X**			Presented to City Commission May 12, 2020
Electronic Records Management and Information Governance	Conduct a City-wide records inventory and make the information readily available, which will increase public access to City records and information.		**X**		The City-wide records inventory is occurring in two separate parts. • The first part is getting a clear, up to date inventory of the records we have stored off-site. Along with

					what records are being stored in the City's EnerGov TCM (Tyler Content Manager) system. • The second part is to gather an inventory of everything else (this includes electronic unstructured date, shared drive, personal drive, computers, records at employee's desks, filing cabinets, etc.). The first part of this inventory will be completed on time and on target. The second part of this inventory will need to be part of a future departmental goal. There are 25 – 30 boxes still needing to be reviewed at the off-site storage facility. These items are expected to be completed by early 2021. A survey to various staff that use the EnerGov TCM will be circulated to determine what records are being retained in this system.
Oregon Library Association Public Library Standards	Create and implement a consistent method to survey and assess the community to meet the Oregon Library Association Public Library Standards and ensure the Library provides appropriate resources and services.	**X**			During the reporting period, the Library Director reviewed and analyzed the 2018 OLA Public Library Standards, and has identified the specific OLA standards, indicators, and attributes that pertain to the Commission Goal. These standards incorporate the areas of Diversity and Community Engagement, Collection Management, Library Services, Library Programs, Technology, Community Engagement, and Library Facilities. An inventory and review of the library's existing survey and assessment methods, tools, and activities related to these identified OLA standard areas is currently in progress. Based on the results of that inventory, a plan for implementing additional, needed survey and assessment tools and activities will be completed by the end of the calendar year 2020. The plan will identify specific survey and assessment tools, methods, or activities to be implemented and undertaken in order to meet OLA standards, as well as an anticipated implementation timeline.

					The Library anticipates adopting a phased approach to the implementation of identified survey and assessment tools and activities. The Library will prioritize the implementation of tools and activities needed to achieve the "essential" Standard level during the 2021 calendar year. Additional survey or assessment activities needed to achieve "enhanced" or "exemplary" standard levels (if feasible/applicable) may not be implemented until the 2022 calendar year.

TWO-YEAR GOAL #5: ***MAINTAIN FISCAL HEALTH AND LONG-TERM STABILITY***					
PRIORITY	MILESTONE	STATUS			COMMENTS
		DONE	ON TARGET	REVISED	
Deferred Water Infrastructure	Begin community outreach and communications regarding long-term water rates and the need for infrastructure replacement. Prepare for possible ballot measure to address degraded water system.		**X** **X**		City Commission has confirmed staff recommendation for the Citywide service strategy and Master Plan CIP update. Water Rate and System Development Charge study on track for adoption in 2021.
Parks and Recreation Master Plan	Update the Parks and Recreation Master Plan, Capital Improvement Plan and complete a System Development Charge analysis of the City's park system. Adopt the appropriate System Development Charge to		**X**		In the process of developing an RFP for the Parks and Recreation Master Plan.

	implement the projects identified in the Master Plan.				
Stormwater Master Plan	Update the Stormwater Master Plan, Capital Improvement Plan and complete a Rate Study and System Development Charge analysis for the City's stormwater system.	**X**			Adoption of the Stormwater Master Plan including a new CIP is complete.
	Adopt the appropriate System Development Charge to implement the projects identified in the Master Plan.			**X**	Rate and System Development Charge (SDC) Study is underway. Rate and SDC will be presented to the City Commission for final decisions in 2021.

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.

2019 - 2021 City Commission Goals and Priorities

- **Goal 1 – Cultivate an Environment for Successful Economic Development**
- **Goal 2 – Address Critical Facility/Operations Needs**
- **Goal 3 – Enhance the Livability of the Community**
- **Goal 4 – Pursue Opportunities to Increase Transparency and Encourage Citizen Participation**
- **Goal 5 – Maintain Fiscal Health & Long-Term Stability**

Awards

- National Award for Distinguished Budget Presentation (four consecutive biennia).
  - The 2019 – 2021 budget document was awarded the Distinguished Budget Presentation Award from Government Finance Officers Association (GFOA).
- National Award for Excellence in Financial Reporting (ninth consecutive year).
- Tree City USA (8th year)
- The Arbor Day Foundation awarded Oregon City the Tree City USA Growth Award for innovative programs and projects as well as increased commitment of resources for urban forestry.

Grants

- Secured and received $637,845 in CARES Act grant funding for the City in fiscal year 2020, with additional requests made in fiscal year 2021, to address the public health and economic impacts of COVID-19.
- Ermatinger received a Community Enhancement Grant in 2018 for $38,100. The grant funded the creation and installation of house interpretive panels, historic artifacts, two cast iron stoves, a thank you and appreciation board, and replica historic clothing. The grant funds were expended in 2020 and on May 9, 2020 the exit report was filed.
- Heritage Grant: CemSites Software for Cemetery. $15,000
- Metro Enhancement Grant: First phase of Veterans Memorial Renovation. $25,000

- Clackamas County Small grant awarded $8,000. This grant is to allow the Pioneer Center the ability to work with a minority owned restaurant to fund several meals to be delivered by Pioneer Center Staff over the year.
- Clackamas County Subrecipient Grant Agreement $179,643. This grant award is for services provided by the Pioneer Community Center to the senior and disabled citizens of Oregon City and West Linn. This includes transportations services, nutrition services, and social services/case management.
- The City received approval of a $12,000 Certified Local Government (CLG) grant in support of our historic resources. The selection of projects which we may choose to implement include: historic overlay district code review, Comprehensive Plan Update, and historic preservation month activities including tours, presentations. The grant requires a $12,000 staff or cash match and is good thru 6.30.21.
- $34,500 Technical Assistance Grant from DLCD for the Comprehensive Plan Update (OC2040).
- Appx $150,000 Transportation and Growth Management Grant from ODOT for the Comprehensive Plan Update (OC2040).

Accomplishments

Public Works

General

- Staffing – Public Works maintained most positions with only limited need for replacements. Two positions hired: Eric Hopwood as our new Asset Management Specialist and Patty Nelson as a Senior Project Engineer.
- On-Call Consultant Short List Updates
    - Utility Infrastructure Professional Engineering Consultants were solicited, and a new three-year short list of qualified consultants was established.
    - On-call shortlist for Qualified Geotechnical Consultants was established.
- Staff applied for a variety of grants including
    - Safe Routes to School (SRTS); Holcomb Blvd Road Improvements – **Unsuccessful**
    - Transportation and Growth Management (TGM); Park Place Urbanization Study – **Unsuccessful**
    - Oregon Business – Loder Road Alignment Concept Plan - **Unconfirmed**
    - Metro Regional Flexible Funds Allocation (RFFA) – Willamette Falls Shared Use Path & 99E Corridor Enhancement Project – **Success!**
    - Metro Community Path Grant - McLoughlin to Canemah Trail - **Unconfirmed**
    - ODOT All Roads Transportation Safety (ARTS)- Safety and Signal along Beavercreek Road (Warner Milne Road to Maplelane Road); preliminary engineering in 2021, and construction in 2022 - **Success!**
- Staff either provided or coordinated a variety of outside agency updates including:
    - ODOT – I-205 Widening & Seismic Improvements; I-205 Tolling, Willamette River Bike and Pedestrian Bridge Crossing Study
    - Clackamas County – Transit Development Plan, Shuttle Planning, Intelligent Transportation System Plan update
    - TriMet – Pedestrian Plan
    - Metro – “Get Moving 2020”, Metro South Recycle Center Planning,
- Throughout the year staff collaborated with the City’s Community Communications Coordinator to produce meaningful public information for four different public informational videos, Trail

News Articles, Friday Highlights, social media posts, the community satisfaction survey and a variety of project and program updates.

- Clackamas River Water District (CRWD) – negotiated a Memorandum of Understanding to complete professional surveying associated with a new CRWD boundary adjustment to include withdrawal areas from Oregon City.
- In association with the Water Master Plan Update and the Stormwater Master Plan Update staff have completed the work necessary to present rate and SDC information to the City Commission for approval and policy decisions moving forward.
- Emergency Management – Staff response to the 2020 Wildfires and the COVID-19 Pandemic and administering the associated Governor's/CDC/OSHA workplace compliance efforts.
- Maintained strong safety programs; the Department (52 FTE) maintained a strong safety record. In total, the Department incurred 0 hours of time loss incidents in 2020.
- Staff support of the City's IT Strategic Plan and the 2040 Comprehensive Plan Update

Environmental Compliance

- Maintained program compliance and completed annual reporting or event participation for a long list of environmental standards or State and Federal requirements.
    - ODEQ - Total Maximum Daily Load Implementation; - year implementation plan initiated
    - ODEQ - National Pollutant Discharge Elimination System (NPDES) Municipal separate storm sewer systems (MS4) Annual Report with TMDL report as Appendix D; coordination with ODEQ and other Phase I communities on the new NPDES permit language which is currently out for public comment.
    - Annual Summary Report for our Cross Connection /Backflow Protection Program
    - Storm Drain Cleaning Assistance Program – 20 different commercial locations sign up for the Storm drain Cleaning Assistance Program (SCAP) for a total program effort that includes 148 catch basins.
    - Continues to work with Greater Oregon City Watershed Council (GOCWC) on TMDL stream shade project and the focus remains along Abernethy Creek
    - National Flood Insurance Program Annual Report
    - Tree City USA Annual Report

Oregon City Operations Complex Development

- The project design and Guaranteed Maximum Price is complete for the new Fir Street Operations Complex. Emerick Construction Co. began construction in September. The demo work is complete and foundation and underground utility work is scheduled through the end of 2020. This project remains on track for move-in readiness in November 2021.

Storm Water Master Plan and Design and Grading Standards

- Staff presented and the City Commission approved the adoption of the Stormwater Master Plan Update and the Design and Grading Standards. Staff have completed the work necessary to present rate and SDC information to the City Commission for approval and policy decisions moving forward.

Meyers Road Extension Project

- Construction complete and Meyers Road is open for use! A Grand Opening Event was scheduled for December 15th however due to COVID - 19 stay at home orders, the Grand Opening Event

was cancelled. The Meyers Road Extension typical cross section is 93' wide. This includes two 12' travel lanes, a 12' center turn lane or raised median with plantings, 8' bike lane with buffer and a 7' parking lane on the south side. In order to accommodate stormwater runoff, each side of the road has a 10' stormwater treatment planter, with the south side having a 6' sidewalk, and the northside having a 12' shared use path between Highway 213 and Clackamas Community College (CCC). East of CCC the sidewalk returns to a 6' sidewalk.

Sewer Inflow and Infiltration Program

- This year the Department completed our first surface water inflow reduction project, building new stormwater conveyance systems and thereby eliminating 11 stormwater catch basin illicit connections that were previously connected to the sanitary sewer system.
- This year the Department hired an engineering consultant to assemble the plans and specifications for our first sanitary sewer infiltration and inflow reduction project including over 14,000 lineal feet of public mainlines.

Molalla Avenue

- The design and bid phases for the Molalla Avenue Phase 3 project are history and as of July 23rd the project has been under construction. This is a multi-stage / multi-phase project and stage one comprises the east side work and Stage 2 is the west side work. For 2020 the work is anticipated complete most of the Stage 1 work and in 2021 the focus is on the Stage 2 Work with final paving and striping

Minor Infrastructure Improvements

- S. 2nd St. sidewalk and frontage improvements between High St. and Center St. - Complete
- The High Street Phase II Waterline Improvement Project was completed between 3rd Street and Center Street. - Complete
- Molalla Avenue/Pearl Street Intersection Updates – Complete
- Molalla Avenue speed limit lowered – Complete
- Trillium Park Drive Slide Repair – Design
- 2020 Annual Pavement Maintenance Project –Complete
- Barclay Hills Rectangular Rapid Flashing Beacon – Complete
- Gaffney Lane Street Widening Design and bid phase –Complete
- Completed sewer pump station improvements at the Newell Crest and Noble Ridge wastewater Pump Stations - Complete
- Annual Pavement Maintenance Contracts - Complete
- OC Fiber build serving the City's Fir Street Building - Complete

Development Projects

- Development Services Staff supports a variety of projects and programs with both internal departments and outside agencies. Highlights of these miscellaneous initiatives includes:
    - Drafting the Public Works Code Changes and fostering through the land use approval process
    - Assisted with Clackamas County and their Stormwater Standards update
    - Assisted DLCD in providing information and guidance in the setup of a new State Landslide Guide
    - Hosted the Geologic Hazard Forum

  - Staff collaborated with the Economic Development Department and the Community Development Department on the Oregon City COVID-19 Recovery Assistance Program (Parklets and Sidewalk Obstruction Permits)
  - Collaborated with the Oregon City School District on development agreements for the Gardiner Middle School Williams Street improvements and the High School Lane street improvements.
  - Negotiated staff time reimbursement agreements with UPRR and ODOT for plan review time associated with the 12th Street UPRR bridge and the I-205 widening project.
  - Completed a variety of property transfer tasks associated with the Public Works Upper Yard transfer to Parks Property including environmental review, survey, demolition of the Camp Adair buildings.
- Staff continues to collaborate with Community Development with the Confederated Tribes of the Grand Ronde on the Willamette Falls Legacy Project / Blue Heron site and ownership transition.
- Small Cell Implementation – Public Works and Community Development have gone through the appropriate land-use and public right-of-way permitting processes. Per Resolution 19-02, 19-03, Oregon City Municipal Code 13.34 and 17.80, the City has approved the placement of the first Small Cell wireless antenna within City right-of-way.
- Development engineering was busy this year with project review and approval work while also making a variety of process improvements intended to simplify and/or clarify developer requirements. Notable projects include:
  - Clackamas Community College building construction: General Services Building, Dejardin Hall
  - Non-Residential Developments: Oregon City Public Safety Building, Gardiner Middle School, Tyrone S Woods Park, Oregon City Operations Complex, Metro Newel Canyon Open Space and Trail Head Park; Advantis Credit Union, Gaffney Lane and John McLoughlin Elementary Schools, Latourette Park, 82nd Street Pedestrian Bridge, Thimble Creek Concept Plan,
  - Residential Developments: Canemah Cottages, Parker Knoll, Edward Oaks, Harley Street Apartments, Hillock Heights, Forest Edge Apartments, Laurel Ridge, Holcomb Plaza Apartments, Dotson Farms, Hillock Heights, Pleasant Ave Apartments, AFC Clinic
  - Franchise Utility Projects: Meyers Road NWNG high pressure gas line upgrades, PGE, and other franchise utility Molalla Avenue relocation work,

Wastewater & Stormwater Division

- **Sanitary Sewer Division Goals & Projects**
  - PMUF Projects – sanitary lines continue to be video inspected and repairs identified and completed prior to overlay.
  - Video Inspection (6-year Frequency or 21.6 miles/year) – Program continues annual goal not met due to CV-19.
  - Line cleaning (4-year Frequency or 32.4 miles/year) – Program continues annual goal not met due to CV-19.
  - Root Intrusion Control – Completed, roots were removed as needed based on video inspection reports and customer service requests. Root foaming of problem lines completed.
  - Newell Crest Pump Station – Coordinated the replacement of one of two existing pumps.
  - Pease Rd. Pump Station – Coordinated the repair of two of three existing pumps.
- **Stormwater Division Goals & Projects**

  - PMUF Projects – storm lines continue to be video inspected and repairs identified and completed prior to overlay.
- Video Inspection (6-year Frequency or 19.9 miles/year) – Program continues annual goal not met due to CV-19.
- Line Cleaning (6-year Frequency or 19.5 miles/year) – Storm lines are cleaned on and as needed basis based on video inspection.
- Catch Basin Cleaning (3-year frequency or 1,514) – Cleaned 1776 catch basins or 39%. Program goal exceeded.
- Pollution Control Manholes/Vault & Detention Pipe Cleaning (2-year frequency) – Program continues annual goal not met due to CV-19.
- Conducted oversight of "Landscape Maintenance Contract" for 110 Stormwater Quality facilities and natural area sites.
- Participated in Municipal Separated Storm Sewer Systems (MS4) annual report preparation and additional permit requirements.
- 137 Belle Ct. – Installed infiltration trench creatively to resolve longstanding storm drainage problem.
- 965 Hazelwood Dr. – Conducted emergency culvert repairs to failing private culvert causing downstream flooding and erosion.

Water Division Accomplishments

- Routine maintenance of the City's drinking water distribution system including pipes and system devices associated with 165 miles of pipe 5 reservoirs, 1510 hydrants and other system devises serving 11,311 customers.
- System maintenance
  - Installed 1,100 lineal feet of 6" and 8" diameter in-house waterline replacement (Caravatta Court, Barker Road)
  - One third of the system (55) miles of Leak Detection performed (= 1/3 of the city) where we found only minor leaks this year.
  - Over 500 water samples for water quality performed
  - Ecos Connect program implemented for automating our back-flow program
  - Managed multiple contracts and contractors to include PRV rebuilds, cathodic protection (protecting 5.75 million gallons of water), leak detection, landscaping, backflow testing, new waterline installation, electricians, system expansion, repairs, and upgrades
  - Replaced large pump and motors at Hunter Pump Station
  - Upgrading design work for Hunter Pump Station
  - PRV work/removal done inhouse at Harley & Forsythe
  - 2020 Annual flushing program where we flushed mainlines in the Upper Zone for water quality and valve maintenance operations

Community Development

- Began the public process of updating the Comprehensive Plan (OC2040) by creating a community vision for the next 20 years. The project has solicited input from the community with active and passive posters, social media, mailed surveys, online surveys, website networking, press releases, community conversations, logo design contest, photos, and establishment of a Public Advisory Team. The engagement has been reaching a wide variety of people, many of whom this was the first time participating in Oregon City government.

- The department maintained all services for the public throughout the year despite the COVID-19 pandemic. Policies and procedures were put in place which maintained public safety by transitioning to electronic submittal of applications, electronic review of applications, virtual inspections, and virtual meetings/hearings. The services allowed construction to continue in Oregon City and the review time for development remained swift. Additional guides and website improvements were made to assist the public through the development process.
- Advancing the City Commission Goals and Priorities:
    - Completed the process of amending the municipal code to remove barriers to missing middle equitable housing types such as duplexes, 3-4-plexes, Accessory Dwelling Units, internal conversions and manufactured homes.
    - Adopted implementing code for Thimble Creek (Beavercreek) Concept Plan.
    - Adopted City policy on tree removal.
    - Working on measures to protect upland habitat trees in the Thimble Creek Concept Plan area.
    - Began working on Compatible Change Project to review when undesignated building remodels and public improvements need Historic Review Board review.
    - A new website was created dedicated to racial equity in planning.
    - Reduced legal fees with the dismissal of three cases, and only one active case.
    - Discussions about construction excise tax.
    - Supported the Willamette Falls Legacy Project
        - Supported the Willamette Falls Trust in advancing a programming framework and community engagement.
        - Facilitated the Commission's determining a preference for programming implementation (a third party).
        - Began negotiation with Confederated Tribes of the Grand Ronde on a development agreement.
        - Began exploring government-to-government relationships with Federally recognized tribes with an interest in the Oregon City area.
- Coordination and Support of other Departments
    - Worked with Public Works on code amendments.
    - Supported economic development on a variety of programs including the Economic Development Strategic Plan and translation of materials into Spanish.
    - Completed the ORS 358.653 Memorandum of Agreement with the State Historic Preservation Office regarding the demolition of Mt. Pleasant School.
    - Supported the creation of the parklet and parking lot retail/dining pilot.
    - Supported the creation and adoption of a city-wide tree removal policy.
    - Supported the City with the lower waterboard park designation, demolition and acquisition of the armory, and wildfire response.
    - Supporting the work of Police, Parks, and Public Works through the permitting process.
    - Supporting outside organizations on effort such as warming shelter, Buena Vista Clubhouse, and relocation of the metro transfer station.
    - Implementing the Transportation Demand Management Plan with coordination of after-hours parking lots (including working with property owners to create agreements and installing signage), downtown bike/pedestrian counts, and assessment of public infrastructure improvements.
- The Building Division processed a large number of development applications.
    - Building Valuation of Permits Issued: $188,360,917
    - Permitted NSFD: 60

- Processed Permits: 1,942 (Building: 386, Mechanical: 541, Electrical: 515, Plumbing: 500)
- Residential Certificates of Occupancy: 98
- Issued 15 Commercial Certificates of Occupancy ranging from Barlow Hall at CCC to a 24 unit apartment building, to a remodel at Les Schwab.
- Completed 7,412 inspections
- Archived 3,900 files
- Organized Permit Files Under Street Address: 2,450

Parks and Recreation

- Created virtual recreation to respond to facility closures and activity cancellations due to the pandemic.
- Programmed and offered summer camps
- Created and implemented new after school camps.
- The Parks & Recreation Department hired a Cost Recovery consultant to work through a 12-week process that analyzes current programs, activities and rental fees, develops future goals and establishes a tool that will guide the department regarding future budgetary recovery percentages. This process will create a transparent approach to fee adjustments and provide a clear metric that will improve the trust of the citizens as well as with the advisory board and the elected officials.
- The Pioneer Center staff provided 39,990 meals, 8,353 rides, 36,923 social services 22,726 units of recreation activities, 9,899 units of meetings and rentals to the community.
- Installed new Playground at Park Place Park and replaced Chapin Park restrooms.
- Provided upgrades to buildings in response to COVID. These upgrades included increased HVAC maintenance, upgrading HVAC filters, barriers, and implementing strategies to address staff and citizen safety.
- Awarded contracts for development of Tyrone S. Woods Memorial Park, Filbert Run Park, and D.C. Latourette Park. All three parks are scheduled to be completed in 2021.
- Oregon Cities Clackamette Park became an evacuee site during wildfires.
- Completed over $500,000 in deferred maintenance and capital improvement projects.

Library

- In partnership with Clackamas Community College, we held our inaugural “One City, One Book” community reads program. The month-long event featured numerous programs based on Heidi Durrow’s award-winning book “The Girl Who Fell from the Sky”, and concluded with an author talk at Clackamas Community College.
- The LINCC Library of Things (LoT) program – which allows library users to check out items such as Instant Pots, WiFi hotspots, puzzles, and more - was the recipient of a 2020 NACo (National Association of Counties) award in the category of Community and Economic Development.
- We implemented a new online event calendar and registration system, and worked with City IT and Aha Consulting to integrate this system with the City website calendar.
- In FY 19/20, we received $8,776 in Ready to Read grant funds from the State of Oregon.
- We implemented two new electronic resources for patrons: CreativeBug (a fully-featured resource for crafters, makers, and DIY enthusiasts) and BookFlix (read-along e-books and digital audiobooks in English and Spanish for readers from Pre-Kindergarten to 2nd Grade).

- In support of Resolution 20-19 and the Commission's goal of creating safe spaces for conversations and learning opportunities to fight racism and inequity, we created a monthly Building Bridges Anti-Racism Book Club.
- We improved the process of collecting and preparing statistical data for the Library Advisory Board, and improved the content provided to the Board, including new reports on Social Media activities and more comprehensive library financial data.
- We implemented a successful Handmade Creative Kits program, where patrons can request to receive a kit (containing instructions, materials, and additional resources) for a new craft every month. Kits are available for kids, teens, adults, and adults with disabilities.
- We added a second external book return along 6th Street, expanding our capacity to accept returned library materials.
- Many of our accomplishments this year were directly or indirectly related to responding to the ongoing COVID-19 pandemic. COVID-19 challenged our staff to be flexible, creative, and innovative in how we provide library services to the community, all while working under constantly evolving public health guidelines, and capacity and staffing constraints.
    - We developed and implemented a successful 2020 Online Summer Reading Program (for kids, teens, and adults) utilizing an entirely new online platform (Beanstack). In addition, we mailed out hundreds of prize books to Summer Reading participants and hosted a full series of virtual family concerts.
    - We were able to implement online/virtual equivalents of core library programs, which we have been unable to offer in-person throughout the COVID-19 pandemic. Some of these programs include storytimes, book clubs, first film Fridays, art labs, Dungeons and Dragons, and Lego labs.
    - We introduced a number of new virtual/online programs, including virtual trivia nights, staff readalouds, Library Hacks instructional videos, guided meditation videos, poetry corner, and virtual TechConnect sessions.
    - We developed and implemented an appointment-based, no-contact holds pickup process so that we could continue fulfilling holds and circulating materials in a safe manner to the community.
    - Our Youth Services department has been actively working with the School District and the community to provide additional support for kids, parents, and educators during this extraordinarily challenging school year. We have created an online Learning Support web page, coordinated with the School District to share library program and resource information with teachers, and worked with the School District to develop plans to deliver books to students in need.

Police Department

- Completed construction of the Robert Libke Public Safety Building
- Completed move of the police department into the new building
- Created and hired mental health specialist position
- Grants Received:
    - $25,000 Metro Enhancement Grant
    - $96,960 in State traffic safety enforcement grants
    - $125,000 COPS grant (federal)
    - $10,299 US DOJ JAG grant toward new mental health position
- Department-wide Implicit Bias training

- Second year of voluntary department wellness program, about 1/3 of employees participated
- First year of street level drug team completed:
    - 18 missions
    - 10 buy/busts and 6 controlled buys
    - Written 4 search warrants and made 15 arrests
    - Online sting of male soliciting 15-year-old girl, charged with Measure 11 crime
- Added new Canine Officer Rony to patrol after retirement of Mac
- 18 homeless camps and sites cleaned up
- 19,904 calls for service (through 9/30/20)

Finance

- Maintained AA+ bond rating from Standard & Poor's.
- Completed annual audits and financial reports for City of Oregon City, Oregon City Urban Renewal Agency and South Fork Water Board. All of the reports had unmodified or "clean" opinions and no audit findings.
- Developed a new report in the City's ERP system, available to all departments, which displays budget and activity for both years of the biennium on one report. This is the first time Finance has been able to offer such a report to users.
- Redeemed the Urban Renewal Revenue Bonds, Series 2008A, prior to maturity for a one-time interest savings of $600,000 for the Urban Renewal Agency.
- Converted South Fork Water Board's external financial report from a simple Annual Financial Report to a more comprehensive Consolidated Annual Financial Report (CAFR), similar to that which is produced for the City.
- Submitted regulatory and contract required reports to support City functions, including Local Road and Street report to the Oregon Legislature, Municipal Securities Rulemaking Board filings, Diesel Fuel Usage reports to the State, statewide lodging tax survey compliance certificates for outstanding debt, unclaimed property reports, urban renewal agency filings, and so forth.
- Effectively transitioned all department staff to a work-from-home environment during the initial months of the COVID-19 pandemic, maintaining all functions, without interruption, including the provision of customer service via phone and email.
- Implemented new processes and procedures to assist citizens temporarily impacted by the COVID-19 event, especially those with past due utility accounts, including:
    - the temporary suspension of water shut-off for non-payment
    - a temporary, short-term, Utility Billing Reduced Rate Program
    - enhanced outreach to past due accounts to convey the City's concern for, and interest in, the well-being our citizens
- Implemented a new cashiering system for Police and Code Enforcement, integrating them with the City's Enterprise Resource Planning (ERP) system.
- Created an automated process to accurately allocate interest earnings across departments.
- Completed year-end audit and production of the City's Consolidated Annual Financial Report by October 16th, which is record time considering the due date of December 31st.
- Implemented a Fixed Assets system for South Fork Water Board.
- Continued to maximize the collection of utility account balances through the use of an online lien search system. This has kept the percentage of past due account to a minimum, over-time,

including during the COVID-19 event. Also, it has resulted in significant pay-offs, including, as an example, a pay-off in the current year on a single commercial account that exceeded $9,000.
- Implemented a tool to allow business owners to submit a business license application entirely online. The City now receives on average, 20 applications per month using this method, which is now the primary method for submittal.

City Recorder

- Effectively implemented a new electronic agenda management solution, saving the City more than $30,000/year.
- Negotiated a successful separation agreement with Iron Mountain, moving 890 boxes from Iron Mountain facilities to Clackamas County Records Center.
- Successfully submitted and processed the Clackamas Water Environment Services (WES) ballot measure and candidates for Commission positions for the General Election, November 3, 2020. Also managed the Recall Mayor Dan Holladay process and November 10, 2020 Election.
- Accomplished a variety of goals from the Recorder's Office Records Management Strategic Plan 2019-2023, one major one also being a Commission priority under Goal #4, City-wide records inventory although this goal is not completely accomplished it was broken into two phases and the first phase is complete.
- Digitized permanent paper records stored offsite and made accessible to the public via the City's website, reduced the quantity of cartons stored offsite by converting the documents to electronic format to save dollars.
- Efficiently processed over 250 public records requests within the required five-business day timeframe.
- Successfully hired two new Assistant City Recorders and began the training process.
- Achieved implementation of Hewlett-Packard Enterprise Records Manager (HPERM), the City's records management solution, in various departments throughout the City resulting in:

    - 88,130 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 (understanding that we have completed multiple authorized data destructions successfully)
    - 5 users added in 2019
        - 20 users in 2016
        - 50 users in 2017
        - 58 users in 2018
        - 57 users in 2019
        - 58 users in 2020

Economic Development

- New Economic Development Manager on January 21, 2020.
- Engaged tourism industry stakeholders over a six-month period to develop initiatives aimed at implementing Oregon City's Tourism Strategic Plan.

- Implementing the City's Tourism Strategic Plan via the creation of five (5) programs designed to address the major planks of the plan. They include:
    - The Community Showcase
    - The Concierge Institute
    - The Arts Treasure Trove
    - Attraction & Expansion
    - Tourism Information Network
- With the emergence of COVID19 the department accomplished the following
    - Created the Oregon City Debt Relief Initiative (Round 1)
    - Implemented A Debt Relief Initiative (State Money) Round 2
    - Created the Re-Imagine Opportunity Fund
    - Created the OC Tourism Debt Relief Initiative that has been expanded to all businesses (Round 3)
- Established the Economic Development Strategic Plan Steering Committee.
- Successfully managed the Community Enhancement Grant Program (FY 2020).
- Revised the Job description and expectations of the Economic Development Coordinator Position (Now Recruiting).
- Coordinating a Public Engagement Process on Urban Renewal, supporting the Leland Consulting Group (9-month process).
- Attracted a new company to Oregon City (radio wave communication company) with seven employees.
- Currently crafting a new stand-alone economic development website.

Human Resources

- COVID-19 Policy and protocols – HR led and supported the organization through the dynamic changes caused by the global pandemic. HR developed and implemented interim 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. HR contributed to creating a safe work environment.
    - Temporary City Policy: Response to COVID-19 (three updates)
    - COVID-19 Return to Workplace Strategy
    - Time and attendance codes to track leave related to COVID-19
    - Exposure risk assessments at each facility
- Personnel Policies - Updated three and created one new personnel policy:
    - Standards of Conduct and Progressive Discipline
    - Non-discrimination and Anti-Harassment (EEO)
    - Performance Reviews
    - (New) Public Complaints Against City Employees
- Family Medical Leave Act (FMLA)/Oregon Family Leave Act (OFLA), Americans with Disabilities Act and Workers Compensation law compliance:
    - Sixteen employees requested FMLA/OFLA leave
    - Three successful employee separations after intense engagement of FMLA/OFLA requirements and ADA Accommodation laws
    - Three (3) ongoing worker's compensation claims being managed

- Labor relations and Performance management. One large scale investigation into employee misconduct which lead to a resignation prior to the due process hearing.
- HR managed and responded to three external complaints. Under the HR received the complaints, initiated any required investigation, reported on the facts and responded to the complainants with positive outcomes.
- Recruitment and Selection - HR Successfully coordinated 18 regular status recruitments (and 11 temporary/On-call) recruitments
    - Received and processed 1,431 application.
    - Hired and on-boarded 17 regular status employees.
    - 94% (16 of 17) of new hires passed probationary period.
    - Expanded reach by adding Partners in Diversity as a standard job post site
- Recruitment and Selection - Coordinated three Department Director recruitments through to successful hires
    - Finance Director
    - Parks and Recreation Director
    - Library Director
- Facilitated a Diversity Equity and Inclusion training program presented by Bill De La Cruz. Focused on understanding bias, how to engage conflict and how do deconstruct bias.
- Progressive discipline Training – Human Resources and Attorney Kathy Peck delivered a training on to all managers. Covered best practices, employment law and the new personnel policy.
- Risk Management and Workplace Safety
    - Workers Compensation Insurance Renewal – SAIF
    - The City maintained an incredible Experience Modification rate of .63 (= $103,441.85 in savings) for a second year in a row after a 2019 renewal MOD of .61. The strong culture of safety and commitment to training really pays off.
- Opened 33 risk claims and closed out 27. Recovered $16,801.88 on claims handled internally.
- Classification and Compensation
- Created a new job classification:
    - Mental Health Specialist (Police Department)
- Reviewed and updated five (5) job classifications:
    - Economic Development Coordinator
    - Property and Evidence Technician
    - Meals on Wheels Coordinator
    - Finance Director