



**BUDGET COMMITTEE  
INFORMATIONAL MEETING  
Thursday, April 7, 2011  
Community Auditorium, 7:00 p.m.**

Tom Beck  
Meredith Bliss  
Rod Fuiten  
Jeff Hill  
Jonathan Kipp  
David Maisel  
Chere Sandusky

Tom BeLusko, Jr.  
Tom Johnston  
Victoria Lowe  
Camille Miller  
Ron Thompson  
Peter Truax  
Elena Uhing

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## **A G E N D A**

- 7:00
1. **ROLL CALL:**
  2. **CITIZEN COMMUNICATIONS:** Anyone wishing to speak on an item not on the agenda may be heard at this time. *Please sign-in before the meeting on the form provided.* In the interest of time, please limit comments to three minutes.
  3. **ADDITIONS/DELETIONS**
  4. **APPROVAL OF BUDGET COMMITTEE WORK SESSION MINUTES OF NOVEMBER 29, 2010**
  5. **RECAP SWOT RESULTS FROM NOVEMBER WORK SESSION**
  6. **STRATEGIC ACTION ITEMS FROM SWOT**
    - a. **Levy Strategies and Draft Schedule; Contingency Plans**
    - b. **Economic Development Expansion Efforts**
    - c. **Manage Cost of Personnel**
    - d. **Working with Legislative Partnerships**
  7. **INFORMATIONAL REVIEW OF GENERAL FUND**
  8. **ADJOURNMENT**

**NOTE: PLEASE BE AWARE THAT THIS IS AN INFORMATIONAL MEETING ONLY. THERE WILL BE NO DISCUSSION OF THE PROPOSED BUDGET FOR FY 2011-12.**

*Minutes not official until approved by the Budget Committee.*

- 1. ROLL CALL:** The meeting was called to order by Chair Rod Fuiten at 6:00 pm. The following members were present: Tom BeLusko, Jr., Meredith Bliss, Rod Fuiten, Jeff Hill, Tom Johnston, Jonathan Kipp, Victoria Lowe, David Maisel, Camille Miller, Chere Sandusky, Ron Thompson, Peter Truax and Elena Uhing. Absent: Aaron Haslem. Staff present: Michael Sykes, City Manager; Paul Downey, Administrative Services Director; Susan Cole, Administrative Services Assistant Director; Rob Foster, Public Works Director; Richard Matzke, Interim Light & Power Director; Colleen Winters, Library Director; Tom Gamble, Parks & Recreation Director; and Bev Maughan, Executive Assistant to City Manager.
- 2. ADDITIONS/DELETIONS:** NONE.
- 3. RECAP DEPARTMENTAL OVERVIEWS FROM JANUARY & FEBRUARY 2010:** Sykes reviewed the direction from the Budget Committee following last year's budget process which was to look at City resources and the long-term view of existing circumstances to understand where we are, what does our future look like and, more importantly, what the Budget Committee can do to wrestle with those issues. Sykes turned the floor over to Cole to recap the departmental overviews from the January/February 2010 meetings. Cole distributed handouts and briefly reviewed the department summaries of where we are and what does our future look like presented at those meetings. In response to Lowe's inquiry pertaining to the determination of assessed value, Downey stated that the ratio is determined county-by-county. In response to Uhing's inquiry pertaining to the fire call statistics, Cole noted that staff do track the severity of the calls and this information can be added.
- 4. REVIEW GENERAL FUND POSITION AT TIME OF BUDGET ADOPTION:** Cole distributed and reviewed handouts with updated figures and noted the equity transfer to address the capital needs. She noted the informal operating reserve target represented approximately 60 days of operating expenses or 16% of expenditures and that the healthy ending fund balance resulted in a positive bond rating. Cole explained the forecasts were based on the current level of services offered today with the current revenue sources modestly inflated as a planning tool to see what would happen with the current set of circumstances inflated and forecasted forward for three fiscal years. She noted the forecast for FY 2013-14 assumed the passage of the local option levy at the current rate and distributed a financial plan without the levy revenue which emphasized the impact of the local option levy increasing the deficit to \$2.193 million. In response to Johnston's inquiry of departmental projections, Downey explained staff prepared budgets based on Council goals, i.e. "Promote a prudent financial plan to maintain effective service levels of a full service city". Sykes noted the Budget Committee's challenge at tonight's meeting was to determine in what direction staff should proceed to address the forecasted \$2.193 million budget deficit in FY 2013-14 and he anticipated getting input from the committee about the priorities and values that should be protected in future budget processes.

5. **GENERAL FUND SWOT ANALYSIS:** Sykes reviewed the City's Vision Statement prior to facilitating an analysis of the Strengths, Weaknesses, Opportunities, and Threats of the General Fund to help develop a strategic plan to sustain the levels of service the City provides in the best interest of the community. The Committee members discussed the ability of meeting the financial needs of the City and scored the identified items as noted in the attachment.
  
6. **STRATEGIC ACTIONS:** The Committee concurred that to strategically address issues on a long-term basis the identified weaknesses should be attacked and identified strengths should be played upon which were encompassed in the following four actions:
  - 1) Pursue levy and contingency plans
  - 2) Manage cost of personnel
  - 3) Expand Economic Development efforts
  - 4) Working with Legislative partnerships.

In response to addressing living on a levy and contingency plans, Bliss proposed the Committee consider and discuss whether the community should decide if the City should maintain its own police department or contract with the Sheriff's office to provide that service. Johnston noted that pushing legislation to lengthen the terms of operating levies from 5 to 10 years would lessen the impact on personnel worried about loss of jobs. Lowe suggested that increasing the citizens' knowledge of the costs of running the City during budget talks with Boards and Commissions and town meetings would educate them on the need for the operating levy. Uhing proposed that the strategic plan include the creation of a sub-committee involving other boards and commission members that would work with the staff on the levy issues/campaign. Miller noted that staff should be commended for the high score under strengths for the management of infrastructure and the proactive approach by staff which is very much appreciated by the Budget Committee.
  
7. **NEXT STEPS:** Sykes confirmed that staff will take the identified strategic action items and bring details back to the Budget Committee to discuss.
  
8. **ADJOURNMENT:** The meeting was adjourned at 8:20 p.m.

Respectfully submitted,

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Beverly Maughan  
Executive Assistant to City Manager



## 2012 General Services Levy Proposed Timeline

June-September 30, 2011	Polling
August-September, 2011	Set Levy Tax Rate (internal staff-mayor)
October 10, 2011	City Council Public Meeting
October 24, 2011	City Council approves levy/language
November, 2011	Notify/Inform Foundation Organization
January 30, 2012	City Develops Levy Proposal Informational Plan
Mid-March 2012	Filing DEADLINE
Late March, 2012	Voters Guide DEADLINE
May 15, 2012	Election

**TO: Forest Grove Budget Committee**

**FROM: Jeffrey King, Economic Development**

**RE: Economic Development Program and New Initiatives**

**DATE: February 24, 2011**

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As an introduction to the discussion with the Budget Committee, I have provided an overview of the role and tasks of economic development staff. Secondly, I propose several new initiatives in important areas to help further implement the economic development strategic plan.

The City of Forest Grove economic development efforts are based on four, and often five, core areas. They are 1) Business Recruitment and Attraction, 2) Business Retention and Expansion, 3) Small and New Business Creation and 4) Tourism. City staff often consider Downtown Development as a fifth area of focus though some of the strategies overlap.

The City currently funds one full time staff professional and a very limited support budget. Dollars are often leveraged through grants, fundraising and coordinating with other organizations. A 17-member, public-private, Forest Grove Economic Development Commission (EDC) has been established to advise City Council and staff on economic development, create a strategic plan for the City (attached) and assist with economic development programs through subcommittees. City staff also works closely with the Forest Grove Chamber of Commerce, Forest Grove City Club and Portland –Vancouver Regional Partners for Economic Development.

Some examples of economic development projects and tasks in the core areas include:

**BUSINESS RECRUITMENT AND ATTRACTION**

- ▶ Prepare recruitment package in response to state and local industrial leads;
- ▶ Provide hands-on customized information and technical assistance to companies expressing interest in locating in Forest Grove;
- ▶ Maintain and update economic development section on City website;
- ▶ Provide direct marketing mailings to leading Portland region industrial and commercial brokers;
- ▶ Maintain profiles of largest industrial sites on statewide Oregon Prospector.

**BUSINESS RETENTION AND EXPANSION**

- ▶ Forest Grove business outreach. One on one meetings onsite at business. Build relationships. Develop follow up list for further assistance;
- ▶ Promote and manage property tax incentive program such as enterprise zones to support existing business expansion;
- ▶ Periodically email out information to existing business when new tax credits, resources or incentives become available;

- ▶ Respond to local business dealing with regulatory problems. Provide technical assistance to resolve issue or mediate a solution;
- ▶ Apply to receive new programs for existing businesses such as economic gardening program, low interest loan/grant projects and System Development Charges (SDC) relief.

#### **NEW BUSINESS CREATION/START-UPS**

- ▶ Assist business with start up regulations;
- ▶ Identify business resources and programs that business start-ups can access.

#### **TOURISM**

- ▶ Development of a tourism branding program;
- ▶ Development of the visitor section of City website;
- ▶ Implementing a wayfinding signage program;
- ▶ Promote and participate in the development of community wine events.

#### **DOWNTOWN**

- ▶ Development of a new downtown business marketing brochure;
- ▶ Development of demographic information to help persuade a new or existing business to locate in downtown Forest Grove;
- ▶ Develop and participate in community events designed to showcase downtown and increase number of shoppers/visitors.

#### **OTHER**

- ▶ Staff to the Economic Development Commission;
- ▶ Attend and participate in the Portland-Vancouver Regional Partners for Business organizations.

The second element is a program of several new initiatives that supports economic development. The programs collectively address the core areas of recruitment/attraction, retention and expansion, business start-ups and downtown. Greater detail is provided in an attached document.

# Economic Development Strategic Plan Summary

## **A. Business Retention**

### A1. Goal: Support Business Retention & Expansion

*Subcommittee: Small business & Retention*

*City Department: Economic Development*

#### **Objectives/Actions**

- Establish a Business Visitation Program;
- Keep Local Businesses Updated on business resources, programs and incentives;
- Identify businesses and create mailing and e-mail database;
- Enhance access to business resource information/materials;
- Establish business resource center at Library and Chamber;
- Conduct periodic workshops/seminars for business owners and employees, and property owners, as determined through research and/or surveys;
- Design mixer-like functions and mentor meetings as a means to build relationships and assist businesses with particular issues, as well as to share information or provide updates on business resources;
- Establish a buy local program;
- Market business retention initiatives;
- Seek to provide economic gardening services.

## **B. Business Recruitment & Attraction**

### B1. Goal: Inventory Data and Develop Recruitment Information

*Develop and maintain a data base of available land and associated infrastructure with appropriate zoning and a library of supportive economic development information to advance the marketing and recruitment of new businesses and expansion of existing ones.*

*Subcommittee: Industrial/Infrastructure*

*City Department(s): Economic Development, Engineering*

#### **Objectives/Actions**

- Develop database of available land with associated infrastructure status and also of available vacant building spaces;
- Prepare master plans that address infrastructure expansion needs/gaps & identify status of infrastructure available to these sites;
- Document capacity & needs of existing land owners;
- Survey owners for their vision/future plans for vacant or additional un-built sites;
- Develop and maintain a library of supportive economic development information and research.

## B2. Goal: Develop and Implement Recruitment Marketing Strategies

*Subcommittee(s): Industrial/Infrastructure; Marketing & Branding*

*City Department: Economic Development*

### **Objectives/Actions**

- From database, create and maintain table of available commercial and industrial commercial land and buildings for marketing on website and distribution;
- Identify competitive advantages of Forest Grove for development of marketing materials and products, utilize Marketing and Communications Plan from Diversity Corporation;
- Develop and maintain more detailed profiles of largest industrial and commercial sites;
- Network with industrial and commercial developers/brokers and related site selectors from around Portland metro area. Learn key attributes site selectors seek;
- Develop and send strategic marketing information to targeted brokers;
- Develop target marketing to key cluster and growth business sectors such as clean tech, high tech, food processing, wood products, wine and agriculture, precision metalworking, education and health care;
- Target marketing for commercial gaps such as family restaurants, apparel, specialty grocer, gifts;
- Prepare electronic media-websites, links, DVDs, social media;
- Establish a PR program.

## B3. Goal: Increase Future Supply of Employment Lands

*In order to ensure adequate industrial/employment lands over the long-term that will support economic growth, jobs, investment and a more balanced tax base, Forest Grove will need to expand beyond the existing UGB. The City will need to develop an approvable plan.*

*Subcommittee: Industrial/Infrastructure*

*City Department: Community Development*

### **Objectives/Actions**

- Support development of City plan to expand UGB when needed;
- Work with regional and area partners to obtain approval of future UGB expansion.

## B4. Goal: Redevelopment of key Vacant or Underutilized Commercial and Industrial Sites

*Subcommittee: Industrial/Infrastructure*

*City Department(s): Economic Development, Community Development*

### **Objectives/Actions**

- Identify sites for development/redevelopment;

- Target developers and distribute marketing packages, permit cost profiles, available land, redevelopment tool kit, and demographic information;
- Special support, technical assistance and strategies for redevelopment of Highway 8/47 crossroads –“Albertsons”, “Haggens” and “Chevrolet” sites;
- Develop strategies for redevelopment of downtown potential mixed use sites;
- Establish Urban Renewal District in key commercial redevelopment areas;
- Coordinate and streamline regulatory process for redevelopment site requirements checklist for brokers, property owners, and development; promote upfront assistance, PRB, etc.and more proactive coordination with CWS and ODOT;
- Support Redevelopment tools such as Urban Renewal and Vertical Housing Tax Incentive Program.

#### **B5. Goal: Support Competitiveness of the Forest Grove Traded Sector**

*In assessing a healthy, growing and competitive industrial sector a number of factors are at play. Certainly adequate site, infrastructure, transportation are important. But other strategic issues are also key. This includes support of existing and emerging clusters where we already enjoy competitive advantages. Also important are expanding market opportunities such as international trade and aligning with and taking advantage of regional and state resources and strategies that are pulling in the same direction.*

*Subcommittee: Industrial/Infrastructure*

*City Department: Economic Development,*

#### **Objectives/Actions**

- Develop strategy to enhance the competitiveness and innovation of Forest Grove area clusters: food processing, high tech, value-added wood products, small precision metal working, nurseries, education, wine and agriculture.
- Develop a favorable business environment to encourage growth in the emerging green clean tech, sustainability, and alternative energy sector.
- Pursue efforts to increase Forest Grove business opportunities for access and sales in international markets.
- Align goals and strategies with regional and state plans and funding to better access traded sector and cluster business growth.

### **C. New Business Formation**

#### **C1. Goal: Increase Local Entrepreneurism/New Business Formation**

*Subcommittee: Small Business & Retention*

*City Department: Economic Development,*

#### **Objectives/Actions**

- Create a small library of business start-up information web references and materials. Include copies on CD. House at library, City Hall and FG Chamber;

- Create a “How to Start a Business in Forest Grove” Guide;
- Make available hard copies on City website and on CD;
- Establish a local business services provider network;
- Recognition/Awards program for entrepreneurs/new business;
- Offer Training and Workshops on business start-up issues;
- Provide support and integrative services for Latino businesses;
- Support a business/organization that offers shared business services a la carte;

## **D. Tourism**

**D1. Goal: Expand the Tourism Economy and Opportunities in Forest Grove area.**

*Subcommittee(s): Tourism, Forest Grove Chamber of Commerce;  
City Department(s): Economic Development*

### **Objectives/Actions**

- Establish local Tourism Council/Committee;
- Develop and implement Tourism Strategy/Action Plan that includes product and amenity development, visitor services, and marketing;
- Implement 2009 Branding Program strategies;
- Expand and leverage stakeholder and develop partnerships to increase tourism services and marketing;
- Promote and develop visitor amenities for key clusters of wine, history, amateur sports, outdoor recreation, farms and produce, culture, and golf as identified by Washington County Tourism –Marketing and Branding Strategic Plan and Forest Grove Branding Guide.

## **E. Downtown**

**E1. Goal: Improve Public Infrastructure in downtown**

*Expand and upgrade public infrastructure amenities in and leading to the downtown to support business growth, shopping and livability.*

*City Department(s): Community Development, Engineering*

### **Objectives/Actions**

- Site and build a gathering location such an urban park;
- Develop a festival street on 21st;
- Expand light rail connection to downtown Forest Grove;
- Ensure adequate parking in downtown;
- Improve signage.

**E2. Goal: Develop and Promote events that showcase and increase activity in Downtown**

*Raise the profile, awareness and enjoyment of the downtown businesses and organizations through events that increase shoppers, participation and pedestrian traffic.*

*Forest Grove City Club*

*City Department: Economic Development,*

**Objectives/Actions**

- Promote and continue to build First Wednesday, Light Parade, Chalk Art, Main Course, Concours, Farmers Market and other downtown events;
- Work with City Club, Chamber to provide capacity and leadership;
- Work to draw in new residents, Pacific University students, visitors and outside of City residents. Increase communication and marketing.

**E3. Goal: Increase Business Diversity/Mix in Downtown**

*Target and market specific sectors to establish business operations in downtown in order to broaden business mix that supports increased commerce and a more prosperous downtown.*

*Forest Grove City Club*

*City Department: Economic Development,*

**Objectives/Actions**

- Identify targeted business sectors to recruit to downtown;
- Identify existing independent existing companies in region to recruit;
- Develop targeted demographic package.

**F. Support Goals**

**F1. Goal: Determine Local Workforce Needs through Forest Grove Workforce Partnership**

*Identify and inventory local workforce needs such as skills gaps, training. Increase access to and usage of current training programs available.*

*Subcommittee: Workforce*

*City Department(s): Economic Development, Public Library*

**Objectives/Actions**

- Survey local business community;
- Discuss with Portland Community College local area needs;
- Seek Federal Stimulus and other grant funds to support workforce training needs.

**F2. Goal: Provide information on Employment and Training Services to Increase Access by the Area Workforce**

*Coordinate efforts to establish a Workforce Access Center to provide information and training for unemployed job seekers, underemployed and incumbent employed workers seeking to upgrade skills. Create an exchange network to link potential employees with employers and training opportunities.*

*Subcommittee: Workforce*

**Objectives/Actions**

- Establish Workforce Employment and Training Access center (to include management training);
- Establish Forest Grove Workforce Partnership;
- Develop communications plan to increase awareness of services for local businesses and job seekers;
- Post job vacancies regionally including Forest Grove High School counseling office, Portland Community College, Pacific University and other organizations. Promote to high school students, job opportunities and training programs in applied sciences, trades, manufacturing and medical fields;
- Support training partnerships with Portland Community College-Rock Creek , Worksource, Pacific University, City of Forest Grove, Merix , area businesses and other key stakeholders.

**F3. Goal: Inform Local Businesses of Workforce Services and Training Opportunities**

*Provide opportunities and mechanisms for sharing of information and programming for employers. Create a climate for businesses to disseminate information to each other regarding training opportunities, noteworthy news, and other pertinent information.*

*Subcommittee: Workforce*

*City Department: Economic Development*

**Objectives/Actions**

- Quarterly informational meetings with local businesses and employers;
- Establish Forest Grove Workforce Partnership;
- Establish email list of local business contacts;
- Compile a list of existing or new training opportunities and communicate to businesses;
- Identify and seek funds for management and supervisor training.

**F4. Goal: Interagency and Regional Cooperation - Participate and Partner with Regional Organizations**

*Coordinate with existing economic development and affiliated organizations to address common economic development strategic issues and needs, enhance influence and increase awareness of Forest Grove.*

*Forest Grove Chamber*

*City Department(s): Mayor, City Council, City Manager, Engineering, Community Development, Economic Development;*

**Objectives/Actions**

- Maintain membership and attendance in key organizations such as Metro, Regional Partners, Westside Economic Alliance and Columbia-Pacific Economic District.

**F5. Goal: Coordinate Business Development With Regulatory Agencies**

*Develop an understanding of regulatory barriers to economic development projects; Work with regulatory agencies to develop a more pro-active and streamlined approach using methods such as ombudsman, and surveys to document experiences.*

*City Department(s): Mayor, City Council, City Manager, Engineering, Community Development, Economic Development*

**Objectives/Actions:**

- Develop cooperative strategies with City planning and engineering; Regionally with Clean Water Services, Washington County and Metro; State with ODOT and DEQ;
- Prepare a How-To guide to help small developers, contractors and business successfully understand and navigate the development requirements in Forest Grove and Washington County.

**F6. Goal: Utilities and Infrastructure - Ensure Adequate Power, Water, & Telecommunication Utilities Sufficient to Support Growth Needs**

*While Forest Grove has adequate utilities today, it is necessary to plan for the future to protect and procure sufficient utilities to support on-going development including defining power needs to handle one large user beyond current capacity.*

*Subcommittee: Industrial/Infrastructure*

*City Department(s): Light and Power, Engineering, Public Works*

**Objectives/Actions**

- Develop and implement a plan to procure additional power sufficient to serve future needs including one large industrial user beyond current capacity and maintain competitive pricing;
- Encourage competition and cutting edge technologies of Telecommunication providers.

**F7. Goal: Improve Transportation Access and Protect Existing Transportation Assets.**

*Develop and support initiatives that improve access and logistics for businesses and their customers in and out of Forest Grove. Maintain existing transportation assets.*

*Subcommittee: Industrial/Infrastructure*

*City Department(s): Coomunity Development, Engineering, Mayor/City Council, City Manager*

**Objectives/Actions**

- Work to protect and upgrade current freight rail to Forest Grove;
- Develop a plan to bring light rail to Forest Grove;
- Expand Tri-Met bus service beyond current routes;
- Upgrade Hwy 47/Hwy 8 intersection;
- Work with private sector to upgrade logistics services to Forest Grove;
- Support efforts to create east-west highway bypass.

**F8. Goal: Finance - Serve as a Financing Resource for Local Business**

**Needs**

*Financing for business, especially for start-ups, has always been an issue even in good economic times. However, in the current business climate finding adequate credit, even for healthy businesses, has been a challenge. The credit crisis has made it difficult for businesses to grow, and for others to operate.*

*Subcommittee: Small business & Retention*

*City Department: Economic Development*

**Objectives/Actions**

- Identify financial resources that are providing business credit;
- Encourage utilization governmental financing programs where favorable;
- Inventory and publicize information on current active business financing/lending products and programs.

FY 2011-12 Proposal  
Economic Development  
2/24/11

Program Name	Econ Dev Type	Narrative
Targeted Marketing	Business Recruitment	A. Consultant to identify target lists, industries, and marketing mix-mailing, emailing, industry magazines. Earned media Participate with regional partners, trade shows
Market Data, demographics	Industrial/Commercial Recruitment	Procure updated market and demographic data to be used for marketing packages
Economic Gardening	Small Business Retention	Help existing small business to indentify new market opportunities and expand. Assist 5-6 businesses
Commercial Sign Program	Business Retention	Assist small businesses within identified boundary to upgrade or ad signage meeting design standards. Grant 50% or \$500 whichever is less. Assist 5-8 businesses
Business Consulting/Counseling	New Business Start-ups	Assist 12-15 new businesses with business plan and business start-up counseling. Would leverage other free services from SBDC, SCORE, Pacific U Business Services and below market private providers

# **Industrial/Commercial Marketing Draft Proposal- 2/24/11**

## **Item 1: Marketing Package Cost**

Develop Marketing Package:

- Identify business targets: clusters, growth opportunities, geographic areas;
- Attend and present at Trade Shows (participate with Regional Partners/OEDA to make affordable);
- Earned Media –work with PR firm to have positive stories, photos, programs placed in magazines, news papers, trade journals, and electronic media. (may participate with Regional Partners to make cost affordable);
- Meeting with targeted CEOs interested in expanding/relocating to Oregon (identification and visit to CEOs done in coordination with Regional Partners);
- Paid Print ads –business magazines/trade journals;
- Joint company suppliers targeted mailing;
- Presentations to Regional Broker groups;
- Periodic mailings to Portland Metro Regional Brokers;
- Focused targeted mailing.

## **Item 2: Demographic & Market Data**

Identify demographic, market and workforce data to support economic development marketing:

- Contract with Neilson Claritas;
- Profile on workforce, median income, education, market buying power, gaps and opportunity.

## **Item 3: Economic Gardening**

Program designed to help provide critical market information to second-stage (not start-up) traded sector small businesses. Assists firms to identify market opportunities, expand their customer base and develop new products:

- Assist 5-6 businesses;
- Contract with Oregon Micro-enterprise Network MarketLink Economic Gardening Program;
- Work with Pacific Univ Business Program and SCORE for follow up assistance.

#### **Item 4: Business Sign Program**

Assist small businesses within identified boundary to upgrade or add signage that meets design standards:

- Grant 50% of total cost or \$500 whichever is less;
- Assist 5-8 businesses;
- Possible reduction in sign permit fees.

#### **Item 5: Business Start-up Counseling**

Designed to assist entrepreneurs to start new businesses in Forest Grove. Would provide stipends in certain situations to those providing services:

- Used to leverage and extend program through no-cost and below market services from SCORE, SBDC, Pacific University business students, Pacific University business professors, and private sector service provider;
- Designed in conjunction with an 8 point plan for new business development in Forest Grove;
- Sustained through coordination with City Economic Developments staff, Chamber of Commerce, Pacific University interns and Adelante Mujeres;
- Could also be used with Economic Gardening Program in Business Retention and Expansion;
- Assist 12-15 new businesses.