



A place where families and businesses thrive.

2021 City Council Goals

April 12, 2021



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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 virtual retreat on February 20, 2021 to discuss the progress on the 2020 goals, review the current community context, identify goals and priorities for the year ahead, and discuss the roles and responsibilities of the team in moving the goals forward. The City hired Sara Singer Wilson of SSW Consulting to facilitate the discussion and assist the team in identifying and prioritizing shared goals for the coming years. In advance of the retreat, City staff presented an update on the progress of the 2020 Council goals at a Council Work Session to provide additional context for the workshop. SSW Consulting conducted outreach with the Council and staff ahead of the workshop 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:

- » 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.

The City Council and staff recognized the many challenges presented in 2020 related to the pandemic, public safety reform work, wildfires and more. The team worked closely to identify goals that would address these challenges and aid the community in recovery while also building on the work and success of previous years. The goals outlined in this report will guide the work of the Council, define the organization's work plan, and inform the City's budget process. The City will work on these goals in addition to maintaining the City's high-quality core services.

The team's engagement and participation in this process 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

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Our Team

City Council

Peter B. Truax, Mayor
Malynda Wenzl, Council President
Donna Gustafson, City Councilor
Kristy L. Kottkey, City Councilor
Timothy A. Rippe, City Councilor
Elena Uhing, City Councilor
Mariana E. Valenzuela, Councilor

Management Team

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

Facilitated By

Sara Singer Wilson, Principal/Owner
SSW Consulting

Community Vision



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 from 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.



The City has embarked on a process to create a Diversity, Equity and Inclusion (DEI) plan to guide us in delivering City services in a more equitable and inclusive way. Following the completion of this plan, we will use this DEI lens in updating the City's vision and values.

Setting

The Context

All organizations work in a context; there are larger environmental forces and trends that shape what is and is not possible just as much as the internal capacities and capabilities of a group. Below the team has highlighted the accomplishments, challenges, and opportunities on the horizon to provide a shared understanding of Forest Grove's current environment and increase the team's comprehension of the complex challenges that need to be addressed through the goal setting.



- » City's communication plan is underway and significant progress has been made so far.
- » The City began the process of developing a Diversity, Equity and Inclusion plan.
- » The City shifted to provide a community-wide COVID response including support for small businesses, utility assistance, and keeping City services open, accessible, and safe for the public and our employees.
- » The City has continued to see business growth amid the pandemic with businesses occupying vacant spaces as well as new development.
- » The Library shifted services to virtual activities and curbside pickup, and circulation is only down 38% from

last year while providing services without a building.

- » City began the design of the Development Services Annex and City Hall remodel.
- » Significant progress has been made on the City's tourism plan. The infrastructure has been put in place with the development of a marketing plan, strategic plan, social media strategy, and website to begin promoting Forest Grove as tourism rebounds.
- » Our utility a 99.97% reliability rate.
- » We responded during the wildfires to the fire that occurred around Haag Lake.
- » For the first time, the City's Urban Renewal Agency implemented a public art program.
- » We broadened our outreach to businesses through the lens of diversity, equity and inclusion.
- » We've sustained our economy without catastrophe and unemployment rates have remained stable.
- » The City reconstructed and improved Rogers Park by adding Anna and Abby's playground, inclusive play equipment, and refinished court surfaces.
- » Changes were made at the City's recreation facilities to keep parks and facilities open and safe. During closures at the Aquatic Center, the City made major facility improvements.



- » The City is seeing revenue challenges as a result of the pandemic.
 - » Working in a virtual environment has created challenging dynamics and makes collaboration and communication more difficult.
 - » Our changing team dynamics poses both challenges and new opportunities.
 - » Westside infrastructure development.
 - » Determining what the City will look like over the next 20 years.
 - » Addressing urban reserves.
 - » Determining the City's role in addressing homelessness. How can the City make a reasonable impact?
- » Addressing new community expectations and changes following the pandemic.
 - » Determining and funding the City's long-term infrastructure needs to support future growth (Water, stormwater, neighborhood traffic improvements, etc.).
 - » Understanding the meaning of diversity, equity, and inclusion (DEI) and why it's important.
 - » Addressing the need for power rate increases to continue supporting our City Light and Power infrastructure.
 - » Funding and staff support for the maintenance of our current parks and recreation assets and meeting community demands for more amenities and recreation.
 - » How do we effectively engage the community? We need to effectively engage over 24,000 people, how do we reach everyone and build capacity for ongoing engagement? How can we increase transparency with the community and provide opportunities for people to have a voice in their own governance?
 - » Addressing ongoing emergency preparedness needs to be prepared for fires, pandemics and other emergencies.
 - » Supporting the community through COVID recovery, determining the impacts to our local economy, supporting small business, and supporting those who have been significantly impacted by the pandemic.
 - » Providing other types of housing to meet the broader housing needs of the community. Creating awareness of activity at the State Legislature and how it might impact housing in Forest Grove.



- » Our new team dynamics offer opportunities for fresh perspectives.
- » 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 and continued growth.
- » Bringing back the fire task force will assist us in determining a path forward on future fire protection services.

- » SDC structure with the West Side Plan will offer opportunity for the city.
- » The completion of the Oak Street Plan will open new opportunities for the City.
- » Great opportunities with the new Community Police Advisory Committee (CPAC). This creates a chance to make positive changes in the police department with the broader needs of the community in mind.
- » We have a footprint of Latinx and Asian-owned businesses, and we can continue to work on ensuring opportunities are accessible.

2021

Goals

The team worked together reviewing the City's current context and considering challenges and opportunities on the horizon as they identified goals and objectives that would address these challenges, aid the community in recovery, and also build on the work and success of previous years.

The Council also participated in a prioritization exercise to inform staff of the team's highest priorities. The results of this exercise are reflected in the listing of the goals. Staff also considered these priorities along with costs, available resources, and work currently in progress as they determined the proposed timeline for each objective.

The City's Boards and Commissions will be involved in implementing, advising, or reviewing the work as it progresses. These advisory groups have been identified in the corresponding objectives as noted in the key below.

Key:

PC	Planning Commission	ADM	Administration
CC	City Council	CD	Community Development
P&R	Parks and Recreation	ED	Economic Development
EDC	Economic Development Commission	POL	Police
BC	Budget Committee	LIB	Library
CCI	Committee for Community Involvement	PW	Public Works
LC	Library Commission	PARKS	Parks, Recreation, and Aquatics

Goal	Objectives	Staff Lead	Timeline (Years)	Board or Commission
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.	ADM	1 Year	Multiple
	1.2 Continue DEI Advisory Team and internal DEI assessment work.	ADM	2 Years	NA
	1.3 Support training for DEI Advisory Team, Directors, and Council. Explore additional DEI training for Boards and Commissions.	ADM	1 Year	NA
Goal 2: Support housing stability and mitigation of homelessness	2.1 Implement middle housing legislation (HB2001).	CD	1 Year	PC
	2.2 Partner with other agencies and non-profits to address homelessness needs and access to wraparound services in Forest Grove. Monitor legislation and advocate to meet the needs of homelessness population.	ADM	1 Year	CCI
	2.3 Evaluate recommendations from the Housing Needs Analysis to incentivize affordable and middle housing to focus on ADUs and SDCs.	CD	2 Years	PC/P&R
	2.4 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.	CD	1 Year	CCI
	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.	CD	1 Year	EDC/PC

Goal	Objectives	Staff Lead	Timeline (Years)	Board or Commission
Goal 3: Support Community Recovery from the Pandemic	3.1 Work with community organizations to communicate available resources to assist with COVID recovery.	ADM	1 Year	EDC/BC
	3.2 Provide information and management tools as small business pivots, and be flexible in how the City supports small business through policy decisions.	ED	1 Year	EDC/BC
	3.3 Continue to offer modified service delivery in addition to in-person post-pandemic services (virtual, online, curbside, etc.).	ADM	1 Year	NA
Goal 4: Maintain financial and organizational sustainability	4.1 Continue exploration of fire district governance.	ADM	1 Year	BC
	4.2 Conduct a needs analysis for the upcoming levy renewal.	ADM	1 Year	BC
	4.3 Refine the West Side Plan Financial Plan.	CD	2 Years	PC
	4.4 Plan for a future police facility.	POL	3 Years	NA
Goal 5: Improve communications and engagement	5.1 Develop an engagement strategy that provides structure for equitably engaging the community.	ADM	1 Year	CCI
	5.2 Develop the community vision and values following the completion of the equity plan.	ADM	2 Years	ALL
	5.3 Complete and implement the Communications Plan.	ADM	1 Year	CCI
	5.4 Develop partnerships between the City, the school district and Pacific University.	PARKS / LIB	3 Years	P & R / LC
	5.5 Collaborate with community partners to plan for the City's 150th anniversary/ sesquicentennial.	ADM	1 Year	CCI

Goal	Objectives	Staff Lead	Timeline (Years)	Board or Commission
Goal 6: Promote sustainable transportation alternatives and enhance mobility	6.1 Assess areas with limited transportation alternatives and identify options to enhance mobility.	PW	2 Years	NA
	6.2 Address high use areas with no sidewalks. Make improvements in coordination with other public works projects.	PW	3 Years	NA
	6.3 Prioritize Transportation Development Tax (TDT) projects.	PW	3 Years	NA
Goal 7: Expand recreation opportunities	7.1 Complete feasibility analysis for preferred alternative for Eastside Park.	PARKS	1 Year	P & R
	7.2 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.	PARKS	1 Year	P & R
	7.3 Support the Council Creek Regional Corridor.	PW	3 Years	P & R

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Council + Administration

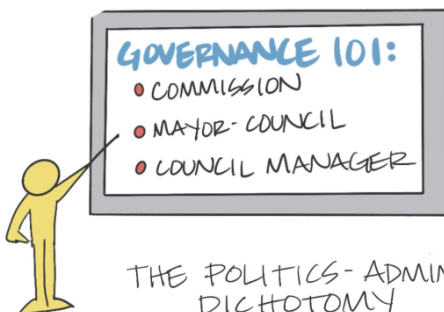
Roles + Responsibilities

The Team reviewed the background information regarding the Council-Manager form of government, and roles and expectations of Council and Administration. This discussion provided context for the goal setting discussion as well as assisting the team in thinking about how they will work together to advance the goals.

Forest Grove: Council + Administration

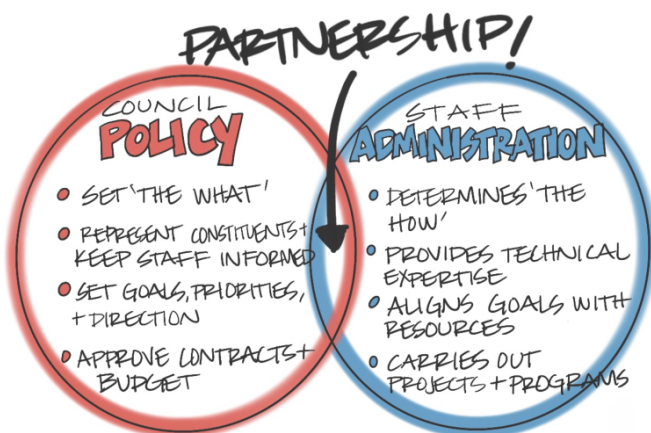
POLITICS + ADMINISTRATION

● HOW THE ROLES EVOLVED



THE POLITICS- ADMINISTRATION
DICHOTOMY

THE THEORY THAT CONSTRUCTS THE
BOUNDARIES OF PUBLIC ADMINISTRATION
+ ASSERTS THE NORMATIVE RELATIONSHIPS
BETWEEN ELECTED OFFICIALS + ADMINISTRATORS
IN A DEMOCRATIC SOCIETY



EXPECTATIONS:

Council:

- Make decisions
- Communicate with City manager. Not our job to micro-manage or administer
- Monitor progress - ensure things move in the right direction in alignment with values of City. Sometime course correction.
- Minimize ambiguity - ask good questions.
- Run interference with members of the community - take some of the heat
- ONE body

Administration:

- Provide the Council with trustworthy information - accurate, thorough, timely - Technical expertise
- Neutral advice - explore and provide all options.
- Keep the Council informed
- Implement the goals and objectives outlined by Council. Deadlines, RFPs, stakeholder outreach, etc.
- Staff remains open in expressing their workload to Jesse to plan work accordingly.
- High performing organization

Team Expectations

- We respect the roles and the process
- Staff and Council are open and accessible to each other to support the partnerships
- We are ONE TEAM



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Forest Grove**

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2021 City Council Goals

April 12, 2021

From Final Summary Report

https://www.forestgrove-or.gov/sites/default/files/fileattachments/city_council/page/431/fg_final_summary_report-4.12.21.pdf

Goals 2021 (pg 9)

The team worked together reviewing the City's current context and considering challenges and opportunities on the horizon as they identified goals and objectives that would address these challenges, aid the community in recovery, and also build on the work and success of previous years.

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Goal	Objectives	Board or Commission
Goal 2: Support housing stability and mitigation of homelessness	2.2 Partner with other agencies and non-profits to address homelessness needs and access to wraparound services in Forest Grove. Monitor legislation and advocate to meet the needs of homelessness population.	CCI
	2.4 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.	CCI
Goal 5: Improve communications and engagement	5.1 Develop an engagement strategy that provides structure for equitably engaging the community	CCI
	5.3 Complete and implement the Communications Plan.	CCI
	5.5 Collaborate with community partners to plan for the City's 150th anniversary/ sesquicentennial.	CCI

Accomplishments (pg 6):

City's communication plan is underway and significant progress has been made so far. (pg 6)

Challenges (pg 7):

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Determining what the City will look like over the next 20 years.

Determining the City's role in addressing homelessness. How can the City make a reasonable impact?

Addressing new community expectations and changes following the pandemic.

How do we effectively engage the community? We need to effectively engage over 24,000 people, how do we reach everyone and build capacity for ongoing engagement? How can we increase transparency with the community and provide opportunities for people to have a voice in their own governance?

URBAN RENEWAL AGENCY

GOALS AND OBJECTIVES

WORK PLAN 2021

GOAL 1



Provide Opportunities
For Public Participation
in the Preparation and
Adoption of Urban
Renewal Plans, Plan
Amendments, and
Policies

GOAL 2



Adopt a Prudent
Annual Budget to
Minimize Financial
Risk to the Urban
Renewal Agency and
the City of Forest
Grove

GOAL 3



Improve the Local
Investment Climate by
Reducing Financial
Barriers to Development
and Redevelopment
Within the Urban
Renewal Area

GOAL 4



Promote a Vibrant
Forest Grove Town
Center Through
Strategic Urban
Renewal
Investments

GOAL 5



Promote Commercial
and Mixed-Use
Redevelopment of Sites
Along the Pacific
Avenue Corridor

URA

Forest Grove
Urban Renewal Agency



WORK PLAN 2021

URBAN RENEWAL AGENCY



GOAL 1 – PROVIDE OPPORTUNITIES FOR PUBLIC PARTICIPATION IN THE PREPARATION AND ADOPTION OF URBAN RENEWAL PLANS, PLAN AMENDMENTS, AND POLICIES

OBJECTIVE

ACTION

1.1 Establish an Urban Renewal Advisory Committee.

Approve URAC bylaws.

Negotiate Disposition & Development Agreement (DDA) to construct grocery store and affordable housing for URAC review and URA Board approval.

WORK PLAN 2021

URBAN RENEWAL AGENCY



GOAL 2 – ADOPT A PRUDENT ANNUAL BUDGET TO MINIMIZE FINANCIAL RISK TO THE URBAN RENEWAL AGENCY AND THE CITY OF FOREST GROVE

OBJECTIVE

ACTION

- | | | |
|-----|---|--|
| 2.1 | Establish policies to guide strategic financial investments in the urban renewal area based on public benefit, documented financial need, scale of the project, and accepted underwriting principles. | |
| 2.2 | Evaluate tax increment revenue collections annually to minimize long term impacts to overlapping taxing districts. | Part of annual budget process. |
| 2.3 | Secure grant funding from regional, state, federal agencies, and private organizations to implement the urban renewal program and supplement tax increment revenue. | Pursue grants for URA programs.

Review stimulus programs for applicability. |

WORK PLAN 2021

URBAN RENEWAL AGENCY



GOAL 3 – IMPROVE THE LOCAL INVESTMENT CLIMATE BY REDUCING FINANCIAL BARRIERS TO DEVELOPMENT AND REDEVELOPMENT WITHIN THE URBAN RENEWAL AREA

OBJECTIVE

3.1 Capitalize a program to reduce development costs to the extent necessary to encourage private investment for projects proving a public benefit and resulting in appreciation of property values and efficient use of vacant and underutilized land.

ACTION

Consider disposition alternatives for Site B.

WORK PLAN 2021

URBAN RENEWAL AGENCY



GOAL 4 – PROMOTE A VIBRANT FOREST GROVE TOWN CENTER THROUGH STRATEGIC URBAN RENEWAL INVESTMENTS

OBJECTIVE

ACTION

- | | | |
|-----|---|--|
| 4.1 | Establish a program to encourage the preservation, conservation, and adaptive reuse of designated and contributing historic resources through improvements to the exterior and interior of buildings. | Continue Storefront Improvement Program, Parklet Pilot Program, and Installation Art Program, pending available funding. |
| 4.2 | In conjunction with the Economic Development Commission, assist business retention and expansion efforts in the Forest Grove Town Center. | Work with EDC on consideration of Main Street Program. |
| 4.3 | Identify a location and assist with funding construction of a public gathering place in the Town Center. | Select preferred alternative for the Festival Street, identify funding, complete design on preferred alternative. |

GOAL 4 – PROMOTE A VIBRANT FOREST GROVE TOWN CENTER THROUGH STRATEGIC URBAN RENEWAL INVESTMENTS

OBJECTIVE

ACTION

4.4 Purchase property from willing sellers to implement the urban renewal program.

4.5 Encourage the construction of needed housing and mixed use development in the Town Center.

4.6 Encourage uses and amenities that support increased community uses in the Town Center.

Consider disposition alternatives for Site B.

Consider disposition alternatives for Site B.

Continue Storefront Improvement Program, Parklet Pilot Program, and Installation Art Program, pending available funding.

GOAL 5 – PROMOTE COMMERCIAL AND MIXED-USE REDEVELOPMENT OF SITES ALONG THE PACIFIC AVENUE CORRIDOR

OBJECTIVE

ACTION

5.1 Establish incentives to encourage a mixture of land uses including retail, office, and housing at strategic locations along the Pacific Avenue corridor through the creation of nodal development.

Consider disposition alternatives for Site B.

5.2 Work with the Economic Development Commission to market redevelopment opportunity sites to prospective developers.