

Molalla City Council

Meeting located at: Molalla Adult Community Center
315 Kennel Avenue Molalla, OR 97038

May 22, 2013 **Regular Meeting Agenda**

Work session: 6:30PM

Business meeting: The meeting will **begin at approx. 7 p.m.** The Council has adopted Public Participation Rules. Copies of these rules and public comment cards are available at the entry desk. Public comment cards must be turned into to the City Recorder prior to the start of the Council meeting.

The City will endeavor to provide a qualified bilingual interpreter, at no cost, if requested at least 48 hours prior to the meeting. To obtain services call the City Recorder at (503) 829-6855.

1,016th Regular Meeting

1. CALL TO ORDER

- A. Flag Salute
- B. Roll Call

2. COMMUNICATIONS, PUBLIC COMMENT, AWARDS & RECOGNITIONS

- A. Transportation Advisory Committee Minutes
- B. Certificate of Appreciation – Girl Scout

3. CONTINUING BUSINESS

- A. Economic Improvement District (EID) – Review, Discussion Item with possible action
- B. Update from Auditors regarding draft audit FY 11/12

4. NEW BUSINESS

- A. Employment Contracts for Department Heads - Discussion

5. REPORTS AND ANNOUNCEMENTS

- A. City Manager Report
- B. Upcoming Council Agenda Items: Union Negotiation
 - 1. Economic Improvement District (June 2013)
 - 2. Telecommunication Franchise Ordinance (July 2013)
 - 3. City Manager Recruitment Process (On going)

6. EXECUTIVE SESSION

ORS 192.660(2)(a) to consider the employment of a public officer, employee, staff member or individual agent.

7. ADJOURNMENT

Molalla Transportation Advisory Committee

Minutes of March 26th, 2013 Meeting

Attendance:

Marc Howatt, Molalla Public Works Director,
Mike Bezner, Clackamas County Dept. of Transportation and Development
Thomas Eskridge
Fred Countryman,
Lynda Countryman
Jim Taylor
Jimmy Thompson – City Councilor
Jason Griswold- City Councilor

Absent: Bill Avison

Discussion:

Meeting called to order by Chair Countrymen at 6:10 p.m.
Motion to accept last meetings' minutes in February, 2013.
Motion seconded, (Eskridge) minutes approved.

Discussion kicked off with Robbins Street Re-Surface. Chair and PW Director discussed salvaging old wearing course from the street.

Chair Countrymen explained that the spoils could be used for things like driveways, other road base, etc. Discussion about how good the quality of the AC wearing course, and the breakdown of it followed.

Asset management was next for discussion and the report from the city's firm that was hired is due soon, and comments at the table reflected that when the report comes out, we'll have a better grasp of street value, condition, etc.
(Councilor Thompson)

Mr. Taylor explained to the group that "we lagging behind here in Molalla"

He explained that we as a city need to start getting in front of things.

MFR came up then, Mr. Taylor explained that ODOT doesn't want MFR for the industrial access off of hwy 211.

Mr. Taylor then explained about how he and a neighboring property deeded land to the city to aid in ROW acquisition for the city. Creating 'South Road'

Mr. Taylor then explained about the water / sewer expansion that was accomplished here and that the property owners out there put it all on their dime. Mr. Taylor explained that Mr. Corliss, Georgenson, and he were all in

it together. Further discussion encompassed 'south road' and improvements there could be done in phases. 'South road' could be the first phase done for the city's "industrial access" Chair Countrymen agreed.

Molalla Transportation Advisory Committee

Minutes of March 26th, 2013 Meeting

Councilor Thompson brought up the topic of local option levies or a street utility tax or a like fee with a potential of 10 or 12 dollar cap.

This could easily be spread around the tax base out there, councilor Thompson explained. Mr. Eskridge claimed that “Molalla needs to increase its tax base”. Mr. Taylor commented that he has in the past considered moving his business to Canby.

SDC discussion followed regarding Canby’s SDC methodology and Mr. Taylor explained about Canby giving back a percentage of full SDC’s paid on a project built in the city limits.

Conversation then turned back to MFR and the industrial access concept.

Mr. Bezner commented on this to say that where the county could have helped define scope, research, aid in the grant, etc. , that they are now struggling financially. He went further to say that they really can’t throw any bodies at it, at this time. So the feasibility study would be something that they cannot commit to right now.

Councilor Thompson commented about creating a strategic plan and “community vision” and what that is. He discussed bringing no more than 25 people, local folks, business owners, land owners and the like to create Molalla vision committee. The goal would be to have the group head in a direction of a cohesive vision, that after a year, would then approach city council and explain their version of what Molalla is, and where it’s headed.

Mr. Taylor explained that what we need is economic development and business. “We are out of balance” Mr Taylor claimed.

Mr. Taylor explained that his first charged if given the opportunity, is to start with south road as the first phase.

The city’s development code surfaced, and Mr. Taylor and Councilor Thompson discussed the codes and where we are currently with the comprehensive plan. Further discussion followed reflecting bike pedestrian money, bike paths, and 211.

Question was raised about PGE privilege tax dollars and which budget are those monies going to. PW Director stated that it will be a few months until we see some of that money, and when it comes in the plan would be that it be realized in the street fund.

The TAC reviewed the month of April , 2013 and decide that April 30th will be the next meeting

Meeting adjourns at 7:35 p.m.

ORDINANCE NO. 2013-~~04~~

AN ORDINANCE CREATING AN ECONOMIC IMPROVEMENT DISTRICT, MAKING ASSESSMENTS, AUTHORIZING THE COLLECTION OF SAID ASSESSMENTS, ASSESSING THE COSTS THEREOF AGAINST THE IDENTIFIED AND BENEFITTED REAL PROPERTY AND DIRECTING AN ENTRY OF SUCH ASSESSMENT IN THE DOCKET OF CITY LIENS.

WHEREAS, it has come to the attention of the City of Molalla and the Team for Economic Action in Molalla (TEAM) that the 2010 renewal of the 2005 Economic Improvement District Ordinance needed to be updated;

WHEREAS, the City repealed the 2010 Economic Improvement District Ordinance on January 9, 2013;

WHEREAS, there was no billing in 2013 for an assessment under the 2010 Economic Improvement District Ordinance;

WHEREAS, the City, pursuant to Ordinance No. 2004-06, conducted a public hearing on June 12, 2013 to receive public testimony concerning the creation of an economic improvement district. In accordance with said Ordinance, the City prepared and mailed to affected property owners a Notice of Public Hearing and information pertaining to the areas to be assessed, the rates to be charged, and the proposed budget;

WHEREAS, at the hearing on June 12, 2013, the scheduled public hearing was conducted, testimony from proponents and opponents of the proposed Economic Improvement District was received, and the Council called for a second public hearing at its meeting on July 24, 2013. City staff was directed to and did mail notice of said hearing to the affected property owners; and

WHEREAS, the public hearing scheduled and conducted on July 24, 2013 received testimony from proponents and opponents of the proposed Economic Improvement District and the Council specifically noted the written objections received, the Council voted to proceed with the creation of an Economic Improvement District.

NOW THEREFORE, THE CITY OF MOLALLA ORDAINS AS FOLLOWS:

SECTION 1: Findings of Fact.

The City makes and enters the following findings of fact based on the oral and written testimony received on July 24, 2013:

- a) Written notices to the affected property owners were mailed thirty (30) days prior to the scheduled public hearings.
- b) The areas within the proposed district are zoned commercial and industrial.

- c) No residential real property or any portion of a structure used for residential real property is assessed.
- d) Written objections to the proposed district that were received at the public hearings are less than 33 percent of the total assessments levied.
- e) The economic improvements set forth in the Economic Improvement Plan will foster a business friendly environment that will increase the value of commercially and industrially zoned properties and accordingly afford special and particular benefit to the properties that comprise the proposed Molalla Economic Improvement District different in kind or degree from that afforded to the general public.
- f) The rate to be assessed each benefited and assessed property is in proportion to the benefit it may derive from the district.

SECTION 2. Creation of District.

The Council of the City of Molalla hereby approves and creates the “Molalla Economic Improvement District” for the purposes of promoting within said district economic improvements by planning or management of development or improvement activities; landscaping or other maintenance of public areas; promotion of commercial activity or public events; activities in support of business recruitment and development; and additional economic development related activities. The Molalla Economic Improvement District shall include all commercially and industrial zoned areas within the City Limits as currently set forth on Exhibit 1, which is incorporated herein and attached hereto, but no assessments shall be levied on residential real property or any portion of a structure used for residential purposes located in such areas. The Economic Improvement Plan for the Molalla Economic Improvement District as set forth in Exhibit 2 is hereby adopted, incorporated herein and attached hereto.

SECTION 3: Duration

The Molalla Economic Improvement District shall be in effect for three (3) consecutive years commencing January 1, 2014 and continuing and being renewed in the successive two (2) years.

SECTION 4: Assessment

The properties within the Molalla Economic Improvement District shall be assessed according to the formula set forth in Exhibit 3, which is incorporated herein and attached hereto. The total assessment each year of the three (3) year term is projected to be approximately \$ [fill in amount based on budget in plan \$62,850.00].

Such assessments will not be made and the Molalla Economic Improvement District created by Section 2 of this Ordinance shall be terminated if written objections are received by the close of the second hearing on this Ordinance from owners of property upon which more than 33% of the total amount of assessments is levied. If the Council receives written objections before the close of the second public hearing on this Ordinance only from owners of property upon which less

than 33 percent of the total amount of assessments is levied, the Molalla Economic Improvement District shall remain created, but assessments shall not be levied on any lot or parcel of property if the owner of that property submitted written objections before the close of said public hearing. The Council, after excluding from assessment property belonging to such owners, shall determine the amount of assessment on each of the remaining lots or parcels in the district and amend Exhibit 4 to this Ordinance, the "List of Property Owners to be Assessed in the Molalla Economic Improvement District" accordingly.

Notwithstanding any other provision of law, an owner of property who fails to submit written objections before the close of the second public hearing as provided for in this ordinance shall be deemed to have made a specific request for the economic improvement services to be provided during the period of time specified in this Ordinance.

SECTION 5: Reference Material and Docket of City Liens.

Attached hereto and incorporated herein in Exhibit 4 is a copy of the "List of Property Owners to be Assessed in the Molalla Economic Improvement District" as prepared by the City Manager. The City Manager is directed to enter said List in the Docket of City Liens.

SECTION 6: Collection of Funds.

The above assessments shall be collected in the same manner as local improvement assessments. The City Manager is hereby directed to give notice that the above assessments are hereby declared to be due and payable within ninety (90) days from the mailing of notice of assessment, and in the event said assessments are not so paid, the same shall thereupon become delinquent and thereafter the City will proceed in the manner prescribed by local law for the collection of such delinquent assessments including foreclosure in the same manner as provided for with other such assessments.

SECTION 7: Disbursement of Funds.

The City Manager shall disburse funds monthly as they are received commencing January 15, 2014 to Team for Economic Action in Molalla (TEAM) as the contracted non-profit agency to accomplish the purposes set forth in Section 2. No funds shall be disbursed to TEAM if TEAM ceases to exist or the purposes set forth in its Bylaws, or if the Bylaws are amended so as to be in conflict with ORS Chapter 223 or Section 2 of this Ordinance. If funds are not disbursed to TEAM for the reasons set forth above, funds shall nonetheless be expended by the City for the purposes set forth in Section 2 of this Ordinance.

SECTION 8: Expenditure of Funds.

In accordance with Section 8 of Molalla Ordinance No. 2004-06, money collected pursuant to Section 6 of this Ordinance shall be spent only for economic improvements as set forth in the Economic Improvement Plan set forth in Exhibit 2 and for the cost of city administration of the

Molalla Economic Improvement District. Funds shall be allocated and expended by TEAM in accordance with the following condition: TEAM shall file with the City Manager materials showing compliance with Section 2 of this Ordinance before funds are disbursed by the City; TEAM will prepare and provide to the City Council a monthly report of activities; and TEAM shall submit an annual report to the City Manager by January 31 of each year that the Molalla Economic Improvement District is in effect showing TEAM's current budget, an annual financial statement, the scope of work and a list of accomplishments of TEAM.

SECTION 9: Classification – Assessment & Fees - Notice

The property assessments of this ordinance are not subject to the limits of Article XI, section 11(b) of the Oregon Constitution.

Within fifteen (15) days of the adoption of this Ordinance, the City Recorder shall cause to be published in a newspaper of general circulation within the City, a notice of adoption of this Ordinance classifying the property assessments as incurred charges and not subject to the limits of Article XI, section 11(b) of the Oregon Constitution. The notice shall:

- a) Appear in the general news section of the newspaper, not in the classified advertisements;
- b) Measure at least three (3) square inches;
- c) Be printed in a type size at least equal to 8-point type; and
- d) State that the City has adopted this Ordinance classifying the property assessment for the financing of the contracted services of TEAM as the economic development department of the City as charges that are not subject to the limits of Article XI, section 11(b) of the Oregon Constitution, that the reader may contact the City Manager or City Recorder to obtain a copy of the Ordinance, that judicial review of the classification must be sought within sixty (60) days of the date the Ordinance was adopted, the date of adoption if, unanimously passed, being May 22, 2013~~insert date~~, and if no such review is sought within the time specified, no subsequent challenges to the classification will be permitted.

Read for the first time and passed by the City Council, City of Molalla Oregon at its meeting on ~~insert date~~ May 22, 2013

Read for the second time and passed by the City Council, City of Molalla, Oregon, at its meeting on ~~insert date~~ May 22, 2013.

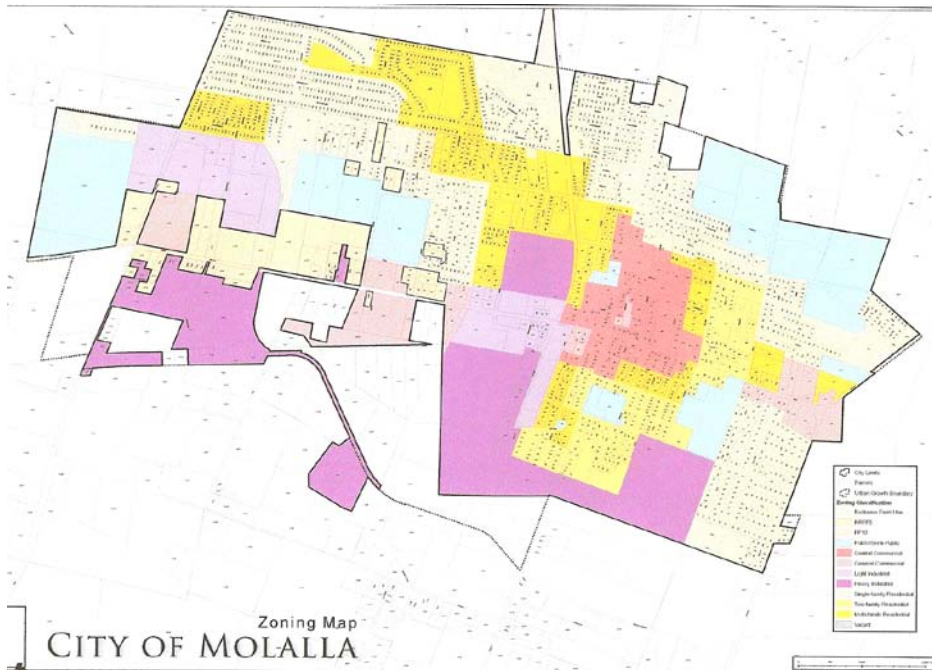
Debbie Rogge, Mayor

Attest this ~~insert date~~ May 22, 2013

City Recorder, Sadie Cramer

Exhibit 1

Proposed 2014-2016 Economic Improvement District



City limits are indicated by solid black line. All Commercially and Industrially zoned properties within City Limits are included in proposed Economic Improvement District. See legend at bottom right of map for explanation of covered properties.

Exhibit 2

ECONOMIC DEVELOPMENT PLAN FOR ECONOMIC IMPROVEMENT DISTRICT

**ECONOMIC DEVELOPMENT ACTION PLAN
FOR THE CITY OF MOLALLA**



April 2013

**Prepared by Jenifer Kay Hood,
Executive Director,
And the Board of the
Team for Economic Action in Molalla
With input from Mark Gervasi, interim City Manager**

Preface

In compliance with City of Molalla Ordinance 2004-06, TEAM has prepared this Economic Development Action Plan for the benefit of the City as they prepare for the possible adoption of an Economic Improvement District Ordinance. This plan outlines several projects that are likely to generate substantial costs (such as building new roads, street repairs and other infrastructure improvements), which are beyond the scope of the City's Economic Improvement District Ordinance and as such the cost of which will have to be determined at a later time. Therefore, the preliminary estimate of the probable cost of the economic improvement, for the purposes of the Ordinance is based upon TEAM's approximate annual budget of \$61,740 and does not include whatever additional revenue or costs may be added later to fund such other projects.

In addition, TEAM's Operating Costs of \$8097 include the cost of insurance, telephone/internet, utilities, taxes, rent and professional services, and are not included in the breakdown of money spent on specific tasks but are considered necessary components of all steps in the economic development plan because they allow TEAM to function. See Exhibit 5 for TEAM's 2013 Budget.

The Economic Improvement District (EID) property assessment is voluntary and as such the scope and level of improvements undertaken as part of this Economic Development Plan could be reduced depending on the amount of money collected.

The City's Economic Improvement District Ordinance contains several exhibits, which are hereby incorporated as part of this Ordinance. Exhibit 1 represents the boundaries of the district in which property will be assessed. Exhibit 2 is this plan. Exhibit 3 represents the recommended Molalla Economic Improvement District Assessment Policy. Exhibit 4 is the List of Property Owners to be ~~Assessed~~assessed in the Molalla Economic Improvement District. Exhibit 5 is a preliminary estimate of the annual costs of the economic improvements as demonstrated by TEAM's annual budget. Exhibit 6 is the Notice Letter being sent to property owners. Exhibit 7 is the job description of TEAM's Executive Director and Exhibit 8 is TEAM's past record of achievements since 2010.

PREPARATION OF THE ECONOMIC DEVELOPMENT ACTION PLAN

In preparing an Economic Development Action Plan members of the TEAM Board consulted members of other groups already active in the City, including the interim City Manager, Molalla Planning Commission, Molalla Area Chamber of Commerce, Molalla Historical Society, Molalla Centennial Committee and the Buckeroo Association.

TEAM also included recommendations based upon the County's Community Economic Preparedness Program (CEP) assessment. The CEP is designed to assist the community in identifying its economic development strengths and areas where improvements are recommended. The City and TEAM completed a Community Assessment which was based on the economic conditions of Molalla. The responses provided a reflection of the City's readiness to retain existing businesses; attract new

businesses; and grow small businesses. With these results, Clackamas County Economic Development staff compiled recommendations designed to further the City's capacity in building opportunities for the community. Elements of the CEP were incorporated into this plan.

Preparation of the Plan commenced with the formulation of an overall goal for Molalla's economic development efforts. TEAM then analyzed the strengths and weaknesses of Molalla as a business location and developed nine objectives with the aim of enhancing Molalla's strengths and minimizing or eliminating the weaknesses. TEAM systematically examined each objective and devised strategies to attain each one.

TEAM will recommend this Community Economic Development Strategy for adoption by the Molalla City Council in May 2013 and is prepared to provide support and technical assistance to the City to complete elements of the plan.

Program Overview

This Economic Development Action Plan was developed after months of work by TEAM.

Major economic development goals reflected in this plan are:

- Update the Molalla Comprehensive Plan and Development Code to continue to allow Molalla to be more desirable for businesses to locate here.
- Update of water and sewer services and infrastructure.
- Update the Transportations System Plan (TSP) to map and plan for street improvements to Hwy 211 and Molalla Ave., including traffic signal improvements where needed. In addition, updates to the TSP should plan for ample growth for new business and residents which will create more efficient traffic movement for future needs.
- Participation with other agencies in planning for the South Road, Hwy. 213 Connector to the Molalla Forest Road.
- Continued funding for Economic Improvement District.
- Help property owners to redevelop strategic employment sites, create family wage jobs and increase assessed property value to support public services for the City.
- Promote all industrial lands in Molalla and work to get those lands ready for development.
- Preparation of a refinement plan addressing zoning and infrastructure for future industrial job creating development.
- Planning and development of the Molalla Main Street Redevelopment project in the central downtown area consisting of a mix of uses.
- Further commercial development to complement industrial growth.
- Joint planning with Clackamas County on future development of approximately 40 acres along west Main Street with a mix of office, retail, multifamily, and government uses to infill area between historic downtown and new development at crossroads of 211 and 213.

The objectives and strategies contained in this plan are designed to more accurately identify actions which the City will be a partner in development.

This Plan is designed to be a guide to the City Council and staff in determining a course of action for economic development activities in cooperation with TEAM. It is not meant to be a component of the Comprehensive Plan and does not include an economic analysis of the City.

WHY AN ECONOMIC DEVELOPMENT PLAN?

Molalla has grown from a quaint community of 2,000 in 1970 to a small city of 8,200 in 2012. Molalla is a community that is looking for an identity. It is not content to serve merely as a “bedroom” to Portland. A strong plan would boost community spirit endeavoring to make Molalla a well-balanced city.

Large amounts of vacant, industrial land did not, of itself, lead TEAM to undertake an Economic Development Action Plan; but, looking at past efforts to attract new business in Molalla, it became apparent there was a need for a new overall look at Economic Development planning in Molalla.

CONTENT OF THE ECONOMIC DEVELOPMENT PLAN

The Plan begins with an Overall Goal for Molalla’s economic development efforts. Nine objectives are given as a method of obtaining that goal. To carry out each objective, specific strategies are listed by CEP category.

OVERALL GOAL

To become one of the premier economic activity centers in Clackamas County, achieving commercial and industrial growth within the framework of high environmental standards and excellence in urban design.

The City will work with TEAM, Clackamas County and/or the State to achieve:

1. TEAM will maintain an inventory of development related information with selected information published in an attractive manner.
2. TEAM will work with the City, County and State to actively market Molalla as a business location to target groups such as commercial and industrial brokers, private sector developers, regional development agencies, Clackamas County Business Development office, and the Oregon Economic and Community Development Department (Business Oregon).
3. TEAM will continue working with State, County and Regional Agencies to guarantee that the South Road/213 Connector becomes a reality.
4. The City will periodically evaluate Molalla’s permit process to ensure that it operates efficiently with the assistance of TEAM when appropriate.

5. The City will promote, maintain and enhance standards for environmental protection and excellence in urban design with the assistance of TEAM when appropriate.
6. TEAM will work with the City and County to promote and maintain a healthy business climate to benefit new and existing businesses in the City.
7. TEAM will work with the City and County to plan for future commercial development in Molalla to meet needs of the residents in the area.
8. When appropriate, TEAM will assist the City and County to be prepared to address development of areas adjacent to the City of Molalla (northeast and southwest of Molalla) while honoring the City's traditional core.
9. TEAM will coordinate with Clackamas County on the Asset Mapping Program to identify industrial lands that are classified as Tier I,II,III status and State Department of Environmental Quality (DEQ) to further expedite development or present "shovel ready" properties to potential employers or purchasers.

THE STRATEGIES

A. Organizational Capacity for Economic Development

- The City Council, working with the City Manager and City Finance Director should develop five-year budget projections as a means of being prepared for potential economic development needs.
- The City should continue active participation in and cooperation with the Molalla Area Chamber of Commerce and TEAM.
- Continue to participate in discussions at the regional and local levels on the viability of developing land to the northeast, south, and southwest of the City and the impacts such development would have on the existing downtown commercial district.
- Maintain an inventory of development-related information
- Periodically review internal permit processing procedures to find ways to improve efficiencies.
- Ordinance language should be prepared by the County Planning Department to address differences in size and status of building projects.
- Review the role of the Planning Commission in development review.
- Review the City's Community Design Standards periodically to ensure they are reflective of community values, changing construction methods, or development opportunities and meeting the strategy to assure high-quality development.

Recommendations: Develop a five year budget plan to anticipate expenses and revenues, including those of Urban Renewal District (Tax Increment Financing) and

Economic Improvement District assessment (if applicable). Include recommended permit charge adjustments in the five-year financial planning processes and fiscal budget. Use available opportunities to market the City of Molalla and the region through groups such as the Molalla Area Chamber of Commerce, Clackamas County Economic Development Commission, Clackamas County Tourism and Business Development Departments, Port of Portland and Business Oregon. This involves attending meetings of these organizations, taking part in trade shows, and working on task groups to tackle common problems. As part of the effort to improve services to the public, the City will work with the County to insure that internal permit processes are periodically evaluated by staff. The routing procedures and flow of information should be as efficient as possible and result in rapid and accurate permit processing. Development Code should distinguish between large, new projects and small remodel projects in terms of language on what requires full architectural review or a less formalized review. The entire process should be periodically reviewed by Council to determine if it is fulfilling the original intent of statutes and in compliance with the County.

Budget: Included in scope of TEAM personnel costs \$50,616 (salary plus payroll taxes) plus portions of \$612 budgeted for mileage

Implementation Timeline

(CITY'S PARTNERS ARE LISTED:

WORK PERFORMED WITH TEAM AND PART OF ECONOMIC IMPROVEMENT PLAN IN GREEN)

A. Organizational Capacity for Economic Development			
	Recommended Action	Partnering Agencies	Timeline
	Provide Economic Development Trainings	TEAM, Clackamas County BED, Business Oregon, OR DEQ	2013, Annually
	The City Council, working with the City Manager and City Finance Director should develop five-year budget projections as a means of being prepared for potential economic development needs.	TEAM	2013
	The City should continue active participation in and cooperation with the Molalla Area Chamber of Commerce and TEAM.	Molalla Area Chamber of Commerce, TEAM	Ongoing
	Continue to participate in discussions at the regional and local levels on the viability of developing land to the northeast, south, and southwest of the City and the impacts such development would have on the existing downtown commercial district.	TEAM, Chamber, Clackamas County BED, Business Oregon	Ongoing

	Maintain an inventory of development-related information	TEAM, Clackamas County BED, Business Oregon	Ongoing
	Periodically review internal permit processing procedures to improve efficiency.	Clackamas County Planning, TEAM	Ongoing
	Ordinance language should be prepared by the County Planning Department to address differences in size and status of building projects.	Clackamas County Planning	2013-14
	Review the role of the Planning Commission in development review.	Clackamas County Planning, TEAM	2013

B. Strategies for Economic Development

- Periodically (at least once a year) evaluate Molalla's permit process to ensure that it operates efficiently.
- Because the County currently serves as the City's Planning Department, the City Council should work with the City Planning Commission to develop and communicate issues of a policy nature to the County.
- Review land use planning processes (at least annually) to determine where further delegation to County staff can reasonably occur.
- Evaluate needs for additional commercially-designated land in the City of Molalla.
- Coordinate with Clackamas County on the Asset Mapping Program to identify industrial lands that are classified as Tier I, ~~II, III~~, II, and III status to further expedite development or present "shovel ready" properties to potential employers or purchasers.
- Notify Business Oregon and Clackamas County of developable or certified industrial areas.

Comment [A1]: I don't know what this means?

Recommendations: Regional tours for development opportunities should be coordinated with Greater Portland Inc., Clackamas County Business and Economic Development, the City's regional economic development partners, and Business Oregon, as needed. Establish a process for the Planning Commission to review codes in partnership with the County. Analyze past commercial development in the City by conducting a market study of commercial needs and a review by Council of existing commercial zone policies. Identify industrial lands ready for development and help property owners navigate through the agencies and paperwork to perform an environmental report (Level 1 or 2) so the property will be available for development in the shortest possible time frame. Work with Oregon Department of Environmental Quality (DEQ) to notify property owners of availability of help to characterize any contaminants or areas of concern. Work with Oregon Department of State Lands (DSL) to determine wetland status on property and any mitigation resources available. Find resources to help property owners remediate any environmental contaminants and help prepare them for site visits for interested investors. Follow-up to make sure designation went through and actively work to correct problems hanging designation up. Update all

“Expand In Oregon” and Clackamas County Industrial Lands listings with information on Tier I, II or III certification. Send press release regarding new designation to business journals, trade papers, local media and League of Oregon Cities. If funds are available, purchase advertising in Site Selection magazines or other business papers.

Budget: Included in scope of TEAM personnel costs \$50,616 (salary plus payroll taxes) plus portions of \$600 allotted for meals

Implementation Timeline

(CITY'S PARTNERS ARE LISTED:

WORK PERFORMED WITH TEAM AND PART OF ECONOMIC IMPROVEMENT PLAN IN GREEN)

B. Strategies for Economic Development

	Recommended Action	Partnering Agencies	Timeline
	Review the City's Community Design Standards periodically to ensure they are reflective of community values, changing construction methods, or development opportunities and meeting the strategy to assure high-quality development.	Clackamas County Planning, TEAM	2013-16
	Continue Business Outreach	TEAM, Chamber	Ongoing
	Establish a Rapid Response Team	TEAM, Chamber	2013
	Periodically evaluate Molalla's permit process to ensure that it operates efficiently.	Clackamas County Planning	Ongoing
	Because the County currently serves as the City's Planning Department, the City Council should work with the City Planning Commission to develop and communicate issues of a policy nature to the County.	City Planning Commission, Clackamas County Planning	Ongoing
	Review land use planning processes to determine where further delegation to County staff can occur.	Planning Commission, Clackamas County Planning	2013-14
	Evaluate needs for additional commercially-designated land in the City of Molalla.	Clackamas County Planning	2015
	Coordinate with Clackamas County on the Asset Mapping Program to identify industrial lands that are classified as Tier I,II,III status and State DEQ to further expedite development or present "shovel ready" properties to potential	TEAM, Clackamas County BED, DEQ, Business Oregon	2013

	employers or purchasers.		
	Notify Business Oregon and Clackamas County of developable or certified industrial areas.	TEAM, Business Oregon, Clackamas County BED	2013

C: Business Retention/Expansion

- The City and TEAM should conduct regular business outreach efforts
- Create business recognition program
- Policies and standards should give particular attention to the needs of existing businesses who are attempting to expand or remodel as a way of promoting retention of current Molalla companies.
- Publicize available assistance to existing businesses.
- Create codes which address small remodel projects
- TEAM should provide business support services

Recommendations: Conduct annual meet and greets with business community and offer awards for outstanding contributions. Development Code should distinguish between what requires full architectural review or a less formalized review. In addition to providing a small business library and free business consulting and planning services, TEAM should maintain close ties with the local Small Business Development Center (SBDC) and help businesses network with appropriate business partners.

Budget: Included in scope of TEAM personnel costs \$50,616 (salary plus payroll taxes) Plus portions of \$600 allotted for meals.

Implementation Timeline

(CITY'S PARTNERS ARE LISTED:
WORK PERFORMED WITH TEAM
AND PART OF ECONOMIC
IMPROVEMENT PLAN
IN GREEN)

C. Business Retention/Expansion:			
	Recommended Action	Partnering Agencies	Timeline
	Create Business Recognition Program	TEAM, Chamber	2013-14
	The City and TEAM should conduct regular business outreach efforts	TEAM	Ongoing
	Policies and standards should give particular attention to the needs of existing businesses who are attempting to expand or remodel as a way of promoting retention of current	City Planning Commission, Clackamas County Planning	2013-14

	Molalla companies.		
	Publicize available assistance to existing businesses.	TEAM, Chamber	Ongoing
	Create codes which address small remodel projects	Planning Commission, Clackamas County Planning	2013-14
	TEAM should provide business support services	TEAM, SBDC, Clackamas County BED	Ongoing

D: Business Start Up/Recruitment

- Compile a "Resource Tool Kit"
- Create a "Rapid Response Team"
- Create a targeted industry analysis and marketing strategy
- Actively market Molalla as a business location to target groups such as commercial and industrial brokers, regional development agencies, Clackamas County and the Oregon Economic and Community Development.
- Target the groups which can most effectively "spread the word" on Molalla and ensure that they are aware of the benefits of Molalla as a business location.
- Maintain an updated list of contact persons in each brokerage, agency or organization.
- Recognize and be prepared to respond to major industrial prospects which serve as catalysts for further job creation.
- Compare permit charges to those of other regional jurisdictions (business license fees, System Development Charges (SDCs) etc.).
- Conduct site visits for private development of vacant industrial and commercial land on a regular basis.
- Continue to strengthen the City's policy of informing developers up front of all procedural requirements and costs in the permit process.
- Prepare letters welcoming new businesses to the City.

Recommendations: Generate a "tool kit" for prospective businesses. Put together a group of knowledgeable local persons as a "Rapid Response Team." Determine which industries are best suited to the area and create marketing strategy for reaching them. Contact commercial and industrial brokers who know or will likely do business in Molalla, Molalla Area Chamber of Commerce, Portland Chamber of Commerce, North Clackamas Chamber of Commerce, Clackamas County Business and Economic Development, Portland Development Commission (PDC), Clackamas County Practitioner's Roundtable, League of Oregon Cities, Business Oregon, Port of Portland, Portland Ambassador Program, Local business journalists, Greater Portland Inc., Neighboring jurisdictions, Molalla River School District, Public utility economic development representatives (Molalla Communications, PGE, NW Natural). Implementation of this strategy is dependent on interest from potentially large developers. The City should be prepared to consider appropriate financial incentives

and, for specific cases where sufficient probability of development exists, undertake travel to make presentations on Molalla. Develop a designated procedure by the City, Molalla Area Chamber of Commerce, and Molalla's regional economic development partners to respond to such requests. Periodically compare permit charges to other jurisdictions in the region to establish appropriate fees. Opportunities for site visits should be publicized to target groups.

Budget: Included in scope of TEAM personnel costs \$50,616 (salary plus payroll taxes) plus portion of \$600 allotted for meals, plus portions of \$612 allotted for mileage, plus portions of \$350 allotted for travel, and portions of \$144 allotted for postage and delivery.

Implementation Timeline

(CITY'S PARTNERS ARE LISTED:

WORK PERFORMED WITH TEAM AND PART
OF ECONOMIC IMPROVEMENT
PLAN IN GREEN)

D. Business Start Up/Recruitment:

	Recommended Action	Partnering Agencies	Timeline
	Complete a Targeted Industry Analysis and Marketing Strategy	TEAM, Clackamas County BED, Business Oregon and Greater Portland, Inc.	2013-14
	Establish a Rapid Response Team	TEAM, Chamber	2013
	Compile a Resource "Tool Kit"	TEAM, Clackamas County BED, Business Oregon and Greater Portland, Inc.	2013
	Actively market Molalla as a business location to target groups such as commercial and industrial brokers, regional development agencies, Clackamas County and Business Oregon.	TEAM, Clackamas County BED, Business Oregon and Greater Portland, Inc.	Ongoing
	Target the groups which can most effectively "spread the word" on Molalla and promote awareness of benefits of Molalla as a business location	TEAM, Chamber, Clackamas County BED, Business Oregon and Greater Portland, Inc.	Ongoing
	Maintain an updated list of contact persons in each brokerage, agency or organization.	TEAM, Chamber	Ongoing
	Recognize and be prepared to respond to major industrial prospects which serve as catalysts for further job creation.	TEAM, Clackamas County BED, Business Oregon	Ongoing
	Compare permit charges to those of other regional jurisdictions.	Clackamas County Planning	2013-14

	Conduct site visits for private development of vacant industrial and commercial land on a regular basis.	Clackamas County BED, Business Oregon, Greater Portland, Inc., local Commercial Realtors Group	Ongoing, Quarterly?
	Continue to strengthen the City's policy of informing developers up front of all procedural requirements and costs in the permit process.	TEAM	2013-16
	Prepare letters welcoming new businesses to the City.	TEAM, Chamber	2013

E. Main Street Program

- Update design guidelines for Downtown to ensure design compatibility and high quality development.
- Re-institute the Community Design Awards Program as a recognition tool for quality urban design and new businesses in the community.
- Ensure a vibrant downtown by a continued commitment to development of Molalla's commercial core.
- Evaluate the need for public building facilities such as a community center, a new City Hall, and office space to meet the needs of the community and augment the commercial core or surrounding area.
- Utilize Main Street's Four-Point Approach™
- Establish and market coordinated shopping hours
- Conduct Downtown Parking analysis

Recommendations: Investigate viability of design guidelines applying to the entire commercial district. The commitment to pedestrian-oriented development with a variety of uses should continue to be stressed. Consider locating new public buildings within the commercial core to enhance the viability of commercial businesses. Assistance and trainings with Four-Point Approach can be provided by Clackamas County Main Street and Oregon Main Street upon request.

Budget: \$1000 plus management included in scope of TEAM personnel costs \$50,616 (salary plus payroll taxes) plus portions of \$612 budgeted for mileage, portions of the \$350 allotted for travel, portions of \$600 for education and training, and portions of \$720 allotted for dues and subscriptions.

Implementation Timeline

(CITY'S PARTNERS ARE LISTED:

WORK PERFORMED WITH TEAM AND PART
OF ECONOMIC IMPROVEMENT
PLAN IN GREEN)

E. Main Street Program:

	Recommended Action	Partnering Agencies	Timeline
	Update design guidelines for Downtown to ensure design compatibility and high quality development.	TEAM, Clackamas County Planning, City Planning Commission	2013-14
	Re-institute the Community Design Awards Program as a recognition tool for quality urban design and new businesses in the community.	TEAM, Chamber	2013-2016
	Ensure a vibrant downtown by a continued commitment to development of Molalla's commercial core.	TEAM	Ongoing
	Evaluate the need for public building facilities such as a community center, new City Hall, and office space to meet the needs of the community and augment the commercial core or surrounding area.	TEAM, Clackamas County BED, Business Oregon	2015
	Utilize Main Street's Four-Point Approach™	Clackamas County Main Street, Oregon Main Street, TEAM	Ongoing
	Establish and market coordinated shopping hours	TEAM, Chamber	2013
	Conduct Downtown Parking analysis	TEAM, Chamber	2013-14

F. Tourism

- Complete a Tourism Analysis and Marketing Strategy
- In addition to its function as a rodeo venue (Buckeroo, La Fortuna, Ross Coleman Invitational), utilize the Buckeroo Grounds as a community concert venue.
- Work with the Molalla Area Chamber of Commerce and other interested groups to promote Molalla.
- The City should work with TEAM and the Buckeroo Association on the development of the Rodeo Walk of Fame.
- Work with Clackamas County Tourism and Cultural Affairs to promote and develop tourism opportunities.

Recommendations: Develop partnerships with the City, TEAM, Molalla Area Chamber of Commerce, Clackamas County Tourism and Cultural Affairs, Molalla Farm Loop and Molalla Buckeroo to identify, develop and promote activities and events. Complete a tourism asset inventory and marketing analysis in order to strategically plan for, market, and report back on the economic impact tourism has on the Molalla area. Clackamas

County staff would be available to review and provide comment on said tourism analysis upon request.

Budget: Included in scope of TEAM personnel costs \$50,616 (salary plus payroll taxes) Plus whatever funding is available through grants or partnerships, and portion of \$720 allotted for Dues and Subscriptions.

Implementation Timeline

(CITY'S PARTNERS ARE LISTED:

WORK PERFORMED WITH TEAM AND PART
OF ECONOMIC IMPROVEMENT
PLAN IN GREEN)

F. Tourism:

	Recommended Action	Partnering Agencies	Timeline
	Complete a Tourism Analysis and Marketing Strategy	TEAM, Clackamas County Tourism	2013
	In addition to its function as a rodeo venue (Buckeroo, La Fortuna, Ross Coleman Invitational), utilize the Buckeroo Grounds as a community concert venue.	Buckeroo Association, Chamber	2013-14, Ongoing
	Work with the Molalla Area Chamber of Commerce and other interested groups to promote Molalla.	TEAM, Chamber	Ongoing
	The City should work with TEAM and the Buckeroo Association on the development of the Rodeo Walk of Fame.	TEAM, Buckeroo Association, Chamber and Clackamas County Tourism	2013-2018

G. Information for Economic Development

- Gather information on demographics, the amenities and business climate of Molalla.
- Print above types of information in a format which is attractive, easy to update and easy to read.
- Create short videos about how to do business with Molalla in easy to understand language could cover material that is longer range and unlikely to change very often.
- Prepare appropriate handouts, including flow charts and diagrams, addressing the various land use and building permit procedural requirements.
- The City should also consider a means of explaining System Development Charges (SDC's) in clearer language and demonstrating why they are necessary for infrastructure improvements and where the fees collected are

used. Public information videos could be supplied as part of the application process.

- Include quality of life attributes in community profile and marketing materials.

Recommendations: Generate site information reports, marketing materials and links to other agencies' web sites within the region. Material should be divided into booklets to address different audiences, including one to explain what someone needs to know before developing land in Molalla, another to promote the area as a place to locate a business, and a third to attract business visitors. Avenues of joint planning of programs and marketing materials should be explored.

Material should include updated industrial/commercial development facts, demographic information on Molalla and region, characteristics of commercial and industrial sites including: existing and planned infrastructure, size and any unusual features, marketing agent, if any, property owners and their interest in site development, commercial support services available, development costs in Molalla, existing employers in Molalla, available business assistance and community amenities

Note: TEAM has begun the process of gathering this information and has some of it in draft form.

Budget: Included in scope of TEAM personnel cost:
plus portions of \$1500 allotted for Office Supplies.

Implementation Timeline

(CITY'S PARTNERS ARE LISTED:

WORK PERFORMED WITH TEAM AND PART OF
ECONOMIC IMPROVEMENT PLAN IN GREEN)

G. Information for Economic Complete
Community Profile Updates

	Recommended Action	Partnering Agencies	Timeline
	Gather information on demographics, the amenities and business climate of Molalla.	TEAM, Chamber, Clackamas County BED, Business Oregon	2013-2016
	Print above types of information in a format which is attractive, easy to update and easy to read.	TEAM	2013-2016
	Short videos about how to do business with Molalla in easy to understand language could cover material that is longer range and unlikely to change very often.	TEAM, Chamber	2014
	Prepare appropriate handouts, including flow charts and diagrams, addressing the various land use and building permit procedural requirements.	TEAM, Chamber, Clackamas County BED, Business Oregon	2014

	Explain System Development Charges (SDC's) in clearer language and demonstrating why they are necessary for infrastructure improvements and where the fees collected are used. Public information videos could be supplied as part of the application process.	TEAM, Clackamas County Planning	2014
	Include quality of life attributes in community profile and marketing materials.	TEAM, Chamber, Clackamas County Tourism	Ongoing

H. Labor Force

- Identify work force issues
- Work with local schools on developing local industry specific curriculum

Recommendations: Work with Worksource Oregon and Clackamas County BED to gather workforce data. Continue to work with Molalla River School District and Clackamas Community College satellite campus to insure graduating students have skills to meet needs of existing employers and sufficient community pride to return to Molalla after college.

Budget: Included in scope of TEAM personnel costs \$50,616 (salary plus payroll taxes)

Implementation Timeline

(CITY'S PARTNERS ARE LISTED:

WORK PERFORMED WITH TEAM AND PART OF ECONOMIC IMPROVEMENT PLAN IN GREEN)

H. Labor Force:

Recommended Action	Partnering Agencies	Timeline
Identify work force issues	TEAM, Worksource Oregon	2013-16
Work with local schools on developing local industry specific curriculum	Molalla River School District, Clackamas Community College	Ongoing

I. Infrastructure Capacity

- Continue working with State, County, and Regional agencies to guarantee that the South Road/213 Connector becomes a reality.
- Actively monitor and be involved in regional committees affecting transportation in the Molalla area.
- Keep residents and businesses informed about the process and the benefits of building the South Road/213 Connector by use of City newsletter or other media.
- Determine requirements for off-site improvements such as streets, sidewalks and street lights vis-à-vis development of public facilities.
- Encourage development as infill between Molalla Avenue and Highway 213.
- Generate a plan of action for growth within Urban Growth Boundary (UGB).

Recommendations: City Council and staff should continue to be involved in such committees as Clackamas Transportation Advisory Committee, Metro's Transportation Planning Advisory Committee (TPAC) and other committees which affect regional transportation issues. The City should continue to be actively involved in working with

agencies concerning the South Road/213 Connector. As well as the City newsletter, virtual and actual Community Forums should continue to be used to provide information about the benefits of the south westerly bypass to 211. City requirements for off-site improvements such as streets, sidewalks and street lights should be related to the impacts generated by the development of public facilities. Many improvements are needed to the City's streets and sidewalks. The development of the Rodeo Walk of Fame should assist in this process as it will give the City access to ODOT's STIP, Historic, Humanities and Arts funding. Be prepared to address development of areas adjacent to the City of Molalla (northeast and southwest of Molalla) while honoring the City's traditional core.

Budget: Included in scope of TEAM personnel costs \$50,616 (salary plus payroll taxes), plus portions of \$1500 allotted for Office Supplies and \$144 allotted for postage and delivery.

Implementation Timeline

(CITY'S PARTNERS ARE LISTED:

WORK PERFORMED WITH TEAM IN GREEN)

I. Infrastructure Capacity:			
	Recommended Action	Partnering Agencies	Timeline
	Continue working with State, County, and Regional agencies to guarantee that the South Road/213 Connector becomes a reality.	Clackamas County Planning, Transportation Departments, ODOT, TEAM	2013-Until complete
	Actively monitor and be involved in regional committees affecting transportation in the Molalla area.	TEAM	Ongoing
	Keep residents and businesses informed about the process and the benefits of building the South Road/213 Connector by use of City newsletter or other media.	TEAM	Ongoing
	Determine requirements for off-site improvements such as streets, sidewalks and street lights vis-à-vis development of public facilities.	ODOT, County Transportation Department	2014-15
	Encourage development as infill between Molalla Avenue and Highway 213.	TEAM, ODOT	Ongoing
	Be prepared to address development of areas adjacent to the City of Molalla (northeast and southwest of Molalla) while honoring the City's traditional core.	ODOT, TEAM	2015, Ongoing
	Participate in Clackamas County Asset Mapping	Clackamas County BED, TEAM	2013-14
	Prioritize projects to promote	TEAM, Chamber	2013

Financial Resources

- Tap resources available to support business growth and development
- Work to pass and garner support for Economic Improvement District
- City and TEAM staff is knowledgeable of financing assistance programs and resources available to businesses.

Recommendations: Take advantage of funding opportunities through Urban Renewal, Enterprise Zone, Strategic Investment Zone, and Rural Renewable Energy Development Zone. Develop means of providing information on financing options to local business and property owners. Consider reinstatement of TEAM's lending program for local businesses. Another option to consider; forming local improvement districts (LID's), which would provide an alternate method of financing the upgrading and repair of streets but which would require considerable education of citizens.

Budget: Included in scope of TEAM personnel costs \$50,616 (salary plus payroll taxes)

Implementation Timeline

(CITY'S PARTNERS ARE LISTED:

WORK PERFORMED WITH TEAM AND PART OF
ECONOMIC IMPROVEMENT PLAN IN GREEN)

J. Financial Resources:

Recommended Action	Partnering Agencies	Timeline
Tap resources available to support business growth and development	TEAM, Clackamas County BED, Business Oregon, Greater Portland, Inc., Foundations	Ongoing
Work to pass and garner support for and Economic Improvement District	TEAM	2013
Provide financing assistance programs and resources available to businesses.	TEAM, Clackamas County BED, Business Oregon, Greater Portland, Inc., Foundations	Ongoing

J. Quality of Life

- Maintain and enhance standards for environmental protection and excellence in development design.
- Environmental and design standards should be reviewed on a periodic basis to determine if changes are needed to assure high-quality development in the City.
- Evaluate how we can make our commercial and industrial areas more attractive.

Recommendations: Investigate what it would take to make Bear Creek an attractive, city-wide walking and biking path. Also consider “rails to trails” walking and biking path along unused Oregon Pacific line. Look into pocket parks adjacent to commercial and industrial areas. Act to clean up commercial and industrial areas that are vacant and keep them litter and weed free.

Budget: Included in scope of TEAM personnel costs \$50,616 (salary plus payroll taxes)

Implementation Timeline

(CITY'S PARTNERS ARE LISTED:

WORK PERFORMED WITH TEAM AND PART
OF ECONOMIC IMPROVEMENT
PLAN IN GREEN)

K. Quality of Life:			
	Recommended Action	Partnering Agencies	Timeline
	Maintain and enhance standards for environmental protection and excellence in development design.	Clackamas County Planning, Oregon DEQ, U.S. EPA	Ongoing
	Environmental and design standards should be reviewed on a periodic basis to determine if changes are needed to assure high-quality development in the City.	City Planning Commission, Clackamas County Planning, TEAM, Oregon DEQ	2013-14, Ongoing
	Evaluate how we can make our commercial and industrial areas more attractive.	Clackamas County BED and Tourism, TEAM, Business Oregon and Oregon DEQ	Ongoing

Exhibit 3 Assessment Policy

Molalla Economic Improvement District Policy

2013-2017 EID

April 10, 2013

- In compliance with Molalla Ordinance No. 2004-06, Section 1 (E), the proposed formula for assessing the cost of economic improvements against subject properties is based upon the assessed value of the property involved divided by the square footage to account for mixed use. For example, using District 1 – Downtown Commercial rates, a person may own a 1000 square foot commercial property but be using 50% of the square footage as a residence, in which case their EID fee would be \$50.
- EID assessments pertain only to commercially and industrially zoned properties.
- Use the EID assessment rates from 2010-2012 with a 10 percent discount to property owners who pay by January 31 each year as shown in the below:

Comment [A2]: I'm not sure that this really resolves my concern, but it is helpful. I think unless we want to change the formula this is a risk with which we will have to live knowing that the same issue existed in 2005 and 2010. (CAJ)

Table 1: Assessment Calculation Table

District	Description	Minimum Square Footage	Maximum Square Footage	Annual Assessment
District 1 - Downtown Commercial				
1.1	Downtown Commercial - Small	0	4,999	\$100
1.2	Downtown Commercial - Large	5,000	999,999	\$350
District 2 - General Commercial				
2.1	General Commercial - Small	0	49,999	\$100
2.2	General Commercial - Large	50,000	999,999	\$500
District 3 – Industrial				
3.1	Industrial - Small	0	34,999	\$100
3.2	Industrial - Medium	35,000	299,999	\$500
3.3	Industrial - Large	300,000	9,999,999	\$750
District 4 - Shopping Centers				
4.1	Shopping Centers	200,000	999,999	\$1,500

- Base the EID assessment rates on the zoning shown on the City of Molalla zoning map at the time of the public notice for the proposed EID creation.
- Residential uses within a commercial zone are not assessed unless a house has been vacant for more than one year. Apartments on commercial property are not assessed.

- For mixed use properties, only the retail use portion is assessed based on square footage.
- Residential uses within an industrial zone may receive a prorated exemption for residential use.
- Vacant, marketable land is assessed.
- Churches, government agencies, and non-profit organizations are not assessed; however, if a property owner leases to a non-exempt entity and receives rent, that parcel is included in the assessment. The property owner is responsible for contacting TEAM and providing documentation if no rent is received.
- If a church, government agency, or non-profit organization is the property owner and sole occupant, the property is not assessed; however, if an exempt property owner leases space and receives rent from a non-exempt entity, the leased portion is assessed.
- Shopping centers as defined in District 4 of the Assessment Calculation Table are determined based on properties that have multiple stores in a strip mall and include a grocery store.
- Land zoned and used exclusively for farm use is excluded from the assessment.
- Land use changes made by commercial or industrial property owners that could change assessment amounts are due by December 31st before the next annual assessment is mailed. The property owner is responsible for informing TEAM of such changes and providing appropriate documentation.
- Land use changes made by the City of Molalla will be modified based on the assessment calculation table at the next annual assessment.

Comment [A3]: I don't think this is legally required, but you can do this if you want

Exhibit 4
List of Property Owners to be Assessed in the Molalla Economic Improvement
District

Exhibit 5
TEAM Budget

TEAM 2013 BUDGET

(Budget is based on anticipated revenues and does not factor in grants or other resources which may increase operating capital)

Cash Balance 2012	72,490.00	
<u>Designated Funds</u>	<u>10,750.00</u>	Rodeo Walk of Fame Charrette Grants
Total Operating Cash Carry Forward	61,740.00	
Ordinary Income/Expense 2013		
Income		
E I D		
	E.I.D. Funds	<u>50,000.00</u>
Total E I D		50,000.00
Miscellaneous Income		
Total Income		<u>50,000.00</u>
Gross Profit		50,000.00
Expense		
Printing & Reproduction		
Dues & Subscriptions		720.00
Education & Training		600.00
Insurance		2,115.00
Meals		600.00
Mileage Reimbursement		612.00
Office Supplies		1,500.00
Payroll		
	Salary	45,996.00
	Payroll Taxes	<u>4,620.00</u>
Total Payroll		50,616.00
Postage & Delivery		
		144.00
Professional Services		
	Accounting	1,800.00
	Payroll Services	<u>1,152.00</u>
Total Professional Services		2,952.00

Rent	3,000.00
Tax	45.00
Telephone/Internet	1,680.00
Travel	350.00
Utilities	420.00
Total Expense	<u>65,354.00</u>
Net Ordinary Income	-15,354.00
Other Income/Expense	
Other Income	
Main Street	
Grant 2nd Friday	<u>1,000.00</u>
Total Main Street	<u>1,000.00</u>
Total Other Income	1,000.00
Other Expense	
Main Street Expense	
Promotion Committee	
2nd Friday	<u>1,000.00</u>
Total Promotion Committee	<u>1,000.00</u>
Total Main Street Expense	<u>1,000.00</u>
Total Other Expense	<u>1,000.00</u>
Net Other Income	<u>0.00</u>
Cash Reserve 2013	<u><u>46,386.00</u></u>

Exhibit 6 Notice Letter to EID Payers

CITY LETTERHEAD

Name
Company
Address
City State Zip
Dear Property Owner:

The City recently repealed the 2010 EID (Economic Improvement District) Ordinance in order to update the Ordinance, which if passed would run from January 1, 2014 to December 31, 2016.

We have decided to limit a new EID Ordinance to this time period for the following reasons:

- Because there will be no billing for 2013, this reflects the same amount of time originally passed in the 2010 Ordinance, which was repealed; and
- This will allow the run of the EID to match the terms of the City Council and Mayor.

There will be two public meetings to discuss the EID as part of scheduled City Council sessions. The dates of these **meetings are June 12 and July 24**. Those who wish to make a statement about the EID may do so at these hearings, which will be held at [insert address and time].

THOSE WHO DO NOT WANT TO PAY THE EID MAY SUBMIT A WRITTEN AND SIGNED REMONSTRANCE TO THE CITY MANAGER, CITY RECORDER OR FINANCE DIRECTOR IN PERSON BETWEEN JUNE 13 AND THROUGH THE HEARING ON JULY 24, 2013, WHICH ~~BEGINS AT~~ BEGINS AT 7 P.M. P.M. Written remonstrances will also be accepted by Certified Mail during this period. If 33% of property value is remonstrated the process will stop and the EID will fail.

The EID Assessment will be based upon assessed property value (not to exceed ~~4~~1 %). The assessment policy is attached to this letter. The purpose of the EID is to allow the business community to implement commercial and industrial development and to have more involvement in public projects and improvements. The goals of the EID are to ensure a stronger business climate for new and existing businesses and industries, increase business development and recruitment efforts, increase employment opportunities, and create a more appealing and economically viable downtown. To that end, EID assessments will continue to fund the economic revitalization projects listed below, which include efforts toward:

- Planning and personnel of development or improvement activities;
- Landscape and maintenance for public areas;
- Promotion, events and activities;
- Business retention and recruitment;
- Business education and assistance.

EID funds will not fund capital improvement projects.

If your property is used exclusively for residential use, or if you no longer own the property, please notify the City Recorder as soon as possible. If you have additional questions please call 503-829-6855.

Sincerely,
Mayor Debbie Rogge

Comment [A4]: Do you have actual figures you can provide them or do you intend to attach the EID plan to the letter?

CONTENT OF THE ECONOMIC DEVELOPMENT PLAN

The Plan begins with an Overall Goal for Molalla's economic development efforts. Nine objectives are given as a method of obtaining that goal.

OVERALL GOAL

To become one of the premier economic activity centers in Clackamas County, achieving commercial and industrial growth within the framework of high environmental standards and excellence in urban design.

The City will work with TEAM, Clackamas County and/or the State to achieve:

1. TEAM will maintain an inventory of development related information with selected information published in an attractive manner.
2. TEAM will work with the City, County and State to actively market Molalla as a business location to target groups such as commercial and industrial brokers, private sector developers, regional development agencies, Clackamas County Business Development office, and the Oregon Economic and Community Development Department (Business Oregon).
3. TEAM will continue working with State, County and Regional Agencies to guarantee that the South Road/213 Connector becomes a reality.
4. The City will periodically evaluate Molalla's permit process to ensure that it operates efficiently with the assistance of TEAM when appropriate.
5. The City will promote, maintain and enhance standards for environmental protection and excellence in urban design with the assistance of TEAM when appropriate.
6. TEAM will work with the City and County to promote and maintain a healthy business climate to benefit new and existing businesses in the City.
7. TEAM will work with the City and County to plan for future commercial development in Molalla to meet needs of the residents in the area.
8. When appropriate, TEAM will assist the City and County to be prepared to address development of areas adjacent to the City of Molalla (northeast and southwest of Molalla) while honoring the City's traditional core.
9. TEAM will coordinate with Clackamas County on the Asset Mapping Program to identify industrial lands that are classified as Tier I,II,III status and State Department of Environmental Quality (DEQ) to further expedite development or present "shovel ready" properties to potential employers or purchasers.

Molalla Economic Improvement District Policy

2013-2017 EID

April 10, 2013

- In compliance with Molalla Ordinance No. 2004-06, Section 1 (E), the proposed formula for assessing the cost of economic improvements against subject properties is based upon the assessed value of the property involved divided by the square footage to account for mixed use. For example, using District 1 – Downtown Commercial rates, a person may own a 1000 square foot commercial property but be using 50% of the square footage as a residence, in which case their EID fee would be \$50.
- EID assessments pertain only to commercially and industrially zoned properties.
- Use the EID assessment rates from 2010-2012 with a 10 percent discount to property owners who pay by January 31 each year as shown in the below:

Comment [A5]: I'm not sure that this really resolves my concern, but it is helpful. I think unless we want to change the formula this is a risk with which we will have to live knowing that the same issue existed in 2005 and 2010. (CAJ)

Table 2: Assessment Calculation Table

District	Description	Minimum Square Footage	Maximum Square Footage	Annual Assessment
District 1 - Downtown Commercial				
1.1	Downtown Commercial - Small	0	4,999	\$100
1.2	Downtown Commercial - Large	5,000	999,999	\$350
District 2 - General Commercial				
2.1	General Commercial - Small	0	49,999	\$100
2.2	General Commercial - Large	50,000	999,999	\$500
District 3 – Industrial				
3.1	Industrial - Small	0	34,999	\$100
3.2	Industrial - Medium	35,000	299,999	\$500
3.3	Industrial - Large	300,000	9,999,999	\$750
District 4 - Shopping Centers				
4.1	Shopping Centers	200,000	999,999	\$1,500

1. Base the EID assessment rates on the zoning shown on the City of Molalla zoning map at the time of the public notice for the proposed EID creation.
2. Residential uses within a commercial zone are not assessed unless a house has been vacant for more than one year. Apartments on commercial property are not assessed.
3. For mixed use properties, only the retail use portion is assessed based on square footage.
4. Residential uses within an industrial zone may receive a prorated exemption for residential use.
5. Vacant, marketable land is assessed.
6. Churches, government agencies, and non-profit organizations are not assessed; however, if a property owner leases to a non-exempt entity and receives rent, that parcel is included in the assessment. The property owner is responsible for contacting TEAM and providing documentation if no rent is received.
7. If a church, government agency, or non-profit organization is the property owner and sole occupant, the property is not assessed; however, if an exempt property owner leases space and receives rent from a non-exempt entity, the leased portion is assessed.
8. Shopping centers as defined in District 4 of the Assessment Calculation Table are determined based on properties that have multiple stores in a strip mall and include a grocery store.
9. Land zoned and used exclusively for farm use is excluded from the assessment.
10. Land use changes made by commercial or industrial property owners that could change assessment amounts are due by December 31st before the next annual assessment is mailed. The property owner is responsible for informing TEAM of such changes and providing appropriate documentation.
11. Land use changes made by the City of Molalla will be modified based on the assessment calculation table at the next annual assessment.

Comment [A6]: I don't think this is legally required, but you can do this if you want

Exhibit 7

Job Description of TEAM Staff Person

TEAM Economic Development/Main Street Coordinator Job Description

The Position: TEAM, the Team for Economic Action in Molalla, is an Oregon non-profit organization serving as the local economic development agency for Molalla. TEAM employs an Economic Development/ Main Street Coordinator position. This full-time position will develop, implement and manage Molalla's economic development and Main Street program. This position will work closely with local businesses and business organizations, property owners, real estate professionals, developers and governmental agencies and partners in order to support the business community and promote investment and development with Molalla. This position will be responsible for the development, coordination, implementation, and documentation of the local Main Street revitalization efforts and will be principal, on-site staff person responsible for coordinating all program activities and volunteers, as well as representing the community regionally and statewide, as appropriate. In addition, this position will help guide the organization as their objectives evolve.

Duties to be Performed:

Key Economic Development Responsibilities include but are not limited to:

- Work under the direction of the TEAM Board to develop and manage economic development program policies, procedures, and work plans.
- Act as a strategic partner with the business community to identify and formulate economic development programs, projects and partnerships for Board consideration.
- Work with and support Molalla business organizations including but not limited to the Chamber of Commerce, City of Molalla, and other area group and business associations.
- Recommend to the TEAM Board economic development strategies and activities. The TEAM Board will ratify or may request a change to the economic development strategies or activities presented.
- Develop strategies, work plans, timelines and resource allocations for programs and monitor progress to ensure objectives are met.
- Monitors, evaluates and amends goals and action programs in the work plan to achieve stated objectives.
- Coordinates economic development efforts with other jurisdictions and economic development agencies around the region and state, and in particular Clackamas County Economic Development Commission.
- Conduct business information research and analysis, and interpret fiscal, demographic, market and other business related economic data.
- Assists in the implementation of economic development plans, initiatives and grant projects.
- Conducts meetings/workshops with the business community; prepares and presents economic development plans and information.
- Coordinates a variety of activities, including marketing, related to business development, expansion and retention.
- Researches and develops long term objectives, strategies and approaches to redevelopment and revitalization, business incentives and economic impact.
- Performs other duties of a similar nature or level.

Key Main Street Coordinator Responsibilities include but are not limited to:

- Coordinates a wide range of projects, from retail/commercial business recruitment and retention to assembling and distributing market information.
- Serve as authority on information, resources and programs related to the Main Street revitalization effort.
- Work cooperatively with Board and committees to develop and implement work plan and timetable of activities, events and Main Street revitalization program.
- Promote and manage Building Improvements Revolving Loan Fund program.
- Assist merchants and property owners on coordinating trainings and arranging assistance with business, design and revitalization projects, in conjunction with the Board and Design committee.
- Develop, monitor and assess economic strategies in increase retail opportunities in downtown, attaching new users into existing buildings and expanding market opportunities in conjunction with the Board and Economic Restructuring Committee.
- Recruiting, directing and recognizing volunteers in conjunction with the organization committee.
- Attendance at regional and state Main Street trainings and meeting.

General Responsibilities include but are not limited to:

- Central coordinator of TEAM and Main Street program activities, information and resources.
- Oversees daily operations, providing hands-on involvement critical to a successful economic development and Main Street program, including record keeping, budget management, and report preparation.
- Familiarizing public officials, retailers, community groups, the general public and other with TEAM's economic development and downtown revitalization efforts.
- Develop and distribute a quarterly newsletter, annual report, period articles for publication, and other forms of communication to keep stakeholders apprised of TEAM's efforts

Education and Experience: In addition to the knowledge, skills and abilities outlined in the job description candidates must have a Bachelor's degree in Business Administration, Public Administration, Urban Planning, Economics, or Communications; and five years of related experience; or, an equivalent combination of education and experience sufficient to successfully perform the essential duties of the job such as those listed above.

Compensation and Benefits

Salary: \$45,996 per year.

Vacation: Accrual 8 hours per month; eligible for use after six month probationary period.

Sick Leave: Accrual is 8 hours per month.

Holidays: 7 paid holidays per year.

Exhibit 8

TEAM's Activities Since 2010

2010

- ✓ 3/50 Project
- ✓ Molalla 2nd Friday
- ✓ Tree Lighting - Hot Chocolate Booth
- ✓ Holiday on Main Street
- ✓ Community Summits (2)
- ✓ All Committee Meetings (2)
- ✓ Volunteer Orientation
- ✓ Development of Main Street Molalla logo
- ✓ Development of Main Street Molalla brochure
- ✓ Development of Main Street Molalla Facebook Page
- ✓ Development of Main Street Molalla Website
- ✓ Market Analysis Surveys
- ✓ Market Analysis
- ✓ Market Analysis media pitch
- ✓ Window Displays
- ✓ Review and recommendations for Comprehensive Plan Update
- ✓ Merchant Mixer Business Networking Meetings
- ✓ Business Retention - LBJ, Bi-Mart letters
- ✓ Committee organization
- ✓ Work plan development
- ✓ Volunteer recruitment and training
- ✓ Ford Institute Leadership Program
- ✓ Transforming Main Street status
- ✓ Renewal of the EID
- ✓ Spring Fling booth and promotion
- ✓ Pre-application meetings
- ✓ Gateway sign at Hwy 213 and Main Street
- ✓ Volunteer Recognition Dinner
- ✓ Hosting Oregon Main Street quarterly meeting
- ✓ \$2000 grant toward Landscape Enhancement Project
- ✓ Crab Dinner Fundraisers (2) – \$500 and \$600 profit
- ✓ Parking Fundraiser with Rotary Club - \$1400 profit
- ✓ Storefront Improvement Grant Program presentation
- ✓ Running Effective Meetings training
- ✓ Ford Institute Leadership Program – more than \$7500 value (not including food and supplies purchased locally and future community grant opportunities)
- ✓ Streetscape/Façade Renderings – \$2250 value
- ✓ Elisabeth Potter Award - \$850 grant for historic preservation-related travel
- ✓ Partnership with Friends of Family Farmers on Meyer Memorial Trust grant application for Center for Food, Farming and Restorative Agriculture
- ✓ Established regional partnerships with Canby, Estacada, and Woodburn
- ✓ Fostered new business opportunities by displaying local artwork in TEAM office
- ✓ Promoted Molalla and real estate at the Molalla Buckaroo Rodeo
- ✓ Volunteer Orientation: July 25, 2011 - Approximately 15 new community members invited, 6 attended
- ✓ Social Media trainings
- ✓ Pasos al Exito program - \$5000 grant - \$1000 to TEAM for administration
- ✓ \$279 to attend Regards to Rural Conference through the Pasos al Exito program
- ✓ Applied for Rural Awards of Excellence – Main Street Molalla and Molalla 2nd Friday
- ✓ Molalla Area Farmers' Market
- ✓ Received Oregon Main Street Excellence in Downtown Revitalization Award for Outstanding Retail Event – Molalla 2nd Friday
- ✓ Molalla 2nd Friday Open House
- ✓ Economic Gardening effort
- ✓ Gateway sign at Molalla Ave and Hwy 213
- ✓ Bicycle Tourism Studio
- ✓ Quarterly Main Street Molalla eNewsletter
- ✓ Quarterly Business Success eNewsletter
- ✓ Research and public testimony on land use issues
- ✓ Review of Urban Renewal priorities
- ✓ All Committee meeting
- ✓ Vacant storefront window displays
- ✓ Holiday decorating contest
- ✓ Workforce assistance through Worksource Clackamas
- ✓ Connection with SBDC
- ✓ Policy development
- ✓ Participation in pre-application meetings
- ✓ One new industrial business
- ✓ Industrial outreach to potential new industrial business

2011

- ✓ Destination University
- ✓ Available property inventory
- ✓ Business map/directory
- ✓ Clackamas County Main Street 3D Modeling grant

2012

- ✓ Started a free Business Coaching program
- ✓ Started an outreach campaign to the 100 Fastest Growing Business in Oregon
- ✓ Actively recruited several large companies from outside the state (results pending)
- ✓ Pitched the City to three corporations
- ✓ Attended an Oregon Economic Development Association and a Main Street Conference
- ✓ Requesting manufacturers put "Made In Molalla, OR U.S.A." on all products
- ✓ August 14-15 held an Economic Summit with the City, the Chamber, TEAM and major landowners/ businesses to make sure we all know what County and State resources are available and where we're headed
- ✓ September 8 held a day long Multi-Vision Integration workshop—a free program offered to communities that helps them determine their own economic destiny
- ✓ Designed, wrote and printed brochures and flyers designed to recruit businesses, and help sustain businesses already here
- ✓ Worked with three struggling businesses to help them do better
- ✓ Worked with three more start-ups on getting their business plans done and making right connections to operate successfully
- ✓ Pursuing a discount grocery store for the area
- ✓ Met with Rep. Curt Schrader one on one and discussed issues faced by Molalla
- ✓ Met with John Valley from Senator Merkley's office and David Brown of Senator Wyden's office
- ✓ Updated all websites and Facebook pages
- ✓ Conducted a survey of local businesses on number of employees and what companies export
- ✓ Director personally met with several business owners to hear what they needed from TEAM
- ✓ Established relationship with Allison McKenzie of GROW Santiam and Gloria Polzin of Estacada Main Street to mutually support each other
- ✓ Met with County Business Development officers re development in Molalla
- ✓ Met with State Business Development and Main Street officers re development in Molalla
- ✓ Outreach to bank managers and realtors in town
- ✓ Contacted PRCA re sponsorship of Rodeo Walk of Fame
- ✓ Created map for inclusion in outreach materials for Chamber and TEAM
- ✓ Wrote ten grants; three funded so far
- ✓ Wrote grant for job and innovation acceleration
- ✓ Wrote grant for Sustainable Cities Initiative for planning a Logging and Milling Theme Park and Education Center; Received partial assistance.
- ✓ Received two grants to fund 2013 planning charettes for Rodeo Walk of Fame Rodeo Walk of Fame
- ✓ Conducted a class on "Social Skills for Business Vitality" through the Chamber
- ✓ Booth at Buckaroo and 2nd Friday
- ✓ New Holiday banners through Main Street Promotions Committee
- ✓ Working on long term project to enhance walking trails and biking paths surrounding the community
- ✓ Initiated work toward a Made In Molalla Artists Coop Store
- ✓ Recruitment outreach to over 50 companies
- ✓ Uploaded property pictures and information on TEAM website and Facebook page, as well as Expand in Oregon and Clackamas County sites
- ✓ Working with investment group on redeveloping downtown
- ✓ Brought Multi-Vision Integration workshop to Molalla and continue process of community visioning with Chamber of Commerce, Molalla River School District and at local restaurants.
- ✓ Made introductions and gave public speeches to local civic groups and Chamber meetings
- ✓ Coordinated Economic Development Summit to acquaint City Council, Chamber and large employers about services of County and State

Business Development Offices

- ✓ Met with PGE about improving electrical infrastructure so we can attract high usage employers
- ✓ Nominated MCC as Small Business Administration's Small Business of the Year
- ✓ Attended OEDA, Oregon Brownfields Association, Northwest Economic Development Association, Main Street, and RDI Conferences, most under a scholarship
- ✓ Wrote economic development strategy for the City.
- ✓ Developing on a guide to purchasing and developing land in Molalla
- ✓ Wrote annual report
- ✓ Oversaw the Clackamas County Tourism Council TAP Grant program for small local promotional events and publications
- ✓ Working with ODOT on improvements along 211/Main Street

2013

- ✓ Contacted Salesforce re locating a call center here.
- ✓ Contacted GK Machine of Donald
- ✓ Contacted Pendleton re opening a store here
- ✓ Updated listing on the Expand In Oregon website
- ✓ Started recruiting members for the "Can Do ~~Coalition~~ Coalition" a service group dedicated to improving property throughout Main Street.
- ✓ Met with the ODOT team re improvements we can make to downtown area around parking, Rodeo

Walk of Fame, signal, South Road, etc.

- ✓ Contacted Derrick Olsen of Greater Portland, Inc. re recruitment to Molalla
- ✓ Attended LOC Region 2 Small Cities Network
- ✓ Regular updates to TEAM website.
- ✓ Updated Facebook pages daily (Main Street, 2nd Friday and TEAM)
- ✓ Delivered County Tourism Grants to winning applicants
- ✓ Continued work on National Endowment for Arts "Our Town" grant. Could provide up to \$200,000 for building Walk of Fame
- ✓ Attending RDI Facilitation Training January 11-13 at Oregon Garden (fully paid for by Ford Family Foundation).
- ✓ Met with Mark Gervasi, Heather Penni, Sadie Cramer, George Pottle, Jim Taylor, Bill Avison and Debbie Rogge regarding problems with EID Ordinance
- ✓ Researched EID Statute (state) and created short explanation for board, and wrote a draft of a new ordinance.
- ✓ Toured Mark Gervasi around and introduced him to various larger employers in the area and showed him the South Road, Molalla Forest Road connections.
- ✓ Attended tourism grant workshop at County for up to \$100,000 in funds to help with wayfindingway finding signage
- ✓ Submitted "Project Bronco" to Business Oregon
- ✓ Met with Renate Mengelberg, Canby

Economic Development Manager

- ✓ Attended Practitioner's Roundtable January 23 at County
- ✓ Met with Jamie Johnk and Catherine Comer re Community Economic Plan
- ✓ Met with Grow Healthy Kids re things that can be done to improve diet and exercise in Molalla
- ✓ Addressed concerns of EID payer by helping her find a lending agency for storefront improvements.
- ✓ Attended RDI Facilitation Training January 11-13 at Oregon Garden (fully paid for by Ford Family Foundation).
- ✓ Attended Main Street Winter meeting in Salem
- ✓ Generated "Molalla's On The Move" slide show
- ✓ Spoke with Russell Hawkins of Modern Construction about relocating here from Woodburn and helped him work with Clackamas County and the City on Enterprise Zone Status and with Oregon DEQ, Business Oregon and WorkSource.
- ✓ Spoke with John Brandhorst re different buildings in town Sperry Van Ness are managing (True Value's old location and building next to City Hall)
- ✓ Spoke with Seth at ODOT re signage on cross street of Molalla Avenue not being clear and checked in with him on when the grant for transportation study will be out.
- ✓ Met with Patty and Larry at Quilt Shop re their concerns about signage and shape of downtown

Cent Commercial	01098984	52E09CC009501	201	0	0.14	\$	350.00	JOHNSON DEAN E & VERINITA A	PO BOX 720	MOLALLA	OR	97038
Cent Commercial	01098983	52E09CC10000	201	0	0.04	\$	100.00	DEARDORFF 3-D LLC	PO BOX 1050	MOLALLA	OR	97038
Cent Commercial	01098900	52E09CC10001	201	0	0.10	\$	100.00	GARCIA OSCAR M & PAZ V	14175 BUTTEVILLE RD NE	GERVAIS	OR	97026
Cent Commercial	01098909	52E09CC10100	201	0	0.14	\$	350.00	DEARDORFF 3-D LLC	PO BOX 1050	MOLALLA	OR	97038
Cent Commercial	01098908	52E09CC10200	201	0	0.14	\$	350.00	PARMENTER GAIL J	PO BOX 1200	MOLALLA	OR	97042
Cent Commercial	01098907	52E09CC10300	201	0	0.14	\$	350.00	WALDORF LAMONT R 1/2	PO BOX 214	MOLALLA	OR	97038
Cent Commercial	01098906	52E09CC10400	201	0	0.28	\$	350.00	DEARDORFF 3-D LLC	PO BOX 1050	MOLALLA	OR	97038
Cent Commercial	01098905	52E09CC10700	201	0	0.12	\$	350.00	URIBE RICHARD A TRUSTEE	PO BOX 1157	MOLALLA	OR	97038
Cent Commercial	01098904	52E09CC10800	201	0	0.03	\$	100.00	IRELAND ROBERT B	PO BOX 247	MOLALLA	OR	97038
Cent Commercial	01098903	52E09CC10900	201	0	0.03	\$	100.00	EIK ASSOCIATES LLC	PO BOX 1050	MOLALLA	OR	97038
Cent Commercial	01098902	52E09CC11000	201	0	0.03	\$	100.00	DOUBLETREES LAND & TIMBER LLC	PO BOX 1050	MOLALLA	OR	97038
Cent Commercial	01098901	52E09CC11200	201	0	0.14	\$	350.00	DEARDORFF 3-D LLC	PO BOX 1050	MOLALLA	OR	97038
Cent Commercial	01098908	52E09CC11300	201	0	0.14	\$	350.00	DEARDORFF 3-D LLC	PO BOX 1050	MOLALLA	OR	97038
Cent Commercial	01098917	52E09CC11600	201	0	0.14	\$	350.00	FJD SANDQUIST LLC	32588 S MOLALLA AVE	MOLALLA	OR	97038
Cent Commercial	01098912	52E09CC11700	200	0	0.07	\$	100.00	FJD SANDQUIST LLC	32588 S MOLALLA AVE	MOLALLA	OR	97038
Cent Commercial	01098914	52E09CC11800	201	0	0.28	\$	350.00	PUFFER FAMILY LLC	106 E 2ND ST	MOLALLA	OR	97038
EXEMPT	01098919	52E09CC12500	201	0	0.14	\$	350.00	EXEMPT PUFFER FAMILY LLC	PO BOX 585	MOLALLA	OR	97038
EXEMPT	01098926	52E09CC12600	200	0	0.14	\$	350.00	EXEMPT MOLALLA ASSEMBLY OF GOD	PO BOX 585	MOLALLA	OR	97038
Cent Commercial	01098925	52E09CC12700	201	0	0.14	\$	350.00	EXEMPT MOLALLA ASSEMBLY OF GOD	PO BOX 520	MOLALLA	OR	97038
Cent Commercial	01098924	52E09CC12800	201	0	0.05	\$	100.00	FLOVOY LARRY & SABRINA	221 SHIRLEY ST	MOLALLA	OR	97038
Cent Commercial	01098923	52E09CC12801	200	0	0.09	\$	100.00	LAM YEUK SHUN & CHOI HA	221 SHIRLEY ST	MOLALLA	OR	97038
Cent Commercial	01098943	52E09CC00200	201	0	0.13	\$	350.00	WALKER J WALLACE	PO BOX 480	MOLALLA	OR	97038
EXEMPT	01098978	52E09CC004500	201	0	0.82	\$	350.00	EXEMPT WALKER J WALLACE	PO BOX 615	MOLALLA	OR	97038
EXEMPT	01098989	52E09D 00400	201	0	0.31	\$	100.00	EXEMPT MOLALLA MOOSE LODGE	885 AIRPORT RD BLDG 35	SALEM	OR	97310
General Commercial	01100043	52E09D 01300	201	0	1.56	\$	500.00	EXEMPT OREGON DEPT OF TRANSPORTATION	14477 EVANS VALLEY RD	SILVERTON	OR	97381
General Commercial	01589294	52E09D 01302	201	0	0.31	\$	500.00	ROTH KENNETH W	14477 EVANS VALLEY RD	SILVERTON	OR	97381
EXEMPT	01100061	52E09D 01500	200	0	1.26	\$	55.021	EXEMPT SOUTH CLACKAMAS TRANSPORTATION DIST	PO BOX 517	MOLALLA	OR	97038
EXEMPT	01100070	52E09D 01600	200	0	1.26	\$	55.021	EXEMPT SOUTH CLACKAMAS TRANSPORTATION DIST	PO BOX 517	MOLALLA	OR	97038
General Commercial	01100114	52E09D 01901	201	0	0.83	\$	100.00	WISCO PETROLEUM CORP	2929 NW 29TH AVE	PORTLAND	OR	97210
General Commercial	05017506	52E09D 01902	201	0	0.28	\$	100.00	WISCO PETROLEUM CORP	2929 NW 29TH AVE	PORTLAND	OR	97210
General Commercial	01640905	52E09D 01901A1	201	0	0.28	\$	100.00	WISCO PETROLEUM CORP	2929 NW 29TH AVE	PORTLAND	OR	97210
General Commercial	05017507	52E09D 01902A1	201	0	0.28	\$	100.00	WISCO PETROLEUM CORP	2929 NW 29TH AVE	PORTLAND	OR	97210
General Commercial	01100784	52E09DC00800	201	0	2.82	\$	500.00	NIELSEN GARY L TRUSTEE	1614 HERMAN LAKE RD	MOYIE SPRINGS	ID	83845
General Commercial	01100819	52E09DC01100	201	0	0.44	\$	100.00	DELBRIDGE SCOTT	29714 S SALO RD	MULINO	OR	97042
General Commercial	01100828	52E09DC01200	201	0	0.35	\$	100.00	BOOSTEDFORDS LLC	28798 S BEAVERCREEK RD	MULINO	OR	97042
General Commercial	01101006	52E09DC02401	201	0	0.31	\$	100.00	MCLAIN DANIEL L & VALERIE M	716 E MAIN ST	MOLALLA	OR	97038
General Commercial	01101051	52E09DC02500	201	0	0.16	\$	100.00	HUFF EDWARD & STEPHANIE	PO BOX 419	MOLALLA	OR	97038
Heavy Industrial	01104655	52E16 02700	301	0	8.19	\$	750.00	AVISON LUMBER CO	PO BOX 419	MOLALLA	OR	97038
Heavy Industrial	01104673	52E16 02801	301	0	17.98	\$	750.00	AVISON LUMBER CO	PO BOX 419	MOLALLA	OR	97038
Heavy Industrial	01104717	52E16 02900	200	0	18.70	\$	750.00	AVISON LUMBER CO	PO BOX 419	MOLALLA	OR	97038
Heavy Industrial	01106403	52E16B800100	301	0	2.31	\$	500.00	AVISON LUMBER CO	PO BOX 419	MOLALLA	OR	97038
Heavy Industrial	01106859	52E17 00300	301	0	15.23	\$	750.00	MOLALLA FOREST INDUSTRIAL LLC	13388 S MOLALLA FOREST RD	MOLALLA	OR	97038
Heavy Industrial	01107331	52E17A 00100	301	0	8.55	\$	750.00	FFP INC	PO BOX 1791	MCMINNVILLE	OR	97128
Heavy Industrial	01107339	52E17A 00200	301	0	5.77	\$	500.00	FFP INC	PO BOX 1791	MCMINNVILLE	OR	97128
Heavy Industrial	01107974	52E17A 05290	300	0	16.50	\$	750.00	FFP INC	PO BOX 1791	MCMINNVILLE	OR	97128
Heavy Industrial	01108330	52E17AA03300	300	0	0.78	\$	500.00	FFP INC	PO BOX 1791	MCMINNVILLE	OR	97128
Heavy Industrial	01108349	52E17AA03400	301	0	0.97	\$	500.00	FFP INC	PO BOX 1791	MCMINNVILLE	OR	97128

TEAM for Economic Action in Molalla
Proposed Budget
January through December 2014

Cash Balance Beginning 2014	1,000.00	
Designated Funds	-	
Total Operating Cash Carry Forward	1,000.00	
Ordinary Income/Expense 2014		
Income		
E I D		
E.I.D. Funds	53,500.00	
Total E I D	53,500.00	
Minus (maximum) 5% Admin Fee	(2,675.00)	
Total Income	50,825.00	
Expense		
Printing & Reproduction	-	
Dues & Subscriptions	720.00	
Education & Training	500.00	
Insurance	2,115.00	
Meals	400.00	
Mileage Reimbursement	300.00	
Office Supplies	500.00	
Payroll		
Salary	34,497.00	Indicates Reduction of
Payroll Taxes	3,794.67	10hrs a week of staff time
Total Payroll	42,826.67	
Postage & Delivery	144.00	
Professional Services		
Accounting	1,800.00	
Payroll Services	1,100.00	
Total Professional Services	2,900.00	
Rent	3,000.00	
Tax - 501c	45.00	
Telephone/Internet	1,500.00	
Travel	350.00	
Utilities	420.00	
Total Expense	51,041.67	
Net Ordinary Income	(216.67)	
Main Street Income		
Grant 2nd Friday	1,000.00	
Main Street Expense		
2nd Friday	1,000.00	
Net Other Income	1,000.00	
Cash Reserve Ending 2014	783.33	