CITY COUNCIL MEETING

Monday, September 8, 2025
Community Auditorium, 1915 Main Street

Malynda Wenzl, Mayor

Mariana Valenzuela, Council President
Angel Falconer, Councilor
Donna Gustafson, Councilor
Michael Marshall, Councilor
Karen Martinez, Councilor
Brian Schimmel, Councilor

TVCTV Livestream
Zoom Webinar Meeting ID: 850 7572 2488 Passcode: 97116

CITY COUNCIL WORK SESSION

No public comment will be taken. The Council will take no formal action.

5:30 Parks & Recreation Assessment and Fee Study

Anne Lane, Parks & Recreation Director

6:30 Tourism Program

Miles Glowacki, Economic Dev. Coordinator; Bryan Pohl, Community Development Director

CITY COUNCIL MEETING

A. 7:00 Call to Order

1. Roll Call
2. Land Acknowledgement
3. Pledge of Allegiance
4. **Hispanic Heritage Month Proclamation**
5. **Constitution Week Proclamation**

B. Public Comment: Time provided for anyone wishing to speak to City Council on an item not on the agenda or on the agenda but not scheduled for a public hearing. Comments are limited to 2 minutes unless additional time is granted by the Presiding Officer. The public comment period shall not exceed 30 minutes unless a majority of Councilors present vote to extend the time. Zoom attendees may use the “Raise Hand” option to be called on.

1. Written Public Comment

C. Consent Agenda: Items under the Consent Agenda are considered routine and will all be adopted with a single motion, without separate discussion. Councilors who wish to remove an item from the Consent Agenda may do so prior to the motion. Any item(s) removed will be discussed and acted upon following the approval of the remaining item(s).

1. Tourism Event Sponsorship Award

D. Additions/Deletions

1. City Manager

2. Proposed by Councilors

E. Presentations: The Council will hold questions until the end of each presentation. A two-minute reminder will be given to the presenter to conclude remarks.

1. 7:15 **State Legislative Update**
   Senator Janeen Sollman and Representative Susan McLain

F. Public Hearings, Ordinances, and Resolutions

1. 7:45 **RESOLUTION 2025-53 ADOPTING NEW LIGHT AND POWER DEPARTMENT ELECTRIC RATE SCHEDULES AND DEFINITIONS AND DESCRIPTIONS FOR SERVICES INVOICED ON OR AFTER OCTOBER 1, 2025, AND REPEALING RESOLUTION NO. 2023-55**
   Staff: Keith Hormann, Light & Power Director

G. 7:55 Council Communications:

1. Councilor Reports
   a. Mariana Valenzuela (LC, CDBGPAB)
   b. Angel Falconer (HLB, JWC, CCESC, Chamber of Commerce)
   c. Donna Gustafson (PAC, RWPCB, WCCCA)
   d. Michael Marshall (CFC, P&R)
   e. Karen Martinez (FGRFPD, SCC, FGSCC)
   f. Brian Schimmel (CCE, EDC, TVHSC)

2. City Manager's Report

3. Mayor's Report (WCCC, R1ACT, MMC, WCC&MG, WCMG, MYAC)

H. Adjournment

EXECUTIVE SESSION

EXECUTIVE SESSIONS ARE CLOSED TO THE PUBLIC. No formal decisions or actions will be taken. Representatives of the news media may may not attend labor executive sessions.

8:30 The Council will convene to hold an executive session: ORS 192.660(2)(d)
to conduct deliberations with persons designated to carry on labor negotiations.

Americans with Disabilities Act (ADA) Notice: The City is committed to providing equal access to public meetings. Requests for accommodation can be submitted to the City Recorder at least 48 hours before the meeting at: mwoods@forestgrove-or.gov or 503-992-3235

STAFF REPORT TO CITY COUNCIL

TO: City Council
FROM: Jesse VanderZanden, City Manager
MEETING DATE: September 8, 2025
PROJECT TEAM: Anne Lane, Parks & Recreation Director

SUBJECT TITLE: Parks & Recreation Cost Recovery Plan

ACTION REQUESTED: ☐ Ordinance ☐ Order ☐ Resolution ☒ Informational

2040 VISION PLAN

Goal: Healthy & Active Community
Outcome: Increase safe and accessible recreation opportunities
Action: Identify and reduce barriers to participation
Action: Increase access to recreation opportunities

BACKGROUND

FISCAL IMPACT

RECOMMENDATION

ATTACHMENT/S:

- Parks & Recreation Cost Recovery Plan PowerPoint
- City Code Chapter 34 Sections 34.01, 34.02, 34.03
- Service Categories
- Cost Recovery Plan Continuum
- Cost Recovery Plan Final Report

§ 34.01 ADJUSTMENT OF FEES AND CHARGES.

The intent of §§ 34.01 through 34.03 is to provide the City Council with a rational process for setting fees and charges. The philosophy is to base user fees on cost-of-service so the city will be able to recover the costs associated with delivering a service to an individual or group. By recovering the cost of providing a service, the rest of the community is not subsidizing services benefitting individuals. (Prior Code, § 2.600) (Ord. 1989-04, passed 2-13-1989)

§ 34.02 LICENSES, PERMITS, FEES, AND CHARGES.

(A) Licenses, permits, fees, and charges will be adjusted by Council resolution in July each year.

(B) Licenses, permits, fees, and charges subject to §§ 34.01 through 34.03 shall be reviewed with a cost-of-service study every five years. Following completion of each cost-of-service study and its review and/or amendment by the Council, the Council shall designate by resolution the cost of all licenses, permits, fees, and charges subject to §§ 34.01 through 34.03. Subsequent adjustments prior to completion of the next required cost-of-service study shall be made in accordance with § 34.03. Unless specifically exempted, all city licenses, permits, fees, and charges are subject to §34.03.

(Prior Code, § 2.601) (Ord. 1989-04, passed 2-13-1989)

§ 34.03 BASIS FOR ANNUAL ADJUSTMENT.

(A) Adjustments to fees and charges shall be based on the Consumer Price Index (CPI) or the percentage of the general wage adjustment for city employees. Fees and charges may be adjusted by the Portland Area Consumer Price Index for all urban consumers, as compiled and published by the U.S. Department of Labor, Bureau of Labor Statistics.

(B) If the CPI is used for the annual adjustment, changes will be equal to the percentage change in the Portland Area CPI for all urban consumers in one 12-month period. The comparison month will be January of each year.

(C) Fees and charges may be adjusted by the fiscal year general wage adjustment. The amount will be equal to the percentage adjustment in wages for the same fiscal year of the fee increase.

(Prior Code, § 2.605) (Ord. 1989-04, passed 2-13-1989)

Parks & Recreation Service Categories

Open Access

Access to parks and park amenities where the user self-directs their activity. Open Access does not include supervision or oversight by staff and/or volunteers. *[Examples: Parks, Playgrounds]*

Community Events

Events that appeal to the broader community regardless of age, ability, skill, family composition, etc. and tend to be held on an annual basis. *[Examples: Oregon Bird Man, Border Collie International, Movies in the Park, Red, White & Blue Dye Event]*

Drop-In Activities

Self-directed activities which may or may not require registration and/or a membership. Drop-in Activities include supervision by staff and/or volunteers and may or may not require instruction. *[Examples: Lap Swim, Public/Open Swim, Water Aerobics, Shower Use]*

Beginner Level Skills

Classes, clinics, workshops, leagues, and other led and/instructed activities where the primary goal is to introduce participants to a new activity so they may build new skills. *[Examples: Junior Lifeguard Class, Volleyball Camp, Yoga, Youth Pickleball, Beginning Swim Lessons]*

Education & Enrichment Activities

Classes, clinics, workshops, and other led/or supervised activities in which the primary intent is to provide socialization, interaction, and life skills development with a focus on education and/or lifelong learning. *[Examples: LEGO Camp, Home Alone Safety, No School Day, Camp Grove, Babysitter Training, Craft & Swim, CPR/First Aid Class]*

Intermediate/Advanced Skills

Classes, clinics, workshops, leagues, and other led and or instructed activities in which the primary intent is to master a skill, often in a competitive environment. *[Examples: Swim Lessons Level 4-6, Stroke Improvement/Endurance Class, Lifeguard Certification, Lifeguard Instructor Class]*

Special Events

Events designed for a target market, market niche, or a specific interest. *[Examples: Kids Night Out, Eggstravaganza, Spray Park Chalk Event]*

Rentals

Equipment, space, amenities and/or facility reservations for exclusive use by an individual or group inhibiting access by the general public. *[Examples: Spray Park Rental, Pool Rental, Picnic Shelter Rental, Pool Party Room Rental, Athletic Field Rental*]

Personalized Services

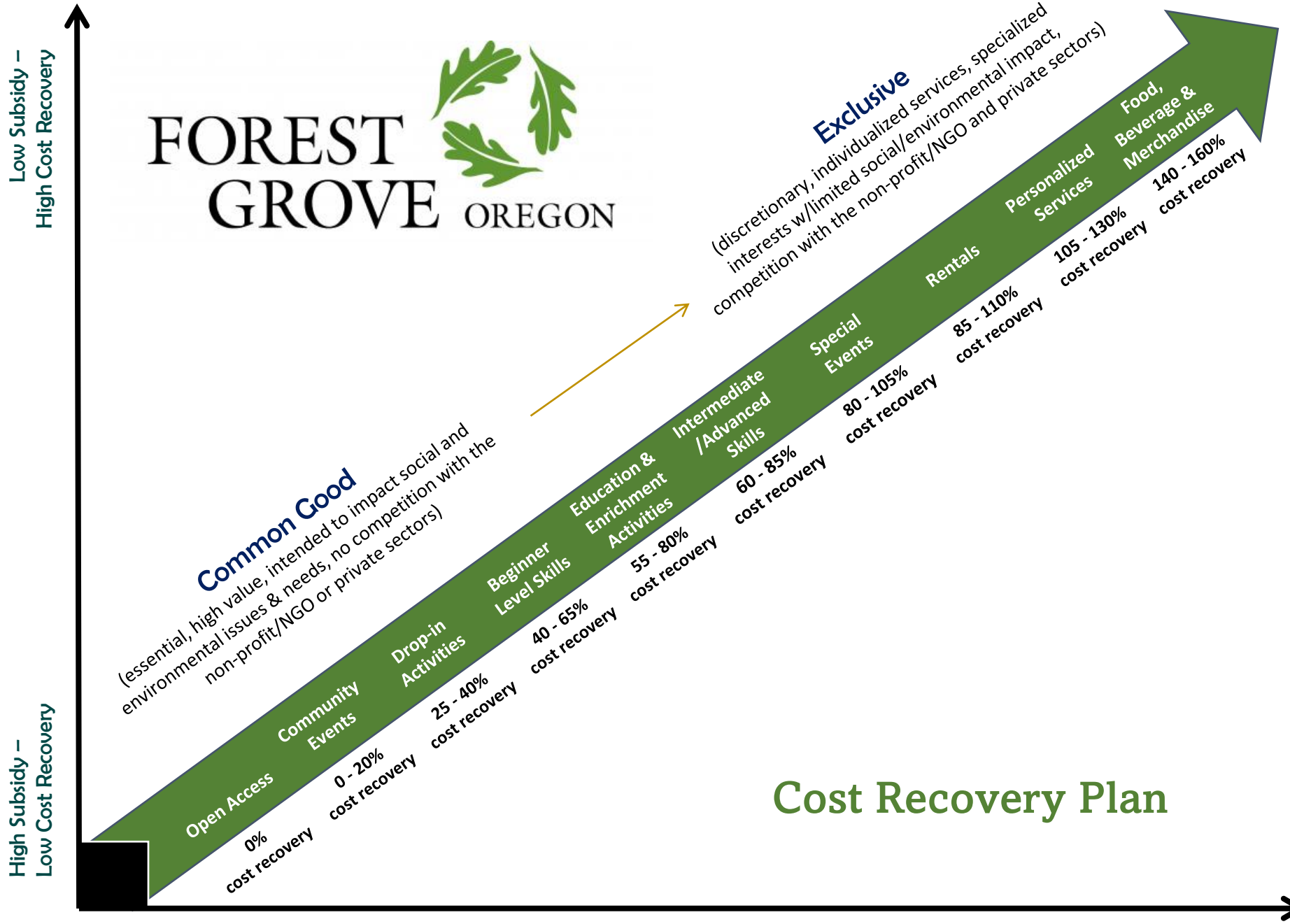
Individualized classes, clinics, workshops, and other led or instructed activities offered in a private or semi-private setting to meet the unique needs, interests and/or skill sets of individuals or small groups. *[Examples: Private Swim Lessons]*

Food, Beverage & Merchandise

Sale of merchandise and food and beverage items. *[Examples: Vending Items, Concession Items, Gift Certificate]*

Financial Sustainability Continuum

FOREST GROVE OREGON



Cost Recovery Plan

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SERVING THE PARK & RECREATION INDUSTRY

Prepared for:

Forest Grove Parks and Recreation Department

Forest Grove, OR

Cost Recovery Plan Project

Final Report

2024

What's Inside
Your Final Report

We are pleased to submit the following *Cost Recovery Plan Final Report* to the Forest Grove Parks and Recreation Department. This report provides a review of the comprehensive process.

The pages that follow provide an overview of the project, outlining the methodology and providing a summary of the deliverables produced.

3 **Project Overview and Philosophy**

4 **Education and Training**
- Beneficiary of Service
- Service Categories

6 **Cost-of-Service Analysis**
- Overview & Process
- Summary of Results
- Expense Insights

9 **Provider Inventory and Network**
- Summary
- Network and Survey Questions

11 **Strategies and Recommendations**
- Cost Recovery Plan
- Recommended Actions
- Pricing | Fees & Charges
- Insights into Action

18 **Conclusion**

Our commitment

is to help your organization position itself for long-term financial resilience, strength, and vitality.

Forest Grove Parks and Recreation Department's Cost Recovery Plan

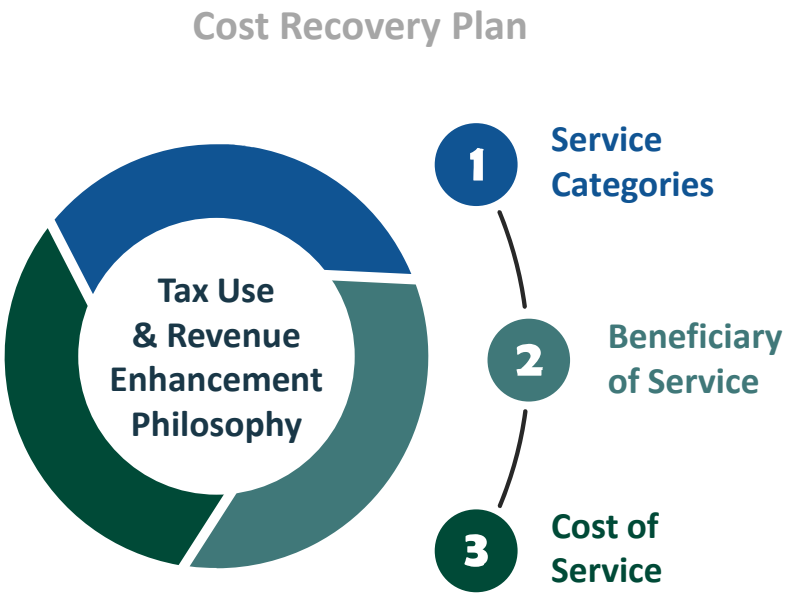
High-performing park and recreation agencies seek out and embrace responsible financial and service management practices. They actively understand the cost of doing business, identify cost savings, seek out partnerships that have reciprocal benefits, divest of services that do not align with mission or waste resources, and generate revenues when and where appropriate to reinvest in important and often underfunded services, maintain infrastructure, and relieve pressure on taxpayer resources. Ultimately, they possess a financial sustainability philosophy that provides a foundation from which all investment and spending decisions, and funding strategies are built.

The Forest Grove Parks and Recreation Department chose to engage in the development of a Cost Recovery Plan to prepare and equip their team with solid financial management competencies, compel them to use data to inform decisions and cultivate fiscal responsibility at all levels of the agency.

Parks & Reconomics©

Creating a financially sustainable organization begins by building upon the philosophy of Parks and Reconomics© - how parks and recreation agencies responsibly manage their finite financial resources.

The Forest Grove Parks and Recreation Department embraced this charge and the exercise of creating a cost recovery plan for its parks and recreation services by following the steps at right.



Service Categories

The development of categories which include services that are alike in "purpose" is important when it comes to justifiable and equitable allocation of subsidy, cost recovery levels, and assignment of budget and general ledger lines to account for a category's fiscal performance.

The benefits of this type of approach are two-fold. First, it is inefficient for the department to determine cost recovery expectations by each individual service including facility, activity, or event. Secondly, categorizing by "type of service" or "likeness of service" discourages attempts to determine fees and charges (and therefore cost recovery decisions) based upon special interests, age-based services, or individual values.

Forest Grove Parks and Recreation provides many services annually to the community. The following Service Categories represent the department's service menu and include Service Category definitions as well as example services.

Service Categories are listed in order from those perceived to be Common Good Services (#1) to those seen as providing a more Exclusive Benefit (#10) as ranked by Commission and Council representatives as well as department staff.

Common Good Services or cause and purpose driven services intend to impact social, economic, and environmental issues and needs and align with the fundamental purpose and mission of the department. Typically, there are no like services provided by the non-profit/Non-Governmental Organizations (NGO) or private sectors.

Exclusive Benefit Services or specialized services intend to serve personal interests. Typically, there is little if any competition from the non-profit/ Non-Governmental Organizations (NGO) and private sectors which offer like services.

Common Good Services (justification for greater subsidy investment)

- Community building
- Provides accessibility to marginalized/under-represented populations
- Broad appeal to a wide audience
- Services contribute to greater equity, cultural awareness, and make EVERYONE in Forest Grove's life better

Exclusive Benefit Services (justification for greater cost recovery expectation)

- Individualized, special interest
- Requires higher competency/ability level to participate
- Specialized activities
- Individualized services are often accessible outside of the Forest Grove parks and recreation system

Education and Training

Forest Grove Parks and Recreation Department Service Categories

1. Open Access
Access to parks and park amenities where the user self-directs their activity. Open Access does not include supervision or oversight by staff and/or volunteers. *Examples: Parks, Playgrounds*

2. Community Events
Events that appeal to the broader community regardless of age, ability, skill, family composition, etc. and tend to be held on an annual basis. *Examples: Oregon Bird Man, Border Collie International, Movies in the Park, Red, White & Blue Dye Event*

3. Drop-in Activities
Self-directed activities which may or may not require registration and/or a membership. Drop-in Activities include supervision by staff and/or volunteers and may or may not require specific instruction. *Examples: Lap Swim, Public/Open Swim, Water Aerobics, Shower Use*

4. Beginner Level Skill Based Activities
Classes, clinics, workshops, leagues, and other led and/instructed activities where the primary goal is to introduce participants to a new activity so they may build new skills. *Examples: Junior Lifeguard Class, Volleyball Camp, Yoga, Youth Pickleball, Beginning Swim Lessons*

5. Education & Enrichment
Classes, clinics, workshops, and other led/or supervised activities in which the primary intent is to provide socialization, interaction, and life skills development with a focus on education and lifelong learning. *Examples: LEGO Camp, Home Alone Safety, No School Day, Camp Grove, Babysitter Training, Craft & Swim, CPR/First Aid Class*

6. Intermediate/Advanced Skill Based Activities
Classes, clinics, workshops, leagues, and other led and or instructed activities in which the primary intent is to master a skill, often in a competitive environment. *Examples: Swim Lessons Level 4-6, Stroke Improvement/Endurance Class, Lifeguard Certification, Lifeguard Instructor Class*

7. Special Events
Events designed for a target market, market niche, or a specific interest. *Examples: Kids Night Out, Eggstravaganza, Spray Park Chalk Event*

8. Rentals
Equipment, space, amenities and/or facility reservations for exclusive use by an individual or group inhibiting access by the general public. *Examples: Spray Park Rental, Pool Rental, Picnic Shelter Rental, Pool Party Room Rental, Athletic Field Rentals*

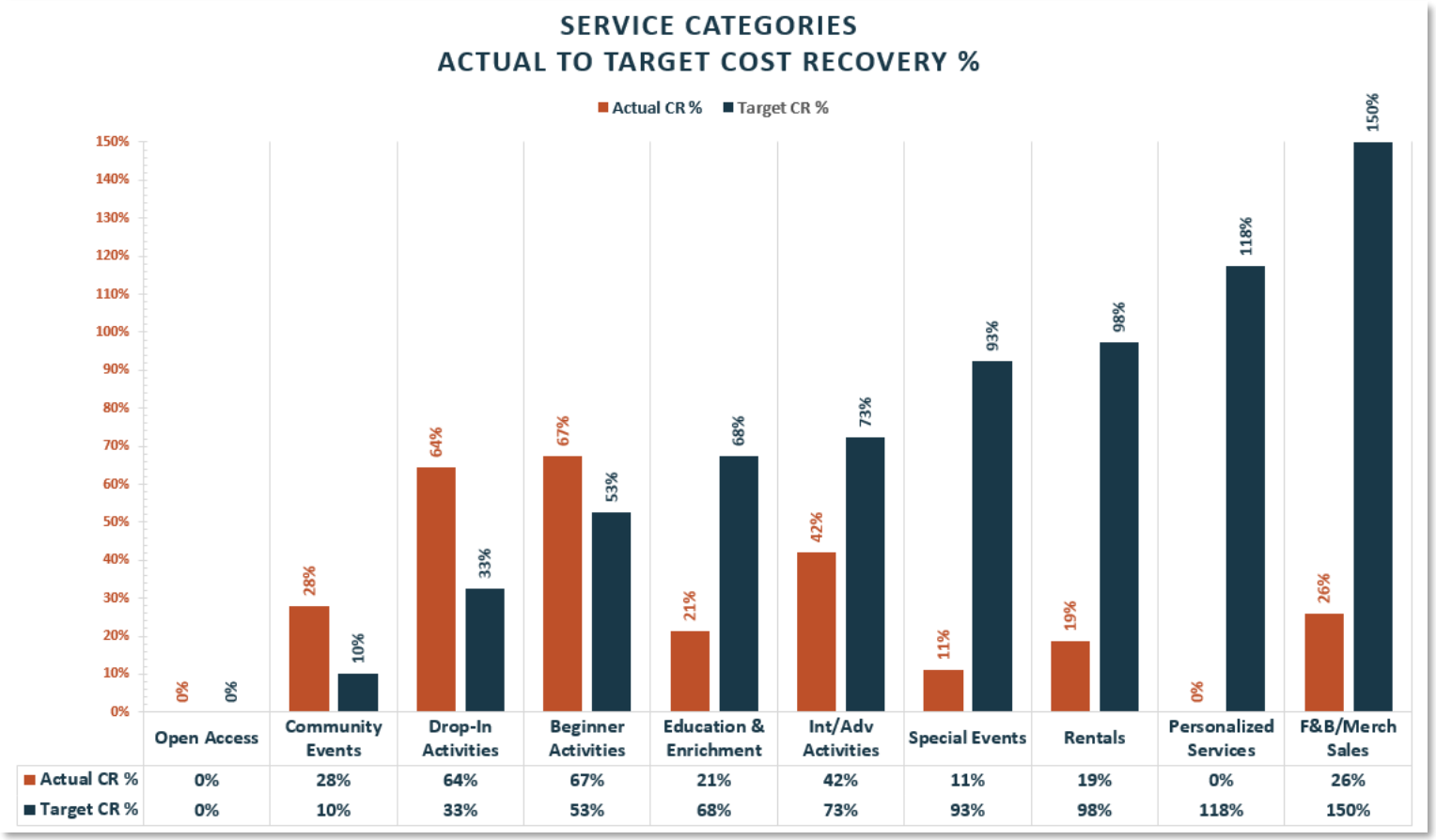
9. Personalized Services
Individualized classes, clinics, workshops, and other led or instructed activities offered in a private or semi-private setting to meet the unique needs, interests and/or skill sets of individuals or small groups. *Examples: Private Swim Lessons*

10. Food, Beverage & Merchandise Sales
Sale of merchandise and food and beverage items. *Examples: Vending Items, Concession Items, Gift Certificates*

***Equity Services**
Services which focus on addressing community inequities providing improved access to leisure opportunities. *Future service examples may include Mobile Recreation, Adaptive Recreation*

Cost-of-Service Analysis

Completion of an operational cost-of-service analysis allowed the department to understand its cost of doing business, ultimately revealing each service's cost recovery and subsidy investment level. Operational revenues (fees and charges, sponsorships, grants, donations), direct costs (expenses associated with the delivery of a service; without the service, the cost would not exist) and indirect costs (expenses that would exist with or without the provision of any one service) that the department provided were captured and attributed to all services as part of this work, providing several insights that would inform the design and development of the department's Cost Recovery Plan.



	Open Access	Community Events	Drop-In Activities	Beginner Activities	Education & Enrichment	Int/Adv Activities	Special Events	Rentals	Personalized Services	F&B/Merch Sales
Actual CR %	0%	28%	64%	67%	21%	42%	11%	19%	0%	26%
Target CR %	0%	10%	33%	53%	68%	73%	93%	98%	118%	150%

Process

The consulting team worked closely with the Forest Grove Parks and Recreation Department team to ensure all expenses and services were identified, and to develop meaningful divisions, facility, and park areas to facilitate the appropriate attribution of expenses to services. The result is a clear picture of the total cost of service guiding the development of cost recovery/subsidy investment goals.

Cost-of-Service Analysis

Results

Results of the analysis provide a comprehensive review of fiscal year 2023, encompassing July 1, 2022 to June 30, 2023. The full results from the analysis and interactive features are available in the *Cost-of-Service Results* excel file provided separately. Selected results* from the analysis are included below.

Summary of Results by Service Category

Service Category	Stats		Expenses				Subsidy	Cost Recovery
	Participations/ Quantity Sold	Total Revenue	Direct - Service	Direct - Facility	Indirect	Total Expense	Subsidy Amount	Cost Recovery %
Open Access	-	$ -	$ -	$ 691,196.84	$ 231,793.37	$ 922,990.21	$ 922,990.21	0%
Community Events	17	$ 357.00	$ 878.38	$ 83.46	$ 322.55	$ 1,284.38	$ 927.38	28%
Drop-In Activities	8,642	$ 174,206.42	$ 93,229.07	$ 109,384.17	$ 67,946.50	$ 270,559.74	$ 96,353.32	64%
Beginner Activities	1,893	$ 127,704.65	$ 68,506.95	$ 73,615.11	$ 47,660.73	$ 189,782.79	$ 62,078.14	67%
Education & Enrichment	150	$ 12,910.00	$ 34,558.15	$ 11,010.87	$ 15,281.61	$ 60,850.63	$ 47,940.63	21%
Int/Adv Activities	445	$ 30,902.55	$ 34,860.51	$ 20,070.61	$ 18,421.19	$ 73,352.31	$ 42,449.76	42%
Special Events	176	$ 780.00	$ 5,011.96	$ 250.37	$ 1,764.73	$ 7,027.05	$ 6,247.05	11%
Rentals	1,023	$ 61,456.38	$ 78,884.19	$ 166,116.27	$ 82,161.08	$ 327,161.55	$ 265,705.17	19%
Personalized Services	-	$ -	$ -	$ -	$ -	$ -	$ -	0%
F&B/Merch Sales	418	$ 4,422.58	$ 10,601.71	$ 2,180.28	$ 4,286.45	$ 17,068.45	$ 12,645.87	26%
Total	12,764	$ 412,739.58	$ 326,530.93	$ 1,073,907.98	$ 469,638.21	$ 1,870,077.12	$ 1,457,337.54	22%

Summary of Results by Service Area

Service Area	Stats		Expenses				Subsidy	Cost Recovery
	Participations/ Quantity Sold	Total Revenue	Direct - Service	Direct - Facility	Indirect	Total Expense	Subsidy Amount	Cost Recovery %
Admissions	8,642	$ 174,206.42	$ 93,229.07	$ 109,384.17	$ 67,946.50	$ 270,559.74	$ 96,353.32	64%
Aquatics	2,417	$ 159,382.20	$ 99,897.15	$ 95,058.11	$ 65,378.39	$ 260,333.64	$ 100,951.44	61%
Facility Rentals	416	$ 31,574.30	$ 62,577.06	$ 112,093.21	$ 58,575.80	$ 233,246.08	$ 201,671.78	14%
Outdoor Rentals	607	$ 29,882.08	$ 16,307.13	$ 54,023.06	$ 23,585.28	$ 93,915.47	$ 64,033.39	32%
Recreation	264	$ 13,272.00	$ 43,918.80	$ 9,972.31	$ 18,072.42	$ 71,963.53	$ 58,691.53	18%
Resale	418	$ 4,422.58	$ 10,601.71	$ 2,180.28	$ 4,286.45	$ 17,068.45	$ 12,645.87	26%
POST	-	$ -	$ -	$ 691,196.84	$ 231,793.37	$ 922,990.21	$ 922,990.21	0%
Total	12,764	$ 412,739.58	$ 326,530.93	$ 1,073,907.98	$ 469,638.21	$ 1,870,077.12	$ 1,457,337.54	22%

Expense Insights

Expense insights provide context and a greater understanding of how the department expends its operational budget. Results below detail the division and category breakdown.

Expense Insights by Division

Division Summary		Amount	% of Total
Aquatics	$	779,744.64	41.70%
Parks	$	993,192.01	53.11%
Recreation	$	97,140.47	5.19%
Total Department	**$**	**1,870,077.12**	**100.00%**

Expense Insights by Category

Expense Category Summary		Amount	% of Total
Personnel	$	1,316,762.15	74.00%
Admin	$	69,555.32	3.91%
O&M	$	187,306.94	10.53%
Utilities	$	205,825.71	11.57%
Total Department	**$**	**1,779,450.12**	**100.00%**

Provider Inventory & Network Summary

On Tuesday, March 19, 2024, 110% presented the "Provider Network Breakfast & Workshop" as part of the City's Park & Recreation Assessment & Fee Plan project. The recreation and leisure industry service providers of Forest Grove were invited to be part of this unique opportunity that included an interactive discussion to understand what services are provided in the community and how the City and all providers can work together for the greater good. Providers were provided with the following items to expect from the workshop:

- Network with other Forest Grove service providers.
- Share the types of services each organization offers to the community.
- Learn what services other organizations are providing to the community.
- Consider opportunities that may exist for organizations to partner with others in the community.

A number of individuals representing various recreation and leisure industry service providers attended the workshop. The gathering began with an introduction of the workshop and its place as part of the City's Park & Recreation Assessment & Fee Plan project. Then a brief educational overview of the types of sectors serving the recreation and leisure industry, service analysis and the MacMillian Matrix, and information on effective partnerships was covered.

During the workshop, attendees were prompted to scan a QR code, leading to a Providers Inventory survey, to answer a series of questions aimed to gather more information about each provider and a self-assessment of their services.

Lastly, attendees were provided with two interactive activities before the workshop closed. The first activity had attendees use Post-It Notes to represent their organizations and the types of services they offer on a large board presented to the group at large. Then each provider was asked to identify a prospective partner in the attendance and have a structured conversation to begin exploring a partnership.

The Provider Inventory & Network Summary Report (provided under separate cover) shares important information that was used to structure the workshop, as well as sharing the results from the gathering's Providers Inventory survey.

Forest Grove Parks & Recreation Department Provider Network

1. Friends of Historic Grove - NPO/NGO
2. Pacific University – NPO/NGO
3. Jenn's Dogs LLC – Private
4. Forest Grove School District – Public
5. Gongaii Games – Private
6. The Companion Program - NPO/NGO
7. Forest Grove Youth Lacrosse - NPO/NGO
8. Santos FC - NPO/NGO
9. West Truality Habitat for Humanity - NPO/NGO
10. Forest Grove Youth Baseball - NPO/NGO
11. Clean Water Services - Public
12. Forest Grove Little League - NPO/NGO
13. Washington County Parks - Public
14. Friends of Historic Forest Grove - NPO/NGO
15. Forest Grove Aikido - Private
16. Student Services FGSD-Adapted PE/Rec and Leisure - Public
17. FC West Soccer Club - NPO/NGO
18. Artingales - Private

Survey Questions

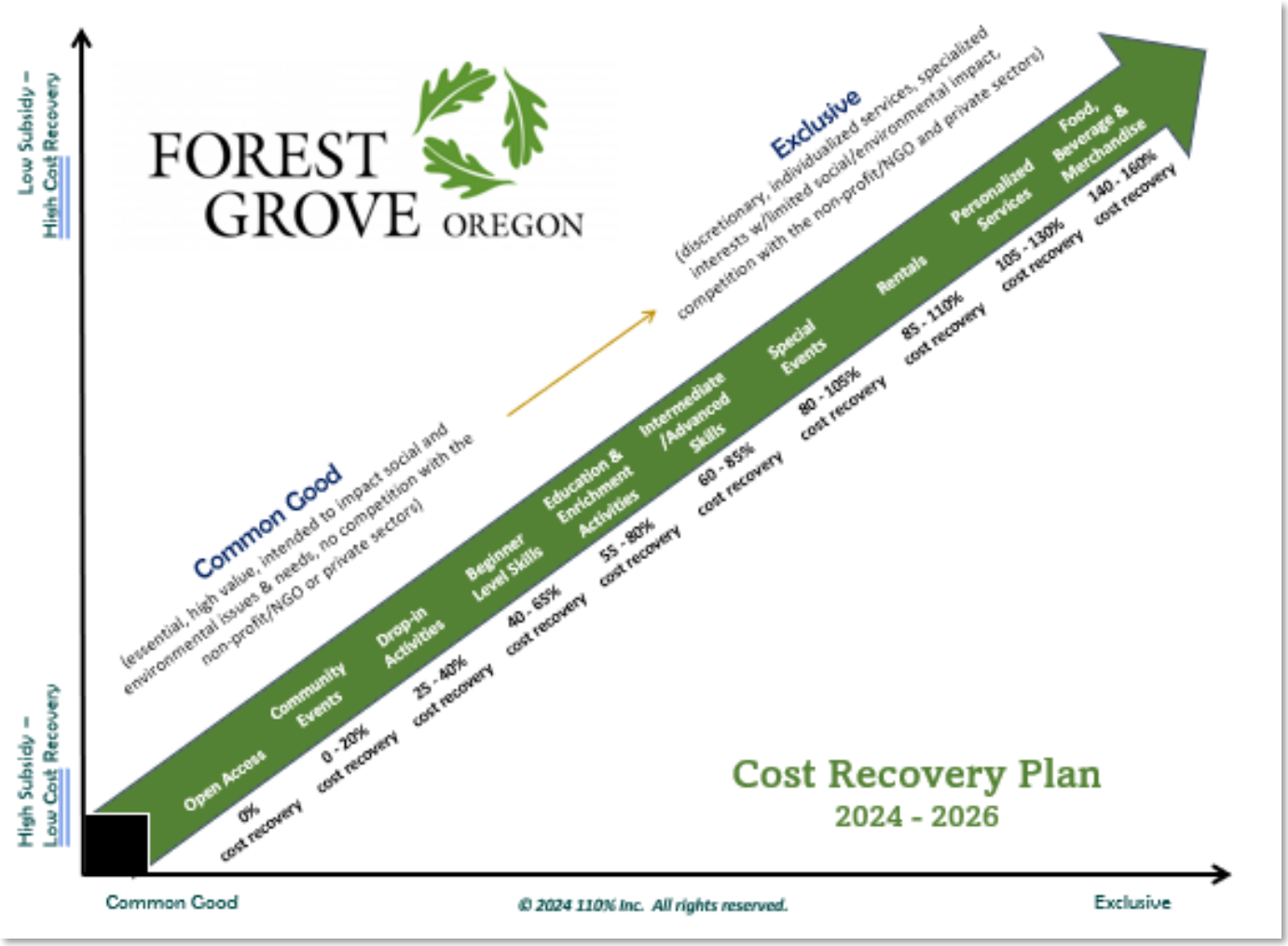
1. Name, Address, Contact Information
2. Sector
3. Mission/Purpose
4. Services provided
5. Target market
6. Existence of competition
7. Competitors
8. Degree of competition
9. Funding Sources
10. Competition for funding
11. Degree of competition for funding
12. Existence of opportunities for partnership
13. Current partnerships
14. Potential Partnerships
15. Reciprocal benefit(s) with potential partners

Cost Recovery Plan

Forest Grove Parks and Recreation's Cost Recovery Plan Continuum presents the degree to which financial resources will be spent and expenses will be recovered and managed.

The Cost Recovery Plan Continuum acknowledges varying levels of service. This strategy shifts from one which suggests that all services should be provided at no or low cost for everyone to an equitable and just philosophy where subsidy allocation decisions are based upon "beneficiary of service". In this conceptualization, each type of service has a set of specific characteristics that provide a rationale for who should pay (e.g., taxpayers, the individual, or both) and to what degree. Ultimately, this aligns subsidy allocation, cost recovery goals and expectations with beneficiary of service.

The three-year Cost Recovery Plan includes the department's Service Categories and cost recovery goals and expectations. The continuum is a graphic representation of the department's tax use and revenue enhancement strategy and philosophy.



Recommended Actions

Cost Recovery Plan Updates

While the recommended Financial Sustainability Strategy represents a three-year plan, service category cost recovery performance should be reviewed annually, and subsidy (tax dollar) investment goals should be analyzed and updated at least every five years or more frequently as necessary.

Seek Out Opportunities for Re-investment

When the department realizes increases in revenues from highly individualized services like most recreation offerings, it may begin to decrease demands on taxpayer resources thus alleviating pressure on the general fund (and freeing up resources for other services that must rely on subsidies). These new revenues may ultimately lead to opportunities for investment in improving service levels in areas such as asset/infrastructure maintenance, social equity initiatives (e.g., investing in infrastructure, enhancing reduced rates/scholarships).

Develop a Financial Sustainability Policy

A Financial Sustainability Policy supported and adopted by the Town Council will guide investment and spending decisions as the Town and department respond to economic realities, growth expectations, competing priorities, demographic shifts, evolving community needs and interests, and climate impacts.

Analyze Services

Starting with a small sampling of services, an analysis of existing recreation services and delivery practices should be conducted. This review should include characterization of the service including but not limited to the following six factors:

1. The service area to which the service belongs (e.g., parks, aquatics, youth services)
2. The service category to which the service belongs (e.g., community health and wellbeing)
3. Three-to-five-year participation trends
4. Cost recovery/subsidy investment performance level in comparison to cost recovery/subsidy investment goals (per the Financial Sustainability Strategy)
5. Identification of like providers (including number of providers)
6. The quality of service (levels of service including staff resources and competencies, facility quality, etc.)

A thoughtful analysis will provide guidance to the department specific to how to think about service provision and investments moving forward. Analysis results should offer service delivery strategies such as where it may make sense to explore partnerships, and where they may be opportunities to divest and redistribute resources in order to close service gaps or reinvest saved resources into the larger park and recreation system (e.g., infrastructure investment).

Recommended focus areas for preliminary analysis should include those services that are furthest from their cost recovery/subsidy investment goals.

Until a thorough analysis of the department's current service menu has been conducted for efficiency and effectiveness, there should be no new services added to the service menu *(exception: services that are intentionally designed to influence community inequities).*

Evaluate Existing and Pursue New Partnership Opportunities

Partnerships are advantageous collaborations that position both the department as well as participating partner organization(s) to efficiently utilize resources leading to cost effective and efficient service delivery, bridging of markets, reductions in duplication of services and fragmentation of resources, and cooperative capital development and/or improvements.

A condition that must be met in order for the department to enter into a partnership agreement includes that of reciprocal benefit. To prevent the department from simply becoming a granting body to any organization, the department and its partner identify the value of the mutual contributions brought forth to the agreement and arrangement. There will be equal value and benefit to each organization resulting from any partnership ensuring that the department is receiving fair and just value on behalf of taxpayers in return for any resource investment and commitment.

Success Metrics

The adoption of success metrics can be used to evaluate whether each service complies with established cost recovery goals (as indicated on the Cost Recovery Plan Continuum) as well as other efficiencies and intended outcomes. In the event success metrics are not being met, items 1-6 outline example actions to address gaps.

1. **Financial Viability:** a service must meet its minimum tax dollar investment/cost recovery goal as noted on the Financial Sustainability Strategy Continuum.
2. **Operational Efficiency:** services should meet 75% or more of capacity (maximum) or realize a minimum increase of 10% usage during each service cycle to ensure efficiency of resource investment *(excl: events where capacity is difficult to establish).*
3. **Participant/Customer Satisfaction:** overall participant (customer) satisfaction must meet a minimum of 85% satisfaction or higher *(per user surveys and evaluations).*
4. **Participant/Customer Impact:** alignment with service goals - impact on social connections, increases in activity levels, impacts on quality of life, school performance, etc. *(per user surveys and evaluations).*

Addressing gaps between existing cost recovery performance and target (goals)

1. Analyze success metrics for services not meeting their cost recovery goal.
2. Analyze direct and indirect costs of providing the service.
    a. Measure ratio of direct and indirect cost.
    b. Identify cost reduction opportunities and implement.
3. Suggest market increase commensurate with cost recovery goal.
    a. Conduct market analysis of service.
    b. Identify opportunities for capturing larger markets.
4. Identify potential sponsorship, donation, or pay-it-forward opportunities.
5. Identify potential partnership opportunities to continue to provide a service, however, in collaboration with another provider, reducing impacts on and dilution of department resources, avoiding unnecessary duplication of service, and responsibly utilizing finite taxpayer resources.
6. If services do not satisfy success metrics, consider divestment of service at the end of a four-year strategy term or sooner.

Pricing | *Fees & Charges*

Several pricing methods are utilized by the department in order to establish fees and charges. The principal method for establishing services fees will be cost recovery pricing which is defined as determining a fee based on established cost recovery goals.

Other pricing methods may be utilized by the department, however, any strategy or method used will ultimately require that cost recovery goals or subsidy allocation expectations be met. Common alternative pricing methods include the following options which can be used based upon market behaviors, the competition, and other relevant considerations.

Market (demand-based) pricing results in pricing based on demand for a service or what the target market is willing to pay for a service. The private and commercial sectors commonly utilize this strategy. One consideration for establishing a market rate fee is determined by identifying all providers of an identical service (i.e., private sector providers, other municipalities, etc.), and setting the highest fee. Another consideration is setting the fee at the highest level the market will bear.

Competitive pricing establishes prices based on what similar service providers or close proximity competitors are charging for services. One consideration for establishing a competitive fee is determined by identifying all providers of an identical or similar service (i.e., private sector providers, other municipalities, etc.), and setting the mid-point or lowest fee.

Value-based pricing is a pricing strategy in which the price of a product or a service is decided on the basis of perceived value or benefit it can provide to a customer. Value-based pricing is more evident in places or markets where exclusive products are offered which offer more value than generic or standard products.

Penetration pricing has the aim of attracting customers by offering lower prices on services. While many may use this technique to draw attention away from the competition, penetration pricing often results in lost revenue and higher subsidy requirements. Over time, however, an increased awareness of the service may drive revenues and help organizations differentiate themselves from others. After sufficiently penetrating a market, organizations should consider raising prices to better reflect their position within the market.

Premium pricing establishes prices higher than that of the competition. Premium pricing is often most effective in the early days of a service's life cycle, and ideal for organizations that offer unique services. Because customers need to perceive products and services as being worth a higher price tag, an organization must work hard to create a value perception.

Bundle pricing allows for the sale of multiple services for a lower rate than customers would pay if they purchased each service individually. Bundling can be an effective way of selling services that are poor performers and can also increase the value perception in the eyes of customers - essentially giving them something for a reduced rate.

Differential/Dynamic pricing follows the "law of demand" by supporting a key pricing principle: some customers are willing to pay more than others. Differential pricing is the strategy of selling the same service to different customers at different prices. Differential pricing enables organizations to "profit" from their customers' unique valuations (ex. Prime time or surge pricing).

Insights into Action: *a Quick Guide to Help you Make Decisions*

Cost Recovery Performance

Revenues for Adult Tennis are significantly lower compared to last year.

Is it due to the popularity of pickleball? Is this a longer-term trend beginning to impact programming? Are pickleball programs experiencing higher participation?

Based on answers to these questions you may decide to **capitalize** on pickleball's popularity and apply market pricing to generate additional **revenue**.

Revenue to Expense Comparison

Through the Cost of Service work it is revealed that your local youth sports group currently pays $2500/season for field use, while these fields cost in excess of $100k/year to maintain.

Can this position the organization to spend taxpayer resources on services that can have a more far-reaching impact on community "need" and "common good"?

These results give you the necessary **data** to share the math (youth sports organization receives $97,500+/year in subsidy dollars) that can **justify and defend** a necessary **fee increase**.

Activity to Service Category Comparison

Private swim lessons are recovering 30% of their costs, however, they are an activity in the Private/Specialized Activities Service Category which has a 125% Cost Recovery target.

Do the costs attributed to this activity seem correct? If yes, you will need to consider increasing the fee, so it more accurately reflects fair and just pricing or reduce the cost to provide the service.

Consider any programmatic changes (day/time/location) or other considerations to generate more interest in the activity to boost revenues? Are there other providers in the area that offer a similar type of activity to consider a partnership?

Key Prompts *for Taking Action*

Begin with these four questions:

1. What is your reaction to this data?
2. Is it what you expected?
3. What's the story you can tell as a result of seeing this data?
4. What actions will you take in response?

Review the top performers and bottom performers of the organization in the Cost-of-Service Results file.
What opportunities exist?

Look for anomalies. Is anything way off?
Was data missing or a lack of confidence in the data collected? Are there opportunities to further refine the expense assignment?

Identify services that incur an excessive amount of cost.
Do these services "deserve" to incur a high level of expense given their placement in the continuum? What type of expense is it incurring (direct service or facility, or indirect)?

What changes can you consider to better position services not meeting cost recovery goals?

- Increase fees?
- Pursue partnership opportunities to work collaboratively with other providers and reduce costs?
- Consider other cost reduction opportunities – are there operational efficiencies that can be made?
- Maximize participation to generate additional revenue?

When considering fee increases, which pricing strategies make the most sense to employ (cost recovery, market, competitive, differential, bundling, premium, etc.)?

Are there opportunities for divestment so that you can re-direct savings towards increased investment in services that meet community "needs" or other areas that require attention?

The Cost Recovery Plan project completed by Forest Grove Parks and Recreation represents a significant commitment to ensuring the long-term financial health and sustainability of the department. Through careful analysis and thoughtful planning, the department has developed a comprehensive strategy that aligns with goals and furthers work towards financial sustainability.

Thank you!

We would like to extend our thanks to the Forest Grove Parks and Recreation Department for partnering with 110%, Inc. on this important project. Your commitment to offering outstanding recreational opportunities for your community is commendable, and we feel honored to have played a role in supporting your mission. We look forward to continuing our partnership and assisting you in the future.

Sincerely,

The 110% Team

If you have any questions or need further assistance, please feel free to reach out. We look forward to continuing our great relationship in the future.

Education, Presentations, & Trainings

Financial Sustainability

Planning Initiatives

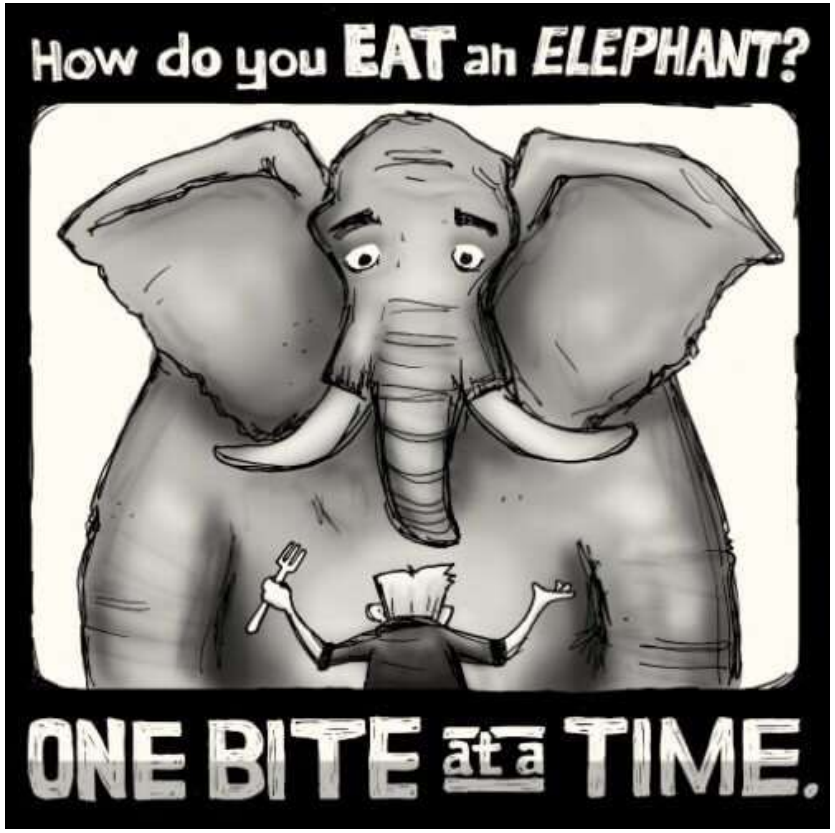
Parks & Recreation Assessment & Fee Study

Anne Lane | Parks & Recreation Director

City Council Work Session September 8, 2025

City of Forest Grove

AGENDA



VISION 2040 PLAN

FOREST GROVE FORWARD

YOUR VOICE, YOUR VISION

2040 GOAL STATEMENT:

Healthy & Active Community

2040 OUTCOME:

Increase safe and accessible recreation opportunities

2040 ACTION:

Identify and reduce barriers to participation

Increase access to recreation opportunities

CITY COUNCIL GOALS & VALUES

Adopted by City Council for 2024 and 2025

Goal:	Enhance recreation opportunities for all
Objective:	Complete the Parks & Recreation cost recovery plan
Outcomes:	Increased quality of life for a happy and healthy community
	Fiscal sustainability for maintenance and operations
	Accessible recreation opportunities for all ages and abilities

§ 34.01 ADJUSTMENT OF FEES AND CHARGES.

The intent of § 34.01 through § 34.03 is to provide the City Council with a rational process for setting fees and charges. The philosophy is to base user fees on cost-of-service so the city will be able to recover the costs associated with delivering a service to an individual or group. By recovering the cost of providing a service, the rest of the community is not subsidizing services benefitting individuals.
(Prior Code, § 2.600) (Ord. 1989-04, passed 2-13-1989)

§ 34.02 LICENSES, PERMITS, FEES, AND CHARGES.

(A) Licenses, permits, fees, and charges will be adjusted by Council resolution in July each year.
(B) Licenses, permits, fees, and charges subject to § 34.01 through § 34.03 shall be reviewed with a cost-of-service study every five years. Following completion of each cost-of-service study and its review and/or amendment by the Council, the Council shall designate by resolution the cost of all licenses, permits, fees, and charges subject to § 34.01 through § 34.03. Subsequent adjustments prior to completion of the next required cost-of-service study shall be made in accordance with § 34.03. Unless specifically exempted, all city licenses, permits, fees, and charges are subject to § 34.03.
(Prior Code, § 2.601) (Ord. 1989-04, passed 2-13-1989)

§ 34.03 BASIS FOR ANNUAL ADJUSTMENT.

(A) Adjustments to fees and charges shall be based on the Consumer Price Index (CPI) or the percentage of the general wage adjustment for city employees. Fees and charges may be adjusted by the Portland Area Consumer Price Index for all urban consumers, as compiled and published by the U.S. Department of Labor, Bureau of Labor Statistics.
(B) If the CPI is used for the annual adjustment, changes will be equal to the percentage change in the Portland Area CPI for all urban consumers in one 12-month period. The comparison month will be January of each year.
(C) Fees and charges may be adjusted by the fiscal year general wage adjustment. The amount will be equal to the percentage adjustment in wages for the same fiscal year of the fee increase.
(Prior Code, § 2.605) (Ord. 1989-04, passed 2-13-1989)

HISTORY

2023

- Consultant hired
- Fee study completed

2024

- 2 joint work sessions with Council and Commission
- Stakeholder workshop
- Partner workshop
- Draft cost recovery model
- Council work session
- Commission work session

2025

- Commission work session
- Commission recommendation
- Youth sports stakeholder meeting
- 2 Council work sessions

CHECK IN

SERVICE CATEGORIES

Service Categories

The development of categories which include services that are alike in "purpose" is important when it comes to justifiable and equitable allocation of subsidy, cost recovery levels, and assignment of budget and general ledger lines to account for a category's fiscal performance.

The benefits of this type of approach are two-fold. First, it is inefficient for the department to determine cost recovery expectations by each individual service including facility, activity, or event. Secondly, categorizing by "type of service" or "likeness of service" discourages attempts to determine fees and charges (and therefore cost recovery decisions) based upon special interests, age-based services, or individual values.

Forest Grove Parks and Recreation provides many services annually to the community. The following Service Categories represent the department's service menu and include Service Category definitions as well as example services.

Excerpt from Final Report

SERVICE CATEGORY DEFINITIONS

1. Open Access
Access to parks and park amenities where the user self-directs their activity. Open Access does not include supervision or oversight by staff and/or volunteers. *Examples: Parks, Playgrounds*

2. Community Events
Events that appeal to the broader community regardless of age, ability, skill, family composition, etc. and tend to be held on an annual basis. *Examples: Oregon Bird Man, Border Collie International, Movies in the Park, Red, White & Blue Dye Event*

3. Drop-in Activities
Self-directed activities which may or may not require registration and/or a membership. Drop-in Activities include supervision by staff and/or volunteers and may or may not require specific instruction. *Examples: Lap Swim, Public/Open Swim, Water Aerobics, Shower Use*

4. Beginner Level Skill Based Activities
Classes, clinics, workshops, leagues, and other led and/instructed activities where the primary goal is to introduce participants to a new activity so they may build new skills. *Examples: Junior Lifeguard Class, Volleyball Camp, Yoga, Youth Pickleball, Beginning Swim Lessons*

5. Education & Enrichment
Classes, clinics, workshops, and other led/or supervised activities in which the primary intent is to provide socialization, interaction, and life skills development with a focus on education and lifelong learning. *Examples: LEGO Camp, Home Alone Safety, No School Day, Camp Grove, Babysitter Training, Craft & Swim, CPR/First Aid Class*

6. Intermediate/Advanced Skill Based Activities
Classes, clinics, workshops, leagues, and other led and or instructed activities in which the primary intent is to master a skill, often in a competitive environment. *Examples: Swim Lessons Level 4-6, Stroke Improvement/Endurance Class, Lifeguard Certification, Lifeguard Instructor Class*

7. Special Events
Events designed for a target market, market niche, or a specific interest. *Examples: Kids Night Out, Eggstravaganza, Spray Park Chalk Event*

8. Rentals
Equipment, space, amenities and/or facility reservations for exclusive use by an individual or group inhibiting access by the general public. *Examples: Spray Park Rental, Pool Rental, Picnic Shelter Rental, Pool Party Room Rental, Athletic Field Rentals*

9. Personalized Services
Individualized classes, clinics, workshops, and other led or instructed activities offered in a private or semi-private setting to meet the unique needs, interests and/or skill sets of individuals or small groups. *Examples: Private Swim Lessons*

10. Food, Beverage & Merchandise Sales
Sale of merchandise and food and beverage items. *Examples: Vending Items, Concession Items, Gift Certificates*

Excerpt from Final Report

COMMON GOOD VS. EXCLUSIVE BENEFIT

Common Good Services (justification for greater subsidy investment)

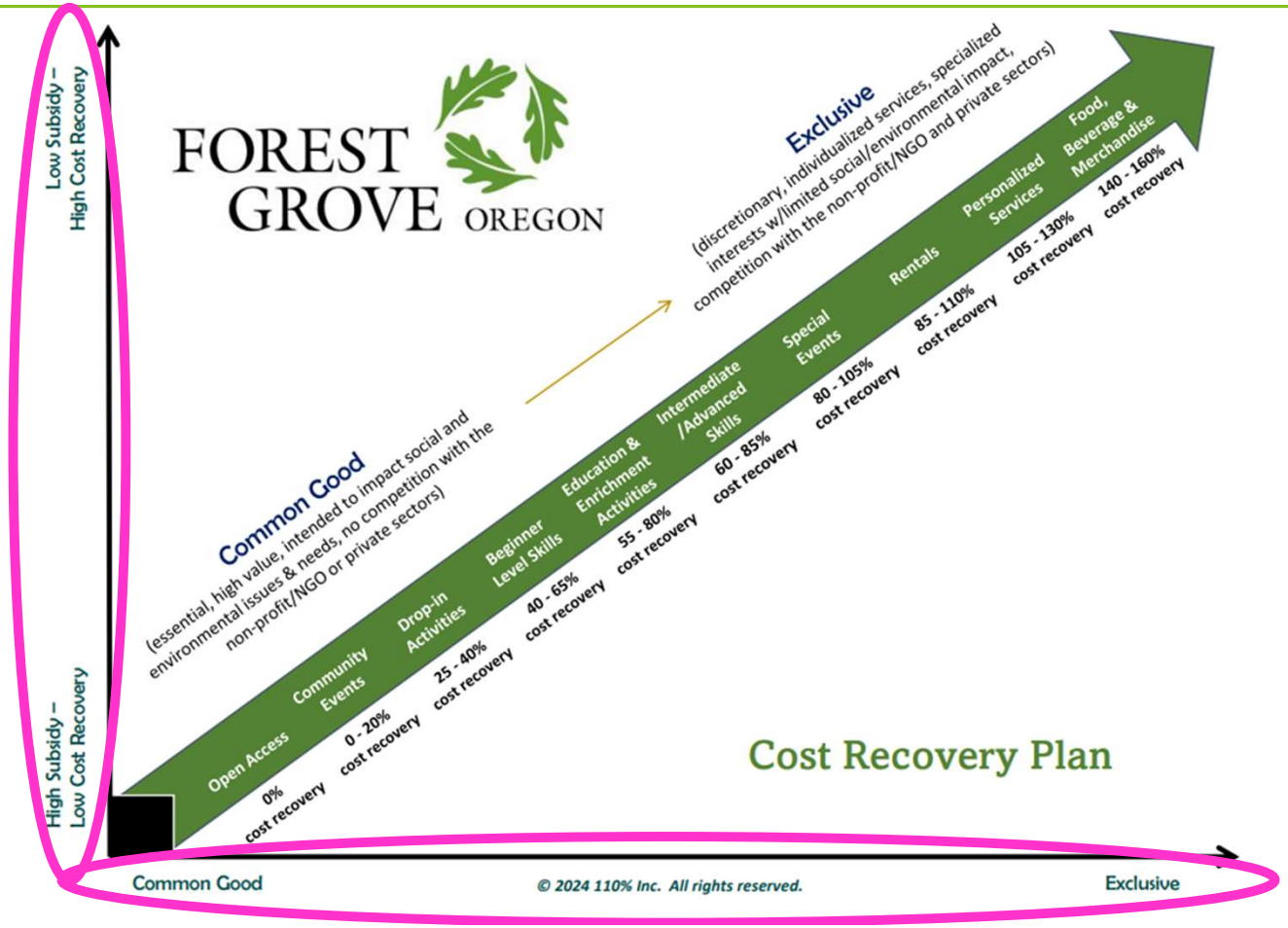
- Community building
- Provides accessibility to marginalized/under-represented populations
- Broad appeal to a wide audience
- Services contribute to greater equity, cultural awareness, and make EVERYONE in Forest Grove's life better

Exclusive Benefit Services (justification for greater cost recovery expectation)

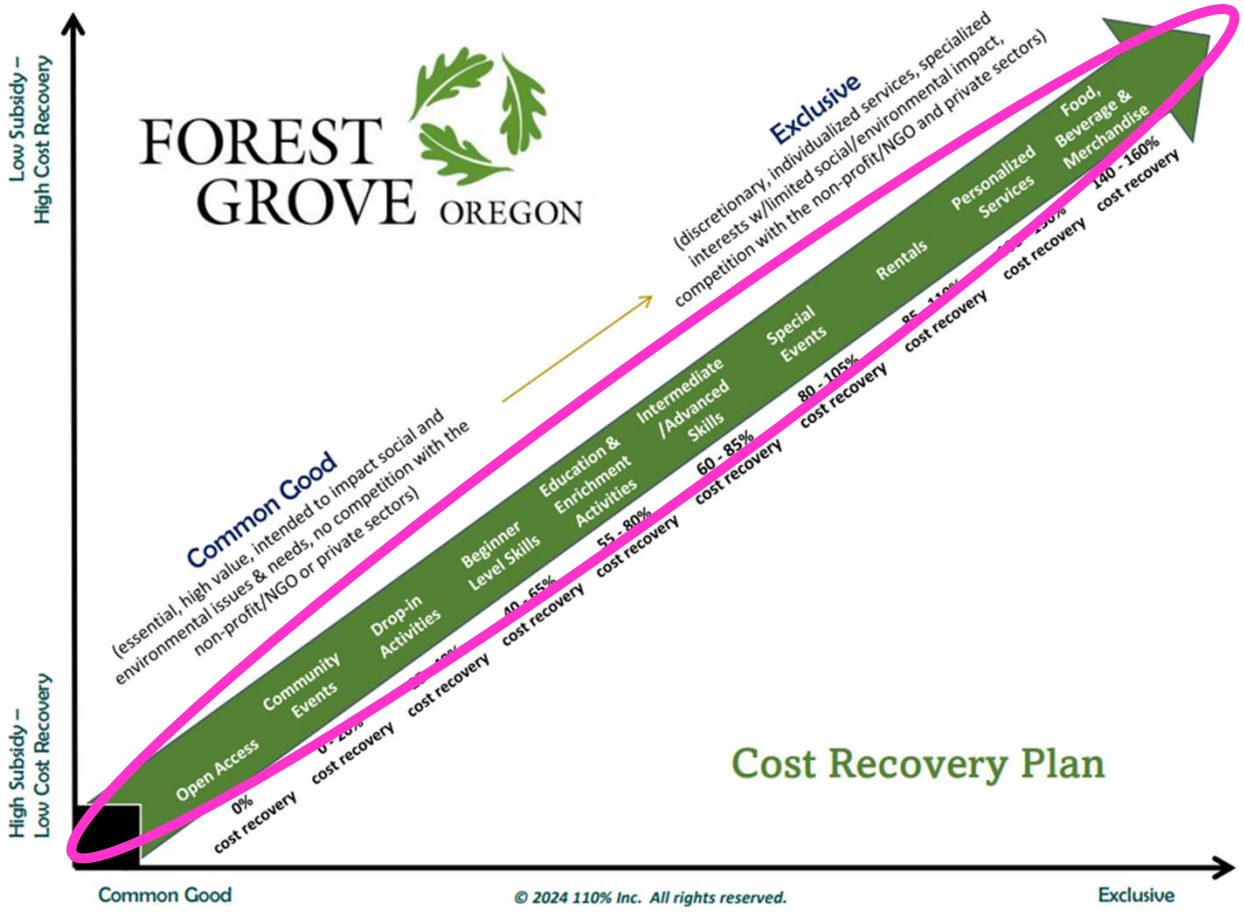
- Individualized, special interest
- Requires higher competency/ability level to participate
- Specialized activities
- Individualized services are often accessible outside of the Forest Grove parks and recreation system

Excerpt from Final Report

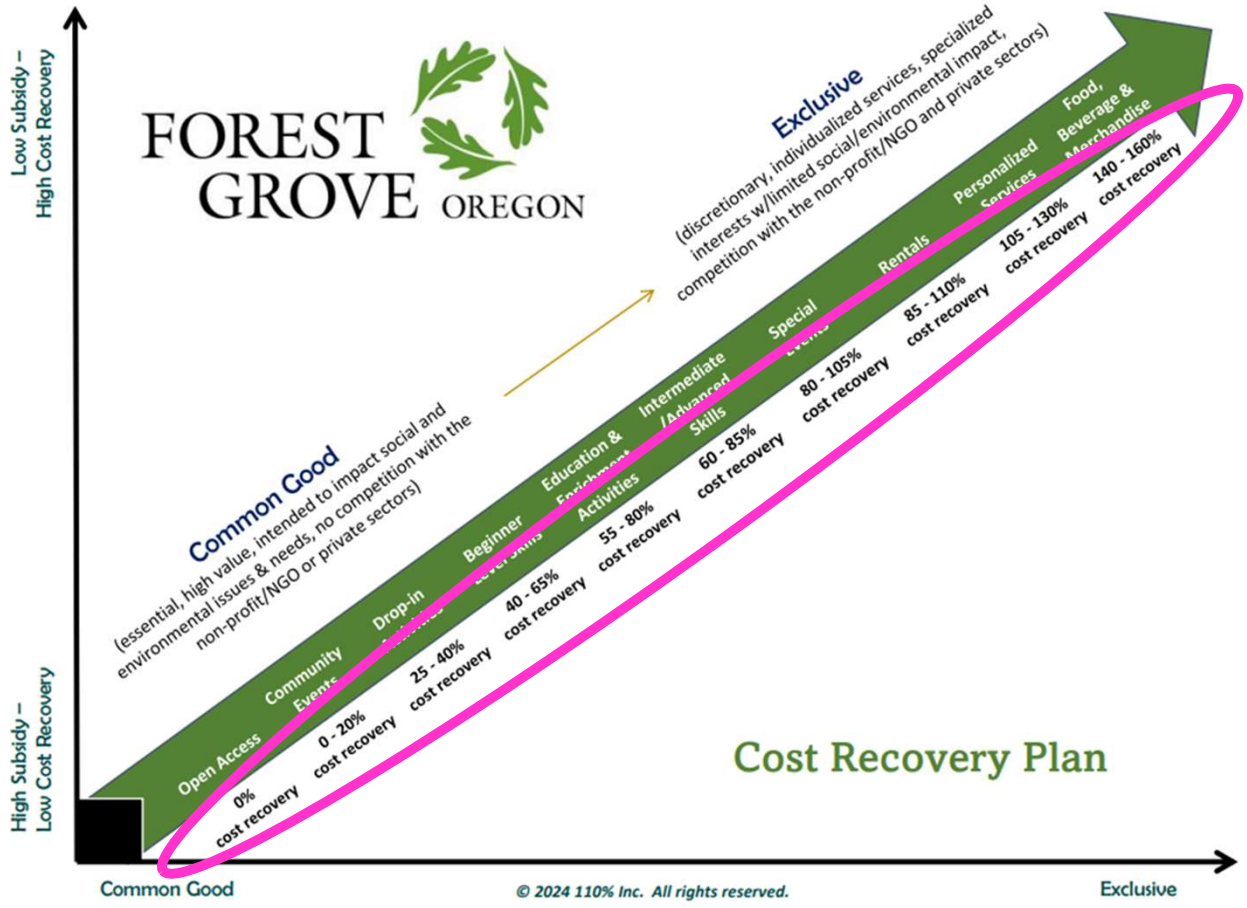
COMMON GOOD VS. EXCLUSIVE BENEFIT



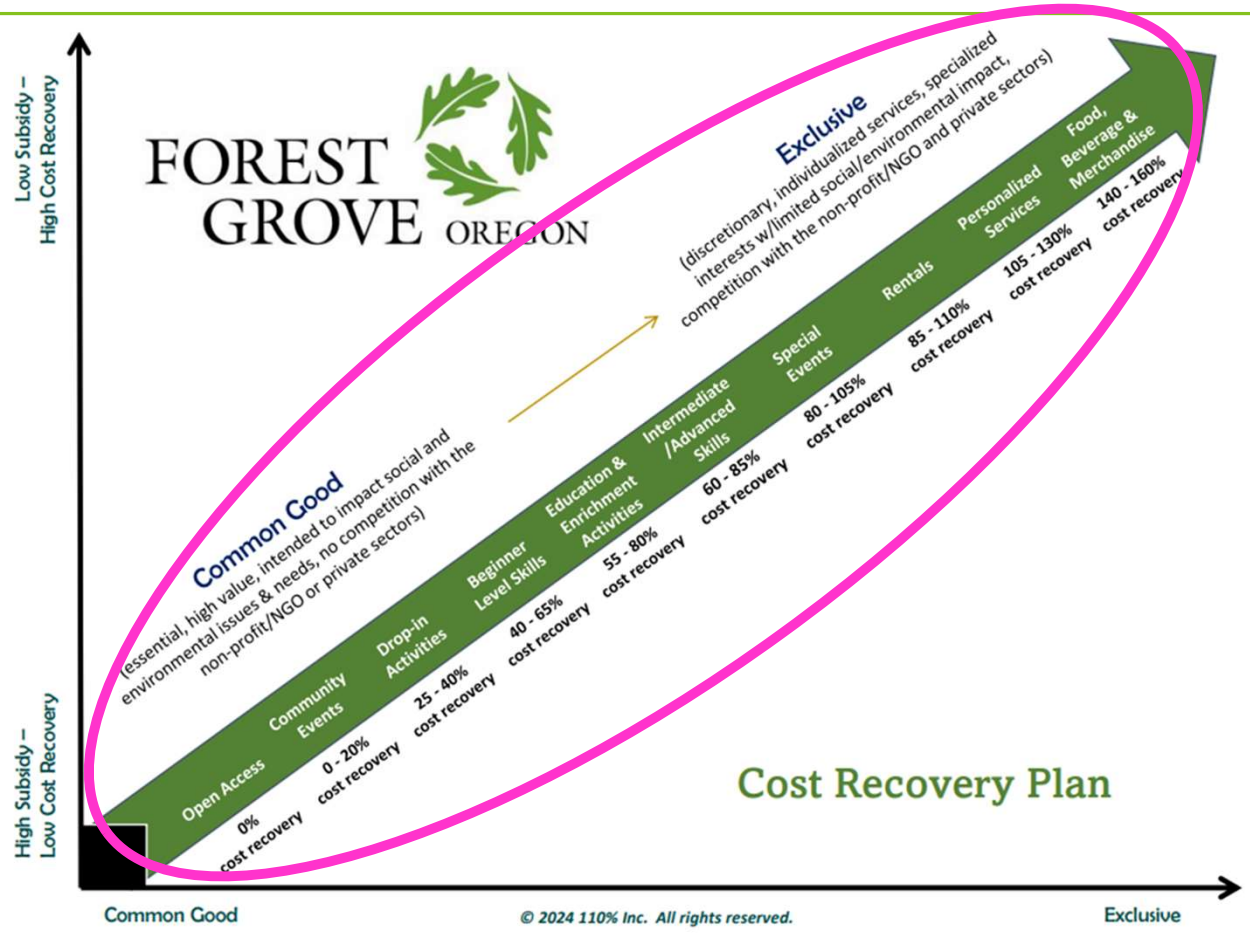
COST RECOVERY CONTINUUM



COST RECOVERY CONTINUUM



COST RECOVERY CONTINUUM



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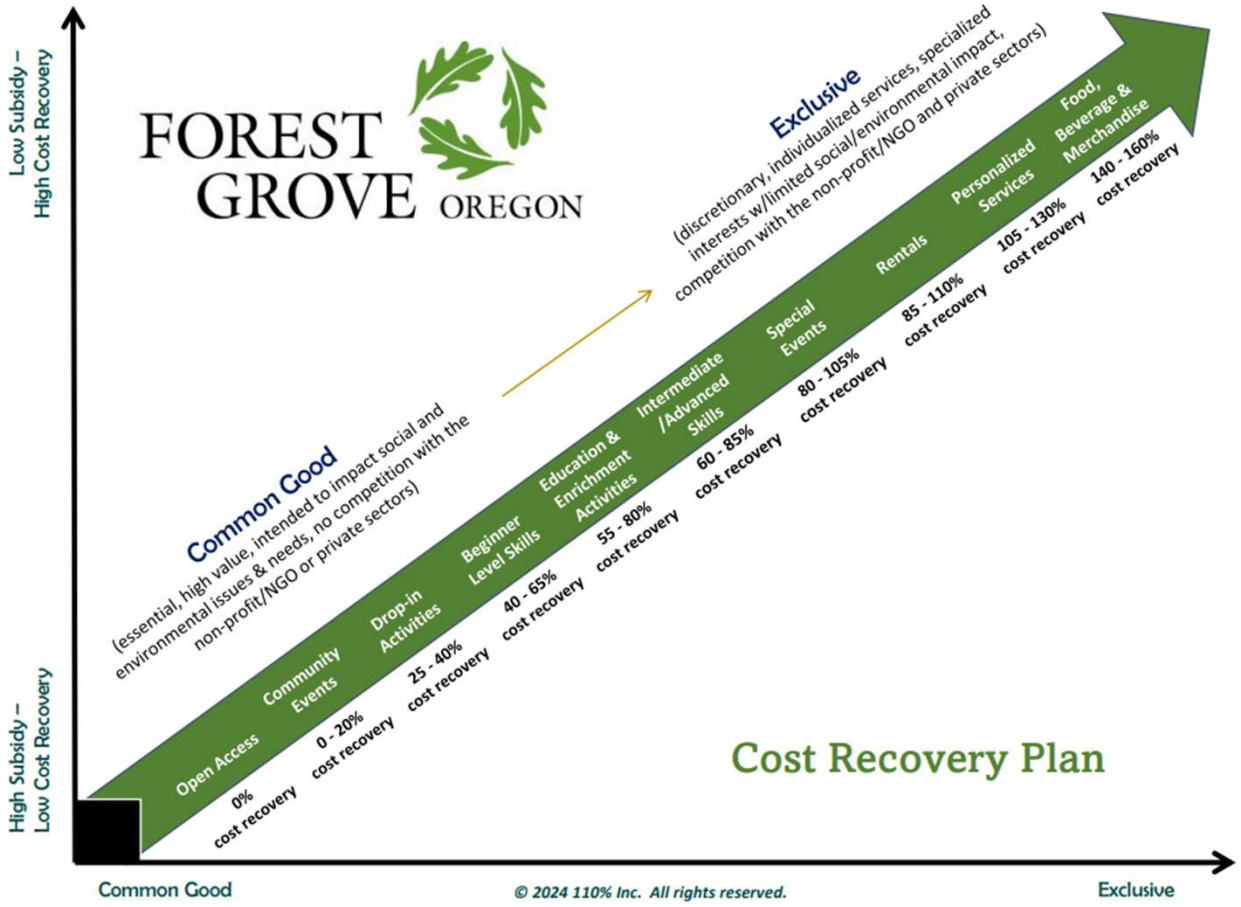
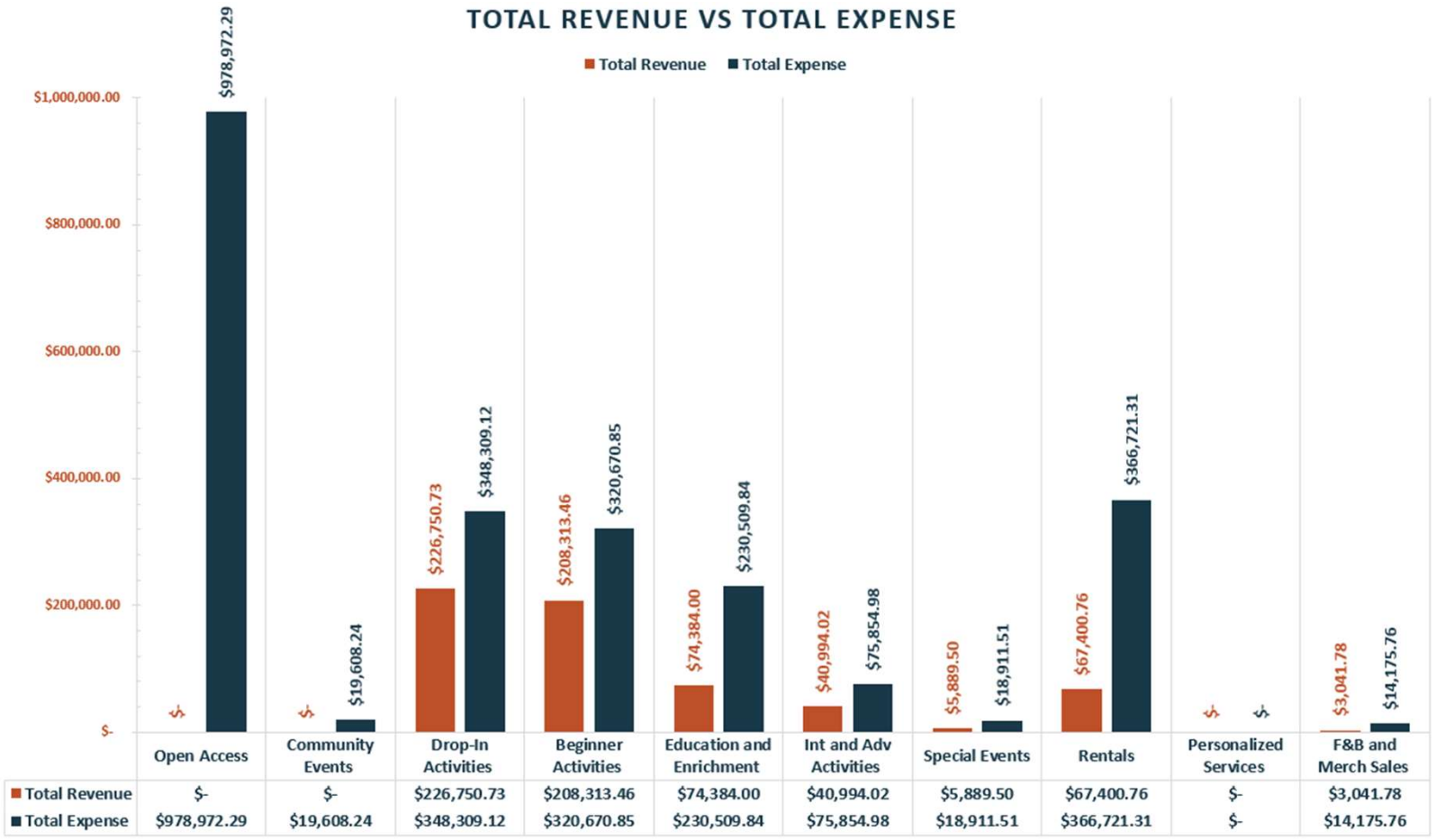
COST RECOVERY PLAN



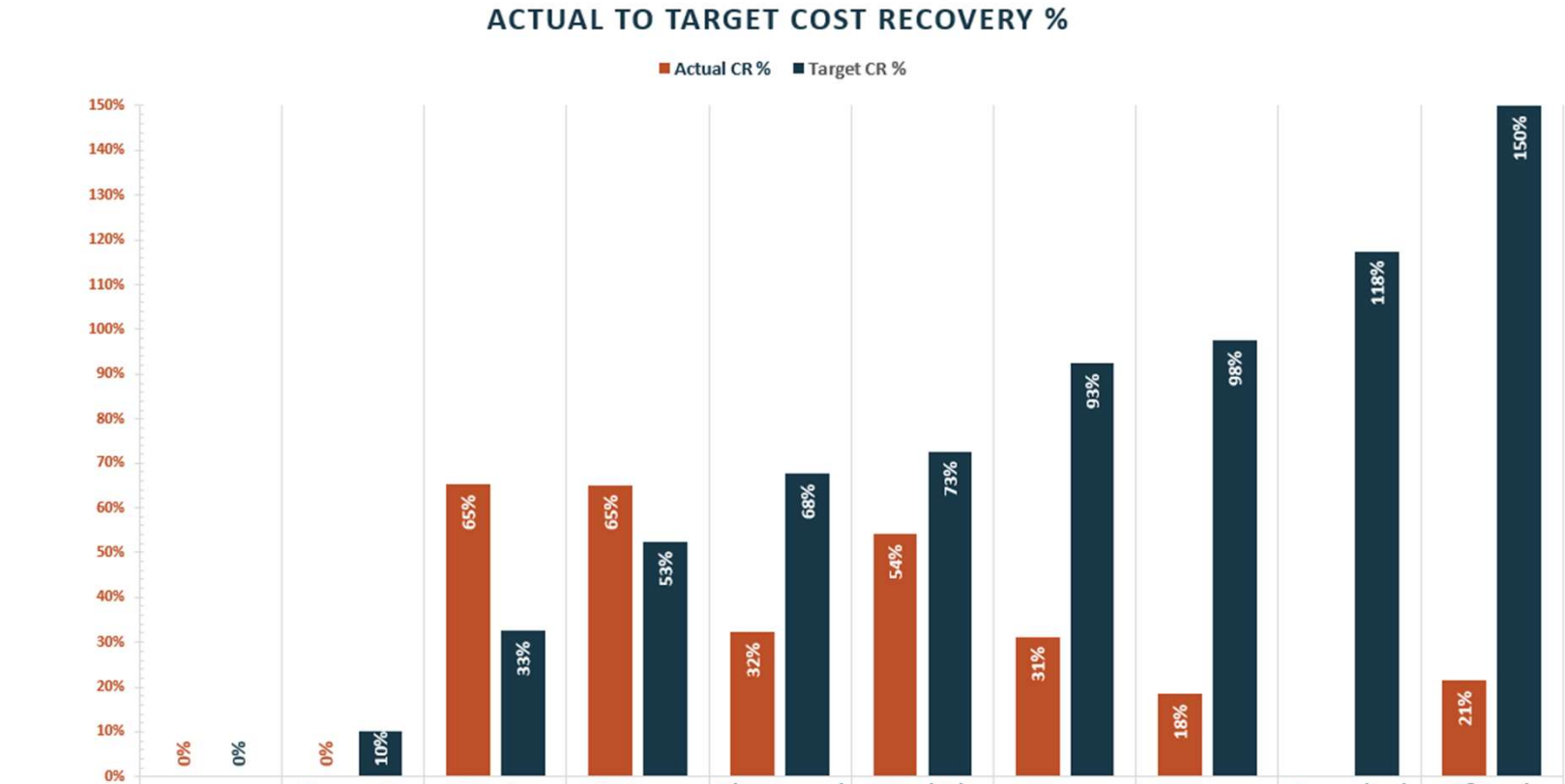
CHECK IN

FISCAL YEAR 2023-24



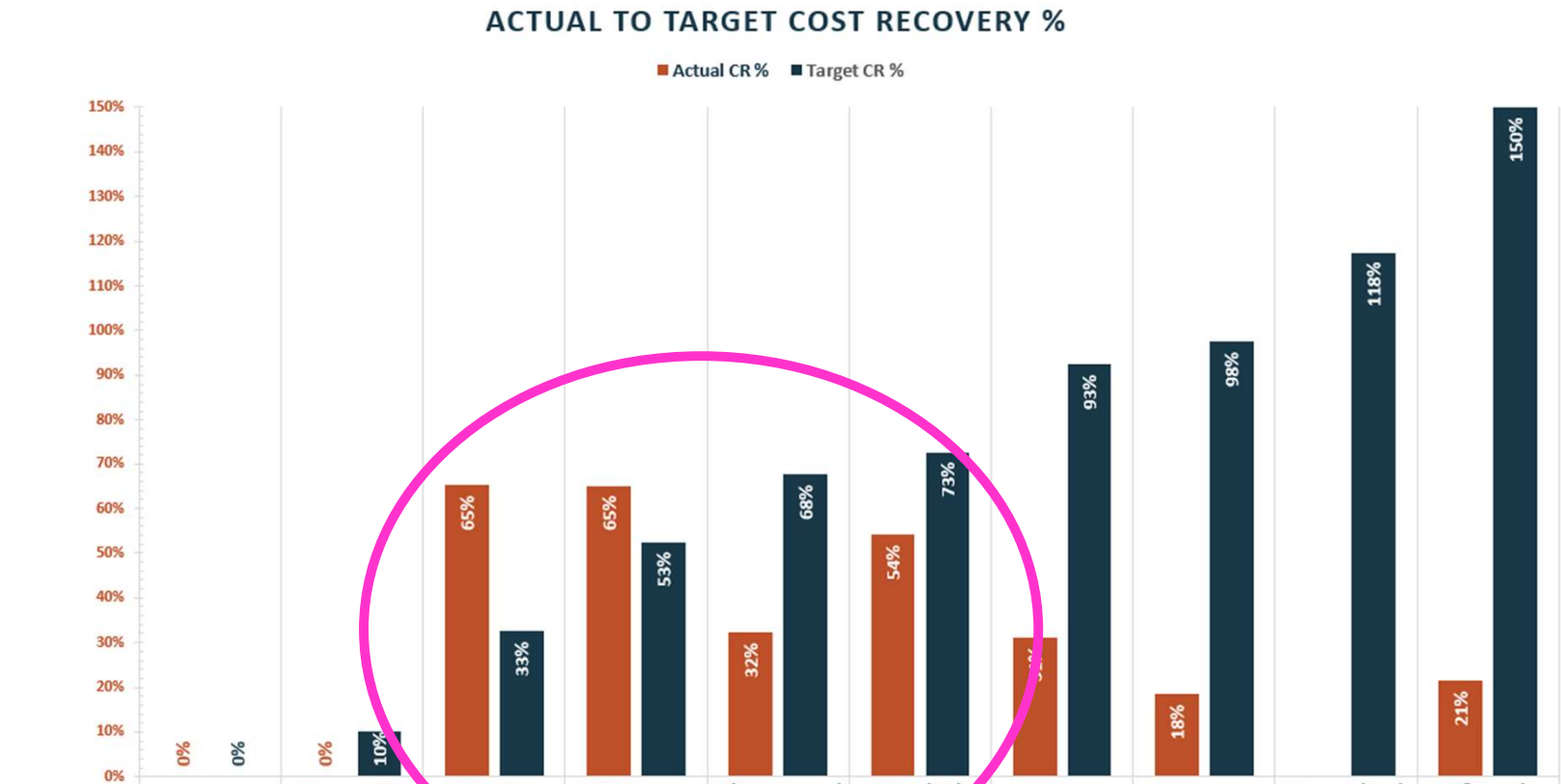
	Open Access	Community Events	Drop-In Activities	Beginner Activities	Education and Enrichment	Int and Adv Activities	Special Events	Rentals	Personalized Services	F&B and Merch Sales
Total Revenue	$-	$-	$226,750.73	$208,313.46	$74,384.00	$40,994.02	$5,889.50	$67,400.76	$-	$3,041.78
Total Expense	$978,972.29	$19,608.24	$348,309.12	$320,670.85	$230,509.84	$75,854.98	$18,911.51	$366,721.31	$-	$14,175.76

FISCAL YEAR 2023-24



	Open Access	Community Events	Drop-In Activities	Beginner Activities	Education and Enrichment	Int and Adv Activities	Special Events	Rentals	Personalized Services	F&B and Merch Sales
Actual CR %	0%	0%	65%	65%	32%	54%	31%	18%	0%	21%
Target CR %	0%	10%	33%	53%	68%	73%	93%	98%	118%	150%

FISCAL YEAR 2023-24



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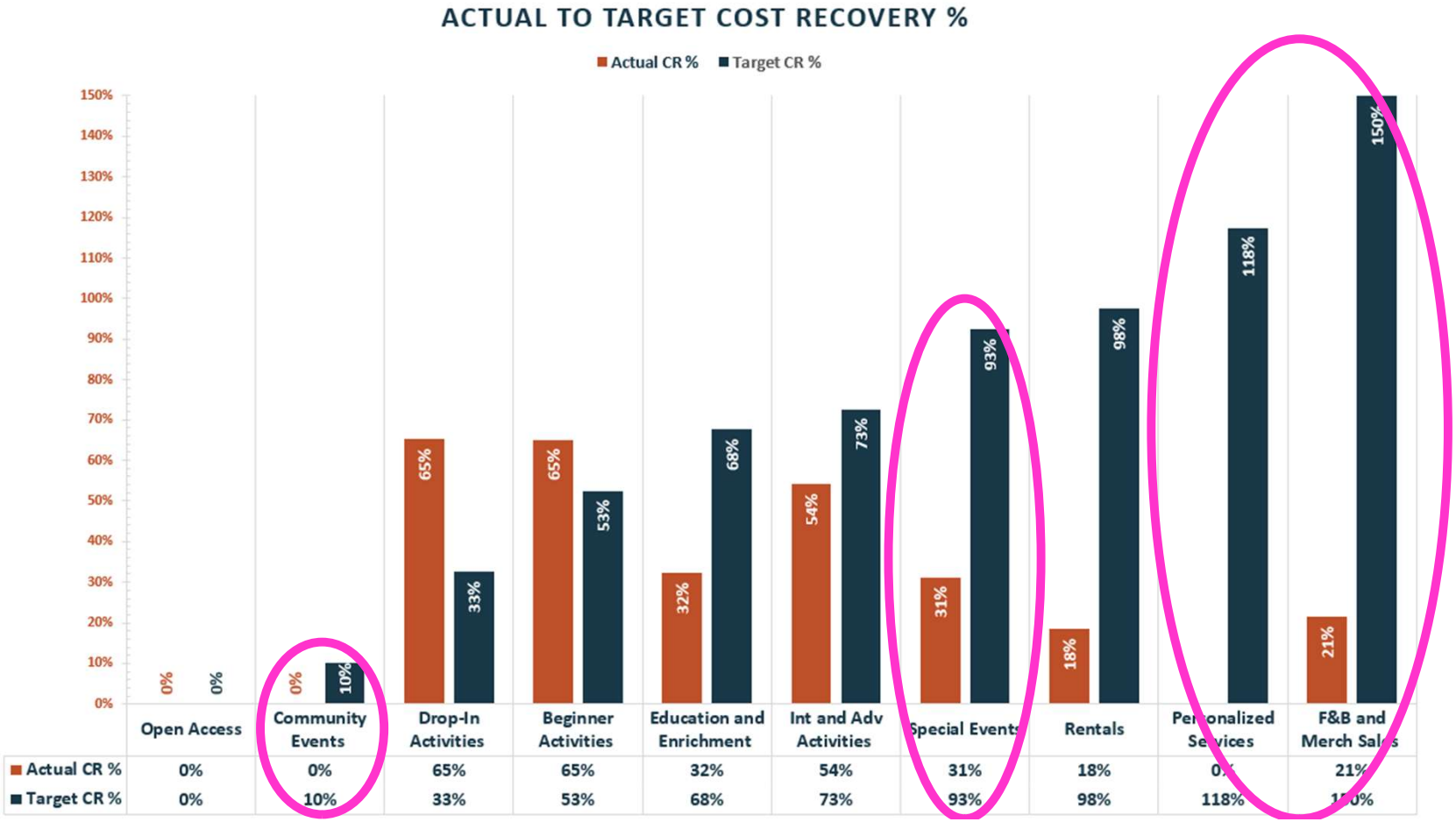
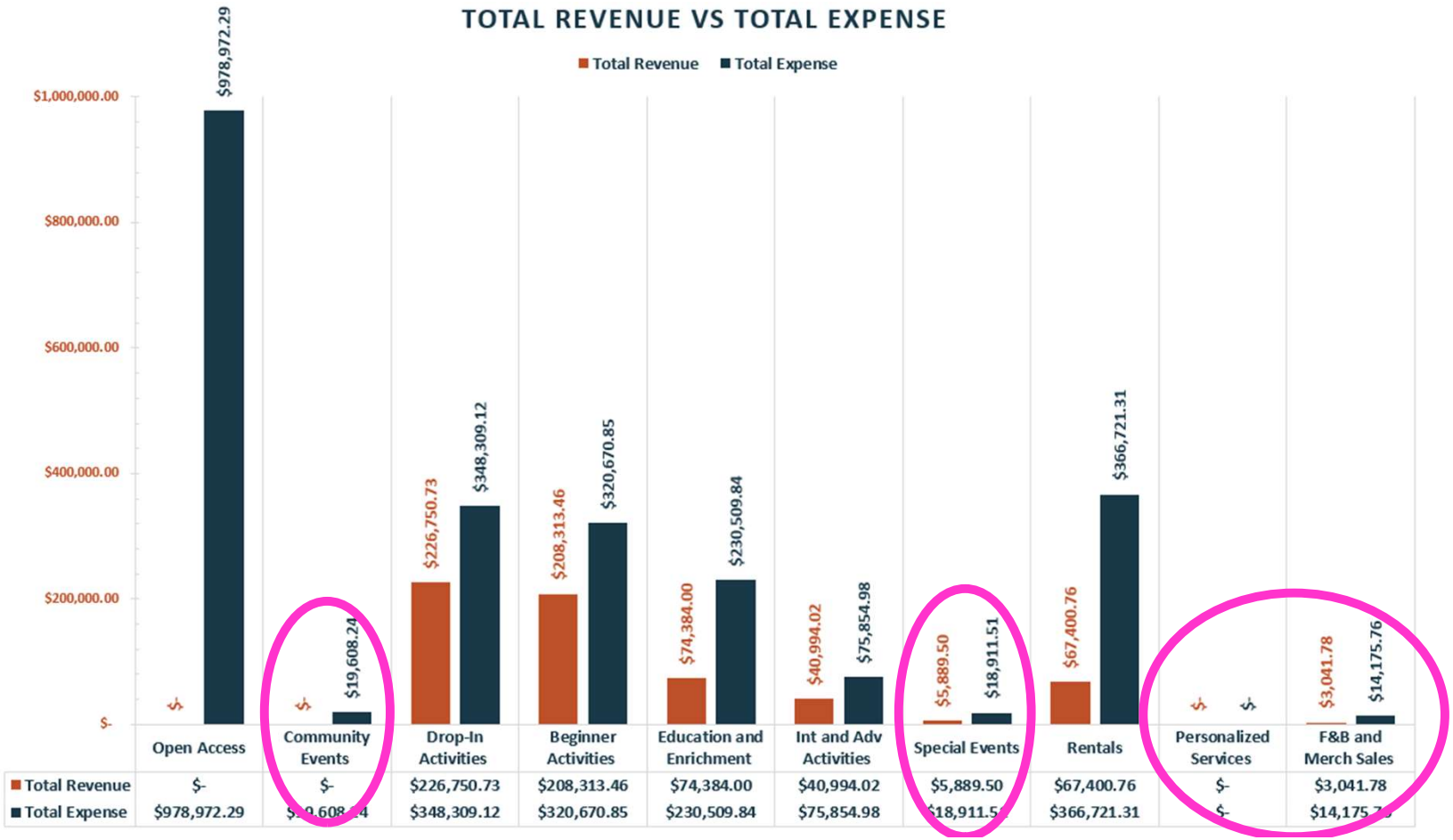


FISCAL YEAR 2023-24



CHECK IN

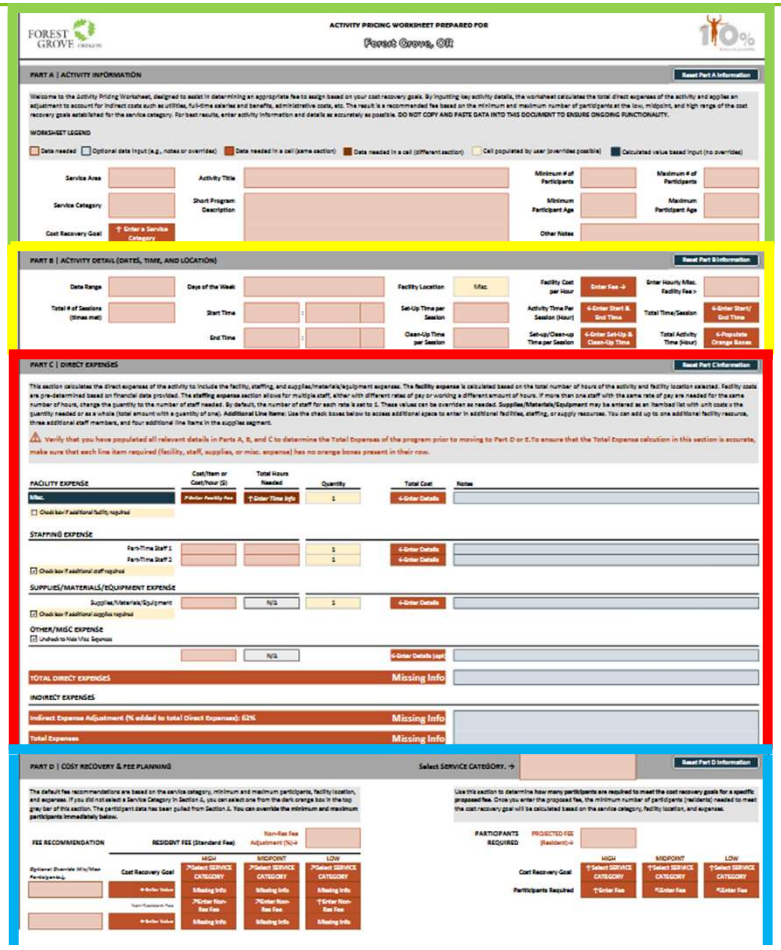
WORKSHEET

PART A — Activity Information

PART B — Activity Details

PART C — Direct Expenses

PART D — Cost Recovery & Fee Planning



WORKSHEET

PART A — Activity Information

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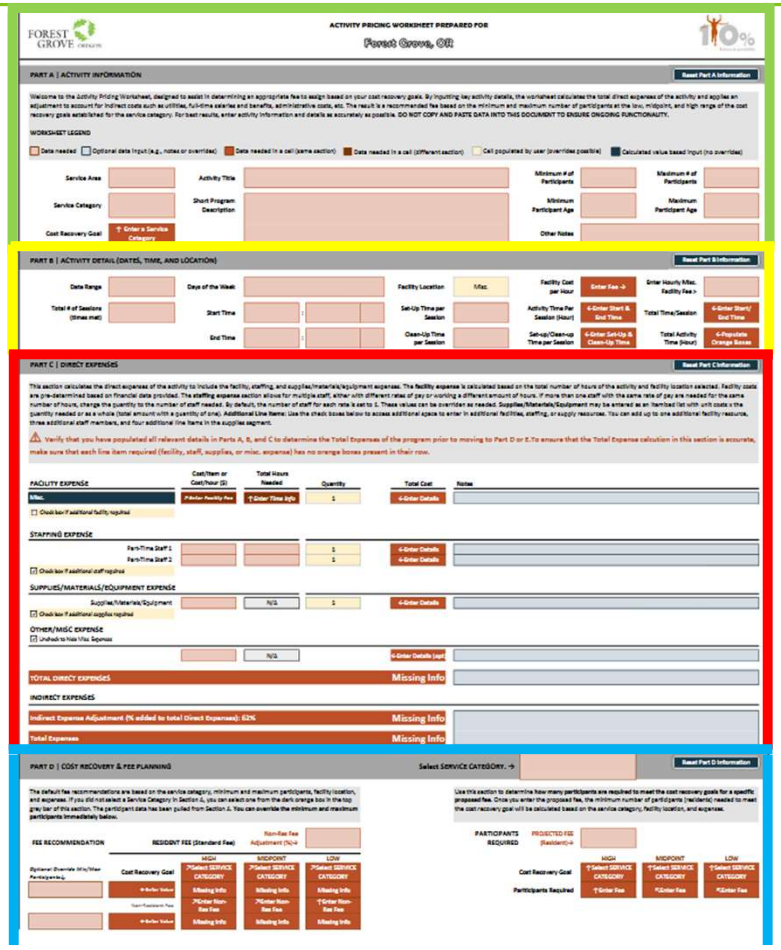
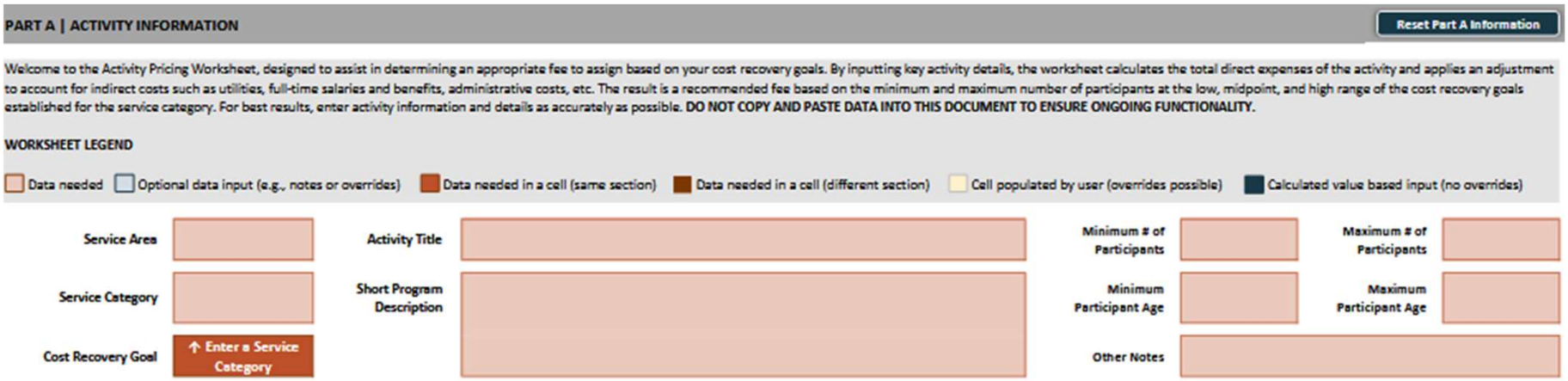


WORKSHEET: PART A



PART A | ACTIVITY INFORMATION — Reset Part A Information

Welcome to the Activity Pricing Worksheet, designed to assist in determining an appropriate fee to assign based on your cost recovery goals. By inputting key activity details, the worksheet calculates the total direct expenses of the activity and applies an adjustment to account for indirect costs such as utilities, full-time salaries and benefits, administrative costs, etc. The result is a recommended fee based on the minimum and maximum number of participants at the low, midpoint, and high range of the cost recovery goals established for the service category. For best results, enter activity information and details as accurately as possible. **DO NOT COPY AND PASTE DATA INTO THIS DOCUMENT TO ENSURE ONGOING FUNCTIONALITY.**

WORKSHEET LEGEND

Data needed | Optional data input (e.g., notes or overrides) | Data needed in a cell (same section) | Data needed in a cell (different section) | Cell populated by user (overrides possible) | Calculated value based input (no overrides)

Service Area		Activity Title		Minimum # of Participants		Maximum # of Participants	
Service Category		Short Program Description		Minimum Participant Age		Maximum Participant Age	
Cost Recovery Goal	↑ Enter a Service Category			Other Notes			

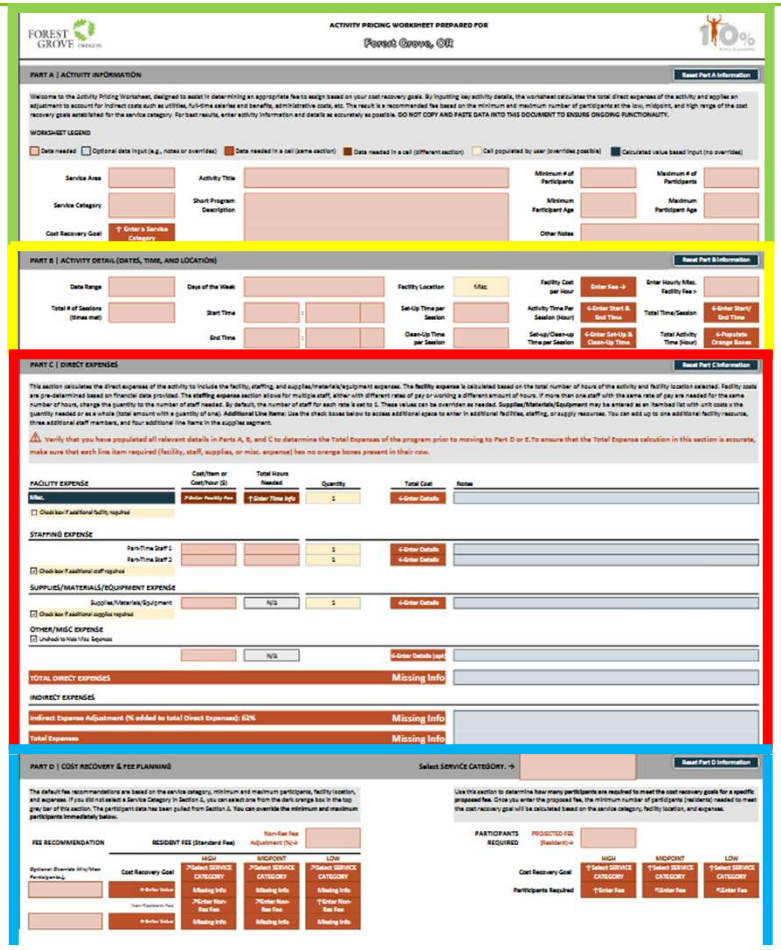
WORKSHEET

PART A — Activity Information

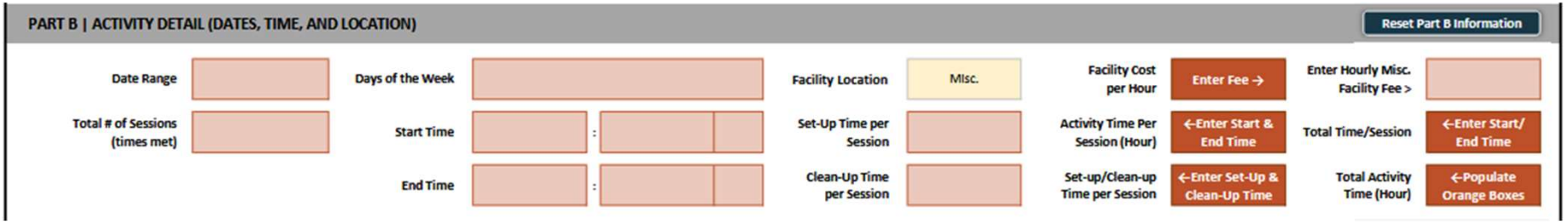
PART B — Activity Details

PART C — Direct Expenses

PART D — Cost Recovery & Fee Planning



WORKSHEET: PART B



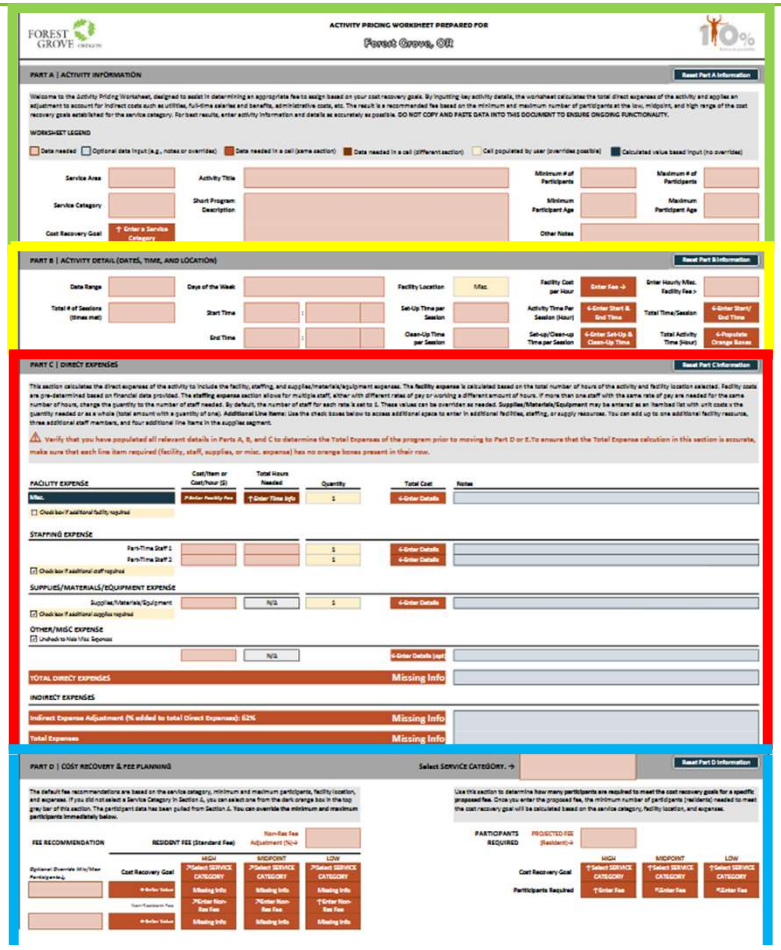
WORKSHEET

PART A

PART B

PART C

PART D



Activity Information

Activity Details

Direct Expenses

Cost Recovery & Fee Planning

WORKSHEET: PART C

PART C | DIRECT EXPENSES — Reset Part C Information

This section calculates the direct expenses of the activity to include the facility, staffing, and supplies/materials/equipment expenses. The **facility expense** is calculated based on the total number of hours of the activity and facility location selected. Facility costs are pre-determined based on financial data provided. The **staffing expense** section allows for multiple staff, either with different rates of pay or working a different amount of hours. If more than one staff with the same rate of pay are needed for the same number of hours, change the quantity to the number of staff needed. By default, the number of staff for each rate is set to 1. These values can be overriden as needed. **Supplies/Materials/Equipment** may be entered as an itemized list with unit costs x the quantity needed or as a whole (total amount with a quantity of one). **Additional Line items**: Use the check boxes below to access additional space to enter in additional facilities, staffing, or supply resources. You can add up to one additional facility resource, three additional staff members, and four additional line items in the supplies segment.

⚠ Verify that you have populated all relevant details in Parts A, B, and C to determine the Total Expenses of the program prior to moving to Part D or E.To ensure that the Total Expense calcution in this section is accurate, make sure that each line item required (facility, staff, supplies, or misc. expense) has no orange boxes present in their row.

FACILITY EXPENSE	Cost/item or Cost/hour ($)	Total Hours Needed	Quantity	Total Cost	Notes
Misc.	↗Enter Facility Fee	↑Enter Time Info	1	←Enter Details	
☐ Check box if additional facility required					
STAFFING EXPENSE					
Part-Time Staff 1			1	←Enter Details	
Part-Time Staff 2			1	←Enter Details	
☑ Check box if additional staff required					
SUPPLIES/MATERIALS/EQUIPMENT EXPENSE					
Supplies/Materials/Equipment		N/A	1	←Enter Details	
☑ Check box if additional supplies required					
OTHER/MISC EXPENSE					
☑ Uncheck to hide Misc. Expenses					
		N/A		←Enter Details (opt)	
TOTAL DIRECT EXPENSES				Missing Info	
INDIRECT EXPENSES					
Indirect Expense Adjustment (% added to total Direct Expenses): 62%				Missing Info	
Total Expenses				Missing Info	

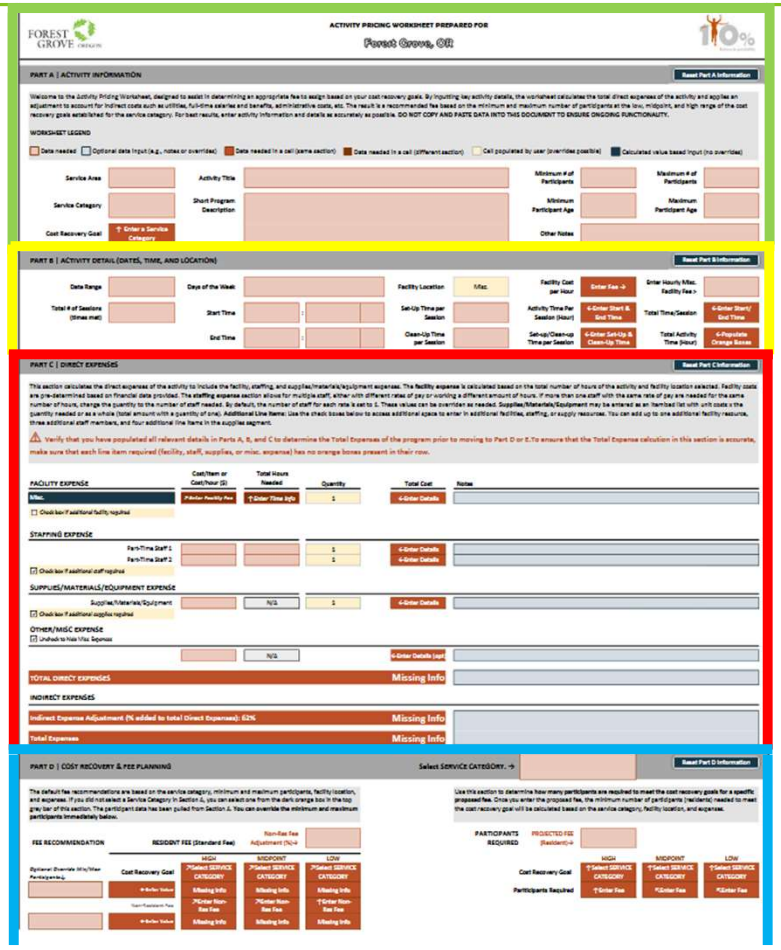
WORKSHEET

PART A — Activity Information

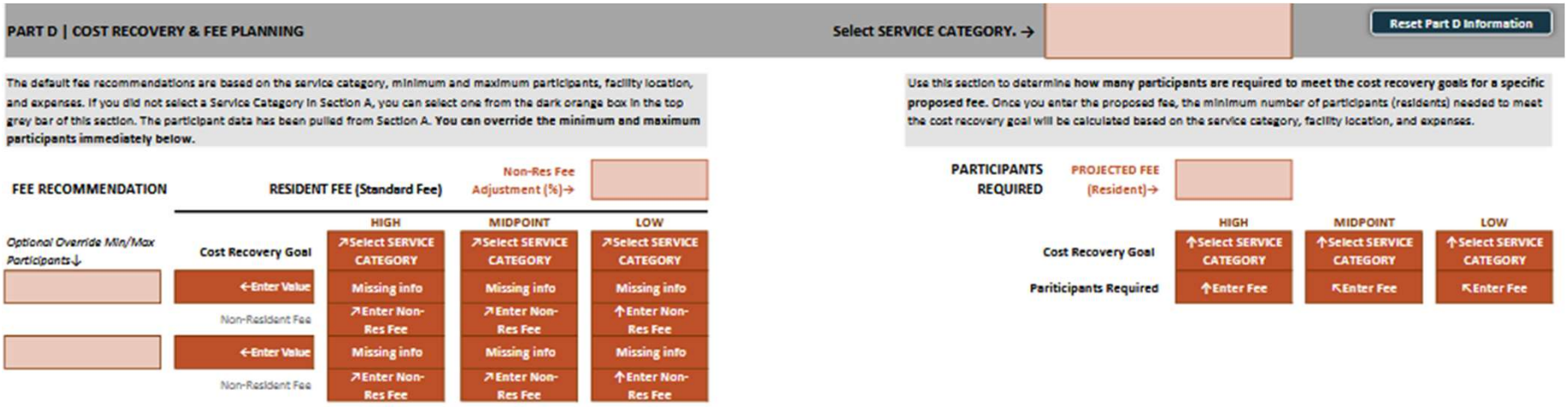
PART B — Activity Details

PART C — Direct Expenses

PART D — Cost Recovery & Fee Planning



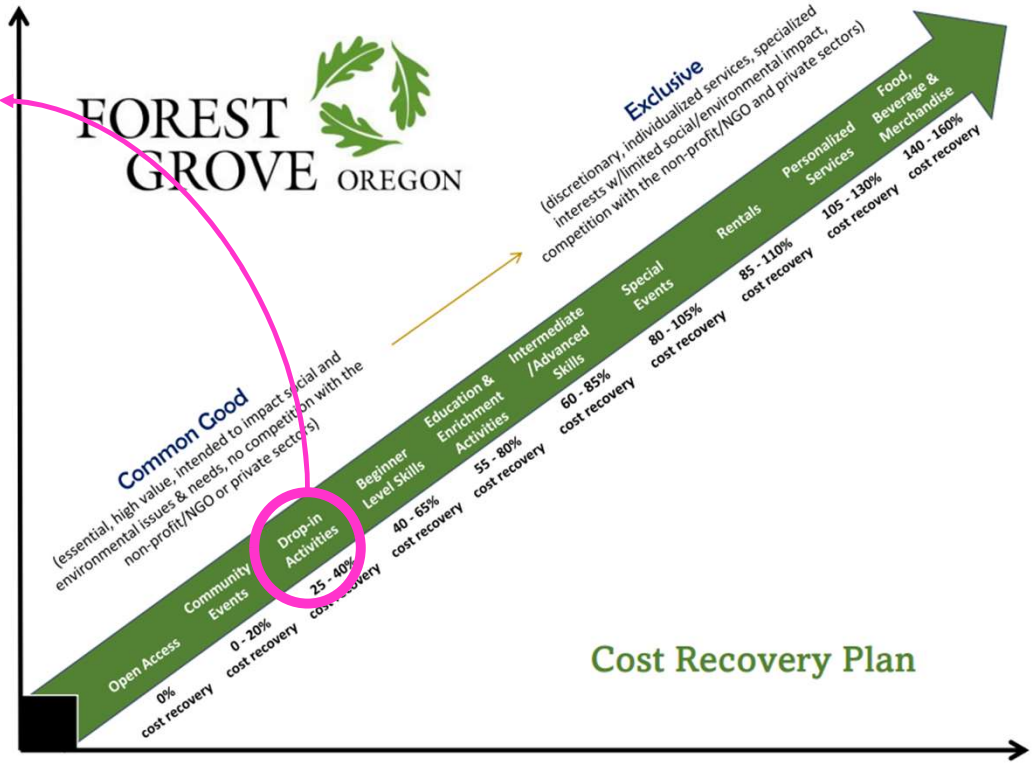
WORKSHEET: PART D



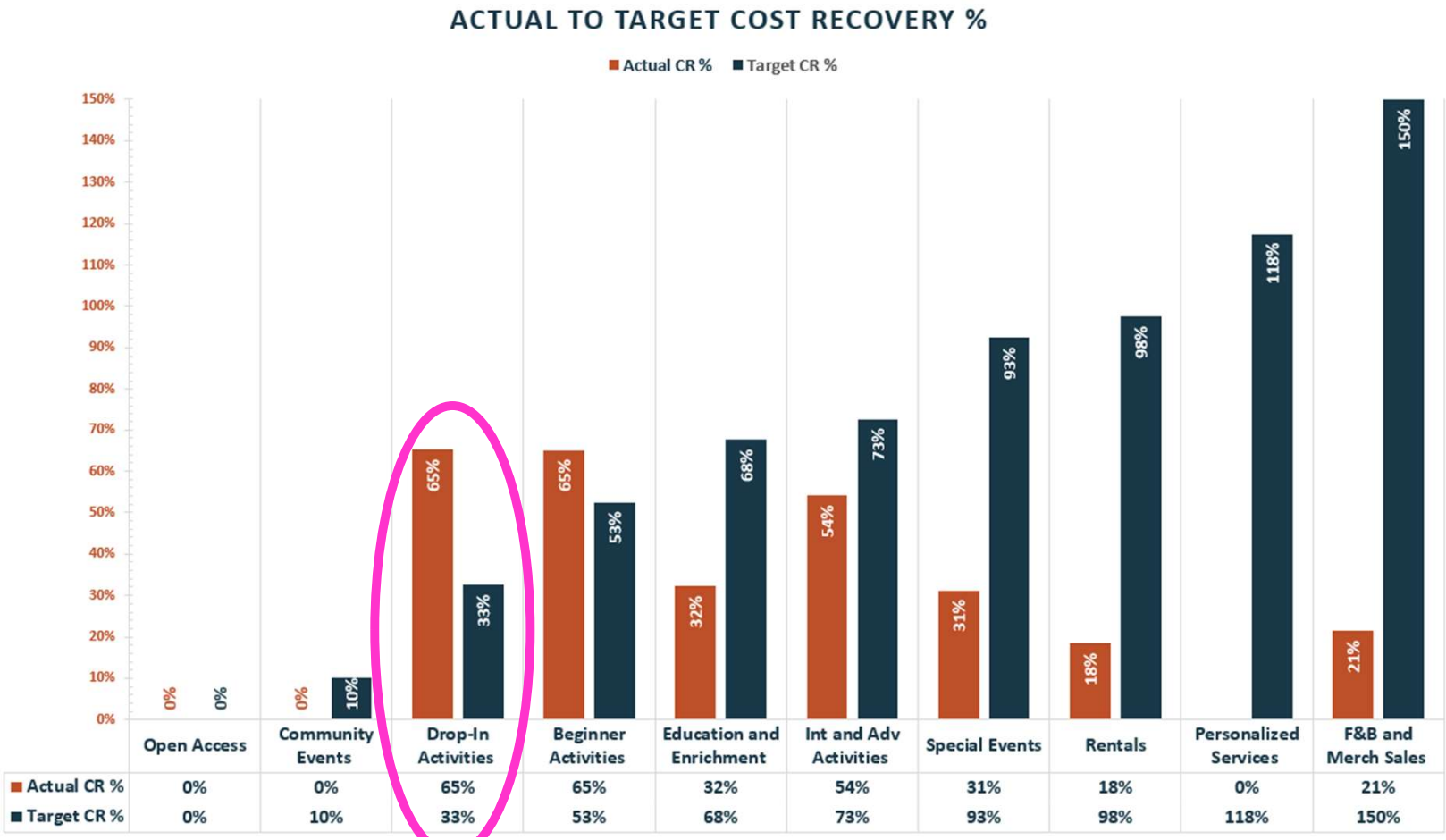
CHECK IN

FEE SCHEDULE & CONTINUUM

PARKS AND RECREATION		ADOPTED FEES JULY 2025	
Public and Fitness Swim		*In-City*	*Out-of-City*
Under 2 Years		$0.00	$0.00
2-17 Years		$5.50	$7.25
18-64 Years		$7.75	$10.00
Senior/Disabled/Veteran*		$5.50	$7.25
Family**		$17.00	$22.00
Drop-in Aerobic Fee		$10.25	$13.25
Pool Rental (per hour)			
1-60 People		$177.50	$230.75
61-100 People		$207.25	$269.50
101-200 People		$247.50	$321.75
ASPU - Pacific University (per month)		$1,735.50	
Classroom Rental (per hour)		$32.50	
Lifeguard (per hour)		$32.50	
Aquatic Center Membership			
	Family**	$636.25	$827.25
Annual	Individual	$321.25	$417.75
	Senior / Disabled / Veteran*	$195.25	$253.75
	Family**	$504.75	$656.25
9 Month	Individual	$255.25	$331.75
	Senior / Disabled / Veteran*	$154.75	$201.25
	Family**	$355.25	$461.75
6 Month	Individual	$179.50	$233.25
	Senior / Disabled / Veteran*	$109.25	$142.00
	Family**	$187.25	$243.50
3 Month	Individual	$94.50	$122.75
	Senior / Disabled / Veteran*	$57.50	$74.75
Parks Facility Rentals			
Park Shelter	Rental (per 2 hours)	$63.75	$83.00
Spray Park	Rental (per 2 hours)	$174.50	$226.75
Lincoln Park Stadium and Turf Field	Lights (per hour)	$61.25	$61.25
Bond Field	Lights (per hour)	$61.25	$61.25
Sherman Field	Lights (per hour)	$31.00	$31.00
Lincoln Park Practice Soccer Field	Lights (per hour)	$31.00	$31.00
Thatcher Park Soccer Field	Lights (per hour)	$61.25	$61.25
Thatcher Park Softball Field #1	Lights (per hour)	$31.00	$31.00
Thatcher Park Softball Field #2	Lights (per hour)	$31.00	$31.00
Recreation Programs***	Prices initially set under the authority of Parks and Recreation Director and subject to final approval by City Manager		



FISCAL YEAR 2023-24



	Open Access	Community Events	Drop-In Activities	Beginner Activities	Education and Enrichment	Int and Adv Activities	Special Events	Rentals	Personalized Services	F&B and Merch Sales
Actual CR %	0%	0%	65%	65%	32%	54%	31%	18%	0%	21%
Target CR %	0%	10%	33%	53%	68%	73%	93%	98%	118%	150%

FEE SCHEDULE & CONTINUUM

PARKS AND RECREATION		ADOPTED FEES JULY 2025	
Public and Fitness Swim		*In-City*	*Out-of-City*
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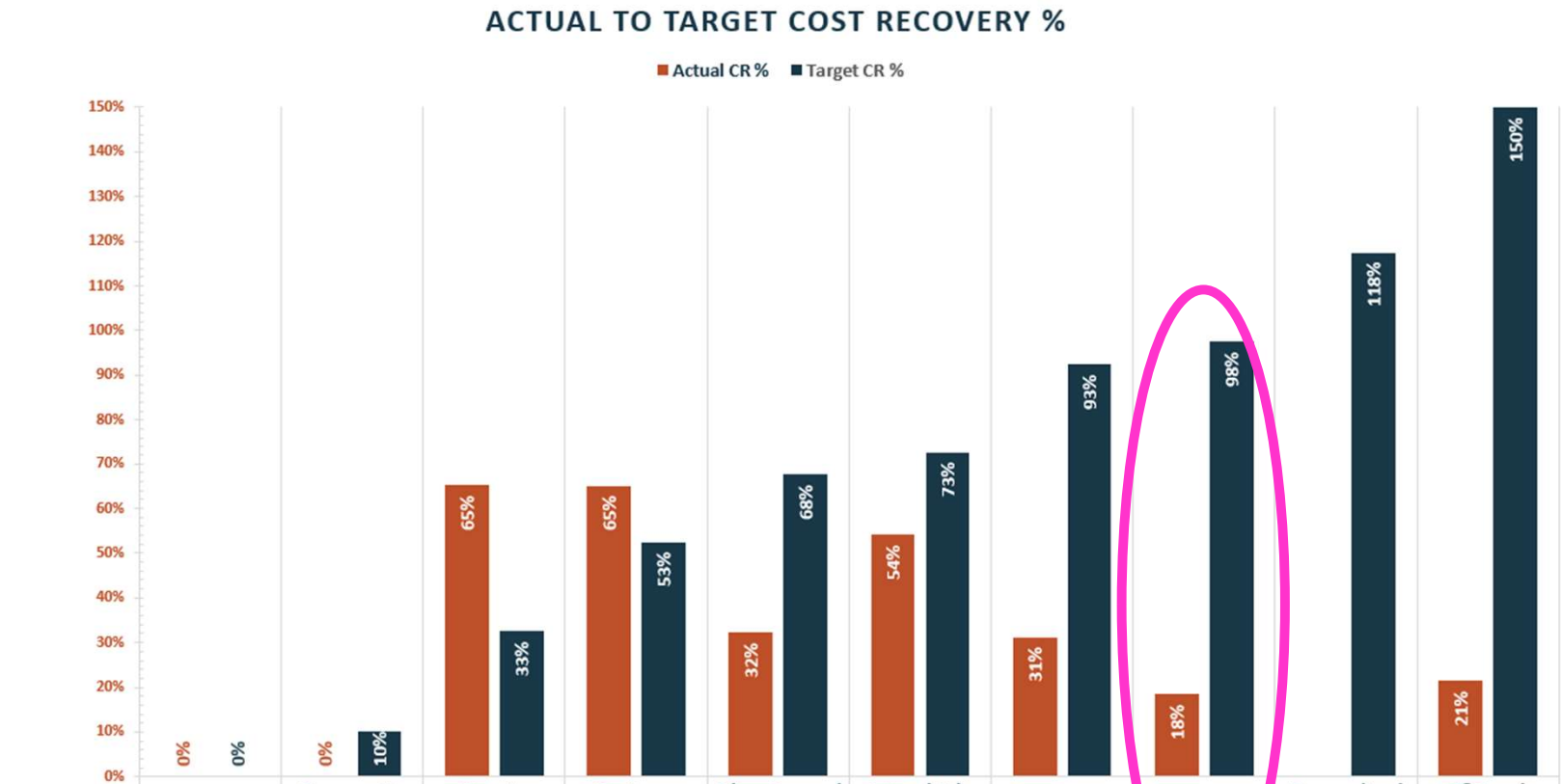
FISCAL YEAR 2023-24



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Actual CR %	0%	0%	65%	65%	32%	54%	31%	18%	0%	21%
Target CR %	0%	10%	33%	53%	68%	73%	93%	98%	118%	150%

CHECK IN

DIRECTION

8. Rentals
Equipment, space, amenities and/or facility reservations for exclusive use by an individual or group inhibiting access by the general public.
Examples: Spray Park Rental, Pool Rental, Picnic Shelter Rental, Pool Party Room Rental, Athletic Field Rentals

Bring back options...

Option 1: No change to current continuum model. Manage reoccurring rentals outside of continuum under individual agreements.

Option 2: Refine definition of “Rentals” as one time occurrence. Add “Reoccurring Rentals” category near “Common Good” end of continuum and assign a lower cost recovery target.

Option 3: Add “Non-Profit Rentals” category to current continuum model near “Common Good” end of continuum and assign a lower cost recovery target.

EXPLORE OPTION #1

No change to current continuum model. Manage reoccurring rentals outside of continuum under individual agreements.

Things to consider:

- Staff time to manage reoccurring individual rental agreements
- Creating a system for individual rental agreements
- If a fee will be assessed, how is it determined and how much
- Reservation parameters

EXPLORE OPTION #2

Refine definition of “Rentals” as one time occurrence. Add “Reoccurring Rentals” category near “Common Good” end of continuum and assign a lower cost recovery target.

Things to consider:

- Cost recovery range for the new category
- Definition of “Reoccurring Rentals” and refined definition of “Rentals”
- Creating a system for reoccurring rentals
- If a fee will be assessed, how is it determined and how much
- Reservation parameters

EXPLORE OPTION #3

Add “Non-Profit Rentals” category to current continuum model near “Common Good” end of continuum and assign a lower cost recovery target.

Things to consider:

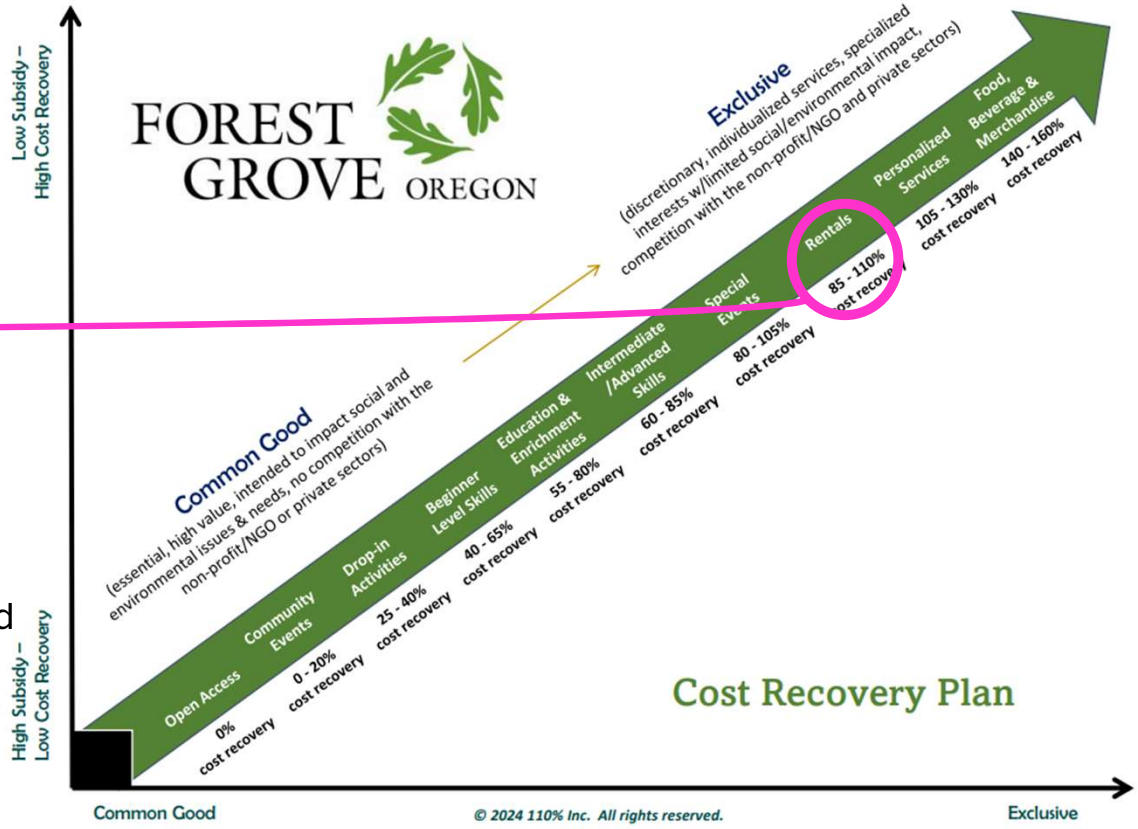
- Cost recovery range for the new category
- Definition of “Non-Profit Rentals”
- Verification of non-profit status added to reservation process

HOW MUCH DOES IT COST? EXAMPLE

Location	Expense Per Hour
Reservable Park Spaces:	
Athletic Fields	$48.23

Cost Recovery Target: 85%
85% of $48.23 = $41.00 fee to renter
15% of $48.23 = $7.23 subsidized by General Fund

Cost Recovery Target: 15%
15% of $48.23 = $7.23 fee to renter
85% of $48.23 = $41.00 subsidized by General Fund

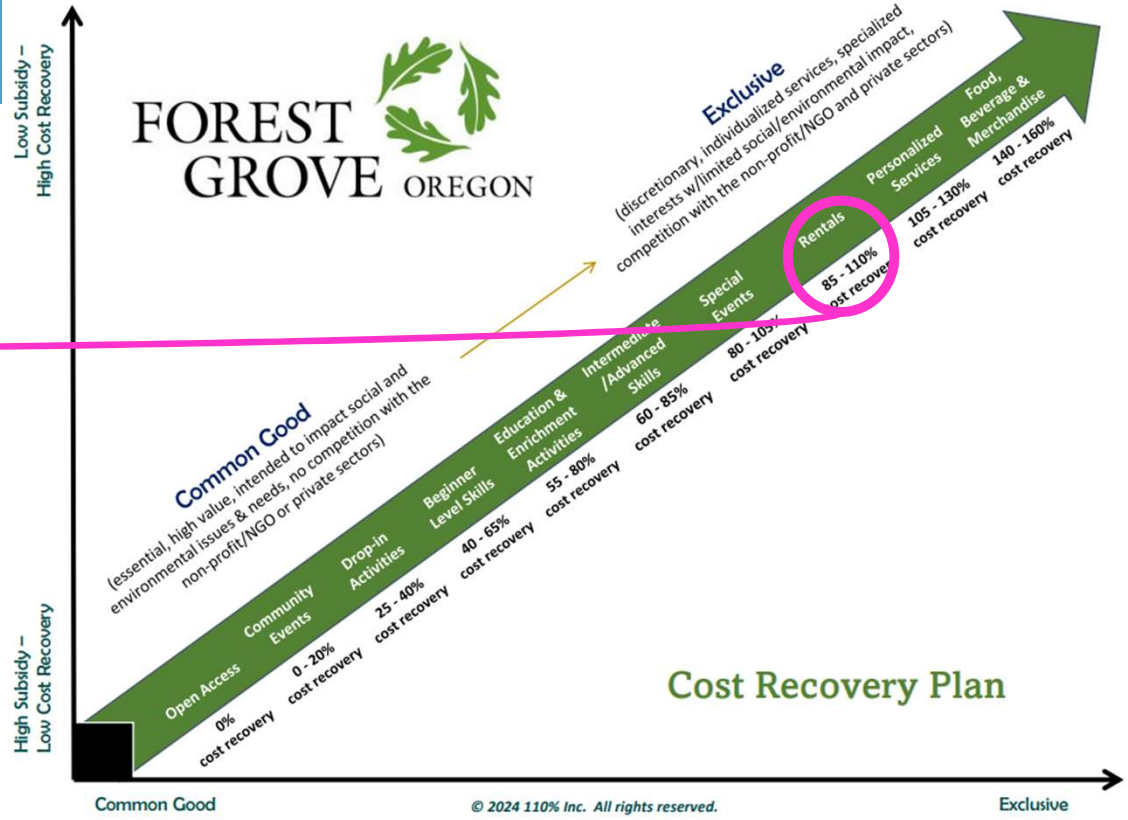


HOW MUCH DOES IT COST? EXAMPLE

Location	Expense Per Hour	Notes
*Main Pool (MP) Breakdown:		
AC - (MP All Lap Lanes)	$74.52	67% of Main Pool

Cost Recovery Target: 85%
85% of $74.52 = $63.34 fee to renter
15% of $74.52 = $11.18 subsidized by General Fund

Cost Recovery Target: 15%
15% of $74.52 = $11.18 fee to renter
85% of $74.52 = $63.34 subsidized by General Fund



CHECK IN, DISCUSSION & NEXT STEPS

TOURISM PLAN

Miles Glowacki | Economic Development Coordinator

September 8, 2025

City of Forest Grove

AGENDA

- Vision 2040 Plan
- Purpose
- History
- Current Programs
- Marketing Efforts
- Funding

VISION 2040 PLAN

FOREST GROVE FORWARD
YOUR VOICE, YOUR VISION

2040 ECONOMY GOAL STATEMENT:

- We envision a thriving, inclusive Forest Grove community with a vibrant downtown, a diverse economy offering high-paying jobs, and a strong sense of identity and place.

2040 OUTCOME:

Foster a community and sense of place.

VISION 2040 PLAN

FOREST GROVE FORWARD
YOUR VOICE, YOUR VISION

2040 ACTION ITEMS:

- 1.11 Encourage and attract more events downtown to promote foot traffic
- 1.12 Install decorative lighting downtown
- 1.13 Increase wayfinding signage for downtown parking
- 1.14 Update Tourism Strategic Plan
- 1.15 Develop mural corridor/public art and cultural districts/celebration
- 1.17 Pursue grants to support tourism, placemaking, identity, and planning
- 2.37 Enhance and add wayfinding signage in downtown and along arterials
- 4.2 Explore opportunities to create a central community gathering space that is safe and welcoming for all ages
- 4.5 Develop a festival street/pedestrian mall in downtown Forest Grove
- 4.9 Employ Pacific University work study students for community service needs

HISTORY

2016: Washington County amended the County's TLT ordinance to allow local municipalities to keep 100% of locally levied TLT above the existing County and State TLT

2017: Council approved ordinance 2017-13 establishing a 2.5% TLT effective 2018

2018: TLT started to be assessed

2019: City contracted to develop new brand and logo

2020: Council approved new brand and logo

2023: Council passed Resolution 2023-52 establishing three new tourism programs, effective 2024:
- Tourism Events Sponsorship Program
- Tourism Capital Grant Program
- Tourism Art Program

2024: Council held a work session to refine the programs. Council approved FY25-26 budget and allocated monies for each program

2025: Council held a work session and came to a consensus to raise the TLT rate

2027: TLT automatically sunsets on Dec. 31, 2027, unless re-authorized by the City Council

PURPOSE

The purpose of tonight's work session is to:

- Reaffirm the consensus of the Council on the current tourism programs
- Seek consensus on marketing promotional efforts
- Reaffirm and clarify consensus on a transient lodging tax (TLT) increase
- Gain insight on potential future projects TLT revenues can be used for

CURRENT TLT PROGRAMS

Approximate annual TLT revenue is $100,000. Excepting reserves, current TLT revenues are fully allocated in the FY 25-27 budget.

- Tourism Sponsorship Program
  - Provides up to $5,000 per event for City sponsorship.
  - 40% of TLT Budget or approximately $40,000/year
- Tourism Capital Grant Program
  - Provides up to $2,500 for non-profits to make capital improvements related to tourism.
  - 10% of TLT Budget or approximately $10,000/year
- Tourism Art Program
  - Provides approximately $10,000 to the PAC for public installation art
  - 10% TLT Budget or approximately $10,000/year
- Tourism Marketing Program (covered in more detail in ensuing slides)
  - A digital marketing effort composed of a website, Facebook, and Instagram accounts.
  - 40% of TLT Budget or approximately $40,000/year

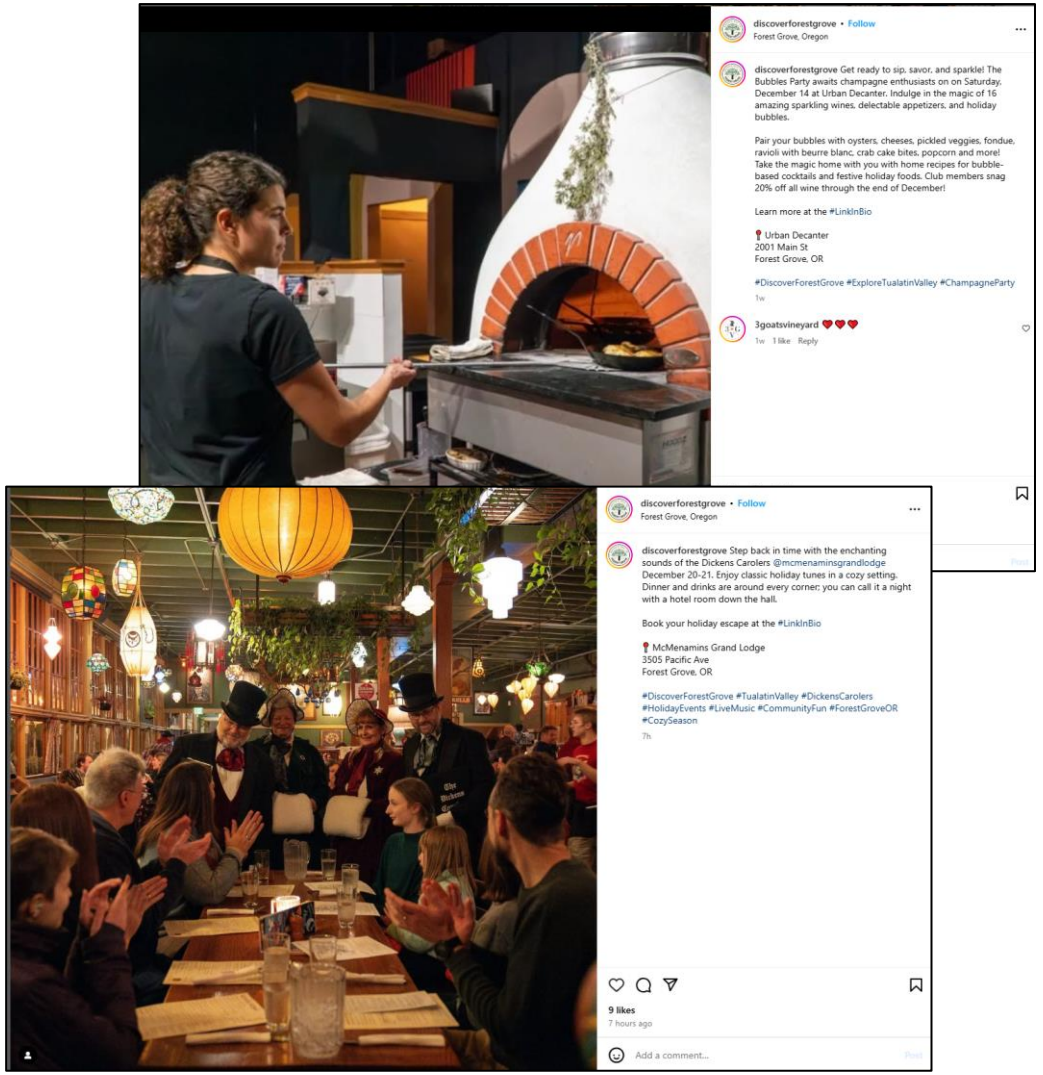
CURRENT TLT PROGRAMS

Staff is seeking consensus to continue the existing tourism programs unchanged:

- Tourism Sponsorship Program
- Tourism Capital Grant Program
- Tourism Art Program

TOURISM MARKETING PROGRAM

- The current marketing program is composed of two parts:
  - Chamber of Commerce: website updates, maintenance, tourism committee, and reporting. Expires 3/31/26.
  - JayRay: creative content, social media, digital campaign to increase exposure. Expired 6/30/25.



TOURISM MARKETING PROGRAM

Staff is proposing to combine the two contracts into one and release an RFP in December with the following Scope:

- Website maintenance and updates (DiscoverForestGrove.org)
- Social Media Marketing
- Content Creation
- Public Relations and Media Outreach
- Grant Writing
- Partnership Development
- Tourism Internship Program with Pacific U.
- Develop Metrics
- Report to City Council

TOURISM MARKETING PROGRAM

Staff is seeking consensus to combine the contracts and release a Tourism Marketing RFP for the budgeted amount in December, 2025.

TRANSIENT LODGING TAX (TLT)

- A municipality may impose a tax on transient lodging at any rate.

- Under State law, a city may use 30% of gross TLT revenues for the general fund and 70% for tourism efforts.

Current TLT Rates:

- Forest Grove 2.5%
- Tualatin 2.5%
- Sherwood 3.0%
- Hillsboro 3.0%
- Beaverton 4.0%
- Wilsonville 5.0%

Every .5% = ~$25,000 for Forest Grove

TRANSIENT LODGING TAX (TLT)

- Discuss previous Council consensus on seek consensus on next steps including rate and effective date

POTENTIAL PROGRAM & PROJECTS

2040 ACTION ITEMS:

- 1.11 Encourage and attract more events downtown to promote foot traffic
- 1.12 Install decorative lighting downtown
- 1.13 Increase wayfinding signage for downtown parking (Action Item 2.37)
- 1.14 Update Tourism Strategic Plan
- 1.15 Develop mural corridor/public art and cultural districts/celebration
- 1.17 Pursue grants to support tourism, placemaking, identity, and planning
- 4.2 Explore opportunities to create a central community gathering space that is safe and welcoming for all ages
- 4.5 Develop a festival street/pedestrian mall in downtown Forest Grove
- 4.9 Employ Pacific University work study students for community service needs

POTENTIAL PROGRAM & PROJECTS

- Is there a consensus on what programs/projects an increase in TLT revenues could be spent on?

IMPLEMENTATION

City Ordinance → **Notify County & OR Dept. of Revenue** → **Notify Lodging Operators** → **Tourism Strategic Plan**

- Formal Public Hearing and Vote on:
  - New rate
  - Effective date

- County needs 90 days
- Must notify DOR within 30 days

- Hotels/motels
- RV parks
- Airbnb
- VRBO hosts

- Adjust plan to reflect new resources

FOREST GROVE OREGON

PROCLAMATION

WHEREAS, each year, the United States observes National Hispanic Heritage Month by celebrating the culture, heritage and countless contributions of those whose ancestors were indigenous to North America including Mexico, as well as those who came from Central America, South America, Spain, and the Caribbean; and

WHEREAS, what began in 1968 as Hispanic Heritage Week under President Johnson was expanded by President Reagan in 1988 to cover a 30-day period starting on September 15 and ending on October 15; and

WHEREAS, September 15 is the anniversary of independence for Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua. It is followed by the independence days of Mexico and Chile on September 16 and 18, respectively; and

WHEREAS, this year's theme, "Collective Heritage: Honoring the Past, Inspiring the Future," celebrates the deep cultural traditions and achievements of Hispanic communities while looking forward to the creativity and promise of future generations; and

WHEREAS, we recognize and honor the many ways that Hispanics have enriched the cultural, educational, and economic vitality of forest Grove, while also rededicating ourselves to addressing the lack of equal access to opportunity that many still face.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF FOREST GROVE DOES HEREBY PROCLAIM SEPTEMBER 15 TO OCTOBER 15, 2025, AS

Hispanic Heritage Month

In Forest Grove, Oregon, and calls upon the people to join their fellow citizens across the United States in recognizing and participating in this special observance.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the seal of the City of Forest Grove, Oregon, to be affixed this 8th day of September, 2025.

_____
Malynda H. Wenzl, Mayor, City of Forest Grove

FOREST GROVE OREGON

PROCLAMACIÓN

CONSIDERANDO QUE, cada año, los Estados Unidos observa el Mes Nacional de la Herencia Hispana al celebrar la cultura, el patrimonio y las innumerables contribuciones de aquellos cuyos antepasados eran indígenas de América del Norte, así como de aquellos que vinieron de España, México, el Caribe, América Central y América del Sur; y

CONSIDERANDO QUE, lo que comenzó en 1968 como la Semana de la Herencia Hispana bajo el presidente Johnson y fue expandido por el presidente Reagan en 1988 para cubrir un período de 30 días que comienza el 15 de septiembre y termina el 15 de octubre; y

CONSIDERANDO QUE, del 15 de septiembre es el aniversario de la independencia de Costa Rica, El Salvador, Guatemala, Honduras y Nicaragua. Le siguen los días de la independencia de México y Chile el 16 y 18 de septiembre, respectivamente; y

CONSIDERANDO QUE, el tema de este año es: “Herencia colectivo: honrando el pasado, inspirando el futuro” y se celebra las profundas tradiciones culturales y los logros de las comunidades hispanas mientras mira hacia la creatividad y la promesa de las generaciones futuras; y

CONSIDERANDO QUE, que reconocemos y honramos las muchas formas en que los Hispanos han enriquecido la vitalidad cultural, educativa y económica del Forest Grove y al mismo tiempo nos dedicamos nuevamente a abordar la falta de igualdad de acceso a las oportunidades que muchos todavía enfrentan.

AHORA, POR TANTO, EL AYUNTAMIENTO DE LA CIUDAD DE FOREST GROVE PROCLAMA POR LA PRESENTE DEL 15 DE SEPTIENBRE AL 15 DE OCTUBRE DE 2025, COMO

Mes de la Herencia Hispana

En Forest Grove, Oregon, y pide a la gente que se una a sus conciudadanos en todo Estados Unidos para reconocer y participar en esta celebración especial.

EN TESTIMONIO DE LO CUAL, he suscrito la presente y he hecho que el sello de la Ciudad de Forest Grove, Oregon, se emplace en este día 8 de septiembre de 2025.

_____
Malynda H. Wenzl, Alcaldesa, Ciudad de Forest Grove

FOREST GROVE OREGON

PROCLAMATION

WHEREAS, September 17, 2025, marks the two hundred and thirty-eighth anniversary of the drafting of the Constitution of the United States of America; and

WHEREAS, the tradition of issuing a Constitution Week proclamation began in 1956, when President Dwight D. Eisenhower signed Proclamation 3151; and

WHEREAS, Constitution Week is a reaffirmation of the constitutional idea that all people are created equal, and a time for the contemplation and commemoration of the historic events which resulted in the formation of our Constitution; and

WHEREAS, it is fitting and proper to accord official recognition to this momentous document and its anniversary.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF FOREST GROVE DOES HEREBY PROCLAIM SEPTEMBER 17-23, 2025, AS

Constitution Week

In Forest Grove, Oregon, and urges all citizens, businesses, organizations, and agencies to commemorate the occasion.

OFFICIAL SEAL

IN WITNESS WHEREOF, I have hereunto set my hand and caused the seal of the City of Forest Grove, Oregon, to be affixed this 8th day of September, 2025.

_____

Malynda H. Wenzl, Mayor, City of Forest Grove

PROCLAMACIÓN

CONSIDERANDO QUE, el 17 de septiembre de 2024 se cumple el ducentésimo trigésimo séptimo aniversario de la redacción de la Constitución de los Estados Unidos de América por la Convención Constitucional; y

CONSIDERANDO QUE, la tradición de emitir una proclamación de la Semana de la Constitución comenzó en 1956, cuando el presidente Dwight D. Eisenhower firmó la Proclamación 3151; y

CONSIDERANDO QUE, la Semana de la Constitución es una reafirmación de la idea constitucional de que todas las personas son creadas iguales, y un momento para la reflexión y conmemoración de los acontecimientos históricos que dieron lugar a la formación de nuestra Constitución, y

CONSIDERANDO QUE, es apropiado y adecuado otorgar reconocimiento oficial a este documento trascendental y su aniversario.

AHORA, POR TANTO, EL AYUNTAMIENTO DE LA CIUDAD DE FOREST GROVE PROCLAMA POR LA PRESENTE LOS DÍAS 17 AL 23 DEL MES DE SEPTIEMBRE COMO

Semana de la Constitución

En Forest Grove, Oregon, e instamos a todos los ciudadanos, empresas, organizaciones y agencias a conmemorar la ocasión.

EN TESTIMONIO DE LO CUAL, he suscrito la presente y he hecho que el sello de la Ciudad de Forest Grove, Oregon, se emplace en este día 8 de septiembre de 2025.

_____
Malynda H. Wenzl, Alcaldesa, Ciudad de Forest Grove

Mariah Woods

From: noreply@civicplus.com
Sent: Saturday, August 30, 2025 12:16 PM
To: City Councilors
Subject: Online Form Submittal: Contact City Council

Contact City Council

First Name	Joel
Last Name	Weishaus
City	Forest Grove
State	OR
Zip	97116
Email	[redacted]
Whom would you like to contact?	Entire Forest Grove City Council (Includes Mayor Wenzl)
Would you like a response?	Yes
Question / Comment	Why is a Data Center that I suspect very few people living in Forest Grove want, is going ahead. This is an issue that needs to be on the ballot. We need to be able to vote whether or not we want this in our community.

Email not displaying correctly? View it in your browser.

Mariah Woods

From: Hope Kramer [redacted]
Sent: Saturday, September 06, 2025 9:28 AM
To: City Councilors
Subject: tourism contract

Hello City of Forest Grove Councilors,

I understand there is an upcoming discussion about the TLT tax that goes towards tourism efforts in FG. This program has been riddled with starts and stops and changes and just delay after delay. It started in 2019 and has never been consistent. Currently, the contract for the marketing program expired in June. So no social media or website updates all summer. In Miles' packet about this he indicates wanting to put the two halves of the contract back together and do one RFP again (they just split it apart last year). But since the other half of the contract does not expire until March of 2026, he will just wait until then to do a new contract. So that is 9 months of time where no social media, or website updates, or any other forms of advertising, or grant writing, or anything like that will take place. I think this is a travesty. The money is there. It can't be used for anything but tourism. Consistency is key in keeping campaigns going. I really think the contract should be for 2 years and at about 1.5 years Miles need to come to council and get updated mandates for the next cycle so he can pursue whatever the plan is and get the contract ready for a smooth transition with **no gap in services**.

A lot of our small businesses are struggling. We need that additional support to help remind people to visit Forest Grove. It is just disappointing for a program to go on for 6 years with such rampant inconsistency, and none of it due to funding. Anything you could do to help create a consistent tourism marketing approach would be appreciated. Creating a short term temporary contract to fill the gap until the larger new contract is filled should also be a priority.

Thanks,
Hope Kramer

Mariah Woods

From: noreply@civicplus.com
Sent: Monday, September 08, 2025 7:07 AM
To: City Councilors
Subject: Online Form Submittal: Contact City Council

Contact City Council

First Name	Brian
Last Name	Schimmel
City	Forest Grove
State	Oregon
Zip	97116
Email	[redacted]
Whom would you like to contact?	Entire Forest Grove City Council (Includes Mayor Wenzl)
Would you like a response?	No
Question / Comment	Mayor & Councilors, Following our August 25 consensus on the strategic direction for downtown redevelopment and partnerships, a necessary judicious step is to redress Resolution 2024-03. This resolution, adopted on January 22, 2024, authorized a letter of support for City Club's application to join the Oregon Main Street (OMS) program as a local affiliate. Taking this action is critical to rebut claims that the resolution created a binding agreement, to ensure the City remains eligible for OMS grants in the next cycle, and to position the City to advance Main Street goals as part of the Forest Grove 2040 Vision Plan. It also allows us to focus on what is most needed right now: restoring trust, strengthening partnerships, and building the organizational capacity necessary for a strong, sustainable revitalization effort. Resolution 2024-03 was narrowly focused, stating only that the City would support City Club's application for OMS affiliate membership and authorize the Mayor to sign a standard letter of support; the same type of letter provided to other nonprofits seeking grants that benefit the

community. Support letters are not binding agreements, nor do they commit City resources; rather, it is the organization's performance and spirit of collaboration that earn that support.

The more pressing issue is that the collaborative agreement described in the resolution has not been fulfilled. Resolution 2024-03 anticipated that City Club and the Chamber of Commerce would work collaboratively with the City, ensuring Chamber representation on any Main Street leadership body and committing both organizations to active participation.

After 20 months, this has not happened. The Chamber has withdrawn, citing concerns about trust, membership dues, and nondisclosure agreements. There is also no clear distinction between the roles of Councilor and City Club President when engaging staff and stakeholders, which has caused confusion for business owners and partners alike. Our experiences and frustrations are reinforced by the pivotal issues identified in the OMS Assessment Report.

By rescinding Resolution 2024-03, the Council can reset the framework, protect valuable staff time, and preserve access to OMS resources. This action also provides the space we need to rebuild relationships, clarify roles, and ensure that our work is guided by the 2040 Vision Plan and the needs of our downtown businesses.

Once trust, partnerships, and organizational capacity are strengthened, we can revisit the long-term structure for Main Street governance and determine the most effective path forward for Forest Grove. In doing so, we honor the commitment made to the 4,000 community members who participated in shaping the 2040 Vision Plan and carry that vision forward.

Brian Schimmel
97116

Reference: Resolution 2024-03 Main Street Program, January 22, 2024
https://forestgroveor.portal.civicclerk.com/event/17/files/attachment/126

Email not displaying correctly? View it in your browser.

Mariah Woods

From: noreply@civicplus.com
Sent: Monday, September 08, 2025 10:34 AM
To: City Councilors
Subject: Online Form Submittal: Contact City Council

Contact City Council

First Name	Tony
Last Name	Birch
City	Forest Grove
State	Oregon
Zip	97116
Email	[redacted]
Whom would you like to contact?	Entire Forest Grove City Council (Includes Mayor Wenzl)
Would you like a response?	No
Question / Comment	Re: Proposal to Cap the Number of Cannabis Dispensaries in Forest Grove Dear Honorable City Council Members, On behalf of the team at Broadway Cannabis Market, a dedicated and community-focused business operating within the City of Forest Grove, we are writing to you today to express a serious concern regarding the sustainability of our local cannabis market and to propose a proactive solution that will protect our city's economic health and unique character. As you know, Forest Grove has become a welcoming home for a number of cannabis retailers. Currently, with a population of approximately 27,000 people and six active dispensaries, our city has a ratio of one dispensary for every 4,500 residents. While this number may seem manageable, we believe it is approaching a critical point of market

saturation that could lead to negative consequences for both local businesses and the
community.
We urge you to consider the cautionary tale of our neighbor, Portland. The Portland
metropolitan area, with a population of over 600,000 people and more than 100
dispensaries, has a much higher density of one dispensary per approximately 3,300
residents. This over-saturation has created a deeply challenging environment for retailers,
leading to widespread closures and a business model that is no longer sustainable. We are
seeing these struggling businesses close their doors and actively seek new locations in
smaller, less saturated markets.
This is precisely the trend we must prevent in Forest Grove. We have a shared
responsibility to ensure our great little city does not become the new dumping ground for
dispensaries unable to survive in larger, more competitive cities. Allowing the current
number of licenses to grow or remain unfettered will ultimately create an environment
where a dispensary is on every corner, with none of them able to survive and support
customers in a meaningful way through sustainable employment, community involvement,
and quality service.
Therefore, we respectfully propose that the City of Forest Grove implements a 2,500-foot
buffer requirement between cannabis retailers. This proactive and incredibly common
measure, which is already in place in many other cities across the state, is the most
effective way to prevent the visual blight and market instability that comes with an
excessive concentration of similar businesses in a small area. By establishing a
substantial buffer, the city can ensure that new entrants do not simply move to Forest
Grove as a 'dumping ground' for businesses failing elsewhere. Instead, it would create a
healthy and sustainable market where current and future businesses can thrive by serving
distinct geographical areas and providing meaningful, long-term support to their
customers.

We believe that by taking this measured and forward-thinking approach, the City of Forest
Grove will secure a stable and prosperous future for its local cannabis industry and its
community as a whole. Thank you for your time and consideration of this critical matter.
We are available to discuss this proposal further at your convenience.

Sincerely,
Tony Birch
Founder & CEO
Broadway Cannabis Market

Email not displaying correctly? View it in your browser.

STAFF REPORT TO CITY COUNCIL

TO: City Council
FROM: Jess VanderZanden, City Manager
MEETING DATE: September 8, 2025
PROJECT TEAM: Miles Glowacki, Economic Development Coordinator
Bryan Pohl, Community Development Director
SUBJECT TITLE: Tourism Event Sponsorship Awards

ACTION REQUESTED: [ ] Ordinance [ ] Order [ ] Resolution [ ] Informational [x] Motion

BACKGROUND

In the fall of 2023, the City Council established the Tourism Event Sponsorship Program with the approval of Resolution 2023-52. The Program is funded through the city's Transient Lodging Tax (TLT). The TLT is a tax collected from lodging guests, defined as daily or weekly renters at hotels, motels, and other lodging establishments within the city limits.

The Tourism Events Sponsorship Program allows groups to apply for up to $5,000 in sponsorship funding. In exchange for funding, the event organizer must publicize the event and ensure the city receives recognition as a sponsor in marketing materials including social media, the website, flyers, and announcements. Sponsorship awards are placed on the Consent Agenda for approval by the City Council. The Program is currently funded at $40,000 for FY 25-26.

The purpose of the Tourism Event Sponsorship Program is to provide financial assistance to events that directly contribute to the growth, development, and promotion of tourism to increase overnight lodging stays in the City of Forest Grove. The program is open to all businesses and non-profits located in Forest Grove. Staff have reviewed the applications to ensure they meet the goals and criteria of the program.

SUMMARY

Event:	Organizer:	Staff Recommendation:	Amount
Junior Bowlers Tour	FG Youth Bowling	Approve	$5,000

Junior Bowlers Tour:
"This is a youth bowling event. in 2025 the event drew 97 unique participants. Only 2 of which were from Forest Grove. approximately 60% of the participants are from outside of the Portland Metro area, and are staying in Forest Grove, or near. The come Friday and leave Sunday. So there are 2

nights most are staying here in the area. They come for competition and scholarships. The youth bowl and earn scholarships."

RECOMMENDATION

Approve sponsorship for the Junior Bowlers' Tour for $5,000

ATTACHMENT

- Junior Bowlers Tour Sponsorship Application

Print

Tourism Event Sponsorship Program - Submission #1617

Date Submitted: 8/21/2025

Purpose

The purpose of this program is to provide financial assistance to events that directly contribute to the growth, development, and promotion of tourism with the objective of increasing overnight lodging stays within the City of Forest Grove. The purpose of the guidelines is to provide requirements for the evaluation, administration, and acceptance of event sponsorship requests received by the City of Forest Grove.

Overview

The City of Forest Grove allocates Transit Lodging Tax (TLT) dollars toward events that support the City's goals, objectives and values; generate additional stays in the city's hotels and motels, and can demonstrate a clear alignment with the tourism program's purpose and objectives. The City reserves the right to decline any requests for sponsorship if the event does not meet the program criteria and guidelines, conflicts with the city's goals, objectives and values, and/or is not in alignment with the tourism program's purpose and objectives.

Review and Approval

The Economic Development Office is responsible for administering the Tourism Program. Applicants must complete a Tourism Event Sponsorship Program application. City staff will prepare a memo outlining the applications and making funding recommendations for Council approval on the Consent Agenda.

Eligibility

The Tourism Event Sponsorship Program is open to all businesses and non-profits located in the City of Forest Grove.

Criteria

1. The event must be open to the general public.
2. A portion of the expected attendees will likely travel from outside Forest Grove.
3. A portion of the expected attendees will likely stay overnight in Forest Grove.
4. Application must be received at least 90 days in advance of the event.
5. If the event has sponsorship levels established, then the city will only award a sponsorship equal to or less than the maximum sponsorship level. Events without established sponsorship programs, the maximum award for the event shall be $2,000.
6. The event organizer must produce marketing materials and include the City in those marketing materials. At a minimum, examples include a banner, website posting, social media posting, brochures, and other marketing materials. This requirement assures that the event organizer adequately publishes the event and recognizes the event sponsor(s).
7. Organizations will only be awarded sponsorships up to an annual cap of $12,000

Review Considerations

- Audience Demographics
- Budget
- Legal Compliance
- Timing
- Long-term Relationship Building
- Post-Event Evaluation
- Benefits and Visibility
- Logistics and support
- Potential Overnight Stays
- Event History
- Sponsorship Tiers
- Customization of sponsorship packages
- Measurement and analytics

Possible Expectations

- Branding and Visibility - Logo placement on event promotional materials, including event website, banners, flyers, advertisements (digital and print), and signage.
- Recognition during open and closing remarks, if applicable.
- Booth or Exhibition Space - City may opt in to utilizing booth or exhibition space (at no cost to the city).
- Advertising and Promotion - Advertisements in event programs and materials. Social Media mentions and promotions. Access to the event's attendee/ticket contact information lists.
- Access to Event Photos

Acknowledement*

☑ Yes

I have read all of the above listed information.

Event Name*

Junior Bowlers Tour

Group Name*

Forest Grove Youth Bowling

Contact Name*

Allyn Clark

Phone Number*

5033576321

Email Address*

allyn.rainbowlanes@gmail.com

Contact Address*

2748 19th Pl.

City*

Forest Grove

State*

OR

Zip Code*

97116

Requested Funding Amount*

10,000

Event Location*

Rainbow Lanes

Event Dates and Hours*

5/9/2026 08:00 AM — 5/10/2026 06:00 PM

Event Website*

juniorbowlerstour.com

Event Social Media Handles*

facebook.com/juniorbowlerstour

List all that apply.

Describe the Event*

This is a youth bowling event. in 2025 the event drew 97 unique participants. Only 2 of which were from Forest Grove. approximately 60% of the participants are from outside of the Portland Metro area, and are staying in Forest Grove, or near. The come Friday and leave Sunday. So there are 2 nights most are staying here in the area. They come for competition and scholarships. The youth bowl and earn scholarships based on things such as their participation, and performance.

Describe your Marketing Plan Including Anticipated Reach*

We are partnered with the Junior Bowlers Tour for this event. If you review their website you can see that they cover the entire west coast and inland neighboring states. A lot of the families and bowlers travel regularly for bowling events. Having a larger scholarship pool to pay youth from will entice even more bowlers to participate. Which means, more families coming and more businesses in Forest Grove being visited. I hope to have this grant and other sponsors secured by January 1st, 2026. This way the scholarship pool can be properly promoted, thus driving in more families and bowlers than prior years.

Is the event open to the public?*

- (●) Yes
- ( ) No

Are patron admission, entry or participant fees charged? *

- (●) Yes
- ( ) No

Expected number of attendees:*

200

Will food be served or sold?*

- (●) Yes
- ( ) No

Will alcohol be served or sold?*

- (●) Yes
- ( ) No

Will there be product, merchandise or service sales?*

- ( ) Yes
- (●) No

Will there be canopies or tents?*

- ( ) Yes
- (●) No

Will there be amplified sound?*

- (●) Yes
- ( ) No

Is the event open to minors?*

- (●) Yes
- ( ) No

Are you seeking other sponsorships? *

- (●) Yes
- ( ) No

Sponsorship Levels

We have multiple levels for sponsors.
Title sponsor for $10,000
Supporting sponsor for $5000
Associate sponsor for $1000

Supporting Documentation (if any)

Choose File No file chosen

STAFF REPORT TO CITY COUNCIL

TO: City Council
FROM: Jesse VanderZanden, City Manager
MEETING DATE: September 8, 2025
PROJECT TEAM: Keith Hormann, Light & Power Director

SUBJECT TITLE: Electric Rate Increase

ACTION REQUESTED: [ ] Ordinance [ ] Order [X] Resolution [ ] Informational

2040 VISION PLAN

This resolution is applicable to Action Item Action 2.22: Keep all long-term infrastructure master plans up to date, Action Item 2.24: Continue redundancy and expansion of the electric system, and Action Item 2.23: Expand green and climate resilient infrastructure.

BACKGROUND

The City hired FCS Group (FCS) Bowman,to update the Cost of Service and Rate Study (Study). The Study is designed to review Light and Power's revenue requirement to fund operating costs while maintaining reserves for operations and capital expenses. FCS and City staff looked at current and projected operating costs, projected power costs, capital requirements, and reserve requirements to determine what, if any, increases should be considered within five years.

City staff, the consultant, and City Council held a work session on August 25, 2025, to present the results of the Study. The following items were significant factors that contributed to a consensus to increase power rates for all users by 3.25% effective October 1, 2025: 1) the Bonneville Power Administration (BPA), from whom the City purchases all of its power, is increasing their power rates by a combined 9.1% effective October 1, 2025; 2) the increase would maintain adequate operating and contingency reserves; and 3) the increase would cover budgeted debt service for capital projects. Council also reached consensus to perform another rate study prior to considering any further rate increases. Exhibit A reflects the changes approved by the City Council. It also includes corrected amounts for the reactive demand and alternate service charges in Schedule 4, which were previously published incorrectly. The error did not impact any customers, as the City currently has no customers under Schedule 4.

The consultant reviewed with Council the potential impacts of adding New Large Loads (NLL's) over the five year period. The additional power required for the NLL's is projected to have a downward pressure on potential future rate increases for all users.

FISCAL IMPACT

The updated rate model indicates the City will be able to maintain its reserves at the recommended amount through September 30, 2026, with the proposed rate increase. Actual results will fluctuate from the rate model depending on the actual revenue received and the actual expenditures incurred.

RECOMMENDATION

Staff recommends that the City Council approve the attached resolution authorizing a 3.25% rate increase to be effective for services invoiced on or after October 1, 2025, for all classes of service.

ATTACHMENT/S:

- RESOLUTION 2025-53: RESOLUTION ADOPTING NEW LIGHT AND POWER DEPARTMENT ELECTRIC RATE SCHEDULES FOR SERVICES INVOICED ON OR AFTER OCTOBER 1, 2025, AND REPEALING RESOLUTION NO. 2023-55
- Exhibit A
- August 25, 2025 Work Session Presentation

RESOLUTION NO. 2025-53

RESOLUTION ADOPTING NEW LIGHT AND POWER DEPARTMENT ELECTRIC RATE SCHEDULES FOR SERVICES INVOICED ON OR AFTER OCTOBER 1, 2025, AND REPEALING RESOLUTION NO. 2023-55

WHEREAS, the City, through the Light and Power Department, provides electric service to customers within the City and some surrounding areas; and

WHEREAS, the City has determined through a rate study that increases to Light and Power electric rates are necessary to ensure sufficient department revenues; and

WHEREAS, the City Council held a work session on August 25, 2025, to discuss the proposed rate increase; and

WHEREAS, in October 2025 a notice explaining the proposed rate increase and the reasons for it will be included with all mailed utility bills, and emailed to customers who receive paperless invoices; and

WHEREAS, a duly-noticed Public Hearing was held Monday, September 8, 2025 on the proposed rate resolution.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF FOREST GROVE AS FOLLOWS:

Section 1. The City Council adopts the revised Light and Power Electric Rate Schedules marked Exhibit A which shall be effective for services invoiced on or after October 1, 2025.

Section 2. Resolution No. 2023-55 is hereby repealed upon the effective implementation date of the foregoing Light and Power electric rates in Exhibit A.

Section 5. This resolution is effective immediately upon its enactment by the City Council.

PRESENTED AND PASSED this 8th day of September, 2025.

_____
Mariah S. Woods, City Recorder

APPROVED by the Mayor this 8th day of September, 2025.

_____
Malynda H. Wenzl, Mayor

ELECTRIC SERVICE
DEFINITIONS AND DESCRIPTIONS

RESIDENTIAL SERVICE:

Service furnished to customers using energy for domestic purposes in single family dwellings, apartments where each dwelling unit is separately metered, mobile homes being utilized as a family dwelling, and farms.

Where a portion of the electric energy in a residential premise is used regularly for the conduct of a business or profession, electric service used in such portion must be metered separately and billed under a nonresidential schedule; otherwise, the entire premises will be classified as nonresidential.

Service through one meter to two dwelling units will be classified as residential where an existing dwelling unit is or has been divided into two dwelling units. However, in the case where service is supplied through one meter to two or more new dwelling units, or to three or more existing dwelling units, service will be classified as nonresidential.

Additional meters on residential premises will be classified as residential, provided energy is used for domestic purposes and each such meter is on a separate building or structure separated from the other meters by such distance that service through the same point of delivery is impractical. Should any portion of the energy used on an additional meter on a residential premises be used for the conduct of a business or profession, the service will be classified as nonresidential. Service through additional meters will be supplied only when additional facilities can be installed under the Department's line extension rules. All residential customers are billed according to the terms and rates as stated in Schedule 1.

SWIMMING POOL SERVICE:

Existing service furnished to residential swimming pools which is a separate service in addition to the service to the dwelling. This service is limited to providing electrical energy to equipment directly related to the operation and maintenance of domestic swimming pools and only to those having had the service previously installed. All Swimming Pool Service customers are billed according to the terms and rates as stated in Schedule 6.

GENERAL SERVICE:

Nonresidential service furnished to businesses and professions whose electrical energy requirements are limited to less than 50 KW demand for any month during the prior 12-month period. This service is further limited to exclude irrigation customers. General Service customers are billed according to the terms and rates as stated in Schedule 2.

LARGE COMMERCIAL AND INDUSTRIAL SERVICE:

Nonresidential service furnished to businesses and professions whose electrical energy requirements include three phase service and with a demand of over 50 KW for any month during the previous 12-month period. This service is further limited to exclude irrigation service, and any electrical service having a measured demand of 5,000 kW or greater. This service is also limited to exclude any electrical service exceeding 22,000,000 annual kWH consumption. Large Commercial and Industrial Service customers are billed according to the terms and rates as stated in Schedule 3.

NEW LARGE COMMERCIAL AND INDUSTRIAL SERVICE EXCEEDING 2,000 kW DEMAND

Nonresidential service furnished to businesses and professions whose electrical energy requirements for any request for new electrical service, or an increase to existing electrical service, exceeding 2,000 kW maximum measured demand or 8,760,000 annual kWH consumption. Not applicable to agricultural irrigation or pumping.

NEW LARGE SINGLE LOAD (NLSL) GREATER THAN 10 AVERAGE MW

Any new electrical service with expected or historically measured service requirements exceeding 87,600,000 kWh or Maximum kW Demand[1] of 10,000 kW in a twelve-month period and any increase in existing electrical service by more than 87,600,000 kWh or Maximum Demand of 10,000 kW in a twelve-month period. This schedule shall also apply to any other customer facilities designated as a New Large Single Load or planned New Large Single Load by Bonneville Power Administration.

IRRIGATION SERVICE:

Nonresidential service provided only for agricultural irrigation and drainage pumping. This service is totally limited to the described usage and, therefore, absolutely no portion of this electrical service may be used for any other function or process. Irrigation Service customers are billed according to the terms and rates as stated in Schedule 8.

STREET LIGHTING SERVICE:

Service provided to City and publicly owned streets, highways, roadways, bikeways, walkways, parking lots, parks and traffic control lights. Street Lighting Service customers are billed according to the terms and rates of Schedule 4.

NONMETERED GENERAL SERVICE:

Nonresidential service provided to loads utilizing relatively small amounts of electrical energy and demand and, which remain constant from day to day. Typical loads are telephone booths, cable television in-line amplifiers, etc. This service is provided only at the option of the Light and Power Department. Monthly billing is a fixed amount computed from equipment design load data furnished by the customer or from tests performed by the Light and Power Department. Non-metered General Service customers are billed according to the terms and rates of Schedule 5.

OUTDOOR AREA LIGHTING SERVICE:

Outdoor rental light service is available and provided upon request to all Light and Power Department customers. The type and size of lighting fixtures, poles, and related equipment that can be provided is limited to the Department's normal inventory items. Outdoor Area Lighting Service customers are billed according to the terms and rates of Schedule 7.

CONTRACTED SERVICE:

Any special services not covered by the afore-written definitions (i.e., services at transmission voltages, services having a demand of 5000 KW or greater, and alternate service) are provided in accordance with a negotiated service contract.

ALTERNATE SERVICE:

Service provided to a customer from a second, electrically independent primary voltage circuit. This service is available to 3 phase large commercial and industrial customers only who have a higher than normal degree of need for service continuity. The design and arrangement of both the preferred and alternate services will be the option of the Light and Power Department. Customers receiving alternate service will be billed an additional amount on their normal monthly demand charge.

DISCONNECT/RECONNECT CHARGES AND METER TAMPERING:

The Reconnection Service fee shall apply during normal business hours, and the After-Hours Reconnection Service fee shall apply during the hours of 5:01 pm – 8:00 pm, Monday through Friday, for reconnection service resulting from failure to pay. An Electric Meter Tamper/Damage Fee shall be imposed where applicable. Referenced fees are published in the Forest Grove Fee Schedule as adopted by City Council.

SURGE SUPPRESSION SERVICE:

Utility-provided whole-house surge suppression service is available through a utility installed, meter mounted device. This service is available to residential customers and small commercial customers with single phase, self-contained meters only.

TIME OF USE SERVICE

All large commercial and industrial customers with demand metered service will be billed for energy usage on a time of use basis. Time of use service will be available to all general service customers at their option. This service will feature a separate kilowatt hour rate for heavy load hours and light load hours. Heavy load hours are from 6:00am to 10:00pm Monday through Saturday. Light load hours are all other times.

NET METERING

The City will enter into an agreement with customer-generators that own a net metering facility. A net metering facility is an electric generation facility that uses solar, wind, fuel cell, or hydroelectric power to generate electricity. The rated generating capacity of any residential customer-generator facility cannot exceed 25 kilowatts. The net metering facility must be located on the customer's property, must comply with all applicable safety provisions, and must be compatible with the City's distribution system. The primary intent of the net metering facility will be to offset part or all of the customer's own electric power requirements. The Customer will be required to enter into a net metering agreement with the City, and all customer-generation facilities must be inspected by the City prior to inter-connection. The energy charge for customers with an approved Net Metering facility will be determined by net kWh consumption (kWh delivered by City less kWh generated by customer). For the billing period ending in March of each year, any unused credits that have accumulated during the previous twelve months will be applied to FGL&P's low- income assistance program. Residential meter aggregation and Commercial Net Metering up to 199kW will be permitted.

GREEN POWER SERVICE

Voluntary program to support green power resources. Green power may be purchased in 200 kWh units. This program is available to all electric customers of the City of Forest Grove.

ENERGY ANALYSIS SOFTWARE

Voluntary service offered to large commercial and industrial customers. The Energy Analysis Software is a web-based energy management/analysis service that provides customers with interval usage data depicted in charts and graphs for the purpose of comparing current and historic load data, identifying anomalies in usage, tracking savings from efficiency projects, and understanding usage.

CUSTOMER CHARGE

Customer Charge is defined as a flat fee charged per billing interval when the meter is read which may or may not coincide with a calendar month. The Customer Charge is assessed when a new billing interval begins or when occupancy changes and a different customer is established on the account.

SCHEDULE 1
RESIDENTIAL SERVICE
Page 1 of 1

AVAILABILITY:

Available in all territory served by the City Light and Power Department.

APPLICABILITY:

Applicable to domestic use of all residential and farm customers.

Service under the residential rate shall apply only to electrical service in a single private dwelling and its appurtenances, for general farm service or for heating or pumping water in a private swimming pool, and not for resale to others.

Electricity consumed in that portion at a private dwelling regularly used for the conduct of a business will be separately metered and billed under the General Service Rate. If separate circuits are not provided by the customer, the entire premises shall be classified as non-residential and billed accordingly.

The residential rate shall not apply to service institutions such as clubs, fraternities, orphanages or homes, to recognized rooming or boarding houses, or to the spaces in an apartment or other residential building primarily devoted to use as an office or studio for professional or other gainful purposes or to general use by tenants.

CHARACTER OF SERVICE:

Single phase, sixty hertz alternating current at 120/240 volts, or at the City Light and Power Department's option, 120/208 volts.

CHARGES PER BILLING INTERVAL:

Customer Charge:	$23.41
Energy Charge:	0-1000 kWh at 8.03 cents/kWh 1001+ kWh at 9.45 cents/kWh

SURGE SUPPRESSION SERVICE:

At the customer’s option, whole house surge suppression service is available at a monthly rate of $6.03.

DELIVERY POINT:

The above rates are based on the supply of service at a single voltage through a single delivery and metering point. Separate supply for the same customer at a different voltage or at other points of consumption shall be separately metered and billed.

RULES AND REGULATIONS:

Service under this classification is subject to the rules and regulations of the City, as set out in Sections 51.01 through 51.03 of the Code and elsewhere.

SCHEDULE 2
GENERAL SERVICE
Page 1 of 1

AVAILABILITY:

Available in all territory served by the City Light and Power Department.

APPLICABILITY:

Applicable to commercial, non-agricultural pumping and other non-residential electrical service. Not applicable to agricultural irrigation or pumping, or services with a demand of 50 KW or more for any month during the previous 12-month period..

Energy supplied under this schedule shall not be resold to others.

CHARACTER OF SERVICE:

Single phase or three phase, sixty hertz alternating current at such voltage as the Light and Power Department may have available.

CHARGES PER BILLING INTERVAL:

Customer Charge:	$26.92 - Single-phase service $42.18 - Three-phase service
Energy Charge:	8.87 cents/kWh

OPTIONAL TIME OF USE RATE:

Customer Charge:	$26.92 - Single-phase service $42.18 - Three-phase service
Energy Charge:	
Heavy Load hours	9.33 cents/kWh
Light Load hours	8.30 cents/kWh

SURGE SUPPRESSION SERVICE:

For qualified customers, surge suppression service is available at a monthly rate of $6.03.

DELIVERY POINT:

The above rates are based on the supply of service at a single voltage through a single delivery and metering point. Separate supply for the same customer at a different voltage or at other points of consumption shall be separately metered and billed.

RULES AND REGULATIONS:

Service under this classification is subject to the rules and regulations of the City as set out in Code Sections 51.01 through 51.03 and elsewhere.

NOTE: Customers opting for time of use service will be charged a one-time meter conversion fee of $133.65.

SCHEDULE 3
LARGE COMMERCIAL AND INDUSTRIAL SERVICE
Page 1 of 2

AVAILABILITY:

Available in all territory served by the City Light and Power Department.

APPLICABILITY:

Applicable to commercial, industrial, non-agricultural pumping, and other non-residential electrical service with a minimum electrical demand of 50 kW for any month during the previous 12-month period. Not applicable to any request for new or increased electrical service on or after January 1, 2024 to the extent that Schedule 4 applies. Also, not applicable to any electrical service exceeding 5,000 kW measured demand. Not applicable to any electrical service exceeding 22,000,000 annual kWH consumption. Electric service that exceeds 5,000kW measured demand or 22,000,000 annual kWH consumption shall be provided pursuant to a special contract. Not applicable to agricultural irrigation or pumping.

Energy supplied under this schedule shall not be resold to others.

CHARACTER OF SERVICE:

Three Phase, sixty hertz alternating current of such voltage as the City Light and Power Department may have available.

CHARGES PER BILLING INTERVAL:

Customer Charge:	$86.43
Energy Charge:	
Heavy Load hours	6.39 cents/kWh
Light Load hours	5.31 cents/kWh
Demand Charge:	$8.72/kW

DEMAND CHARGE:

Based on the highest 15-minute average demand recorded during the billing period measured in kilowatts (kW).

REACTIVE DEMAND:

In addition to the energy and demand charges, the customer shall pay $3.18 for each kilovolt ampere of reactive demand in excess of 40 percent of the kilowatt billing demand.

DELIVERY POINT:

The above rates are based on the supply of service at a single voltage through a single delivery and metering point. Separate supply to the same customer at a different voltage or at other points of consumption shall be separately metered and billed.

SCHEDULE 3
LARGE COMMERCIAL AND INDUSTRIAL SERVICE

ALTERNATE SERVICE:

Customers receiving alternate service under this rate schedule shall pay an additional $1.15 per kilowatt of demand per month.

SPECIAL CONDITIONS:

If the Department's transformers are used exclusively for service to the customer, the Department may, at its option, permit installation of metering equipment on the primary voltage side of the transformers. In this case, billing will be based on meter registration less a deduction of 2.0 percent to compensate for transformer losses. Metering equipment will be installed at customer expense and all distribution and service facilities on the load side of the meter, except for transformers, will be owned and maintained by the customer.

RULES AND REGULATIONS:

Service under this classification is subject to the rules and regulations of the City as set out in Code Sections 51.01 through 51.03 and elsewhere.

SCHEDULE 4
NEW LARGE COMMERCIAL AND INDUSTRIAL SERVICE
EXCEEDING 2,000 kW DEMAND
Page 1 of 2

AVAILABILITY:

Available in all territory served by the City Light and Power Department.

APPLICABILITY

Applicable to any request for new electrical service, or an increase to existing electrical service, received on or after January 1, 2024, exceeding 2,000 kW maximum measured demand or 8,760,000 annual kWH consumption. Not applicable to agricultural irrigation or pumping.

Any new electrical service, or increase in existing electrical service, under this Schedule 4 must be established pursuant to the City Light and Power Department's New Large Retail Customer Interconnection Policy. Energy supplied under this schedule shall not be resold to others.

SERVICE AGREEMENT:

At all times while receiving service under Schedule 4, the customer must have in place a valid and binding Energy Service Agreement with City Light & Power Department in a form prescribed by the City Light and Power Department. The terms and conditions of any written agreement between the City and customer for electric service may supersede the applicable requirements of this schedule if expressly stated in the written agreement.

CHARACTER OF SERVICE:

Three Phase, sixty-hertz alternating current of such voltage as the City Light and Power Department may have available.

LOAD FORECAST AND MINIMUM BILLING DETERMINANT:

Except as may otherwise be agreed by the parties in an Energy Service Agreement, all energy and capacity used to serve the customer load will be procured by the City Light and Power Department from the Bonneville Power Administration (BPA) or equivalent market purchases. As part of the power planning process, Customer shall provide forecasts of customer's reasonably expected demand and energy usage for each calendar month of the following twenty-four (24) month period (or for such longer period as may be required by BPA or market purchase agreements). The load forecast will, in part, determine the amount of power that the City Light and Power Department is required to purchase from BPA or market equivalent sources. Thus, the City Light and Power department will charge customer a mimimum monthly Energy Charge and Demand Charge based on customer's load forecast, even if customer's actual demand and energy consumption is less than the forecast. If, and to the extent that, the City is able to remarket any energy and capacity that has been forecasted by customer but is not actually needed to serve the customer load, then the City Light and Power Department will allocate to customer's account any corresponding bill credit actually received from BPA or market equivalent resale. The City will determine the wholesale power supply at its discretion.

CHARGES PER BILLING INTERVAL

Customer's monthly billing will consist of the the following energy charges (customer and demand charges are applicable based on schedule 3).

SCHEDULE 4
NEW LARGE COMMERCIAL AND INDUSTRIAL SERVICE
EXCEEDING 2,000 kW DEMAND
Page 2 of 2

ENERGY CHARGE:

Customer's energy rates will be based on the greater of the average energy rate for schedule 3 or any additional costs the City incurs from either BPA Short Term Tier 2, or equivalent rates being procured to provide above rate high watermark energy compared to the BPA Tier 1 rate. The rate may recover costs incurred by the City, including but not limited to, transmission, scheduling, overhead, in-lieu of tax transfers, cost of renewable, costs associated with regulatory compliances, and losses.

Customer's energy charge will be calculated each billing period by multiplying the applicable energy rate with the greater of: (1) the forecaset customer load for such billing period; or (2) customer's actual energy consumption during such blling period.

DEMAND CHARGE:
Based on the greater of: (1) the peak demand forecasted by customer for such billing period; or (2) the highest 15-minute average demand recorded during the billing period measured in kilowatts (kW).

REACTIVE DEMAND:

In addition to the energy and demand charges, the customer shall pay $3.18 for each kilovolt ampere of reactive demand in excess of 40 percent of the kilowatt billing demand.

DELIVERY POINT:

The above rates are based on the supply of service at a single voltage through a single delivery and metering point. Separate supply to the same customer at a different voltage or at other points of consumption shall be separately metered and billed.

ALTERNATE SERVICE:

Customers receiving alternate service under this rate schedule shall pay an additional $1.15 per kilowatt of demand per month.

SPECIAL CONDITIONS:

If the Department's transformers are used exclusively for service to the customer, the Department may, at its option, permit installation of metering equipment on the primary voltage side of the transformers. In this case, the parties shall mutually agree in the Energy Service Agreement whether, and to what extent, there may be a deduction in metered energy to compensate for transformer losses. In no case, however, shall such deduction exceed two percent (2%). Metering equipment will be installed at customer expense and all distribution and service facilities on the load side of the meter, except for transformers, will be owned and maintained by the customer.

RULES AND REGULATIONS:

Service under this classification is subject to the rules and regulations of the City as set out in Code Sections 51.01 through 51.03 and elsewhere.

SCHEDULE 5
NEW LARGE SINGLE LOAD (NLSL)
GREATER THAN 10 AVERAGE MW
Page 1 of 2

AVAILABILITY:

Available in all territory served by the City Light and Power Department.

APPLICABILITY

Applicable to new electrical service with expected or historically measured service requirements exceeding 87,600,000 kWh or Maximum kW Demand[1] of 10,000 kW in a twelve-month period. Also applicable to any increase in existing electrical service by more than 87,600,000 kWh or Maximum Demand of 10,000 kW in a twelve-month period. This Schedule 5 shall also apply to any other customer facilities designated as a New Large Single Load or planned New Large Single Load by Bonneville Power Administration. Deliveries at more than one point, or more than one voltage, will be separately metered and billed, as determined by the City.

Any new electrical service, or increase in existing electrical service, under this Schedule 5 must be established pursuant to the City Light and Power Department's New Large Retail Customer Interconnection Policy. At all times while receiving service under this Schedule 5, the customer must have in place a valid and binding Energy Service Agreement with City Light and Power Department in the form attached hereto as Exhibit A. Energy supplied under this schedule shall not be resold to others.

SERVICE AGREEMENT

The terms and conditions of any written agreement between the City and customer for electric service may supersede the applicable requirements of this schedule if expressly stated in the written agreement.

CHARACTER OF SERVICE:

Three Phase, sixty-hertz alternating current of such voltage as the City Light and Power Department may have available.

CHARGES PER BILLING INTERVAL

The City will pass through to customer, without markup or deduction, all charges and costs reasonably incurred by the City to acquire power, transmission, and related services necessary to serve the Requirements Load[2]. If the Requirements Load is less than the Scheduled Load[3], then the City will pass through to Customer, without markup or deduction, all losses or credits received by the City to dispose of surplus wholesale power, transmission, or related services acquired by the City in reliance on the Scheduled Load.
The City makes no warranty or representation that customer is entitled to or will be charged a particular rate for wholesale power, transmission, or related services necessary to serve the Requirements Load.

DELIVERY CHARGE

The City will charge accounts under this schedule a Delivery Charge of $1.14 per kVA of installed Capacity[4] per month. The Delivery Charge is calculated taking into consideration the City's costs to serve the account, including but not limited to, overhead costs, capital costs, operations, and maintenance costs.

SCHEDULE 5
NEW LARGE SINGLE LOAD (NLSL)

GREATER THAN 10 AVERAGE MW

OTHER CHARGES AND CREDITS
The City will pass through to Customer, without markup or deduction, all other charges and credits not otherwise recovered in the Energy and Transmission Services Charge or the Delivery Charge, reasonably incurred by the City to provide electrical service to the Requirements Load. Such charges may include but are not limited to all charges and costs reasonably incurred by the City to comply with renewable portfolio standards or similar legislative or administrative programs or requirements to the extent such charges and costs are attributable to the City's provision of electric service to the Requirements Load.

FRANCHISE FEES AND TAXES CHARGE
The City will pass through to customer all applicable franchise or in-lieu tax fees incurred.

RULES AND REGULATIONS:
Service under this classification is subject to the rules and regulations of the City as set out in Code Sections 51.01 through 51.03 and elsewhere.

[1]Maximum kW Demand is the highest metered kW demand for any 15-minute period during the billing month.
[2]Requirements Load: the amount of energy required by the Facility over the course of any period of time. Requirements Load shall be measured in kilowatt-hours.
[3]Scheduled Load: the adjusted load forecast for the Facility provided by the customer to provide Electric Service to the Facility.
[4]Installed Capacity: the base nameplate rating of electrical transformer(s) as measured in kVA, used by the City to provide Electric Service to the Facility.

SCHEDULE 6
STREET LIGHTING SERVICE
Page 1 of 1

AVAILABILITY:

Available within the corporate city limits of the City of Forest Grove.

APPLICABILITY:

Applicable for lighting of City owned streets, roadways, bikeways, walkways, parking lots, parks and traffic control lights.

CHARACTER OF SERVICE:

From dusk to dawn daily, controlled by photo-electric control or time switch.

CHARGES PER BILLING INTERVAL:

Energy Charge:	8.66 cents/kWh

ANNUAL INVESTMENT CHARGE:

The investment in property and equipment used as a basis for the investment charge shall consist of the installed cost of the property and equipment used solely for lighting purposes such as fixtures, brackets, mast-arms, conductors, poles, posts, standards, control equipment, switches, transformers, etc. computed on June 30 of each year. The annual investment charge shall be 10.5 percent of such investment.

LIGHT SYSTEM MAINTENANCE:

All maintenance expenses shall be borne by the City Light and Power Department.

METERING:

For billing purposes, the total energy consumed by the street lighting system shall be computed by application of a meter multiplier to the meter reading of a selected part of the system which is metered. The meter multiplier shall represent the ratio of the entire system load to the load being metered. Accuracy of the meter multiplier will be verified at least annually by the Light and Power Department and any changes reported to the City Management and Finance Department.

If more than one part of the street lighting system is metered, the meter multiplier shall be applied to only one selected meter and the other metered loads shall not be included in the multiplier calculation. In the event of multiple meters, the readings shall be consolidated for billing purposes.

RULES AND REGULATIONS:

Service under this classification is subject to the rules and regulations of the City, as set out in Code Sections 51.01 through 51.03 and elsewhere.

SCHEDULE 7
NONMETERED GENERAL SERVICE
Page 1 of 1

AVAILABILITY:

Available in all territory served by the City Light and Power Department.

APPLICABILITY:

Applicable to commercial service where both electric demand and energy usage are small and constant such as telephone booths, traffic signals, cable television, in-line amplifiers, etc. Under such circumstances, and at the Light and Power Department's option, service may be provided without metering. A monthly billing amount will be computed from equipment design load data furnished by the customer or from tests performed by the Light and Power Department and thereafter will be a fixed charge.

CHARACTER OF SERVICE:

Single phase, sixty hertz alternating current of such voltage as the City Light and Power Department may have available.

CHARGES PER BILLING INTERVAL:

Customer Charge:	$14.85
Energy Charge:	8.72 cents/kWh

DELIVERY POINT:

The above rates are based on the supply of service at a single voltage through a single delivery point. Charges for a separate supply for the same customer at other points of consumption shall be computed on the same rate basis but may be consolidated on a common monthly bill.

RULES AND REGULATIONS:

Service under this classification is subject to the rules and regulations of the City as set out in Code Sections 51.01 through 51.03 and elsewhere.

SCHEDULE 8
SWIMMING POOL SERVICE
Page 1 of 1

AVAILABILITY:

Available only to those customers and for those loads presently served under this rate schedule.

APPLICABILITY:

Applicable to residential customers for heating water for private swimming pools and for other electrical loads directly related to swimming pool operation.

CHARACTER OF SERVICE:

Single phase, sixty hertz alternating current at 120/240 volts, or at the City Light and Power Department's option, 120/208 volts.

CHARGES PER BILLING INTERVAL:

Customer Charge:	$11.17
Energy Charge:	9.08 cents/kWh (for all kWhs)

DELIVERY POINT:

The above rates are based on the supply of service at a single voltage through a single delivery and metering point. Separate supply for the same customer at a different voltage or at other points of consumption shall be separately metered and billed.

SPECIAL CONDITIONS:

A customer being served under this rate schedule may continue to be served only so long as no increase in capacity is made in this service equipment. If such changes are needed by the customer, the entire service load will be reclassified as Residential Service, Schedule 1. The customer may, at his option and expense, combine this load with his existing Residential Service.

RULES AND REGULATIONS:

Service under this classification is subject to the rules and regulations of the City as set out in Code Sections 51.01 through 51.03 and elsewhere.

SCHEDULE 9
OUTDOOR AREA LIGHTING SERVICE
Page 1 of 2

AVAILABILITY:
Available in all territory served by the City Light and Power Department.

APPLICABILITY:
Applicable to outdoor area lighting.

CHARACTER OF SERVICE:
Outdoor area lighting from dusk to dawn daily, by means of Department-owned luminaries mounted on Department-owned poles, in accordance with Department specifications as to equipment, installation, maintenance and operations.

Maintenance by the Department includes lamp replacement on a scheduled basis. Individual lamps will be replaced on burnout as soon as reasonably possible after notification by the customer and subject to the Department's operating schedules and requirements. Current standard lamps will be used for replacement purposes.

CHARGES PER BILLING INTERVAL:

LAMP TYPE AND WATTAGE			
HPS	MH	FIXTURE STYLE	RATE PER MONTH
100	---	Security	$11.33
100*	---	Post Top and Pole	$19.06
100*	---	Post Top w/o Pole	$11.65
100	---	Projection Flood	$12.63
200	---	Projection Flood	$18.66
250*	---	Projection Flood	$19.06
400	400	Projection Flood	$28.99
---	1000	Projection Flood	$60.85
100	---	Cobra Head Type	$10.34
200	---	Cobra Head Type	$14.75
400	---	Cobra Head Type	$22.72
LED 53	---	Parking Lot Cobra Head	$1.87**

HPS - High Pressure Sodium MH - Metal Halide
* No new service offered.
** Energy Only, Future Availability TBD

SCHEDULE 9
OUTDOOR AREA LIGHTING SERVICE
Page 2 of 2

All rates, except that for the post top light and pole, are based on mounting the light fixture on an existing pole. Special poles required for service hereunder will be billed according to the following schedule:

POLE TYPE	LENGTH	FIXTURE HEIGHT	RATE PER MONTH
Pressure Treated Wood	30'	25 ft.	$3.06
Pressure Treated Wood	45'	39 ft.	$5.72
Galvanized Steel with Arm*	25'	26 ft.	$5.66
Aluminum with Arm*	25'	26 ft.	$5.66
Fiberglass with Arm	30'	25 ft.	$6.58

INSTALLATION CHARGES:

Installation charges will be calculated and billed to the customer for lighting systems not mounted on existing power poles, for those systems employing underground electrical feed, and for temporary installations. Such charges will be paid upon completion of the lighting system installation.

RULES AND REGULATIONS:

Service under this classification is subject to the rules and regulations of the City as set out in Code Sections 51.01 through 51.03 and elsewhere.

* No new service offered.

SCHEDULE 10
IRRIGATION SERVICE
Page 1 of 2

AVAILABILITY:

Available in all territory served by the City Light and Power Department.

APPLICABILITY:

Applicable only to agricultural irrigation and drainage pumping electrical service.

Energy supplied under this schedule shall not be resold to others.

CHARACTER OF SERVICE:

Single or three phase, sixty hertz alternating current of such voltage as the City Light and Power Department may have available.

CHARGES PER BILLING INTERVAL:

Customer Charge:

March 16-October 15	$24.92
October 16-March 15	none

Energy Charge: 7.41 cents/KWh

SEASONAL DEFINITION AND BILLING:

Irrigation season is defined as starting on March 16 and ending on October 15. All irrigation services will be available for use during this period. Use outside of this period must be specifically requested by the customer. Meters will be read on March 15 and again on October 16 and will be the basis for the seasonal energy billings. Customers will receive monthly service charge bills only during the irrigation season. No disconnect/reconnect charges will be assessed.

SCHEDULE 10
IRRIGATION SERVICE
Page 2 of 2

CONNECTION CHARGE:

Line Extension charges will be calculated and billed to the customer for all electrical services provided under the Irrigation Service Schedule. Connection charges must be paid upon completion of service installation. At the City Light and Power Department's option, all or part of the connection charge may be in the form of facilities provided by the customer for the Department's use. Such facilities must be inspected by the Department and must meet all applicable City, County, State, and National Electrical Codes.

DELIVERY POINT:

The above rates are based on the supply of service at a single voltage through a single delivery and metering point. Separate supply for the same customer at a different voltage or at other points of consumption shall be separately metered and billed.

RULES AND REGULATIONS:

Service under this classification is subject to the rules and regulations of the City as set out in Code Sections 51.01 through 51.03 and elsewhere.

SCHEDULE 11
GREEN POWER SERVICE
Page 1 of 1

AVAILABILITY:

Available in all territory served by the City Light and Power Department.

APPLICABILITY:

Applicable to all customers who sign up for the voluntary program to help support the production of green power.

CHARACTER OF SERVICE:

Funds collected in this program will be used to purchase renewable energy resources, which will in turn use the funds to support the production of new green power sources throughout the region.

CHARGES PER BILLING INTERVAL:

Customer Charge: $4.13 /200kWh unit

SPECIAL CONDITIONS:

Customers may sign up voluntarily for the program. A minimum six-month commitment to the program is required.

RULES AND REGULATIONS:

Service under this classification is subject to the rules and regulations of the City as set out in Code Sections 51.01 through 51.03 and elsewhere.

CITY OF FOREST GROVE LIGHT & POWER

Electric Rate Study – City Council Work Session

August 25th, 2025

FCS a Bowman company

Presentation Overview

- Background
- Overview of rate study process
- Key factors
- Summary of findings
  - Revenue requirement
  - Rate design
- Next steps
- Discussion / input

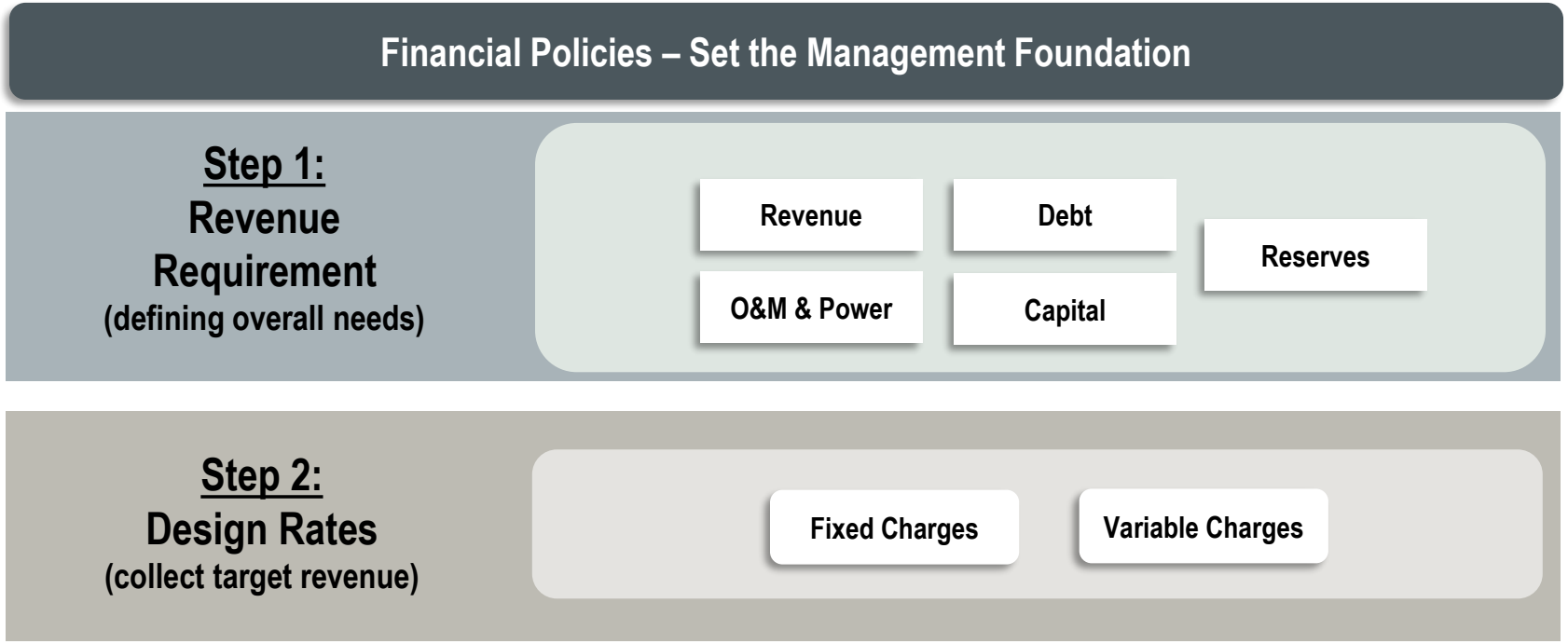
Background

- Last study completed in 2023

	Adopted		Projected		
Annual Rate Adjustment	FY2024	FY2025	FY2026	FY2027	FY2028
2023 Study	9.50%	6.00%	5.00%	3.00%	3.00%

  - » Key drivers
    - Higher than anticipated inflation due to supply chain constraints and increased power costs
    - Large substation project and associated debt service
  - » Established schedule 4 and 5 new large load (NLL) rates
- Changes have occurred since last study
  - » BPA finalized rate action in July 2025 ≈ 9.1% total combined power cost increase
    - Power 8.8% | Transmission 14.7%
  - » Two NLLs connecting to the system within the next rate setting period
    - Forecasted to add up to 87aMW

Overview of Rate Setting Process



Revenue Requirement

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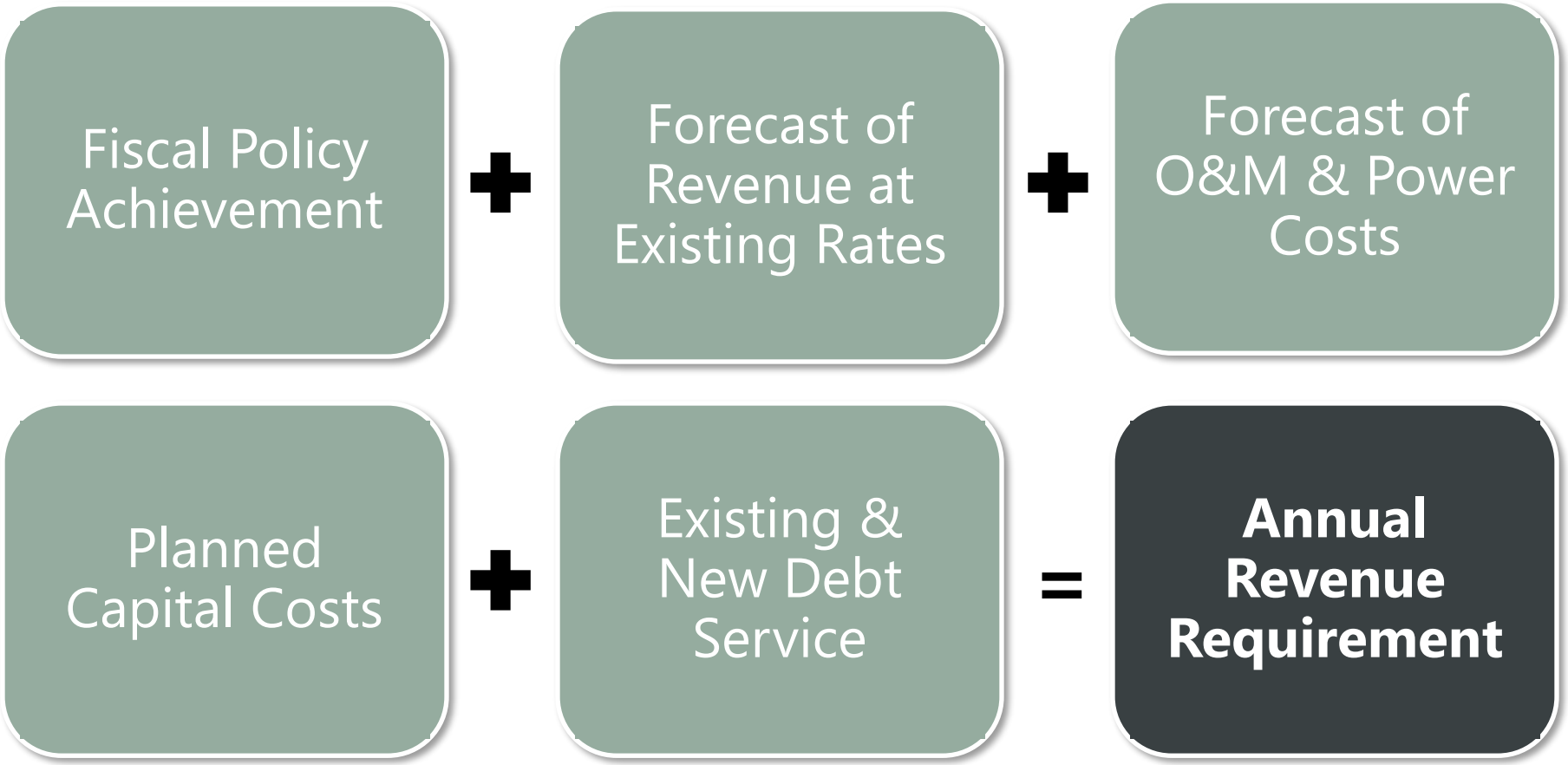
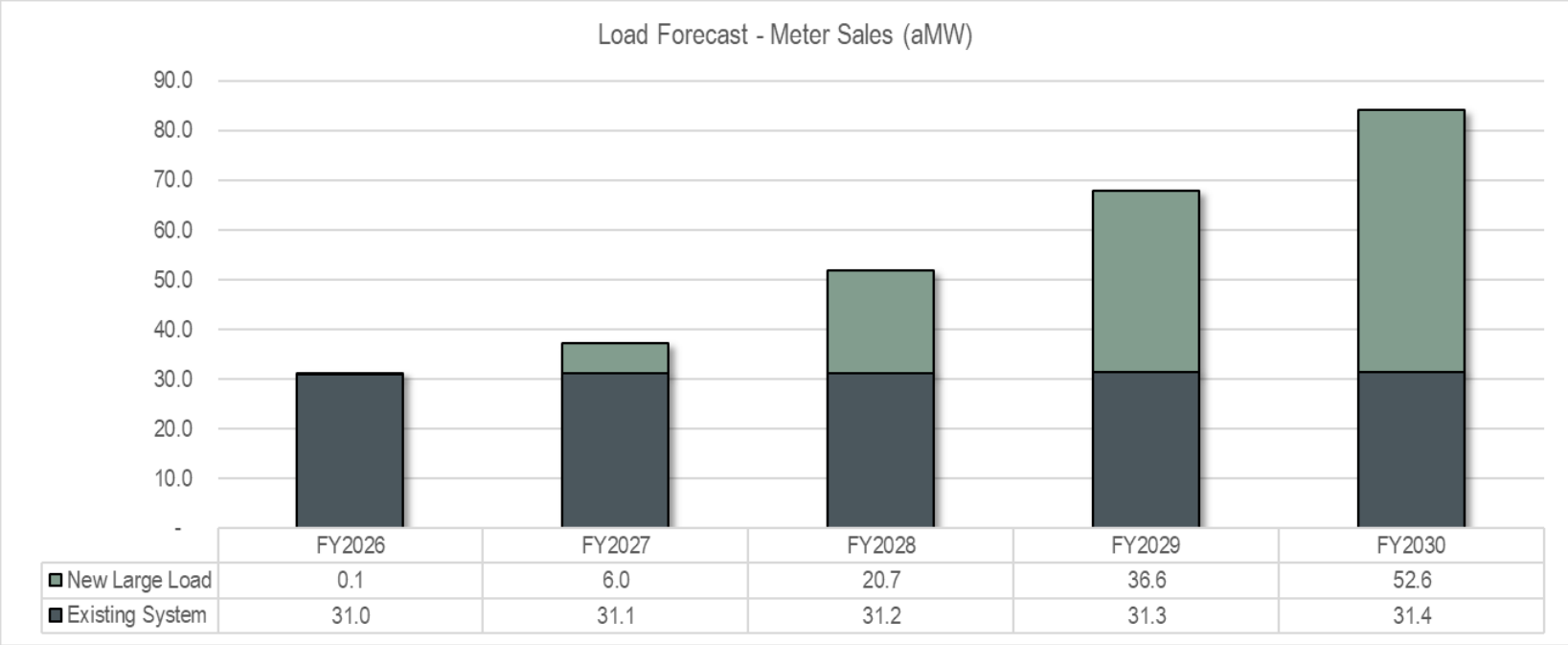
Revenue Requirement Objectives

- Determine the amount of annual revenue necessary to fund all financial obligations on a ***self-sustaining*** basis
  - Operating expenses & power costs
  - Debt service (principal & interest)
  - Capital costs and funding approach
- Meet financial parameters and targets
  - Maintain target reserve balances
- Evaluate revenue sufficiency over a multi-year period
- Develop rate plan to balance financial needs and minimize customer impacts

Revenue Requirement Elements



Load Forecast

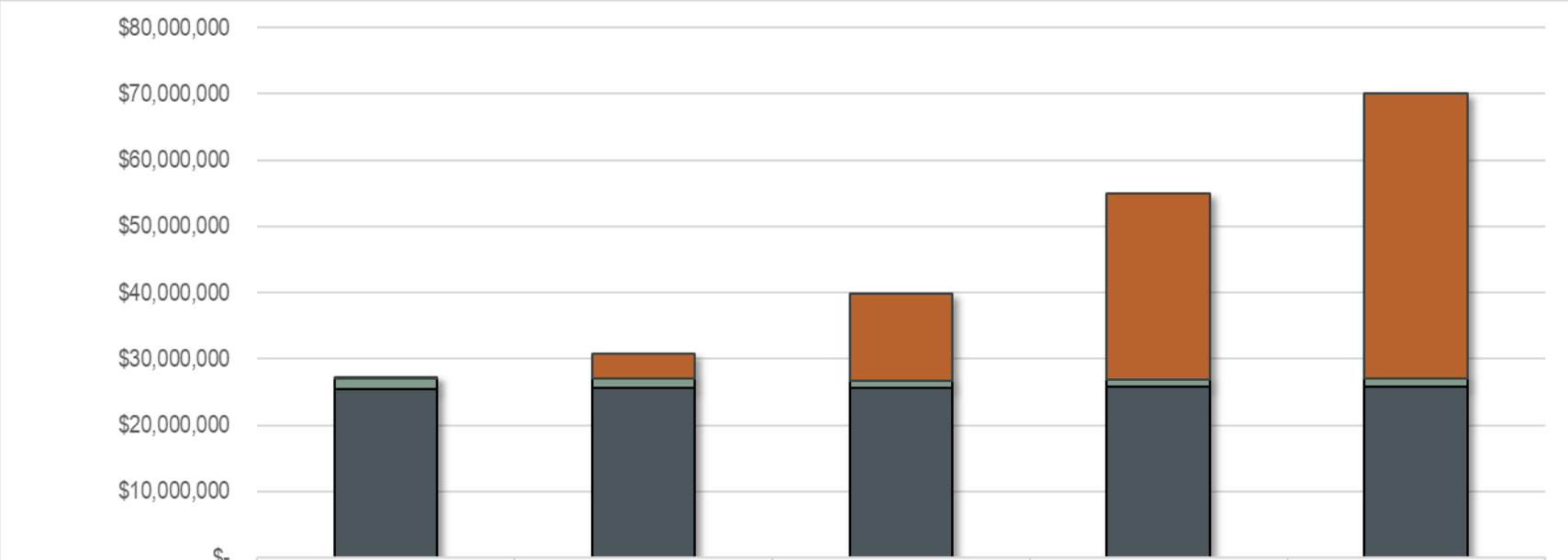


	FY2026	FY2027	FY2028	FY2029	FY2030
New Large Load	0.1	6.0	20.7	36.6	52.6
Existing System	31.0	31.1	31.2	31.3	31.4

- Existing system: 31.0aMW – 31.4aMW
  - 0.0% – 0.5% per year | 0.4% per year average
- New large load: 0.1aMW – 52.6aMW
- Total system load: 31.1aMW – 84.0aMW

Key Factors: Existing Revenue

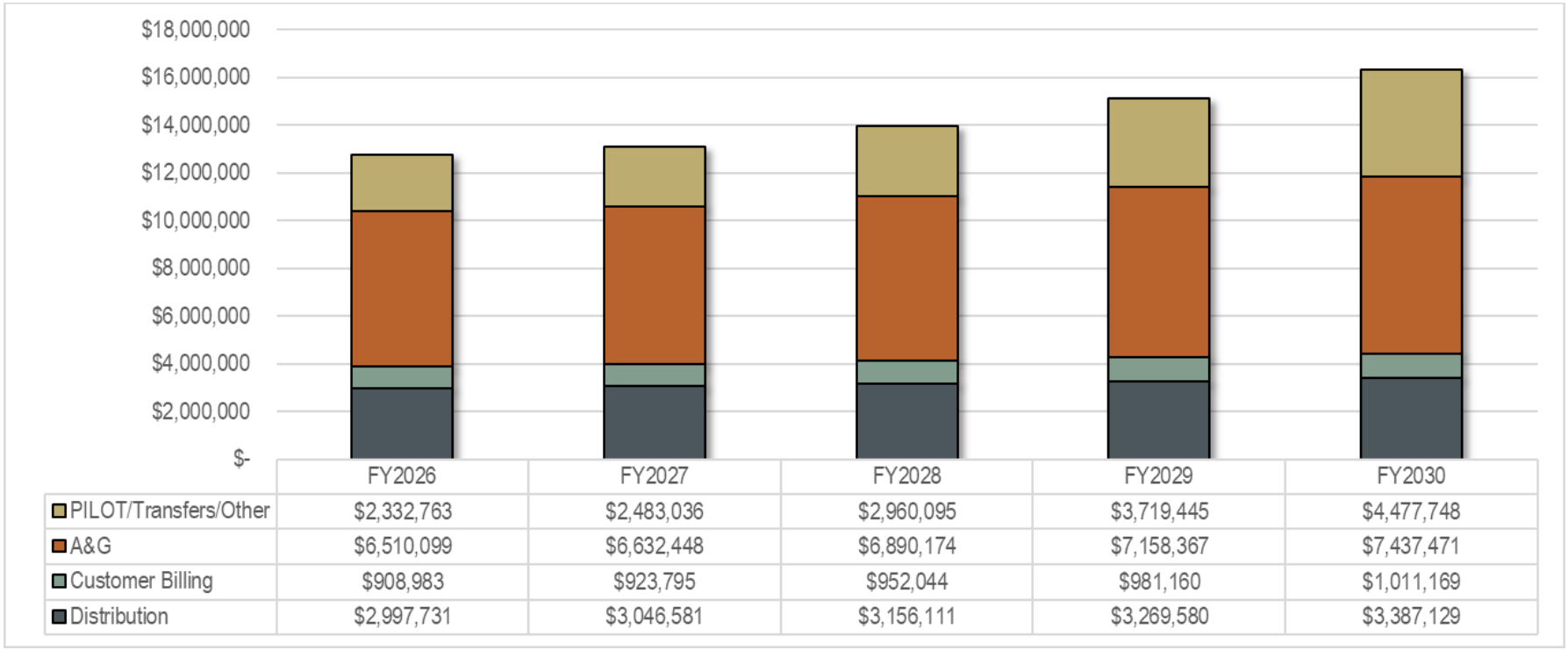
- Focus period: FY2026 – FY2030
  - » Includes non-rate revenue: connection charges, conservation revenue, clean fuel credits, external work, pole rental fees, auditorium rental, sale of equipment, and other miscellaneous revenue
  - » New large load may add up to $43.0M in annual revenue during focus period
- Total existing revenue (w/o NLL) $27.0M per year | (w NLL) $27.1 - $70.0M per year



	FY2026	FY2027	FY2028	FY2029	FY2030
Rate Revenue - NLL	$41,238	$3,768,678	$13,101,871	$28,060,008	$43,001,492
Non-Rate Revenue	$1,514,686	$1,485,972	$1,052,875	$1,075,272	$1,134,047
Rate Revenue	$25,512,187	$25,608,020	$25,695,874	$25,800,983	$25,898,116

Key Factors: Operating Expenses

- FY25 – FY27 budgets used as baseline
  - » Includes transfer to equipment replacement reserve
  - » Average annual inflation of 3.5% during non budget periods (FY28 – FY30) w/o PILOT
- Total O&M expenses $12.7M to $16.3M



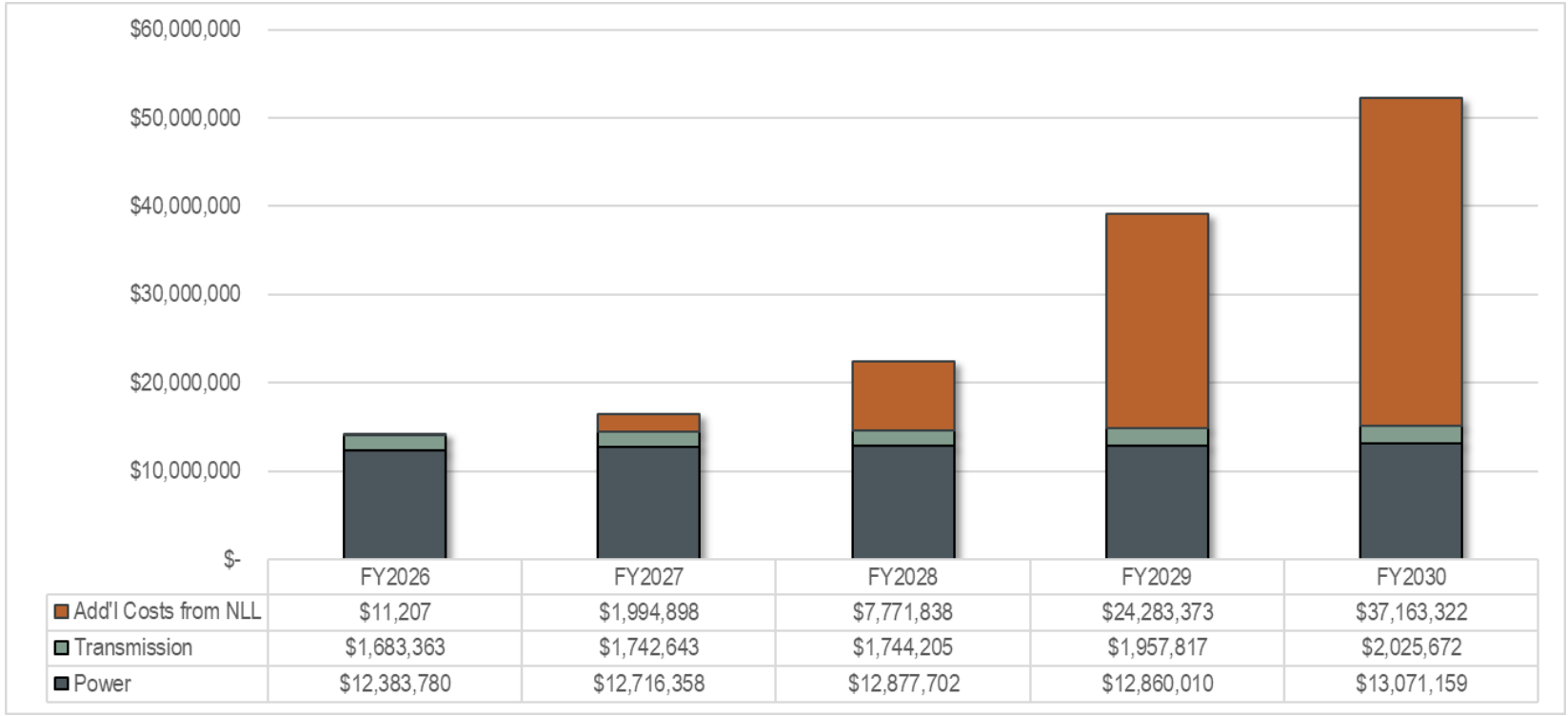
	FY2026	FY2027	FY2028	FY2029	FY2030
PILOT/Transfers/Other	$2,332,763	$2,483,036	$2,960,095	$3,719,445	$4,477,748
A&G	$6,510,099	$6,632,448	$6,890,174	$7,158,367	$7,437,471
Customer Billing	$908,983	$923,795	$952,044	$981,160	$1,011,169
Distribution	$2,997,731	$3,046,581	$3,156,111	$3,269,580	$3,387,129

Key Factors: Power

- Power & transmission based on load and BPA billing determinants
  - Includes BPA FFY2026 (Oct 1, 2025 – Sep 30, 2028) power & transmission final rates
    - Power increase effective Oct 1, 2025 of 8.8%
    - Transmission increase effective Oct 1, 2025 of 14.7%
    - Total combined power cost increase of ≈ 9.1%
  - Future increases in FFY2029 (Oct 1, 2028 – Sep 30, 2030) assumed at
    - Power: 5.0% | transmission: 15.0%
  - Assumes above rate high water market purchases
    - 4.6aMW – 3.3aMW (w/o NLL)
    - 4.6aMW – 62.7aMW (w NLL)

Key Factors: Power

- Total power
  - w/o NLL $14.1M - $15.1M per year
  - w NLL $14.1M - $52.3M per year



	FY2026	FY2027	FY2028	FY2029	FY2030
Add'l Costs from NLL	$11,207	$1,994,898	$7,771,838	$24,283,373	$37,163,322
Transmission	$1,683,363	$1,742,643	$1,744,205	$1,957,817	$2,025,672
Power	$12,383,780	$12,716,358	$12,877,702	$12,860,010	$13,071,159

Key Factors: Capital & Debt

- $12.6M in CIP (FY2026 – FY2030) funded through
  - Rate funded capital | equipment replacement reserve | grant & RDC funding
  - $3.6M in debt proceeds (FY2026)
- Existing annual debt service: $0.3M per year
- New debt service: $0.3M per year
  - 20-year term | 5.0% interest | 1.0% issuance cost | debt reserve

	FY2026	FY2027	FY2028	FY2029	FY2030
Substation	$4,120,000	$159,135	$163,909	$168,826	$173,891
All Other Capital	$3,603,970	$2,361,033	$874,182	$478,341	$492,691

Note: Costs inflated to year of construction.

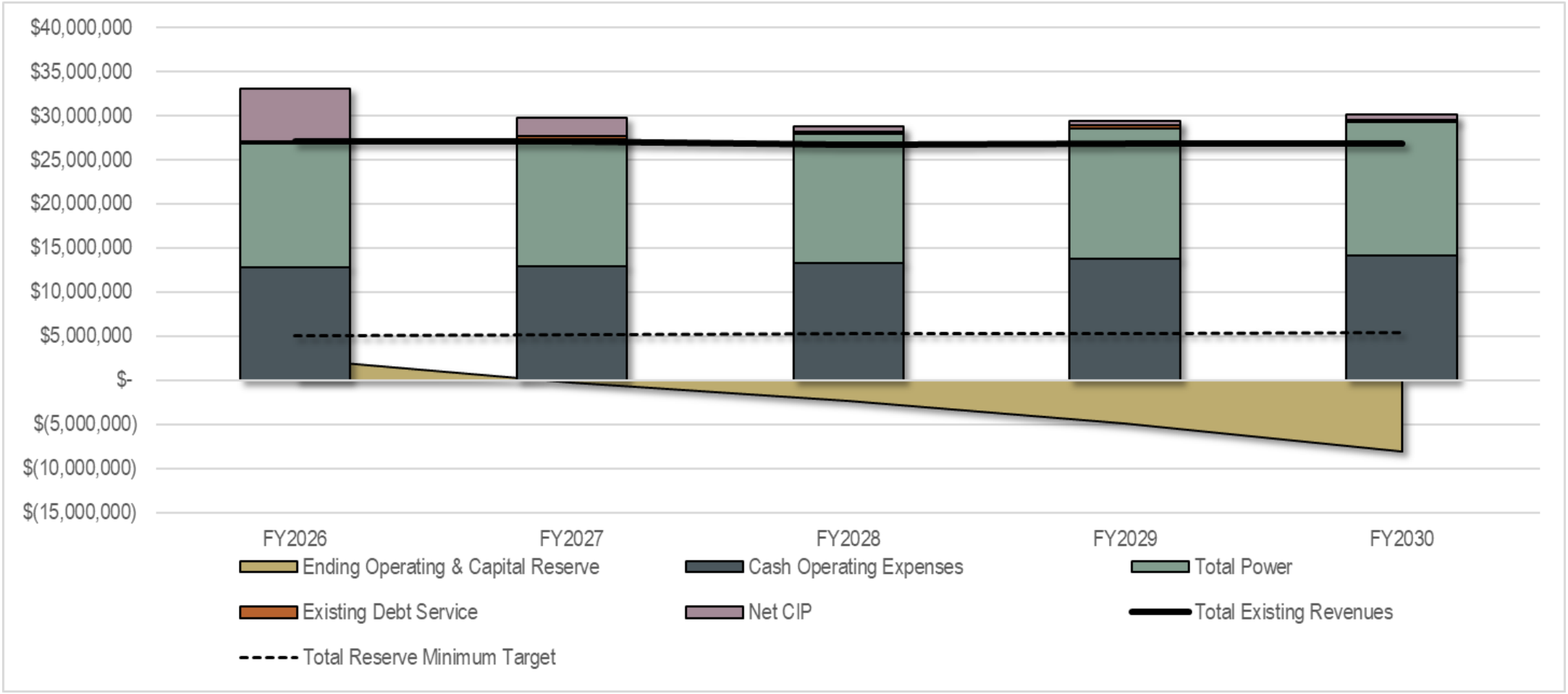
Financial Policy Targets

Policy	Purpose	Target
Operating Reserve	Liquidity cushion to accommodate cyclical cash flow fluctuations	60 Days (16.7%) of O&M & Power ($4.4M to $4.8M) – w/o NLL ($4.4M to $11.3M) – w NLL
Capital Contingency Reserve	To meet emergency repairs, unanticipated capital, and project cost overruns.	1.0% of Plant ($0.6M - $0.7M)
Debt Service Coverage	Compliance with existing loan/debt covenants and maintain credit worthiness for future debt issuance.	Target: 1.50

Items for Consideration

- Considering the uncertainty of NLL connection timing, two scenarios are evaluated
  - S1 – No NLL Connection
  - S2 – NLL Connection

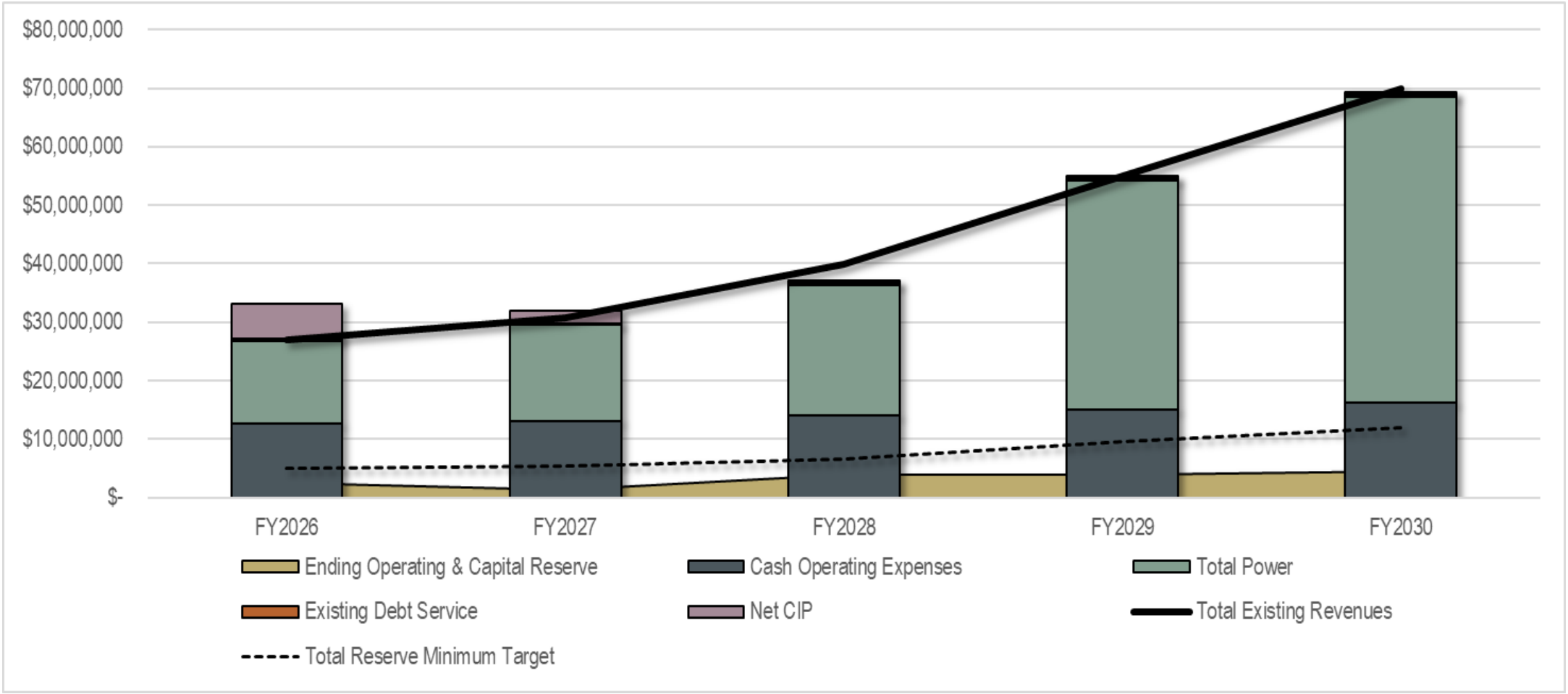
Revenue Requirement – S1: w/o NLL



Notes:

1. *Net CIP is CIP less grants and use of equipment replacement reserve.*

Revenue Requirement – S2: w NLL



Notes:

1. *Net CIP is CIP less grants and use of equipment replacement reserve.*

Revenue Requirement Summary

- Short term (FY26 & FY27)
  - Revenues at present rates under both scenarios are not sufficient to fund operating expenses, power cost increases, and capital project needs
    - Ongoing O&M and existing debt service payments exceed revenues in FY2026
  - Operating cash reserves fall below target
  - Total cash reserves fall below zero in FY2027 (S1 only)
- Long term (FY28 – FY30)
  - S1 – deficiency continues to grow
  - S2 – addition of NLL reduces the pressure on overall system needs
    - Operating reserve remains below target

Scenario Summary

- Rates effective October 1st of every year

Annual Rate Adjustment	FY2026	FY2027	FY2028	FY2029	FY2030
S1. w/o New Large Loads	3.25%	3.25%	3.25%	3.00%	3.00%
S2. w New Large Loads	3.25%	3.25%	-	-	-

Residential Bill Impact	Existing	FY2026	FY2027	FY2028	FY2029	FY2030
S1. w/o New Large Loads	$ 100.47	$ 103.71	$ 107.07	$ 110.56	$ 113.91	$ 117.28
S2. w New Large Loads	100.47	103.71	107.07	107.07	107.07	107.07

$ Change to Bill	FY2026	FY2027	FY2028	FY2029	FY2030
S1. w/o New Large Loads	$ 3.24	$ 3.36	$ 3.49	$ 3.35	$ 3.37
S2. w New Large Loads	3.24	3.36	-	-	-

- Updated forecast is below prior rate study of 5.00% in FY2026

Notes:
1. *Bill impacts assume across the board increases. Actual impacts will depend on adopted rate design.*
2. *Bill impacts assume 1,000kWh of monthly usage.*

Rate Design

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a Bowman company

Overview of Rate Design

- Development of fixed and variable charges assessed to customers

Aligns fixed and variable costs with fixed and variable revenue sources

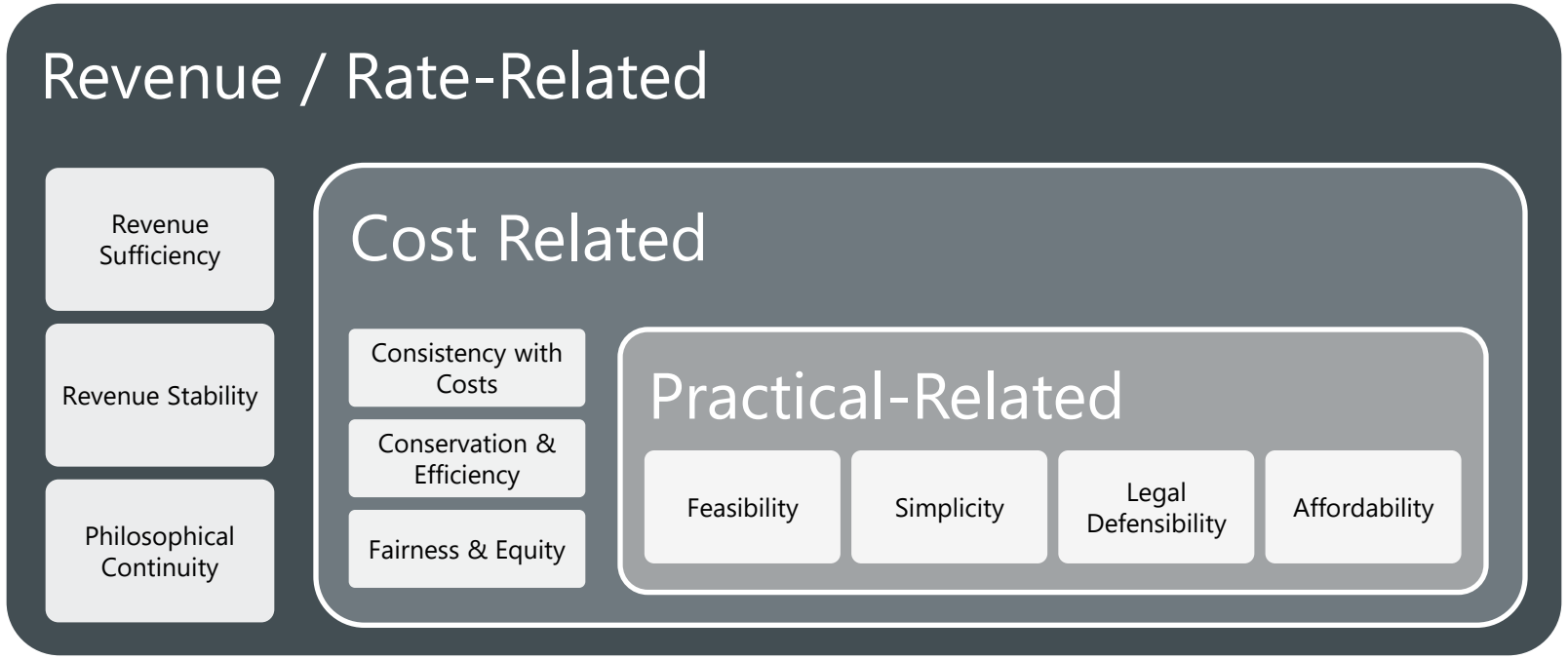
Generates sufficient revenue to meet utility requirements

Meet goals and objectives of the utility (e.g., conservation)

Evaluate monthly rate impact for different levels of use

Rate Design Goals

- No structure can completely achieve all the objectives – it's a balancing act



Source: *Principles of Public Utility Rates,* Bonbright, Danielson and Kamerschen

Rate Design Considerations

- No structural changes proposed
- Increase rates on an across the board basis
  - Equally to all classes and fixed / variable charges

Customer Charge Summary

Customer Charge - $/Mo.	Existing	FY2026	FY2027
Residential	$ 22.67	$ 23.41	$ 24.17
General Service			
Single Phase	26.07	26.92	27.79
Three Phase	40.85	42.18	43.55
General Service (Non-Metered)	14.38	14.85	15.33
Large Commercial / Industrial	83.17	85.87	88.66
Contract Industrial - TTM	72.82	75.19	77.63
Contract Industrial - Old Trappers	83.17	85.87	88.66
Irrigation	24.14	24.92	25.73

Notes: Lighting rates available | Green power rate available for Residential customers

Energy Charge Summary

Energy Charge - $/kWh	Existing	FY2026	FY2027
Residential			
Tier 1 (0 - 1,000 kWh)	$ 0.0778	$ 0.0803	$ 0.0829
Tier 2 (1,000+ kWh)	0.0915	0.0945	0.0976
General Service	0.0859	0.0887	0.0916
General Service (Non-Metered)	0.0845	0.0872	0.0900
Large Commercial / Industrial			
LLH	0.0514	0.0531	0.0548
HLH	0.0619	0.0639	0.0660
Contract Industrial - TTM			
LLH	0.0473	0.0488	0.0504
HLH	0.0567	0.0585	0.0604
Contract Industrial - Old Trappers			
LLH	0.0514	0.0531	0.0548
HLH	0.0619	0.0639	0.0660
Irrigation	0.0718	0.0741	0.0765

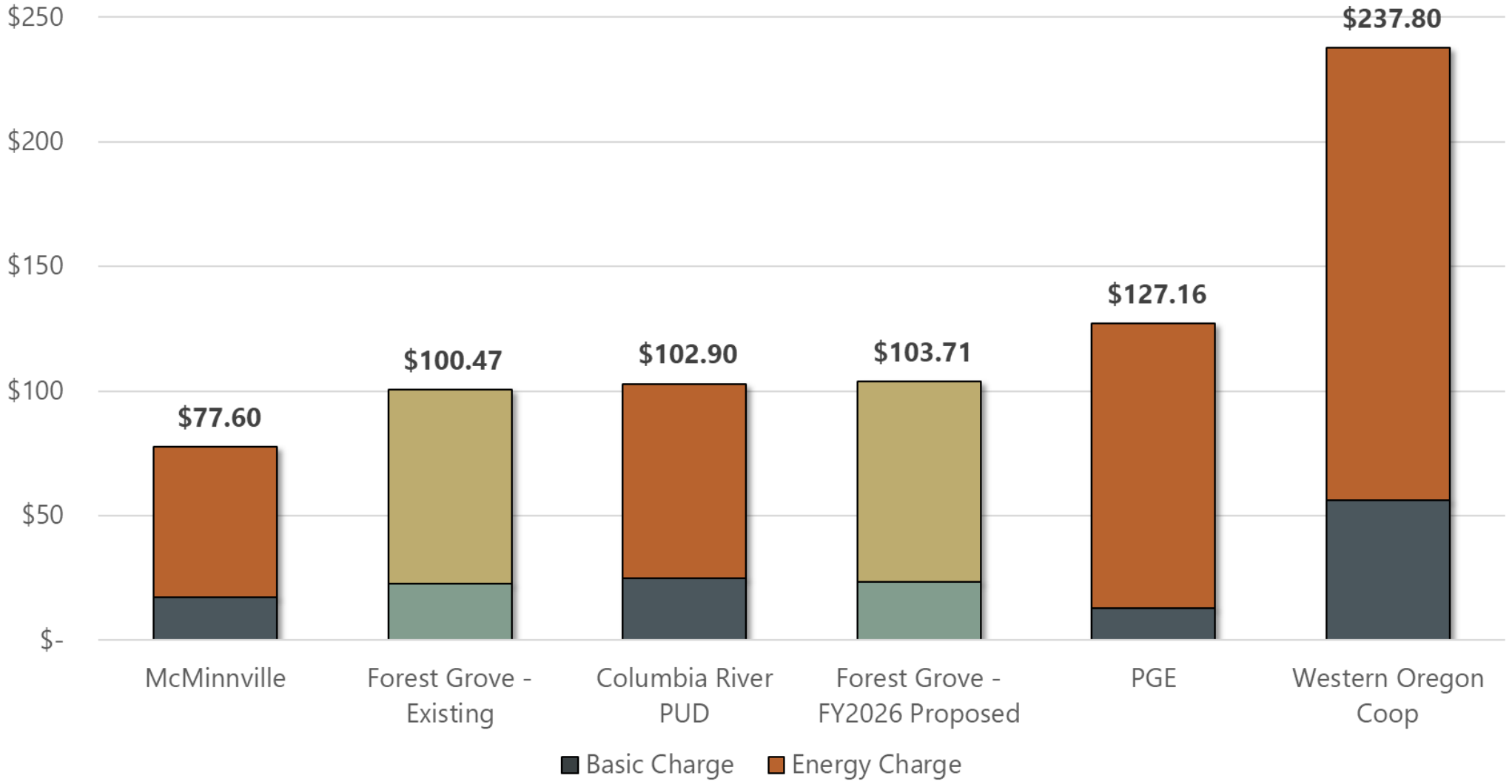
Notes: Lighting rates available | Pool rate available for General Service customers

Demand Charge Summary

Demand Charge - $/kW	Existing	FY2026	FY2027
Large Commercial / Industrial	$ 8.45	$ 8.72	$ 9.00
Reactive Demand Charge	3.08	3.18	3.28
Contract Industrial - TTM	9.84	10.16	10.49
Reactive Demand Charge	2.81	2.90	2.99
Contract Industrial - Old Trappers	8.45	8.72	9.00
Reactive Demand Charge	3.08	3.18	3.28

Note: Contract Industrial - TTM rate includes alternative service charge

Residential Rate Survey



Notes:.

1. *Bill impacts assume 1,000kWh of monthly usage.*

Discussion / Direction

- City Council feedback and direction
  - » Revenue requirement – adopt two-year rate strategy (FY2026 & FY2027)

Annual Rate Adjustment	FY2026	FY2027	FY2028	FY2029	FY2030
S1. w/o New Large Loads	3.25%	3.25%	3.25%	3.00%	3.00%
S2. w New Large Loads	3.25%	3.25%	-	-	-

    - Rates effective October 1st of every year
  - » Rate design
    - Across the board increases for all classes and charges
- Revisit rates prior to FY2028 implementation or as new information regarding NLL becomes available

Thank you!
Questions?

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