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City Council Goal-Setting Retreat Minutes
Council Goal-Setting Retreat

Saturday, February 20, 2016
9:00 a.m., L&P Training Room

Minutes are unofficial until approved by Council.
Council approved minutes as presented March 14, 2016

1. CALLED TO ORDER AND ROLL CALL:

Mayor Peter Truax called the City Council Goal-Setting Retreat to order at 9:00 a.m.

ROLL CALL: COUNCIL PRESENT: Thomas Johnston, Council President; Richard Kidd; Victoria Lowe; Ronald Thompson; Elena Uhing; Malynda Wenzl; and Mayor Peter Truax.

STAFF PRESENT: Jesse VanderZanden, City Manager; Paul Downey, Administrative Services Director; and Anna Ruggles, City Recorder.

2. 2015 DEPARTMENT ACCOMPLISHMENTS AND FY2016-17 DEPARTMENT PRIORITIES:

VanderZanden presented a PowerPoint presentation highlighting the significant department accomplishments for 2015 as noted below. In addition, VanderZanden presented a PowerPoint presentation highlighting Department Priorities for FY2016-17, noting Department Directors were asked to identify at least three top department-related priorities to present to Council as part of Council's goal-setting exercise for FY2016-17 as follows:

- Administrative Services Department completed five-year General Fund financial projection for FY2015-16 through FY2019-20; completed FY2015-16 Budget and FY2015-20 Capital Improvements Program; and conducted other various departmental-related programs.
- FY2016-17 implementation of new accounting/human resources software system; continue implementation of geographic information system; complete process for replacement of current police facility; complete process for renewal of local option levy with potential election in November 2017; complete process for Tokola Development at Times Litho site; and conducted other various departmental-related programs. In addition, Downey announced Mike Nolop, IT Manager, was leaving his employment with the City.
- Community Development Department adopted new urban renewal and comprehensive plans; completed a majority of the Westside Planning Project process; filed 1,066 building permits and 114 new single-family building

permits and filed 229 building permits for Cornelius pursuant to IGA; adopted new Historic District Design Guidelines; provided staff support to Urban Renewal Agency, including receipt of first tax increment of \$27,702; achieved 25 years as Tree City USA; implemented new permit software; established new Medical Marijuana Dispensaries code; provided staff support to Committee for Citizen Involvement who held the Annual Town Meeting and three community forums; and conducted other various departmental-related programs.

- FY2016-17 complete action plans for Westside Planning Project, Planned Residential Development update, Town Center project and sustainability action plan white papers; area planning for Oak Street industrial area; continue participation on regional transportation plan update; participate in county/regional equity efforts and draft affordable housing white paper; residential multi-family high-density increase; transportation system plan study; and other various departmental-related programs. *There was discussion pertaining to industrial zoning and plan areas; Pacific University's Master Plan needing review, i.e., student parking is getting out of control, to which VanderZanden took note of the above-mentioned concerns.*
- Economic Development provided technical assistance and Business Incentive Program to enable eight new small businesses to open; Chaucer Foods sited a new manufacturing operation in Forest Grove and Lieb Foods expanded, to which both were provided enterprise zone and regulatory assistance; completed participation in the Washington County Industrial Site Assessment, to which five sites were assessed for readiness; updated Economic Development Strategic Plan; implemented comprehensive marketing efforts to promote growth of industrial, commercial and tourism sectors; facilitated a Small Business Training Assistance class; and other various departmental-related programs.
 - FY2016-17 consider renewing enterprise zone for another 10-year period as it expires June 30, 2016; development of larger commercial sites; increase market availability and industrial site readiness; retain and expand existing manufacturers; and other various departmental-related programs. *Council asked VanderZanden to submit a report with project-related costs and project benefits when submitting renewal of the enterprise zone application. There was discussion pertaining to the downtown storefront revitalization, i.e., Redmond's program and cost sharing with Metro, to which VanderZanden took note of the above-mentioned requests.*
- Fire Department completed Cooperative Fire Services Study; Cornelius successfully passed its fire levy; assumed leadership of Gaston Rural Fire Protection District pursuant to an IGA; acquired \$1.1 million of new fire apparatus, which included two identical tenders for Forest Grove and

Cornelius, one heavy brush engine for Forest Grove and one staff vehicle for Forest Grove; responded to four state conflagrations; and other various departmental-related programs.

- FY2016-17 implement fire authority IGA; create a new strategic plan for new fire authority; and replace ladder truck. *Council asked VanderZanden to provide a per-draft of the fire authority IGA and provide a cost comparable to TVF&R for the next work session. Council also asked VanderZanden to provide a report on the mileage and retrofit costs vs. replacement costs when the ladder truck is presented during the budget process, to which VanderZanden took note of the above-mentioned requests.*
- Human Resources negotiated bargaining agreements with police and fire unions to aid in future cost containment in areas of retirement and health insurance benefits; conducted comprehensive review and updated Employee Handbook; and developed and managed recruitment process for new City Manager position. *Council noted they would like to see more international college students who are studying specialized curriculum, filling city internships and summer positions, to which VanderZanden took note of the above-mentioned request.*
- Library Department completed Library Strategic Planning; set records for participation in Summer Reading and number of books read; began circulating e-readers to patrons; acquired new furniture with donations for Early Literacy and Teen areas; Washington County successfully passed its library levy; and other various departmental-related programs.
- Light and Power Department implemented the L&P Electric System Master Plan, purchasing three new substation transformers for Thatcher Junction and Forest Grove substations; installed 43 LED street lights as part of the pilot project; replaced 6,460' of underground cable; energized 95 residential subdivisions; adopted new electric rates; provided mutual aid assistance to neighboring consumer-owned utilities; and other various departmental-related programs.
 - FY2016-17 complete L&P Electric System Master Plan; provided services for Verboort/Purdin Hwy 47 roundabout project, redesign Quince/Hwy 8 intersection and David Hill Road; high voltage cable system replacement project; new housing services; continue LED lighting replacement project; and other various departmental-related programs. *VanderZanden noted staff is scheduling a Council presentation in April on the LED replacement project.*
- Parks and Recreation/Aquatics facilitated installation of sundial at Thatcher Park; continued development of Parks, Recreation and Open Space Master Plan; continued development of Recreation/Community Center Study; finalized process for Old Town Loop Trail and held two open houses; managed numerous volunteer efforts and awarded volunteer awards;

participated in several water safety events at Hagg Lake; completed LED lighting, HVAC upgrades and other facility improvements at the pool; partnered with Community Forest Commission on Urban Forest Master Plan; and other various departmental-related programs.

- FY2016-17 complete Parks, Recreation and Open Space Master Plan and Recreation/Community Center Study; complete Old Town Loop Trail; begin Rogers Park playground renovation; continue implementing energy conservation measures at the Aquatic Center; and other various departmental-related programs. *VanderZanden noted staff is scheduling a Council presentation in April on the Parks, Recreation and Open Space Master Plan and Recreation/Community Center Study results.*
- Police Department awarded various police-related grants; expanded outreach efforts to include adding National Night Out; ended the year with 5635 Facebook followers; held four Coffee with a Cop events; held Citizens' Academy; police records storage was revamped and new a property management system was implemented; streamlined recruitment and selection efficiency and successfully filled seven vacancies; held first department-wide meeting in many years and held first ever executive retreat for management team; and other various departmental-related programs.
 - FY2016-17 continue police facility project; implement Oregon Task Force on school safety objectives (HB4087); examine staff management within the department; and other various departmental-related programs.
- Public Works/Engineering Departments designed and contracted B Street Sidewalks/Safe Routes to School Project; transmission line at watershed and Water Treatment Plant filter repair, both projects were unanticipated expenditures; and currently awaiting funding decision on CDBG grant application for Firwood Lane sewer and water drainage issues that surfaced during the annexation process; and other various departmental-related programs.

FY2016-17 continue David Hill extension; development plan review and construction inspections; conduct ADA curb ramp study; Firwood Land sanitary sewer improvements; review list of capital improvement projects; and other various departmental-related programs. *There was concern that the budget policy for large projects has not been completed, to which VanderZanden took note of the above-noted concern.*

3. STATUS/UPDATE OF COUNCIL GOALS/OBJECTIVES FOR FY2015-16:

VanderZanden referenced a spreadsheet attached in the packet, noting the reformatted spreadsheet contains status updates and next steps for each of the Council objectives identified in FY2015-16, to which Council discussions ensued concurrently with Agenda Item 5 below so Council could take a break.

Council recessed at 10:15 a.m. for a break and reconvened at 10:29 a.m.

4. REVIEW EXISTING COUNCIL THREE GOALS FOR FY2016-17:

Mayor Truax and VanderZanden facilitated this exercise to review the Council's three existing key goals and to consider setting new goals. Mayor Truax opened the floor and roundtable discussions ensued as Councilmembers had an opportunity to review and discuss their key goals. In conclusion of the above-noted exercise, Council collectively concurred maintaining the three existing key goals for FY2016-17 as follows:

Goal 1:

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

Goal 2:

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

Goal 3:

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

A proposed resolution for the above-noted Council Key Goals for FY2016-17 will be presented for Council consideration at the Council Meeting scheduled on Monday, March 14, 2016.

5. SETTING COUNCIL OBJECTIVES FOR FY2016-17:

Mayor Truax and VanderZanden facilitated this exercise to review statuses, provide clarification and/or remove completed Council objectives from the list, noting Council adopted 10 objectives and carried over 18 objectives as ongoing and/or long-term for a total of 28 objectives for FY2015-16. Mayor Truax opened the floor and roundtable discussions ensued as Councilmembers had an opportunity to discuss and review the statuses of each objective. In conclusion of the above-noted exercise, Council collectively concurred that 14 of the 28 objectives could be considered completed in 2015 and/or removed from the list as follows.

FY2015-16 Objectives (completed/removed):

- 1) Business retention – ongoing/removed
- 2) Code Enforcement – completed/removed
- 3) Council Visibility – removed
- 4) Fire protection governance (regional vs. local) – removed
- 5) Grovelink Transit Bus Stops (benches) – completed/removed
- 6) Implement Sustainability Plan – completed/removed
- 7) Increase CEP community support – completed/removed
- 8) Increase travel/training budget – completed/removed
- 9) Local Improvement Districts – completed/removed
- 10) Poverty; homelessness and mental health – removed
- 11) Quality of life – removed
- 12) Water Treatment Plant upgrades – completed/removed
- 13) Workforce Center, local – removed
- 14) Youth representation on B&C – completed/removed

In addition, Council collectively concurred to carry over 13 pending objectives in FY2015-16 as follows.

FY2015-16 Objectives (carried over) to FY2016-17:

- 1) Affordable Housing – draft white paper and review code for tiny houses
- 2) Budget policy for larger projects – develop list of CIP programs and draft financial plan/policy for large projects
- 3) Complete Parks Master Plan – complete Parks Master Plan and create a brochure listing all park and open space locations
- 4) Energy Reduction city-wide – continue LED project and prepare estimates for retrofitting remaining streetlights
- 5) Fire Department strategic planning update – draft fire authority IGA and compare costs to TVF&R
- 6) Full-Service City definition – part of Council’s vision planning to schedule a joint work session with CCI regarding ATM format and topic
- 7) Levy – schedule a work session with Council regarding levy process

- 8) Planned Residential Development Process – draft a simple flow chart
- 9) Police Department facility planning & design – continue RFP for planning and design
- 10) Staff Succession Planning – summary report of existing efforts
- 11) Support involvement in local, state, regional, national legislative agenda and priorities – continue as is
- 12) Town Center Revitalization – Urban Renewal Agency draft a downtown storefront revitalization program
- 13) Transportation – draft a list of strategically important transportation projects and economic feasibility of transferring county roads

Next, Mayor Truax and VanderZanden facilitated this exercise to consider identifying new Council objectives for FY2016-17. Mayor Truax advised each year the Council is asked to set broad objectives to help guide City administration and departments as they plan for the upcoming budget year. Mayor Truax opened the floor and roundtable discussions ensued as Councilmembers had an opportunity to discuss and submit their objectives for FY2016-17. In conclusion of the above-noted exercise, Council collectively concurred to carry over 13 pending objectives as noted above and added 12 new proposed objectives for a total of **25 Objectives** for FY2016-17 as follows.

FY2016-17 Council Objectives (in no specific order):

- (1) Rogers Park upgrades, i.e., complete installation of new restroom facilities and playground equipment
- (2) Economic feasibility and concept locations for multiplex ballfields
- (3) Define acquisition process for parcels in watershed drainage areas, i.e., set aside one to three percent of timber harvest funds for acquisition land fund contingency
- (4) Establish rebate programs for residential high-efficiency toilets and solar and conduct wind analysis in the watershed
- (5) Fernhill Research & Education Center, i.e., anticipate city funding participation
- (6) Charter Review, i.e., City Manager residency requirement
- (7) Boast City Success Stories, i.e., informational news submitted to community about city's successes
- (8) Council Academy – consider holding a Council academy similar to police department's citizen academy
- (9) Senior Center, i.e., define budget process for not-for-profits, keeping in mind the Senior Center's community development block grant agreements have a 20-year commitment attached
- (10) Downtown plaza, i.e., identify concept locations
- (11) Tourism, i.e., collaborating tourism efforts with Chamber
- (12) Complete feasibility development study for industrial areas, i.e., zoning

A Council goal-setting work session will continue on Monday, March 14, 2016, at which time, Council will finalize their Objectives for FY2016-17 as part of their decision-making process.

Council recessed at 11:33 a.m. for a break and reconvened at 11:51 a.m.

6. COUNCIL DISCUSSION:

Hearing no further discussion from the Council, Mayor Truax moved on to Agenda Item 7.

7. COUNCIL TEAM AGREEMENT:

Mayor Truax facilitated this exercise to discuss, review, and/or amend the Council team agreement. In conclusion of the above-noted exercise, Council collectively concurred to add **Council one-on-one meetings with the Mayor**; consensus was not to install new microphones with on/off buttons at the dais; consensus was to **allow Councilmembers to use personal electronic devices to send quick text messages if an urgency arises, such as letting a family member know the meeting is running late; and calling for a Council recess if meeting continues past 9:30 p.m.** In addition, roundtable discussions ensued pertaining to needing a **grievance process or dispute resolution process outlined in the Council team agreement.** Uhing voiced concern there is no grievance process or consequences when councilmembers are not following the terms of the team agreement. Wenzl voiced concern within the last month there have been issues that have caused her concern, pointing out the importance of needing to respect each other. Lowe voiced concern she has dealt with bullying techniques occurring for at least 10 years, noting she takes signing the team agreement very seriously and maintains a copy of the team agreement at her computer as a constant reminder. Lowe advised that she is

not willing to sign the team agreement until a resolution of process is resolved. Council President Johnston suggested creating a form where concerns could be jotted down, noting as Council President he is agreeable to being a mediator. In conclusion of the above-noted Council discussion, Council collectively concurred to look at other council team agreements that were applicable or perhaps contained improvements that could be made to their Team Agreement, to which Mayor Truax concurred waiting to review other team agreements prior to councilmembers signing a new Council team agreement. Staff will research other team agreements and bring back findings for the Council goal-setting work session, which will continue on Monday, March 14, 2016, at which time, Council will review samples of other team agreements as part of their decision-making process.

8. ADJOURNMENT:

Hearing no further discussion from the Council, Mayor Truax adjourned the Council Retreat at 2:20 p.m.

Council took no formal action nor made any formal decisions during the Council Retreat.

Respectfully submitted,



Anna D. Ruggles, CMC, City Recorder