



CITY COUNCIL MEETING AGENDA – RETREAT WORK SESSION

**SATURDAY, FEBRUARY 2, 2019
Pacific University, Berglund Hall 200
2043 Pacific Avenue, FG**

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 tentatively scheduled prior to the regular meeting on February 25, 2019, to refine the Goals and Objectives for eventual adoption at City Council Meeting on March 18, 2019.

8:30 am	1. Breakfast Buffet	All Attendees
8:55 am	2. Call to Order; Roll Call	Mayor Truax
9:00 am	Process	City Manager
9:10 am	3. Council Goals	Mayor Truax
9:30 am	4. Goal 1 Objectives (PPT)	Mayor Truax & Councilors
10:45 am	Break	
11:00 am	5. Goal 2 Objectives (PPT)	Mayor Truax & Councilors
11:30 am	6. Goal 3 Objectives (PPT)	Mayor Truax & Councilors
11:30 am	Working Lunch Buffet	All Attendees
12:30 pm	7. New Council Objectives	Mayor Truax & Councilors
1:15 am	Break	
2:00 pm	8. Team Agreement	Mayor Truax & Councilors
2:30 pm	9. Adjournment	Mayor Truax

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CITY COUNCIL RETREAT

FEBRUARY 2, 2019

CITY COUNCIL MEETING AGENDA

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PURPOSE & INTENT

Present a process to facilitate Council consideration of goals and objectives.

SMART OBJECTIVES

S

SPECIFIC

- State what you want to achieve.
- Be specific. Use action words.

M

MEASURABLE

- Provide a way to evaluate.
- Use metrics or data targets.

A

ACHIEVABLE

- Within your scope.
- Possible to accomplish.

R

RELEVANT

- Does it align with broader goals.
- Does it improve the organization.

T

TIME-BOUND

- State when you will get it done.
- Be specific on timeframe.



PROCESS



STEP 1

Remove or Retain



STEP 2

If Remove, move to
next objective.

If Retain, discuss
modifications.
Consider related
objectives.



STEP 3

Draft Objective.



COUNCIL GOAL 1

Promote safe, livable, and sustainable neighborhoods and a prosperous, dynamic green city.



COUNCIL GOAL 2

Promote a prudent financial plan to maintain effective service levels of a full-service city.



COUNCIL GOAL 3

Promote the interests and needs of Forest Grove in local, state, and national affairs.



PROPOSED COUNCIL GOAL 4

Create a culture of compassion and inclusion
where everyone is welcome.



GOAL 1.1 OBJECTIVE

Watershed Land Acquisition
Financial Plan



GOAL 1.2 OBJECTIVE

Energy Reduction
Programs



GOAL 1.3 OBJECTIVE

Industrial Area
Planning



GOAL 1.4 OBJECTIVE

Parks, Rec, and Open Space
Master Plan



GOAL 1.5 OBJECTIVE

Residential
High Density Incentives



GOAL 1.6 OBJECTIVE

Town Center
Concept Program



GOAL 1.7 OBJECTIVE

Staff
Succession Planning



GOAL 1.8 OBJECTIVE

Latino and Ethnic
Outreach



GOAL 1.9 OBJECTIVE

Police Strategic Plan



GOAL 1.10 OBJECTIVE

Affordable
Housing



GOAL 1.11 OBJECTIVE

Homelessness



GOAL 1.12 OBJECTIVE

Transportation



GOAL 2.13 OBJECTIVE

Pre-Planning for
Local Option Levy



GOAL 2.14 OBJECTIVE

Fire Authority
IGA



GOAL 2.15 OBJECTIVE

Forest Grove
Senior and Community Center



GOAL 2.16 OBJECTIVE

Police Facility



GOAL 3.17 OBJECTIVE

Communications Plan



GOAL 3.18 OBJECTIVE

Legislative Priorities:
Local, State, Regional, and National



GOAL 3.19 OBJECTIVE

Tourism



GOAL 3.20 OBJECTIVE

Economic
Development



GOAL 3.21 OBJECTIVE

Youth Advisory Council
(YAC)



GOAL 3.22 OBJECTIVE

Boards
and Commissions



PROPOSED OBJECTIVE 1

Increase
Training Budget



PROPOSED OBJECTIVE 2

Develop a City Vision as a Part of the
150th Anniversary of Forest Grove's
Incorporation/Sesquicentennial



PROPOSED OBJECTIVE 3

Create a URA
Strategic Plan



PROPOSED OBJECTIVE 4

Create a City
Public Arts Program



PROPOSED OBJECTIVE 5

Grant
Assistance



PROPOSED OBJECTIVE 6

Consultants



PROPOSED OBJECTIVE 7

Review
City Charter



PROPOSED OBJECTIVE 8

Watershed



PROPOSED OBJECTIVE 9

Review Zoning Affecting
Forest Grove Historical Districts



PROPOSED OBJECTIVE 10

Develop Policy and/or Priorities to
Promote Public Safety



PROPOSED OBJECTIVE 11

Establish
East Side Park



PROPOSED OBJECTIVE 12

Create a Forest Grove
Veterans Memorial Park



PROPOSED OBJECTIVE 13

Establish Town Center
Flexible Plaza Concept



PROPOSED OBJECTIVE 14

Develop Policy and/or Priorities
to Promote Economic Development



TEAM AGREEMENT



FINAL COMMENTS



THANK YOU



FOREST GROVE OREGON



CITY
COUNCIL
RETREAT
2019



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CITY OF FOREST GROVE VISION STATEMENT

ADOPTED BY CITY COUNCIL
RESOLUTION 2007-28 ON JUNE 11, 2007

THIS STATEMENT IS WRITTEN AND DESIGNED TO REFLECT THE BEST OF WHAT EXISTS NOW, AND WHAT WE ASPIRE TO BECOME AS A COMMUNITY.

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*.

FOREST GROVE IS A DESTINATION THAT OFFERS VISITORS AND RESIDENTS:

- A rich heritage preserved by honoring the city's natural, cultural, and historic treasures while also embracing the future.
- A centrally located gateway to forests, waterways, beaches, and mountains; this wealth of resources is cherished and preserved to foster sport, recreation, reflection, and leisure.
- Arts & culture that abound throughout the year; we celebrate our cultures and participate in a wide variety of visual and performing arts and festivals.
- A community recognized for its commitment to conserve, preserve, protect and restore our natural assets.

FOREST GROVE IS A COMMUNITY BY DESIGN THROUGH:

- Participation of an engaged public and accessible, responsive government.
- Planning that considers and accommodates both the desires and needs of all community members to ensure their quality of life and prosperity.
- Sustainable transportation modes, systems, and networks that provide opportunities for all to conveniently and safely move about within and outside of the community.
- Economic development that encourages innovative, diverse and ecologically sound enterprises that provide ample opportunities for employment, and ensures the vitality of the community.
- Fiscally sound funding of quality public safety and municipal services including locally owned public utility and watershed.

FOREST GROVE IS HOME TO:

- Individuals who are respected and valued for their experience, abilities, and differences, and where all residents are included in the life of the community through excellent education, recreation, and social programs.
- Young people who are nurtured and encouraged to achieve their full potential.
- Families of every size and description who have community resources needed for lifelong learning and development.
- Older residents whose ongoing leadership, wisdom and investment in the community build the foundation for our future.
- Distinctive neighborhoods replete with a variety of accessible housing options, schools, parks, places of worship and social gathering, and farmlands and open spaces.
- A community in harmony, bound by commonly shared respect for its residents, natural resources, economic vitality, and its active role in a global society.

GOAL 1



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

OBJECTIVES

- Watershed Land Acquisition Financial Plan
- Energy Reduction Programs
- Industrial Area Planning
- Parks, Rec, and Open Space Master Plan
- Residential High Density Incentives
- Town Center Concept Program
- Staff Succession Planning
- Latino and Ethnic Outreach
- Police Strategic Plan
- Affordable Housing
- Homelessness
- Transportation

GOAL 2



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

OBJECTIVES

- Pre-Planning for Local Option Levy
- Fire Authority
- Forest Grove Senior and Community Center
- Police Facility

GOAL 3



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

OBJECTIVES

- Communications Plan
- Legislative Priorities: Local, State, Regional, and National
- Tourism
- Economic Development
- Youth Advisory Council (YAC)
- Boards and Commissions

PROPOSED
GOAL 4



Create a Culture
of Compassion
and Inclusion
Where Everyone
is Welcome



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

1.1 WATERSHED LAND ACQUISITION FINANCIAL PLAN

COUNCIL DIRECTION

Conduct a Work Session to review viability of reserving a portion of timber sales to acquire lands within the watershed.

CURRENT STATUS

Watershed land endowment and funding formula established.

COUNCILOR COMMENTS

- Remove objective (4).

See related proposed objective 16

1.2 ENERGY REDUCTION PROGRAMS

COUNCIL DIRECTION

1. Discuss water conservation strategies (e.g. low-flow toilets) with the Sustainability Commission.
2. Inform Sustainability Commission on LED replacement project.
3. Guide Sustainability Commission on alternate power objectives.
4. Educate public on existing energy reduction programs.

CURRENT STATUS

1. 4-Year LED Streetlight Replacement Program passed and funded.
2. Solar array on City land study being conducted.
3. Residential, industrial, and commercial energy reduction programs ongoing.

COUNCILOR COMMENTS

- Consider dropping goal and including in job descriptions.
- Retain objective (3).
- Implement low-flow toilet program.
- Study alternative power but it needs to make economic sense.
- Continue to be focus of SC Annual Action Plan.
- Delete #2, continue with 1, 3, and 4.

1.3 INDUSTRIAL AREA PLANNING

COUNCIL DIRECTION

Review Comprehensive Plan to determine if supply of industrial lands is appropriate, continue State certification process, and report back to Council.

CURRENT STATUS

Economic Opportunity Analysis (EOA), which plans 20-year supply of industrial land, near complete. Analysis showed excess of industrial lands. Council consensus to review Oak Street Industrial Area to determine if lands should be rezoned. Certification status for Henningson, Haworth, and Evers industrial sites increased from Tier II to Tier I (shovel ready).

COUNCILOR COMMENTS

- Remove objective.
- Retain objective and look at rezoning portions of Oak Street.
- Schedule EOA for Council acceptance pending EDC review.
- Continue planning of available land for development. EDC assist in recommendations for City vision and economic development priorities.
- Continue state certification and review Oak Street area lands rezoning based on City and Housing Needs Analysis priorities.

1.4 PARKS, REC AND OPEN SPACE MASTER PLAN

COUNCIL DIRECTION

Implement Master Plan including consideration of SDC indexing. Initiate planning and design for Stites and A.T. Smith properties, including feasibility of establishing an East Side Park.

CURRENT STATUS

Council passed 3-Year Parks SDC phased in 2018-2020 and indexed the 2019 SDC. Final SDC increase to \$6010 will occur January 1, 2020. Annual index will be considered then. Design consultant for Stites, N. Lincoln, AT Smith, and east side park chosen.

COUNCILOR COMMENTS

- Focus on acquisition of land and planning for east side park with goal of completing by 2022.
- Partner with FGSD to determine feasibility of park at NAMS.
- Reevaluate Indexing every year.
- Continue existing planning efforts.
- P/R Commission convene a subcommittee to plan a Veterans Memorial Park, funded from private donations.
- January 2020 increase consideration. Need longer term strategies for Parks, Rec, and open spaces.

See related proposed objectives 11 & 12

1.5 RESIDENTIAL HIGH DENSITY INCENTIVES

COUNCIL DIRECTION

Hold Joint Work Session with Planning Commission to consider residential high density code amendments.

CURRENT STATUS

Residential High Density Incentives for affordable housing in Community Commercial zone passed.

COUNCILOR COMMENTS

- Remove objective (5).

1.6 TOWN CENTER CONCEPT PROGRAM

COUNCIL DIRECTION

Compose Town Center Concept program including parking, crosswalks, streetscapes, street trees, and plaza.

CURRENT STATUS

Parking study underway and results due in July. Crosswalks plan complete and incorporated into annual street maintenance program. Streetscapes, trees, and plaza incorporated into URA planning.

COUNCILOR COMMENTS

- Finalize Town Center Plan and phase in with goal to complete by sesquicentennial.
- If 21st street is festival space, need to ensure it is big enough.
- More downtown parking needed.
- Add reviews of Town Center Plan by EDC, PSAC, HLB, CFC.
- Plan downtown walkability (cut-outs for eating, sitting, reading, and shopping), and a plaza for congregating.
- Parking availability for public and disabled remains problematic.

See related proposed objective I3

1.7 STAFF SUCCESSION PLANNING

COUNCIL DIRECTION

Draft I-2 page executive summary outlining guidelines for staff succession planning including a strategy to maintain continuity of knowledge and operations for “one-deep” positions.

CURRENT STATUS

Increased admin support in key positions to assure cross training. Succession planning changes, i.e., reclassification, job duties, considered prior to recruitment.

COUNCILOR COMMENTS

- Remove objective.
- Work Session needed for more information.
- Keep objective.

1.8 LATINO AND ETHNIC OUTREACH

COUNCIL DIRECTION

Work closely with CCI to establish a long-term dialogue with the Latino community.

CURRENT STATUS

Latino Summit successful. Implemented new Latino programming, outreach, and education at Library. Implemented wage incentives for bilingualism in key customer service positions. Completed CEP-funded ESL workforce training. Collaborated with Adelante Mujeres on grant applications. Increased bilingual public materials, including website.

COUNCILOR COMMENTS

- Focus on equity within city systems. Examples: 1) equity in hiring 2) equity in using and out reach to businesses.
- Review Spanish language resources for each department and city buildings.
- Work with ministries on Latino outreach.
- Incorporate this into CCI as long-term goal.
- PSAC and EDC should work with CCI on outreach.
- City could work with the Commissions to openly engage Latino leaders in celebrating Latino heritage through public festivals and cultural events.

1.9 POLICE STRATEGIC PLAN

COUNCIL DIRECTION

Initiate and develop a strategic plan for police operations, including analysis of workload, community feedback, support services, staffing levels, and operational focus.

CURRENT STATUS

Workload Analysis by CPSM (an ICMA provider) underway. Analysis will show how police officers’ time is spent and how FG compares to other similar size entities. Results due in April. Work Session to follow.

COUNCILOR COMMENTS

- Retain objective (2).

1.10 AFFORDABLE HOUSING

COUNCIL DIRECTION

Conduct land inventory (including other government agencies and non-profits), examine property tax exemptions, monitor County and Regional funding efforts, and consider financial impacts of a CET.

CURRENT STATUS

Non-profit Tax Exemption passed. Density Incentive passed. Regional bond passed. Council consensus on city land inventory criteria and potential parcels. Facilitate discussions with Washington County on available lands for affordable housing.

COUNCILOR COMMENTS

- Consider Speaker Kotek’s legislation.
- Metro Bond implementation and land purchases.
- Increase/protect land inventory for affordable housing.
- Use what has already been passed (non-profit, density bonus) before considering additional ordinances.
- Need to ensure the property tax exemption process is in-place and advertised.
- Consider financial impacts and benefits of a CET.
- Consider deferring City SDCs for Affordable Housing until lease-up.
- Inventory “other government agencies and non-profits.” ODOT, Metro, Washington County, and LUT need to be analyzed.
- Metro Housing Bond Engagement & City Housing Strategy: Collaborate effectively with Washington County public entities and nonprofits to maximize affordable housing investment in FG using the Metro Housing Bond. Develop a Housing 5-Year Action Plan to guide City efforts in creating a welcoming city by offering housing types for all incomes. For smaller city-owned parcels, consider facilitating communications with Habitat, nonprofits and Proud Ground - a community land trust.

1.11 HOMELESSNESS

COUNCIL DIRECTION

Obtain legal advice on code compliance of temporary shelters, develop strategy, and report back to Council.

CURRENT STATUS

Council presentations from the County and Temporary Emergency Shelters (TES). Council granted \$15,000 in CEP funds to TES. State granted \$80,000 to TES. Staff and Councilors involved in coordination and planning efforts.

COUNCILOR COMMENTS

- Review regulations in Town Center zone.
- Consider this in the broader County context, what other cities are offering (# of days) and what Forest Grove can support.
- Staff and Planning Commission need to report back on recommendations with respect to temporary shelter zoning policy.
- The City needs to develop a strategy related to homelessness and its outreach to the community. Consider “listening sessions” to better understand the issues.

1.12 TRANSPORTATION

COUNCIL DIRECTION

Develop prioritized list of TDT projects for Council Work Session.

CURRENT STATUS

Held Work Session with Council on TDT funding and TSP projects. Work Session on 26th, 19th, and Willamina expected in April.

COUNCILOR COMMENTS

- Expand Grovelink.
- Retain objective.
- Staff should put together a multi-year plan of prioritized TDT projects and elicit community feedback in the process.



NOTES

[illegible][illegible]

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

2.13 PRE-PLANNING FOR LOCAL OPTION LEVY

COUNCIL DIRECTION

Conduct staffing needs assessment to determine future staffing levels and draft a timeline for the next levy election cycle.

CURRENT STATUS

Timeline complete. Long-term staffing needs being addressed through Police and Fire Strategic Plans.

COUNCILOR COMMENTS

- Remove objective (2).
- Retain objective (2).
- Need Council approval for the timeline and begin working on actions identified in the approved timeline.

2.14 FIRE AUTHORITY IGA

COUNCIL DIRECTION

Participate in a Task Force of potential members to consider the financial, legal, and operational aspects of intergovernmental fire service delivery.

CURRENT STATUS

Task Force composed of elected officials from FG (Mayor and PSAC Liaison), FGRFD (Chair), Cornelius RFD (Chair), Cornelius (Mayor Dalin) and Gaston RFD (Chair).

Discussing Foundational Principles. The Principles will be taken to each entity for approval prior to discussion of governance options. Work Session expected in Spring.

COUNCILOR COMMENTS

- Retain objective (2).
- Assure consideration of financial, human resource, legal, retirement, and medical impacts for any and all potential governance models.
- Suggest implementing a pilot project (e.g., 12 months) to see how effectively the Fire Authority could work with the local jurisdictions without losing key aspects of local control of its resources.

2.15 FOREST GROVE SENIOR AND COMMUNITY CENTER

COUNCIL DIRECTION

Conduct Work Session to discuss contract highlights and Senior Center reserves policy.

CURRENT STATUS

Contract revised to clarify maintenance responsibilities and have City pay City utility bills instead of FGSCC and in lieu of annual donation. City staff attending FGSCC Board meetings to assist with long-range fiscal policy.

COUNCILOR COMMENTS

- Remove objective (3).
- Work needs to be done with the Senior Center and its operations.
- Consider working with FGSCC to maximize its outreach and activities to seniors primarily, but also to the entire community.
- Communicate ideas and identify opportunities to maximize the use of the facility for seniors particularly, but also to the local community.

2.16 POLICE FACILITY

COUNCIL DIRECTION

1. Conduct focus groups to determine public support and report back to Council
2. Council to finalize site selection.

CURRENT STATUS

Council finalized site selection. Focus group completed in May and December.

COUNCILOR COMMENTS

- Revise objective to Police Facility Bond.
- Need to do functional and cost analysis of shooting range and evidence.
- Adapt timeline based on polling results.
- Develop education outreach plan and execute.
- Create an aggressive public outreach and engagement strategy. Agree on timeline for the bond initiative.

 NOTES

[illegible]

GOAL 3: PROMOTE THE INTERESTS AND NEEDS OF FOREST GROVE IN LOCAL, STATE, AND NATIONAL AFFAIRS

3.17 COMMUNICATIONS PLAN

COUNCIL DIRECTION

Hire consultant to develop a Communications Plan and Policies regarding public information processes.

CURRENT STATUS

Newly hired Program Coordinator will coordinate. Position reorganized to absorb more communication duties. Scope being prepared for potential budget request.

COUNCILOR COMMENTS

- Remove objective (2).
- Reevaluate if consultant is needed.
- Develop scope of project and present to Council at a work session. Include use of social media by Council, Staff, and B/Cs (2).
- Incorporate priorities and timelines associated with the Communication Plan.

3.18 LEGISLATIVE PRIORITIES: LOCAL, STATE, REGIONAL & NATIONAL

COUNCIL DIRECTION

Continue supporting legislative-related efforts, i.e., NLC and LOC annual attendance.

CURRENT STATUS

Council passed NLC Student program. Good attendance to NLC and LOC conferences.

COUNCILOR COMMENTS

- Remove objective.
- Redundant with Goal 3.
- Retain objective (2).
- Identify issues the City would like addressed at the County, Regional, State, and National levels and the venue (LOC, NLC or other) best suited to communicate those issues. Develop outline of who, how, and when.
- Need work sessions to identify legislative priorities. Recommend presentation to Council from NLC/LOC. Identify issues with local jurisdictions on issues of mutual concern.

3.19 TOURISM

COUNCIL DIRECTION

Continue collaboration efforts with FG/Cornelius Chamber. Define process and programs for administering TLT funds.

CURRENT STATUS

TLT account established. Tourism RFP bid in October. RFP scoring in January. RFP objective is to increase bed stays and unify FG’s identity as a destination market around a central and compelling brand.

COUNCILOR COMMENTS

- Remove objective.
- Retain objective.
- Assure goals and conditions in contract are met (2).

3.20 ECONOMIC DEVELOPMENT

COUNCIL DIRECTION

Define roles and responsibilities of economic development for the City/EDC; working with the Chamber of Commerce, City Club, and other applicable parties.

CURRENT STATUS

Several meetings held with Chamber, EDC, City Staff and Councilors Rippe and Johnston. Duties and Roles discussed and clarified. Diagram being drafted for Retreat.

COUNCILOR COMMENTS

- Remove objective.
- Retain objective (2).
- Staff develop and EDC review MOU with Chamber about respective roles and responsibilities (2).
- Beyond roles and responsibilities, the City needs to have a clear vision on its Economic Development strategy and goals. This should incorporate the plans and actions of the URA.

See related proposed objective I4

3.21 YOUTH ADVISORY COUNCIL (YAC)

COUNCIL DIRECTION

Conduct Work Session to discuss YAC models, resources, and vision.

CURRENT STATUS

Student NLC trip and criteria approved. Council Rule changes being considered to define student participation, voting, and agenda reports.

COUNCILOR COMMENTS

- Remove objective(2).
- Retain objective.
- Complete Council process to allow students to vote (2).
- Establish 1-2 events per year for student members (2).
- Direct CCI specifically and all B/C without a student member to recruit student members (2).

3.22 BOARDS AND COMMISSIONS

COUNCIL DIRECTION

Review appointment (including re-appointment) process, procedural consistencies re: Council interaction, and Commission/Board makeup, including size, number, and composition.

CURRENT STATUS

Subcommittee and Council work sessions held. Draft Council Rule language briefed to all B/Cs. Work Session in March, 2019 to reconcile B/C comments.

COUNCILOR COMMENTS

- Remove objective (2).
- Retain objective.

PROPOSED OBJECTIVES

P.1 INCREASE TRAINING BUDGET

- Develop equity awareness, diversity, and inclusiveness training.

P.2 DEVELOP A CITY VISION AS A PART OF THE 150TH ANNIVERSARY OF FOREST GROVE'S INCORPORATION / SESQUICENTENNIAL

- Staff to provide recommendations to Council on how best to achieve this within 2 years. Council to have work session(s) or separate retreat focused on the “meaning” of the EOA, other economic reports, demographics, and other trends with the goal of identifying and understanding the strengths and challenges of Forest Grove and Western Washington County.
- Create Ad Hoc Committee to plan City's sesquicentennial celebration.

P.3 CREATE A URA STRATEGIC PLAN

- Create Ad-Hoc or Advisory Committee to help prioritize projects and how money is spent.
- Have EDC take lead.

P.4 CREATE A CITY PUBLIC ARTS PROGRAM

- Direct PAC to propose recommendations for the establishment of a City Public Arts Program.

P.5 GRANT ASSISTANCE

- Consider contract with grant writing agency to maximize federal funding opportunities.

P.6 CONSULTANTS

- Need to evaluate how often we use consultants. Strive to do projects in-house when expertise and resources are available.

P.7 REVIEW CITY CHARTER

- Examples may include terms limits, Council President description, City Manager residency. Possibly more.
- Define: job description, protocols, and responsibilities for Council President and Mayor Position.

P.8 WATERSHED

- Need to reevaluate method of replanting trees in watershed. Need to rebid forestry contract and reevaluate method contractor is being paid.

P.9 REVIEW ZONING AFFECTING FOREST GROVE HISTORICAL DISTRICTS

- Staff and Planning Commission review zoning within historical districts and make recommendations to deconflict intended historical character of districts and density criteria.

P.10 DEVELOP POLICY AND/OR PRIORITIES TO PROMOTE PUBLIC SAFETY

- Direct PSAC to research, study, and provide recommendations on:
 1. Traffic/ped/bicycle safety including control/calming methods, speed zones, limits, and designated lanes.
 2. Use of scooter rentals.
 3. Input on police strategy, facility, and fire services.
 4. PSAC to take on more vital role with the emergency preparedness program.

P.11 ESTABLISH EAST SIDE PARK

- Prioritize over other projects based on need and equity. Reach out to school district to create an IGA between NAMS/FGSD and the City (using a similar approach as with Pacific). Consider use of other city facilities, i.e., community auditorium, in return for use of FGSD property.

See related objective I.4

P.12 CREATE A FOREST GROVE VETERANS MEMORIAL PARK

- Direct P/R Commission to convene a subcommittee to develop a plan and choose a location for a Forest Grove Veterans Memorial Park to be completely funded by private donations with the exception of land donated by City and staff time to assist.

See related objective I.4

PROPOSED OBJECTIVES

P.13 ESTABLISH TOWN CENTER FLEXIBLE PLAZA CONCEPT

- 🌱 Location, elements, needs of business owners and citizens, partnership with UCC and Pacific. Create project timeline and phases.

See related objective 1.6

P.14 DEVELOP POLICY AND/OR PRIORITIES TO PROMOTE ECONOMIC DEVELOPMENT.

- Direct EDC to review EOA and other economic input to develop any specific city policies/priorities that would facilitate of economic development.

See related objective 3.20

**P.15 POLICE STRATEGIC COMMUNITY
ENGAGEMENT PLAN**

- Create a strategic plan for public outreach and engagement. FG has one of the most effective and courteous Police Departments anywhere. However, it is clear that few citizens have any real idea of all the valued services that they provide - 24/7 for 365 days a year. Nor does the public have any idea of the challenges they face daily in doing their jobs - limited workspace to facilitate 21st Century law enforcement, safe spaces for the victims, limited private space and facilities for our fine female officers, accessibility and storage issues. The Police Chief's monthly coffee meetings are a great start, but a strategic plan for public outreach and engagement is crucial.

P.16 WATERSHED LAND ACQUISITION 5-YEAR STRATEGY

- The financial plan for watershed land acquisition is basically complete. Now, we need to have a timeline and strategy for prioritizing future watershed land acquisition.

See related objective I.I



NOTES

- Add time for Council brainstorming, long-term and higher level planning.

 NOTES

[illegible]



LEGISLATIVE, EXECUTIVE & ADMINISTRATIVE SERVICES

TOP ACCOMPLISHMENTS & PRIORITIES



TOP ACCOMPLISHMENTS

- Facilitated Board and Commission review. Council passed Youth Involvement program.
- Managed and completed \$750,000 Senior Center kitchen remodel funded by CDBG, City, and Forest Grove Senior and Community Center.
- Revised and implemented new Operation Agreement between the City and the Forest Grove Senior and Community Center (FGSCC), a 501(c)(3) non-profit. The City will pay city-owned utilities and assume more maintenance in lieu of an annual contribution to the FGSCC.
- Established a 2.5% Transient Lodging Tax. Bid tourism RFP to unify Forest Grove’s brand and increase bed stays.
- Facilitated meetings with the Chamber of Commerce, City, and EDC to discuss roles and responsibilities.
- Facilitated Fire Governance meetings with five participating agencies including Cornelius, Cornelius RFD, Forest Grove, Forest Grove RFD, and Gaston.
- Negotiated a 3-year agreement with Forest Grove Paid Firefighter Association.
- Successful nationwide recruitment for a Public Works Director.
- Created a land acquisition fund to augment land ownership in the watershed.
- Established management structure and completed concept design for potential Police Facility.
- Legally registered City of Forest Grove logo and promulgated draft usage rules.

- Established concept plan for current Police Facility Reuse.
- Implemented new human resource and finance information systems to improve electronic efficiency and facilitate e-commerce.
- Reviewed City Hall space options and created two additional offices.

TOP PRIORITIES

- Develop comprehensive Communications Plan.
- Develop and implement Tourism Program.
- Establish Long-Term Police Facility Plan.
- Complete and implement Boards and Commissions Review.
- Facilitate Fire Governance discussions.
- Replace main City computer servers and all network switches throughout the City.
- Implement geographic information systems (GIS).
- Assist Public Works with facility Master Plans.
- Assist Committee for complete census count.
- Revamp Economic Development collateral materials/website.



COMMUNITY DEVELOPMENT

TOP ACCOMPLISHMENTS & PRIORITIES



TOP ACCOMPLISHMENTS

- Developed and Council passed non-profit affordable housing tax exemption program.
- Developed and Council passed affordable housing density bonus in Community Commercial zone.
- Developed and Council passed Vertical Housing Development Zone Ordinance and Program.
- Completed inventory of City-owned land eligible for affordable housing.
- Secured ODOT grant funding for TV Highway Improvement Plan and hired consultant.
- Refined and processed IO applications under the URA Storefront Improvement Program.
- Held first-ever Severe Rent Burden Open House as required by HB 4006.
- Hired arborist to conduct Town Center street tree inventory and management plan.
- Completed Town Center crosswalks plan.
- Applied for the received Tree City USA for the 27th consecutive year.
- Progress on identifying and prioritizing Town Center streetscapes and festival plaza.
- Hired consultant to conduct Town Center parking analysis and make recommendations.

TOP PRIORITIES

- Develop URA Strategic Outlook.
- Develop infrastructure and finance plan for West Side Planning Area (in UGB).
- Develop Oak Street Master Plan.
- Complete Town Center Plan: parking, street trees, festival street, public art, and streetscapes.
- Complete TV Highway Improvement Plan.
- Complete Housing Needs Analysis.
- Complete Economic Opportunity Analysis.
- Annual review of Development Code amendments.
- Work with County on affordable housing bond implementation.
- Update Transportation System Plan.



ECONOMIC DEVELOPMENT

TOP ACCOMPLISHMENTS & PRIORITIES



TOP ACCOMPLISHMENTS

- Assisted with permitting and siting MGC Pure, a \$32 million investment with 25 new jobs.
- Administered Senior Center Kitchen Project.
- Completed CEP-funded English as a Second Language for food processing companies.
- Implemented Junior Achievement at Forest Grove High School.
- Promoted Forest Grove economic development through multiple regional and statewide media channels.
- Provided business assistance to II industrial and commercial businesses: two were expansions and nine were new.
- Improved Henningson and Haworth Industrial Sites from Tier II to Tier I “shovel ready” status.
- Improved Evers Industrial Site from Tier II to Tier I+ with few remaining elements to achieve Tier I status.

TOP PRIORITIES

- Develop “Forest Grove Story” about economic development results over the past five years.
- Review and revise EDC Economic Development Strategic Plan with EDC including addition of measurable objectives.
- Review and revision of collateral materials and website.
- Review economic development media promotional program.
- Improve Evers Industrial Site to Tier I shovel-ready status.



LIBRARY

TOP ACCOMPLISHMENTS
& PRIORITIES



TOP ACCOMPLISHMENTS

- Hired Youth Services Librarian and Adult Services Librarian.
- Increased library hours by 4.5 hours/week; now open 55.5 hours per week.
- Conducted library Listening Tour and patron survey.
- Restructured current staff to facilitate and promote Latino Outreach.
- Awarded 1,961 free books to youth and teen summer readers.
- Hired U of O to digitize City newspapers from microfilm.

TOP PRIORITIES

- Complete Ginsburg Memorial Garden, a joint project of the Library Foundation and the City.
- Refurbish bathrooms including signage, wiring, light fixtures, and painting.
- Strategic Plan follow up: Teens, Technology, Latino Outreach, Community and Library of Things.
- Listening Tour/Survey follow-up re: signage, customer service, publicity, and programs.

LIGHT & POWER

TOP ACCOMPLISHMENTS & PRIORITIES

TOP ACCOMPLISHMENTS

- Installed all substation transformers and associated protective equipment.
- Communications protocol and testing of Substation Supervisory Control and Data Acquisition network (SCADA).
- Average System Availability Index (ASAI) at 99.61% for 2018.
- Power installed to all active subdivisions.
- Power installed to three large apartment complexes with over 300 units being served.
- Permanent power installed to 155 new homes and 26 commercial services.
- Substation feeder constructed and new service installed to Old Trapper.
- Conversion of rental lights from high pressure sodium to LEDs supplied to customers.
- First phase of replacing street light with LEDs.
- Replaced failing high voltage underground cables in 11 locations.
- Replaced numerous poles as part of new business and maintenance work orders.

- Completed PUC required inspections of over 450 locations on our system.
- Created new position within Operations Department to decrease costs and increase efficiency.
- Reorganized Engineering Department and improved retention.
- Distributed 60% of federal conservation funding in first of two year program.

TOP PRIORITIES

- Install final finishes on substation projects and began next phase of future upgrades.
- Begin first phase of installation of substation SCADA system.
- Complete cost of service study.
- Complete solar feasibility study.
- Complete Master Plan Update.
- Complete conversion of mapping system to GIS.
- Reduce exposure to Forest Grove / Tillamook 115 KV transmission line.
- Complete installation of line protective devices.
- Complete portions of large circuit upgrade projects.

PARKS, RECREATION & AQUATICS



TOP ACCOMPLISHMENTS & PRIORITIES

TOP ACCOMPLISHMENTS

- Facilitated renovation of unused tennis courts to new Futsal courts at Tom McCall Middle School.
- Finalized planning and permitting for Rogers Park Phase I.
- Adopted Index for 2019 SDC charges.
- Entered contract with Harper’s Playground for Rogers Park and Anna and Abby’s Yard.
- Established new attendance and revenue records at the Aquatic Center.

TOP PRIORITIES

- Explore property acquisition in Eastern Forest Grove as defined in the Parks Master Plan.
- Finalize site design elements for Stites, Lincoln, and AT Smith Parks.
- Finalize Water Space Needs Study for the Aquatic Center.
- Construct Phase II of Rogers Park, including Anna and Abby’s Yard.
- Examine easement agreement with Pacific University regarding Lincoln Park and make necessary amendments.
- Continue development opportunities for the Emerald Necklace Trail.

POLICE

TOP ACCOMPLISHMENTS
& PRIORITIES

TOP ACCOMPLISHMENTS

- Led two Design Work Group meetings for Police Facility.
- Hired CPSM to conduct Workload Analysis of patrol officers as first step of Strategic Plan.
- Transitioned to new police records management system, Mark43 from Versaterm.
- Transitioned to new CAD system, Tri-Tech.
- Coordinated National Night Out and achieved record attendance of 1500+ people.
- Increased Coffee with a Cop to six times a year.
- Successful Citizens Academy to educate the public regarding police duties.
- Substantially grew social media engagement and outreach as measured by followers.
- Hired Code Enforcement officer. Significant increase in enforcement and parking compliance.

TOP PRIORITIES

- Complete Workload Analysis and determine next steps in strategic plan.
- Evaluate design changes to Police Facility and their cost/benefit impacts.
- Achieve full training on Mark 43.
- Transition to an 8/10/10 schedule to improve retention.
- Fully integrate Body-Worn Cameras into patrol division.
- Transition to new digital radio system purchased from the 2016 WCCCA bond.

FIRE

TOP ACCOMPLISHMENTS
& PRIORITIES

TOP ACCOMPLISHMENTS

- Established Fire Task Force composed of five participating agencies from Forest Grove, Cornelius, and Gaston.
- Began Implementation of New WCCCA Communications System including computer aide design, digital radios, towers, and more.
- Began process for ISO rating including preliminary inspections.
- Completed recommendations to Washington County for new EMS system governance structure.
- Acquired \$1 million ladder truck and initiated training.
- Served on seven conflagrations: six in Oregon, and one in California.
- Coordinated \$3 million grant for Self-Contained Breathing Apparatus (SCBA) for all fire departments in Washington County.

TOP PRIORITIES

- Continue Fire Task Force including facilitating Council consideration of Foundational Principles and subsequent Task Force consideration of various potential governance models.
- Continue ISO rating.
- Continue implementation of new WCCCA Communications System.

PUBLIC
WORKS

TOP ACCOMPLISHMENTS
& PRIORITIES

TOP ACCOMPLISHMENTS

- Replaced roof on David Hill pump station.
- Draft Seismic Resiliency Plan (SRP) submitted to City for review.
- Two draft sections of Water Master Plan submitted to City for review.
- Replaced 1940s backwash pump at Water Treatment Plant.
- Completed seismic evaluation of 5 million gallon reservoir at the Water Treatment Plant.
- 30 percent drawings completed for 26th Avenue, Willamina Avenue, and 19th Avenue extension.
- Annual Pavement and Curb Ramp Improvements replacement projects combined as single bid in 2018.
- Completed pavement condition index survey and report.
- Developed intersection alternatives with Washington County to improve functionality and safety of HWY47 and Martin Road.
- Submitted \$400,000 Safe Routes to School grant application to improve intersection of Gales Creek and Thatcher Road. Application unsuccessful, however, will try again next year.
- Substantial completion of surveying City’s ADA ramps to determine compliance with ADA.
- Preliminary planning for pedestrian signal head replacement and black plates to ODOT traffic signals.
- Assisted Clean Water Services (CWS) with the design of infiltration and inflow (I&I).
- Started design for the Forest Glen Park creek bank and channel stabilization project.

- Completed concept design of Hawthorne Drainage Project.
- Assisted with design of Cedar Street crosswalk between Pacific and parking lot.
- Repaired portions of Water Treatment Plant and Reservoir leak.

TOP PRIORITIES

- Develop Pavement Maintenance Program based on the PCI and ADA studies.
- Complete Forest Glen Park stabilization design and construction.
- Construct Hawthorne Drainage.
- Complete construction plan for TDT projects including, but not limited to, 26th, Willamina, and 19th.
- Achieve seamless development review and inspection process with Community Development.
- Combine Stormwater and Sewer Master Plan RFP and complete both.
- Complete the Water System Seismic Resiliency Plan and Water Master Plan.
- Re-apply for Safe Routes to School grant for Gales Creek and Thatcher Road intersection project.
- Work with ODOT on Adair Street and Yew Street safety plan and improvements.
- Assist County in completing Martin Road and HWY 47 intersection design and initiating construction.
- Assist County in completing alternatives analysis of Fern Hill/Maple Street and HWY 47 intersection.

SMART OBJECTIVES

NOTES

S

SPECIFIC

- State what you want to achieve.
- Be specific. Use action words.

M

MEASURABLE

- Provide a way to evaluate.
- Use metrics or data targets.

A

ACHIEVABLE

- Within your scope.
- Possible to accomplish.

R

RELEVANT

- Does it align with broader goals.
- Does it improve the organization.

T

TIME-BOUND

- State when you will get it done.
- Be specific on timeframe.

CITY COUNCIL TEAM AGREEMENT

Pursuant to Resolution No. 2018-37, 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 personal communication on 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.

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