



CITY COUNCIL MEETING

Saturday, February 24, 2024
Community Auditorium, 1915 Main Street

Malynda Wenzl, Mayor

Timothy A. Rippe, Council President
Donna Gustafson, Councilor
Michael Marshall, Councilor

Karen Martinez, Councilor
Elena Uhing, Councilor
Mariana Valenzuela, Councilor

[Zoom Webinar](#) Meeting ID: 841 7295 3364 Passcode: 97116

CITY COUNCIL WORK SESSIONS

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

A. 8:00 AM Call to Order

1. Council Goal Setting Retreat

B. 3:00 PM Adjournment

Americans with Disabilities Act (ADA) Notice: The City of Forest Grove will make reasonable accommodations for participation in the meeting. Requests for assistance can be made by contacting the City Recorder's Office, 503-992-3235, mwoods@forestgrove-or.gov, at least 48-hours in advance of the meeting.

MEMORANDUM

TO: City Council

MEETING DATE: February 24, 2024, Community Auditorium, 8 am – 3 pm

FROM: Jesse VanderZanden, City Manager
Mariah Woods, City Recorder
Sara Wilson, Owner, SSW Consulting
Ashley Sonoff, Associate, SSW Consulting

SUBJECT TITLE: City Council Retreat Work Session

BACKGROUND:

Per the Council Rules, the City Council sets goals and objectives every year that must be adopted no later than March. These goals and objectives provide critical direction to staff regarding resource allocation for the proposed budget and annual work plans. The goal and objective process is comprised of several steps.

- Step 1: Individual Councilor and Director meetings with SSW Consulting
- Step 2: Departmental presentations on goals, objectives, and accomplishments
- Step 3: Council Retreat work session – February 24, Community Auditorium
- Step 4: Refinement work session - February 26, Community Auditorium
- Step 5: Resolution adopting 2024 Council goals and objectives - March 18, Community Auditorium

This year's retreat will be facilitated by Ashley Sonoff, Associate, SSW Consulting. Breakfast and lunch will be provided as well as a print out of all the materials below and note taking materials. The format is similar to previous years. The retreat will include small group breakout sessions where participants can focus, refine, add, or delete goals and objectives in an effort to accurately reflect Council's direction and priorities.

ATTACHMENTS:

1. Agenda
2. Instructions
3. Goal Refinement Groups
4. Environmental Scan
5. Goals and Objectives Status Report
6. Top Accomplishments and Priorities

CITY OF FOREST GROVE: 2024 CITY COUNCIL RETREAT

SATURDAY, FEBRUARY 24, 2024

8:00 AM TO 3:00 PM

COMMUNITY AUDITORIUM, 1915 MAIN STREET

WORKSHOP PURPOSE

Engage the Council and staff in setting clear direction for the organization and refine goals and objectives for 2024.

WORKSHOP OUTCOMES

- Develop shared understanding of the organizational and community context to inform the team's goal refinement
- Refine goals to address community needs and plan for the future
- Identify measurable objectives with clear outcomes to track progress
- Prioritize objectives to inform the implementation plan for staff

AGENDA

8:00 AM	Arrival + Refreshments
8:30 AM	Welcome+ Agenda Overview • Welcome, Mayor Wenzl • Agenda Overview + Guidelines for Success • Team Warm-up
9:00 AM	Forest Grove Environmental Scan Review • 2023 Accomplishments • Department Work Pipeline • Organization + Community Context • Themes for Goal Refinement
9:50 AM	MORNING BREAK
10:00 AM	Goal Refinement, Part 1 • Review the Refinement Process • Review Current Goals • Goal Refinement Small Group Activity • Report Out from Small Group Discussion
12:00 PM	LUNCH
12:30 PM	Goal Refinement, Part 2 • Review Themes from Small Group Discussion • Team Discussion of Refined Goals, Objectives, and Outcomes
2:00 PM	AFTERNOON BREAK



- | | |
|----------------|---|
| 2:10 PM | Goal Wrap-up <ul style="list-style-type: none">• Review 2024 Goals• Prioritization Activity |
| 2:40 PM | Reflection + Next Steps <ul style="list-style-type: none">• Reflection Activity• Next Steps |
| 3:00 PM | Adjourn |



GOAL REFINEMENT SMALL GROUP ACTIVITY INSTRUCTIONS



STEP 1: GATHER IN GROUPS

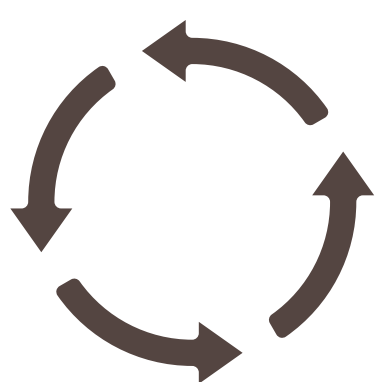
- ONE STAFF/GOAL GROUP PER TABLE
- COUNCIL GROUPS CHOOSE A STAFF TABLE TO VISIT. YOU WILL GET A CHANCE TO VISIT ALL TABLES/GOALS.



STEP 2: DISCUSS, REFINE, ADD

IN SMALL GROUPS, REVIEW THE 2023 OBJECTIVES UNDER THE GOAL AND ANSWER THE FOLLOWING QUESTIONS. A STAFF MEMBER WILL TAKE NOTES ON THE GOAL POSTER:

- **WHAT OBJECTIVES NEED REFINEMENT? HOW?**
- **ARE THERE ANY OBJECTIVES THAT NO LONGER FEEL RELEVANT AND SHOULD BE REMOVED?**
- **ARE THERE ANY NEW IDEAS WE SHOULD CONSIDER ADDING TO THE GOAL? WRITE ONE IDEA PER 3X5 STICKY NOTE (PLEASE WRITE LARGE + LEGIBLY!).**



STEP 3: ROTATE + REPEAT #2

COUNCIL GROUP MOVES TO NEXT STAFF/GOAL TABLE AND REPEATS STEP #2. STAFF PROVIDE QUICK RECAP FROM PREVIOUS GROUP(S). IT'S OKAY TO BUILD ON EXISTING IDEAS AND NOTES FROM PREVIOUS GROUP.



STEP 4: REPORT OUT

ONCE COUNCIL GROUPS HAVE VISITED ALL STAFF TABLES/GOALS, WE WILL RECONVENE AS LARGER GROUP.

- STAFF WILL SHARE RESULTS OF THE GOAL DISCUSSION



CITY OF FOREST GROVE: 2024 CITY COUNCIL RETREAT

GOAL REFINEMENT STAFF TABLES

Goal 1: Support Housing Stability

- Jesse VanderZanden
- Stephanie Fleischer (Notes)
- Dan Riordan (Facilitator & Presenter)

Goal 2: Planning an Inclusive and Sustainable Community

- Bryan Pohl (Facilitator & Presenter)
- Miles Glowacki (Notes)
- Greg Robertson
- Keith Hormann

Goal 3: Improving Public Safety

- Chief Reimann (Facilitator & Presenter)
- Chief Geering (Notes)
- Paul Downey

Goal 4: Expand Recreation

- Anne Lane (Facilitator & Presenter)
- Colleen Winters
- Mariah Woods (Notes)

GOAL REFINEMENT COUNCIL GROUPS

Group 1

- Mayor Wenzl
- Councilor Marshall
- Councilor Valenzuela

Group 2

- Councilor Martinez
- Councilor Rippe

Group 1

- Councilor Uhing
- Councilor Gustafson

2024 COUNCIL RETREAT: ENVIRONMENTAL SCAN

2023 ACCOMPLISHMENTS

- **Admin:** TPM ordinance + clarified roles, City Hall project, B+C review + new ordinances, Council Rules + bylaws, IBEW + AFSCME contracts, new comms manager, City website, Council packet software, quarterly printed newsletter, monthly e-newsletter, increased social media presence
- **CD:** Hired 3 positions, Downtown Historic District, nutria code, tourism sponsorship + grant programs, TV Hwy access mgt gran, Housing Needs Analysis implementation, 2040 Plan RFP, Arbor Day planting at Talisman Park, 276 new lots added, 806 building permits
- **Fire:** RFP for Northern Fire Station Plan and EOP
- **Library:** Child/Teen programs back to pre-pandemic levels, con't curbside service, more outreach
- **L&P:** System operations/maint., EV chargers + e-bike incentives (Clean Fuels), energy efficiency program, rate increase
- **P&R:** Rec program launched, Eastside Park development, FG Loop Trail master plan, Kyle Park development launched, Stites Park complete, assessment + fee project launched
- **Police:** Hate + bias crime investigators symposium, estab. sabbatical and peer support programs, more participation in community events, listening sessions, 2 parent summits
- **PW:** Railroad crossing removal, completed equipment storage shelter, replaced underground storage tank, ~2.4 miles pavement overlay, ~84 curb ramps replaced

POLITICAL FACTORS

- Potential changes to Measure 110
- Legislative impacts

ECONOMIC CLIMATE

- Inflation and increased cost of living - impact on wages
- Cost of materials/supplies - impact to projects
- More e-commerce / impacts the retail sector
- Less demand for commercial space post-pandemic
- Presence of trans-Pacific cable near Forest Grove
- Increased demand for data centers and associated industrial lands
- Key properties purchased by industrial dev.
- Federal and state incentives for semi-conductor industry

2024 TOP PRIORITIES

- **Admin:** Work with depts to complete 7 ARPA projects, City Charter review, Finalize Police Chief recruitment process, IFFA bargaining contract, Reconcile 3 different paid leave programs, Recruitment/Retention, 5-year financial projection (levy), rate and fee studies (Aquatics, Rec, engineering, planning), Water and water system SDCs
- **CD:** URA programs/projects, Site B direction, long-term growth options/refine Westside Financial Plan, continue Housing Needs Analysis implementation, Economic Opportunity Analysis, 2040 Quality of Life Plan
- **Fire:** Northern Fire Station Plan, EOP, Fire Task Force/decision on consolidation
- **Library:** Impacts from WaCo funding analysis
- **L&P:** 6 capital projects, metering pilot project, emergency response, vegetation mgt., energy efficiency + clean fuels, new power requests
- **P&R:** Eastside Park plan, continue to build recreation program, master plan for FG Loop Trail, develop Kyle Park, engage with partners
- **Police:** New building, recruitment, soft skills trainings with PU, increase comm. and police training, traffic enforcement
- **PW:** Gales Creek/Thatcher Intersection, Martin Rd/Hwy 47 Roundabout, Maple/Fern Hill/Hwy 47, water treat. storage bin replacement, Stormwater + Sewer MP update, PW admin building remodel

COMMUNITY/ORGANIZATION CONTEXT

- Community growth
- Demand for more recreation programs, multi-use rec center
- Growing Police + Fire calls for service
- Industrial growth to support city
- Tourism - how can we support?
- Competitive wages/benefits for recruitment + retention
- Rate and fee studies, SDC updates
- Partnership opportunities with community organizations to expand work

TECHNOLOGY FACTORS

- New City website

2023 Values

Financial Stewardship

We will be responsible stewards of the City's financial resources.

Community Engagement

We will invite members of the community in developing City policies and programs.

Equity, Diversity and Inclusion

We are committed to fair inclusion where diverse members of our community can participate and thrive.



2023 Goals and Objectives

GOAL	#	OBJECTIVES	DEPT	LEAD	YRS	ARP	STATUS REPORT
SUPPORT HOUSING STABILITY	1	Complete evaluation of the Housing Needs Analysis recommendations to incentivize affordable housing	CD	CDD	1		Held two work sessions. Previously enacted density incentives, non-profit property tax exemption, vertical housing tax zone, SDC deferrals, reduced ADU fees, and HB 2001 code amendments. Housing Needs Analysis delayed by state. Two remaining issues for consideration are construction excise tax and annexation agreements. State considering annexation agreements.
OUTCOMES	2	Develop policies and activate partner services that will address homeless services, i.e., time, place, and manner ordinances	ADM	ADM	1		Enacted time, place, and manner ordinance and overnight camping area.
Homeless policies to address needs for service and community concerns.	3	Engage the State, County and Metro on affordable housing policies for non-entitlement cities to better define how their services can support Forest Grove's affordable housing needs.	CD	CDD	1		County Housing presented in October. County purchased property on Elm Street for affordable housing. County remodeled existing county-owned housing on 19th. Metro affordable housing bond monies have been expended. Staff monitoring state Senate Bill 1537 pertaining to housing production strategy for potential grants.
Dedicated affordable housing.	4	Review the Governors budget allocations to support housing challenges and how they may address the City's housing and homelessness service needs.	CD	CDD	1		Staff monitoring state legislation pertaining to housing production strategy for potential grants. State homelessness funding went to County to assist with Highway 47 transition.
GOAL	#	OBJECTIVES	DEPT	LEAD	YRS	ARP	STATUS REPORT
PLANNING AN INCLUSIVE AND SUSTAINABLE COMMUNITY	5	Explore how the City can be carbon neutral by 2050.	ADM	ADM	2		Researched other cities plans. Need to clarify scope before issuing RFP. Possible integration into 2040 Plan.
OUTCOMES	6	Review, approve, and operationalize the DEI plan.	ADM	ADM	2		Significant operationalization progress. Examples include all communication materials, eastside park outreach, universally inclusive play structures and paths, police chief hiring process, ADA transportation improvements, opioid settlement to CATT. DEI included in value structure for City. Possible integration into 2040 Plan.

Updated governance policies to meet current community needs.	7	Develop a 'Forest Grove 2040' quality of life plan.	CD	CDD	2		Council Presentation August 28. RFP released February 9.
Robust business community.	8	Solicit input and advise the Council on whether to implement a Main Street program.	ED	EDD	2		Resolution supporting City Club's application for affiliate level membership. Staff working with City Club and Chamber on MOU.
Community growth and enhancement that considers the needs of the diverse community.	9	Update the Economic Opportunities Analysis with an emphasis on outreach to all commercial businesses	ED	EDD	1		Council presentation December 11. RFQ in process. EOA complete in May with adoption scheduled in June.
	10	Complete the City Charter review process	ADM	ADM	1		Charter Commission recommendations complete. Council presentation scheduled February 26. Charter Commission listening sessions mid-March. Council work session in April. Council decision to County in summer for November ballot.
	11	Develop a list of alternate mobility and transit options to prioritize for future implementation.	ENG	ENGD	2		Additional clarification needed. Alternative mobility built into all projects; i.e. 26th Avenue, Martin Road, Gales Creek-Thatcher and ADA retrofits for non-compliant curbs and ramps. Grovelink expanded service. Staff working on maintenance agreement.
	12	Develop policy for properties purchased by the URA.	CD	CDD	1		Board held two work sessions to clarify process and future funding. Site B RFP for hotel and/or grocery store preference issued February 16.

GOAL	#	OBJECTIVES	DEPT	LEAD	YRS	ARP	STATUS REPORT
IMPROVING COMMUNITY SAFETY	13	Examine drug use trends locally and nationally and develop outreach and education	POL	POLC	1		Ordinance passed to prohibit drugs on city property. Police presentation in August. Resolution to distribute city opioid settlement funds to County Center for Triage and Treatment, scheduled to open next year. Presentations on M110. State legislature considering legislation to amend M110.
OUTCOMES	14	Conduct Police Chief recruitment	ADM	ADM	1		Conducted public outreach and incorporated feedback into position. Position posted in January. Community interviews in April.
Increased public safety.	15	Make a recommendation regarding fire district governance	FIRE	FIREC	2		Working with Cornelius on IGA amendments to reflect current services. Staff confirming cost estimates for current services. Cornelius doing staffing study.
Plans that support consistent community safety services that align with projected City growth.	16	Complete alternatives analysis for a northern fire station and select a preferred alternative fire station	FIRE	FIREC	1		RFP in process.
	17	Update and approve the Emergency Operations Plan	FIRE	FIREC	1		RFP issued February 16.
	18	Research regulations for drone use within city limits.	POL	PC	1		Ordinance passed to implement rules and allow enforcement.
GOAL	#	OBJECTIVES	DEPT	LEAD	YRS	ARP	STATUS REPORT
EXPAND RECREATION OPPORTUNITIES	19	Complete Library partition.	LIB	LIBD	1		Design complete. Project advertised for bid. Construction in Spring.
OUTCOMES	20	Council approval of Eastside Park Plan.	P&R	P&RD	2		Contractor selected. Community meeting March 4 at Neil Armstrong.
Expanded recreation opportunities.	21	Build recreation program and align staffing to support the services.	P&R	P&RD	2		Successfully implemented summer program. Expanded into other seasons. Fee assessment and study underway; second Council-Parks & Rec Commission work session March 18.
Increase livability for a happy and healthy community.	22	Master Plan for Forest Grove Loop Trail and develop Kyle Park	P&R	P&RD	2	CDS	Received \$200,000 Metro grant. Contractor selected. Community engagement plan being finalized.
	23	Develop Stites Park and Community Garden.	P&R	P&RD	1		Done! Construction complete and grand opening held November 4, 2023.

Top Accomplishments and Priorities - 2024

Administration

Top Accomplishments

- Time, place, and manner camping ordinance & designated overnight camping area
- Completed City Hall
- Completed IBEW and AFSCME contracts
- Enhanced, DEI-friendly communications: newsletters, social media, website
- Completed Charter Review Committee deliberations

Top Priorities

- 2040 Plan
- Firefighter contract
- Police Chief recruitment
- Water System Development Charge Study
- Rates and Fees & ADA Studies
- Complete all American Rescue Plan projects

Parks, and Recreation

Top Accomplishments

- Thatcher Park, Bard Park, and AT Smith House Improvements
- Implemented Summer Recreation Program
- Implemented Recreation Scholarship Program
- Hired Eastside Park and Kyle Park/Loop Trail contractor
- Initiated comprehensive Parks & Recreation Fee Study

Top Priorities

- Complete Eastside Park Plan
- Complete Hazel Sills Park improvements
- Complete aquatic slide replacement
- Advance Kyle Park/Loop Trail Plans
- Complete Fee Study
- Solidify recreation program

Community and Economic

Top Accomplishments

- Completed Boards and Commissions comprehensive review
- Implemented Tourism Events and Capital programs
- Obtained TV Highway Access Management grant
- Initiated 2040 Plan
- Processed 38 land use application and 806 permits
- Reduced fees for accessory dwelling units

Top Priorities

- 2040 Plan
- Complete Economic Opportunities Analysis

- Facilitate Main Street implementation with Chamber of Commerce and City Club
- Consider disposition of Site B
- Implement Urban Renewal Building Improvement Grant Program
- Downtown trees, grate, and parking signage safety project

Fire

Top Accomplishments

- Initiated Emergency Operations Plan
- Completed PSU study re: IGA with Cornelius
- Participated in seven conflagrations across Oregon
- Assisted with transition from Metro West to AMR for ambulatory services
- Introduced Emergency Services Program into Forest Grove High School

Top Priorities

- Complete Emergency Operations Plan
- Initiate Northern Fire Station Alternatives Analysis
- Negotiate new IGA with Cornelius
- Firefighter contract

Library

Top Accomplishments

- Programming back to pre-pandemic levels
- Designed restrooms and library teen partition
- Expanded community outreach
- Implemented Mailchimp newsletter

Top Priorities

- Complete restrooms and library teen partition
- Participate in the WCCLS structure/governing and funding project

Light and Power

Top Accomplishments

- Implemented e-bike and augmented e-vehicle incentive programs
- Replaced 85% of direct buried high voltage underground cable
- Implemented rate structure for large loads, i.e., data centers
- Completed security measures on substations, i.e., fencing, alarms, video
- Applied for state grant to fund wildfire mitigation project
- Applied for state grant to fund community solar project

Top Priorities

- Complete replacement all direct buried high voltage underground cable
- Pending grant, implement community solar system for low-income assistance fund
- Complete wildfire mitigation project
- Complete design of Filbert Substation transformer replacement
- Complete install of automatic meter-reading
- Complete B Street modular storage facility

Police

Top Accomplishments

- Drone ordinance
- Sabbatical and peer support programs
- Examined drug use trends and presented findings to Council
- Hate and bias crime training in partnership with Pacific and DA's office
- Increased participation in community and listening events
- Two parent summits on gangs and drug awareness in partnership with Adelante Mujeres
- Full staffing

Top Priorities

- Continue partnership with Pacific to build soft skill training
- Increase community and police officer training opportunities
- Direction on new police station

Public Works & Engineering

Top Accomplishments

- Completed public works storage shelter
- Completed public works underground storage fuel tank replacement
- Advanced Thatcher/Gales Creek intersection
- Advanced Martin Road roundabout
- Advanced 26th Avenue project
- Paved 2.5 miles and replaced 84 deficient ADA curb ramps

Top Priorities

- Complete Thatcher/Gales Creek intersection
- Complete Martin Road roundabout
- Complete 26th Avenue Improvements
- Complete Water Emergency Intertie
- Update Storm/Sewer Master Plan
- Grant funding for Water Tank and Plant Pump Replacement
- Grant funding for East TV Highway Safety Improvements Projects
- Public Works Building Remodel