



A place where families and businesses thrive.

CITY COUNCIL RETREAT WORK SESSION
REFER TO ATTACHED RETREAT AGENDA
9:00 AM

SATURDAY, FEBRUARY 20, 2021
ZOOM WEBINAR
COMMUNITY AUDITORIUM, 1915 MAIN STREET

CITY COUNCIL RETREAT WORK SESSION

The City Council will convene to conduct its annual goal-setting retreat. The public is invited to attend and observe the work session; however, no public comment will be taken. The Council will take no formal action during the work session retreat.

Public Zoom Webinar ID: 816 1583 9772

Passcode: 474271

Please click the link below to join the Zoom Webinar:

<https://us02web.zoom.us/j/81615839772?pwd=NllYemJtRUR3Z0NZdVJ1cjZDU2duQT09>

Telephone: (253) 215-8782

For help with Zoom: <https://support.zoom.us/hc/en-us/articles/115004954946>

During the pandemic, all public meetings are held in a “hybrid” format allowing the public to attend meetings both virtual and in-person. The Community Auditorium is open and has limited availability and social distancing measures. Members of the public can observe the meetings **LIVE** on **Zoom Webinar** or on television on Tualatin Valley Community Television (TVCTV) Government Access Programming or **LIVE Channel 30** on their website: <http://208.71.205.11/CablecastPublicSite/?channel=15>.

PETER B. TRUAX, MAYOR

Malynda H. Wenzl, Council President
Donna Gustafson, Councilor
Kristy L. Kottkey, Councilor

Timothy A. Rippe, Councilor
Elena Uhing, Councilor
Mariana Valenzuela, Councilor

All regular meetings of the City Council are televised live and open to the public and persons are permitted to attend any meeting except as otherwise provided by ORS 192. The public may address the Council as follows:

Public Hearings are held on each matter required by state law or City policy. Anyone wishing to testify should sign in prior to the meeting. The presiding officer will review the complete hearing instructions prior to testimony. The presiding officer will call the individual or group by the name given on the sign in form. When addressing the Council, please use the witness table (center front of the room). Each person should speak clearly into the microphone and must state his or her name and give an address for the record. All testimony is electronically recorded. In the interest of time, Public Hearing testimony is limited to three minutes unless the presiding officer grants an extension. Written or oral testimony is heard prior to any Council action.

Citizen Communications: Anyone wishing to address the Council on an issue not on the agenda should sign in for Citizen Communications prior to the meeting. The presiding officer will call the individual or group by the name given on the sign in form. When addressing the Council, please use the witness table (center front of the room). Each person should speak clearly into the microphone and must state his or her name and give an address for the record. All testimony is electronically recorded. In the interest of time, Citizen Communications is limited to two minutes unless the presiding officer grants an extension.

The public may not address items on the agenda unless the item is a Public Hearing. If you have questions or an issue that you would like to address to the Council, please contact the City Recorder, aruggles@forestgrove-or.gov, 503-992-3235.

Meetings are handicap accessible. Assistive Listening Devices (ALD) or qualified sign language interpreters are available for persons with impaired hearing or speech. For accommodations, please contact the City Recorder, aruggles@forestgrove-or.gov, 503-992-3235, at least 48 hours prior to the meeting.

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A place where families and businesses thrive.

MEMORANDUM

TO: City Council

FROM: Jesse VanderZanden, City Manager

MEETING DATE: February 20, 2021

PROJECT TEAM: Jesse VanderZanden, City Manager
Sara Wilson, Owner, SSW Consulting

SUBJECT TITLE: City Council Retreat

BACKGROUND AND PURPOSE OF RETREAT:

Pursuant to the City Council Rules of Procedure, Section 16.1, the City Council sets goals and objectives annually and they must be adopted at a regular City Council meeting no later than March. This process is the principal mechanism for Council to provide critical guidance to staff regarding resource allocation and annual work plans.

This year's Retreat will be held via Zoom on February 20, 2021, from approximately 9 a.m. to 3 p.m. Sara Wilson, owner of SSW Consulting, will facilitate and record the goals and objectives. If necessary, a final work session will be held on March 15, 2021, to refine the goals and objectives from the Retreat.

To enable the Council to be fully informed prior to the Retreat, a work session was held on February 8, 2021 to review updates for all the existing goals and objectives. In addition, Sara Wilson met with each Councilor and Director to inform common themes, the agenda, structure, and expected outcomes of the Retreat.

The Council passed 7 Goals and 34 Objectives last year. This was up from the previous year of 3 Goals and 21 Objectives. The Goals and Objectives were passed prior to the unforeseen and all-encompassing onset of COVID, an Emergency Declaration which remains in place, a mid-year Retreat, and considerable attention to the Council Rules; none of which were listed in the Goals or Objectives.

Attached are four items to help guide and inform the Retreat:

- 1) Retreat Agenda
- 2) 2020-2021 Goals and Objectives – this contains important context from last year's Retreat
- 3) 2020-2021 Goals and Objectives update – this contains current status reports
- 4) 2020 Top Accomplishments – top accomplishments in each department

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SSW CONSULTING

CITY OF FOREST GROVE GOAL SETTING

FEBRUARY 20, 2021

TIME: 9:00 AM TO 3:00 PM

ZOOM LOGIN INFO:

JOIN ZOOM MEETING

Link: <https://us02web.zoom.us/j/81615839772?pwd=Nll5emJtRUR3Z0NZdVJ1cjZDU2duQT09>

Meeting ID: 816 1583 9772

Passcode: 474271

Call: (253)215-8782

WORKSHOP OUTCOMES

- Review and orient the team to the goal-setting process.
- Identify goals and objectives for 2021 with a focus on building on the goals from 2020 and identifying ways to support the community in COVID recovery efforts.
- Review the roles of Council and Administration and build a unified team to move forward on the goals established for 2021.

AGENDA

8:45 AM	Zoom Meeting Opens
9:00 AM	Welcome + Agenda Overview • Call to Order and Welcome, Mayor Pete Truax • Agenda Overview • Review Process and Establish Ground Rules
9:20 AM	Team Warm-Up
9:50 AM	Council + Administration Roles • Overview of Roles + Responsibilities • Team Discussion
10:20 AM	Reorient to the Context • 2020 Goal Progress • Community Challenges on the Horizon
10:30 AM	Mapping the Goals • Building on the Goals from 2020 • New Priorities for 2021 • Team Discussion
11:00 AM	Break
11:10 AM	Goal Mapping Continued



SSW CONSULTING

11:30 AM	Goal Refinement Discussion • Review Goal Ideas • Council Discussion + Agreement on Goals to Move Forward • Refine Draft Goals + Strategies
12:30 PM	Break
1:00 PM	Goal Prioritization
2:00 PM	Reflection Exercise
2:45 PM	Wrap-up, Questions, Next Steps
3:00 PM	Adjourn



CITY COUNCIL GOALS 2020/21

CITY OF FOREST GROVE

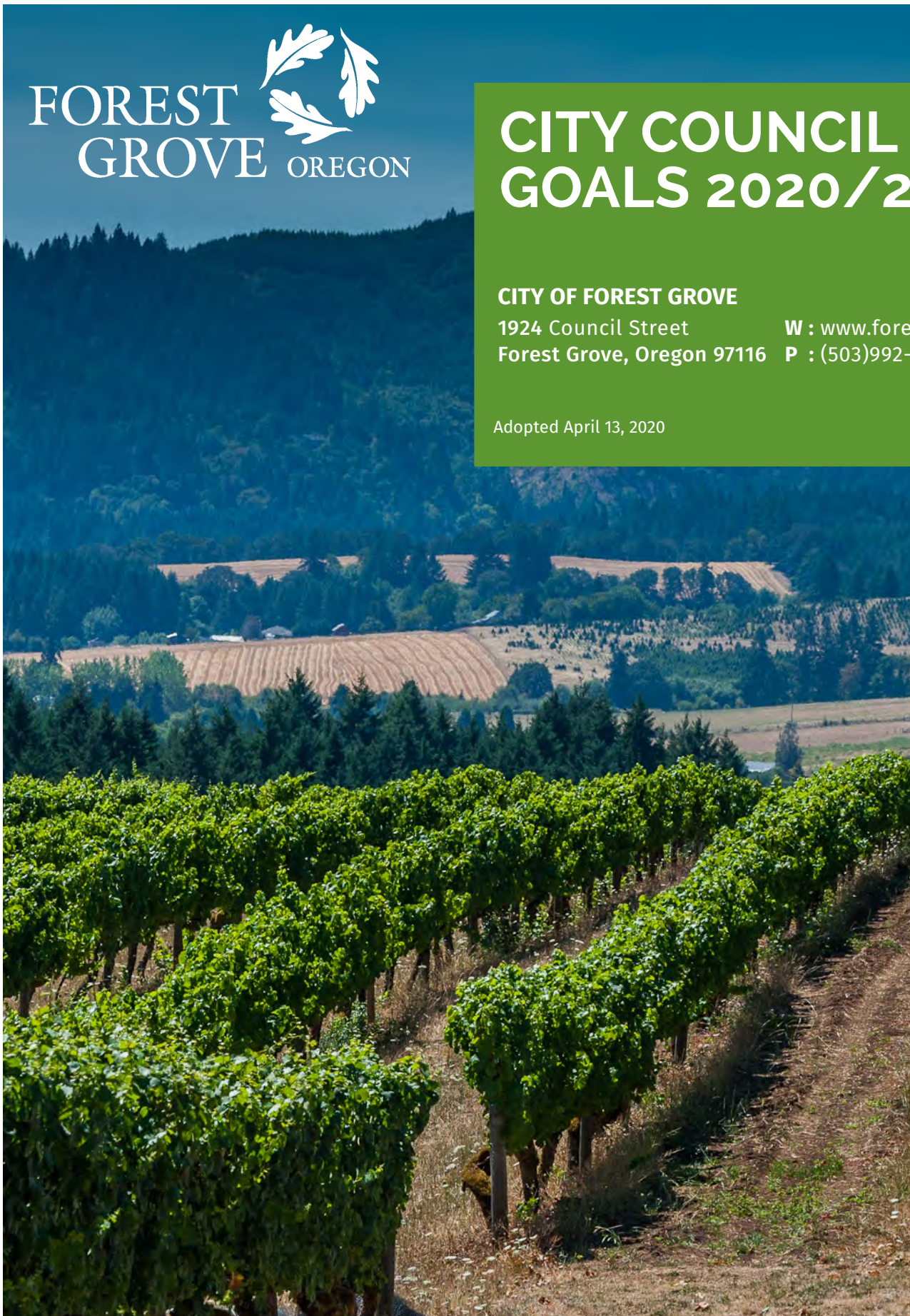
1924 Council Street

Forest Grove, Oregon 97116

W : www.forestgrove-or.gov

P : (503)992-3200

Adopted April 13, 2020





INTRODUCTION

The City of Forest Grove is pleased to present the summary of their annual goal-setting retreat. The City Council and Management Team conducted a one-day retreat on February 15, 2020 to discuss current community projects and issues and provide City staff with direction regarding the Council's priorities for the coming years. The City hired a professional facilitator, Sara Singer Wilson of SSW Consulting to prepare and guide the group through their discussion. In advance of the retreat, City staff presented an update on the progress of the 2019 Council goals to provide context for the upcoming session. To prepare the agenda, SSW conducted outreach with the Council and staff to identify and discuss their goals and expected outcomes for the session. The agenda for the discussion was based on the following outcomes identified during the outreach process:

- » Confirm and/or redirect priorities on current Council goals;
- » Identify new goals and priorities;
- » Build a strong and cohesive team to communicate and advance the goals; and,
- » Outline the community engagement goals for the visioning process.

The City Council and staff worked closely together to identify goals that would build on the work and success of previous years, while also addressing new challenges and/or changing community needs. The City will work on these goals in addition to maintaining the City's high-quality core services.

The team's engagement and participation were much appreciated, and we look forward to working together with the community and our partners as we set out to advance these goals.

Sincerely,
City of Forest Grove City Council + Management Team



COUNCIL GOALS

2020/21

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OUR TEAM

CITY COUNCIL

Peter B. Truax, Mayor
Malynda Wenzl, Council President
Timothy A. Rippe, Councilor
Elena Uhing, Councilor
Mariana E. Valenzuela, Councilor
Adolph “Val” Valfre, Jr., Councilor
Council Position 7, Temporarily Vacant

CITY MANAGEMENT TEAM

Jesse VanderZanden, City Manager
Brenda Camilli, Human Resources Manager
Paul Downey, Administrative Services Director
Tom Gamble, Parks and Recreation Director
Keith Hormann, Light & Power Director
Jeff King, Economic Development Manager
Michael Kinkade, Fire Chief
Bryan Pohl, Community Development Director
Henry Reimann, Interim Police Chief
Greg Robertson, Public Works Director
Anna Ruggles, City Recorder
Colleen Winters, Library Director

CONSULTANT/FACILITATOR

SARA SINGER WILSON, Principal/Owner



SSW CONSULTING

FOREST GROVE'S VISION

Forest Grove is a friendly, twenty-first century, small, full-service city. It was settled in 1841 by pioneers who valued respect for education, faith, enterprise, service to humanity, and the bountiful resources of the Tualatin Plain. Those values persist to inspire a common vision for a high quality of life in a thriving and progressive community that reaches om its historical commercial core around Pacific University to a horizon of forests, farms, vineyards, and the Coast Range. As an engaged and diverse people, we assure sustainability in our economy and our environment, thus supporting a community that nurtures our youth, educates all residents, and attracts and welcomes visitors. Forest Grove is itself a destination that thrives by design and is our home.

In 2019, the City Council included an objective to update the community vision and identify community values. In October 2019, the Council identified their desired outcomes for the community visioning process:

- » Develop an updated vision that is succinct and provides unity of purpose and direction for the community and its partners;
- » Identify and communicate the values that reflect the Forest Grove community of today;
- » Develop a vision and values that are flexible and responsive to the changing needs of the community. It should include a process for regular plan evaluation and updates; and,
- » The engagement plan should be inclusive of the greater community. We should engage those who care about the future of Forest Grove including residents, community partners, and people beyond the city limits. The engagement should be intentional about reaching those who are not typically included.

To continue this work, one of the desired outcomes for retreat was to outline the community engagement goals for the visioning process. The team had intended to spend time discussing the engagement strategy; however, due to time constraints the Council decided the discussion on the community vision engagement would be continued at a future meeting.

SETTING THE CONTEXT

2019 GOALS + PROJECTS CURRENTLY UNDERWAY

On February 10, 2020, the City Council held a Work Session is to review progress on the City Council's 2019 Goals and Objectives to help contextualize the February 15th City Council Retreat and in doing so, afford Councilors additional opportunity to have focused discussion during the Retreat. The progress report includes status updates on the 2019/2020 goals and is available to view on the City's website at www.forestgrove-or.gov.

Additionally, during the retreat, the City Council raised other challenges or opportunities to be considered during the goal-setting process as shown in the visual below.

CONTEXT

- Look long-term, City needs to be more proactive + not reactive - **NEED A VISION**
- Look at how everything comes together vs. isolated projects
 - What are unintended consequences - how do we be proactive in addressing?
- Be better communicators as a council - work with staff, boards + commissions - Be leaders, clear on vision + what we want to see
- Look at ways to include community - engage them and bring them in
- What can the Council do better to communicate with staff?

Handwritten notes:
 → to plan + to make sure it doesn't happen again
 → able to see work plan → budget to guide work of staff
 → part of our job is to convince the people of Forest Grove re-process we listen to the community, consider advice, + decide 'Takes All into play' NEED TO COMMUNICATE <

IDEA MAPPING TIPS

- Use available resources
- Review + consider context
- Utilize "Ways of Proceeding"
- Staff expertise
- Brainstorm! Be open to all ideas
- **ONE** idea per post-it

Handwritten note:
 2019/20 GOAL UPDATE

2020 COUNCIL GOALS

The Council reviewed the context provided in the annual report and the Council discussion that followed. They convened with staff in small groups to discuss the ideas and their top priorities. These ideas were mapped during a group discussion to look for emerging common themes. The ideas were refined by the group, and the Council indicated their top priorities in each goal area. The goals are listed based on the priorities expressed by Council.

Following the retreat, the management team met to review and further refine the results and to clarify the goals and objectives into actionable items. The team also identified an estimated timeline for each action based on current staffing and workload. The goals and objectives will be addressed by the organization in their work plan in addition to projects already underway and their commitment to delivering quality City services to the Forest Grove community. The City's Boards and Commissions will also be engaged in the implementation of these goals and objectives where applicable. The Board or Commission* supporting each objective has been identified in the chart below. The Council will reconvene as needed to discuss progress on these projects and make updates where necessary.

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE	BOARD OR COMMISSION
GOAL 1: SUPPORT DIVERSITY, EQUITY, AND INCLUSION (DEI) IN THE DELIVERY OF CITY SERVICES AND OPERATIONS.			
1.1 Develop a DEI plan that includes an assessment of hiring practices and equitable delivery of city services and operations.	ADM/COUNCIL	2 Years	TBD
1.2 Continue DEI Advisory Team and internal assessment.	ADM	2 Years	NA
1.3 Support training for DEI Advisory Team, Directors, and Council.	CM	1 Year	NA

* Boards and Commissions include the following: Committee for Community Involvement (CCI), Economic Development Commission (EDC), Library Commission (LC), Planning Commission (PC), Parks and Recreation (P&R), Public Safety Advisory Commission (PSAC).

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE	BOARD OR COMMISSION
GOAL 2: ENABLE HOUSING SUPPLY AND AFFORDABILITY.			
2.1 Evaluate scalable system development charges (SDCs).	CD	2 Years	P&R/EDC
2.2 Develop Oak Street Plan.	CD	1 Year	EDC/PC
2.3 Evaluate parking requirements relative to housing density.	CD	2 Years	PC
2.4 Assess capacity for Community Development to meet the increasing demands of planned growth.	CD	1 Year	NA
2.5 Evaluate recommendations from the City's Housing Needs Analysis and develop an implementation plan.	CD	3 Years	P&R/EDC
GOAL 3: ENHANCE PARTNERSHIPS.			
3.1 Partner to help those experiencing homelessness.	CM	2 Years	TBD
3.2 Partner with Forest Grove School District to enhance library coordination.	LIB	2 Years	LC
3.3 Partner to address downtown parking needs.	CD	2 Years	TBD
3.4 Develop relationships between student liaisons and student government.	CM	1 Year	CCI
3.5 Collaborate with community partners to plan for the City's sesquicentennial.	CM	2 Years	CCI
3.6 Collaborate with regional and local partners to attract higher wage jobs.	ED	2 Years	EDC

* Objective 2.2: Develop Oak Street Plan also supports Goal 5.

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE	BOARD OR COMMISSION
GOAL 4: IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS AND ENGAGEMENT.			
4.1 Complete and implement the Communications Plan.	ADM	2 Years	CCI
4.2 Engage community in the development of community vision and values.	CM	2 Years	CCI
4.3 Provide customer service training to City staff to promote consistent, positive service to the community.	ADM	1 Year	NA
4.4 Provide outreach materials that provide an overview and tips for engaging in the public process.	CD	1 Year	NA
GOAL 5: MAINTAIN FINANCIAL AND ORGANIZATIONAL SUSTAINABILITY THROUGH LONG-TERM PLANNING AND SUPPORT FOR ECONOMIC AND WORKFORCE DEVELOPMENT.			
5.1 Complete Fire Task Force work to determine effect on City finances.	ADM/LE	2 Years	PSAC
5.2 Plan for a future police facility.	ADM/POL	1 Year	PSAC
5.3 Ensure adequate long-term industrial and commercial property supply.	CD/ED	1 Year	EDC
5.4 Prepare a five-year general fund financial plan.	ADM	2 Years	NA
5.5 Refine West Side Plan Financial Plan.	CD/ENG/ADM	3 Years	TBD
5.6 Complete Neighborhood Mixed Use Zone Refinement.	CD	1 Year	PC

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE	BOARD OR COMMISSION
GOAL 6: PROMOTE SUSTAINABLE TRANSPORTATION ALTERNATIVES AND ENHANCE MOBILITY.			
6.1 Identify high use areas with no sidewalks and include in public works projects.	PW	2 Years	NA
6.2 Incorporate sidewalk and curb American with Disabilities Act (ADA) retrofits into public works projects.	PW	3 Years	NA
6.3 Incorporate electric and/or hybrid vehicles into the City fleet.	PW/LP	3 Years	SC
6.4 Provide adequate charging stations at public facilities.	LP	1 Year	SC
6.5 Prioritize Transportation Development Tax (TDT) projects.	PW	1 Year	NA
6.6 Assess areas with few transportation alternatives and identify options to enhance mobility.	PW	3 Years	NA
GOAL 7: EXPAND RECREATION OPPORTUNITIES.			
7.1 Identify park project development priorities.	PARKS	2 Years	P&R
7.2 Support Council Creek Regional Corridor.*	PARKS	3 Years	P&R
7.3 Partner to enhance recreation coordination.	PARKS	2 Years	P&R
7.4 Partner to study Eastside Park.	PARKS	1 Year	P&R

* Objective 7.2: Support Council Creek Regional Corridor also supports Goal 6.

GRAPHIC SUMMARY



WORKING TOGETHER

The Council and staff appreciate the positive and collaborative relationship that has been established over the years. The team discussed what would support success in implementing the goals in the coming years. The list below is a summary of the key success factors identified by the team:

EXCELLENT COMMUNICATION: Clear and consistent two-way communication between the City Council and staff.

CLEAR GOALS AND OBJECTIVES: The goals and objectives are clearly communicated and supported with adequate resources.

AUTHENTIC: An environment that encourages a realistic, direct, and honest assessment of issues and solutions that are financially feasible.

ONE TEAM: We operate as a team and accept decisions once they have been made, offering our full support for implementation.

TRUSTWORTHY INFORMATION: Staff will provide objective, accurate, and timely information to support the Council's decision-making process. The Council will be clear in their requests and patient while staff prepares a response.

PREPARED: We come to the table prepared, reviewing meeting materials, anticipating questions and concerns, and providing advance communication of issues or concerns when needed.

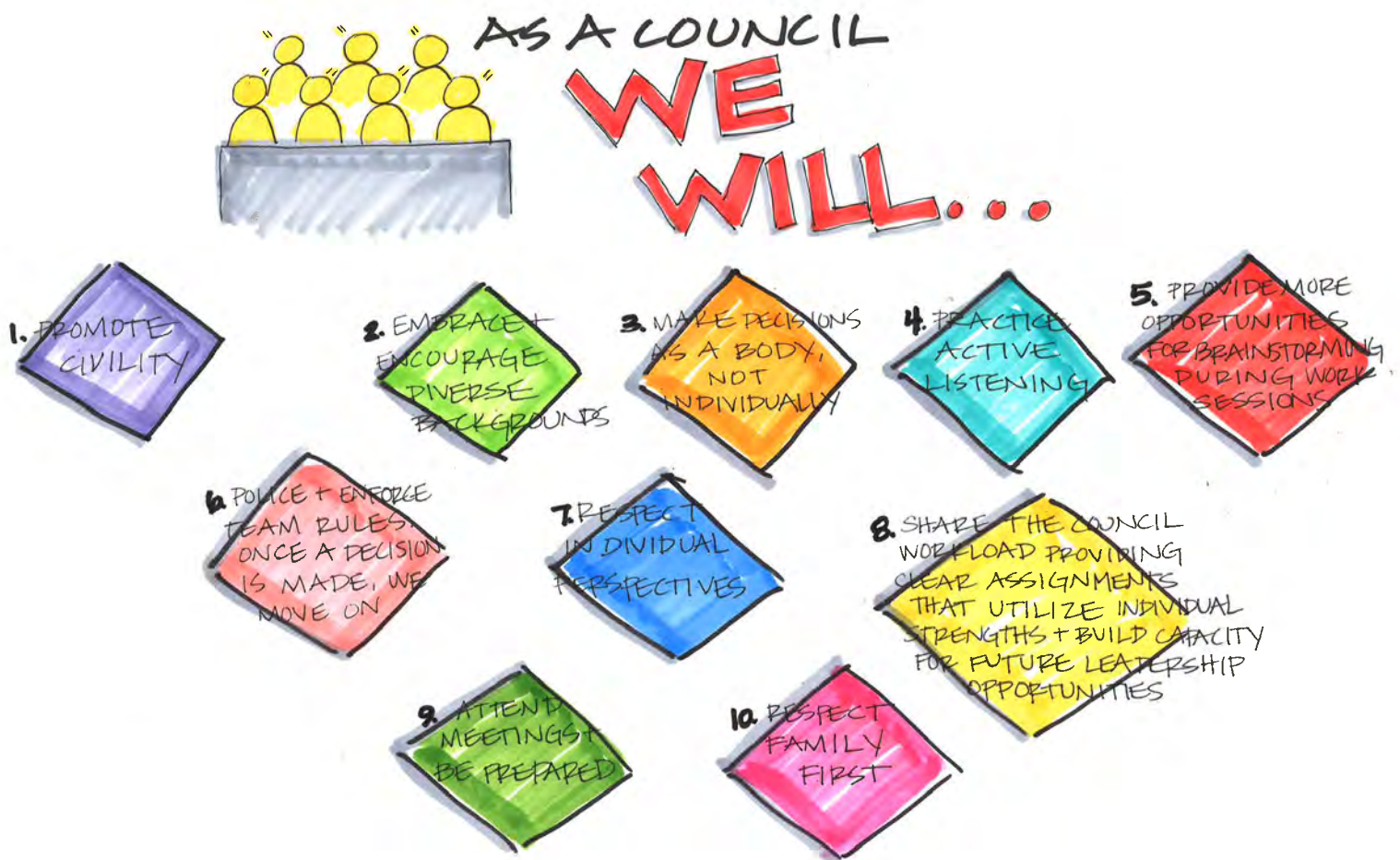
SHARED COMMUNITY COMMITMENT: We recognize our shared commitment to providing the best city services to everyone in the Forest Grove community.



In addition, the City Council discussed what is required for their success as an elected body. The Council expressed their commitment to...

WE WILL...

- » Promote civility.
- » Embrace and encourage diverse backgrounds.
- » Make decisions as a body, not individually.
- » Practice active listening.
- » Provide more opportunities for brainstorming during work sessions.
- » Police and enforce team rules. Once a decision is made, we move on.
- » Respect individual perspectives.
- » Share the Council workload providing clear assignments that utilize individual strengths while also building capacity for future leadership opportunities.
- » Attend meetings and be prepared.
- » Respect family first.



REPORTING PROGRESS

The City's management team is tasked with advancing these goals and objectives using the resources allocated by the Council. To ensure success, City staff will provide quarterly updates on the progress of the Council's goals. For additional support or clarification, staff will schedule time at a Council Work Session to seek Council's direction as needed. In January 2021, staff will present the Council with an annual report highlighting the progress on the goals.

This implementation structure creates accountability and ensures ongoing communication and collaboration between the Council and staff in advancing these goals to better the Forest Grove community. Additionally, the management team will communicate the goals and objectives to the organization to build further understanding and support for advancing this work. Staff's contributions to these goals will be highlighted and recognized in the progress reports to the Council.

APPENDICES

APPENDIX A: PARKING LOT TOPICS

During the retreat, other topics were raised that were not related to the goal setting, but were identified as parking lot topics for future discussion.

PARKING LOT TOPICS:

- » Definition of full-service City
- » Have a conversation about engaging outlying community members

APPENDIX B: COMMUNITY PROFILE

As forest grove prepares to update its community vision, this profile provides insights into the ways the community has evolved.

FOREST GROVE

Community Profile

2020 SNAPSHOT

AS FOREST GROVE PREPARES TO UPDATE ITS COMMUNITY VISION, THIS PROFILE PROVIDES INSIGHTS INTO THE WAYS THE COMMUNITY HAS EVOLVED.

AS WE THINK ABOUT THE FUTURE AND WHERE WE'RE GOING, LET'S START BY UNDERSTANDING WHERE WE ARE AND WHERE WE'VE BEEN.



A place where families and businesses thrive.



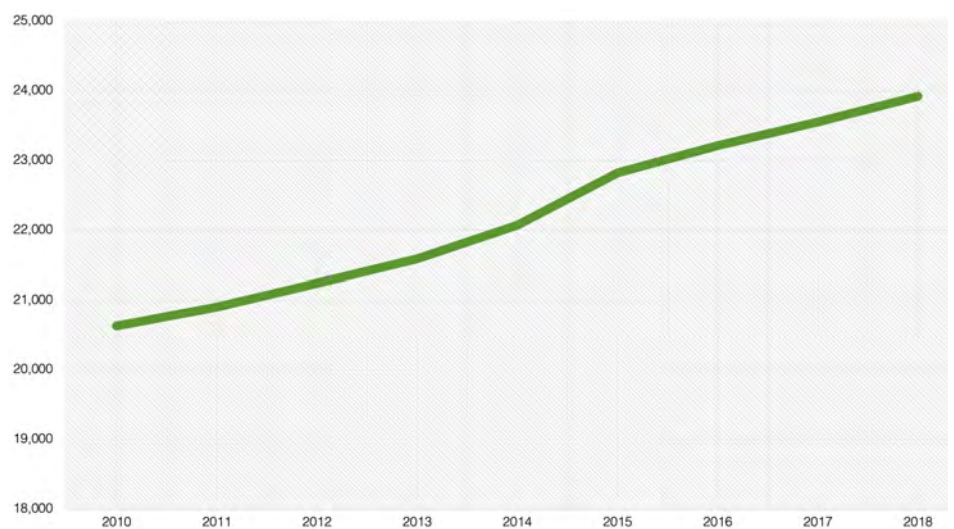
The People of Forest Grove

THE PEOPLE

YEAR AFTER YEAR, FOREST GROVE CONTINUES TO GROW

Much like surrounding communities in Washington County, Forest Grove has experienced steady population growth for more than a decade. Between 2010 and 2018, the city grew 15.94%, increasing in population from 20,635 to 23,923. During the same time period, Washington County's total population increased by 15.68%. Hillsboro, the county's largest and fastest growing city, saw its population increase by 22.99%. Approximately four percent of Washington County residents live in Forest Grove.

Forest Grove Population: 2010-2018



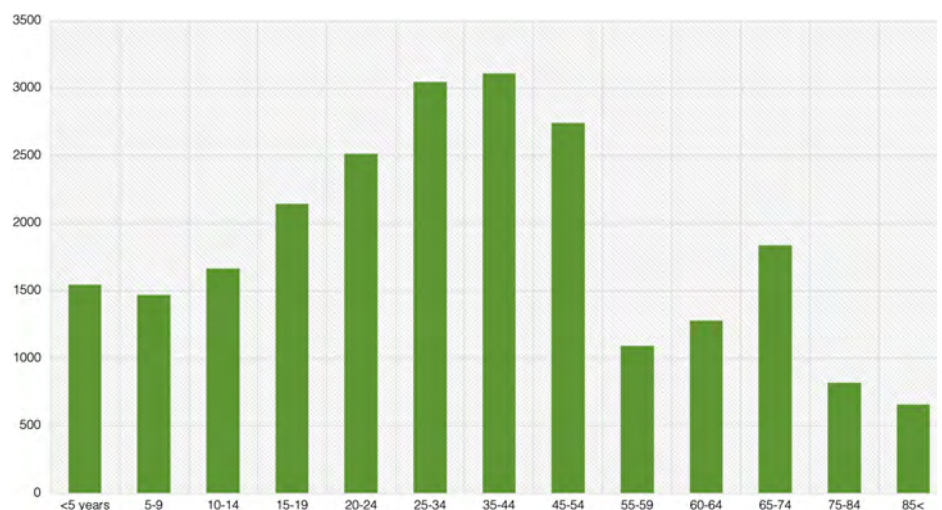
Source: American Community Survey, U.S. Census Bureau, 2010-2018

POPULATION BY AGE

FOREST GROVE IS A CONSISTENTLY YOUNG CITY

The percentage of Forest Grove residents 35 years and younger has remained steady for at least a decade at approximately 52% of the total population. By comparison, in 2018, approximately 47% of Washington County residents were 35 or younger. Since 2010, the percentage of Forest Grove residents 65 years and older has increased slightly from 11% to 13% of the total population. This is consistent with county-wide figures. In 2018, approximately 12.5% of Washington County residents were 65 or older.

Forest Grove Population by Age: 2018



Source: American Community Survey, U.S. Census Bureau, 2010-2018

POPULATION BY RACE

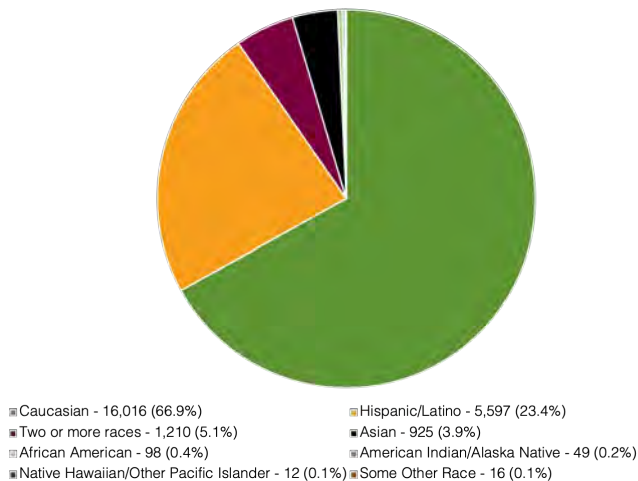
RACIAL DEMOGRAPHICS ARE LARGELY UNCHANGED

While the city has grown somewhat more diverse, Forest Grove's racial demographics have remained largely unchanged since 2010. Most Forest Grove residents are Caucasian or Hispanic/Latino. In 2018, 66.9% of residents were Caucasian and 23.4% were Hispanic/Latino. Since 2010, only an average of one in ten Forest Grove residents identify with a different or more than one race. The percentage of Asian residents has steadily increased during this time period, from approximately 1.5% in 2010 to nearly 4% in 2018. No other demographic group has shown a consistent upward or downward trend since 2010.

THE CITY'S ASIAN COMMUNITY IS AMONG ITS MOST DIVERSE

There is tremendous diversity within Forest Grove's Asian community. Similar numbers of residents identify as Asian Indian, Chinese, Filipino, and Japanese. A smaller number of residents identify as Korean and Vietnamese. In contrast, the city's Hispanic and Latino population is much more racially homogeneous, with the majority of Hispanic/Latino residents identifying as Mexican.

Forest Grove Population by Race: 2018



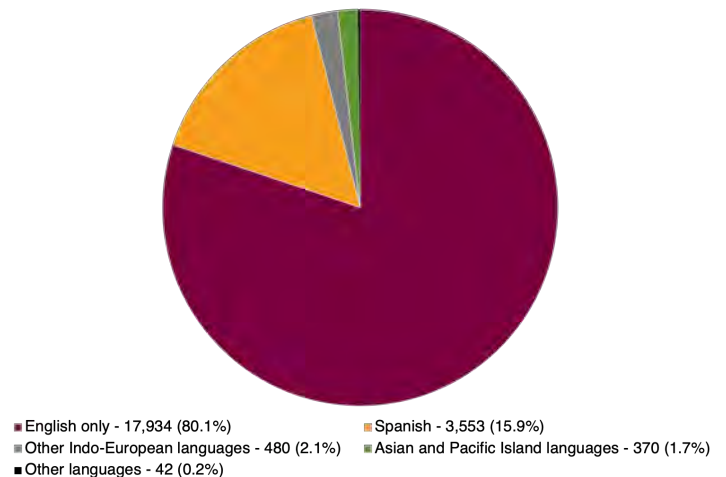
Source: American Community Survey, U.S. Census Bureau, 2018

LANGUAGE SPOKEN AT HOME

MOST RESIDENTS SPEAK ENGLISH AT HOME

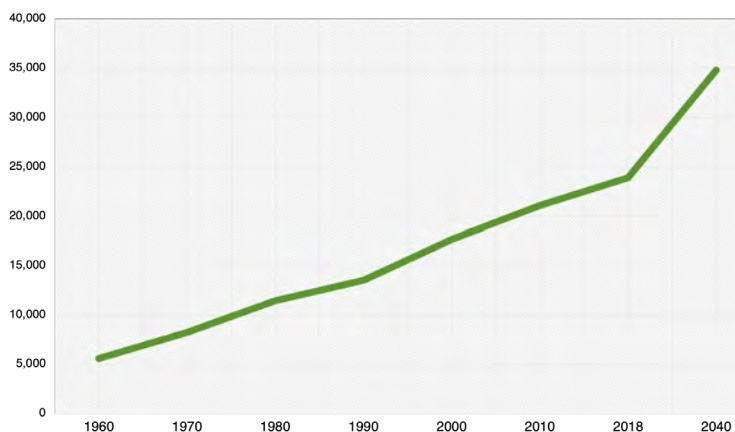
Forest Grove is a predominantly English-speaking community. Surprisingly, despite the number of Hispanic/Latino residents remaining largely unchanged since 2015, the number of Spanish-speaking households has steadily decreased. Since 2015, the city has seen a 14.59% decrease in Spanish-speaking households. Over the same time period, the number of English-speaking homes has increased by 10.23%.

Languages Spoken at Home



Source: American Community Survey, U.S. Census Bureau, 2018

Forest Grove Historic & Population Forecast: 1960 -2018



Source: U.S. Census Bureau, 2010-2018 & Metro

POPULATION FORECAST

STEADY GROWTH IS EXPECTED TO CONTINUE

Forest Grove's population is projected to steadily increase over the next 20 years. According to Metro, the city's population is expected to reach 35,000 people by 2040, a 45.65% increase from 2018 totals. While Forest Grove's population is expected to grow, historical trends indicate that the city's population, as a percent of Washington County's total population, will remain steady at approximately 4%.

Housing

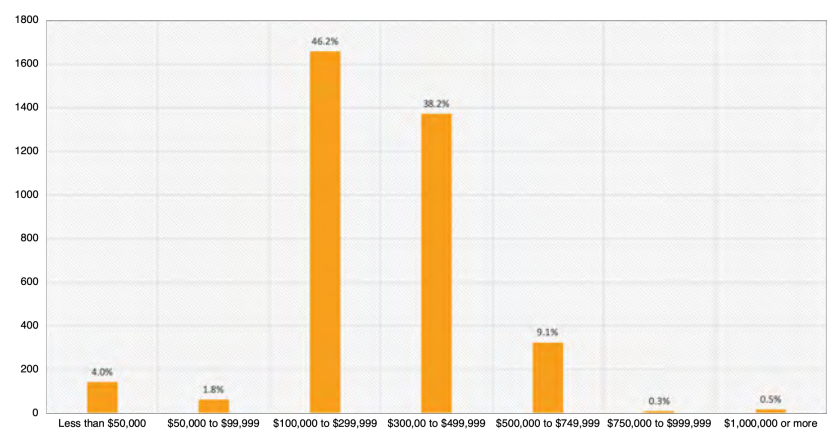
WELCOME TO FOREST GROVE
Home of Pacific University

DISTRIBUTION OF HOME VALUES

CITY'S HOUSING STOCK VALUED BELOW COUNTY-WIDE FIGURES

Most owner-occupied homes in Forest Grove are valued between \$100,000 and \$299,999. Less than 10% of owner-occupied homes are valued at more than \$500,000. The median home value in Forest Grove is \$293,500, or approximately 30% less than the county-wide median of \$417,100. Roughly 3.5% of all Washington County owner-occupied housing units are in Forest Grove.

Distribution of Forest Grove Home Values: 2018



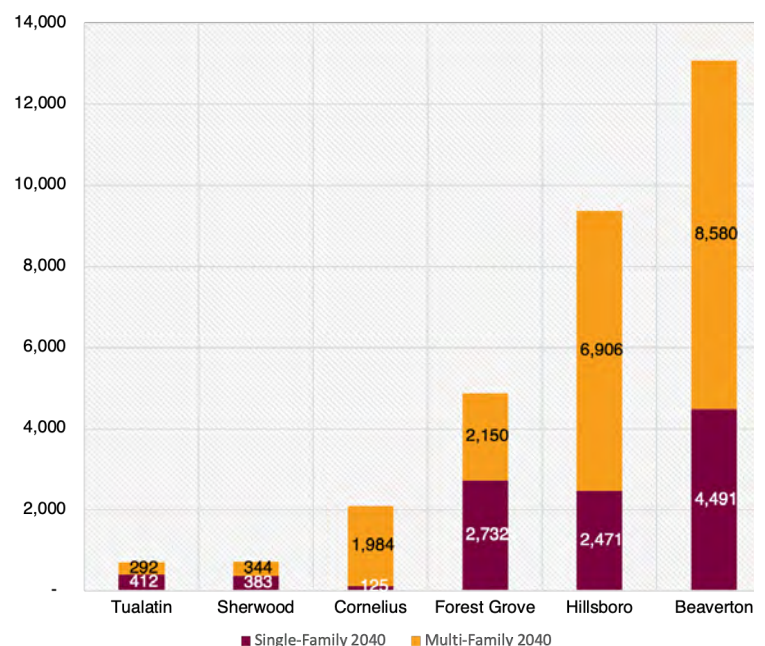
Source: American Community Survey, U.S. Census Bureau, 2018

EXISTING FORECAST HOUSEHOLD TYPES

AS FOREST GROVE CONTINUES TO GROW, SO WILL THE PROPORTION OF MULTI-FAMILY HOUSING

In 2019, 41% of Forest Grove's housing stock was multi-family units. The proportion of single-family and multi-family units is projected to change slightly over the next several years with the development of additional high-density housing. By 2040, multi-family housing is expected to grow to 44% of the total Forest Grove housing, accounting for 2,150 new units. By comparison, multi-family units in Washington County are projected to be 43% of total housing.

Forecast Housing Units by Type, Select Metro Cities: 2040



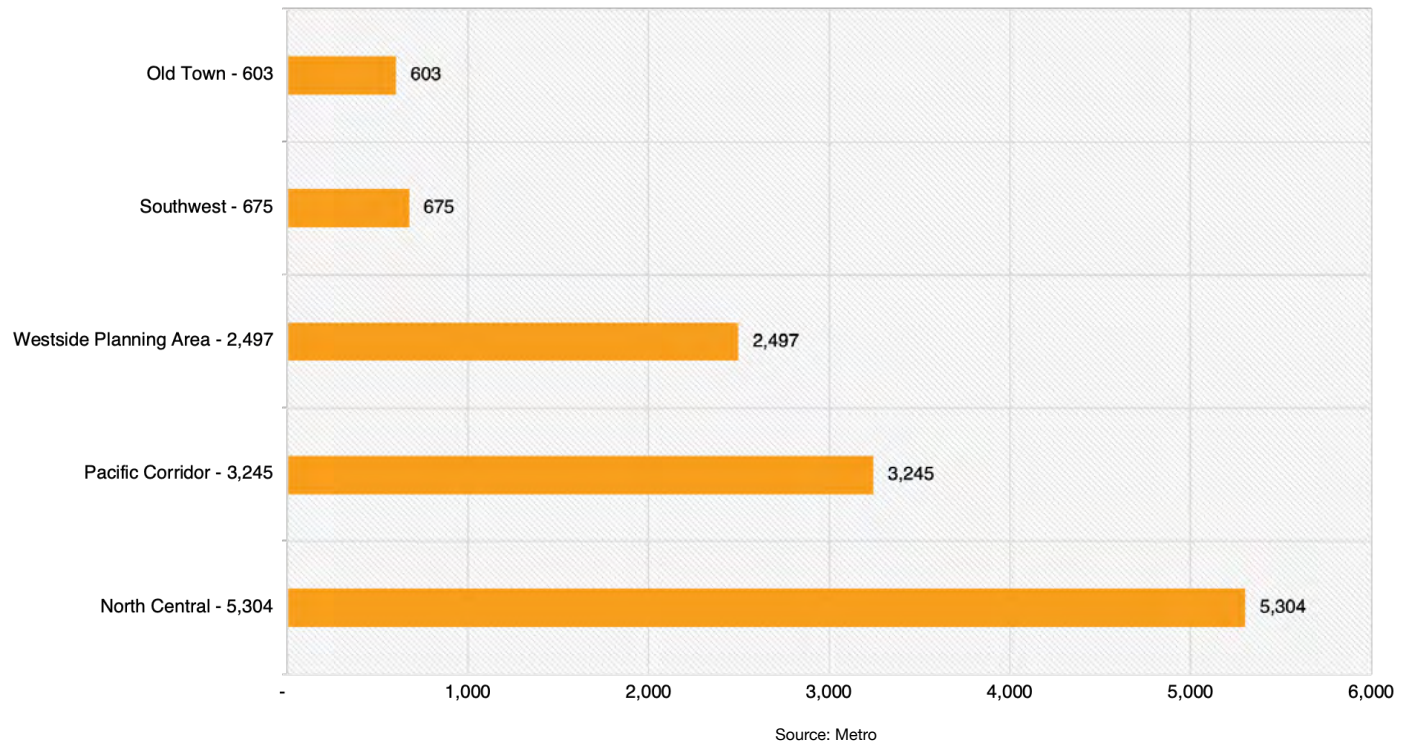
Source: Metro

DWELLING CAPACITY BY LOCATION

WHERE WILL THE NEW HOUSING DEVELOPMENT BE LOCATED?

In 2018, Forest Grove had 8,810 housing units. By 2040, Forest Grove is projected to add 4,882 units, increasing the total housing stock by 55%. The majority of this growth will take place in North Central area, along the Pacific Avenue corridor, and within the Westside Planning Area. In particular, the Pacific corridor is expected to add more high-density units, given its access to frequent bus service and proximity to the MAX light rail station six miles away in Hillsboro.

New Dwelling Capacity Estimate by Forest Grove Location: 2040



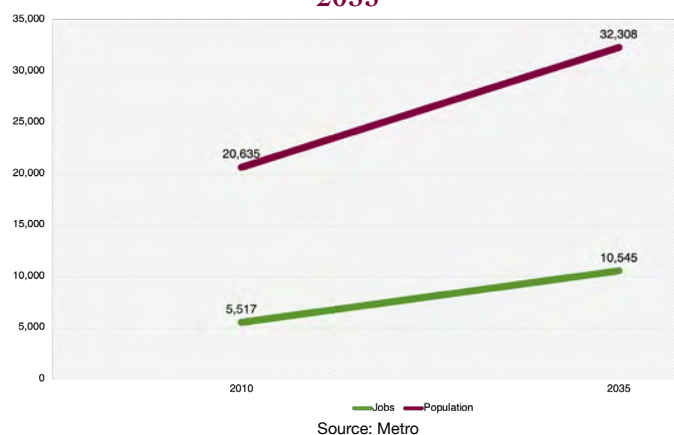
Employment & Income

TOTAL EMPLOYMENT FORECAST

JOB GROWTH EXPECTED TO OUTPACE POPULATION GROWTH

As of 2010, Forest Grove was home to approximately 5,500 jobs. By 2035, that number is expected to nearly double to approximately 10,500. The rate of job growth in Forest Grove is projected to be nearly twice that of population growth. Absent other factors, this would appear to bode well for the city's unemployed and underemployed populations.

Forest Grove Population & Employment Forecast: 2035

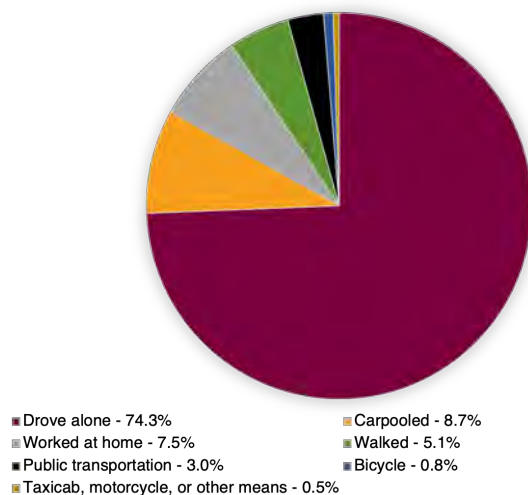


COMMUTING DISTANCE AND MODE

MOST RESIDENTS DRIVE TO WORK ALONE

The percentage of Forest Grove residents who drive to work alone has remained consistently above 70% since 2010. During this same time period, the percentage of residents who carpool or take public transportation appears to be slowly decreasing. This decrease might be explained, at least in part, by a steady increase of residents working at home. Between 2010 and 2018, the percent of Forest Grove residents who work at home increased from 3.5% to 7.5%. A majority of residents' total commute time is 30 minutes or less. Approximately 10% of residents' commutes last one hour or more.

Forest Grove Worker Job Commute Distance: 2018



AVERAGE UNEMPLOYMENT RATE

UNEMPLOYMENT LOWER THAN STATEWIDE AVERAGE

Unemployment rates in Forest Grove are slightly less than statewide averages. For example, according to the State of Oregon's Employment Department, in December 2019, Oregon's unemployment rate was 3.7% compared to Forest Grove's 2.7%. Washington County has one of the lowest unemployment rates in the state at 3%. Employment levels in the County grew at a modest rate of 0.5% over the last year. Forest Grove's unemployment rate is equal to or slightly higher than others in the County.

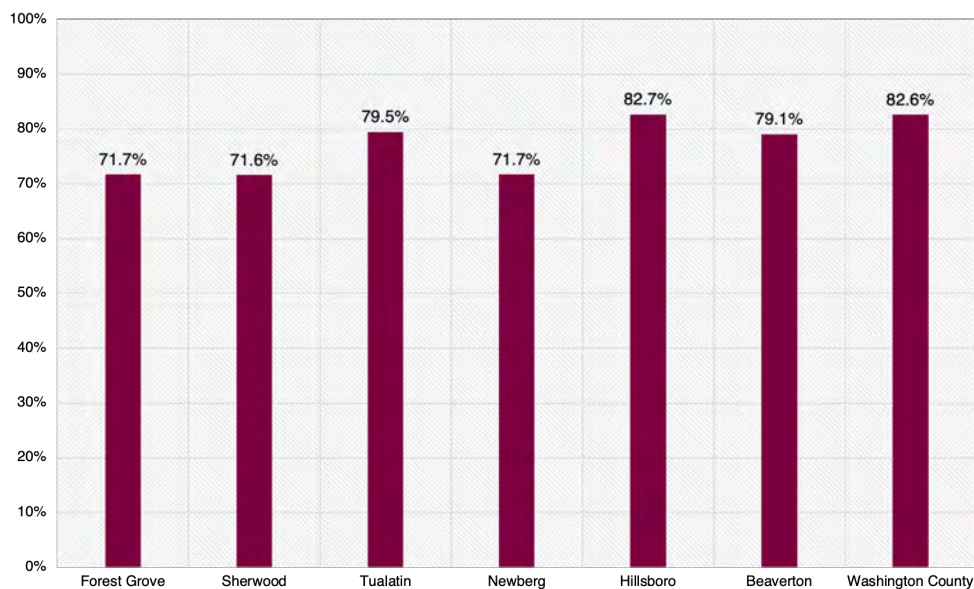
Source: State of Oregon Employment Department, Washington County Economic Indicators, January 2020

PROPORTION OF FAMILY WAGE JOBS

THREE QUARTERS OF JOBS IN FOREST GROVE PAY A FAMILY WAGE

In 2018, the median annual household income in Forest Grove was estimated to be nearly \$60,000 with per capita income just below \$24,000. Nearly 72% of jobs in Forest Grove are considered to be family-wage, paying at least \$35,000 per year. The proportion of family wage jobs in Forest Grove is mostly consistent with similarly sized cities in the region, though slightly lower than larger employer markets in neighboring Hillsboro (83%), Beaverton (79%), and the overall Washington County proportion (83%).

**Proportion of Family Wage Jobs (\$35K +) by Location in Metro Area:
2018**



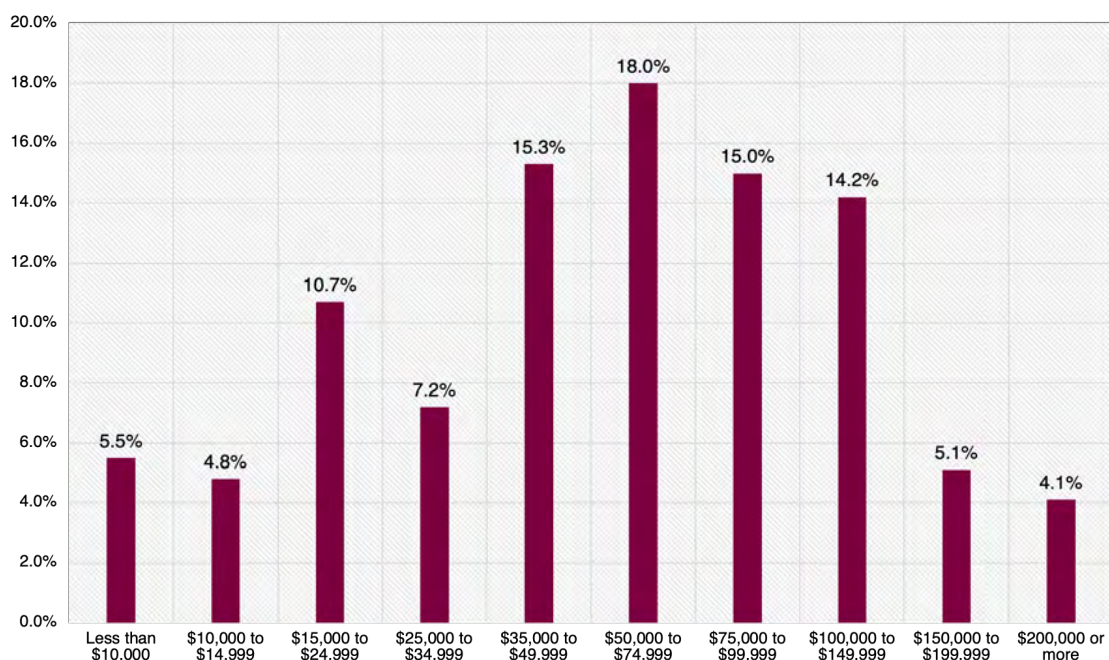
Source: American Community Survey, U.S. Census Bureau, 2018

DISTRIBUTION OF HOUSEHOLD INCOME

HIGH-INCOME HOUSEHOLDS INCREASING; LOW-INCOME HOUSEHOLDS DECREASING

A majority of Forest Grove households make between \$35,000 and \$150,000 annually. The percentage of households making more than \$150,000 has steadily increased from 3.8% in 2015 to 9.2% in 2018. During the same time period, the percentage of households making less than \$25,000 has decreased from 13.4% in 2015 to 10.3% in 2018.

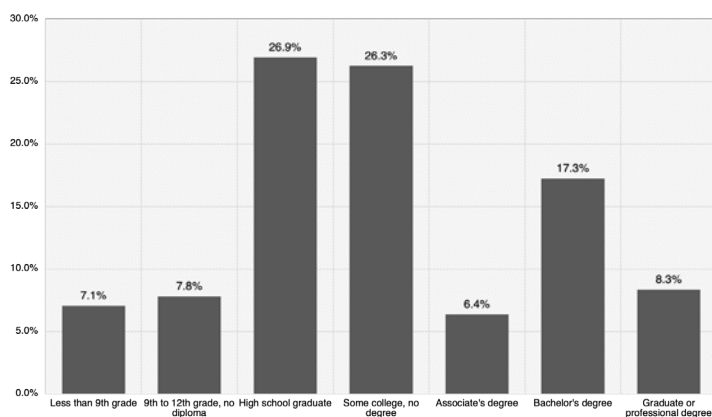
Distribution of Forest Grove Household Income: 2018



Source: American Community Survey, U.S. Census Bureau, 2018

Education & Learning

Highest Level of Educational Attainment for Population Age 25 & Older: 2018



Source: American Community Survey, U.S. Census Bureau, 2018

EDUCATIONAL ATTAINMENT

MORE THAN HALF OF RESIDENTS OVER 25 HAVE ATTENDED SOME COLLEGE

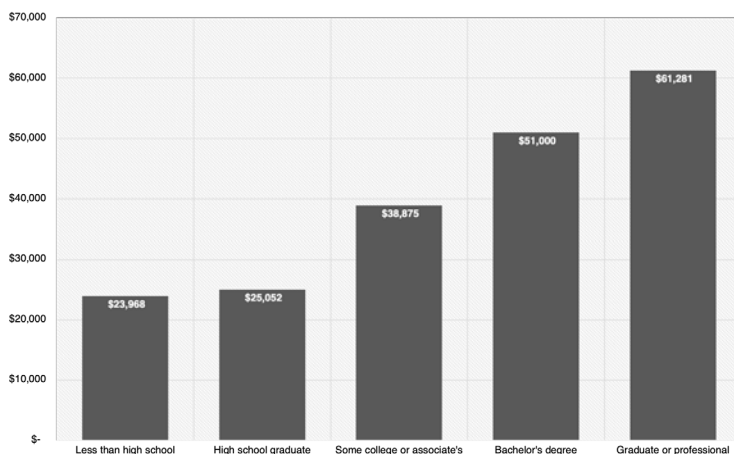
Approximately one quarter of Forest Grove residents 25 years and older have a bachelor's, graduate, or other professional degree. One third of residents have an associate's degree or have attended college without completing a degree. One quarter of residents have a high school degree and approximately 15% do not. Educational attainment in Forest Grove has remained steady since 2010.

ANNUAL EARNING BY EDUCATION LEVEL

EDUCATION LEVEL STRONGLY CORRELATED WITH EARNING POTENTIAL

Educational attainment is strongly correlated with earning potential in Forest Grove. Residents 25 years and older who have a bachelor's degree or higher have an average annual income of \$56,141. In contrast, residents with a high school degree average only \$25,052 in annual earnings. The average annual earnings across educational attainment levels do not appear to correlate from year-to-year. For example, residents without a high school degree saw their average annual earnings fall between 2010 and 2012 as did residents with graduate or professional degrees. During the same time period, residents with high school diplomas or bachelor's degrees saw their average annual earnings rise.

Median Annual Earnings of People Age 25+ by Educational Attainment: 2018



Source: American Community Survey, U.S. Census Bureau, 2018

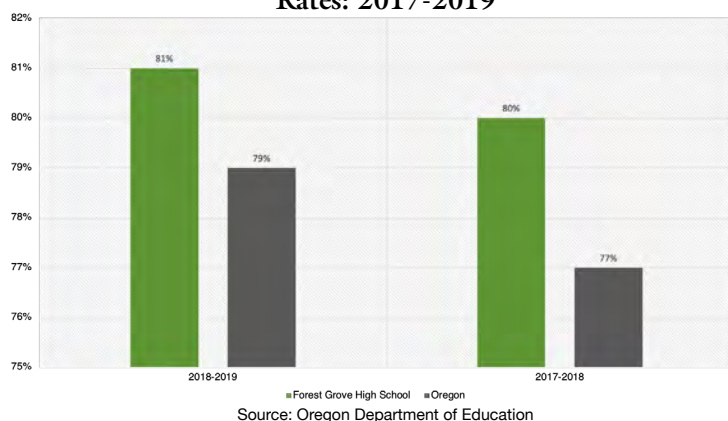
HIGHER EDUCATION DEGREES BY TYPE

SCIENCE AND ENGINEERING DEGREES ARE COMMON

Of the Forest Grove residents who have college degrees, the most common fields of study are science, engineering, and related fields. This is likely a result of the city being home to Pacific University, ranked the number one private research university in the Pacific Northwest by the National Science Foundation, and the city's close proximity to Intel and other large technology companies. The next most common fields of study are arts and humanities, followed by business and education.

Source: American Community Survey, U.S. Census Bureau, 2018

Forest Grove & Oregon State 4-Year Graduation Rates: 2017-2019



GRADUATION RATES

GRADUATION RATES STEADY, EXCEEDING STATEWIDE AVERAGE

The graduation rate at Forest Grove High School is approximately 80% and remained steady between the 2017-2018 to 2018-2019 school years. This rate is slightly higher than the statewide averages of 77% and 79% in these respective years.

SCHOOLS REPORT CARD

MOST SCHOOLS ARE RATED AT OR BELOW STATEWIDE AVERAGES ACROSS MOST CATEGORIES

In 2016-2018, the Oregon Department of Education redesigned their school rating system. The new rating system is based on a five-tier rating scale: meets state target for 2025 (5), on track to meet state target for 2025 (4), at or above state average but not on track (3), below state average (2), and bottom 10 percent statewide (1). In most reporting categories, the schools in Forest Grove School District are at or above state average, but not on track or below state average. Only one of ten schools in Forest Grove achieved a level five rating in any category: Fern Hill Elementary School meets the state target for English-language learner success. Neil Armstrong Middle School and Cornelius Elementary School received the district's only level 1 ratings for English-language learner success and general English scores, respectively.

	English Score	Math Score	Chronic Absenteeism	English-Language Learner Success	4-year graduation rate
Dilley Elementary School	Level 3	Level 4	Level 3	Level 3	Level 3
Echo Shaw Elementary School	Level 3	Level 3	Level 4	Level 3	Level 3
Fern Hill Elementary School	Level 3	Level 3	Level 3	Level 5	Level 3
Forest Grove Community School	Level 3	Level 3	Level 4	Level 3	Level 3
Forest Grove High School	Level 3	Level 3	Level 3	Level 3	Level 3
Harvey Clarke Elementary School	Level 3	Level 4	Level 3	Level 4	Level 3
Joseph Gale Elementary School	Level 3	Level 3	Level 3	Level 3	Level 3
Neil Armstrong Middle School	Level 3	Level 3	Level 3	Level 1	Level 3
Tom McCall Upper Elementary	Level 3	Level 3	Level 3	Level 3	Level 3
Cornelius Elementary School	Level 1	Level 3	Level 4	Level 4	Level 3

Key

Level 5 - Meets state target for 2025	Level 5
Level 4 - On track to meet state target for 2025	Level 4
Level 3 - At or above state average but not on track	Level 3
Level 2 - Below state average	Level 2
Level 1 - Bottom 10 percent statewide	Level 1
Not Applicable or Not Reported	Not Applicable or Not Reported

Source: Oregon Department of Education

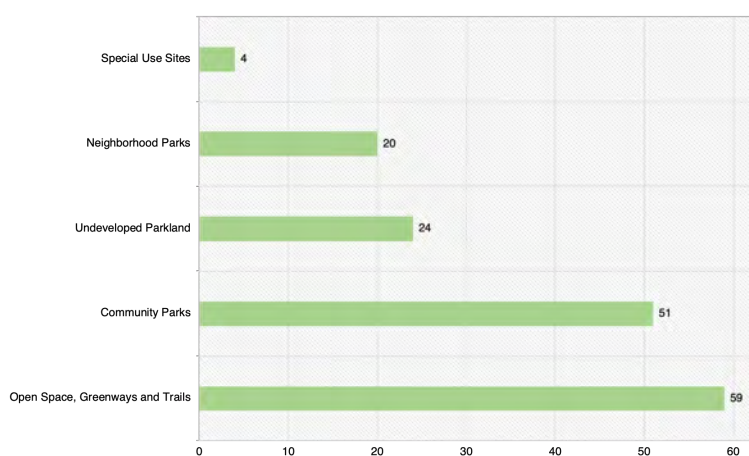
Health & Wellness

RECREATION, ARTS, AND CULTURE INVENTORY

AMPLE PARKS AND RECREATION FACILITIES RELATIVE TO CITY'S SIZE; LIMITED ARTS AND CULTURAL OFFERINGS

Forest Grove owns and maintains 14 parks including 51 acres of community parks and 20 acres of neighborhood parks. Additionally, the city maintains four acres of special use sites, 59 acres of open space, greenways, and trails, and 24 acres of undeveloped parkland. The city has one aquatics center that features two indoor pools, a spa, sauna, slides, and a spray park. Other recreational facilities include playgrounds, a skateboard park, a BMX track, various sporting fields and courts, and an off-leash area for dogs. As of 2020, the city provides no known arts and culture offerings. Some community members attend or participate in arts and culture offerings hosted by Pacific University.

Parks, Open Space, Recreation Inventory: 2016



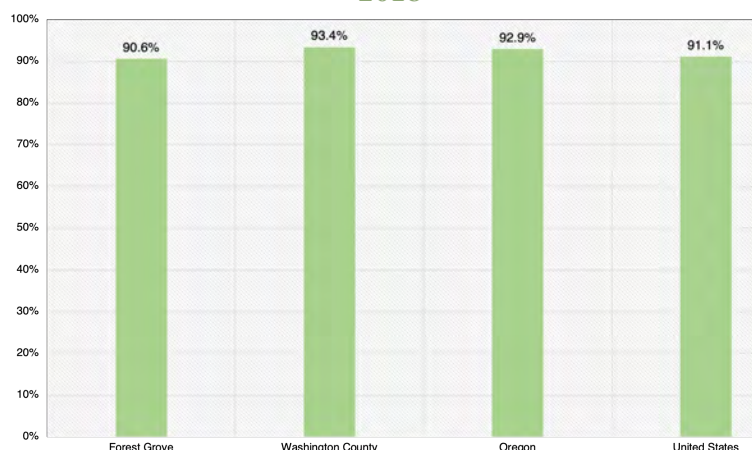
Source: Forest Grove Parks, Recreation & Open Space Master Plan (2016)

HEALTH INSURANCE COVERAGE

LOCAL HEALTH INSURANCE COVERAGE FALLS SHORT OF COUNTY, STATE, AND NATIONAL AVERAGES

Approximately nine out of every ten Forest Grove residents have health insurance coverage. Despite this high percentage, the city's rate of health insurance coverage falls short of county, state, and national averages. Washington County's 93.4% coverage exceeds Oregon's statewide rate of 93.9% by a very small margin. 91.1% of Americans nationwide have health insurance.

Percent of Population with Health Insurance Coverage: 2018



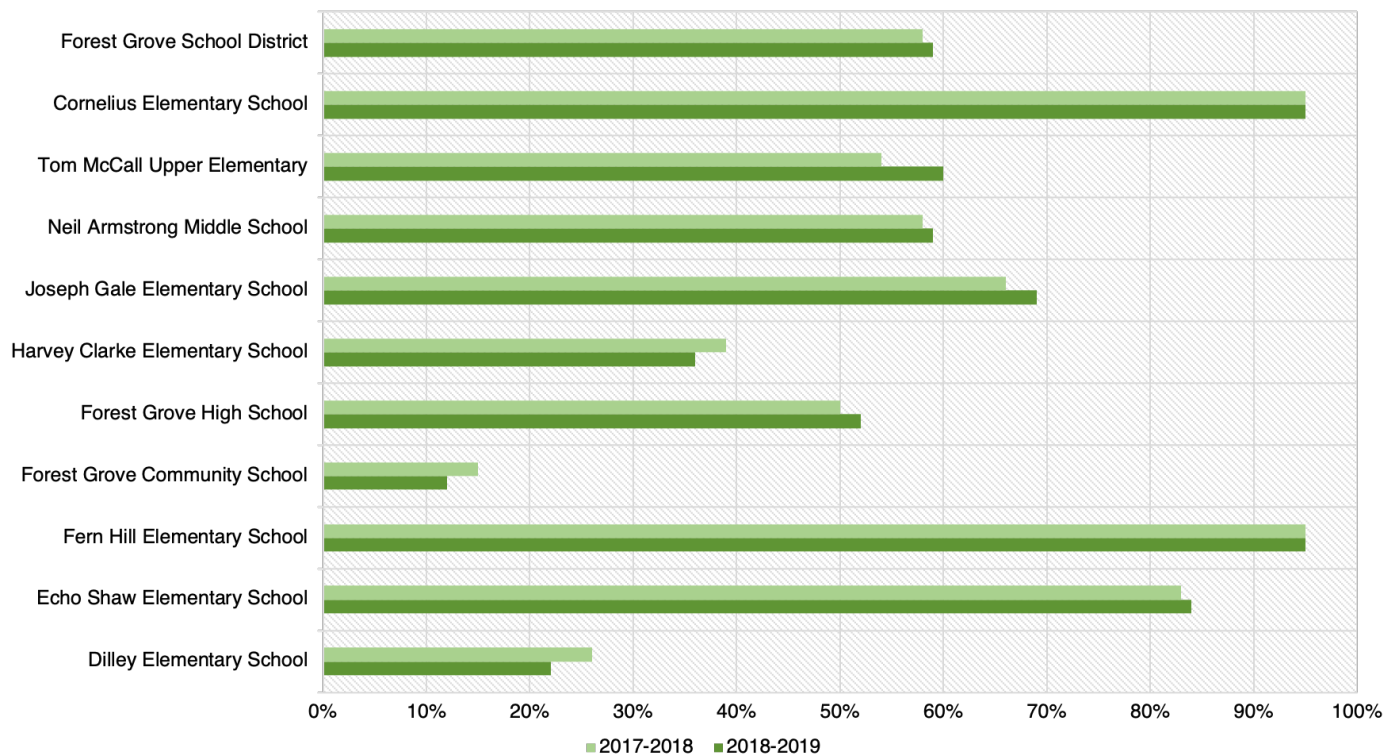
Source: American Community Survey, U.S. Census Bureau, 2018

FREE AND REDUCED LUNCH ENROLLMENT

MORE THAN HALF OF STUDENTS PARTICIPATE IN FREE OR REDUCED LUNCH PROGRAMS

Across the ten schools that compose the Forest Grove School District, 59% of students participate in free and reduced lunch programs. Forest Grove Community School has the lowest participation rate at 12% in 2018-2019; Fern Hill and Cornelius Elementary Schools have the highest participation rates at 95% each. To qualify for free and reduced lunch programs, a Forest Grove family of four must earn less than \$33,475 and \$47,638 annually, respectively. By comparison, 57% of students in the Hillsboro School District participate in free and reduced lunch programs, 36% participate in the Beaverton School District, and 35% participate in the Tigard-Tualatin School District.

Free & Reduced School Lunch



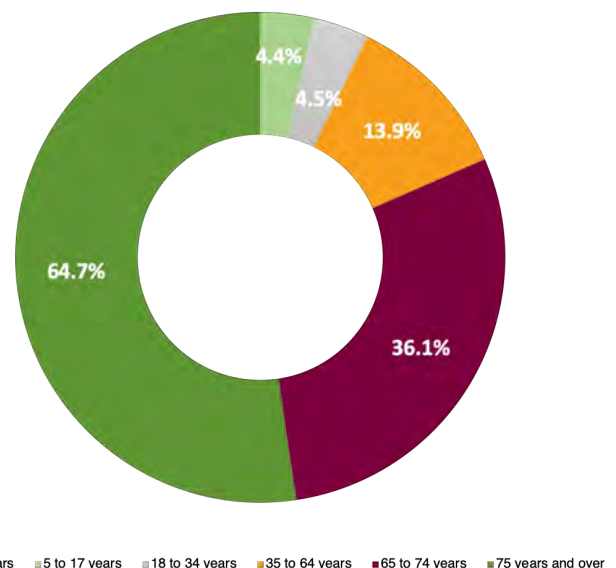
Source: Oregon Department of Education

POPULATION WITH DISABILITY BY AGE

LOCAL DISABILITY RATES MIRROR STATEWIDE AVERAGES

3,179 or approximately 13.3% of Forest Grove residents live with some form of disability. As one would expect, the rate of disability increases with age, with 64.7% of residents 75 years and over living with disability. Only 10% of residents under the age of 34 are disabled. Forest Grove's disability rate is nearly identical to Oregon's statewide rate of 13.8%.

Percent Different Age Groups Living with Disability: 2018



Source: American Community Survey, U.S. Census Bureau, 2018



A place where families and businesses thrive.

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CITY COUNCIL GOALS AND OBJECTIVES: 2021

GOAL 1: SUPPORT DIVERSITY, EQUITY, AND INCLUSION (DEI) IN THE DELIVERY OF CITY SERVICES AND OPERATIONS

	OBJECTIVE	YRS	DEPT	STATUS / UPDATE
1.1	Develop a DEI Plan that includes an assessment of hiring practices and equitable delivery of city services and operations.	2	ADM	City budgeted \$60,000 for DEI. City signed contract with MIG. Next steps are stakeholder outreach, training, and plan promulgation. Outreach to begin imminently.
1.2	Continue DEI Advisory Team and internal assessment.	2	ADM	Held meetings to outline scope and budget of DEI Plan. Completed internal inventory, created web page, and published DEI circular on social media and website.
1.3	Support training for DEI Advisory Team, Directors, and Council.	1	CM	Training included in MIG scope of services. Training to begin after stakeholder outreach.

GOAL 2: ENABLE HOUSING SUPPLY AND AFFORDABILITY

	OBJECTIVE	YRS	DEPT	STATUS / UPDATE
2.1	Evaluate scalable System Development Charges (SDC's).	2	CD	Secured grant from State Department of Land Conservation and Development to evaluate the Westside Planning Area SDC's for parks, water, and transportation. Results could be used to determine if City wishes to pursue city-wide SDC changes which would require a subsequent SDC methodology report.
2.2	Develop Oak Street Plan.	1	CD	Hired consultant in September, 2020. Consultant has developed land use alternatives for review by the Technical Advisory Committee (TAC). TAC will make recommendations to Planning Commission who will consider in the Spring. Planning Commission will make recommendations to City Council. Public comment, including an open house on the alternatives, will be held at all stages of the process.
2.3	Evaluate parking requirements relative to housing density.	2	CD	State Department of Land Conservation and Development has developed a model code for cities subject to HB 2001, which includes all cities within the Metro boundary. The City is evaluating the parking standards contained in the model code.

2.4	Assess capacity for CD to meet the increasing demands of planned growth.	1	CD	Staff encourages further discussion to prioritize objectives.
2.5	Evaluate recommendations from the City's Housing Needs Analysis and develop an implementation plan.	3	CD	Council has adopted several recommendations to incentivize affordable housing including non-profit tax exemptions, density bonuses, and development charge deferral until occupancy. Further efforts require discussion about scope and funding implications, i.e., accessory dwelling revisions.

GOAL 3: ENHANCE PARTNERSHIPS

	OBJECTIVE	YRS	DEPT	STATUS / UPDATE
3.1	Partner to help those experiencing homelessness.	2	CM	Efforts include Impact Grant to Forest Grove Foundation, participation on Anti-Poverty Task Force, volunteering/storing/fueling food truck, and addressing all zoning and planning questions in a timely manner.
3.2	Partner with School District to enhance library coordination.	2	LIB	School District and Library Staff continue to collaborate on programs; efforts stalled due to COVID.
3.3	Partner to address downtown parking needs.	2	CD	Parking study partially finished. Missing data-point was parking availability during peak student parking which has not occurred for a year due to COVID. Study will resume when Pacific parking resumes.
3.4	Develop relationships between student liaisons and student government.	1	CM	Student liaisons have met informally and requested bylaws from the City in an effort to consider forming a Youth Advisory Council. Efforts have stalled due to COVID.
3.5	Collaborate with community partners to plan for the City's sesquicentennial.	2	CM	Budget approved \$1,000 for preparations. Resolution 2018-94 authorizes Mayor to appoint Ad-Hoc committee composed of representatives from HLB, Friends of Historic Forest Grove, Pacific, Chamber of Commerce, City Club, Adelante Mujeres, and more.
3.6	Collaborate with regional and local partners to attract higher wage jobs.	2	ED	Economic Development has been focused on promulgating and administering multiple business recovery programs in response to COVID, internally and externally, in collaboration with the Columbia Pacific Economic Development Corporation, Greater Portland Inc., Chamber of Commerce, Business Oregon, and the Business Recovery Center.

GOAL 4: IMPROVE INTERNAL AND EXTERNAL COMMUNICATION AND ENGAGEMENT

	OBJECTIVE	YRS	DEPT	STATUS / UPDATE
4.1	Complete and implement the Communication Plan.	2	ADM	Consultant provided plan elements that staff is seeking to combine for ease of readability and consistency with the employee handbook. Staff is meeting twice monthly in an effort to produce a draft plan for Council review.
4.2	Engage community in the development of community vision and values.	2	CM	This was discussed during the budget process. Monies were allocated to a DEI plan which in turn would inform the community's vision and values once the DEI plan is complete.
4.3	Provide customer service training to City staff to promote consistent, positive services to the community.	1	ADM	Customer service staff is routinely sent to customer service training. The Development Process Review study, which surveyed all development customers over the past three years, found the City rated very high in customer service compared to other cities.
4.4	Provide outreach materials that provide an overview and tips for engaging in the public process.	1	CD	Staff implemented web-based permitting guide for residential applications. Development Process Review study will provide a development review schematic on the permitting process as part of final report delivery.

GOAL 5: MAINTAIN FINANCIAL AND ORGANIZATIONAL SUSTAINABILITY THROUGH LONG-TERM PLANNING AND SUPPORT FOR ECONOMIC AND WORKFORCE DEVELOPMENT

	OBJECTIVE	YRS	DEPT	STATUS / UPDATE
5.1	Complete Fire Task Force work to determine effect on City finances.	2	ADM	The Task Force has not met since COVID started due to the increased demands placed on the Fire Department resulting from COVID. The Task Force is scheduled to meet in February to assess direction and options. Staff plans to hold a work session pending the outcome of this meeting.
5.2	Plan for a future Police Facility.	1	ADM	The City signed a contract with the existing architect to review the feasibility of building an annex behind the existing police station and moving secure parking to elsewhere on the city-owned block. Staff anticipates a report to Council in July of this year.
5.3	Ensure adequate long-term industrial and commercial property supply.	1	ED	The 2019 Economic Opportunity Analysis showed a surplus of industrial land and a shortage of commercial / mixed-use land in 20-year supply. These issues are being addressed in the Oak Street Plan. Also, refer to Objective 2.2.
5.4	Prepare a five-year general fund financial plan.	2	ADM	Staff will update the five-year general fund financial plan as part of the 21-22 budget process and will begin an in-depth financial analysis in preparation of the local option levy this summer.

5.5	Refine West Side Plan financial plan.	3	CD	Refer to Objective 2.1.
5.6	Complete Neighborhood Mixed Use Zone refinement.	1	CD	Complete. Comprehensive Plan and Development Code amendments enacted by Council in November, 2020.

GOAL 6: PROMOTE SUSTAINABLE TRANSPORTATION ALTERNATIVES AND ENHANCE MOBILITY

	OBJECTIVE	YRS	DEPT	STATUS / UPDATE
6.1	Identify high use areas with no sidewalks and include in public works projects	2	PW	This is being done as projects arise. For example, the design for Gales Creek and Thatcher Road includes sidewalk development to assure compliance with ADA standards and to facilitate bike and pedestrian usage.
6.2	Incorporate sidewalk and curb American with Disabilities (ADA) retrofits into public works projects.	3	PW	City completed the inventory of curb and sidewalks needing ADA upgrades. These upgrades are being included in all roadway repair and reconstruction projects in compliance with the ADA.
6.3	Incorporate electric and/or hybrid vehicles into the City fleet.	3	PW/LP	Purchased new electric vehicle for Light and Power and replaced the old electric vehicle at City Hall with a new electric vehicle. Police is ordering hybrid patrol vehicles. As vehicles come up for replacement, an operational analysis is done to see if electric or hybrid models exist and can perform the necessary functions.
6.4	Provide adequate charging stations at public facilities.	1	LP	Light and Power awarded a grant to install 4 new charging stations and upgrade existing charging stations. Light and Power also exploring programs to incentivize electric vehicle usage.
6.5	Prioritize Transportation Development Tax (TDT) projects.	1	PW	This project is contingent upon the completion of the Oak Street Plan that will identify potential TDT-funded roads that may incentivize development of the area.
6.6	Assess areas with few transportation alternatives and identify options to enhance mobility.	3	PW	Staff worked with Ride Connection to identify possible expansion alternatives in response to increased federal funding. Ride Connection did stakeholder outreach and is expanding operations presently.

GOAL 7: EXPAND RECREATION OPPORTUNITIES

	OBJECTIVE	YRS	DEPT	STATUS / UPDATE
7.1	Identify park project development priorities.	2	PR	Held work sessions to identify Stites, East Side, and Rogers Park at top priorities. Rogers Park complete. Stites under contract to design construction improvements slated for this summer. East Side park location identified. Work continues to identify alternative locations for moving de-watering functions presently performed at preferred East Side park location.

7.2	Support Council Creek Regional Corridor*	3	PW	Funding approved by Metro to design corridor. Washington County leading the design. No contract has been bid or signed. Abandonment process from the railroad owners to the state is stalled.
7.3	Partner to enhance recreation coordination.	2	PR	Recreation a focal point in recruiting the new Director. Efforts focused on COVID compliance.
7.4	Partner to study Eastside Park.	1	PR	Worked with partners and Council to identify preferred alternative for East Side Park location at the city-owned existing de-watering site in NE Forest Grove.

* Objective 7.2: Support Council Creek Regional Corridor also supports Goal 6.

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City of Forest Grove 2020 Top Accomplishments

Note: The City has been under an Emergency Declaration since mid-March. All the accomplishments below are in addition to daily activities associated with COVID. With the exception of closures resulting from statewide executive orders, the City has remained fully operational and open to serve the ongoing needs of the public.

Aquatics/Parks and Recreation:

- Finalized schematic designs for Stites Park, AT Smith Park, Lincoln Park (North end) and the Aquatic Center. Finalized preferred alternative for East Side Park.
- Signed contract with PLACE to provide design and construction documents for Stites Park including a new Community Garden, restrooms, parking, and small playground. Construction is planned to begin summer 2021.
- Completed Rogers Park and Anna and Abby's Yard. After 7 years of planning and fund raising, the park opened to the public December 28, 2020. This project was designed to honor Anna and Abby with an inclusive natural playground. The City of Forest Grove has accepted nearly \$600,000 in private fundraising to complete the project. This project included restrooms, re-furnished tennis courts, pickle ball courts and basketball courts. But the highlight of the park design is the inclusive playground. Partnerships with Harper Playground and the Love Rock Foundation were invaluable in the completion of the project.
- COVID dramatically effected both Aquatic and Park operations. Staff worked throughout the closures to improve facilities and make a number of major repairs. Then opened, and in some cases closed again, all facilities safely and within State of Oregon Guidelines.

Police Department:

- Assisted with establishing a Community Policing Advisory Commission (CPAC) including scope, purpose, membership, and bylaws. Held first meeting with CPAC.
- Assisted Community during COVID-19 by facilitating the Mask Tree, giving away approximately 2,000 face masks.
- Coordinating Senior Prescription Service for residents over 65 with pre-existing conditions by picking up and delivering prescriptions.
- Achieved viable staffing, first time the Department was fully staffed in a long time.

Library:

- Continued to provide excellent library service during the pandemic and with a closed library building. Staffing levels were maintained and multiple projects were completed such as inventory, shelf reading, and cleaning.
- Programming staff faced the challenge and opportunity to provide library services in creative new ways including curbside service for returns and checkouts and WiFi Hotspots and Chromebooks for patrons without electronic access.
- Successful summer reading with the distribution of 2,120 free book kits and 1,255 Take and Make crafts at the library, summer meal sites, and Rose Grove mobile home park.
- Created, promoted and presented live and recorded programs in lieu of in-person events using a variety of technology platforms: YouTube; Facebook; Streamyard; and Screencastomatic.
- In December, the Washington County Board of Commissioners approved the elimination of overdue fines in Washington County libraries.

Community Development:

- Completed Development Code and Comprehensive Plan amendments for Neighborhood Mixed Use zoned properties.
- Worked with the Urban Renewal Board to identify key objectives, promulgate a request for proposal, and select a development proposal for the Urban Renewal Agency owned Site B. Entered into an exclusive negotiated agreement to further develop the proposal and prepare a Disposition and Development Agreement for future Board consideration.
- Secured DLCD grant to study and address the Westside infrastructure deficiencies.
- Held initial meetings and orientation with the Urban Renewal Advisory Commission.

Administration:

- Overseeing the City's Diversity, Equity, and Inclusion (DEI) Plan under City Goal 1. Hired MIG to work with the City to develop the DEI Plan including outreach and plan promulgation.
- Continuing work on the City's Communication Plan under Goal 4.1 with the objective of bringing the plan for City Council consideration prior to June 30, 2021.
- Starting process to replace the Engineering Office with a new larger building to house all development services and a remodel of City Hall. Plan is to begin construction in Fall 2021.
- Completed the City's annual process to prepare the City's Annual Budget and the five-year Capital Improvement Plan.

Public Works:

- Completed construction of a new storage building at Public Works. It is used to store larger pieces of equipment in a dry conditioned space to extend their service life.
- Completed construction of a median barrier on Pacific Avenue in the vicinity of Safeway/Goodwill. Improvements included rapid flashing beacons at the pedestrian crossing. This area has been the scene of 35 crashes in five years; 4 of which involved pedestrians.
- Completed construction of a new segment of 19th Avenue between C Street and D Street to improve circulation in the vicinity of Gales Creek Terrace.
- Completed curb and sidewalk ADA inventory and implemented many curb and sidewalk improvements in tandem with road projects.

Fire:

- Placed new medic unit in-service.
- Completed specification and build of the new fire engine.
- Recruited and trained ten new volunteers.
- Guided the emergency operations plan for the COVID-19 response.
- Personnel responded locally to the Powerline Fire at Hagg Lake while simultaneously responding to Clackamas and California's conflagrations.
- Assisted Forest Grove Foundation with organization and delivery of essential food services.

Light & Power:

- Over \$188,000 was distributed in energy conservation incentives to 97 residential, 11 commercial and 4 industrial projects. Energy conservation is considered the #2 power producer in the Pacific Northwest, trailing only behind #1 carbon-free, renewable, hydro power.

- After numerous years of planning with the Bonneville Power Administration to build a transmission line between the City's Filbert & Thatcher Substations, construction has begun. This line will allow Thatcher Substation to be fed from a much more reliable source and increase our service reliability dramatically by creating a transmission line loop around the City connecting all of our substations.
- As part of this project, completed the Filbert Substation expansion for line terminations and upgraded transformer protection, and approximately 1/3 of the 115,000 volt transmission line constructed between Filbert & Thatcher Substations.
- The Average Service Availability Index (ASAI) for 2020 was 99.997% meaning City customers were in power 99.997% of the time in 2020.
- Exceeded self-imposed deadlines on all new service requests for 2020. Power service requests included 4 residential subdivisions, 10 commercial installations, and 113 new home services

Economic Development:

- The major focus for 2020 was to provide aid and assistance to Forest Grove businesses to help reduce the negative impacts of the COVID-19 Pandemic. This included:
 - Assistance with 10 small business grant programs to restaurants and hotels.
 - Helped small businesses access convertible loans and other federal products.
 - Helped establish the local Business Recovery Center (BRC) in Forest Grove and worked closely with Adelante Mujeres BRC with outreach, stocking, PPP, and COVID information.
 - Provided regular, comprehensive, information to businesses regarding COVID-19 regulations and guidance.
 - Assisted with targeted efforts for restaurants including enhanced promotion and awareness, grants for tents and online ordering and specialized targeted grants.
 - Assisted with community psyche grants to establish COVID-safe events such as Downtown trick or treat, Lions Run Walk and Holiday in the Grove/Tree Lighting.
- The Economic Development Commission received a presentation on the Adelante Mujeres Latino Small Business Equity Study. Special DEI equity goals and action steps were established and amended into the Strategic Plan. Staff translated additional documents and provided direct business assistance to Latino and Asian businesses.
- Forest Grove participated and contributed in the completion of The Employment Land Site Readiness Tool Kit and a Development Roadmap specifically prepared for the Woodfold Industrial Site. The report and roadmap identified tools to enhance industrial site development.
- Provided oversight and assistance to the City Tourism Program. Completed a new Branding program and made progress on a new website and social media.
- Despite the pandemic, several businesses opened or moved operations to Forest Grove. These included: two industrial business (Nova Wood USA, MY T Print); three new commercial businesses (Papa Johns, Island Vibe, Casa Qui) and the expansion of Urban Decanter; two developments (The Reserve at Fernhill with 190 apartments and Pacific Grove with a Starbucks and additional future commercial space).

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