



CITY OF FOREST GROVE

2024 City Council Retreat



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INTRODUCTION

The City of Forest Grove Council and leadership team gathered on February 24, 2024, for their annual Council Retreat. The retreat serves as an important opportunity for City leaders to engage in comprehensive discussion aimed at setting realistic goals aligned with community needs and opportunities, the Council's values, and the resources and capacities of City staff.

The retreat offers a unique environment conducive to fostering collaboration and open dialogue amongst Council members and staff. It allows the team to step away from the day-to-day responsibilities and engage in substantive conversations focused on the City's top priorities and the strategic objectives required to advance the goals. Furthermore, the retreat offers the opportunity for Council and staff to engage directly with one another, share input and insights to develop a deeper understanding of the challenges and opportunities facing the community and organization. In this way, Council can harness the collective expertise and perspectives of the team to identify realistic goals that are both aspirational and obtainable.

The City hired SSW Consulting, professional strategic planning and facilitation consultants, to guide the process for the goal-setting retreat. In preparation for the retreat, SSW conducted outreach interviews with Council and staff to gather input on challenges and opportunities facing the organization and community. Informed by the results of the outreach, SSW partnered with staff to develop an agenda designed to achieve the following shared outcomes:

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

The team engaged in collaborative exercises to develop an assessment of the current environment and understanding of the existing community landscape. Using this as a foundation, the team discussed how to leverage the City's strengths to achieve future success in serving the Forest Grove community for years to come.

The resulting 2024 Council Goals reflect a shared commitment of Council and staff to serve all community members in Forest Grove to the best of their ability. As staff works to implement the goals over the coming year, they will provide regular progress updates to Council to support transparency and accountability to the Forest Grove community.

FOREST GROVE TEAM

City Council

Mayor Malynda Wenzl

Council President Timothy Rippe

Councilor Donna Gustafson

Councilor Michael Marshall

Councilor Karen Martinez

Councilor Elena Uhing

Councilor Mariana Valenzuela

City Team

Jesse VanderZanden, City Manager

Paul Downey, Assistant City Manager and Finance Director

Mariah Woods, City Recorder

Stephanie Fleischer, Communications and Programs Manager

Bryan Pohl, Community Development Director

Miles Glowacki, Economic Development Coordinator

Jim Geering, Fire Chief

Brenda Camilli, Human Resources Director

Colleen Winters, Library Director

Keith Hormann, Light & Power Director

Anne Lane, Parks and Recreation Director

Henry Reimann, Police Chief

Greg Robertson, Public Works Director

FOREST GROVE VALUES

Financial Stewardship

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

Community Engagement

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

Equity, Diversity, and Inclusion

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

Strategic Planning

We are dedicated to proactive long-term planning that anticipates evolving political, economic, and environmental conditions.

ENVIRONMENTAL SCAN

Examining the current context of the organization provides valuable information for strategic decision making in the goal refinement process. A thorough understanding of accomplishments and goal progress over the last year, where the organization is today, and identifying current challenges and opportunities ensures the resulting goals are responsive to needs in the community and organization to support sustainable growth and the provision of quality city services.

Recognizing and celebrating successes is an important part of the environmental scan process as it acknowledges the work of staff and sets a positive tone for the team moving forward. The exercise not only recognizes the team for their good work, but also opens dialogue about the contributing factors that made success possible. The list below includes a few of the accomplishments highlighted by staff and Council:

- Ordinances to address homelessness, drug usage on public property, and drone usage
- Review and update of Boards and Commissions
- Tourism sponsorship and grant programs
- Initiated 2040 Vision and Action Plan
- Completed Stites Park
- Lowered barriers to building accessory dwelling units
- Significant transportation and facility improvements
- Expanded recreation opportunities
- Additional incentives programs to promote elective alternative mobility options
- Planning effort to develop a park in a historically underserved area

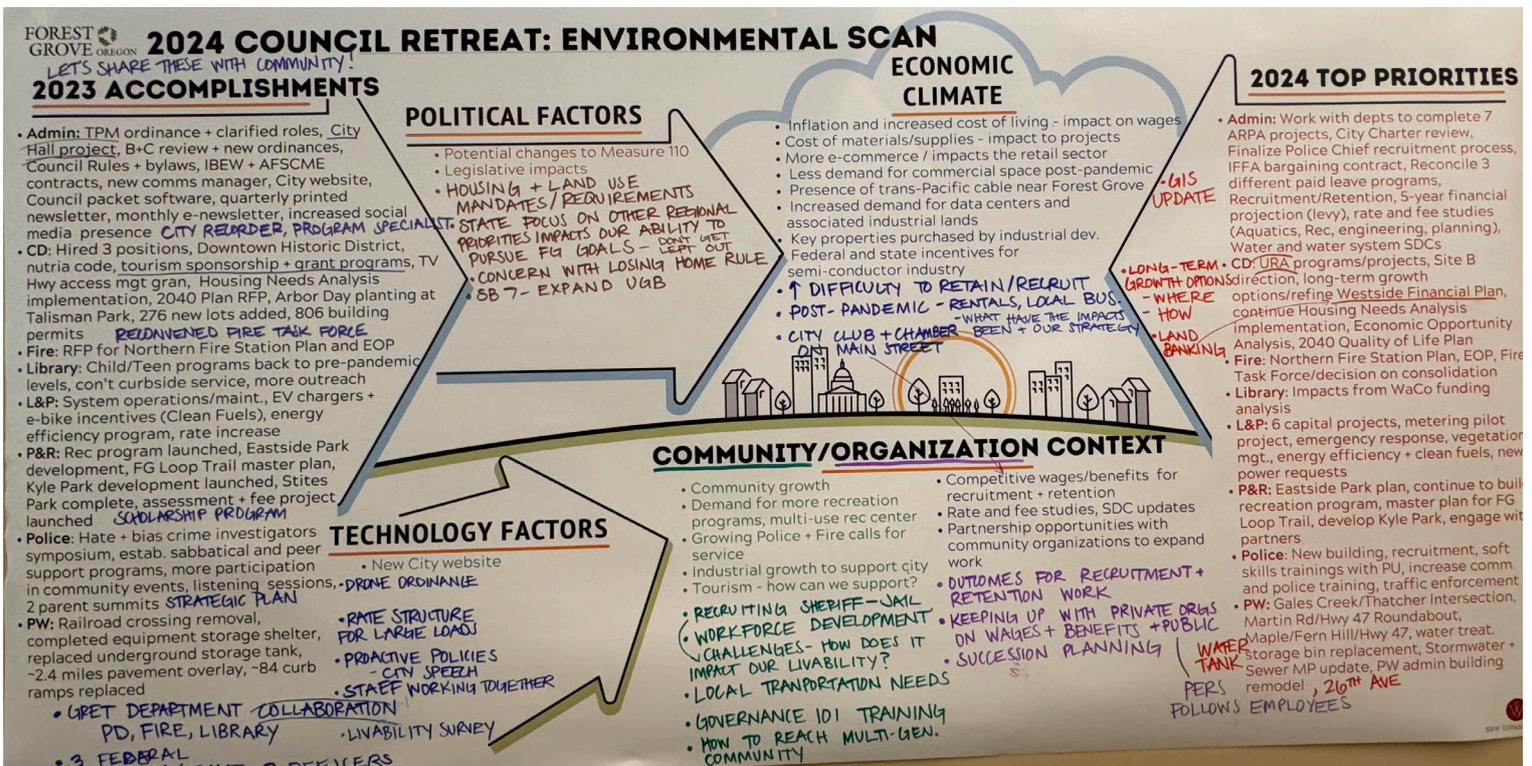
Being aware of the various department priorities for the coming year enables Council to stay informed on the breadth and depth of the City's work already underway. The insight supports the development of Council goals that are both realistic and aspirational to move the City forward strategically. Additionally, assessing the challenges and barriers facing the organization enables the team to collaboratively problem solve and prioritize resources to support a high-performing organization equipped to serve the community effectively. The list below includes a few of the department priorities for 2024:

- Completion of seven ARPA projects
- City Charter review
- Rate and fee studies (Aquatics, Recreation, Engineering, Planning)
- Economic Opportunity Analysis
- 2040 Community Vision and Action Plan
- Urban Renewal Agency programs/projects
- Emergency Operations Plan
- Northern Fire Station Plan
- Capital improvement projects (Light & Power, Public Works)
- Continue to build recreation program
- Forest Grove Loop Trail Master Plan
- Eastside Park plan
- Kyle Park development
- Construct new Police facility

ENVIRONMENTAL SCAN

The staff and Council also participated in a context mapping exercise examining political factors, economic climate, technology factors, community needs, organizational trends, and uncertainties. Building a shared understanding of the current community and organizational context enables the team to collaboratively problem solve and prioritize needs and resources to serve the community effectively.

The results of the discussion are summarized in the following graphic.



CITY COUNCIL GOALS

City Council and staff meet on an annual basis to set the Council goals to provide policy direction to the organization for the coming year. The Council goals guide the development of the City's budget and department work plans to align resources and staff capacity accordingly.

The team worked collaboratively to review the 2023 goals and supporting objectives to determine which objectives were complete, ongoing, or needing refinement. Building on the information and discussion during the environmental scan exercise, the team worked in a series of small groups to discuss how the objectives needing refinement should be updated to reflect the work completed in 2023 as well as opportunities on the horizon for 2024 and beyond. Additionally, the small groups discussed ideas for any new proposals for Council to consider adding to the 2024 goals.

Following the small group exercise, the team reconvened to discuss the resulting proposals for refined and new objectives. As part of this discussion, the team focused on providing clear direction regarding the desired outcomes for the goals, highlighting "what success looks like" from the Council's perspective. This outcomes-based discussion will help staff evaluate implementation options to most effectively deliver on these outcomes.

During the discussion, Council identified the need to include strategic planning as a value to guide the way City Council and staff approach all goals as well as regular operations, programs, and services. By elevating strategic planning as a value, the team affirms their commitment to proactive long-term planning that anticipates the evolving political, economic, and environmental landscape.



GOAL: ADDRESS LONG-TERM GROWTH AND SUPPORT HOUSING STABILITY

OUTCOMES:

- Proactive and strategic planning that meets community needs.
- Equitable distribution of state, county, and regional funds.

OBJECTIVES	LEAD	YEAR
1. Develop an urban reserve concept plan to evaluate a growth strategy.	Community Development	2
2. Lobby the State, County and Metro to develop a small city policy that ensures the equitable distribution of funds and resources.	Administration	1
3. Update the Economic Opportunities Analysis.	Community Development	1
4. Update the Economic Development Strategic Plan.	Community Development	1
5. Update the Comprehensive Plan.	Community Development	3

GOAL: PLAN AN INCLUSIVE AND SUSTAINABLE COMMUNITY

OUTCOMES:

- Updated governance policies to meet current community needs.
- Robust business community.
- Community growth and enhancement that considers the needs of the diverse community.
- Environmentally sustainable policies and programs.

OBJECTIVES	LEAD	YEAR
6. Complete the City Charter review process.	Administration	1
7. Develop a 2040 Vision and Action Plan.	Community Development	2
8. Develop a diversity, equity, and inclusion tool kit/lens to evaluate policies and programs.	Administration	1
9. Evaluate funding options to clarify and implement the Urban Renewal Plan.	Community Development	1
10. Develop a climate action plan.	Administration	2
11. Explore a biennial budget and Council retreat process.	Administration	2

GOAL: IMPROVE COMMUNITY SAFETY

OUTCOMES:

- Increased public safety.
- Plans that support consistent community safety services that align with projected City growth.

OBJECTIVES	LEAD	YEAR
12. Update and approve the Emergency Operations Plan.	Fire	1
13. Make a decision regarding fire district governance.	Fire	1
14. Complete alternatives analysis for a northern fire station and select a preferred alternative.	Fire	1

GOAL: ENHANCE RECREATION OPPORTUNITIES FOR ALL

OUTCOMES:

- Increased quality of life for a happy and healthy community.
- Fiscal sustainability for maintenance and operations.
- Accessible recreation opportunities for all ages and abilities.

OBJECTIVES	LEAD	YEAR
15. Complete the Parks and Recreation Fee Study and ensure a long-term funding structure for the "fun for all" fund.	Parks + Recreation	1
16. Complete the concept plan for an Eastside Park.	Parks + Recreation	1
17. Update the Parks, Recreation, and Open Space Master Plan.	Parks + Recreation	3
18. Complete the concept plan for Kyle Park.	Parks + Recreation	2
19. Develop the Forest Grove Loop Trail Master Plan.	Parks + Recreation	3

2024 COUNCIL GOALS

CITY OF **FOREST GROVE** 2024 CITY COUNCIL GOALS

 **THE VALUES** THAT GUIDE OUR WORK

FINANCIAL **COMMUNITY** **EQUITY, DIVERSITY, + INCLUSION** **STRATEGIC PLANNING**
STEWARDSHIP **ENGAGEMENT**

CITY COUNCIL **GOALS**

PLAN AN
INCLUSIVE + SUSTAINABLE
COMMUNITY



ADDRESS LONG-TERM
GROWTH
+ SUPPORT
HOUSING
STABILITY



ENHANCE
RECREATION
OPPORTUNITIES FOR ALL



IMPROVE
COMMUNITY
SAFETY



IMPLEMENTATION + PROGRESS REPORTING

Following the Council retreat, City leadership and SSW Consulting developed an implementation plan to ensure clear and timely communication among Council, City staff, and the community. This process includes determining project leads, expected completion (one to three years, depending on the project), and identifying Boards and Commissions to further support advancing the goals as directed by Council.

The City Council convened for a work session on February 26 to review and further refine the proposed goals and objectives, offer any additional clarification for staff, and complete a prioritization exercise to rank the objectives under each goal area. City Council adopted the goals on March 18.

Following the adoption of the goals, City staff will develop work plans for each objective to outline the projected timeline, project milestones, fiscal impacts, and staff roles and responsibilities. Staff will provide regular updates to Council on the progress of the goals throughout the year.

The Council and leadership team will continue their practice of meeting annually to check in on the progress of the goals and refine the goals and objectives accordingly.



CITY OF FOREST GROVE

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SSW CONSULTING