



A place where businesses and families thrive.

CITY COUNCIL MEETING AGENDA – RETREAT

**SATURDAY, FEBRUARY 4, 2017
L & P CONFERENCE ROOM, 1818 B STREET**

This is an informal Council Goal-Setting Retreat. The Council will take no formal action during the retreat. The public is invited to attend and observe; however, no public comment will be taken. Pursuant to Council Rules of Procedure, the Council shall set its short and long-term goals and objectives annually no later than the second Council meeting in March. The City Council has a Work Session scheduled for February 13th to refine the Goals and Objectives for eventual adoption at the March 20th, 2017 City Council meeting.

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|----------|---|----------------------------------|
| 8:30 am | 1. <u>Breakfast Buffet</u> | |
| 9:00 am | 2. <u>Call to Order and Roll Call</u> | Mayor Truax |
| 9:10 am | 3. <u>Review 2016 Accomplishments and 2017 Priorities (PPT)</u> | Jesse VanderZanden, City Manager |
| 9:40 am | 4. <u>Review Council Goals & Objectives (PPT)</u> | Jesse VanderZanden, City Manager |
| 10:20 am | <u>Break</u> | |
| 10:30 am | 5. <u>FY 2017-18 Council Goals & Objectives</u> <ul style="list-style-type: none">• Remove Accomplished Objectives• Clarify Remaining Objectives• Add and Prioritize Objectives | Mayor Truax and Councilors |
| Noon | <u>Working Lunch Buffet</u> | |
| Noon | 6. <u>Council Discussion</u> <ul style="list-style-type: none">• Councilor comments• Roundtable / Open Discussion | Mayor Truax and Councilors |
| 1:40 pm | 7. <u>Council Team Agreement</u> | Mayor Truax and Councilors |
| 2:00 pm | 8. <u>Adjournment</u> | |

Vision Statement: 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.

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DEPARTMENT PRIORITIES FOR FY 2016-17

TO: City Council

FROM: Jesse VanderZanden, City Manager

MEETING DATE: February 4, 2017

**SUBJECT TITLE: Council Retreat
Department Accomplishments 2016
Department Priorities 2017
Council Goals and Objectives (attached)**

Background:

The Council Retreat is composed of two main parts. The first part is a brief review of the City's accomplishments and priorities for the past and coming year. This is followed by a staff-facilitated review of the Council's Goals and Objectives including removing completed objectives, refining remaining objectives, and adding new objectives. To help facilitate this discussion, please read through the materials, especially the Goals and Objectives spreadsheet, and highlight those objectives that you believe are complete and can be removed, potential next steps for remaining objectives, and what new objectives may be added.

Please know the Council Goals and Objectives spreadsheet was reformatted last year to allow for easier reading and tracking. Staff is mindful this is a work in progress so welcomes suggestions on how to improve it. The column labeled "Next Steps" are merely suggestions and intended to spark discussion amongst Councilors.

The second part of the meeting centers on Council communications and will be facilitated by the Mayor. This is an opportunity for the Council to learn more about each other and grow as a team. While the comments are generally free-flowing, in the past, it has included such topics as the role of the Council Liaison, City Charter and Council Rules, Board and Commissions, Team Agreement, and the like. Often times this discussion links back to the Council Goals and Objectives. There will be a Work Session on the Council Goals and Objectives on February 27 to refine them prior to adoption at the March 20, 2017 City Council meeting.

Meeting Preparation:

Please find below each department's abridged version of Accomplishments and Priorities for 2016 and 2017, respectively. These are offered as read-aheads and will be briefly summarized at the Retreat. Please also find attached a copy of the Council Goals and Objectives spreadsheet, which will be presented in detail at the Retreat.

DEPARTMENT ACCOMPLISHMENTS 2016

ADMINISTRATION

- The Financial/Human Resource Information System has made substantial progress this past year. The financial portion is expected to go live April 1, 2017; the human resource portion is expected to go live October 1, 2017. This new system will allow for better financial reporting and enable employees to “self-help”, improving productivity and allowing staff to focus on other matters.
- Implemented new solid waste (food composting) program including contracts with Waste Management, rate review, coordination with Sustainability Commission, and extensive public outreach.
- In cooperation with Community Development, successfully negotiated a Disposition and Development Agreement with Tokola Properties, to facilitate development of the former Times-Litho site.
- Implemented plastic bag ban including ordinance, meeting with businesses, and assuring code compliance.
- Replaced two HVAC units in Library.
- Successfully upgraded and launched an entirely new, customer-friendly, and fully populated website.
- Worked with Financial Consulting Solutions Group to update Light and Power Rate Model.
- Coordinated upgrades to lighting and sound in Community Auditorium.
- Assisted Pacific University in refinancing their bonds.
- Worked with Moody's who affirmed City's bond rating of Aa3.
- Reviewed options for 3-year defined benefit plan for all affected funds. This is an ongoing analysis commensurate with the 5-year financial projections.
- Drafted financial policies for Council Review. Expect to take to Council in 2017.
- Performed 5-year financial forecast for levy discussions. Working to obtain consultant to perform polling in advance of potential levy in November, 2017.
- Successfully achieved partial implementation of Geographic Information System (GIS). This includes data gathering and entering, establishing update protocols, and conducting staff training. Next steps include additional training and making available to the public.
- Successfully negotiated a 4-year contract with IBEW.
- Initiated study of “virtual desktops”. This project has been stalled due to IT Manager recruitment.
- All-Staff Harassment/Culture Sensitivity training scheduled for March 2017. Supervisory Training is scheduled for February, 2017. Performance Management training is scheduled for Summer-Fall.

FIRE

- Completed Community Risk Analysis and Standards of Cover for City of Forest Grove, Forest Grove Rural Fire Protection District, City of Cornelius, and Cornelius Rural Fire Protection District.
- Completed research into ladder truck specifications and made recommendations for purchase (delivery time 13-16 months).
- Created multiple draft presentations on fire authority model (continuing).

- Continued successful fire service partnership with 5 agencies and 26 elected officials, integrated partnership with ODF for shared water tender, began joint training nights with Banks Fire.
- Successfully hosted community events including July 4th Fireworks, Holiday Light Parade, Holiday Toy Drive, Be Seen At Halloween, MDA "Fill the Boot," Cornelius Crab Feed, Public Safety Open House, 9-1-1 Memorial, Employee Appreciation Breakfast, and participated in many others.
- Completed processes for Administrative Assistant, Division Chief, Lieutenant (Cornelius), Firefighter (Cornelius), Administrative Assistant/Firefighter (Gaston).
- Assisted WCCCA with successful passage of bond measure, with 75% yes vote (critical to future radio infrastructure).

ECONOMIC DEVELOPMENT

- Business Incentive Program and technical assistance implementation resulted in three new small businesses to open, over 25 new jobs, and reduction of vacant space.
- Renewed the Enterprise Zone program through 2026; a short-term property tax exemption used for business recruitment and expansion. This program is being used by Chaucer Foods, McMenamin's Grand Lodge, Old Trapper, and Lieb Foods to facilitate expansion. A fourth company, Photo Solutions, is moving to Forest Grove as a result of the program.
- Industrial Space was reduced from a peak of 638,530sf after the recession to now under 50,000sf with mostly specialty industrial space remaining.
- Created a local food and beverage processors consortium to better address workforce needs of industry.
- Completed a Savor Forest Grove map & directory tear sheet and a website to promote Forest Grove farms, food and beverage amenities, and tourism in general.
- Assisted in completion of Discover Forest Grove Visitor Guide. Distributed to visitor centers across Oregon.
- Small Business Assistance. Provided market study research for two downtown companies, consulting for two additional businesses through the PCC Small Business Center and a small business management training scholarship for a fifth business.
- Successfully applied for and received a \$325,000 grant to remodel the Senior and Community Center Kitchen.
- Successfully applied for and received a \$4,875 grant from Washington County Visitors Association to help replace/repair downtown business kiosk/tourist signs.
- Successfully coordinated an "Economic Summit" in cooperation with EDC and the Governor's Regional Solutions Team.
- Received a \$10,000 grant from Metro Downtown Transformation fund to assist the Storefront Design program, a prelude to the Urban Renewal Agency's Storefront Rehabilitation Program.
- Assisted new restaurants who opened business in Forest Grove this past year: Ridgewalker, Yellow Llama, Bites, new owner for Coffee House in the Grove, Kama Aina, Pizzutis foodcart, and Vivi's Vietnamese foodcart,
- Held two Transient Lodging Tax Working Group meetings.
- Awarded contract to Liz Malliris to update Economic Development brochure.

COMMUNITY DEVELOPMENT

- Westside Plan: completion of background documents, infrastructure needs and potential funding approach.
- Continued participation on Regional Transportation Plan (RTP) subcommittees on equity, transit, and performance measures through the year.
- Forest Grove Comprehensive Plan related zoning amendments adopted, March 28, 2016
- Forest Grove Comprehensive Plan designation for Haworth property, April 11, 2016
- Plastic Bag ban adopted, June 13, 2016
- Marijuana:
 - Code Amendments adopted, April 11, 2016 (Initial non-medical marijuana provisions) and 7/11/16 (Refined provisions on marijuana regulations).
 - Established 3% recreational sales tax for November ballot, July 11, 2016
 - Adopted IGA with Dept. of Revenue to collect tax, November 28, 2016
- Revised Floodplain Ordinance, September 26, 2016
- Building Activity for 2016 (as of 12/12/16):
 - Forest Grove: Total number of permits: 949, valuation of all permits - \$21,749,268, Number of new single family dwellings – 70 units
 - Cornelius: Total number of permits – 206, valuation of all permits - \$792,348, Number of new single family dwellings – 3 units
- Historic Landmarks Board Strategic Plan adopted December, 2016.
- Assisted with food compost and plastic ban proposals.
- Held two Technical and Citizen Advisory Committee meetings regarding Affordable Housing in Forest Grove. Attended numerous other meetings on the same topic.

PARKS

- Adoption of 2016 Parks, Recreation and Open Space Master Plan. This required extensive effort including community meetings, advisory groups, and public outreach.
- Completion of Old Town Loop Trail, including planning, permitting, and construction.
- Served over 130,000 patrons at aquatic center resulting in record setting revenue.
- Made major repairs to the water park including pipe and fixture replacement.
- Coordinated with Public Arts Commission re: Art in the Park installation.

LIBRARY

- Successful recruitments for seven vacant staff positions.
- Record numbers for Summer Reading participation and Dia de los Ninos.
- Purchase of three new self-check machines.
- Purchased a “tech bundle” to allow for staff and patron training and to allow roaming to better assist patrons.
- Revised exhibit policy and made presentation to Council.
- In the process of drafting code amendments to adopt behavioral policy.
- Resolved a long-standing issue regarding diaper changing in the restrooms at the west end of the building.
- Worked with Pacific University on oral-history digitization project.

- The Forest Grove Trivia Team, appropriately named “Dewey Know it!?” won the first, hopefully annual, trivia competition amongst West County libraries.

POLICE

- Extraordinary community outreach this past year. National Night Out was considered our most successful yet with over 1200 people in attendance. Our Outreach Coordinator is reaching many businesses and community members with face to face conversations. Coffee with a Cop was conducted once every quarter at different coffee establishments with an average of 30-40 people in attendance. The Police Department’s Facebook Page, Twitter account, along with Instagram have allowed for numerous opportunities for our community members to get in touch with their Police Department.
- FGPD continues to take a lead when examining issues such as racial profiling and police legitimacy. Specifically, the Chief and Captain Herb have attended training involving relationships with the Muslim, Latino, and African American communities. Administration and other sworn staff have also attended state-mandated training on these issues.
- Filled 7 vacancies in the patrol division caused by several retirements along with several others deciding to go to work in the private sector. As a department, we are extremely proud of the efforts of the veteran staff to do what was necessary in order that the job got done, and done in a way that the community did not feel any noticeable effects. We are also proud of being able to get all of the new hires through the necessary state academy training and internal field training necessary (a total of 41 weeks/person) in order that they move to solo status. As of the end of this current fiscal year, only one patrol officer will still be in training with a release to solo status in October 2017.
- Training implemented for all sworn staff to personally visit and use a checklist form to verify their understanding of the layout of all schools within the Forest Grove district. This is seen as an opportunity for continued understanding and preparedness in the event that a critical incident was to occur at one of our schools.

LIGHT AND POWER

- Completed re-routing of power on Hwy 47 and Verboort Road to facilitate installation of roundabout at same location.
- Installed new transformer at Thatcher Substation as part of substation project. At 70% design for remaining portions of Thatcher. Purchased new transformers for Forest Grove substation and have initiated remaining design process. Implemented training to assure compliance and understanding of new transformers.
- Projects worked on and/or completed include: David Hill extension and roundabout, Hwy 47/Quince realignment, Silverstone Phase I, Clean Water Services pump station, Pacific Crossing subdivision, Old Trapper expansion, Rose Grove pole replacement/realignment, 19th Street pole relocation, “A” street undergrounding, and numerous smaller projects.
- Assisted Chamber of Commerce with holiday decorations, including tree trimming, light placement, and decorations on poles.
- Design Working Group established. Approximately 70% design for Thatcher and conceptually for F.G. substation.

PUBLIC WORKS

- Watershed land acquisition plan – Staff has completed a draft plan for land acquisition in the City's watershed. This plan includes an analysis of the watershed topography to determine which areas drain into our creek system and which land areas drain away. A map showing these areas has been developed. Utilizing this information and discussions from meetings with the City Manager, an algorithm was developed to help prioritize the potential properties for acquisition. Following this work several areas were identified for purchase and several areas were identified for sale. A preliminary valuation of each property was completed. The next step is for staff to have a work session with the City Council to review the completed work and discuss the options available.
- Capital Improvement Projects – The Public Works capital improvement projects (CIP) are identified in the four master plans maintained by the department: Water, Sewer, Surface Water, and Transportation. Within the Water master plan there are two separate CIP schedules, one for the Joint Water Commission projects and one for the City of Forest Grove projects. Each list has a 5-year schedule and a 10-year schedule. These schedules are reviewed each year during budget development and adjusted accordingly. The transportation CIP is identified in the City's Transportation System Plan (TSP). These projects are further identified in the METRO Regional Transportation Plan (RTP) and in the Washington County Transportation Development Tax (TDT) project list. The priority for both sanitary and storm sewer projects are usually determined by combining them with other projects such as street projects. All projects include a cost estimate and the schedule for completion is based on both available revenue and staff workload.
- Transportation – A list of strategically important transportation projects has been completed. The economic feasibility of transferring jurisdiction from the County has not been completed. It is generally felt that Thatcher Road is the next county road to be transferred to the City from Washington County. Gales Creek Road, B Street, and Oak Street are among others that could possibly be transferred from county to city jurisdiction at some point in the future.
- Westside Planning Area Project – The Engineering department worked with the Community Development Department to complete the public improvement portion of the Westside Planning Area Project. This included a detailed study of options for finished water storage tanks. The plan will be presented to the Planning Commission for review in February.
- Continued implementation of GIS – The Engineering department worked with the IT department to complete the data transfer and implementation of the Enterprise Geographic Information System (GIS). This system made the data and mapping capabilities of the GIS available to other City departments. The Engineering department is continuing to provide training and also to refine the city maps and data base.
- ADA Curb Ramp Study – This required study is moving forward. An engineering consultant has been selected and work is in place to hire an engineering intern for the initial data collection process. Work is scheduled to begin the summer of 2017.
- LID for 26th Ave. & Willamina – This project has not moved forward due to available staff work load. Work completed at this time is an initial project map and cost estimate.
- Hwy 47/Fernhill Safety Improvements – This project has received much attention from both City staff and City Council. The latest development is funding for an alternatives study and design. This funding is through the County's MSTIP program.

- David Hill Construction – The County is leading this work and it has progressed through the winter as weather has allowed. Curbs have been poured and asphalt paving is scheduled for early 2017.
- Firwood Sewer Construction – The design and bid documents for this project have been completed by the City's Engineering staff. Bid selection in 2016 was unsuccessful and the plan is to rebid the project in early 2017 when contractors are putting their summer work together. The HUD office that is overseeing the project has been following the events and has approved of the revised schedule.
- I&I Pilot Program – CWS is designing and managing this project. Progress has temporarily halted while both the City and CWS evaluate how it will be funded. The City's Sanitary Sewer Fund and Sewer SDC Fund are not in a position to pay the City's 50% share of an I&I project. Forest Grove has funded a significant amount of I&I projects which benefit both CWS and the City; however, the benefit leans more heavily toward the obligation of the wastewater treatment plant.
- Water System Vulnerability Study – The Engineering department staff has completed the consultant selection process and has contracted with an engineering firm to complete the work. This comprehensive study of the City's water treatment and major distribution pipe lines is vitally important for selecting future capital projects and providing direction as to how the City can protect its drinking water and firefighting water against damage from an earthquake.
- Oakcrest Street Water Line – the project was designed by City Engineering staff and is currently being constructed by Public Works personnel. The purpose of the project is to improve water pressure to the Oakcrest Street homes. This area was part of the City's recent annexation effort.
- Purchase Emergency Water Trailer – This project is to spec and purchase a water treatment trailer. Due to heavy staff workload this project is not started but is still on the schedule.
- Decommission Deep Creek Road – This project has been completed.
- Replace Hawthorne Street Culvert – This project is in progress. Communication with the railroad company has taken place and the City has received permission to design and replace the culvert. Engineering drawings are needed before a contractor can be selected.
- Firwood Lane Storm Drainage – This project was completed this year. The design was completed by City Engineering staff and the construction was completed by a contractor. This project brings much needed storm drainage to a neighborhood that was recently annexed by the City.
- Emergency Intertie – This project involves constructing a new water connection to the JWC 72-inch transmission line in Heather Street. A pressure-reducing station will be needed as part of the project. City Engineering staff have begun the discussions with JWC engineering and management. In addition preliminary engineering cost estimates have been completed. The project is designed to bring a redundant water connection to the JWC system and emergency pressure and flow assistance to the east side of town.
- City Flood Protection Ordinance – The City's Engineering staff have worked with FEMA engineers to update the City's flood maps. In addition, because of an error in the update, the City's staff has filed the needed LOMA's (letter of map amendment) to insure that

homeowners in the affected area do not have to purchase flood insurance needlessly. This was completed at no cost to the homeowners.

- All Roads Transportation Safety Program – The Engineering staff applied for and received an ODOT grant to improve the signals at all the intersections along the Pacific Avenue couplet. These improvements include count-down timers for the pedestrian walk signs, and reflective bordering around the signal heads. The project is moving slowly but is expected to be completed in 2017.
- Erosion Protection Project – This project is needed because extensive creek erosion has exposed a section of sanitary sewer pipe in the Forest Gale Heights neighborhood. Environmental review has been completed and an engineering design firm is being selected. The work is scheduled to be completed this summer 2017.
- Watershed – the 2016 harvest was designed, bid, and completed. New gates were fabricated and installed. Several environmental studies were completed.

DEPARTMENT PRIORITIES FY 2017

ADMINISTRATION

- Complete the conversion to the new Financial/Human Resource Information System.
- Complete 5-year financial forecast, hire consultant and conduct public polling, and prepare levy options for Budget Committee / City Council consideration in anticipation of November ballot offering.
- Worked with Financial Consulting Solutions Group to update Light and Power Rate Model and work on a large-load policy.
- Continue review of options for 3 year defined benefit plan for all affected funds.
- Seek Council approval of financial policies.
- Complete implementation of GIS including making it available to the public.
- Negotiate AFSCME contract and seek Council approval of terms.
- Initiate study of “virtual desktops”.
- Perform staff training regarding harassment, cultural sensitivity, performance management, and supervisory training.

FIRE

- Begin work on the next five-year strategic plan after fire authority decision.
- Continue working on fire authority model for the fire department.
- Receive replacement ladder truck, complete training and place truck in-service.
- Continue enhancing and developing local partnerships to improve service (specifically Gaston, Forest Grove Rural, Cornelius Rural and City of Cornelius).

ECONOMIC DEVELOPMENT

- Increase Market availability and readiness of industrial sites. This includes:
 - Complete certification/pre-certification for Henningsen, Haworth & Evers' sites
 - Develop a concept plan for Oak Street industrial sites
- Tourism Sector Development. This includes:
 - Review feasibility of a Transient Lodging Tax through an Ad-hoc Group
 - Implement WCVA grant to upgrade kiosks and add new bicycle sign.

- Coordination with Chamber of Commerce to support tourism growth, including Discover Forest Grove
- Downtown Storefront Development. This includes:
 - Complete Downtown Storefront Design Improvement Program Grant
 - Promote Urban Renewal Agency Storefront Revitalization Program
- Development of Larger Commercial Sites: provide assistance, strategies and tools to help develop our largest commercial sites including the “Haggen”, “Albertsons”, “Rice” and remainder of the “Times-Litho” site.
- Retain existing Forest Grove business by facilitating business development and expansion, i.e., Old Trapper, Usher Industries, Lieb Foods, Pascor, Summit and others have all added jobs since they located here.
- Support Growth of Small/New Businesses. Provide resources and assistance to support retention and growth of existing small business and establishment of new small businesses. Strategies for 2017: market research program, energy conservation, small business training programs scholarships, one-on-one specialty technical assistance which includes economic data and small business seminar/workshop.

COMMUNITY DEVELOPMENT

- Report findings and facilitate recommendations on Affordable Housing effort.
- Adopt Westside Planning Program in Comprehensive Plan. This includes code amendments and amendments to the Transportation System Plan.
- Initiate Oak Street Industrial Area Plan. This may include a refinement plan (similar to Westside Plan) to analyze infrastructure and planning elements of the area.
- Initiate a Town Center Program, including, but not limited to, a Historic District consideration, Design and Parking analysis, and feasibility and alternatives analysis for a Town Center Plaza.

PARKS

- Complete Phase I of Rogers Park Renovation which includes planning, permitting and construction, including new accessible playground (Anna and Abby’s Backyard), restrooms, landscaping, and tennis court repairs.
- Replacement of faulty boilers at Aquatic Center. No cost to the City. Manufacturer is covering cost due to warranty issues.
- Repair of Aquatic Center Spray pad. Although improvements have been made, several elements are no longer functional and need repair.
- Implementation of Master Plan, including:
 - Discussion of Service Levels for Local Option Levy
 - Discussion of SDC for park development
 - Leveraging partnerships for additional recreational opportunities.
- Evaluate budget impact of state minimum wage increases for seasonal part-time employees.

LIBRARY

- Implementation of Strategic Plan including action plans for Teens, Technology, Latino Outreach and Services; and Community. Library Commission to develop action plans for open hours, west entrance, and alternative collections and programs.
- Completion of West Wing furnishings purchase.
- Inventory and review of all library policies.
- Finish recruitments and hiring for two remaining vacant positions.
- Implement new programs including Ted Talks and Civil Discourse/Civic Engagement.

POLICE

- Stabilization of Patrol Division. Presently, the PD is now fully “staffed” and the goal is to get all patrol staff operational as solo officers along with retaining all current staff.
- Analyze need for additional patrol officer. This will include gathering relevant performance and activity level data to help with the decision making process.
- Implementation of the Administrative Sergeant Position, approved in the 2015-2106 budget, by 4/1/17. This position will take a lead role in managing staff training and assist in monitoring the RMS requirements needed to ensure the successful arrest and prosecution of offenders.
- Implementation of Body Worn Camera Technology. Pursuant to Council direction, search for possible grant support to more broadly implement body-worn camera’s. Seek out continued education as to what other law enforcement agencies are doing and bring that information to Council and to police department staff.
- Police Facility. Work with city officials to study and evaluate a new police facility.

LIGHT AND POWER

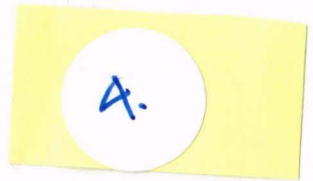
- Thatcher Junction and Forest Grove substation upgrades: complete installation of Thatcher Junction substation transformer and protective equipment, design/engineer and install Forest Grove substation transformers and protective equipment.
- Replace failing underground high voltage cable systems: The City has 69 miles of underground electric cable. Objective is to replace 13,000 lineal feet of cable over the next two year that has been identified as having reoccurring faults or high likelihood of failure.
- Continue residential rebate programs for solar installations.
- Quince/HWY 8 intersection redesign. L&P has distribution underbuilt on a PGE transmission line and power pole. L&P to construct both overhead and underground electrical service at that location due to conflicts with traffic signals and illumination.
- LED Replacement Project: Continue replacing existing street light bulbs and fixtures with LED lights. Replace 35 street lights with LED bulbs and fixtures.
- Conduct a wind analysis in watershed. Review and evaluate Oregon State University 2010 student project, “A GIS Analysis of Wind Turbine Placement in Forest Grove”.

PUBLIC WORKS

- Advance Washington County MSTIP transportation projects including, Fern Hill Rd alternatives analysis and Martin Road widening and intersection analysis.
- Construct Firwood sanitary sewer project.

- Work with Oregon DOT and Washington County on constructing the TV Hwy & Quince intersection.
- Complete the water system vulnerability study and report to Council.
- Complete the ADA accessibility study and report to Council.
- Design and construct Hawthorne Street drainage project.
- Continued participation on the JWC Water treatment plant expansion project including engineering and cost analysis regarding Forest Grove's portion of the project.
- Purchase emergency water trailer to augment emergency preparedness.
- Design emergency intertie within JWC system, including an RFP for a consultant.

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GOAL 1: PROMOTE SAFE, LIVABLE AND SUSTAINABLE NEIGHBORHOODS AND A PROSPEROUS DYNAMIC, GREEN CITY

	OBJECTIVE	1-3 YR	4+ YRS	DEPT.	COUNCIL DIRECTION	STATUS	POTENTIAL NEXT STEPS
1.1	Acquisition Process for Land Parcels in Watershed	■		PW	Reserve a portion of timber sales for acquisition of land parcels in watershed drainage areas. Develop land acquisition process. Determine percentage of reserves as part of budget process FY2016-17.	Draft plan completed.	Work Session tentatively scheduled for Spring
1.2	Energy Reduction Programs	■		L&P	1) Conduct analysis for residential rebate programs for high efficiency toilets and solar; 2) Continue LED replacement project; and 3) Conduct a wind analysis in watershed.	L/P presentation on LED replacement program to Council in April.	Discussion
1.3	Industrial Area Planning	■		ECD	Complete feasibility study for industrial area site planning. Complete area planning.	Held Economic Summit with Governor's Regional Solutions Team and toured properties in question. Three sites (Henningsen, Haworth and Evers) accepted into Business Oregon certification program. One site 90% complete, two sites 60% complete; up from 75% and 0%.	Discussion
1.4	Multiplex Ballfields	■		P&R	Determine economic feasibility for multiplex ballfields. Conduct economic feasibility analysis and/or incorporate concept analysis as part of Parks Recreation and Open Space Master Plan	Incorporated concept in Parks MP. Parks MP approved October, 2016.	Discussion
1.5	Neighborhood Watch Program	■		PD	Prepare map showing established neighborhoods and 1-2 page annual executive summary report.	Annual Report with map promulgated and presented to Council in September.	Remove?
1.6	Parks, Rec and Open Space Master Plan	■		P&R	Continue efforts and draft brochure listing parks/open spaces by location.	Work Session held in September. MP passed by ordinance in October. Brochure listing all parks complete.	Work Session to discuss SDC 2/27
1.7	Planned Residential Developments	■		CD	Draft a simple flow chart showing the steps of the PRD process in sequential order.		Discussion

1.8	Plaza Downtown	■	CD	Identify concept location. Incorporate concept analysis into URA downtown storefront revitalization program.	Town Center Program proposed in 2017 CD Work Plan	Discussion
1.9	Rogers Park Upgrades	■	P&R	Complete renovation efforts in FY16-17. Issue an RFP for renovations including, but not limited to, new restroom facilities and playground equipment.	Phase I completion (playground, landscaping, restrooms, and tennis court) planned for 2017	Discussion
1.10	Staff Succession Planning	■	Admin	Draft staff succession planning guidelines for staff. Draft 1-2 page exec. summary report outlining procedural guidelines for staff succession planning efforts.		Discussion
1.11	Urban Renewal Agency Downtown Storefront Revitalization Program	■	CD	Draft downtown storefront revitalization program. Hold URA Work Session	Work Sessions in Sep/Oct 2016. Resolution passed Oct 2016. First grants July 1, 2017. Metro grant for Downtown Storefront Design Improvement Program. Five businesses participating. Outreach effort for both.	Promulgate brochure and finish outreach.

GOAL 2: PROMOTE A PRUDENT FINANCIAL PLAN TO MAINTAIN EFFECTIVE SERVICE LEVELS OF A FULL-SERVICE CITY

OBJECTIVE		1-3 YR	4+ YRS	Lead Dept.	COUNCIL DIRECTION	STATUS	POTENTIAL NEXT STEPS
2.12	Capital Improvement Projects	■		Admin	Develop a list and financial plan/policy for CIP Projects. Draft 1-2 page executive summary report listing long-term CIP projects. Draft a financial plan/policy.	Initial analysis complete.	Discussion
2.13	City Full-Service Definition	■		L&E	Annual Town Meeting (ATM) topic and format. Schedule joint work session with Committee for Citizen Involvement regarding ATM format and topic.	Held Joint Work Session in September, 2016. CCI fielded input from Council on topic and format.	ATM held 1/28. Q: hold annual Work Session re: ATM?
2.14	Community Services Local Option Levy Renewal	■		Admin	Prep for local option levy renewal. Draft 1-2 page executive summary report outlining process and potential election dates for submitting local option levy to voters and schedule Council work session.	Council Work Session w/ Budget Committee held January 9, 2017.	Work Session scheduled 2/13 re: polling. Planning with Council & Budget Committee underway to determine amount of levy and timing of election.
2.15	Fire Authority IGA	■		FD	Draft Fire Authority IGA. Compare costs to TVF&R. Hold Work Session in September.	Work Session held in November. Council consensus to hold another work session to review major conceptual elements of draft IGA.	Work Session scheduled 2/13

2.16	Forest Grove Senior and Community Center	■		Admin	Review Senior Center financial request as part of budget process FY2016-17	Completed initial research into other city comparables.	Discussion
2.17	Police Department Facility	■		Admin	Continue request for proposal (RFP) for planning and design. Release RFP. Continue work session discussions with Council.	Held Work Session in April. Council consensus to proceed with pre-planning, i.e., site selection, building re-use, but keep main focus on levy.	Finalize needs assessment and site selection criteria.
GOAL 3: PROMOTE THE INTERESTS AND NEEDS OF FOREST GROVE IN LOCAL, STATE, AND NATIONAL AFFAIRS							
OBJECTIVE		1-3 YR	4+ YRS	Lead Dept.	COUNCIL DIRECTION	STATUS	POTENTIAL NEXT STEPS
3.18	Affordable Housing	■		CD	1) Participate in local and regional efforts; 2) draft white paper; and 3) review code for tiny houses	Held Work Sessions on October 10th and 24th. Formed CAC, TAC and scope of project by Resolution in November. Held TAC and CAC meetings in November, December and January.	TAC/CAC meetings through May. Scope is to recommend potential policy options to Council.
3.19	City Charter Review	■		L&E	Conduct Charter review. Hold work session for the purpose of seeking direction from Council.		Discussion
3.20	City Success Stories	■		Admin	Boast City success stories. Review and revamp City website.	Work Session held 9/16 re: new website. Website finalized and launched January 9, 2017.	Remove?
3.21	Council Academy	■		L&E	Discuss viability of a Council Academy. Hold work session for the purpose of seeking content and concept from Council.		Discussion
3.22	Fernhill Wetlands Research & Education Center	■		L&E	City anticipated funding participation. Initiate joint meeting with CWS to discuss feasibility.	CWS to facilitate visioning sessions with Fernhill Wetlands Council early 2017.	Discussion
3.23	Legislative Priorities; Local, State, Regional & National	■		L&E	Continue supporting legislative-related efforts		Discussion
3.24	Tourism	■		ECD	Enhance collaboration efforts with FG/Cornelius Chamber. Establish a private-public work group for tourism collaboration efforts with FG/Cornelius Chamber.	Work Session, Presentation, and Resolution passed in October to establish scope, membership, and purpose of Ad-Hoc Transient Lodging Tax Advisory Group.	TLT recommendations by Summer. Joint efforts with Chamber on Visitors Guide. Marketing ads in Travel Oregon.
3.25	Transportation	■		PW	1) Draft list of strategically important transportation projects; and 2) Conduct economic feasibility of transferring county roads to city jurisdiction.	Draft list completed.	Feasibility analysis and meet with County.

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A place where families and businesses thrive.

CITY COUNCIL GOALS

**Promote Safe, Livable and
Sustainable Neighborhoods and
a Prosperous Dynamic, Green City**

**Promote a Prudent Financial Plan
to Maintain Effective Service Levels
of a Full-Service City**

**Promote the Interests and Needs
of Forest Grove in Local, State,
and National Affairs**



A place where families and businesses thrive.

CITY COUNCIL TEAM AGREEMENT

Pursuant to Resolution No. 2016-23, the Agreement for Conducting City Council Meetings and Business

1. Attendance at Council meetings is first priority; if unable to attend, please contact the City Recorder.
2. Be on time to meetings and read the packet prior to the meeting - be prepared to work.
3. Mayor will take the lead in keeping the meeting and discussion focused.
4. Distribute information in advance of Council discussion.
5. Mayor will recognize Councilors when indicating they wish to speak.
6. Put a time limit on audience testimony and ask them not to repeat previous speakers.
7. Use formal procedure (point of order, call for question, etc.) to focus the meeting. Formal procedure may be used when necessary for effective discussion in lieu of Council's usual, more informal, process. Individuals should use procedure appropriately and courteously.
8. Council meetings are televised live; this requires Council to act professionally by:
 - Treating the public and each other with courtesy;
 - Speaking in turn and on the issue;
 - No interrupting;
 - No engaging in side conversations; and
 - No use of personal communication electronic devices while conducting business at the dais.
9. Refrain from personal attacks, including to presenters, staff, and Council.
10. Agree to be diplomatic about disagreement; leave disagreement at the dais and do not try to polarize other Councilors.
11. Call the City Manager or designee with questions and requests prior to the meeting.
12. Information available to one council member will be available to all, in a timely manner.
13. Every effort shall be made to adjourn meetings by 9:30 p.m. Council recess shall be called if meeting extends past 9:30 p.m.
14. Councilors may request on their own accord one-on-one meetings with the Mayor.

Individual Council Member Conduct Agreements

Council Members agree to:

- Be straightforward about goals and issues.
- Cultivate exchange of views with other councilors.
- Avoid saying or doing anything that would discredit or harm the City.

Commitments as a Council

Council strives to:

- Continue to improve citizen involvement, awareness and participation.
- Improve follow-up and resolution of citizen concerns or complaints.
- Act as an advocate for the City.