

City of Oakridge Strategic Plan 2020-2025



Photo by Trisha Maxfield



Prepared for the City of Oakridge by
South Willamette Solutions
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About Oakridge

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



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

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

History

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

City of Oakridge Strategic Plan 2020-2025

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

Demographics

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

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

Workforce

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

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

Governance

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



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

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

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

Mission

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

Vision

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

Approved and Adopted

This strategic plan was adopted and approved by the Oakridge City Council on December 3, 2020.

Kathy Holston, Mayor

Paul Forcum

Chrissy Hollett

Dawn Kinyon

Trisha Maxfield

John McClelland

Bobbie Whitney

What is a Strategic Plan?

Definitions

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

Goals

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

Objectives

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

Metrics

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

Context

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

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

Plan Overview

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

Internal and External Themes

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

2020 Planning Process

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

Council Work Sessions

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

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

Committee Work Sessions

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

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

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

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

Committee Members:

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

Lynda Kamerrer, President, Oakridge-Westfir Chamber of Commerce

Joy Kingsbury, Real Estate Agent

Dawn Kinyon, City Council 2019 to 2020

Susan Knudsen-Obermeyer, Board Chair, Lane Electric Cooperative

John McClelland, City Council 2020 to 2020

Kerri VandenBerg, Willamette Mountain Mercantile/ Oakridge Bike Shop

Community Survey

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

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



Figure 1: Community Survey Rankings

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

Overall Comments

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

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



Safe Community

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

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

Responsive Government

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

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

▯ Score: 3.91

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

▯ Score: 4.51

Strong Economy

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

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

Community Livability

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

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

Council Goals

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



Figure 2: Concepts listed in pre-survey responses

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

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

Safe Community

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

Responsive Government

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

Strong Economy

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

Community Livability

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

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

Implementation - Scorecard

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



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

Safe Community

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

Oakridge Strategic Plan Scorecard

STRATEGIC THEME AREA: SAFE COMMUNITY

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

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

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

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

Responsive Government

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

Oakridge Strategic Plan Scorecard

STRATEGIC THEME AREA: RESPONSIVE GOVERNMENT

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

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

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

- 1 Invest in City infrastructure where needed

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

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

Strong Economy

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

Oakridge Strategic Plan Scorecard

STRATEGIC THEME AREA: STRONG ECONOMY

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

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

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

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

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

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

Community Livability

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

Oakridge Strategic Plan Scorecard

STRATEGIC THEME AREA: COMMUNITY LIVABILITY

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

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

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

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

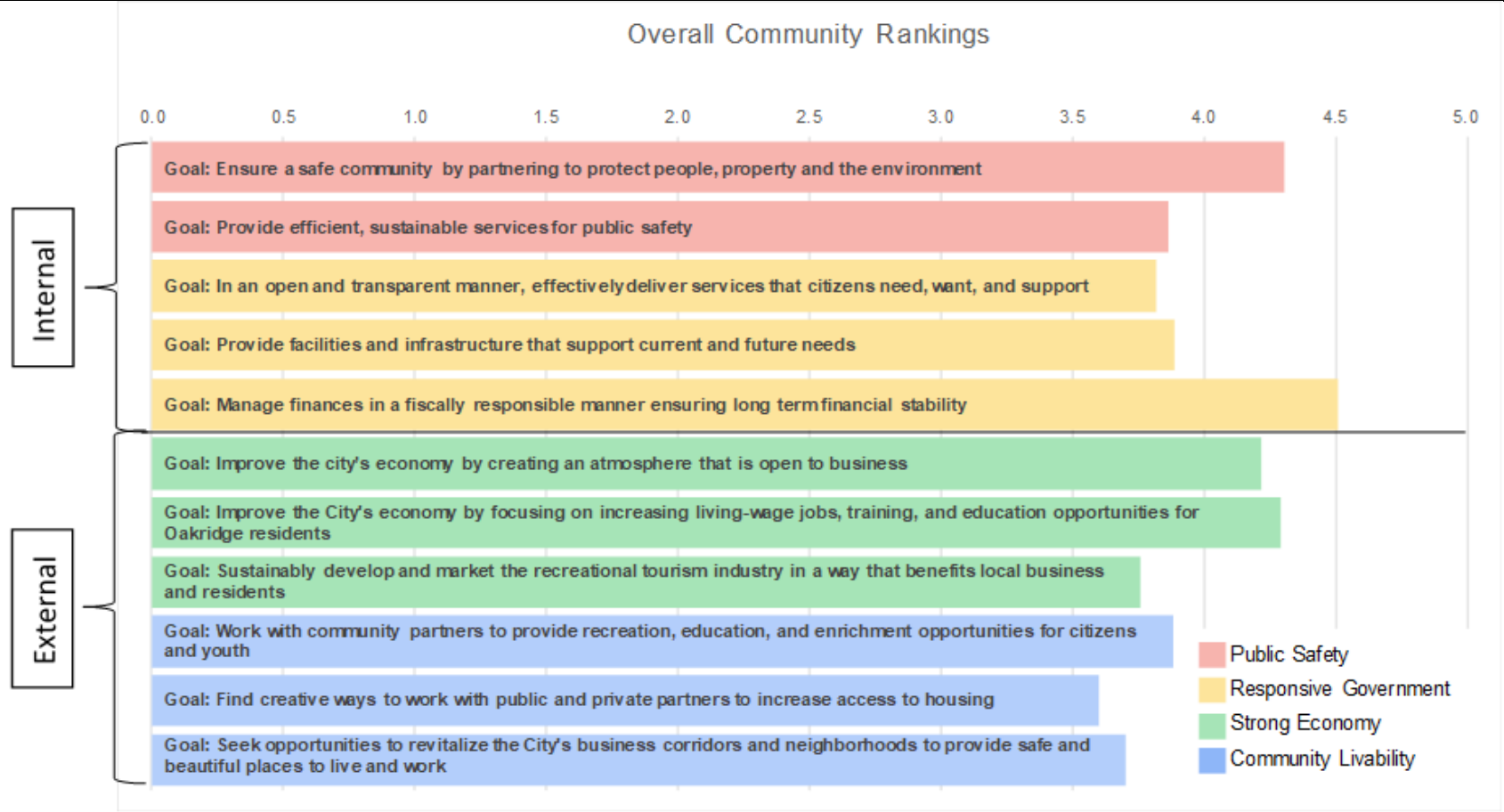
Goal #3: Seek opportunities to revitalize the City's business corridors and neighborhoods to provide safe and beautiful places to live and work

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

Additional Resources

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

2020 Strategic Plan Community Survey Report



Resource B: Survey Results

Safe Community

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

Goal 2: Provide efficient, sustainable services for public safety

Themes:

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

Written responses:

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

Resource B: Survey Results

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

Resource B: Survey Results

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

Resource B: Survey Results

Responsive Government

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

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

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

Themes:

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

Written responses:

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

Resource B: Survey Results

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

Resource B: Survey Results

Strong Economy

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

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

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

Themes:

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

Raw responses:

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

Resource B: Survey Results

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

Resource B: Survey Results

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

Resource B: Survey Results

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

Resource B: Survey Results

Community Livability

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

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

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

Themes:

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

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

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

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

Resource B: Survey Results

Themes:

Raw responses:

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

Resource B: Survey Results

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

Resource B: Survey Results

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

General Feedback

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

Themes:

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

Resource B: Survey Results

- No privatization of services (1)

Raw responses:

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

Resource B: Survey Results

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

Resource B: Survey Results

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

Resource B: Survey Results

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

Resource B: Survey Results

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

Resource C: Council Pre-Survey Summary



Survey - City Council Goals

Near Term Goals

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



Survey - City Council Goals

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

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

Resource C: Council Pre-Survey Summary



Survey - City Council Goals

Long-term goals for Oakridge (5+ years)

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



Themes

Safe Community (12)

Responsive Government (7)

Strong Economy (12)

Community Vitality (8)

Resource D: Scorecard with Tasks

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

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

Oakridge Strategic Plan Scorecard

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

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

Resource D: Scorecard with Tasks

Oakridge Strategic Plan Scorecard

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

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

STATUS KEY

On Hold

PRIORITY KEY

Low

Resource D: Scorecard with Tasks

Oakridge Strategic Plan Scorecard

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

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

STRATEGIC THEME AREA: RESPONSIVE GOVERNMENT							DELIVERABLES	COST/HOURS				
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Goal #2: Provide facilities and infrastructure that support current and future needs								22.50%	0	0	0
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1	Invest in City infrastructure where needed		On Hold	High	11/9/20	11/10/20		100%	0%	\$0.00	0	0
	Water and waste water improvements		In Progress	High	11/10/20	11/14/20	Obtain funding and schedule improvements by phase	50%	10%	\$2M	0	0
	Street repairs		In Progress	High	11/11/20	11/20/20	Obtain funding and scheduled street repavings.	100%	40%	\$0.00	0	0
	Work with service providers to develop affordable, accessible fiber optic infrastructure across the entire community		In Progress	Low	11/12/20	11/20/23	Percentage of the community with access to fiber	100%	50%	\$0.00	0	0
	Explore CMAC funding options		On Hold	High	11/9/20	11/10/21	Number of CMAC funded projects scheduled	100%	10%	\$0.00	0	0

Resource D: Scorecard with Tasks

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STATUS KEY	PRIORITY KEY
On Hold	Low

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

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Oakridge Strategic Plan Scorecard

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

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

Resource D: Scorecard with Tasks

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

STATUS KEY	PRIORITY KEY
On Hold	Low

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

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

Resource D: Scorecard with Tasks

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STATUS KEY

PRIORITY KEY

On Hold

Low

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

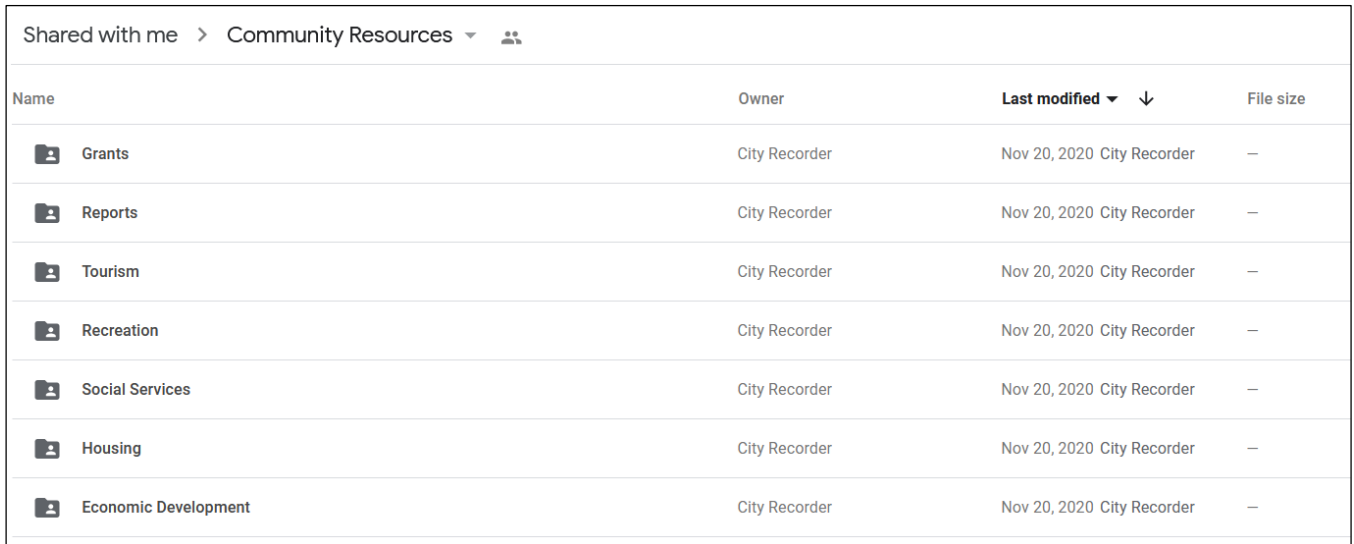
COMPLETED

DELIVERABLES








COST/HOURS

Resource E: Shared Resources Folder Map

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



The screenshot shows a Google Drive interface for a folder named 'Community Resources'. The breadcrumb path is 'Shared with me > Community Resources'. Below the path is a table listing folders with columns for Name, Owner, Last modified, and File size. All folders are owned by 'City Recorder' and were last modified on 'Nov 20, 2020'. The file size for all folders is indicated as '—'.

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