



McCleary Special City Council Meeting - Council Retreat

Saturday, September 30, 2023 – 9:00 AM

Little Creek Report and Casino Meeting Room (Floor 2) - 91 W. State Route 108,
Shelton, WA

Agenda

Little Creek Report and Casino Meeting Room (Floor 2)
91 W. State Route 108, Shelton, WA

Call To Order

1. Welcome and Agenda Overview
2. Roles and Working Agreements
3. Strategic Vision - overview and priorities
 - [1.](#) 2020 Notes from Strategic Planning Session
 - [2.](#) Forest Grove Example of Strategic Planning Document

10:30 a.m. - Break

4. Goals and Objectives: Define and Refine
5. 2024 Budget Brainstorming and Council Wishlist

12:00 p.m. - Lunch

6. Idea Mapping - Making goals and objections actionable

Wrap Up and Adjourn

Please turn off Cell Phones- Thank you

Americans with Disabilities Act (ADA) Accommodation is Provided Upon Request.
The City of McCleary is an equal opportunity provider and employer.
La ciudad de McCleary es un proveedor de igualdad de oportunidades y el empleador.

DRAFT MISSION STATEMENT

In cooperation with and for the citizens, businesses, and visitors, the City of McCleary provides the highest quality of life through essential infrastructure, public safety, recreation, and welcoming growth while maintaining our small town culture, within the constraints of a fiscally responsible government.

City of McCleary Mission Statement (second DRAFT by Joy Iversen)

In cooperation with and for our citizens, businesses and visitors, the City of McCleary is dedicated, through careful financial stewardship, to provide the highest quality of life with essential infrastructure, safety and recreation, to welcome responsible growth while maintaining our small-town culture.

CORE VALUES

Safety	7
Integrity/Honesty	9
Stewardship	5
Professionalism	3
Friendly/Approachable	3
Business Friendly	2
Commitment	
Service	
Passionate	
Dedication	1
Loyalty	
Conservative	
Community	
Leadership	
Respectful	
Future Focused	
Affordable	

FUTURE DREAMS

Athletic Facility
 New/Remodeled City Hall
 Day Care
 Sidewalks From Summit to Town
 Grant Writer (full time/contract)
 Home Improvement – Connect Community with Programs
 Senior Living (Independent Living Community)
 Annexation
 Camping/Recreation/Connect to Capital Forest
 Park Upgrade/Potential Move/Skate Park Feature
 Dog Park/Pet Relief Area
 In-city Court
 Apartments



A place where families and businesses thrive.

**CITY COUNCIL RETREAT WORK SESSION
REFER TO ATTACHED RETREAT AGENDA**

**SATURDAY, FEBRUARY 15, 2020
LIGHT AND POWER CONFERENCE ROOM
1818 B STREET**

8:00 AM ARRIVAL & BREAKFAST

8:30 AM CITY COUNCIL RETREAT WORK SESSION

PETER B. TRUAX, MAYOR

Malynda H. Wenzl, Council President
Timothy A. Rippe
Ronald C. Thompson

Elena Uhing
Mariana Valenzuela
Adolph “Val” Valfre, Jr.

All meetings of the City Council are open to the public and all persons are permitted to attend any meeting except as otherwise provided by ORS 192. The public may address the Council as follows:

➔ **Public Hearings** – Public hearings are held on each matter required by state law or City policy. Anyone wishing to testify should sign in for any Public Hearing prior to the meeting. The presiding officer will review the complete hearing instructions prior to testimony. The presiding officer will call the individual or group by the name given on the sign in form. When addressing the Council, please use the witness table (center front of the room). Each person should speak clearly into the microphone and must state his or her name and give an address for the record. All testimony is electronically recorded. In the interest of time, Public Hearing testimony is limited to three minutes unless the presiding officer grants an extension. Written or oral testimony is heard prior to any Council action.

➔ **Citizen Communications** – Anyone wishing to address the Council on an issue not on the agenda should sign in for Citizen Communications prior to the meeting. The presiding officer will call the individual or group by the name given on the sign in form. When addressing the Council, please use the witness table (center front of the room). Each person should speak clearly into the microphone and must state his or her name and give an address for the record. All testimony is electronically recorded. In the interest of time, Citizen Communications is limited to two minutes unless the presiding officer grants an extension.

The public may not address items on the agenda unless the item is a public hearing. Routinely, members of the public speak during Citizen Communications and Public Hearings. If you have questions about the agenda or have an issue that you would like to address to the Council, please contact the City Recorder, aruggles@forestgrove-or.gov, 503-992-3235.

City Council meetings are handicap accessible. Assistive Listening Devices (ALD) or qualified sign language interpreters are available for persons with impaired hearing or speech. For any special accommodations, please contact the City Recorder, aruggles@forestgrove-or.gov, 503-992-3235, at least 48 hours prior to the meeting.

CITY COUNCIL RETREAT WORK SESSION:

The City Council will convene to conduct its annual goal-setting retreat. The public is invited to attend and observe the work session; however, no public comment will be taken. The Council will take no formal action during the work session retreat.

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MEMORANDUM

TO: City Council

FROM: Jesse VanderZanden, City Manager

MEETING DATE: February 15, 2020

PROJECT TEAM: Jesse VanderZanden, City Manager
Anna Ruggles, City Recorder

SUBJECT TITLE: City Council Retreat

PURPOSE OF RETREAT:

Pursuant to the City Council Rules of Procedure, Section 16.1, the City Council sets its goals annually and they include short-term (one year or less) and long-term (one year or more). Further, the Rules state the goals and objectives shall be adopted at a regular City Council meeting no later than March. This process is critical to establishing goals and objectives and providing guidance for resource allocation and staff priorities.

To aid in accomplishing this task, the Council has historically held a one day annual Retreat. This year's Retreat will be held **February 15, Light and Power Conference Room, from 8 a.m. to 3 p.m.** Breakfast and lunch will be provided. The Retreat establishes broad-based goals and objectives which are later refined in a City Council work session. This year's work session will be held at the February 24 City Council meeting. The goals and objectives are scheduled for adoption at the March 16 City Council meeting.

BACKGROUND:

Sara Wilson, of SSW Consulting, will help facilitate the Retreat. To prepare for the Retreat, Sara spoke with each Councilor and all the Directors. These conversations informed the agenda, structure, and expected outcomes of the Retreat; with the intent of making the Retreat as productive and meaningful as possible. A work session was also held on February 10 to help provide context for the Retreat.

ATTACHMENTS:

There are five attachments for the Retreat, each designed to provide Council with accurate, current, and sufficient information to establish and consider broad based goals and objectives. They include:

- Retreat Agenda
- City Council Goals and Objectives (updated with status).
- Urban Renewal Goals and Objectives (updated with status).
- Top 2019 Accomplishments
- Community Profile (to aid in Vision/Values discussion)

FOREST GROVE CITY COUNCIL + MANAGEMENT TEAM RETREAT

FEBRUARY 15, 2020

8:00 AM TO 3:00 PM

SESSION PURPOSE

The Forest Grove City Council and management team will be meeting for their annual goal-setting retreat to review updates on goals and objectives from the previous year, confirm or redirect priorities on current Council goals, and identify any new priorities for the future. The team will identify and discuss their team commitment to advance the goals and priorities for the community and outline their engagement goals for the update of the community vision.

AGENDA

8:00 AM	Arrival and Breakfast
8:30 AM	Welcome and Agenda Overview <ul style="list-style-type: none"> • Mayor and City Manager Welcome • Agenda Overview • Team Check-in/Warm-up • Roles and Ground Rules
9:30 AM	Context Review <ul style="list-style-type: none"> • Debrief the discussion from the City Council Work Session
9:45 AM	Idea Mapping <ul style="list-style-type: none"> • Working in small groups, map goals, objectives, initiatives during a brainstorming exercise
10:30 AM	Break
10:40 AM	Small Group Idea Mapping Presentations
11:10 AM	Goal Refinement
12:00 PM	Lunch
12:30 PM	Finalize Goals and Priorities
1:30 PM	Community Vision Discussion <ul style="list-style-type: none"> • Vision Process Overview • Forest Grove Community Profile • Community Engagement Goals • Stakeholder Map
2:30 PM	Wrap-up and Reflection <ul style="list-style-type: none"> • Team Commitment
3:00 PM	Adjourn



CITY COUNCIL GOALS and OBJECTIVES

FY2019-20
FY2020+



CITY COUNCIL VISION STATEMENT

Item 2.

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



Provide Safe, Livable,
and Sustainable
Neighborhoods

GOAL 2



Manage an Effective
Financial Plan to
Provide Quality
Service Levels

GOAL 3



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

GOAL 1



**Provide Safe, Livable,
and Sustainable
Neighborhoods**

OBJECTIVES

- ✦ **Implement Conservation Measures**
- ✦ **Develop Oak Street Area Concept Plan**
- ✦ **Implement Parks Master Plan**
- ✦ **Implement Town Center Program**
- ✦ **Equity Assessment and Education**
- ✦ **Develop Police Strategic Plan**
- ✦ **Partner to Increase Affordable Housing**
- ✦ **Partner to Address Homelessness**

GOAL 2



**Manage an Effective
Financial Plan to
Provide Quality
Service Levels**

OBJECTIVES

- ✦ **Plan for Local Option Levy**
- ✦ **Study Fire Governance Options**
- ✦ **Plan for Future Police Facility**
- ✦ **Develop Staff Succession Plan**
- ✦ **Prioritize Transportation Development Tax (TDT) Projects**

GOAL 3



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

OBJECTIVES

- ✦ **Develop Core Values and Update Vision Statement**
- ✦ **Develop Communications Plan**
- ✦ **Develop Tourism Program**
- ✦ **Update Economic Development Strategic Plan**
- ✦ **Complete Boards and Commissions Review**
- ✦ **Investigate Federal Grant Opportunities**
- ✦ **Review Council Rules and Team Agreement**
- ✦ **Plan for City Sesquicentennial**

GOAL 1 – PROVIDE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS

OBJECTIVE	DEPT	ACTION	STATUS	B/C
1.1 Implement Conservation Measures	PW LP	<ul style="list-style-type: none"> Continue Streetlight LED Replacement Program (Year 2 of 4). Complete feasibility study for solar on Light & Power-owned land. Implement low-flow toilet program. 	Year 2 of 4 streetlight LED replacement complete. Year 3 begins 7/1. Solar study completed. Briefed to SC and Council. Low-flow toilet program completed and implemented. Light and Power Energy Conservation Program marketed extensively.	Sustainability
1.2 Develop Oak Street Area Concept Plan	CD	<ul style="list-style-type: none"> Initiate in January 2020. 	Work Session to determine purpose and scope. RFP proposals due February 13, 2020.	Planning EDC
1.3 Implement Parks Master Plan	P/R	<ul style="list-style-type: none"> Complete public outreach and schematic design for Stites, N. Lincoln, and A.T. Smith. Parks & Rec review of East Side Park. Parks & Rec review of Veterans Memorial park. 	Schematic Design for Stites, N. Lincoln, and AT Smith completed. P/R considered East Side Park and added to scope of Schematic Design. P/R considered Veterans Memorial Park and supported concept.	Parks & Rec
1.4 Implement Town Center Program	CD	<ul style="list-style-type: none"> Complete downtown parking study. Complete street trees assessment and develop policy recommendations. Develop concept design for downtown crosswalks. 	Downtown Parking Study presentation to Council 2/10. Street Trees Assessment approved by Council. Street Tree Management Plan included in Festival Street RFP (see URA). Downtown crosswalk design completed. Construction Summer, 2020.	Planning Public Arts CFC EDC
1.5 Equity Assessment and Education	ADM	<ul style="list-style-type: none"> Research and define framework for equity discussion. 	Equity Advisory Team composed and met twice. Inventory of City equity efforts nearly complete. Team working on training plan and equity definition.	CCI Sustainability

GOAL 1 – PROVIDE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS

OBJECTIVE	DEPT	ACTION	STATUS	B/C
1.6 Develop Police Strategic Plan	Police	<ul style="list-style-type: none"> Complete workload analysis and determine Phase II scope. 	Initial data provided and City commented. Need to re-evaluate project.	PSAC
1.7 Promote Affordable Housing Strategies	CD	<ul style="list-style-type: none"> Complete housing needs analysis. Collaborate with County on affordable housing projects in Forest Grove. Land review: Metro TOD, ODOT, County. Assure compliance with HB 4006 re: severe rent burden households. 	Housing Needs Analysis Complete. Extensive collaboration with County and Metro. County and Metro looking at several sites. Reviewed Metro, County, and State lands w/in City limits. Held two Severe Rent Burden meetings. Passed ordinance to defer SDCs for affordable housing. Issuing application for non-profit property tax exemption. Prepared collateral material on affordable housing incentives. Working with County and State on implementing HB 2001 and 2003.	Planning
1.8 Partner to Address Homelessness	LIB P/R CD	<ul style="list-style-type: none"> Departmental participation in non-profit Community Coalition to clarify City assistance. 	City participating in Western Washington County Anti-Poverty Task Force. CEP grant of \$6,600 for portable shower. CEP grant of \$15,300 for temporary shelters. CEP grant of \$5,000 for veteran home preservation. Council passed a temporary shelter ordinance.	TBD



GOAL 2 – MANAGE AN EFFECTIVE FINANCIAL PLAN TO PROVIDE QUALITY SERVICE LEVELS

OBJECTIVE	DEPT	ACTION	STATUS	B/C
2.9 Plan for Local Option Levy	ADM	<ul style="list-style-type: none"> No action necessary. 	No update.	PSAC
2.10 Study Fire Governance Options	ADM Fire	<ul style="list-style-type: none"> Participate in monthly Fire Task Force meetings. Council consideration of Fire Governance Foundational Principles. 	Western Washington County Fire Task Force formed. Foundational Principles to guide Task Force approved by Council. Council Work Session consensus to further study Fire District.	PSAC
2.11 Plan for Future Police Facility	ADM Police	<ul style="list-style-type: none"> Finalize scope and budget for Council consideration. Develop and implement public outreach plan. 	Cost estimate and 35% design complete. Extensive public outreach including public speaking, video, website, public tours, open house, utility billing, rack cards, posters, and social media. Council consensus to consider a poll and subsequent ballot timing.	PSAC CCI
2.12 Develop Staff Succession Plan	ADM	<ul style="list-style-type: none"> Complete Executive Summary. 	City-Wide Employee Survey completed. Very high participation. Directors briefed on results. Council presentation 3/16.	City Council
2.13 Prioritize Transportation Development Tax (TDT) Projects	ENG CD	<ul style="list-style-type: none"> Establish TDT project priorities, funding, and timelines. 	Work Session to prioritize TDT funding. Agreed to consider TDT-eligible roads in Oak Street RFP.	City Council

GOAL 3 – ADVANCE THE INTERESTS OF FOREST GROVE IN LOCAL, STATE, AND NATIONAL AFFAIRS

OBJECTIVE	DEPT	ACTION	STATUS	B/C
3.14 Develop Core Values and Update Vision Statement	ADM	<ul style="list-style-type: none"> Develop scope and process. 	Work Session to determine purpose and scope. Consultant hired. Vision/Values scope folded into 2020 Retreat.	City Council
3.15 Develop Communications Plan	ADM	<ul style="list-style-type: none"> Develop scope, budget, and initiate planning. 	Completed draft Communications Plan. Work Session with consultant planned 3/16. Finalize and implement thereafter.	City Council
3.16 Develop Tourism Program	ADM	<ul style="list-style-type: none"> Inventory and assess existing tourism marketing efforts. Draft tourism marketing plan. 	Tourism Advisory Committee (TAC) active. Consultants selected to provide Strategic, Marketing, and Branding Plans.	EDC
3.17 Update Economic Development Strategic Plan	ED	<ul style="list-style-type: none"> Include roles and responsibilities of City, EDC, and Chamber of Commerce. Include section on Urban Renewal Agency. Include section on Tourism. 	Strategic Plan adopted by City Council. Plan includes activity and performance measures, stakeholder roles, and urban renewal/tourism projects.	EDC
3.18 Complete Boards & Commissions Review	ADM	<ul style="list-style-type: none"> Reconcile B/C comments and consider Council Rule changes. Develop bylaw template and update bylaws. 	Bylaw template developed and B/Cs are updating them.	City Council

GOAL 3 – ADVANCE THE INTERESTS OF FOREST GROVE IN LOCAL, STATE, AND NATIONAL AFFAIRS

OBJECTIVE	DEPT	ACTION	STATUS	B/C
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3.19 Investigate Federal Grant Opportunities

ADM

- Feasibility analysis to determine if outside assistance is needed.

RFI proposals reviewed by Council. Cost is \$60,000 - \$80,000; not including grant writing assistance.

B/C

3.20 Review Council Rules and Team Agreement

ADM

- Form review committee and initiate meetings.

Need additional clarification of scope. Recommend Work Session.

City Council

3.21 Plan for City Sesquicentennial

ADM

- Every 150 years.
- Appoint sesquicentennial committee and hold first meeting.

Sesquicentennial Committee outline passed by Council. Explore linkage to Vision/Values process.

All



GOAL 1 – PROVIDE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS

OBJECTIVE	DEPT	ACTION	B/C
1.1 Implement Conservation Measures	PW LP	<ul style="list-style-type: none"> • Implement Streetlight LED Replacement Program (Year 3 of 4). • Determine solar array on Light & Power-owned land. 	City Council
1.2 Develop Oak Street Area Concept Plan	CD	<ul style="list-style-type: none"> • Initiate and complete concept plan. • Council consideration of concept plan. 	Planning EDC
1.3 Implement Parks Master Plan	PR	<ul style="list-style-type: none"> • Complete implementation plan for Stites, N. Lincoln, and A.T. Smith. 	Parks and Recreation
1.4 Implement Town Center Program	CD	<ul style="list-style-type: none"> • Implement downtown parking study. • Implement street tree policy. • Construct one downtown crosswalk. 	Planning Public Arts CFC EDC
1.5 Equity Assessment and Education	ADM	<ul style="list-style-type: none"> • Consider results of framework discussion. • Examples could include: training for Council and staff, public outreach, B/C reform, additional bilingual collateral materials. 	CCI Sustainability

GOAL 1 – PROVIDE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS

OBJECTIVE	DEPT	ACTION	B/C
1.6 Develop Police Strategic Plan	Police	<ul style="list-style-type: none"> Complete Phase II and implement improvements. 	PSAC
1.7 Promote Affordable Housing Strategies	CD	<ul style="list-style-type: none"> Housing needs analysis comprehensive plan amendments. Collaborate with County on affordable housing projects in Forest Grove. 	Planning
1.8 Partner to Address Homelessness	LIB P/R CD	<ul style="list-style-type: none"> Continue partnerships/participation toward goals. 	TBD



GOAL 2 – MANAGE AN EFFECTIVE FINANCIAL PLAN TO PROVIDE QUALITY SERVICE LEVELS

OBJECTIVE	DEPT	ACTION	B/C
2.9 Plan for Local Option Levy	ADM	<ul style="list-style-type: none"> Establish timeline for May 2022 ballot measure. 	PSAC
2.10 Study Fire Governance Options	ADM Fire	<ul style="list-style-type: none"> Council consideration of Fire Task Force recommendations. 	PSAC
2.11 Plan for Future Police Facility	ADM Police	<ul style="list-style-type: none"> Finalize amount and timing of potential bond. Continue public outreach. 	PSAC CCI
2.13 Prioritize Transportation Development Tax (TDT) Projects	ENG CD	<ul style="list-style-type: none"> Modify TSP and RTP, if needed, to accommodate. Construct projects in accordance with established priorities. 	City Council



GOAL 3 – ADVANCE THE INTERESTS OF FOREST GROVE IN LOCAL, STATE, AND NATIONAL AFFAIRS

OBJECTIVE	DEPT	ACTION	B/C
3.14 Develop Core Values and Update Vision Statement	ADM	• Complete process and finalize Vision Statement and Core Values.	City Council
3.15 Develop Communications Plan	ADM	• Complete plan and implement recommendations.	City Council
3.16 Develop Tourism Program	ADM	• Finalize tourism marketing plan and implement recommendations.	EDC
3.17 Update Economic Development Strategic Plan	ED	• Implement strategic plan.	EDC
3.18 Complete Boards & Commissions Review	ADM	• Continue to implement changes.	City Council

GOAL 3 – ADVANCE THE INTERESTS OF FOREST GROVE IN LOCAL, STATE, AND NATIONAL AFFAIRS

OBJECTIVE	DEPT	ACTION	B/C
3.20 Review Council Rules and Team Agreement	ADM	<ul style="list-style-type: none"> Complete review and make recommendations to Council. 	City Council
3.21 Plan for City Sesquicentennial	ADM	<ul style="list-style-type: none"> Establish recommendations for City Council. 	All





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forestgrove-or.gov

URBAN RENEWAL AGENCY

GOALS AND OBJECTIVES
ADOPTED 2014

GOAL 1



Provide Opportunities
For Public Participation
in the Preparation and
Adoption of Urban
Renewal Plans, Plan
Amendments, and
Policies

GOAL 2



Adopt a Prudent
Annual Budget to
Minimize Financial
Risk to the Urban
Renewal Agency and
the City of Forest
Grove

GOAL 3



Improve the Local
Investment Climate by
Reducing Financial
Barriers to Development
and Redevelopment
Within the Urban
Renewal Area



GOAL 4



Promote a Vibrant
Forest Grove Town
Center Through
Strategic Urban
Renewal
Investments

GOAL 5



Promote Commercial
and Mixed-Use
Redevelopment of Sites
Along the Pacific
Avenue Corridor

URA

Forest Grove
Urban Renewal Agency



WORK PLAN 2019

URBAN RENEWAL AGENCY



GOAL 1 – PROVIDE OPPORTUNITIES FOR PUBLIC PARTICIPATION IN THE PREPARATION AND ADOPTION OF URBAN RENEWAL PLANS, PLAN AMENDMENTS, AND POLICIES

OBJECTIVE		ACTION	STATUS
1.1	Establish an Urban Renewal Advisory Committee.	Develop bylaws and form URAC. Consider disposition alternatives for Site B.	Work Plan approved by Board in March. URAC appointed and officers elected. Submit Bylaws to Board in March, 2020. Two Work Sessions on Site B. RFP release in 2/20.

GOAL 2 – ADOPT A PRUDENT ANNUAL BUDGET TO MINIMIZE FINANCIAL RISK TO THE URBAN RENEWAL AGENCY AND THE CITY OF FOREST GROVE

OBJECTIVE	ACTION	STATUS
2.1 Establish policies to guide strategic financial investments in the urban renewal area based on public benefit, documented financial need, scale of the project, and accepted underwriting principles.	Amend URA plan to implement Town Center Program.	URA Plan amended to include Town Center Program.
2.2 Evaluate tax increment revenue collections annually to minimize long term impacts to overlapping taxing districts.	Part of annual budget process.	Tax increment revenue analyzed and reported to Board.
2.3 Secure grant funding from regional, state, federal agencies, and private organizations to implement the urban renewal program and supplement tax increment revenue.	Pursue matching grants for Town Center Program.	Monitoring Metro and State matching grants. No applicable grants found yet.

WORK PLAN 2019

URBAN RENEWAL AGENCY



GOAL 3 – IMPROVE THE LOCAL INVESTMENT CLIMATE BY REDUCING FINANCIAL BARRIERS TO DEVELOPMENT AND REDEVELOPMENT WITHIN THE URBAN RENEWAL AREA

OBJECTIVE

ACTION

STATUS

- 3.1 Capitalize a program to reduce development costs to the extent necessary to encourage private investment for projects proving a public benefit and resulting in appreciation of property values and efficient use of vacant and underutilized land.

GOAL 4 – PROMOTE A VIBRANT FOREST GROVE TOWN CENTER THROUGH STRATEGIC URBAN RENEWAL INVESTMENTS

OBJECTIVE	ACTION	STATUS
4.1 Establish a program to encourage the preservation, conservation, and adaptive reuse of designated and contributing historic resources through improvements to the exterior and interior of buildings.	Continue storefront improvement grant program.	Board added monies to the program. Robust participation. URA Plan and Storefront Program Plan amended to include 21st Street.
4.2 In conjunction with the Economic Development Commission, assist business retention and expansion efforts in the Forest Grove Town Center.		
4.3 Identify a location and assist with funding construction of a public gathering place in the Town Center.	Initiate festival street alternatives analysis and concept design.	Festival Street RFP to be released 3/20.

GOAL 4 – PROMOTE A VIBRANT FOREST GROVE TOWN CENTER THROUGH STRATEGIC URBAN RENEWAL INVESTMENTS

OBJECTIVE	ACTION	STATUS
4.4 Purchase property from willing sellers to implement the urban renewal program.		
4.5 Encourage the construction of needed housing and mixed use development in the Town Center.		
4.6 Encourage uses and amenities that support increased community uses in the Town Center.	Develop URA downtown installation art program. Develop and implement Parklet Pilot Program (1 Parklet).	Installation Art Program approved and funded by Board. Public Arts Commission is releasing an RFP for banner poles. Parklet Pilot Program approved and funded by Board.

GOAL 5 – PROMOTE COMMERCIAL AND MIXED-USE REDEVELOPMENT OF SITES ALONG THE PACIFIC AVENUE CORRIDOR

OBJECTIVE

ACTION

STATUS

5.1 Establish incentives to encourage a mixture of land uses including retail, office, and housing at strategic locations along the Pacific Avenue corridor through the creation of nodal development.

5.2 Work with the Economic Development Commission to market redevelopment opportunity sites to prospective developers.

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City of Forest Grove 2019 Top Accomplishments

Aquatics/Parks and Recreation:

- Recreation Commission has accepted the schematic design recommendations from the community wide process for A.T. Smith Park, Stites Park, North Lincoln Park and the Aquatic Center. Next steps include City Council acceptance and prioritizing projects for development.
- Rogers Park. Final design has been completed and is ready for public bidding. Funding has been secured with partnerships with the Love Rocks Foundation and Harper's Playground Foundation. Over \$675,000 has been given by them to the Anna and Abby's Yard portion of this project. Next steps will be to secure a contractor and begin construction this summer.
- The aquatic center served over 135,000 patrons and offered over 500 classes during the year. Next year, programs will be expanded for children and senior exercise classes.

Police Department:

- Began full deployment and roll-out of body worn cameras for each patrol officer/sergeant.
- We were met with many staffing challenges within the department in 2019. We were able to successfully create an IGA with the Washington County Sheriff's Office to minimize service interruption to our citizens and move to a more sustainable ten hour schedule.
- Transitioned to new radios for all vehicles and personnel. Required installation and training.

Library:

- The Library Commission and the Friends of the Library hosted a birthday party to celebrate the library's 110 year anniversary. Guests were treated to music, cookies, games, a visit from Mrs. Adeline Rogers; and an opportunity to make bookmarks. Approximately 100 people attended.
- The Ginsburg Memorial Garden was completed in October. The garden was created in memory of Dick Ginsburg, a former Friends and Foundation Board member and long-time advocate and supporter of the library. The project was a joint effort of the Friends of the Library, the Library Foundation and the City of Forest Grove. Approximately 75 persons attended the dedication ceremony and dinner hosted by the Library Foundation.
- Summer Reading 2019 Statistics: 1,270 youth participated and completed 4,692 hours of reading; 1,267 award books were distributed (books provided by Friends of the Library and Ready to Read grant); 2,452 people attended library programs between June through August.

Community Development:

- Passed affordable housing tax incentives, density incentives, and created handout for developers of affordable housing describing our programs.
- Drafted and passed temporary seasonal shelter language in the development code.
- Amended the Urban Renewal Plan to include public art and parklets.

Administration:

- Converted City's financial and human resources systems to new ERP software.
- Working with the Police Department, completed the schematic design and cost estimates for the proposed Police Station.
- Completed the Fiscal Year 2019-20 City Budget and the 2019-2024 Capital Improvement Plan.

Public Works:

- Completed Forest Glen Park slope stabilization project. The \$750,000 project will stop further settlement of the park playground, stabilize the channel slopes and protect a sanitary sewer.
- Completed the Hawthorne Street drainage project. The \$800,000 project addresses flooding on adjacent properties by containing it within the newly shaped channel and culverts.
- Completed nearly \$1 Million in road overlay work including the upgrade of numerous curb ramps to comply with the Americans with Disabilities Act.
- Worked with nearly 150 property owners to address sidewalk deficiencies. Achieved a high rate of voluntary compliance.

Fire:

- Participated in Western Washington County Fire Task Force process and presented recommendation to all five participating agencies, whom supported the recommendation to begin researching the legal and financial framework of forming a fire district.
- Created and received grants to replace all self-contained breathing apparatus for Washington County fire departments (\$3 million), install diesel extraction station in Forest Grove, Cornelius and Gaston (\$300,000), perform a seismic upgrade for the Gaston fire station (\$2.45 million), and hire an additional grant-funded firefighter for Forest Grove.
- Designed and ordered new fire engine for Forest Grove with delivery expected in October.

Light & Power:

- Awarded over \$300,000 in energy conservation incentives to 118 residential, 14 commercial and 11 industrial projects. Energy conservation is considered the #2 power producer in the Pacific Northwest, trailing only carbon-free, renewable hydro power.
- Completed planning with Bonneville Power Administration to build a transmission line between the City's Filbert & Thatcher Substations. This line will allow Thatcher Substation to be fed from a much more reliable source and increase our service reliability dramatically by creating a transmission line loop around the City connecting all of our substations.
- The Average Service Availability Index (ASAI) for 2019 was 99.995% meaning City customers were in power 99.995% of the time in 2019.
- Completed numerous service reliability projects including the replacement of failing high voltage underground cable that was installed in the 1970's and 80's. Crews replaced over 7,000 feet of cable in 37 separate locations around the City.

Community Profile

2020 SNAPSHOT

AS FOREST GROVE PREPARES TO UPDATE ITS COMMUNITY VISION, THIS PROFILE PROVIDES INSIGHTS INTO THE WAYS THE COMMUNITY HAS EVOLVED.

AS WE THINK ABOUT THE FUTURE AND WHERE WE'RE GOING, LET'S START BY UNDERSTANDING WHERE WE ARE AND WHERE WE'VE BEEN.

DRAFT



A place where families and businesses thrive.



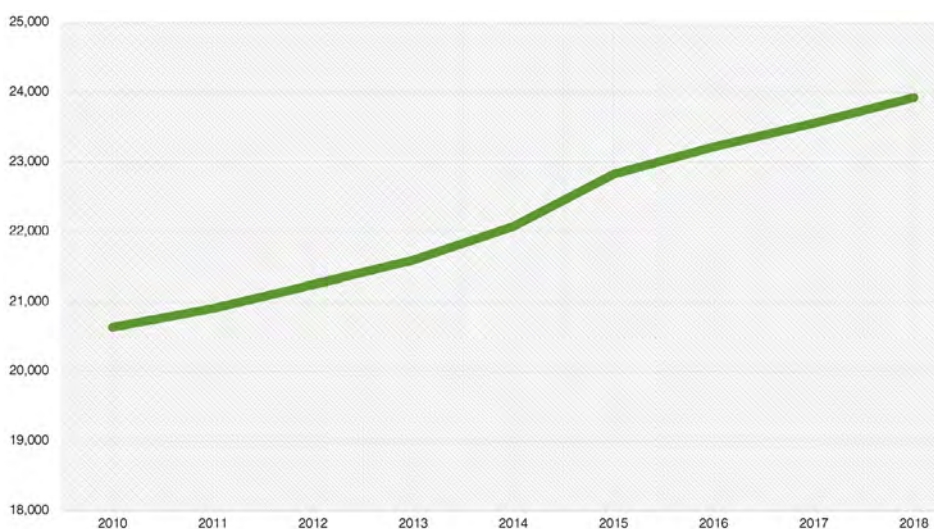
The People of Forest Grove

THE PEOPLE

YEAR AFTER YEAR, FOREST GROVE CONTINUES TO GROW

Much like surrounding communities in Washington County, Forest Grove has experienced steady population growth for more than a decade. Between 2010 and 2018, the city grew 15.94%, increasing in population from 20,635 to 23,923. During the same time period, Washington County's total population increased by 15.68%. Hillsboro, the county's largest and fastest growing city, saw its population increase by 22.99%. Approximately four percent of Washington County residents live in Forest Grove.

Forest Grove Population: 2010-2018



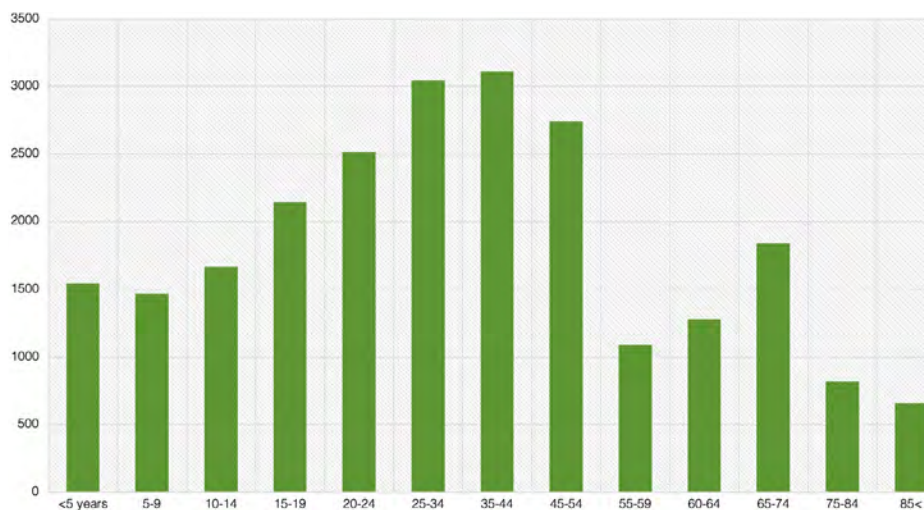
Source: American Community Survey, U.S. Census Bureau, 2010-2018

POPULATION BY AGE

FOREST GROVE IS A CONSISTENTLY YOUNG CITY

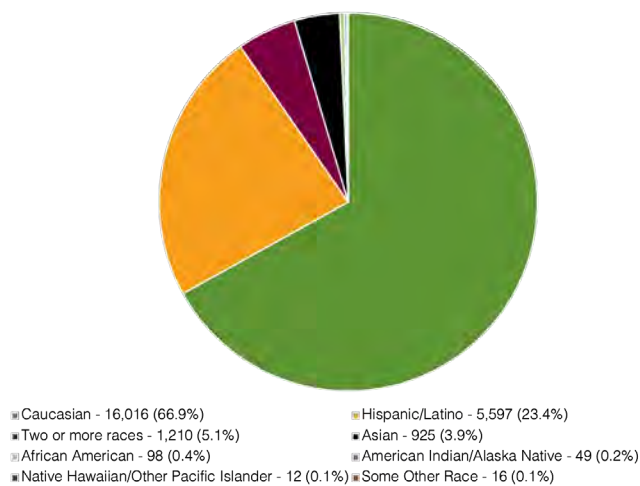
The percentage of Forest Grove residents 35 years and younger has remained steady for at least a decade at approximately 52% of the total population. By comparison, in 2018, approximately 47% of Washington County residents were 35 or younger. Since 2010, the percentage of Forest Grove residents 65 years and older has increased slightly from 11% to 13% of the total population. This is consistent with county-wide figures. In 2018, approximately 12.5% of Washington County residents were 65 or older.

Forest Grove Population by Age: 2018



Source: American Community Survey, U.S. Census Bureau, 2010-2018

Forest Grove Population by Race: 2018



Source: American Community Survey, U.S. Census Bureau, 2018

RACIAL DEMOGRAPHICS ARE LARGELY UNCHANGED

While the city has grown somewhat more diverse, Forest Grove’s racial demographics have remained largely unchanged since 2010. Most Forest Grove residents are Caucasian or Hispanic/Latino. In 2018, 66.9% of residents were Caucasian and 23.4% were Hispanic/Latino. Since 2010, only an average of one in ten Forest Grove residents identify with a different or more than one race. The percentage of Asian residents has steadily increased during this time period, from approximately 1.5% in 2010 to nearly 4% in 2018. No other demographic group has shown a consistent upward or downward trend since 2010.

THE CITY’S ASIAN COMMUNITY IS AMONG ITS MOST DIVERSE

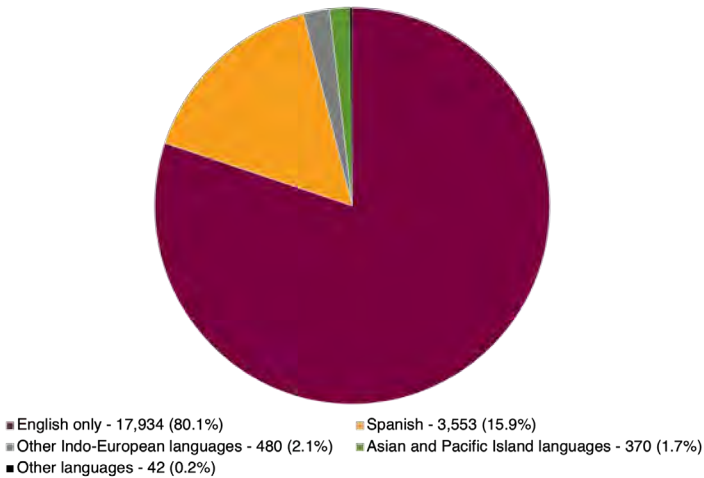
There is tremendous diversity within Forest Grove’s Asian community. Similar numbers of residents identify as Asian Indian, Chinese, Filipino, and Japanese. A smaller number of residents identify as Korean and Vietnamese. In contrast, the city’s Hispanic and Latino population is much more racially homogeneous, with the majority of Hispanic/Latino residents identifying as Mexican.

LANGUAGE SPOKEN AT HOME

MOST RESIDENTS SPEAK ENGLISH AT HOME

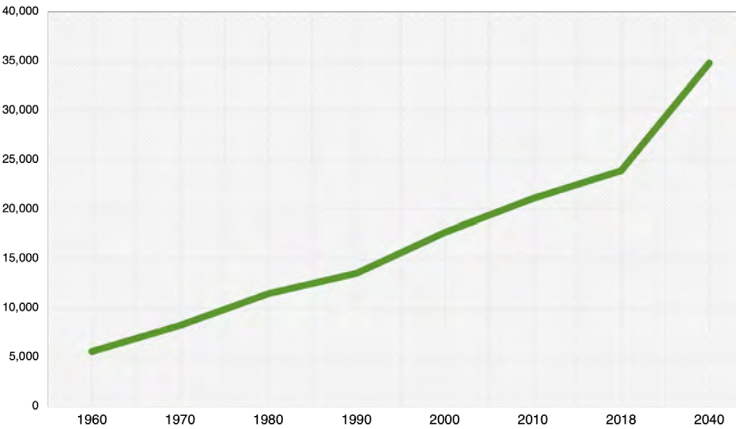
Forest Grove is a predominantly English-speaking community. Surprisingly, despite the number of Hispanic/Latino residents remaining largely unchanged since 2015, the number of Spanish-speaking households has steadily decreased. Since 2015, the city has seen a 14.59% decrease in Spanish-speaking households. Over the same time period, the number of English-speaking homes has increased by 10.23%.

Languages Spoken at Home



Source: American Community Survey, U.S. Census Bureau, 2018

Forest Grove Historic & Population Forecast: 1960 -2018



Source: U.S. Census Bureau, 2010-2018 & Metro

POPULATION FORECAST

STEADY GROWTH IS EXPECTED TO CONTINUE

Forest Grove’s population is projected to steadily increase over the next 20 years. According to Metro, the city’s population is expected to reach 35,000 people by 2040, a 45.65% increase from 2018 totals. While Forest Grove’s population is expected grow, historical trends indicate that the city’s population, as a percent of Washington County’s total population, will remain steady at approximately 4%.

Housing

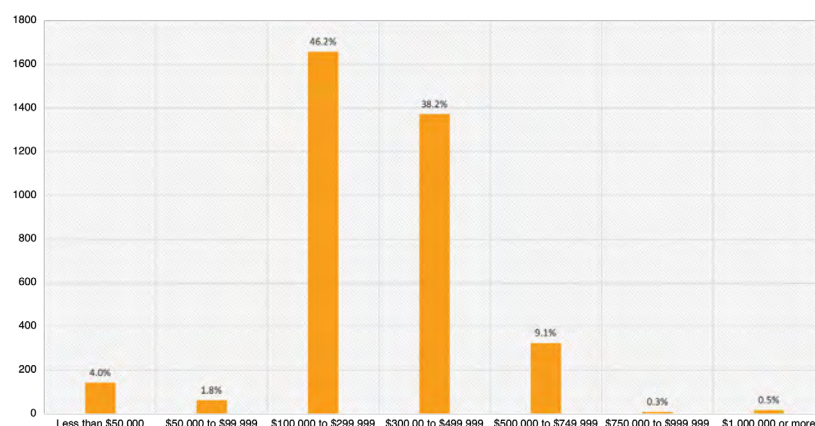
WELCOME TO FOREST GROVE
Home of Pacific University

DISTRIBUTION OF HOME VALUES

CITY'S HOUSING STOCK VALUED BELOW COUNTY-WIDE FIGURES

Most owner-occupied homes in Forest Grove are valued between \$100,000 and \$299,999. Less than 10% of owner-occupied homes are valued at more than \$500,000. The median home value in Forest Grove is \$293,500, or approximately 30% less than the county-wide median of \$417,100. Roughly 3.5% of all Washington County owner-occupied housing units are in Forest Grove.

Distribution of Forest Grove Home Values: 2018



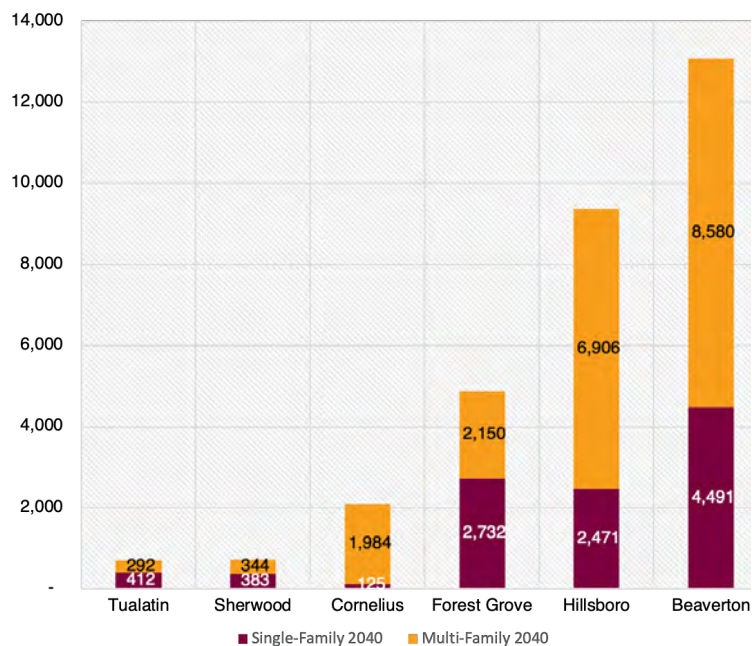
Source: American Community Survey, U.S. Census Bureau, 2018

EXISTING FORECAST HOUSEHOLD TYPES

AS FOREST GROVE CONTINUES TO GROW, SO WILL THE PROPORTION OF MULTI-FAMILY HOUSING

In 2019, 41% of Forest Grove's housing stock was multi-family units. The proportion of single-family and multi-family units is projected to change slightly over the next several years with the development of additional high-density housing. By 2040, multi-family housing is expected to grow to 44% of the total Forest Grove housing, accounting for 2,150 new units. By comparison, multi-family units in Washington County are projected to be 43% of total housing.

Forecast Housing Units by Type, Select Metro Cities: 2040



Source: Metro

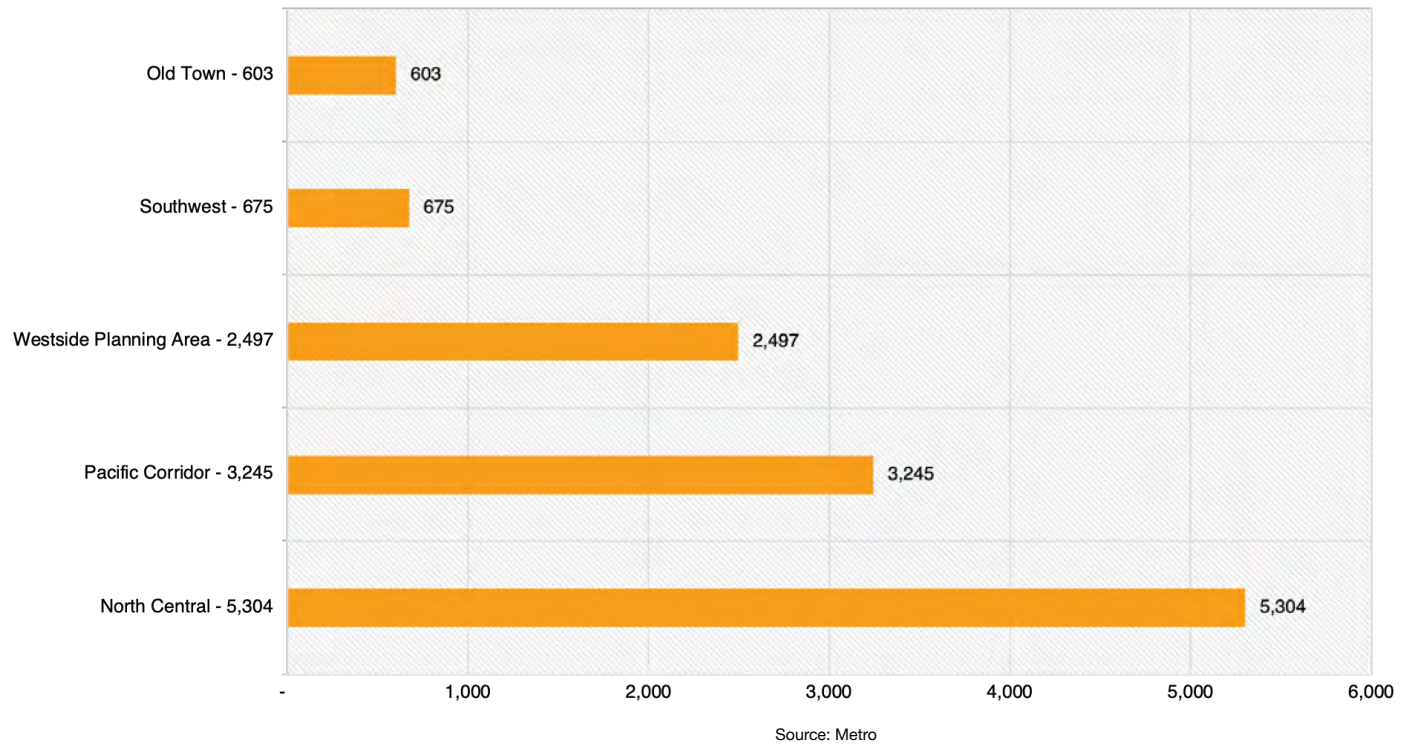
DWELLING CAPACITY BY LOCATION

Item 2.

WHERE WILL THE NEW HOUSING DEVELOPMENT BE LOCATED?

In 2018, Forest Grove had 8,810 housing units. By 2040, Forest Grove is projected to add 4,882 units, increasing the total housing stock by 55%. The majority of this growth will take place in North Central area, along the Pacific Avenue corridor, and within the Westside Planning Area. In particular, the Pacific corridor is expected to add more high-density units, given its access to frequent bus service and proximity to the MAX light rail station six miles away in Hillsboro.

New Dwelling Capacity Estimate by Forest Grove Location: 2040



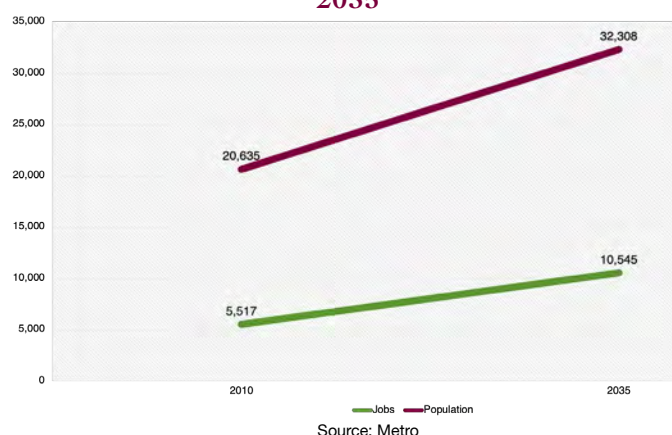
Employment & Income

TOTAL EMPLOYMENT FORECAST

JOB GROWTH EXPECTED TO OUTPACE POPULATION GROWTH

As of 2010, Forest Grove was home to approximately 5,500 jobs. By 2035, that number is expected to nearly double to approximately 10,500. The rate of job growth in Forest Grove is projected to be nearly twice that of population growth. Absent other factors, this would appear to bode well for the city's unemployed and underemployed populations.

Forest Grove Population & Employment Forecast: 2035

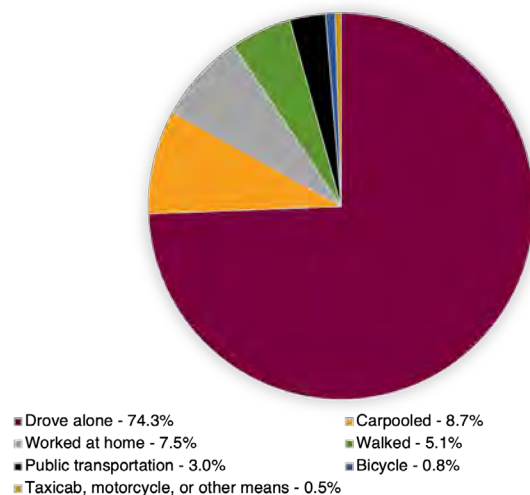


COMMUTING DISTANCE AND MODE

MOST RESIDENTS DRIVE TO WORK ALONE

The percentage of Forest Grove residents who drive to work alone has remained consistently above 70% since 2010. During this same time period, the percentage of residents who carpool or take public transportation appears to be slowly decreasing. This decrease might be explained, at least in part, by a steady increase of residents working at home. Between 2010 and 2018, the percent of Forest Grove residents who work at home increased from 3.5% to 7.5%. A majority of residents' total commute time is 30 minutes or less. Approximately 10% of residents' commutes last one hour or more.

Forest Grove Worker Job Commute Distance: 2018



AVERAGE UNEMPLOYMENT RATE

UNEMPLOYMENT LOWER THAN STATEWIDE AVERAGE

Unemployment rates in Forest Grove are slightly less than statewide averages. For example, according to the State of Oregon's Employment Department, in December 2019, Oregon's unemployment rate was 3.7% compared to Forest Grove's 2.7%. Washington County has one of the lowest unemployment rates in the state at 3%. Employment levels in the County grew at a modest rate of 0.5% over the last year. Forest Grove's unemployment rate is equal to or slightly higher than others in the County.

Source: State of Oregon Employment Department, Washington County Economic Indicators, January 2020

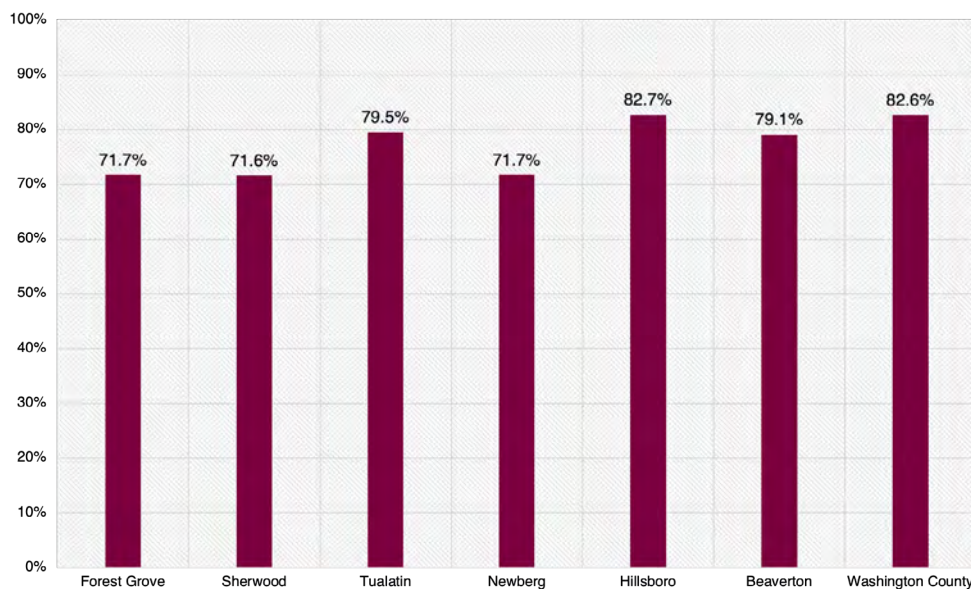
PROPORTION OF FAMILY WAGE JOBS

Item 2.

THREE QUARTERS OF JOBS IN FOREST GROVE PAY A FAMILY WAGE

In 2018, the median annual household income in Forest Grove was estimated to be nearly \$60,000 with per capita income just below \$24,000. Nearly 72% of jobs in Forest Grove are considered to be family-wage, paying at least \$35,000 per year. The proportion of family wage jobs in Forest Grove is mostly consistent with similarly sized cities in the region, though slightly lower than larger employer markets in neighboring Hillsboro (83%), Beaverton (79%), and the overall Washington County proportion (83%).

Proportion of Family Wage Jobs (\$35K +) by Location in Metro Area:
2018



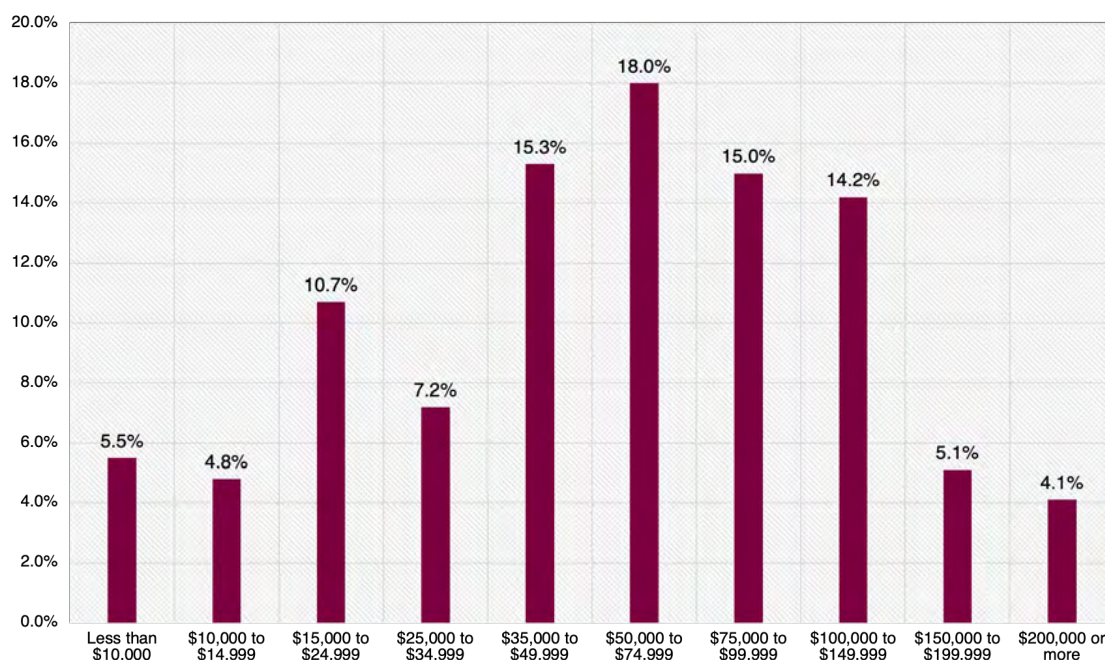
Source: American Community Survey, U.S. Census Bureau, 2018

DISTRIBUTION OF HOUSEHOLD INCOME

HIGH-INCOME HOUSEHOLDS INCREASING; LOW-INCOME HOUSEHOLDS DECREASING

A majority of Forest Grove households make between \$35,000 and \$150,000 annually. The percentage of households making more than \$150,000 has steadily increased from 3.8% in 2015 to 9.2% in 2018. During the same time period, the percentage of households making less than \$25,000 has decreased from 13.4% in 2015 to 10.3% in 2018.

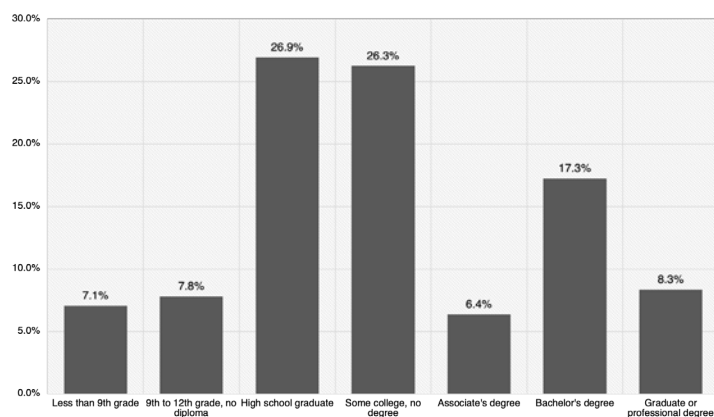
Distribution of Forest Grove Household Income: 2018



Source: American Community Survey, U.S. Census Bureau, 2018

Education & Learning

Highest Level of Educational Attainment for Population Age 25 & Older: 2018



Source: American Community Survey, U.S. Census Bureau, 2018

EDUCATIONAL ATTAINMENT

MORE THAN HALF OF RESIDENTS OVER 25 HAVE ATTENDED SOME COLLEGE

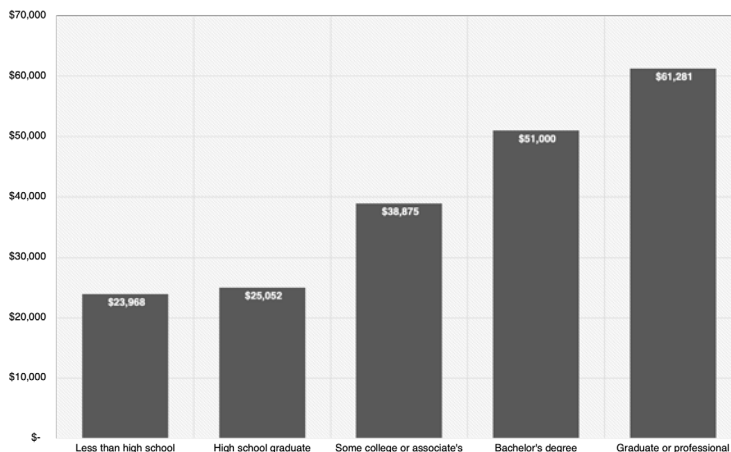
Approximately one quarter of Forest Grove residents 25 years and older have a bachelor's, graduate, or other professional degree. One third of residents have an associate's degree or have attended college without completing a degree. One quarter of residents have a high school degree and approximately 15% do not. Educational attainment in Forest Grove has remained steady since 2010.

ANNUAL EARNING BY EDUCATION LEVEL

EDUCATION LEVEL STRONGLY CORRELATED WITH EARNING POTENTIAL

Educational attainment is strongly correlated with earning potential in Forest Grove. Residents 25 years and older who have a bachelor's degree or higher have an average annual income of \$56,141. In contrast, residents with a high school degree average only \$25,052 in annual earnings. The average annual earnings across educational attainment levels do not appear to correlate from year-to-year. For example, residents without a high school degree saw their average annual earnings fall between 2010 and 2012 as did residents with graduate or professional degrees. During the same time period, residents with high school diplomas or bachelor's degrees saw their average annual earnings rise.

Median Annual Earnings of People Age 25+ by Educational Attainment: 2018



Source: American Community Survey, U.S. Census Bureau, 2018

HIGHER EDUCATION DEGREES BY TYPE

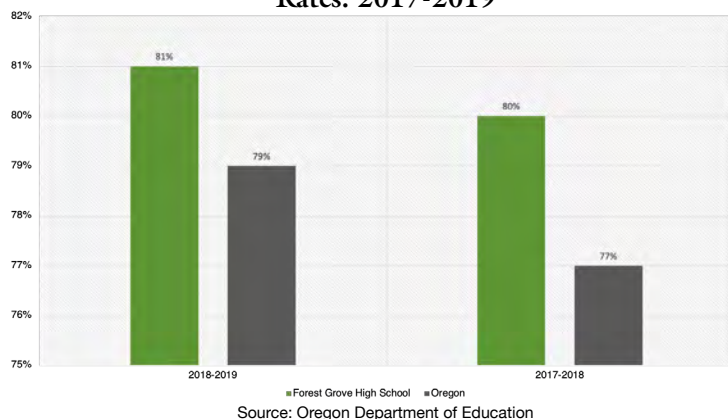
Item 2.

SCIENCE AND ENGINEERING DEGREES ARE COMMON

Of the Forest Grove residents who have college degrees, the most common fields of study are science, engineering, and related fields. This is likely a result of the city being home to Pacific University, ranked the number one private research university in the Pacific Northwest by the National Science Foundation, and the city's close proximity to Intel and other large technology companies. The next most common fields of study are arts and humanities, followed by business and education.

Source: American Community Survey, U.S. Census Bureau, 2018

Forest Grove & Oregon State 4-Year Graduation Rates: 2017-2019



GRADUATION RATES

GRADUATION RATES STEADY, EXCEEDING STATEWIDE AVERAGE

The graduation rate at Forest Grove High School is approximately 80% and remained steady between the 2017-2018 to 2018-2019 school years. This rate is slightly higher than the statewide averages of 77% and 79% in these respective years.

SCHOOLS REPORT CARD

MOST SCHOOLS ARE RATED AT OR BELOW STATEWIDE AVERAGES ACROSS MOST CATEGORIES

In 2016-2018, the Oregon Department of Education redesigned their school rating system. The new rating system is based on a five-tier rating scale: meets state target for 2025 (5), on track to meet state target for 2025 (4), at or above state average but not on track (3), below state average (2), and bottom 10 percent statewide (1). In most reporting categories, the schools in Forest Grove School District are at or above state average, but not on track or below state average. Only one of ten schools in Forest Grove achieved a level five rating in any category: Fern Hill Elementary School meets the state target for English-language learner success. Neil Armstrong Middle School and Cornelius Elementary School received the district's only level 1 ratings for English-language learner success and general English scores, respectively.

	English Score	Math Score	Chronic Absenteeism	English-Language Learner Success	4-year graduation rate
Dilley Elementary School	Level 3	Level 4	Level 3	Level 5	Level 3
Echo Shaw Elementary School	Level 3	Level 3	Level 4	Level 3	Level 3
Fern Hill Elementary School	Level 3	Level 3	Level 3	Level 5	Level 3
Forest Grove Community School	Level 3	Level 3	Level 4	Level 3	Level 3
Forest Grove High School	Level 3	Level 3	Level 3	Level 3	Level 3
Harvey Clarke Elementary School	Level 3	Level 4	Level 3	Level 4	Level 3
Joseph Gale Elementary School	Level 3	Level 3	Level 3	Level 3	Level 3
Neil Armstrong Middle School	Level 3	Level 3	Level 3	Level 1	Level 3
Tom McCall Upper Elementary	Level 3	Level 3	Level 3	Level 3	Level 3
Cornelius Elementary School	Level 1	Level 3	Level 4	Level 4	Level 3

Key

Level 5 - Meets state target for 2025	Level 5
Level 4 - On track to meet state target for 2025	Level 4
Level 3 - At or above state average but not on track	Level 3
Level 2 - Below state average	Level 2
Level 1 - Bottom 10 percent statewide	Level 1
Not Applicable or Not Reported	Not Applicable or Not Reported

Source: Oregon Department of Education

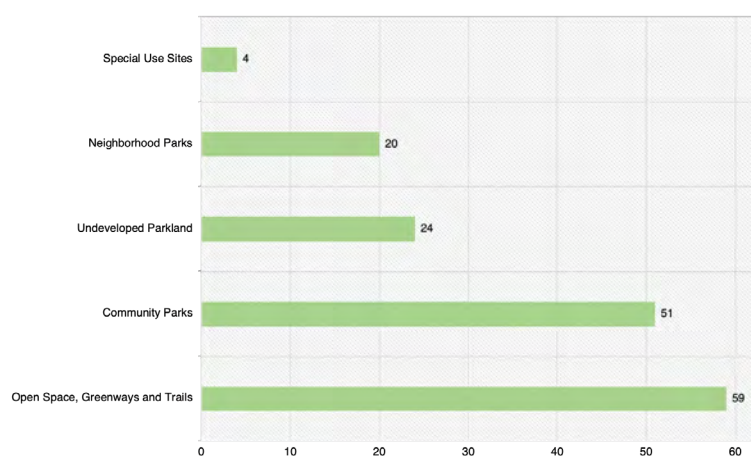
Health & Wellness

RECREATION, ARTS, AND CULTURE INVENTORY

AMPLE PARKS AND RECREATION FACILITIES RELATIVE TO CITY'S SIZE; LIMITED ARTS AND CULTURAL OFFERINGS

Forest Grove owns and maintains 14 parks including 51 acres of community parks and 20 acres of neighborhood parks. Additionally, the city maintains four acres of special use sites, 59 acres of open space, greenways, and trails, and 24 acres of undeveloped parkland. The city has one aquatics center that features two indoor pools, a spa, sauna, slides, and a spray park. Other recreational facilities include playgrounds, a skateboard park, a BMX track, various sporting fields and courts, and an off-leash area for dogs. As of 2020, the city provides no known arts and culture offerings. Some community members attend or participate in arts and culture offerings hosted by Pacific University.

Parks, Open Space, Recreation Inventory: 2016



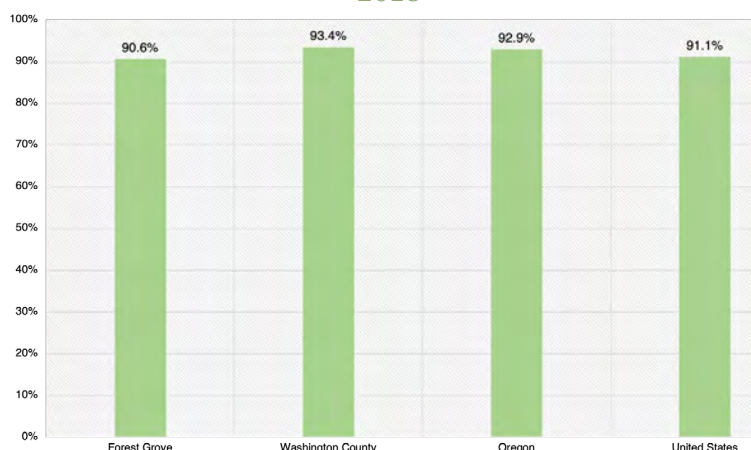
Source: Forest Grove Parks, Recreation & Open Space Master Plan (2016)

HEALTH INSURANCE COVERAGE

LOCAL HEALTH INSURANCE COVERAGE FALLS SHORT OF COUNTY, STATE, AND NATIONAL AVERAGES

Approximately nine out of every ten Forest Grove residents have health insurance coverage. Despite this high percentage, the city's rate of health insurance coverage falls short of county, state, and national averages. Washington County's 93.4% coverage exceeds Oregon's statewide rate of 93.9% by a very small margin. 91.1% of Americans nationwide have health insurance.

Percent of Population with Health Insurance Coverage: 2018



Source: American Community Survey, U.S. Census Bureau, 2018

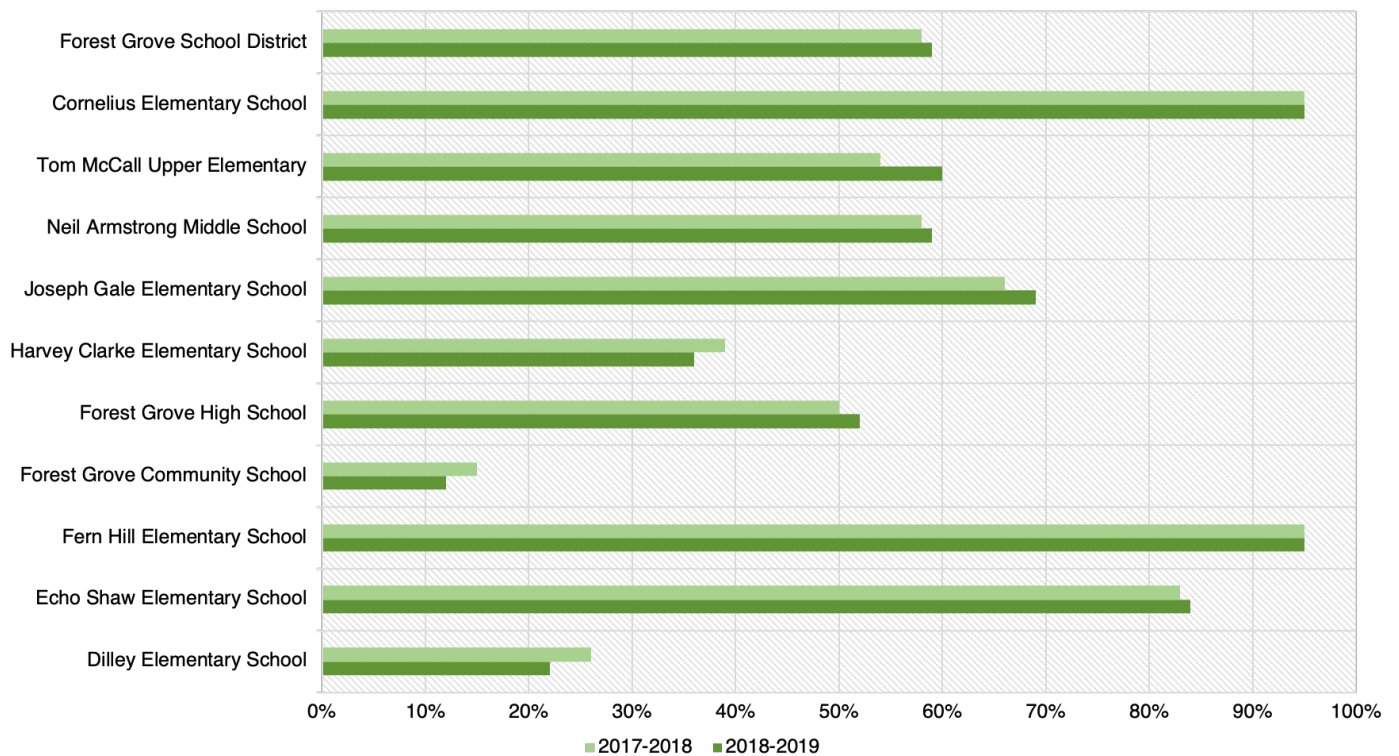
FREE AND REDUCED LUNCH ENROLLMENT

Item 2.

MORE THAN HALF OF STUDENTS PARTICIPATE IN FREE OR REDUCED LUNCH PROGRAMS

Across the ten schools that compose the Forest Grove School District, 59% of students participate in free and reduced lunch programs. Forest Grove Community School has the lowest participation rate at 12% in 2018-2019; Fern Hill and Cornelius Elementary Schools have the highest participation rates at 95% each. To qualify for free and reduced lunch programs, a Forest Grove family of four must earn less than \$33,475 and \$47,638 annually, respectively. By comparison, 57% of students in the Hillsboro School District participate in free and reduced lunch programs, 36% participate in the Beaverton School District, and 35% participate in the Tigard-Tualatin School District.

Free & Reduced School Lunch



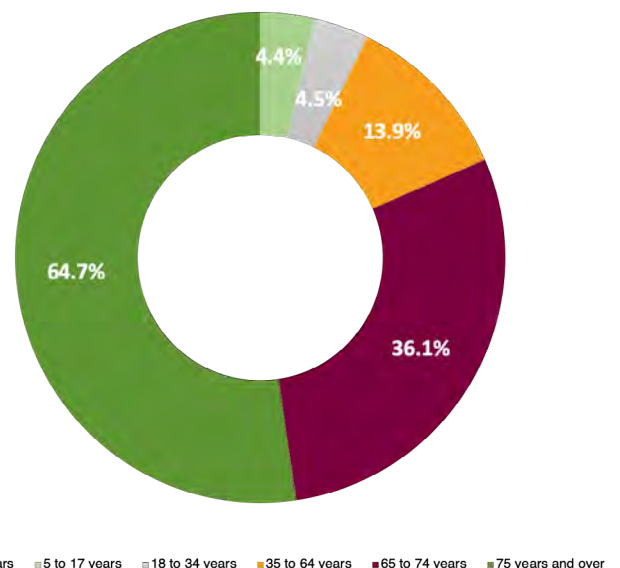
Source: Oregon Department of Education

POPULATION WITH DISABILITY BY AGE

LOCAL DISABILITY RATES MIRROR STATEWIDE AVERAGES

3,179 or approximately 13.3% of Forest Grove residents live with some form of disability. As one would expect, the rate of disability increases with age, with 64.7% of residents 75 years and over living with disability. Only 10% of residents under the age of 34 are disabled. Forest Grove's disability rate is nearly identical to Oregon's statewide rate of 13.8%.

Percent Different Age Groups Living with Disability: 2018



Source: American Community Survey, U.S. Census Bureau, 2018



A place where families and businesses thrive.

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Prepared by:



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4949 SW Macadam Ave. #94
Portland, OR 97239
www.sarasingerwilson.com



A place where families and businesses thrive.

CITY COUNCIL TEAM AGREEMENT

Pursuant to Resolution No. 2019-14, the Agreement for City Council Conduct

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. 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.
7. 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.
- Cordial, courteous behavior in and outside of meetings.

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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