



**CITY OF MOLALLA  
GOAL SETTING CONFERENCE  
AGENDA**

Council Chambers | Molalla Civic Center - 315 Kennel Avenue - Molalla  
Saturday, January 20, 2024 | 8:30 AM

*NOTICE: As a requirement of House Bill 2560, City Council will hold this meeting in-person and through video Live-Streaming on the City's Facebook Page and YouTube Channel. This is a Work Session that is open to the Public, however, closed to Public Comment and participation.*

**1. CALL TO ORDER AND FLAG SALUTE**

**SCHEDULED BREAKS:**

**10:00 – 10:15am**

**2. ROLL CALL**

**LUNCH BREAK 12:00 – 12:30pm**

**2:30-2:45pm**

**3. GENERAL BUSINESS**

**A. City Manager Welcome**

- Year in Review Report (12-13-2023 Work Session document) **Pg. 3**

**B. Department Presentations**

- Finance Director
  - I. Council Stipends as Payroll
- City Recorder
  - I. Work Session Announcements:
    - Harrassment Training 2024
    - Ethics -OGEC (SEI Filing, Gifts, Honorarium)
  - II. Website Update to Council Bios
  - III. 2024 City Council Calendar – handout & discussion
    - Spring Clean-Up
    - 4<sup>th</sup> of July Parade & Festivities
    - National Night Out
    - Celebrate Molalla
  - IV. CCA Dinner Schedule
    - May 2024 – City of Molalla Hosts
- Library Presentation
  - I. Goals and Accomplishments – Year at a Glance **Pg. 5**
  - II. Slideshow Presentation
- Police Department Presentation/Q & A
  - I. Police Facility Project
  - II. Public Camping Ordinance Update
- Community Development Presentation/Q & A
  - I. Economic Development
  - II. 2023 Annual Report – Q & A **Pg. 7**

**Morning Break 10:00-10:15am**

<b>C. Review 2023 Council Goals and Accomplishments – Set 2024 Goals</b>	
I. City Recorder Staff Report	<b>Pg. 22</b>
II. Mayor and Council Discussion Topics	
Mayor Keyser	<b>Pg. 23</b>
Councilor Botsford	<b>Pg. 24</b>
Councilor Childress	<b>Pg. 25-33</b>
Council President Newland	<b>Pg. 34</b>
Councilor Robles	<b>Pg. 35</b>
Councilor Shankle	<b>Pg. 36</b>
Councilor Vermillion	<b>Pg. 37</b>

**4. ADJOURN**

*Reference Documents:*

City Council Goals Created for 2023	<b>Pg. 38-39</b>
Molalla Area Vision and Action Plan 2030 Document	<b>Pg. 40- 65</b>
Molalla Area Services Areas of Responsibility and Intersections of Work	<b>Pg. 66</b>
Dimensions of Governmental Process	<b>Pg. 67</b>

*Focus Areas*

- Focus Area #1: Resilience, History, Culture, Location
- Focus Area #2: Welcoming, Friendly, Safe, Inclusive
- Focus Area #3: Economically Sound, Managed Growth, Business, Education
- Focus Area #4: Resource Hub
- Focus Area #5: Beauty, Tranquility, Natural Areas

Molalla: Welcome to 2024

It is hard to believe that we are almost half- way to 2030 because it tends to present a Science Fiction backdrop to the days we are living in today. However, Molalla had a good 2023 overall and we expect to experience much of the same in 2024.

It takes time and much more than many of us realize to foster positive change in a community. Conversely, it doesn't take much time at all for destructive behavior to remove positive gains. Despite what may be happening in our Country, or our State things are moving forward here in Molalla.

Our role with the City of Molalla at a City Council and a Staff level is to advocate and promote Molalla. I believe we have done that in 2023 and a short list of those accomplishments is as follows:

**Police Department**

- Passed a General Obligation (GO) Bond to construct a new Police Station
- Implemented a Canine program.
- Hired two Police Officers

**Wastewater Treatment Plant**

- Received 5 million dollars toward the construction of the new plant.
- Secured funding for new plant construction.
- Developed and filled WWTP Manager position, added additional plant staff at WWTP/WTP.
- CIPP – Berkley, Swiegle, E Main (1/24) (Cured In Place Pipe)
- Completed replacement of sewer mains on Eckerd, Lola, 2<sup>nd</sup>.
- I&I repair sealed 33 manholes. (Infiltration & Inflow)
- Expanded Recycle Water Irrigation Fleet (1 new irrigation gun, 1 repaired, 1 new tractor)

**Water Treatment Plant**

- Intake Pump Rebuild will be in the works.
- SCADA Upgrade will be complete.
- Repaired 16 water leaks.

**Street Improvements/Maintenance**

- Round-a-Bout
- Shirley Street
- West Lane Street
- Meadow and Harvest
- Lola 2<sup>nd</sup> and Eckerd
- Crack sealed 3.82 lane miles of city streets.
- Bought a new backhoe replacing the '98 model.
- Bought a new Street Sweeper Replacing the '03.
- Hired a new position (Christina).

**Storm Water**

- Shops Decant Facility

- Launch Storm Water Master Plan – contract with Keller Assoc.

### **Engineering**

- S Molalla Waterline from 5<sup>th</sup> to Molalla Forest Road.
- S Leroy Ave Extension to Lowe Rd.
- Design of Section Street rebuild.
- Complete replacement of water main on Eckerd.
- Issued 55 Right-of-Way permits, which triggered 120+ inspections.
- Finalizing hire of new Engineer Tech.

### **Planning**

- Adoption of a Housing Needs Analysis into the Molalla Comprehensive Plan
- Workplan Agreement with DLCD for Urban Growth Boundary Extension
- Project Funding Secured for Additional UGB Studies
- 140+ Type 1 Building Permits/Tenant Impr. /Other, 15 Type 2/3s.
- Approvals Include New Police Facility, 40 Units of Affordable Housing, and a 14-lot subdivision.

### **Park Improvements**

- Pickleball Courts, landscaping, and pathways – Long Park
- Completion of Strawberry Park
- Chief Yelkus Park Preliminary Tasks
- Launched Parks Master Plan – Draft Public Involvement Plan

### **Code Compliance**

- Established Code Compliance program.
- Significantly worked down backlog of uninvestigated complaints.
- Established complaint intake and initiation policy/procedure.
- Fielded over 200 new complaints this year.
- Maintained strict standards for Odd Fellows Park with daily checks/property sweeps.
- Expanded network and built relationships with code enforcement in surrounding areas.
- Joined the Oregon Code Enforcement Association (OCEA).
- Beat Mac in pickleball.

### **General**

- Improved Community Engagement
- Celebrate Molalla relocated to Clark Park
- Continued quality Library services
- Budget Award
- Civic Center Residing, Renovations – starting ADA improvements.
- Improved Internal Staffing
- Numerous private developments
- Homeless Issue – We are required to comply with State Law, but we addressed our issues through community engagement and commitment to the task at hand.

This list does not account for every item accomplished but we are working toward making Molalla a better Molalla.

Dan Huff  
Molalla City Manager



## CITY OF MOLALLA

117 N. Molalla Avenue  
PO Box 248  
Molalla, OR 97038

### Staff Report

### Agenda Category: Discussion

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**Agenda Date:** January 20, 2024

**From:** Diana Hadley, Library Director  
**Approved by:** Dan Huff, City Manager

**SUBJECT:** Goals and Accomplishments

#### 2022-23 Accomplishments:

- Increased numbers of programs and attendance at those programs
- Increased teen interest and attendance at teen specific programs such as 3-D pens, robots, and Manga art classes
- Adult events included Mexican cooking classes, monthly crafts, and Czech holiday ornaments
- Increase in Outreach services with the Bookmobile to the adult center seniors, Los Robles community, and schools in the area, and the Colton community as well as Celebrate Molalla, kindergarten round ups, and back to school events
- Increase in outreach to homebound patrons
- Highly successful Summer 2023 reading program and events: over 500 people at Reptile Man, over 100 people at each Music in the Park event, and increased attendance at each of the teen and children's events

#### 2023-24 Goals:

- Expand Music in the Park to 5 performers
- increase amount of all programs, including adding one on one computer classes
- increase programming attendance
- increase social media and online awareness
- open the community room to the public
- increase the circulation of materials

# MOLALLA PUBLIC LIBRARY

## July 2022 - June 2023

### Year at a Glance



MOLALLA PUBLIC LIBRARY



Total People Visited  
**39,589**



### Checking out



#### In-house



#### Digital



1st Checkout

91,835

Checkouts

23,311

Renewal

50,146

Database Usage

7,297



**164** Programs for all ages  
**10,727** People in attendance

#### • Adults

20 Programs  
1,881 People

*Music in the Park, Make It Monday, Cultural Programs, and Guest Presentations*



#### • Teens

10 Programs  
896 People

*Teen STEAM, Maker Space events, and Summer Reading Guest Presentations*

#### • Children

92 Programs  
4,669 People

*Storytime, STEAM Powered Fun!, LEGO Club, Homeschool Huddle, Summer Reading Craft events and Guest Presentations*

#### • Outreach

42 Programs  
3,281 People

*Daycare visits, Homebound services, Bookmobile visits to Colton, Los Robles and the Adult Center*



**593**

Participants in Reading Programs



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### Staff Report

### Agenda Category: Discussion

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**Agenda Date:** January 20, 2024

**From:** Mac Corthell, Assistant City Manager  
Approved by: Dan Huff, City Manager

**SUBJECT:** Community Development Department – 2023 Annual Report

(See attached document)



CITY OF

# MOLALLA

*Community Development Department*



## 2023 Annual Report



315 Kennel Avenue, PO Box 248  
Molalla, Oregon 97038

Websites: [www.cityofmolalla.com](http://www.cityofmolalla.com)

[Current.CityofMolalla.com](http://Current.CityofMolalla.com)

Phone: (503) 759-0205



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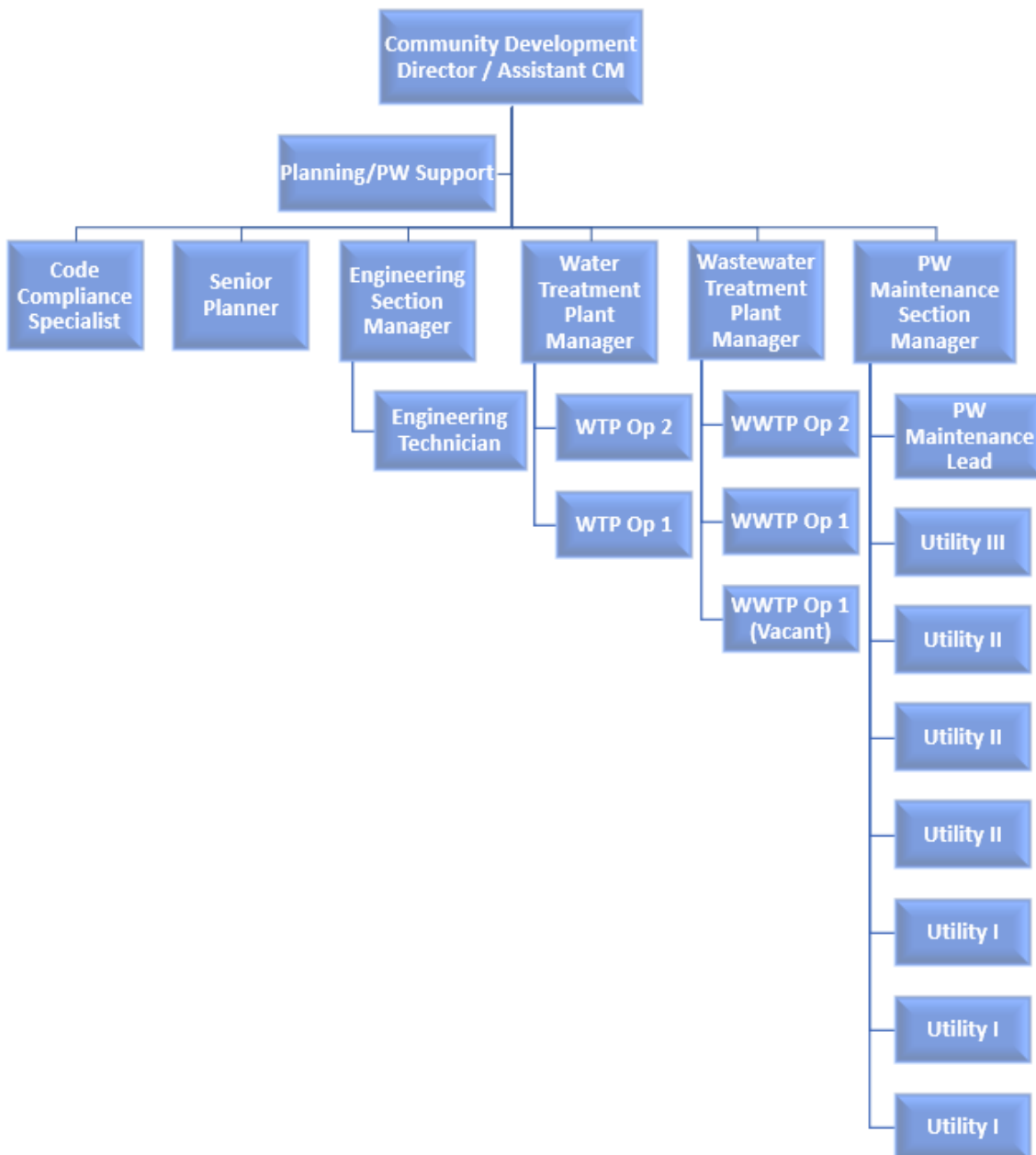
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## DEPARTMENT STAFFING AND ORGANIZATION



## PLANNING DIVISION

The Planning Division manages all land use processes, permitting processes, development of long-term plans, management of City Boundaries, and the GIS system.

### **Planning and Land Use Application Statistics:**

<u>New Apps 2023</u>	<u>Approvals 2023</u>	<u>Open Apps December 31, 2023</u>
<ul style="list-style-type: none"><li>• Type I BP Apps –24</li><li>• Type I Other Apps – 151</li><li>• Type II Apps – 4</li><li>• Type III Apps New– 11</li><li>• Type IV Apps – 3</li><li>• Final Plat – 2</li><li>• Pre-App Requests - 19</li></ul>	<ul style="list-style-type: none"><li>• Type I BP Apps – 18<ul style="list-style-type: none"><li>○ Residential Units – 46</li><li>○ Com/Ind Sq Ft – 9718</li></ul></li><li>• Type I Other Apps – 108</li><li>• Type II Apps – 3</li><li>• Type III Apps – 7</li><li>• Type IV Apps – 2</li><li>• Final Plat – 2</li><li>• Pre-Apps Held - 19</li></ul>	<ul style="list-style-type: none"><li>• Type I BP Apps – 3</li><li>• Type I Other Apps – 11</li><li>• Type II Apps – 1</li><li>• Type III Apps – 3</li><li>• Type IV Apps – 5</li><li>• Final Plat – 1</li><li>• Pre-Apps Pending - 0</li></ul>

### **Long-Term Planning Initiatives:**

#### *21-16 Sequential Urban Growth Boundary Expansion - Ongoing*

- Housing Production Strategy - Ongoing
  - Required by HB2003.
  - Grant Funded.
  - Completing final public outreach for adoption.
- Sequential UGB Process Election – Complete
  - Step 1 of UGB Analysis Studies.
  - Work Plan Developed & Adopted.
  - Concurrence by Clackamas County and Dept. of Land Conservation and Development.
- Housing Needs Analysis & Buildable Lands Inventory - Complete
  - Required by HB2003 and Step 2 of UGB Analysis Studies.
  - Grant Funded.
  - Approved by DLCD, Adopted by City Council.
- Employment Opportunities Analysis & Buildable Lands Inventory – Ongoing
  - Step 3 of UGB Analysis Studies
  - Grant Funded.
  - Finalizing Scope and Consultant Contract.
- Development & Implementation of Efficiency Measures - Pending
  - Step 4 of UGB Analysis Studies.
  - Grant Funded.
  - Developing Scope of Work.
- Identify Land Study Area & Complete Evaluation - Pending
  - Step 5 of UGB Analysis Studies.
  - Partially Grant Funded.
  - Developing Scope of Work.

## 23-02 Emergency Operations Plan & National Hazard Mitigation Plan – Ongoing

- National Hazard Mitigation Plan (NHMP) – Ongoing
  - Addendum to Clackamas County NHMP.
  - ARPA Grant Funded.
  - Final Draft Complete.
  - Reviews:
    - City Council Draft Review 1/10/24;
    - Oregon Dept of Emergency Management review;
    - Federal Emergency Management Agency for approval;
  - City Council for Adoption approximately May-June 2024.
- Emergency Operations Plan – Ongoing
  - Periodic Plan Update.
  - ARPA Grant Funded.
  - Draft in Development.
  - Council Review approximately February 2024.

## 22-32 Parks Master Plan Update – Ongoing

- Existing Conditions Assessment – *Complete*
- Public Outreach & Comment – *Ongoing*
- Park Plan Development - *Pending*

## 22-31 Stormwater Master Plan Update – Ongoing

- Existing Conditions & Data Assessment – *Ongoing*

## Other Significant Initiatives:

### Digital Permitting Platform - Ongoing

- Required by HB2415 no later than January 2025.
- City staff has demonstrated several potential platforms.
  - Currently reviewing costs and applications.
  - Special consideration for Workload/Fixed Asset Management modules.

## CODE COMPLIANCE SECTION

The Code Compliance section is responsible for resolving complaints based on the City’s Nuisance Code, Development Code, and Business Licensing Code. Additionally, this section performs the city’s mandatory Homelessness Liaison responsibilities, and is integrally involved in Emergency Management.

### Goal 1 – Develop Code Enforcement Program - *Complete*

- Develop Code Enforcement Job Description – *Complete*
- Budget Code Enforcement Position – *Complete*
- Recruit & Hire Code Compliance Specialist – *Complete*

### Goal 2 – Implement Code Enforcement Program – *Ongoing*

- Develop Standard Processes for Internal and External Workflows – *Complete*
- Clear backlog while staying up to date on new reports – *Ongoing*

### Goal 3 – Homelessness Liaison – *Complete*

- Develop a network of homelessness support services – *Complete*

- Integrate into Homeless Processes (e.g. Camp Cleanups) – *Complete*

**Goal 4 – Expansion – Pending**

- Analyze workload to determine appropriate degree of expansion – *Ongoing*
- Develop Emergency Operations Responsibilities - *Pending*

**Code Case Statistics 1/1/23-12/31/23:**

- New Cases – 217 \*more than double 2022
- Current Open Cases – 23
- Closed Cases – 246
  - No Violation – 53
  - Compliance – 128
  - Referred – 32
  - Enforcement (Ex: vehicle tow/camp sweep/citation) – 33
- Homeless checks at Pocket Park – 31

**Other Code Compliance Activities:**

- NLP – Partnership with Clackamas County Neighborhood Livability Project (NLP). Bringing attention to problem properties inside and near the city.
- **Ant Farm – Partnership with Ant Farm has resulted in several camp clean ups and vegetation clean ups around the City. See below for a couple of examples:**



*Molalla Code Compliance & AntFarm Youth Services Clean up a Homeless Camp in Ivor Davies Park*



*AntFarm Youth Services Cleans Up an Elderly Resident's Nuisance Property Free of Charge*

- Odd Fellows Park– Daily checks at Odd Fellows Park have resulted in sweeping abandoned property, enforcement of park rules, and the new camping ordinance.
- Nuisance abatement – Large vegetation clean ups have occurred on the east side of the Molalla Market Center business complex and on the abandoned railroad property.
- OCEA – Joined the Oregon Code Enforcement Association for networking opportunities and the chance to learn strategies, equipment, policies, etc., utilized by Code Enforcement programs around Oregon.

## ECONOMIC DEVELOPMENT SECTION

The Economic Development section is responsible to administer the City’s economic development efforts such as: the Molalla Enterprise Zone, business recruitment and retention, and local tourism.

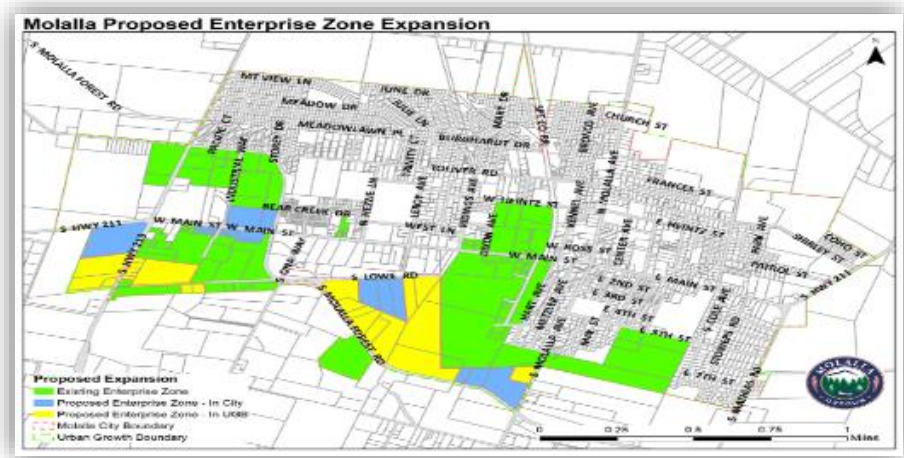
### Economic Development

#### Initiatives:

#### Travel Oregon Destination Ready

#### Action Project:

- Funded by a Travel Oregon Grant  
Administered by Mount Hood Territory (Clackamas County Tourism).
- Completed a Destination Assessment.
- Identified 5 Potential Access Items long to short-term action items.
- Completed action item 1 – Recreational Map developed by a community panel with assistance from Travel Oregon mapping consultants, printed and disseminated using a Travel Oregon Grant.



*Molalla's Enterprise Zone was Expanded in 2022*

#### SEDCOR Membership:

- **Strategic Economic Development Corporation** is the lead economic development entity for Oregon's Mid-Willamette Valley--Marion, Polk and Yamhill Counties.
- Molalla has, until now, lacked a representative Economic Development Corporation due to our location between the Metro Boundary and Marion County. This is a new opportunity developed by City Staff and SEDCOR leadership to bring previously unavailable Economic Development representation and services to Molalla.

#### Economic Development Webpage:

- City Staff has attended several demonstrations of Website Hosting platforms in an effort to find the most effective product for the best price.
  - A selection will be made before February 2024.
- A Ford Family Foundation Grant will fund the rebuild and restructure process.
  - The City’s Economic Development Webpage is a focal point of the webpage overhaul.

#### Molalla Area Chamber of Commerce:

- City Staff began attending quarterly Chamber breakfasts.

- The City Council appointed a Chamber liaison.
- City Staff attended the Annual Chamber Auction.

## ENGINEERING SECTION

The Engineering Section manages all public projects, civil portions of private projects, civil development reviews, Capital Planning for infrastructure systems, and Master Planning for infrastructure development. Additionally, the Engineering Section is responsible for the City’s facilities maintenance program.

### Active Public Project List

Number	Name	Notes
22-36	Lead/Copper Water Services	Data collection and inspections in-work
22-35	WTP SCADA Upgrades	In Work
22-33	Clark Park Sports Fields	On-Hold, pending completion of Parks Master Plan
22-32	Parks Master Plan	In Work
22-31	Stormwater Master Plan	In Work
22-29	New Water Intake	Pre-Design studies going out for bid Mar-Apr 2024
22-28	Wellhead/Aquifer Studies	On-Hold, grant possible in July 2024
22-27	WWTP On-Site Irrigation	On-Hold, part of new WWTP construction phase
22-24	Pressure Reducing Valves	In Design
22-21	Section St Rebuild	In Design
22-19	Molalla Forest Road Opening	On-Hold, Phasing and Budgeting
22-12	Recycled Water Use New Field	On-Hold, part of new WWTP coming online
22-05	WTP Tracer Study	On-Hold, Engineering Capacity
22-04	New 2.0mg Water Tank	Finalizing Property Acquisition
21-15	S Molalla Ave Waterline	Final design work in process
21-13	Water Leak Survey/Repairs	Suspended due to time sensitivity of 22-36
21-10	Molalla Civic Center	Final Phase – ADA Ramps & Restroom under Contract
21-09	Chief Yelkus Park	Scope proposal from Architect received and under review
21-02	MFR – Park Road	Paused for ROW Encroachment Litigation
19-10	WWTP Upgrade	Going out for bid in February 2024.
18-08	213/Toliver Roundabout	Complete – In Final Punch List!
18-04	Biosolid Removal	Complete, awaiting final bill. Will continue as part of 19-10.

### Recently Completed Public Project List

23-04 Sewer Rate Model Update	23-01 Disk Golf at Ivor Davies
22-35 WTP Auto-Shutdown Upgrade	22-30 WWTP Aeration Basin Bypass
22-25 PD HVAC Repair/Replace	22-20 Toliver at Trinity Waterline
22-15 Mercury TMDL Plan	22-10 WWTP Interim Capacity Study
22-03 Shaver at OR-211 Repair	22-01 City Hall Sewer Main Replace
21-11 Fox Park Playground Equipment	21-06 525 W Main Waterline
21-04 City Hall Upstairs Remodel	19-09 Signal at OR-211/Molalla Ave
17-12 Shirley Curb Extensions Repair	22-26 Temp Allocation in TMDL
20-07 Strawberry Park	18-14 City Shops Decant Facility
20-03 Eckerd, Lola, 2 <sup>nd</sup> , Water/Sewer/Street Improvements	23-05 Long Park Pickleball Courts
23-11 5-Year TMDL Update	22-06 5 year CIP and SDC’s

## Active Private Project List

Number	Name	Notes
23-10	609 E Heintz – 3 lot PAR	In Civil Review
23-09	720 W Main – Embold CU	In Civil Review
23-08	820 W Main - Burger King	In Civil Review
23-07	Stoneplace Partition	Partition resulting in S Leroy Ave through to Lowe Rd
23-06	105 Ona Way Multi-Family	In Civil Review
23-03	Molalla Petroleum	Civil Review Complete, site work to begin in near term
22-23	5 <sup>th</sup> St Duplex	In Civil Review
22-16	Starbucks	Complete!
22-13	Goodwill	Complete!
22-11	River Meadows Subdivision	Civil Review complete, contractor not on-site at this time
22-09	1000 W Main Multi-Family	In Civil Review, building ongoing
22-07	Cascade Place Multi-Family	Building and Civil Construction in work
22-02	501 E Main St C-Store	Complete!
19-04	Cascade Center Commercial	Complete!
18-16	Hix Tractor Supply	Complete!
17-20	Sawyer Trucking Frontage	Partial Completion...

## PUBLIC WORKS MAINTENANCE SECTION

The Public Works Maintenance Section is responsible for day to day maintenance of the City’s Streets, Parks, Stormwater System, Water Distribution System, Sewer Collections System, and Effluent Discharge System. Additionally, this section is an integral part of Molalla’s Emergency Management operations, and assists in the setup/teardown of events within the City such as the Molalla Buckeroo and Celebrate Molalla.

### **Innovative Efforts Reduce Costs & Enhance Systems:**

Cured In Place Piping: This new program resets the useful life of select sewage pipes by placing a cured sleeve inside of them that starts out soft and is “cured in place.” The benefits of this program cannot be overstated and include: cost (about 20 cents on the dollar), convenience (a pipe usually takes 1-2 days), preservation of existing assets (no trenching, the CIPP is installed from manhole to manhole). CIPP Completed in 2023:

- 220 Feet of Toliver Road (approx. Toliver Dr to Creamery Creek Ln)
- 540 Feet of S Molalla Ave (approx. mid point between 6<sup>th</sup> and 7<sup>th</sup> to S Molalla lift station)



*Section St. Repaving Project*

Paving Program: This new program represents a change in the way poorly surfaced roads are looked at. Rather than requiring full improvement of every road before it can be resurfaced, staff has budgeted funds to complete asphalt overlays or grind and in-lays. This reduces the costs associated with resurfacing to about 10 cents on the dollar (depending on the condition of a given

roadway). Please note that roads with pipe projects needed will be resurfaced in conjunction with that project, so there may be a different timeline than is anticipated by the public.

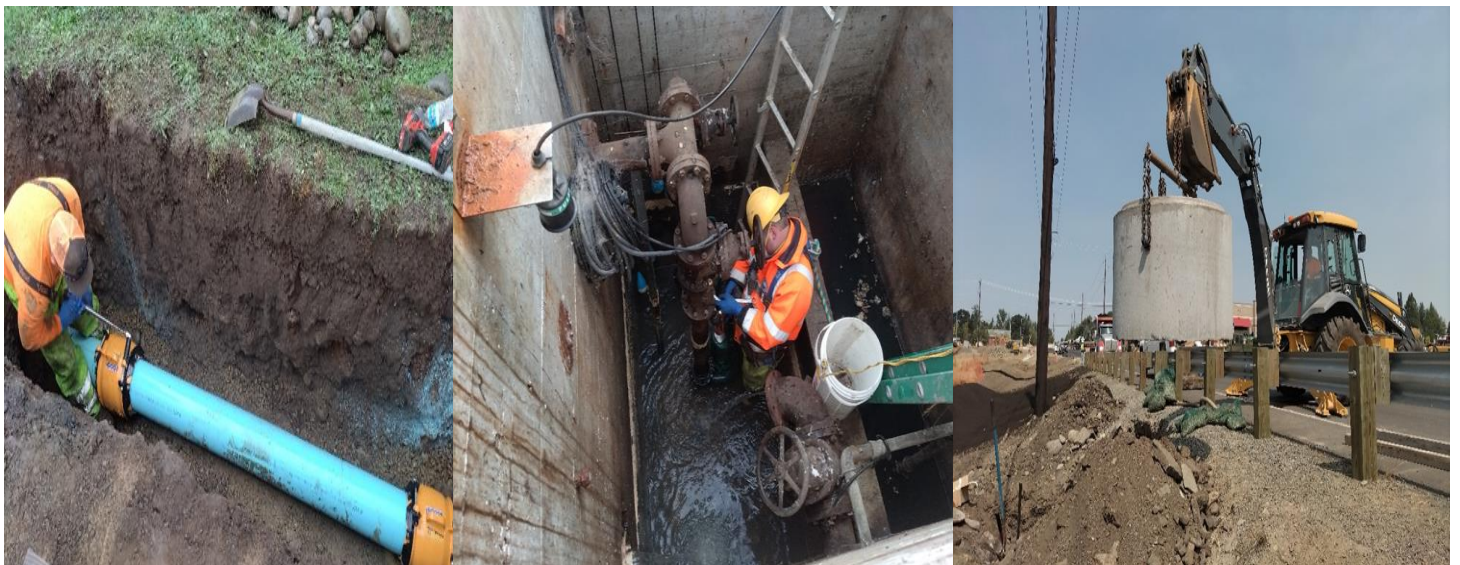
- Paving Program Projects Completed in 2023
  - Intersection of Meadow & Harvest
  - Shirley St.
  - West Lane
  - Toliver and City Shops Waterline Patch

### Other Projects/Initiatives:

It would be impossible to recap all of the efforts the PW Maintenance Crew completes in a given year. However, to help illustrate we've provided a set of photographs and a workload summary report for 2023 along with some helpful headings and captions.



*L: Using the Vac Truck while replacing a leaking water service line. M: Crack sealing is performed annually to preserve pavement as long as possible. R: Testing and (if needed) replacing fire hydrants is another ongoing job for the crew.*



*L: Damaged Water Line Repair. C: Lift Station Maintenance. R: Manhole Placement.*



# Work Complete During Period

1/1/2023 - 12/20/2023

## Work Orders Completed (by Fund)

Water	1152
Sewer	656
Storm	99
Street	417
Fleet	87
Parks General Facilities	1330
Locates	148
Capital	2
Other	484
Library	8
	-----
<b>TOTAL</b>	<b>4383</b>



## Work Orders Completed (by Team)

Utility Crew	3405
Wastewater Plant	351
Water Plant	625



## WASTEWATER TREATMENT PLANT

The wastewater treatment plant is responsible for the treatment and disposal of the City's sewage water. The plant crew conducts river discharge during the wet season, and land application (recycled water use) during the dry season. Additionally, the WWTP crew is responsible for the testing and documentation of treated wastewater and the care and maintenance of the WWTP facility.

### Wastewater Treatment by the Numbers:

- River Discharge Season (Jan, Feb, Mar, Apr, Nov, and Dec):
  - Collected Wastewater - 250 million gallons (MG) of water from the community.
  - Treated (clean) water discharge - 355 million gallons of water to the Molalla River.
- Irrigation Season (May – Oct):
  - Collected Wastewater – 119 million gallons of water from the community.
  - Treated (clean) water irrigation – 108 million gallons of water recycled and applied for irrigation.
- Totals:
  - Collected Wastewater – 369 million gallons.
  - Treated (clean) water discharged to river and irrigation – 463 million gallons.

### Other Projects/Initiatives:

**Rebuild of the #4 Media Tank:** This was a significant workload but luckily came with great timing. The Crew was able to include our two newest hires in the tasks. This offered a great opportunity to explain the maintenance of the piece of equipment and operation/role of these filters in our treatment process.



*Molalla WWTP Operators Rebuild the #4 Media Tank*

**Reorganization to meet the needs of a growing population:** For the first time, the City of Molalla has a Wastewater Treatment Plant Manager who is also the Direct Responsible Charge (DRC) of the plant. This change in staffing prepares the city for the new plant to come online, puts the required DRC in the management echelons, and provides for a technical expert to maintain, manage, and operate the WWTP.

**The New WWTP Tractor was Purchased in 2023:** This new piece of equipment mitigates a great deal of risk by eliminating the use of a “borrowed” tractor to perform Recycled Water Irrigation, and will allow the WWTP crew to be more self sufficient in maintaining the WWTP facility, and intaking chemical deliveries. This allows alleviates a great deal of work for the Utility Crew by removing the need for their support in these processes. Elements of this purchase, like the fork attachment, will save \$3500/year or more in special delivery fees and pay for the cost of the attachments in less than 3 months.



*The new WWTP Tractor was purchased in 2023*

**Aeration Basin Biosolid & Grit Removal:** Beginning in Late November and into Early this month we removed approximately 300 Tons of biosolids. This work staged the decommissioned Aeration Basin for demo and construction of the new Equalizing Basin coming with the WWTP upgrade.



*Aeration Basin Cleanout*

**Preventative Maintenance Program:** The WWTP crew also kept up on the ever important preventative maintenance program. One of the many efforts completed under this program was a great deal of work performed on the main generator that keeps the plant running when the power goes out. For several years the City has dealt with the temperamental nature of this machine, but was able to identify and correct issues this year that likely salvaged this piece of equipment saving the City approximately \$250-\$350 thousand dollars.

## WATER TREATMENT PLANT

The water treatment plant is responsible for the collection and treatment of the City's drinking water. Additionally, the WTP crew is responsible for the testing and documentation of treated drinking water and the care and maintenance of the WTP facility.

### **Drinking Water Production by the Numbers:**

- 2023 – 380,122,000 Gallons
- 2022 – 358,957,000 Gallons (reduced by water loss projects)
- 2021 – 359,031,000 Gallons

### **Other Projects/Initiatives:**

#### **Water Plant Operations & Maintenance Projects:**

- **Intake Pump Rebuild** – Due to vibration and decreased flow output, WTP staff has pulled one of the 100 hp intake pumps for diagnosis and repair.
- **Intake Wet Well** - Staff have inspected and removed the annual accumulation of sediment that builds up in the wet well and sediment casein over the year as a result of high turbidity storm events. This is important because increase in sediment without removal would result in damage to the Intake pumps that transfer water from the river to the plant.
- **Filter Maintenance** - WTP Staff have inspected the Trident Filters media and replaced the surface wash nozzles. The surface wash is responsible for agitating the media during filter cleaning. This ensures that the filter beds are working properly to continue filtering water efficiently.
- **SCADA Upgrade** - WTP Staff determined an upgrade of the SCADA (Supervisory Control and Data Acquisition) system was needed to add functionality. When the system was originally installed, it included only monitoring (visual aid) of filter operations, chemical pumps, instruments, and the intake pump station. We have completed phase 1 of a 2-phase upgrade. With the completion of phase 1, WTP staff will now have pop up functionality with each process, chemical storage monitoring and usage tracking, and effluent flow meter totalizing. This increases efficiency of operations by allowing operators to make needed corrections while maintaining operations. Phase 2 of the SCADA upgrade will include chemical feed control.



*WTP Staff Works on the Trident Filters*

#### **Water Treatment Plant Regulatory Compliance Projects:**

- **Lead Service Line Inventory Update** - Public Water Systems are required to complete an inventory of both the private and public portions of all service lines in order to comply with the 2021 Revised Lead and Copper Rule and report the results by October of 2024. The purpose of this rule is to identify if any lead service lines exist in the water system and plan to remove them.

WTP Staff, with the help of the Community Development Dept., and Public Works Dept. have completed phase 1 of a phase 3 plan to meet this requirement. Phase 1 was to perform an extensive records review of all service line material in the water system to determine how many service lines would then require physical inspections. We are now moving into Phase 2 which involves physically inspecting a statistically determined number of service lines on the public and private side. With the completion of the records review, we have not found any lead pipe in the water system.

**Water Plant Preventative Maintenance Projects:** In addition to their operational responsibilities, the crew at the WTP performs substantial preventative maintenance to maximize the operational lifecycle of WTP assets.

- Replacement of flooring in the Laboratory/Office area of the WTP.
- Epoxy painting of intake piping system.



*Left: Newly Epoxy Painted Intake Pipes. Right: New flooring in the WTP Lab.*



## CITY OF MOLALLA

117 N. Molalla Avenue  
PO Box 248  
Molalla, OR 97038

### Staff Report

### Agenda Category: General Business

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**Agenda Date:** January 20, 2024

**From:** Christie Teets, City Recorder  
**Approved by:** Dan Huff, City Manager

**SUBJECT:** Discussion Items as Submitted by City Council

#### **BACKGROUND:**

Mayor Keyser requested that members of City Council submit their desired discussion items for Goal Setting Conference and packet to the City Recorder.

As items were received, it was clear that a few topics were priority for more than one Councilor. Please see the comprised list provided below:

#### *Like/Similar Topics Submitted*

- Youth Engagement
  - Childress, Newland, Robles
- Town Hall/Civic Engagement
  - Childress, Newland, Robles, Shankle
  
- Emergency Preparedness/Disaster Management – **in progress via City staff (Emergency Operation Plan underway)**
  - Botsford, Newland, Vermillion
- Truck Route - **in progress via City staff (Molalla Forest Road improvements in discussion)**
  - Botsford, Keyser
- Attract Businesses to Molalla - **in progress via City staff (SEDCOR membership, Economic Development Plan)**
  - Childress, Keyser, Robles



## CITY OF MOLALLA

117 N. Molalla Avenue  
PO Box 248  
Molalla, OR 97038

### Goal Setting Conference

#### Topics provided by: Mayor Keyser

---

1. Have an IGA with Canby, Estacada, and Sandy to hire a lobbyist to represent our 4 cities in the capital. Would like this to be a added budget item in our next budget.
2. Citizens Academy that our Police and City Council put on yearly. It would show the citizens the ins and out of our police department and Molalla Civics 101.
3. Work on more public education to get Ant Farm into PAL Building.
4. Get our city using Antfarm to handle our juvenile justice within our city.
5. More events similar to Celebrate Molalla.
6. Add a second K9 to our Police Dept.
7. Have a monthly report from our Police Dept on how things are going and updates on new programs such as K9 are going.
8. Get our truck route into shape. Make sure our signage is up to snuff and clear and make sure the roads get fixed and widened to handle 2 trucks passing at same time.
9. Set up a system to evaluate our City attorney and our City Judge that happens yearly or every 2 years.
10. Get our video and audio quality upgraded and be able to provide Zoom for council and voters to be able to watch and be involved in our council meetings.
11. Come up with a Excellence Award to be presented to the top non profits in our city and give them recognition for the hard work they all do. 1 voted on by city staff and council and 1 voted on by the citizens.
12. Start upping enforcement of vehicles and trailers being parked on street for long periods of time and various states of mechanical fixing.
13. Find ways to promote the city to bringing business in. Ideas and or suggestions to get us on the map and get them here.
14. Invite County Commissioners, State Rep and Senator to meetings quarterly or every 6 months.
15. Update Vision and Action Plan.



## CITY OF MOLALLA

117 N. Molalla Avenue  
PO Box 248  
Molalla, OR 97038

### Goal Setting Conference

**Topics provided by: Councilor Botsford**

---

Three things that I would like to focus on:

- 1: Emergency preparedness and Organization
- 2: Industrial Park / truck route
- 3: Roads



# FOCUS AREA #1

Molalla is... a resilient community that passionately recognizes and builds on its history, culture, and location

## Vision Focus Areas

### STRATEGIES:

- Be deliberate about building identity
- Embed collaborative thinking and practice in all actions
- Identify, support, and build on local culture including arts, history, heritage, and humanities

*Anyone interested in implementing actions is a potential partner.*

### ACTIONS

Develop an awareness campaign that:

- celebrates the unique and interesting aspects of the area
- builds local pride of place and confidence in the Molalla community identity
- increases awareness about managed growth efforts
- \* Highlights community achievements (Share the Love, Running Club Charitable Giving, service organizations efforts on behalf of those in need, etc.)
- \* Create a live, work and play promotion video for Molalla

### POTENTIAL PARTNERS

Chamber of Commerce (Chamber), City of Molalla (City), media partners, non-profits, Molalla River School District (MRSDD), student groups, businesses, Kiwanis, Elks, Rotary, VFW, etc.

Chamber, City

Confederated Tribes of Grand Ronde, Molalla Area Historical Society, City

Chamber, City, heritage partners, non-profits

Molalla Area Historical Society, business owners, City

City, Chamber, service organizations, community, MRSD, Molalla Fire District (MFD)

Cultivate and continue to build on relationships with heritage partners

Inventory local arts, heritage, historical sites, and other cultural assets, and make information available online (such as Dibble House, galleries, Apple Festival, Celebrate Molalla, farmers market, Future Farmers of America)

Preserve significant buildings and other visible elements of local history

Build relationships by incentivizing collaborative work projects and be inclusive in planning and decision making

## FOCUS AREA #2

Molalla is... a welcoming, friendly and vibrant community with an attractive hometown feel that is safe, hospitable, and inclusive of all residents, businesses and visitors

### STRATEGIES

- Develop the physical infrastructure needed to support a welcoming community
- Foster socially welcoming activities and embrace diversity as our strength
- Engage youth

### ACTIONS

\* Research aesthetic design and architectural standards to create a plan which promotes development of an appealing and cohesive identity for downtown and throughout the community

Utilize the Transportation Master Plan to improve infrastructure and safety for all modes of travel (pedestrian, vehicles, bicycles, etc.) and identify new opportunities to enhance livability, i.e., Rails to Trails, bike/pedestrian paths, etc.

Implement wastewater treatment plant improvements to ensure compliance

Form a citizen advisory committee to provide input for development of an updated Parks/Greenspace Master Plan

- Maintain and improve existing parks and recreation areas
- Add new community parks or elements to existing parks, i.e., dog park, serenity park, tree park, nature park

Map all points of entry to the city and identify landowner contacts to develop a plan to improve gateway, wayfinding and informational signage

### POTENTIAL PARTNERS

City, business owners

City, Clackamas County, Oregon Department of Transportation (ODOT), City of Canby, MRSD, MFD, Southern Pacific Hillivista Investment Co.

City, state and federal agencies

City, service organizations, neighborhood associations, landowners

City, state agencies

# FOCUS AREA #2

(continued)

## STRATEGIES

- Develop the physical infrastructure needed to support a welcoming community
- Engage youth
- Foster socially welcoming activities and embrace diversity as our strength

## ACTIONS

## POTENTIAL PARTNERS

Build a new police station

City, landowners

Develop and implement a property reuse/redevelopment/new development strategy for properties along Highway 211 and in downtown

Chamber, City

N/A(\*)

Ensure that K-12 educational facilities meet community needs

MRSD, community

Improve downtown curb appeal: paint buildings, add vibrant colors with flowers/landscaping, artwork, banners, lighting

Property owners, Chamber

Improve awareness about free public parking locations in the downtown area

City

Create centrally located information board for community announcements and information

City, community groups, MRSD

Develop clear, consistent, effective ways of communicating with local people, including those whose first language is not English, as well as visitors

City, Chamber, Mt. Hood Territory, County, Plaza Los Robles, Todos Juntos, regional contacts, MRSD, Library, Molalla Communications

- \* Monthly newsletter
- \* Community calendar
- \* Resource directory
- \* Facebook, Next Door Neighbor (social media)
- \* Molalla Communications reader boards

Enhance City website to add event information and cross promote with Chamber and other entities

City, Chamber, service organizations, MRSD, MFD

Develop system for collecting and updating email address list for monthly community newsletter

City

# FOCUS AREA #2

(continued)

## STRATEGIES

- Develop the physical infrastructure needed to support a welcoming community
- Engage youth
- Foster socially welcoming activities and embrace diversity as our strength

## ACTIONS

## POTENTIAL PARTNERS

- \* Promote and utilize “Just Serve” website for connecting volunteers and volunteer opportunities  
 JustServe.org, community organizations
- \* Create and deliver area resource guide to new utility bill customers  
 Service organizations, City, Clackamas County and specifically Health, Housing, and Human Services
- \* Develop and encourage a wide range of events for the entire community
  - Recreational/parks events
  - National Night Out
  - Buckaroo, Celebrate Molalla and other existing events
  - Drug take-back day (April 27)
 Police Department, MRSD, Library, City, Chamber
- \* Create community-building activities, education, and awareness programs that intentionally focus on including all cultures and ethnic groups  
 Business owners, MRSD, City, Plaza Los Robles, Todos Juntos, service organizations
- \* Add extra safety patrols in Molalla River Corridor  
 Community, Clackamas County, City
- \* Hold a contest to create a slogan or theme for Molalla that supports this plan and tells our story  
 City, community
- \* Organize community groups to hold cleanup events for neighborhoods, parks and other community areas  
 Community, businesses
- \* Engage youth in City government and plan implementation committees  
 Youth, MRSD, service organizations

# FOCUS AREA #3

Molalla is... an economically sound and growing community which is evident in the diversity of businesses, partnerships, education, innovation, and the strong work ethic of its people

## STRATEGIES

- Develop and sustain an environment for successful economic development and managed growth
- Encourage youth participation in job development

## ACTIONS

- \* Develop directory of small to large businesses
- \* Create an economic development plan that identifies a foundation to grow resources and services for the community, i.e. shopping, entertainment, dining, and generating jobs
- \* Host a conference with local businesses, City of Molalla, and the MRSD Board of Directors on innovation and possible areas for growth in Molalla's local workforce
- \* Create a branding and marketing plan to encourage entrepreneurs and attract new businesses
- \* Form a group to advise and advocate for business development
- \* Strengthen promotion and support of local businesses, craftspeople, artisans, etc. (Made in Molalla)
- \* Develop a "start a new business" checklist for City website
- \* Create school/community/business initiatives to develop more local internships for students
- \* Promote career technical education for youth, job development, and continuing education

## POTENTIAL PARTNERS

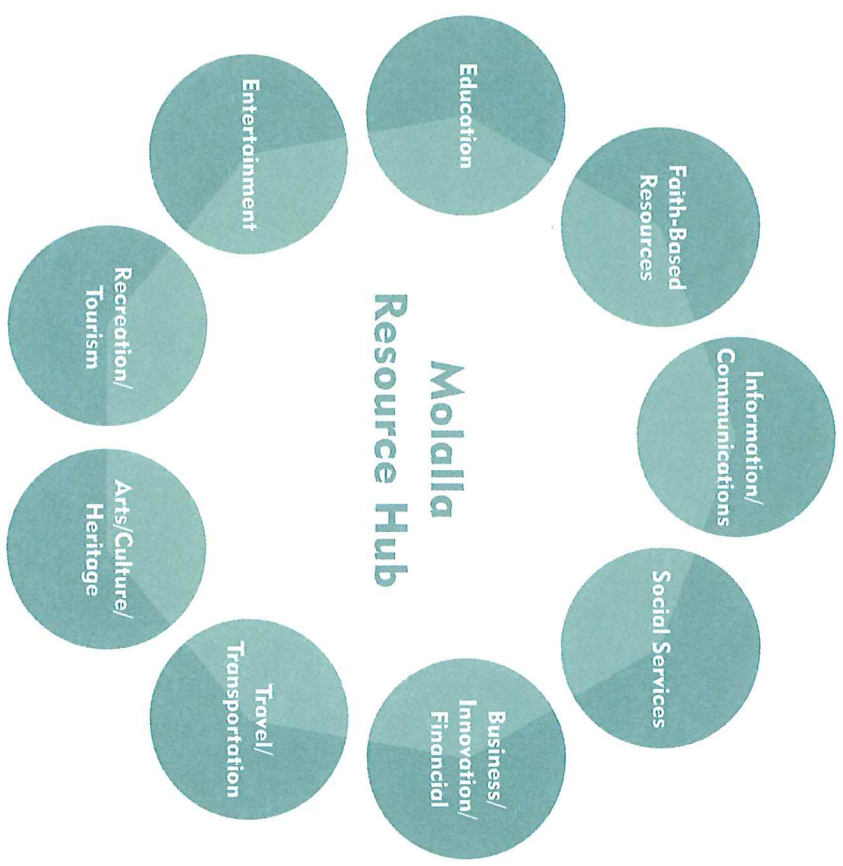
- City, Chamber
- Clackamas County, City
- Local businesses, City, MRSD
- Chamber of Commerce
- Business community
- Chamber of Commerce, business community
- Chamber, City
- Businesses, MRSD, Chamber, service organizations
- Clackamas Community College, MRSD, Oregon Universities, Colleges, Extension Services

# FOCUS AREA #4

Molalla is... a full-service hub of resources

## STRATEGIES

- Inventory and promote available services, resources, and opportunities in Molalla



## ACTIONS

### POTENTIAL PARTNERS

**Inventory existing community services and resources, identify gaps, and develop a digital and printable resource database/guide to be shared through service groups, the library, newspaper, and City website**

**Identify regional community needs and the infrastructure required to support them. Study successful models of collaborative efforts that have addressed such needs. Attract missing services to Molalla (Social Security Administration, Oregon Health Authority, health care, expanded bus service, language interpreters) and encourage greater collaboration across non-profits serving families.**

Service organizations, City, Library, adult center, Molalla Aquatic Center

County, City/police, state agencies, non-profit agencies

# FOCUS AREA #5

A beautiful and tranquil area where people are deeply connected to its unique natural features

## STRATEGIES

- Strengthen regional partnerships to identify key natural resources
- Develop new programs and support existing efforts dedicated to protecting natural areas
- Create sustainable tourism activities and promotion campaigns

## ACTIONS

## POTENTIAL PARTNERS

\* Develop regional partnerships across public and private groups to promote wise use of natural resources and to celebrate and promote the wild and scenic Molalla River

City, non-profits, Molalla River Alliance, Bureau of Land Management, tree farmers, Molalla River Watch, Weyerhaeuser, Mt. Hood Territory

\* Add signage for Molalla River Recreational Area and promote the river corridor

City, ODOT, Bureau of Land Management, Friends of the Molalla River area, Molalla River Alliance

\* Develop places and spaces that promote tranquility

MRSD, City, community, businesses

Organize volunteer events for cleanup and maintenance of natural resources including the Molalla River

Molalla River Alliance, community, We Love Clean Rivers, Molalla River Watch City, environmental organizations, OSU Extension Services, Forestry Service, MRSD

Develop strategies and funding resources to educate Molalla area residents about environmental sustainability through good stewardship and daily actions people can take

# Appendix C

## SURVEY RESPONSES

Two on-line public surveys gathered input from approximately 600 Molalla area residents. Following are responses from the second survey to the question “What would improve the quality of life in Molalla?”

WHAT WOULD IMPROVE THE QUALITY OF LIFE IN MOLALLA?	# OF PEOPLE RESPONDING 444 TOTAL	% OF PEOPLE RESPONDING TO THIS ITEM
Grocery	152	34%
Restaurants (including fast-food)	121	27%
Traffic improvements (roads, streets, lights)	83	19%
* School improvements (especially a new middle school)	82	18%
Pedestrian improvements (sidewalks/trails/walking, bike lanes, lights)	69	16%
Parks, recreation	58	13%
More retail	56	13%
More business (especially downtown)	39	9%
Events, activities, including children's activities	40	9%
Coffee shop	32	7%
* Youth hang-out spot, activities	30	7%
* Movie theatre	29	7%



# SURVEY RESPONSES (continued)

WHAT WOULD IMPROVE THE QUALITY OF LIFE IN MOLALLA?	# OF PEOPLE RESPONDING TO THIS ITEM	% OF PEOPLE RESPONDING TO THIS ITEM
Local culture (support for aesthetic improvements, library, rodeo, arts, food carts, farmer's market, etc.)	28	6%
* Facelift for downtown	26	6%
* Address drugs, crime, safety	21	5%
Open pool/aquatic center	20	5%
Transport/bus (especially to Woodburn)	19	4%
Clinic (Spanish-speaking)	14	3%
Bring people together, build community	12	3%
* Parking	8	2%
* More jobs	8	2%
Address homeless issue	7	2%
New development with infrastructure, housing, affordable and senior housing	7	2%
* No new housing/building	6	1%
Spanish interpreters	4	1%
<b>444 TOTAL</b>		



## CITY OF MOLALLA

117 N. Molalla Avenue  
PO Box 248  
Molalla, OR 97038

### Goal Setting Conference

#### Topics provided by: Council President Newland

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Goal: More community connection and relationships

Task: Consider adding a council liaison to the Pool Board and the Fire Board.  
(Focus Area #4)

Goal: Be responsive to community suggestions

Task: Finish Park-Street naming policy  
Also decide if City animal code needs to be updated (chickens?)  
(Focus Area #2)

Goal: Be Proactive in Community Education

Task: Focus on education opportunities in Town Hall Meetings.  
Civics 101?  
Emergency Planning?  
Kids on Council or Teen Council?  
Budget 101?  
How many to have & what months?  
(Focus item #2)

Other things to discuss:

- \*Justserve.org
- \*Rae: Business/Industrial Park
- \*Where does the Mural code & Architectural Standard stand?
- \*B & C CPC page on the Molalla Current



## CITY OF MOLALLA

117 N. Molalla Avenue  
PO Box 248  
Molalla, OR 97038

### Goal Setting Conference

#### Topics provided by: Councilor Robles

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##### Town Halls:

- Civics 101 (Civics 101: <https://sites.google.com/pdx.edu/civiceducationtoolkit/local-government-in-oregon/local-government-101>)
- Budget 101
- Police Department – Bond passed –next steps? Many questions regarding this on social media.
- Open communication night – limited answers – goal to collect more questions
  - Inform Public of The Current
  - Volunteer Opportunities

##### Youth Advisory Group/ Committee:

- Engage Molalla's Youth
  - Youth are the future of Molalla
  - Local Government knowledge
    - Impact made at local level
  - Jobs
  - LOC If I were a Mayor Contest

##### Community Communication:

- How to reach the 4764 registered voters that did not vote?
- How do we reach those not signed up for the current?
- Constant voices from social media platforms – explore ways to engage those whom may have ideas/concerns not on social media.
- Survey – Molalla Positives and Negatives/
- What does the community want to see from their Council?

##### Business:

- Community outreach to local businesses, available space for new business, attract new business.
- Staff / businesses partnership for those wanting to opening, expand – or is this more of chamber area?



## CITY OF MOLALLA

117 N. Molalla Avenue  
PO Box 248  
Molalla, OR 97038

### Goal Setting Conference

**Topics provided by: Councilor Shankle**

---

I would like to see us put together a schedule of educational meetings for our community:

- how a city really works,
- where money comes from,
- how it can be spent, etc.

I think it is really important to try and educate as many people as possible. We talk about it but I would like to see it actually happen.



## CITY OF MOLALLA

117 N. Molalla Avenue  
PO Box 248  
Molalla, OR 97038

### Goal Setting Conference

#### Topics provided by: Councilor Vermillion

---

##### Full-service hub of resources. - Focus area 4

- **Promote** services provided by the community and community partners.
- **Encourage** our community partners to collaborate within the community to promote further engagement/involvement.
- **Encourage** other organizations to partner with the community any promote the services they provide.
  - The antifarm
    - Has provided a tool for our law enforcement
    - Has components that assists in other areas such as the Natural Hazard Mitigation Plan (NHMP)

##### Parks master plan Focus area - Focus area 2

- House a component where non-city owned parks/facilities have a voice
  - Scheduling
  - Maintenance
    - Ideas, strategies, resources
  - What other areas could they collaborate

##### Hwy 211 - Focus area 2

- What can we do to light a fire under ODOT and improve 211
  - Would the infrastructure of 211 survive a natural disaster such as an earthquake etc. it is a main artery in the town.



### **GOALS CREATED FOR 2023**

#### **FOCUS AREA 1**

A resilient community that passionately recognizes and builds on its history, culture, and location.

- Promote Diversity, Equity, and Inclusion Opportunities
- Update Parks Master Plan including updates for Chief Yelkus Park, Skate Park, Future Ball Fields
- Park Naming Policy

#### **FOCUS AREA 2**

A welcoming, friendly, and vibrant community an attractive hometown feel that is safe, hospitable, and inclusive of all residents, businesses, and visitors.

- Kiosk Map listed on City website
- Update Parks Master Plan (see Focus Area 1)
- Traffic Unit

#### **FOCUS AREA 3**

An economically sound and growing community which is evident in the diversity of businesses, partnerships, education, innovation, and the strong work ethic of its people.

- Multiple areas listed via Community Development Department (see attached report)
- Update Focus Area to: Expectations, Goals, and Accomplishments  
Provide Goals and Accomplishment document to citizens at Celebrate Molalla
- New Library Facility
- Civic Education
- Industrial/Business Park

**FOCUS AREA 4**

A full-service hub of resources.

- Update Emergency Management Plan
- New Library Facility
- CONNECT (similar to Sandy & Estacada)

**FOCUS AREA 5**

A beautiful tranquil area where people are deeply connected to its natural features.

- Architectural standards
- Combining Art with new Police Facility
- Finalize Mural Code

# Molalla Area Vision and Action Plan 2020 - 2030



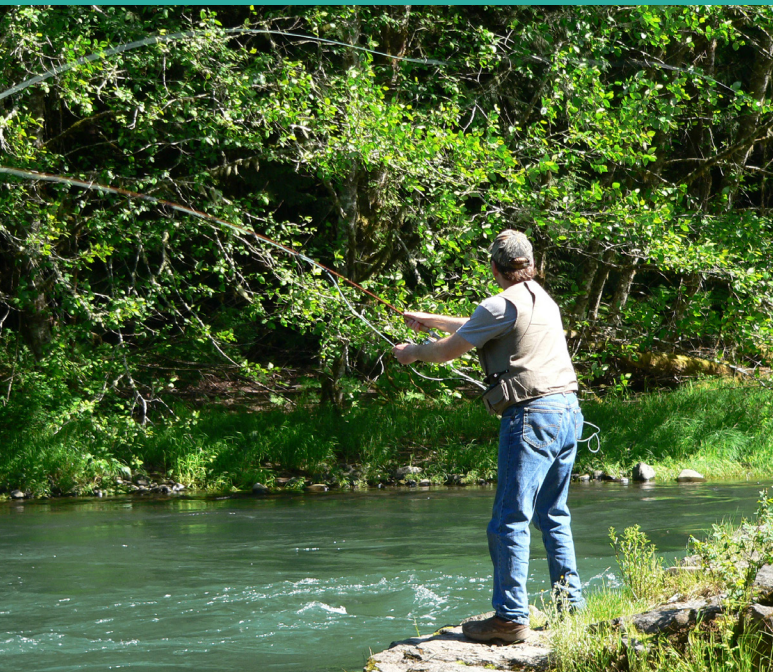




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Cover photo by  
Blue Sky Rafting  
(Courtesy Of The Molalla River Alliance)

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Fly fishing on the Molalla  
Photo: David Jackson Photography

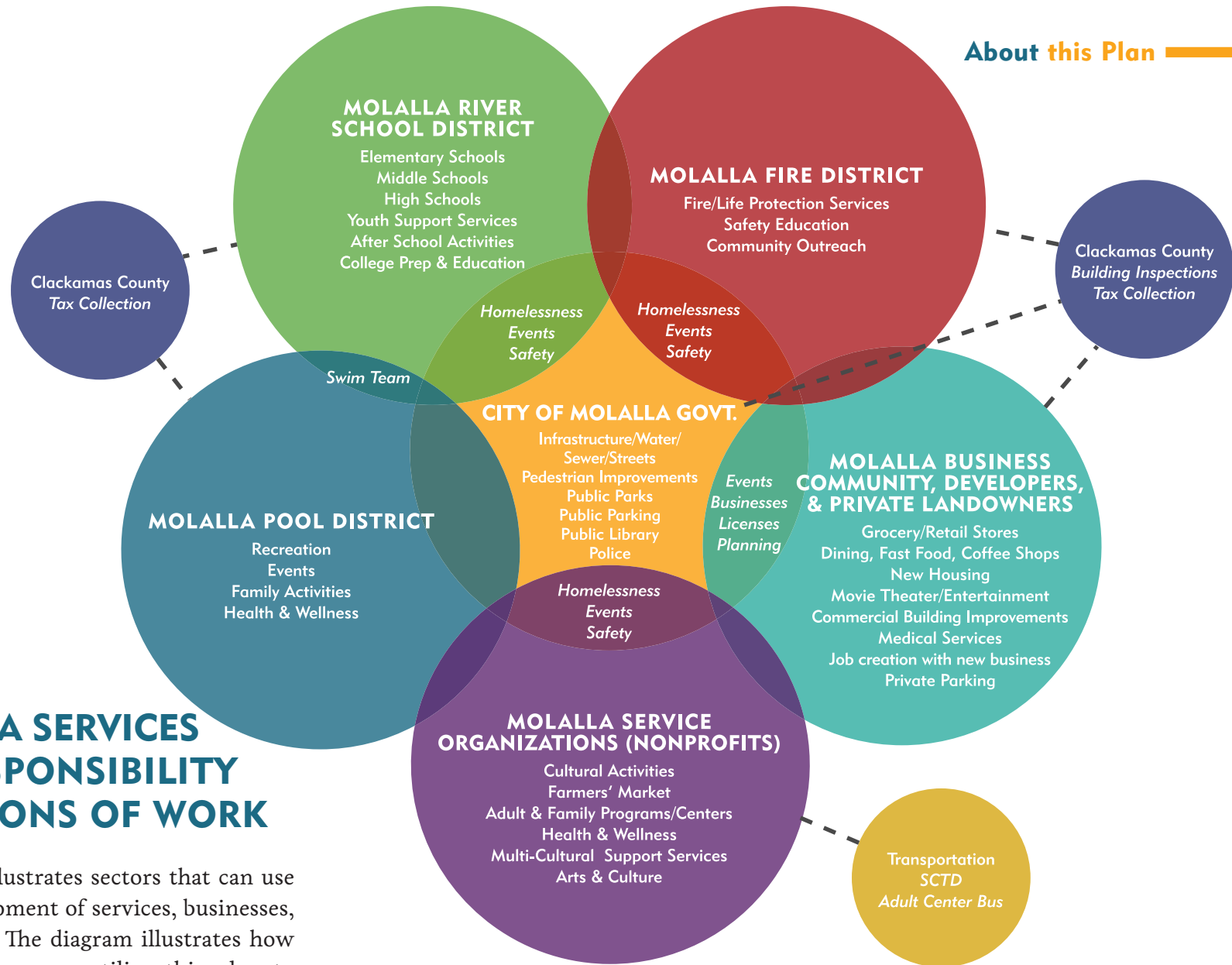
# About this Plan



The Molalla Area Vision and Action Plan 2030 came from the work of dedicated citizens who sought to engage as many people as possible in producing a blueprint for Molalla’s future. The plan outlines the vision, values, focus areas, strategies, and actions for all sectors of government, business, non-profits, individuals, and groups to use.

The planning process, spanning two and a half years, focused on listening to the people who live in and around Molalla, and make this their home. Listening and engagement took many forms including public meetings, stakeholder interviews, public surveys, group exercises and public events that included almost 1,000 people. Appendix A acknowledges those who have participated in the visioning process and Appendix B details the process.

The Ford Family Foundation supported this process every step of the way, including providing mentorship, funding, and community-building training for City Council members and project leaders Councilors Childress and Klein. Facilitation of the process by the Molalla City Council is a key example of the City’s objective to have a clear and strategic citizen-led action plan.



## MOLALLA AREA SERVICES AREAS OF RESPONSIBILITY & INTERSECTIONS OF WORK

The following diagram illustrates sectors that can use this plan to guide development of services, businesses, initiatives and activities. The diagram illustrates how any organization or group can utilize this plan to align their strategic efforts with the plan’s focus areas. Sector content within the diagram came from public feedback and does not include all services provided in and around Molalla.

# Implementation

The plan will be implemented by committees made up of individuals from organizations named as Potential Partners in each focus area as well as others interested in a particular area. These committees will take ownership of one or more action items in their focus area. The plan will be reviewed annually to assess progress on all key focus areas, strategies and actions, and to make changes and additions.



Dancer at 2018 Molalla 4th of July Parade  
Photo: David Jackson Photography

# About Molalla

Molalla, a community of approximately 9,800 residents, has a rich past and beautiful setting which is reflected today in its commitment to quality of life. The population is estimated to grow to 13,400 by 2030.

Located at the foothills of the Cascade Range, near the Mount Hood National Forest, the city is situated 30 miles southeast of Portland, 32 miles northeast of Salem, and 13 miles east of Interstate 5. It is about a one to two hour drive to the Oregon Coast, the Columbia River Gorge, and Mt. Hood for winter sports. The City of Molalla is near the Molalla River Recreation Area, and surrounded by rich agricultural land, ranches, and rural residential development. It has been said that Molalla is in the middle of nowhere yet in the middle of everywhere.



Molalla's Tribal Heritage story of Coyote swallowing match with Grizzly Bear. Public Art created by Ben Dye

## HISTORY AND FUTURE

Prior to the arrival of the first European settlers, the area was populated by the Molalla Indians. Descendants of the Molallas are now part of the Confederated Tribes of Grand Ronde. Recognition of Molalla's Native American heritage is prominent in the community through education and art. In 2017 the Confederated Tribes of Grand Ronde entered into an agreement with the Molalla River School District which changed its logo to a bear and coyote in order to retain their mascot name, "The Molalla Indians". The school district agreed to use the Grand Ronde Tribe's fourth- and eighth-grade history curriculum.

Seeking fertile soils, ample water and rich grasses, pioneers were attracted to the Willamette Valley and Molalla area. The community established itself at the crossing of two Indian trails and that crossing is the downtown intersection of Hwy 211 and Molalla Ave. today. William Russell filed the first land claim in the area in 1840. In 1850, a post office opened, and the community began growing. By 1856, the first schools opened, and in 1857, the first general store.

In 1913 Molalla welcomed the first steam train, the first Molalla Buckeroo Rodeo, the first bank, the first locally published weekly newspaper, and the incorporation of the City. Over time, timber became the community's largest commodity. At one point, with five sawmills operating, Molalla was a true timber town. Timber remained the mainstay of the community's economy until the 1980s.

Like many other rural communities in Oregon, the downturn of the timber industry in the 1980s impacted the community and required that Molalla evolve and diversify its economic base. Today, due to its proximity to Portland and Salem, approximately 90% of working residents, other than home business owners, work outside of Molalla, making it a bedroom community.



1914 Workers grading Robbins Hill  
Photo: Molalla Area Historical Society

This plan represents community momentum to re-define Molalla's identity and future. Despite past challenges, Molalla demonstrates resilience. City government is focused on collaboration, creative problem solving, and support of community needs through effective leadership. Public schools are on an academic upswing and a strong network of non-profit organizations and innovative businesses demonstrate care for citizens through many fundraising events. Share the Love, for example, is an event held annually by Molalla High School that raises thousands of dollars for individuals and families in dire circumstances.

# Findings

Appendix C shows survey responses to “What would improve the quality of life in Molalla?” People consistently called for grocery stores, restaurants, traffic and pedestrian improvements, parks and recreation, more business and retail establishments, and events/activities including children’s activities.

People also responded through stakeholder interviews to a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The analysis asked “What are the internal strengths and weaknesses of Molalla? What are external opportunities the city can reach for and better engage with? What are external threats and limitations facing Molalla?” A summary of the SWOT analysis is shown in Appendix D.

The visioning process focused on identifying what people value most about Molalla, understanding which elements of the community they wish to preserve, and how they would like to see Molalla transform over the next 10 years.

Following is a word cloud image illustrating the top words that people used to describe the Molalla area. The larger the word, the more often people used it to describe what they value most about living in Molalla. These words became the foundation from which this plan was crafted.





# 2030 Vision and Values

Through public input it became apparent that the core values must be maintained and expanded to be more forward-thinking and inclusive. Five community values emerged to make up the 2030 vision. This vision creates the picture and goal of what the community wants Molalla to be in 2030.

*In 2030 Molalla is:*

1. A **resilient** community that passionately recognizes and builds on its history, culture, and location
2. a **welcoming**, friendly and vibrant community with an attractive hometown feel that is safe, hospitable, and inclusive of all residents, businesses and visitors
3. an **economically sound** and growing community which is evident in the diversity of businesses, partnerships, education, innovation, and the strong work ethic of its people
4. A full-service **hub of resources**
5. a **beautiful and tranquil** area where people are deeply connected to its unique natural features



# Vision Focus Areas

*STRATEGIES*

*ACTIONS*

*PARTNERS*



This section of the plan provides strategies for how Molalla will reach the 2030 vision. It details areas of focus, actions, and partners. Strategies and actions provide guidance and concrete steps to realize the vision focus areas. These were carefully crafted from all the findings in the planning process, with special attention given to themes that were mentioned consistently as key to community improvement.

This plan also leaves room for additional ideas and actions that result from people working collaboratively toward community betterment. Often these spontaneous acts bring needed innovation, direction, spark, and fun to successfully motivate people toward achieving the vision.



# FOCUS AREA #1

Molalla is... a resilient community that passionately recognizes and builds on its history, culture, and location

## STRATEGIES:

- Be deliberate about building identity
- Embed collaborative thinking and practice in all actions
- Identify, support, and build on local culture including arts, history, heritage, and humanities

*Anyone interested in implementing actions is a potential partner.*

## ACTIONS

Develop an awareness campaign that:

- celebrates the unique and interesting aspects of the area
- builds local pride of place and confidence in the Molalla community identity
- increases awareness about managed growth efforts
- Highlights community achievements (Share the Love, Running Club Charitable Giving, service organizations efforts on behalf of those in need, etc.)

Create a live, work and play promotion video for Molalla

Cultivate and continue to build on relationships with heritage partners

Inventory local arts, heritage, historical sites, and other cultural assets, and make information available online (such as Dibble House, galleries, Apple Festival, Celebrate Molalla, farmers market, Future Farmers of America)

Preserve significant buildings and other visible elements of local history

Build relationships by incentivizing collaborative work projects and be inclusive in planning and decision making

## POTENTIAL PARTNERS

Chamber of Commerce (Chamber), City of Molalla (City), media partners, non-profits, Molalla River School District (MRSD), student groups, businesses, Kiwanis, Elks, Rotary, VFW, etc.

Chamber, City

Confederated Tribes of Grand Ronde, Molalla Area Historical Society, City

Chamber, City, heritage partners, non-profits

Molalla Area Historical Society, business owners, City

City, Chamber, service organizations, community, MRSD, Molalla Fire District (MFD)

# FOCUS AREA #2

Molalla is... a welcoming, friendly and vibrant community with an attractive hometown feel that is safe, hospitable, and inclusive of all residents, businesses and visitors

## STRATEGIES

- Develop the physical infrastructure needed to support a welcoming community
- Foster socially welcoming activities and embrace diversity as our strength
- Engage youth

## ACTIONS

## POTENTIAL PARTNERS

Research aesthetic design and architectural standards to create a plan which promotes development of an appealing and cohesive identity for downtown and throughout the community

City, business owners

Utilize the Transportation Master Plan to improve infrastructure and safety for all modes of travel (pedestrian, vehicles, bicycles, etc.) and identify new opportunities to enhance livability, i.e., Rails to Trails, bike/pedestrian paths, etc.

City, Clackamas County, Oregon Department of Transportation (ODOT), City of Canby, MRSD, MFD, Southern Pacific Hillvista Investment Co.

Implement wastewater treatment plant improvements to ensure compliance

City, state and federal agencies

Form a citizen advisory committee to provide input for development of an updated Parks/Greenspace Master Plan

City, service organizations, neighborhood associations, landowners

- Maintain and improve existing parks and recreation areas
- Add new community parks or elements to existing parks, i.e., dog park, serenity park, tree park, nature park

Map all points of entry to the city and identify landowner contacts to develop a plan to improve gateway, wayfinding and informational signage

City, state agencies

# FOCUS AREA #2

(continued)

## STRATEGIES

- Develop the physical infrastructure needed to support a welcoming community
- Engage youth
- Foster socially welcoming activities and embrace diversity as our strength

## ACTIONS

## POTENTIAL PARTNERS

Build a new police station	City, landowners
Develop and implement a property reuse/redevelopment/new development strategy for properties along Highway 211 and in downtown	Chamber, City
Ensure that K–12 educational facilities meet community needs	MRSD, community
Improve downtown curb appeal: paint buildings, add vibrant colors with flowers/landscaping, artwork, banners, lighting	Property owners, Chamber
Improve awareness about free public parking locations in the downtown area	City
Create centrally located information board for community announcements and information	City, community groups, MRSD
Develop clear, consistent, effective ways of communicating with local people, including those whose first language is not English, as well as visitors <ul style="list-style-type: none"> <li>• Monthly newsletter</li> <li>• Community calendar</li> <li>• Resource directory</li> <li>• Facebook, Next Door Neighbor (social media)</li> <li>• Molalla Communications reader boards</li> </ul>	City, Chamber, Mt. Hood Territory, County, Plaza Los Robles, Todos Juntos, regional contacts, MRSD, Library, Molalla Communications
Enhance City website to add event information and cross promote with Chamber and other entities	City, Chamber, service organizations, MRSD, MFD
Develop system for collecting and updating email address list for monthly community newsletter	City

# FOCUS AREA #2

(continued)

## STRATEGIES

- Develop the physical infrastructure needed to support a welcoming community
- Engage youth
- Foster socially welcoming activities and embrace diversity as our strength

## ACTIONS

## POTENTIAL PARTNERS

Promote and utilize “Just Serve” website for connecting volunteers and volunteer opportunities

JustServe.org, community organizations

Create and deliver area resource guide to new utility bill customers

Service organizations, City, Clackamas County and specifically Health, Housing, and Human Services

Develop and encourage a wide range of events for the entire community

- Recreational/parks events
- National Night Out
- Buckeroo, Celebrate Molalla and other existing events
- Drug take-back day (April 27)

Police Department, MRSD, Library, City, Chamber

Create community-building activities, education, and awareness programs that intentionally focus on including all cultures and ethnic groups

Business owners, MRSD, City, Plaza Los Robles, Todos Juntos, service organizations

Add extra safety patrols in Molalla River Corridor

Community, Clackamas County, City

Hold a contest to create a slogan or theme for Molalla that supports this plan and tells our story

City, community

Organize community groups to hold cleanup events for neighborhoods, parks and other community areas

Community, businesses

Engage youth in City government and plan implementation committees

Youth, MRSD, service organizations

# FOCUS AREA #3

Molalla is... an economically sound and growing community which is evident in the diversity of businesses, partnerships, education, innovation, and the strong work ethic of its people

## STRATEGIES

- Develop and sustain an environment for successful economic development and managed growth
- Encourage youth participation in job development

ACTIONS	POTENTIAL PARTNERS
Develop directory of small to large businesses	City, Chamber
Create an economic development plan that identifies a foundation to grow resources and services for the community, i.e. shopping, entertainment, dining, and generating jobs	Clackamas County, City
Host a conference with local businesses, City of Molalla, and the MRSD Board of Directors on innovation and possible areas for growth in Molalla’s local workforce	Local businesses, City, MRSD
Create a branding and marketing plan to encourage entrepreneurs and attract new businesses	Chamber of Commerce
Form a group to advise and advocate for business development	Business community
Strengthen promotion and support of local businesses, craftspeople, artisans, etc. (Made in Molalla)	Chamber of Commerce, business community
Develop a “start a new business” checklist for City website	Chamber, City
Create school/community/business initiatives to develop more local internships for students	Businesses, MRSD, Chamber, service organizations Clackamas Community College, MRSD, Oregon Universities, Colleges, Extension Services
Promote career technical education for youth, job development, and continuing education	

## FOCUS AREA #4

Molalla is... a full-service hub of resources



### STRATEGIES

- Inventory and promote available services, resources, and opportunities in Molalla

### ACTIONS

Inventory existing community services and resources, identify gaps, and develop a digital and printable resource database/guide to be shared through service groups, the library, newspaper, and City website

Identify regional community needs and the infrastructure required to support them. Study successful models of collaborative efforts that have addressed such needs. Attract missing services to Molalla (Social Security Administration, Oregon Health Authority, health care, expanded bus service, language interpreters) and encourage greater collaboration across non-profits serving families.

### POTENTIAL PARTNERS

Service organizations, City, Library, adult center, Molalla Aquatic Center

County, City/police, state agencies, non-profit agencies



## FOCUS AREA #5

A beautiful and tranquil area where people are deeply connected to its unique natural features

### STRATEGIES

- Strengthen regional partnerships to identify key natural resources
- Develop new programs and support existing efforts dedicated to protecting natural areas
- Create sustainable tourism activities and promotion campaigns

### ACTIONS

Develop regional partnerships across public and private groups to promote wise use of natural resources and to celebrate and promote the wild and scenic Molalla River

Add signage for Molalla River Recreational Area and promote the river corridor

Develop places and spaces that promote tranquility

Organize volunteer events for cleanup and maintenance of natural resources including the Molalla River

Develop strategies and funding resources to educate Molalla area residents about environmental sustainability through good stewardship and daily actions people can take

### POTENTIAL PARTNERS

City, non-profits, Molalla River Alliance, Bureau of Land Management, tree farmers, Molalla River Watch, Weyerhaeuser, Mt. Hood Territory

City, ODOT, Bureau of Land Management, Friends of the Molalla River area, Molalla River Alliance

MRSD, City, community, businesses

Molalla River Alliance, community, We Love Clean Rivers, Molalla River Watch

City, environmental organizations, OSU Extension Services, Forestry Service, MRSD

# Appendix A

## ACKNOWLEDGEMENTS



Photo: David Jackson Photography

### ***A HUGE THANK YOU TO...***

The approximately 1,000 people who gave input to this planning process, including those who participated in public input sessions and stakeholder interviews

Molalla High School, Molalla Communications, Molalla Public Library, and the Moose Lodge provided public meeting spaces

The Ford Family Foundation for its ongoing support

Molalla City Council, and especially Elizabeth Klein and Leota Childress for their leadership

City of Molalla staff

Community Development Consultant Bill Flood

A special thanks to the High School Leadership students for their insights!

**Adopted by the Molalla City Council on January 22, 2020**

# Appendix B

## PLAN PROCESS

SCHEDULE	ACTIVITY
May 17, 2017	Initial meeting with The Ford Family Foundation
June 21, 2017	Public meeting to test surveys
Summer 2017	Input from early Visioning Committee
Fall 2017–Winter 2018	Two public surveys gather input from approximately 600 Molalla area residents
Spring 2018	Community development consultant Bill Flood contracted to determine public values, needs and desires to improve Molalla’s quality of life and assist with plan development
Summer 2018	Surveys analyzed and summarized, community values drafted
Fall 2018	First Molalla Community Celebration held with approximately 2,500 people attending; gathered feedback from community members on values and vision
Fall 2018	Analyzed strengths, weaknesses, opportunities, and threats through interviews with 50 stakeholders, including 25 high school leadership students
December 2018	Two community meetings held to review values and vision, and begin strategy development: <ul style="list-style-type: none"> <li>• High School</li> <li>• Moose Lodge</li> </ul>
Winter 2018	Four community meetings held to develop draft goals, actions, timeline, and partners: <ul style="list-style-type: none"> <li>• City focus at City Council retreat</li> <li>• Youth focus at Molalla High School</li> <li>• Business focus at Molalla Communications</li> <li>• Non-profit services focus at Library</li> </ul>
Spring 2019	Plan writing, re-writing
July 2019	First draft plan developed
Fall 2019	Plan review
Winter 2019–2020	City Council approves Vision and Action Plan
Winter 2019–2020	Begin hiring process for Vision and Action Plan Implementation Coordinator

# Appendix C

## SURVEY RESPONSES

Two on-line public surveys gathered input from approximately 600 Molalla area residents. Following are responses from the second survey to the question “What would improve the quality of life in Molalla?”

WHAT WOULD IMPROVE THE QUALITY OF LIFE IN MOLALLA?	# OF PEOPLE RESPONDING 444 TOTAL	% OF PEOPLE RESPONDING TO THIS ITEM
Grocery	152	34%
Restaurants (including fast-food)	121	27%
Traffic improvements (roads, streets, lights)	83	19%
School improvements (especially a new middle school)	82	18%
Pedestrian improvements (sidewalks/trails/walking, bike lanes, lights)	69	16%
Parks, recreation	58	13%
More retail	56	13%
More business (especially downtown)	39	9%
Events, activities, including children’s activities	40	9%
Coffee shop	32	7%
Youth hang-out spot, activities	30	7%
Movie theatre	29	7%

# SURVEY RESPONSES (continued)

WHAT WOULD IMPROVE THE QUALITY OF LIFE IN MOLALLA?	# OF PEOPLE RESPONDING 444 TOTAL	% OF PEOPLE RESPONDING TO THIS ITEM
Local culture (support for aesthetic improvements, library, rodeo, arts, food carts, farmer’s market, etc.)	28	6%
Facelift for downtown	26	6%
Address drugs, crime, safety	21	5%
Open pool/aquatic center	20	5%
Transport/bus (especially to Woodburn)	19	4%
Clinic (Spanish-speaking)	14	3%
Bring people together, build community	12	3%
Parking	8	2%
More jobs	8	2%
Address homeless issue	7	2%
New development with infrastructure, housing, affordable and senior housing	7	2%
No new housing/building	6	1%
Spanish interpreters	4	1%

# Appendix D

## RESULTS FROM STAKEHOLDER INTERVIEWS

Over 50 people responded through stakeholder interviews to a SWOT analysis. The analysis asked “What are the internal strengths and weaknesses of Molalla? What are external opportunities the City can reach for and better engage with? What are external threats and limitations facing Molalla?” Following is a summary of responses.

### STRENGTHS

- People care about one another
- People are dedicated to hard work
- Our diversity—multiple generations and ages, cultures, ethnicities, agricultural workers, blue collar workers, and professionals, etc.
- A small-town feeling, relaxed and slower paced environment—peaceful, quiet, and safe
- The natural setting, resources, and history
- Proximity to agriculture
- Location in the region
- Schools are on the rise
- City is improving services
- Strong non-profits
- Room to grow
- Optimism, excitement about claiming the future
- Businesses, services, projects, initiatives in Molalla that are working

# Appendix D

## RESULTS FROM STAKEHOLDER INTERVIEWS (continued)

### WEAKNESSES

- Lack of strong, positive identity; low self-esteem
- Lack of vision
- Negative myths about Molalla that are barriers to advancement
- Visual look of downtown and points of arrival in Molalla are not strong
- Not enough community engagement and volunteerism
- Not all people feel safe
- Lack of enough retail, industry, and local jobs
- Struggle to find balance of growth/change while preserving current values

### OPPORTUNITIES

- Address all the prior weaknesses
- Molalla's population is nearing 10,000 residents, creating opportunities for expanded market offerings
- Build on the unique natural setting
- Existing events that can build identity
- Existing partners including the Confederated Tribes of Grand Ronde, Clackamas County Economic Development Department, and the Oregon Department of Transportation, as well as great potential for new partnerships
- Attract visitors and others traveling on Molalla's main highways and arterial roads to stop, linger, and experience all Molalla has to offer

### THREATS

- Not having control over Highways 213 and 211 (Molalla's Main Street) which are the major arterials of traffic into the community
- Being a commuter town with people not supporting and doing business in Molalla
- Some perceive the location as too far from other communities
- Lack of clear, strong identity
- If Molalla doesn't claim its future, someone else will
- Trying so hard to maintain status quo that opportunities are missed

# Appendix E

## VOCABULARY & ACRONYMS

**Actions** – Specific steps, activities, projects or programs to implement strategies

**Evaluation and Assessment** – Specifically how the Implementation Action Committee will annually reflect on and measure progress toward reaching the vision and implementing actions and strategies

**MFD** – Molalla Fire District

**MRSD** – Molalla River School District

**ODOT** – Oregon Department of Transportation

**OSU** – Oregon State University

**Potential Partner(s)** – A person or group/organization collaborating with others toward an area of mutual interest

**SCTD** – South Clackamas Transportation District

**Strategies** – Statements describing how to implement the vision focus areas

**SWOT** – Strengths, weaknesses, opportunities, threats

**Values** – Core beliefs of community members

**Vision** – The picture of what the community wants Molalla to be in 2030

**Vision Focus Areas** – Key areas and topics for putting the vision into practice

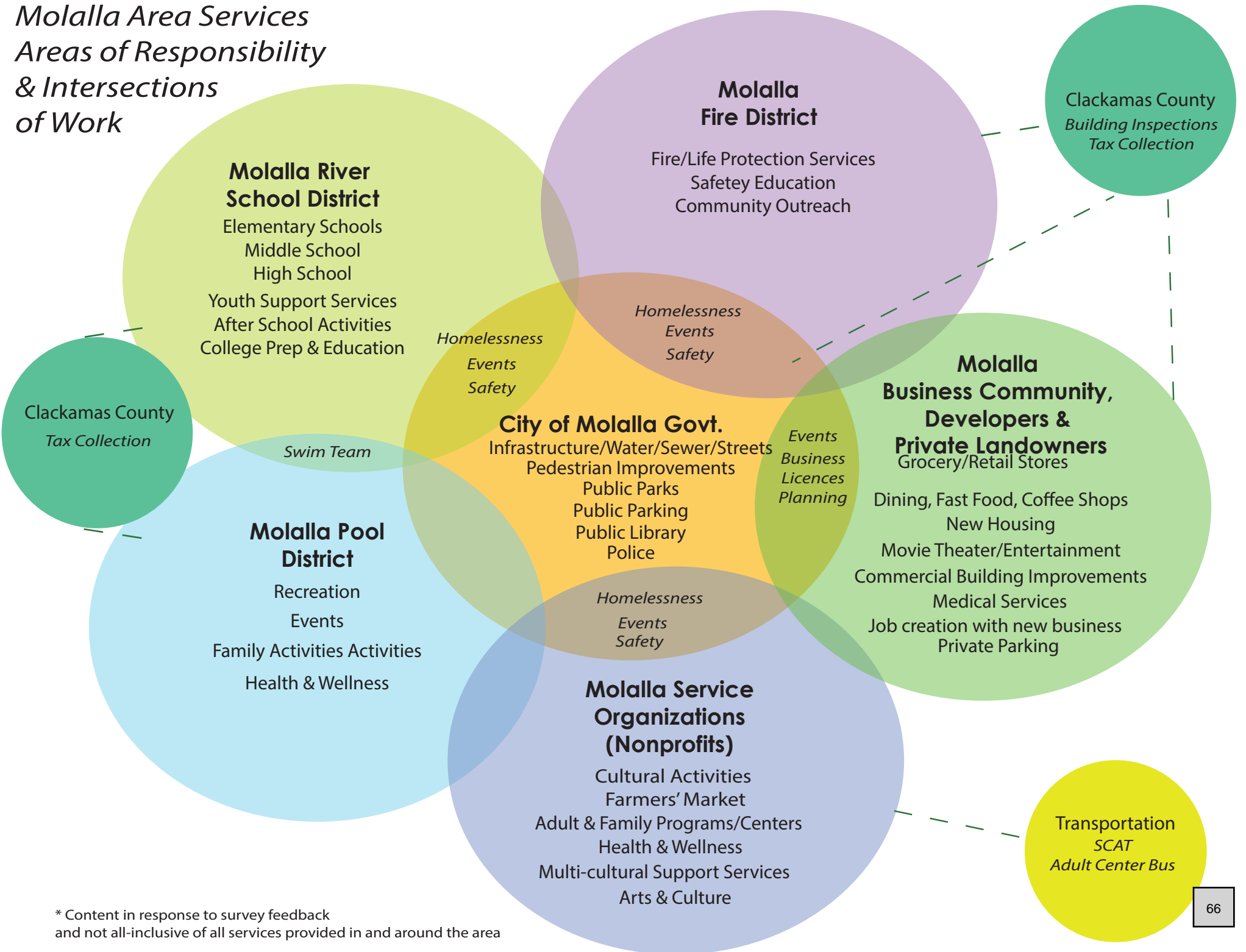




2017 Eclipse from Molalla, Oregon

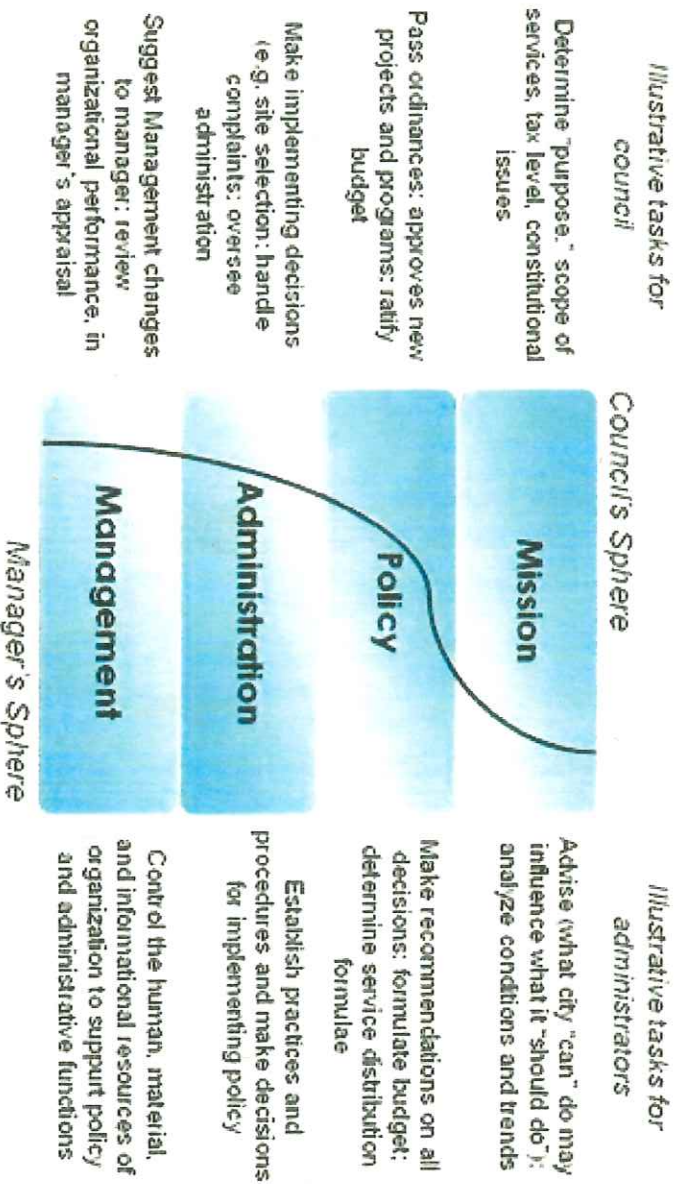
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*Molalla Area Services  
Areas of Responsibility  
& Intersections  
of Work*



\* Content in response to survey feedback and not all-inclusive of all services provided in and around the area

# Dimensions of Governmental Process



The curved line suggests the division between the council's and the manager's spheres of activity. The division presented is intended to roughly approximate a proper degree of separation and sharing.

Source: The Effective Local Government Manager