

RESOLUTION NO. 2020-36

**RESOLUTION OF THE CITY OF FOREST GROVE CITY COUNCIL
ADOPTING CITY COUNCIL GOALS AND OBJECTIVES 2020/2021
AND REPEALING RESOLUTION NO. 2019-13**

WHEREAS, pursuant to City Council Rules of Procedure, Section 16, the City Council must set its goals and objectives annually; and

WHEREAS, the City Council met in Work Session with Sara Wilson, SSW Consulting, on October 14, 2019, to address developing core values and updating the City's Vision Statement identified in 2019, Objective 3.14; and subsequently, Wilson provide facilitation services and one-on-one interviews with all Councilors and Directors as a gateway for the Council pre-Retreat Work Session on February 10 and Council and Management Team Goal-Setting Retreat on February 15, 2020; and

WHEREAS, the City Council held a Work Session on March 16, 2020, to refine the proposed Council Goals and Objectives for 2020/2021; and

WHEREAS, the Council identified 7 new Goals and 34 new Objectives for 2020/2021 as shown in Exhibit A.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF FOREST GROVE AS FOLLOWS:

Section 1. The City of Forest Grove City Council hereby adopts its City Council Goals and Objectives 2020/2021 as shown in Exhibit A.

Section 2. Resolution No. 2019-13 is hereby repealed.

Section 3. This resolution is effective immediately upon its enactment by the City Council.

PRESENTED AND PASSED this 13th day of April, 2020



Anna D. Ruggles, City Recorder

APPROVED by the Mayor this 13th day of April, 2020.



Peter B. Truax, Mayor



CITY COUNCIL GOALS 2020/21

CITY OF FOREST GROVE

1924 Council Street

W : www.forestgrove-or.gov

Forest Grove, Oregon 97116

P : (503)992-3200

Adopted April 13, 2020





INTRODUCTION

The City of Forest Grove is pleased to present the summary of their annual goal-setting retreat. The City Council and Management Team conducted a one-day retreat on February 15, 2020 to discuss current community projects and issues and provide City staff with direction regarding the Council's priorities for the coming years. The City hired a professional facilitator, Sara Singer Wilson of SSW Consulting to prepare and guide the group through their discussion. In advance of the retreat, City staff presented an update on the progress of the 2019 Council goals to provide context for the upcoming session. To prepare the agenda, SSW conducted outreach with the Council and staff to identify and discuss their goals and expected outcomes for the session. The agenda for the discussion was based on the following outcomes identified during the outreach process:

- » Confirm and/or redirect priorities on current Council goals;
- » Identify new goals and priorities;
- » Build a strong and cohesive team to communicate and advance the goals; and,
- » Outline the community engagement goals for the visioning process.

The City Council and staff worked closely together to identify goals that would build on the work and success of previous years, while also addressing new challenges and/or changing community needs. The City will work on these goals in addition to maintaining the City's high-quality core services.

The team's engagement and participation were much appreciated, and we look forward to working together with the community and our partners as we set out to advance these goals.

Sincerely,
City of Forest Grove City Council + Management Team



COUNCIL GOALS 2020/21

TABLE OF CONTENTS

INTRODUCTION	02
OUR TEAM	04
FOREST GROVE'S VISION	05
SETTING THE CONTEXT	06
2020 GOALS + OBJECTIVES	07
GRAPHIC SUMMARY	11
WORKING TOGETHER	12
REPORTING PROGRESS	14
APPENDIX	14

OUR TEAM

CITY COUNCIL

Peter B. Truax, Mayor
Malynda Wenzl, Council President
Timothy A. Rippe, Councilor
Elena Uhing, Councilor
Mariana E. Valenzuela, Councilor
Adolph “Val” Valfre, Jr., Councilor
Council Position 7, Temporarily Vacant

CITY MANAGEMENT TEAM

Jesse VanderZanden, City Manager
Brenda Camille, Human Resources Manager
Paul Downey, Administrative Services Director
Tom Gamble, Parks and Recreation Director
Keith Hormann, Light & Power Director
Jeff King, Economic Development Manager
Michael Kinkade, Fire Chief
Bryan Pohl, Community Development Director
Henry Reimann, Interim Police Chief
Greg Robertson, Public Works Director
Anna Ruggles, City Recorder
Colleen Winters, Library Director

CONSULTANT/FACILITATOR

SARA SINGER WILSON, Principal/Owner



SSW CONSULTING

FOREST GROVE'S VISION

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 om 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.

In 2019, the City Council included an objective to update the community vision and identify community values. In October 2019, the Council identified their desired outcomes for the community visioning process:

- » Develop an updated vision that is succinct and provides unity of purpose and direction for the community and its partners;
- » Identify and communicate the values that reflect the Forest Grove community of today;
- » Develop a vision and values that are flexible and responsive to the changing needs of the community. It should include a process for regular plan evaluation and updates; and,
- » The engagement plan should be inclusive of the greater community. We should engage those who care about the future of Forest Grove including residents, community partners, and people beyond the city limits. The engagement should be intentional about reaching those who are not typically included.

To continue this work, one of the desired outcomes for retreat was to outline the community engagement goals for the visioning process. The team had intended to spend time discussing the engagement strategy; however, due to time constraints the Council decided the discussion on the community vision engagement would be continued at a future meeting.

SETTING THE CONTEXT

2019 GOALS + PROJECTS CURRENTLY UNDERWAY

On February 10, 2020, the City Council held a Work Session is to review progress on the City Council’s 2019 Goals and Objectives to help contextualize the February 15th City Council Retreat and in doing so, afford Councilors additional opportunity to have focused discussion during the Retreat. The progress report includes status updates on the 2019/2020 goals and is available to view on the City’s website at www.forestgrove-or.gov.

Additionally, during the retreat, the City Council raised other challenges or opportunities to be considered during the goal-setting process as shown in the visual below.

CONTEXT

- Look long-term, City Needs to be more proactive + not reactive - **NEED A VISION**
- Look at how everything comes together vs. isolated projects
 - What are unintended consequences - how do we be proactive in addressing?
- Be better communicators as a council - work with staff, boards + commissions - Be leaders, clear on vision + what we want to see
- Look at ways to include community - engage them and bring them in
- What can the Council do better to communicate with staff?

Handwritten notes:
 → To Action + To make sure it doesn't happen again
 → able to see work plan → budget to guide work of staff

IDEA MAPPING TIPS

- Use available resources
- Review + consider context
- Utilize "Ways of Proceeding"
- Staff expertise
- Brainstorm! Be open to all ideas
- **ONE** idea per post-it

Handwritten notes:
 • **LEADERS** - part of our job is to convince the people of Forest Grove re: process
 We listen to the community, consider advice, + decide
 'Takes All into play'
 NEED TO COMMUNICATE ←

Handwritten notes:
 • Communicate ideas back to community
 - easy to see how things impact individually vs. collectively
 - our role as leaders is to communicate **BROADER VISION**

Handwritten note in box:
 2019/20 GOAL UPDATE

2020 COUNCIL GOALS

The Council reviewed the context provided in the annual report and the Council discussion that followed. They convened with staff in small groups to discuss the ideas and their top priorities. These ideas were mapped during a group discussion to look for emerging common themes. The ideas were refined by the group, and the Council indicated their top priorities in each goal area. The goals are listed based on the priorities expressed by Council.

Following the retreat, the management team met to review and further refine the results and to clarify the goals and objectives into actionable items. The team also identified an estimated timeline for each action based on current staffing and workload. The goals and objectives will be addressed by the organization in their work plan in addition to projects already underway and their commitment to delivering quality City services to the Forest Grove community. The City’s Boards and Commissions will also be engaged in the implementation of these goals and objectives where applicable. The Board or Commission* supporting each objective has been identified in the chart below. The Council will reconvene as needed to discuss progress on these projects and make updates where necessary.

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE	BOARD OR COMMISSION
GOAL 1: SUPPORT DIVERSITY, EQUITY, AND INCLUSION (DEI) IN THE DELIVERY OF CITY SERVICES AND OPERATIONS.			
1.1 Develop a DEI plan that includes an assessment of hiring practices and equitable delivery of city services and operations.	ADM/COUNCIL	2 Years	TBD
1.2 Continue DEI Advisory Team and internal assessment.	ADM	2 Years	NA
1.3 Support training for DEI Advisory Team, Directors, and Council.	CM	1 Year	NA

* Boards and Commissions include the following: Committee for Community Involvement (CCI), Economic Development Commission (EDC), Library Commission (LC), Planning Commission (PC), Parks and Recreation (P&R), Public Safety Advisory Commission (PSAC).

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE	BOARD OR COMMISSION
GOAL 2: ENABLE HOUSING SUPPLY AND AFFORDABILITY.			
2.1 Evaluate scalable system development charges (SDCs).	CD	2 Years	P&R/EDC
2.2 Develop Oak Street Plan.	CD	1 Year	EDC/PC
2.3 Evaluate parking requirements relative to housing density.	CD	2 Years	PC
2.4 Assess capacity for Community Development to meet the increasing demands of planned growth.	CD	1 Year	NA
2.5 Evaluate recommendations from the City's Housing Needs Analysis and develop an implementation plan.	CD	3 Years	P&R/EDC
GOAL 3: ENHANCE PARTNERSHIPS.			
3.1 Partner to help those experiencing homelessness.	CM	2 Years	TBD
3.2 Partner with Forest Grove School District to enhance library coordination.	LIB	2 Years	LC
3.3 Partner to address downtown parking needs.	CD	2 Years	TBD
3.4 Develop relationships between student liaisons and student government.	CM	1 Year	CCI
3.5 Collaborate with community partners to plan for the City's sesquicentennial.	CM	2 Years	CCI
3.6 Collaborate with regional and local partners to attract higher wage jobs.	ED	2 Years	EDC

* Objective 2.2: Develop Oak Street Plan also supports Goal 5.

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE	BOARD OR COMMISSION
GOAL 4: IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS AND ENGAGEMENT.			
4.1 Complete and implement the Communications Plan.	ADM	2 Years	CCI
4.2 Engage community in the development of community vision and values.	CM	2 Years	CCI
4.3 Provide customer service training to City staff to promote consistent, positive service to the community.	ADM	1 Year	NA
4.4 Provide outreach materials that provide an overview and tips for engaging in the public process.	CD	1 Year	NA
GOAL 5: MAINTAIN FINANCIAL AND ORGANIZATIONAL SUSTAINABILITY THROUGH LONG-TERM PLANNING AND SUPPORT FOR ECONOMIC AND WORKFORCE DEVELOPMENT.			
5.1 Complete Fire Task Force work to determine effect on City finances.	ADM/LE	2 Years	PSAC
5.2 Plan for a future police facility.	ADM/POL	1 Year	PSAC
5.3 Ensure adequate long-term industrial and commercial property supply.	CD/ED	1 Year	EDC
5.4 Prepare a five-year general fund financial plan.	ADM	2 Years	NA
5.5 Refine West Side Plan Financial Plan.	CD/ENG/ADM	3 Years	TBD
5.6 Complete Neighborhood Mixed Use Zone Refinement.	CD	1 Year	PC

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE	BOARD OR COMMISSION
GOAL 6: PROMOTE SUSTAINABLE TRANSPORTATION ALTERNATIVES AND ENHANCE MOBILITY.			
6.1 Identify high use areas with no sidewalks and include in public works projects.	PW	2 Years	NA
6.2 Incorporate sidewalk and curb American with Disabilities Act (ADA) retrofits into public works projects.	PW	3 Years	NA
6.3 Incorporate electric and/or hybrid vehicles into the City fleet.	PW/LP	3 Years	SC
6.4 Provide adequate charging stations at public facilities.	LP	1 Year	SC
6.5 Prioritize Transportation Development Tax (TDT) projects.	PW	1 Year	NA
6.6 Assess areas with few transportation alternatives and identify options to enhance mobility.	PW	3 Years	NA
GOAL 7: EXPAND RECREATION OPPORTUNITIES.			
7.1 Identify park project development priorities.	PARKS	2 Years	P&R
7.2 Support Council Creek Regional Corridor.*	PARKS	3 Years	P&R
7.3 Partner to enhance recreation coordination.	PARKS	2 Years	P&R
7.4 Partner to study Eastside Park.	PARKS	1 Year	P&R

* Objective 7.2: Support Council Creek Regional Corridor also supports Goal 6.

GRAPHIC SUMMARY



WORKING TOGETHER

The Council and staff appreciate the positive and collaborative relationship that has been established over the years. The team discussed what would support success in implementing the goals in the coming years. The list below is a summary of the key success factors identified by the team:

EXCELLENT COMMUNICATION: Clear and consistent two-way communication between the City Council and staff.

CLEAR GOALS AND OBJECTIVES: The goals and objectives are clearly communicated and supported with adequate resources.

AUTHENTIC: An environment that encourages a realistic, direct, and honest assessment of issues and solutions that are financially feasible.

ONE TEAM: We operate as a team and accept decisions once they have been made, offering our full support for implementation.

TRUSTWORTHY INFORMATION: Staff will provide objective, accurate, and timely information to support the Council's decision-making process. The Council will be clear in their requests and patient while staff prepares a response.

PREPARED: We come to the table prepared, reviewing meeting materials, anticipating questions and concerns, and providing advance communication of issues or concerns when needed.

SHARED COMMUNITY COMMITMENT: We recognize our shared commitment to providing the best city services to everyone in the Forest Grove community.

COUNCIL + STAFF KEY SUCCESS FACTORS

TRUSTWORTHY INFORMATION

STAFF WILL PROVIDE OBJECTIVE, ACCURATE, + TIMELY INFORMATION TO SUPPORT THE COUNCIL'S DECISION-MAKING PROCESS. THE COUNCIL WILL BE CLEAR IN THEIR REQUESTS + PATIENT WHILE STAFF PREPARES A RESPONSE

CLEAR GOALS + OBJECTIVES

THE GOALS + OBJECTIVES ARE CLEARLY COMMUNICATED + SUPPORTED WITH ADEQUATE RESOURCES

EXCELLENT COMMUNICATION

CLEAR + CONSISTENT TWO-WAY COMMUNICATION BETWEEN THE CITY COUNCIL + STAFF

PREPARED

WE COME TO THE TABLE PREPARED, REVIEWING MEETING MATERIALS, ANTICIPATING QUESTIONS + CONCERNS, + PROVIDING ADVANCE COMMUNICATION OF ISSUES OR CONCERNS WHEN NEEDED

AUTHENTIC

AN ENVIRONMENT THAT ENCOURAGES A REALISTIC, DIRECT, + HONEST ASSESSMENT OF ISSUES + SOLUTIONS THAT ARE FINANCIALLY FEASIBLE

SHARED COMMUNITY COMMITMENT

WE RECOGNIZE OUR SHARED COMMITMENT TO PROVIDING THE BEST CITY SERVICES TO EVERYONE IN THE FOREST GROVE COMMUNITY

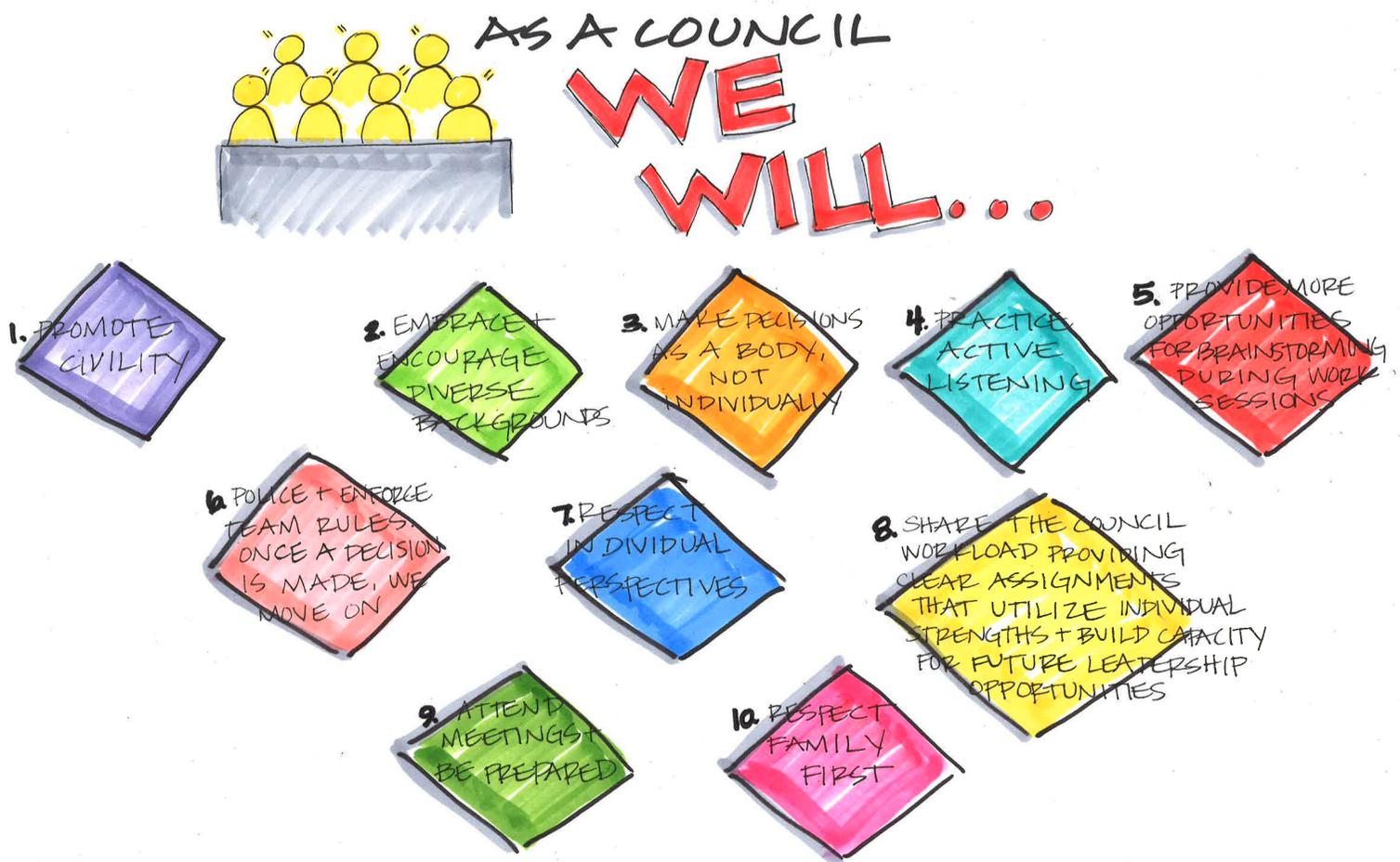
ONE TEAM

WE OPERATE AS A TEAM + ACCEPT DECISIONS ONCE THEY HAVE BEEN MADE, OFFERING OUR FULL SUPPORT FOR IMPLEMENTATION

In addition, the City Council discussed what is required for their success as an elected body. The Council expressed their commitment to...

WE WILL...

- » Promote civility.
- » Embrace and encourage diverse backgrounds.
- » Make decisions as a body, not individually.
- » Practice active listening.
- » Provide more opportunities for brainstorming during work sessions.
- » Police and enforce team rules. Once a decision is made, we move on.
- » Respect individual perspectives.
- » Share the Council workload providing clear assignments that utilize individual strengths while also building capacity for future leadership opportunities.
- » Attend meetings and be prepared.
- » Respect family first.



REPORTING PROGRESS

The City's management team is tasked with advancing these goals and objectives using the resources allocated by the Council. To ensure success, City staff will provide quarterly updates on the progress of the Council's goals. For additional support or clarification, staff will schedule time at a Council Work Session to seek Council's direction as needed. In January 2021, staff will present the Council with an annual report highlighting the progress on the goals.

This implementation structure creates accountability and ensures ongoing communication and collaboration between the Council and staff in advancing these goals to better the Forest Grove community. Additionally, the management team will communicate the goals and objectives to the organization to build further understanding and support for advancing this work. Staff's contributions to these goals will be highlighted and recognized in the progress reports to the Council.

APPENDIX

During the retreat, other topics were raised that were not related to the goal setting, but were identified as parking lot topics for future discussion.

PARKING LOT TOPICS

- » Definition of full-service City
- » Have a conversation about engaging outlying community members