



A place where families and businesses thrive.

CITY RECORDER USE ONLY:

AGENDA ITEM #: _____

MEETING DATE: 03/15/2021

FINAL ACTION: WORK SESSION

MEMORANDUM

TO: *City Council*

FROM: *Jesse VanderZanden, City Manager*

MEETING DATE: *March 15, 2021*

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

SUBJECT TITLE: *Post-Retreat Work Session – Council Goals Refinement & Prioritization*

BACKGROUND:

Pursuant to the City Council Rules of Procedure, Section 16.1, the City Council sets goals and objectives annually for adoption at a regular City Council meeting no later than March. This process is the primary way for Council to provide guidance to staff regarding resource allocation and annual work plans.

This year's Retreat was held on February 20, 2021, via Zoom and was facilitated by Sara Wilson, owner of SSW Consulting. The Retreat was preceded by a Council work session on February 8, 2021 to review the existing goals and objectives. It was also preceded by individual meetings between Sara and each Councilor and Director to inform common themes, the agenda, structure, and expected outcomes. Finally, staff met with Sara Wilson after the Retreat to further inform and clarify the goals and objectives.

PURPOSE OF WORK SESSION:

The purpose of the work session is to refine and prioritize the proposed Goals and Objectives. Last year the Council approved 7 Goals and 34 Objectives, significantly up from the prior year's total of 3 Goals and 21 Objectives. This year there are 7 proposed Goals and 27 proposed Objectives. Some objectives from 2020 were removed because they were completed, or community needs have shifted. Other objectives outlined during the last workshop were revised and combined resulting in a lower overall total than last year. These objectives will be scheduled as short-term (1-2 years) or long-term (3-5 years) based on Council's input on prioritization and available City resources.

Sara Wilson will help facilitate the work session. Attached are two documents to assist the Council during the work session: 1) Proposed Goals and Objectives, including the iterative process behind each Goal and Objective; and 2) Graphic Notes from the Retreat that recap the process to arrive at the proposed Goals and Objectives. Council is encouraged to contact staff ahead of the work session if there are questions. Please know this is the final work session to complete the Goals and Objectives as they must be approved at the first meeting in April.

ATTACHMENTS:

1. Proposed Goals and Objectives
2. Graphic Notes from Retreat

City of Forest Grove Ideas + Goal Refinement

Goal Themes	Refined Objectives	Objectives/Ideas from Council Idea Mapping	Refinement Notes
Goal 1: Support 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.	Develop a DEI plan that includes an assessment of hiring practices and equitable delivery of city services and operations.	Plan may address training for Boards and Commissions and the general public (Could this be provided through Pacific)
	1.2 Continue DEI Advisory Team and internal DEI assessment work.	Continue DEI Advisory Team and internal assessment.	
	1.3 Support training for DEI Advisory Team, Directors, and Council. Explore additional DEI training for Boards and Commissions.	Support training for DEI Advisory Team, Directors, and Council.	
		Explore additional DEI training for Boards and Commissions and the general public.	Proposing removal. Combined with objective 1.3 removed general public. General public would require a contract amendment. This needs to be further defined and clarified by the group.
Goal 2: Support housing stability and mitigation of homelessness	2.1 Evaluate recommendations from the Housing Needs Analysis to incentivize affordable and middle housing to focus on ADUs and SDCs.	Focus on policy that incentivizes affordable housing, especially middle housing	Some incentives are moving forward, and others need to be revisited. HB 2001 coming up next year - lays foundation for incentives
	2.2 Implement middle housing legislation (HB2001).		HB 2001 is going to dramatically increase housing in FG. This needs to be a separate goal
	2.3 Monitor legislation and work with agencies including Washington County, Metro, Federal and State governments to advocate for policies that support affordable housing options in Forest Grove.	Work with the County, Metro, Federal and State to access funding and advocate for policies that support affordable housing options in Forest Grove. Monitor legislation that will impact housing and homelessness and advocate for policy that aligns with Forest Grove's needs and housing goals	Access funding has been removed from the objective.
	2.4 Partner with other agencies and non-profits to address homelessness needs in Forest Grove. Advocate and share messaging with other agencies and the community. Work with partners on accessing wraparound services.	Partner with other agencies and non-profits to address homelessness needs in Forest Grove. Advocate and share message with other agencies and the community. Work with partners on accessing wraparound services	Solutions partnership-focused, create a stronger sense of urgency for distributing funds. This objective is in reference to the Metro measure.
	2.5 Develop the Oak Street plan in accordance with our long-term commercial and industrial supply goals and in alignment with the City's Economic Opportunities Analysis.	Develop Oak Street Plan.	
		Explore options for zoning that will open up space for additional housing options and homelessness support (including ADU zoning, wraparound services at Churches)	Removed by staff based on the refinements of 2.1. ADUs are covered in the HNA. This is already done
		Evaluate scalable system development charges (SDCs).	Remove this one based on revisions of 2.1
		Assess capacity for Community Development to meet the increasing demands of planned growth.	Staff proposed removal as this has been completed
		Evaluate parking requirements relative to housing density.	Council removed
		Evaluate recommendations from the City's Housing Needs Analysis and develop an implementation plan.	Remove this one based on revisions of 2.1

Goal Themes	Refined Objectives	Objectives/Ideas from Council Idea Mapping	Refinement Notes
Goal 3: Support Community Recovery from the Pandemic	3.1 Work with community organizations to communicate available resources to assist with debt related to housing/eviction moratoriums.	Work with community organizations to communicate available resources to assist with debt related to housing/eviction moratoriums	
	3.2 Provide information and management tools as small business pivots, and be flexible in how the City supports small business through policy decisions.	Provide information, management tools, etc. as small business pivots and be flexible in how the City supports small business through policy decisions	
	3.3 Continue to offer modified service delivery in addition to in-person post-pandemic services (virtual, online, curbside, etc.).	Continue to offer modified service delivery in addition to in-person post-pandemic (virtual, online, curbside, etc.)	
		Support small business recovery by facilitating opportunities to gather downtown (Festival Street) and communicate openings and shopping opportunities	Propose to Remove this - not feasible in this next year
		Explore waiving fees or charges for small businesses	
Goal 4: Improve Communications + Engagement	4.1 Develop an engagement strategy that provides structure for equitably engaging the community.	Develop an external and internal engagement strategy to create more structure for engaging the community equitably and leverage technology.	Focus on correct, accurate, neutral communication. Strategy should consider how to leverage technology (i.e. apps for engagement, polling, Zoom, social media, live streaming, etc.). How can we leverage partnerships to reach broader audiences in equitable way? Increase accountability. Include information that provides an overview and tips for engaging in the public process
	4.2 Complete and implement the Communications Plan.	Complete and implement the Communications Plan.	This work is in progress. Updates will be presented in an upcoming work session. This needs to be completed before the engagement strategy.
	4.3 Develop the community vision and values following the completion of the equity plan.	Engage community in the development of community vision and values.	More guidance from Council on what that looks like?
	4.4 Develop relationships between student liaisons and student government.	Develop relationships between student liaisons and student government.	Follow up with Council to get clarity on this objective.
	4.5 Collaborate with community partners to plan for the City's 150th anniversary/ sesquicentennial.	Collaborate with community partners to plan for the City's sesquicentennial.	Consider branding/communicating 150 vs. sesquicentennial
		Provide customer service training to City staff to promote consistent, positive service to the community.	Council removed
		Engage the community on the annual goal setting process	This will be incorporated into the engagement strategy and doesn't need to be a separate objective. It is noted for next year's process.
		Provide outreach materials that provide an overview and tips for engaging in the public process.	Provide a Government 101 (similar to Police ride-along experience). Q&A. This would be resource intensive. This idea was incorporated into objective 4.1.
	5.1 Conduct a needs analysis for the upcoming levy renewal.	Conduct a needs analysis for the upcoming levy renewal	Develop assumptions, Explore the sustainability of revenues vs. community expectations. Discuss priorities with the community on funding

Goal Themes	Refined Objectives	Objectives/Ideas from Council Idea Mapping	Refinement Notes
Goal 5: Maintain financial and organizational sustainability	5.2 Continue exploration of fire district governance.	Continue exploration of fire district governance	
	5.3 Plan for a future police facility.	Plan for a future police facility.	
	5.4 Refine the West Side Plan Financial Plan.	Refine West Side Plan Financial Plan	
		Ensure adequate long-term industrial and commercial property supply.	Propose to remove - this is the Oak Street Plan - refined language
		Continue succession planning for our aging workforce	Propose to remove or ask for clarity- we do this everyday in a legal way. We need to have open recruitments. We establish career ladders, etc.
Goal 6: Promote sustainable transportation alternatives and enhance mobility	6.1 Address high use areas with no sidewalks. Make improvements in coordination with other public works projects.	Address high use areas with no sidewalks. Make improvements in coordination with other public works projects.	Prioritize areas
	6.2 Prioritize Transportation Development Tax (TDT) projects.	Prioritize Transportation Development Tax (TDT) projects	
	6.3 Assess areas with limited transportation alternatives and identify options to enhance mobility.	Assess areas with few transportation alternatives and identify options to enhance mobility	This objective needs refinement - Analysis to look at first mile/last mile. Provide transit access within a 1/2 mile. Look at gaps and work with partners to address (Ride Connection, TriMet, Uber/Lyft, Taxis)
Goal 7: Expand recreation opportunities	7.1 Partner with the School District, Pacific University, and non-profits to enhance coordination of recreation and sports activities, explore opportunities for shared recreation space, and make information accessible so all can access programs and facilities.	Partner to enhance recreation coordination - Explore options for City coordination of recreation and sport activities - resource mapping, make information accessible so people can access these programs	Shared facilities would also include the Senior and Community Center
	7.2 Complete feasibility analysis for preferred alternatives for Eastside Park.	Feasibility on preferred alternative for Eastside Park	
	7.3 Support the Council Creek Regional Corridor.	Support Council Creek Regional Corridor	
	7.4 Provide mobile checkout spots for the Library.	Provide mobile checkout spots for the Library	Need additional clarity from the Council on this objective.
		In partnership with the School District explore opportunities for shared recreation space	This objective was combined with 7.1. This would also include the Senior and Community Center
		Identify park project development priorities	
		Conduct long-term planning for David Hill Park	
		Explore interest in a City-owned recreation center (aquatics, splash pad, basketball courts, etc.)	
		Partner to study Eastside Park	

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1. Agenda Overview

FOREST GROVE 2021 GOAL SETTING RETREAT



AGENDA

- 9:00 AM Welcome + Agenda Overview**
 - Call to Order and Welcome
 - Agenda Overview
 - Review Process + 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
 - Challenges + Opportunities on the Horizon
- 10:30 AM Mapping the Goals**
 - Building on Goals from 2020 + New Priorities for 2021
 - Team Discussion
- 11:30 AM Goal Refinement Discussion**
 - Review Goal Ideas + Council 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**

ROLES

Sara Wilson, Facilitator

- Guide the group through the conversation
- Stay focused on the agenda and achieving outcomes
- Use the ground rules to assist the group

Council

- Set the policy for the community
- Bring community perspective forward
- Set the general vision and path forward

Staff

- Share your ideas, experiences, and perspective
- Provide technical expertise

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
- ★ Review the roles of Council and Administration and build a unified team to move forward on the goals established for 2021

RULES

- ✓ Be patient with the Facilitator and technology. Ask for help.
- ✓ Goals move forward with consensus or majority support
- ✓ 5-minute stretch break each hour
- ✓ Be pragmatic and realistic - stay focused on what we can impact as a City organization and what serves our local community
- ✓ Everyone gets to speak an equal amount of time - don't repeat statements. Add to them or note your support in the chat
- ✓ Keep cameras on during the meeting and wait until a break to turn them off
- ✓ Raise hands to speak
- ✓ Assume positive intent

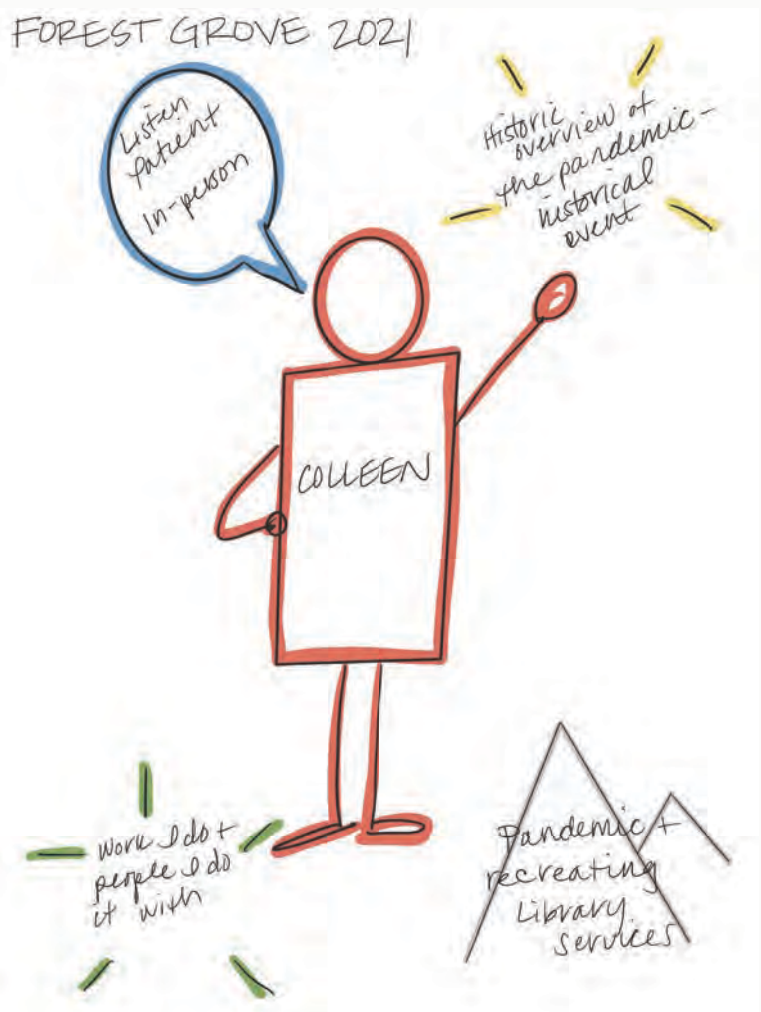
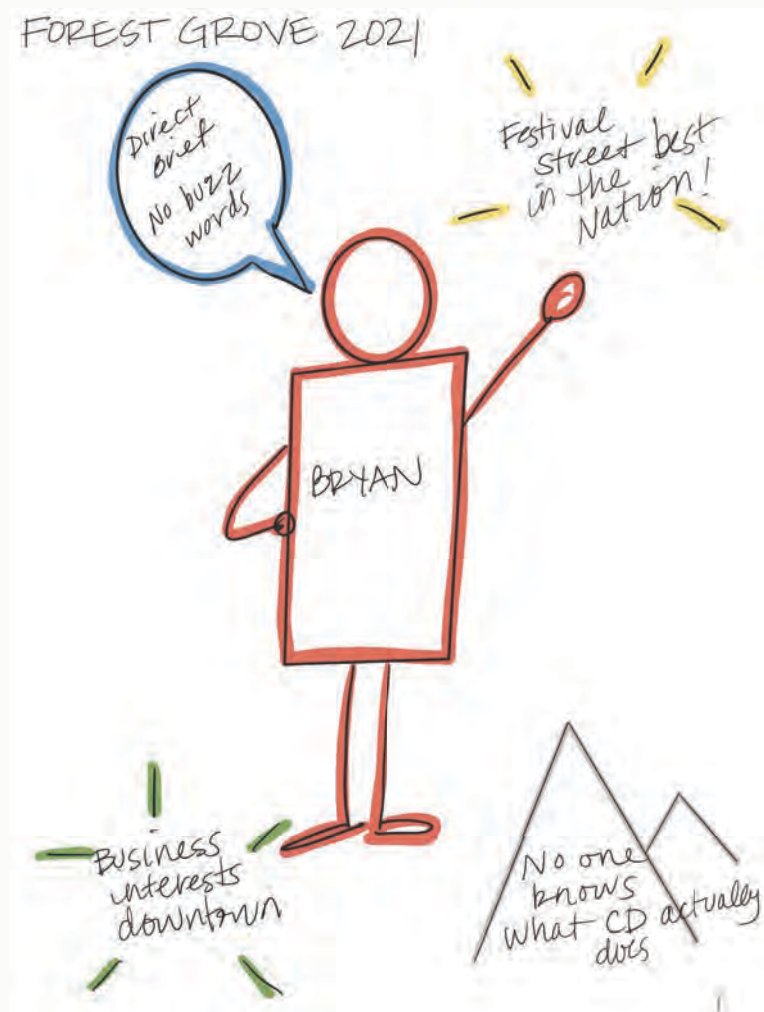
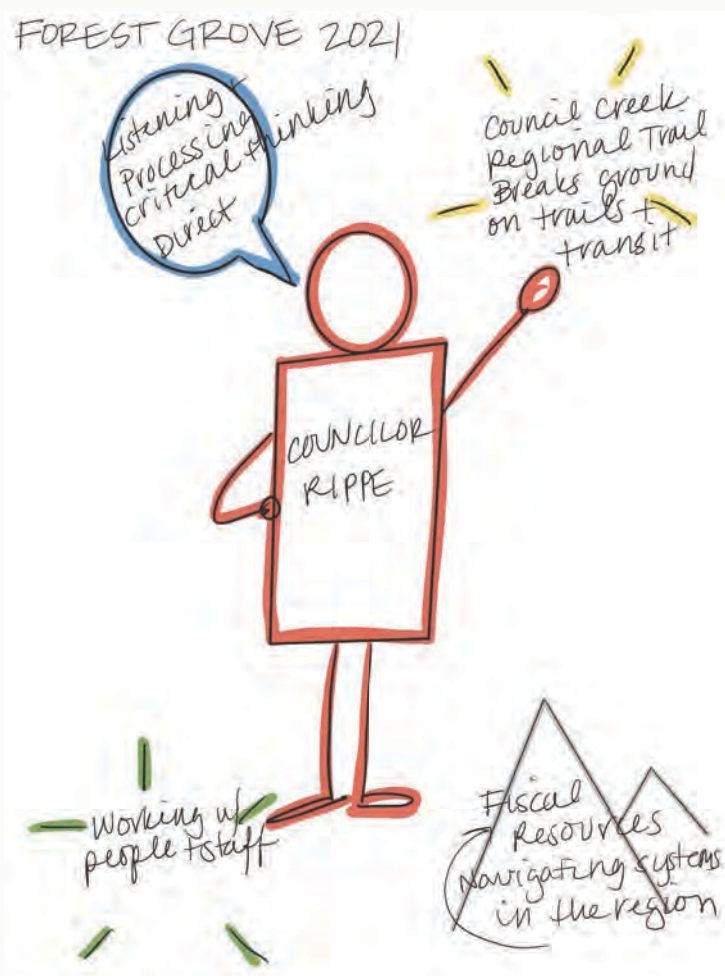
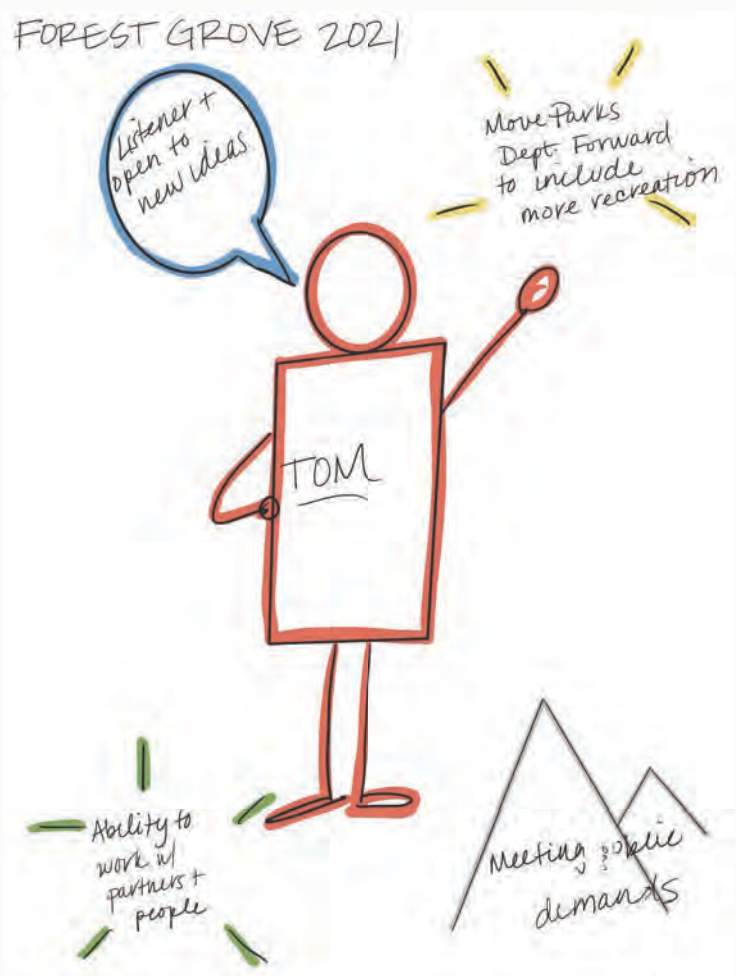


Our Intentions...

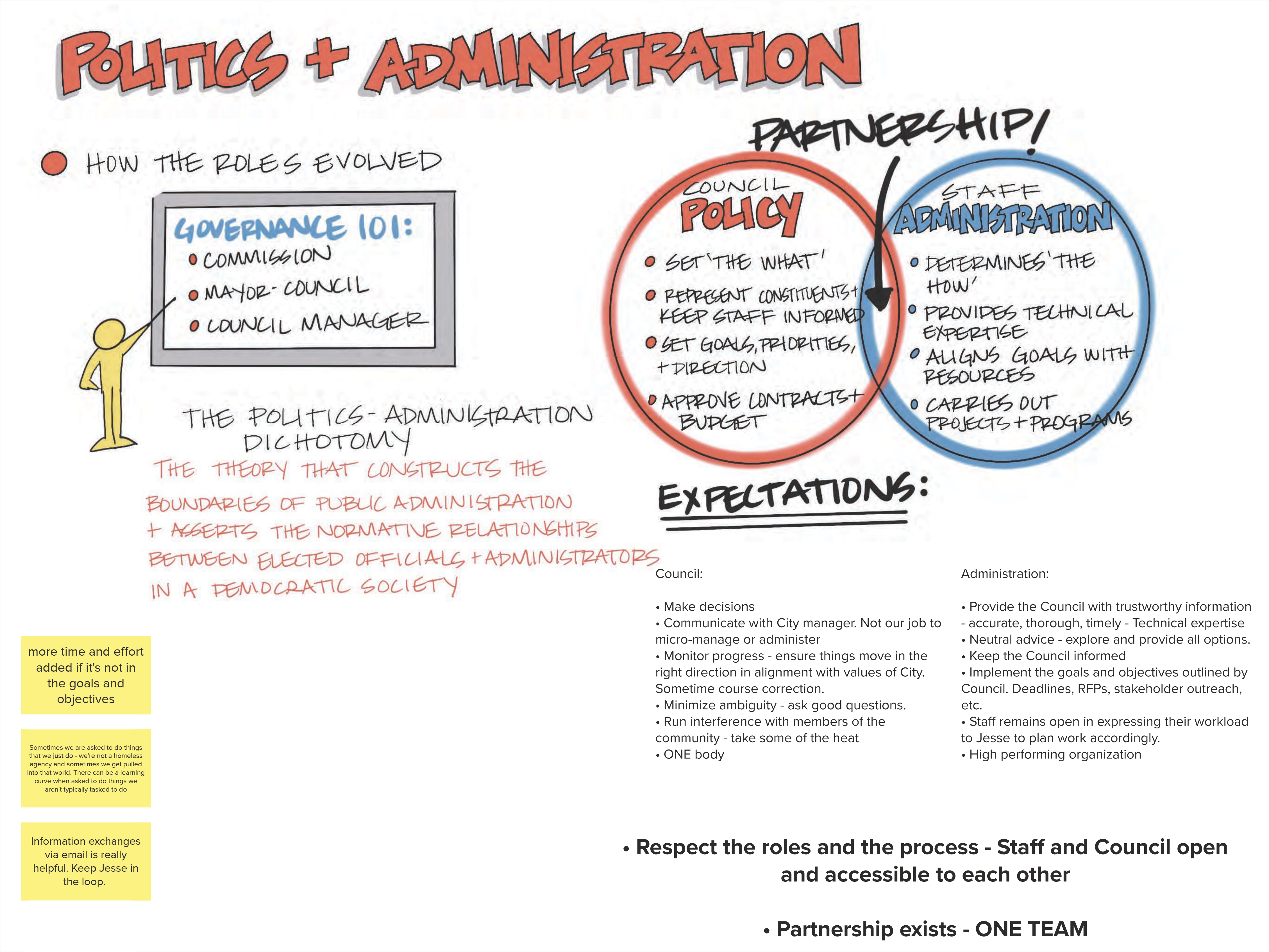
I will keep an open mind and be productive.	Move forward on DEI and communicate that to the community.	Make sure budgeting is influenced by, and in turn, influences, our goals.
Become more involve and pay attention to goal follow-thru	Clear communication and understanding one another.	Keep open mind and ask for specifics when needed.
Hope to be an engaged and helpful participant	To develop clear guidance on priorities that Council and Staff can focus on to help residents be successful in their lives.	I will be open minded and supportive.
To be reflective and proactive in setting goals.	To beat a dead horse, use DEI as a focus in driving city policy (i.e. housing, parks expansion, etc)	
Listen and understand the past to better support the future of the city	I want to see a well informed, fact and data based decisions for Council decisions. looking at unintended consequences that impact the thw WHOLE community	

2. Team Warm-Up

OUR TEAM GALLERY



3. Council + Administration Roles



4. Context



TV Hwy Corridor Plan - major safety improvement project

Downtown Festival Street

Oak Street Plan – industrial vs. residential – what will the make up be? Multi-modal scenario – this could be a second town center. Could be a very livable area if we do it right.



Revenue challenges

Being able to work together in a virtual environment

Changing team dynamics - challenge and opportunity

Westside infrastructure development

What will the City look like in the next 20 years?

Urban Reserves

What is the City's role in addressing homelessness? What are reasonable goals and objectives the City can set to make an impact?

Long-term infrastructure plans that will support future growth. How will we pay for this infrastructure? (Water, stormwater, neighborhood traffic improvements, etc.)

Acknowledge how life will be different in Forest Grove going forward - we need to set goals accordingly

Challenge in understanding what DEI means and why it's important

We pushed a power rate increase that was scheduled for last July - we will need to revisit this increase in the coming months

Consider how the number of calls re: homelessness impacts Fire Dept. reliability. The call volume is considerable

Can't continue to add to the park system without adding additional staff support for maintaining assets. There needs to be an increase in the levy to continue supporting growth

Communications and Engagement

We have no way of communicating effectively with 24,000 people in our community. It's the same people who participate in everything. How are we building capacity to engage the community?

Community feels Council is not being transparent, decisions are made behind the scenes without community input, and most importantly they are being beat back without having a voice in their own governance.

emergency preparedness (fires/pandemic/ and others)

Small business and our downtown, how is COVID going to impact our local economy

Housing - other housing types, and need to look broader at the other housing issues the community will be facing. Awareness of the bills at the legislature that might impact housing/



Changing team dynamics - challenge and opportunity

In approaching DEI, do it in a way centered on city services. How do we ensure the services we offer are offered in an equitable way?

Have a listening session related on DEI related to the services we offer

We've been outpacing population growth in the region – this trend means more opportunities – continued growth

Bringing back the fire task force

SDC structure with the West Side Plan

The Oak Street Plan

Great opportunities with the new CPAC - chance to make positive changes in the police department - keep the greater community in mind

We have a footprint of Latino and Asian businesses – continue to ensure opportunities are accessible

5. Mapping the Goals



7. Reflection

Paul: Flexibility and reality. Work takes time and effort. Some resource

Tom: Understanding the challenges and difficulties with projects and moving forward with a serious look at the next 5-year operating look - this look needs to be serious

Greg: I think we need innovation and think outside the box- risk to implement some of these strategies and goals. Paradigm has shifted towards new world order. Think differently on how we approach projects and leverage resources. Need flexibility to do this.

Bryan: Appreciate the functionality of the Council. Pragmatism is helpful for staff.

Keith: Clear guidance so if there are ever questions or confusion - please ask!

Colleen: We appreciate clear expectations and flexibility...and the resources to do what we need to do. Compassion for the people we're serving and those who are serving

CP Wenzl: Accurate information, efficient team, flexibility and money to provide services

Chief Fale: Critical look at resources. Ability as a director to focus on our core mission.

Councilor Gustafson: More visibility on the goals, reporting and progress- be able to find status in a central place. Make this public as well.

Councilor Kottkey: double down on Greg's comment

Councilor Uhing: Reality based transparency innovation based on data, funding limitations and requirements. Guiding intentionally. Need to be cognizant of staff's workload

Jesse: partnerships - understanding the role we play and role others play - find the nexus to provide the most effective services we can.

Chief Reimann: Data may not be reality. There is an art and science of doing business. Understand unintended consequences

Mayor Truax: Golden opportunity to rebuild the Council and communication process that will be the envy of all in Oregon. Need a boatload of money, or make do with what we have including our own intellect, genius, and compassion

Councilor Valenzuela: It's important that everyone communicates to ensure we are clear. When Council asked something, staff let us know. We are able to listen, and that's how we will learn. Immensely grateful and proud to be part of this group

Anna: Effectiveness and realistic and financially feasible

Councilor Rippe: Focus- if we focus on the job we have before us with the resources we have, we will provide services that exceed their expectations and help us stand out as a community of excellence



THE PARKING LOT

CET
Discussion

Explore waiving
fees or charges
for small
businesses - for
pandemic
recovery

Explore
interest in
City-owned
recreation
facility