

CITY COUNCIL MONTHLY MEETING CALENDAR

Apr-21

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
				EDC Noon (Virtual)	CEP Due	
4	5	6	7	8	9	10
	Planning Comm 7pm (Zoom Webinar)	CCI 5:30pm (Virtual)	Rural Fire Board Mtg 6pm		If I Were Mayor Due	
11	12	13	14	15	16	17
	CITY COUNCIL 5:30 PM - URA Regular Meeting 5:50 PM - URA WORK SESSION (Festival St) 6:20 PM - EXECUTIVE SESSION (Labor) 7:00 PM - REGULAR COUNCIL MEETING COMMUNITY AUDITORIUM - ZOOM WEBINAR ID: 925 2578 8997 Passcode: 04122021		Municipal Court	Red Cross Blood Drive 1pm-6pm, Comm Aud		
		CEPC MEETING 6pm (Zoom)	CFC 5:15pm (Virtual) Library Comm 6:30pm (Virtual)	PAC 5pm (Virtual)		
18	19	20	21	22	23	24
	Planning Comm 7pm (Zoom Webinar)	BUDGET COMMITTEE INFORMATIONAL MEETING 6:00 PM (Zoom Webinar)	P&R 3:30 pm (Virtual)	URAC 10am (Virtual) Sustainability 6pm (Virtual)		
25	26	27	28	29	30	
	CITY COUNCIL 5:30 PM - WORK SESSION: Fire Governance 7:00 PM - REGULAR COUNCIL MEETING 9:00 PM - WORK SESSION: CM Eval Criteria COMMUNITY AUDITORIUM - ZOOM WEBINAR ID: 921 7995 3663 Passcode: 04262021	CEP Worksheets DUE 5pm	Municipal Court			
		HLB 6:30pm (Virtual)				

May-21

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3	4	5	6	7	8
	Municipal Court Planning Comm 7pm (Zoom Webinar)	CCI 5:30pm (Virtual)	Rural Fire Board Mtg 6pm	EDC Noon (Virtual)		
9	10	11	12	13	14	15
	CITY COUNCIL 5:30 PM - CEPC MEETING 7:00 PM - REGULAR COUNCIL MEETING COMMUNITY AUDITORIUM - ZOOM WEBINAR		Municipal Court			
			CFC 5:15pm (Virtual) Library Comm 6:30pm (Virtual)			
16	17	18	19	20	21	22
	Planning Comm 7pm (Zoom Webinar)	BUDGET COMMITTEE 1st MEETING 6:00 PM (Zoom Webinar)	P&R 3:30 pm (Virtual)	Red Cross Blood Drive 1pm-6pm, Comm Aud		
				PAC 5pm (Virtual)		
23	24	25	26	27	28	29
	CITY COUNCIL 5:30 PM - EXECUTIVE SESSION: CM Eval 6:15 PM - WORK SESSION(s) 7:00 PM - REGULAR COUNCIL MEETING COMMUNITY AUDITORIUM - ZOOM WEBINAR	BUDGET COMMITTEE 2nd MEETING 6:00 PM (Zoom Webinar)	Municipal Court			
		HLB 6:30pm (Virtual)		URAC 10am (Virtual) Sustainability 6pm (Virtual)		
30	31					
	CITY OFFICES CLOSED					

Jun-21

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
		CCI 5:30pm (TBD)	Rural Fire Board Mtg 6pm	EDC Noon (TBD)		
6	7	8	9	10	11	12
	Planning Comm 7pm (TBD)		Municipal Court			
			CFC 5:15pm (TBD) Library Comm 6:30pm (TBD)		CM Appraisals Due	
13	14	15	16	17	18	19
	CITY COUNCIL 5:30 PM - WORK SESSION(s) 7:00 PM - REGULAR COUNCIL MEETING COMMUNITY AUDITORIUM - ZOOM WEBINAR			Red Cross Blood Drive 1pm-6pm, Comm Aud		
			P&R 3:30 pm (TBD)	PAC 5pm (TBD)		
20	21	22	23	24	25	26
	Planning Comm 7pm (TBD)	HLB 6:30pm (TBD)	Municipal Court			
				URAC 10am (TBD) Sustainability 6pm (TBD)		
27	28	29	30			
	CITY COUNCIL 5:30 PM - EXECUTIVE SESSION: CM Eval 6:15 PM - WORK SESSION(s) 7:00 PM - REGULAR COUNCIL MEETING COMMUNITY AUDITORIUM - ZOOM WEBINAR					

This page is intentionally blank.



A place where families and businesses thrive.

FOREST GROVE CITY COUNCIL MEETING AGENDA

MONDAY, APRIL 26, 2021

ZOOM WEBINAR

COMMUNITY AUDITORIUM, 1915 MAIN STREET

Zoom Video Conferencing
Public Webinar ID: 921 7995 3663
Pass Code: 04262021

Click Link: <https://zoom.us/j/92179953663?pwd=bWhWcHVIM0F4T1I4NE9hQWR4WW5YZz09>
For help with Zoom: <https://support.zoom.us/hc/en-us/articles/115004954946>

- 5:30 PM CITY COUNCIL WORK SESSION (Fire Governance)**
- 7:00 PM CITY COUNCIL REGULAR MEETING**
- 9:00 PM CITY COUNCIL WORK SESSION (City Manager Performance Review Criteria)**

During the pandemic, all public meetings are held in a “hybrid” format allowing the public to attend meetings both virtual and in-person. The Community Auditorium is open and has limited availability and social distancing measures. The public can observe the meetings **LIVE** on **Zoom Webinar** or on television on Tualatin Valley Community Television (TVCTV) Government Access Programming or **LIVE Channel 30** on their website: <http://208.71.205.11/CablecastPublicSite/?channel=15>. Written comments may be submitted by 3:00 p.m. the day of the meeting to: CityCouncilors@forestgrove-or.gov.

PETER B. TRUAX, MAYOR

Malynda H. Wenzl, Council President
Donna Gustafson, Councilor
Kristy L. Kottkey, Councilor

Timothy A. Rippe, Councilor
Elena Uhing, Councilor
Mariana Valenzuela, Councilor

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

Public Hearings: Hearings are held on each matter required by state law or City policy. Sign in before the meeting on the Public Hearing form posted in the foyer. The presiding officer will review the 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), provide your full name and please limit your remarks to three (3) minutes unless the presiding officer grants an extension. Written or oral testimony is heard prior to any Council action. All testimony is electronically recorded. Written testimony may be submitted by 3:00 p.m. the day of the meeting to: CityCouncilors@forestgrove-or.gov

Public Comment: This is a time provided for anyone wishing to speak to the City Council on an item not on the agenda or on the agenda, and not scheduled for a public hearing. Sign in before the meeting on the form posted in the foyer. The presiding officer will review the instructions prior to public comment. 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), provide your full name. Please limit your comments to two (2) minutes unless the presiding officer grants an extension. All testimony is electronically recorded. Written comments may be submitted by 3:00 p.m. the day of the meeting to: CityCouncilors@forestgrove-or.gov.

Accommodations: In accordance with the Americans with Disabilities Act, the City of Forest Grove will make reasonable accommodations for participation in the meeting. Request for assistance can be made by contacting City Recorder’s Office, aruqgles@forestgrove-or.gov, 503-992-3235, at least 48-hours advance notice of the meeting.

Patrick Fale, Interim Fire Chief
 Jesse VanderZanden, City Manager

5:30
 6:45

WORK SESSION: FIRE GOVERNANCE

No public comment will be taken. The Council will take no formal action during the work session.

7:00

1. **CITY COUNCIL REGULAR MEETING:**

Call to Order and Roll Call.

Peter Truax, Mayor

7:05
 10mins

1. A.

AWARD PRESENTATIONS:

- *“If I Were Mayor” 2021 Student Contest Winners*

7:15
 10mins

2.

PUBLIC COMMENT: Anyone wishing to speak to the City Council on an item not on the agenda or on the agenda but not scheduled for a public hearing may be heard at this time. **Please limit comments to two (2) minutes.** Written comment may be submitted by 3:00 p.m. the day of the meeting to: CityCouncilors@forestgrove-or.gov.

7:25
 5mins

3.

CONSENT AGENDA: See Page 4

7:30
 5mins

4.

ADDITIONS/DELETIONS:

5.

PRESENTATIONS: Each presenter is limited to ten (10) minutes to present, followed by five (5) minutes for questions and answers, unless additional time is granted by the Presiding Officer. The Council has reviewed each presentation, so highlight key points only. The Council will hold questions until the end. A two-minute reminder will be given to conclude remarks.

PowerPoint Presentation
 Bryan Pohl, Community
 Development Director

7:35
 15mins

5. A.

- *Development Services Process Review Assessment, Aaron Baggaly, AICP, Matrix Consulting Group*

PowerPoint Presentation
 Gregory Robertson, Public Works
 Director

7:50
 15mins

5. B.

- *Washington County Transportation Projects Update, Renus Kelfkens, P.E, Senior Project Manager*
 - *Gales Creek Road and Thatcher Road Intersection Realignment Project*
 - *Martin Road Widening and Roundabout Project*

PowerPoint Presentation
 Paul Downey, Administrative
 Services Director
 Jesse VanderZanden, City Manager

8:05
 15mins

5. C.

- *Facilities Update*
 - *Development Services Annex*
 - *Police Facility*

PowerPoint Presentation
 Colleen Winters, Library Director

8:20
 15mins

5. D.

- *Library Update*

City Councilors 8:35
 25mins

6. A. **COUNCIL COMMUNICATIONS:**
Please limit reports to three (3) minutes per person. A brief summary of matters of interest to the Council and to present Boards and Commission liaison reports.

Jesse VanderZanden, City Manager

6. B. **CITY MANAGER'S REPORT:**

Peter Truax, Mayor

6. C. **MAYOR'S REPORT:**

9:00

7. **ADJOURNMENT:**

Paul Downey, Administrative
Services Director 9:00
 9:30

WORK SESSION: CITY MANAGER PERFORMANCE REVIEW CRITERIA & PROCESS
No public comment will be taken. The Council will take no formal action during the work session.

3. **CONSENT AGENDA:** Items under the Consent Agenda are considered routine and will be adopted with a single motion, without separate discussion. Council members who wish to remove an item from the Consent Agenda may do so prior to the motion to approve the item(s). Any item(s) removed from the Consent Agenda will be discussed and acted upon following the approval of the remaining Consent Agenda item(s).
- A. Approve City Council Executive Session (Labor) Meeting Minutes of April 12, 2021.
 - B. Approve City Council Regular Meeting Minutes of April 12, 2021.
 - C. Accept Committee for Community Involvement Meeting Minutes of March 2, 2021.
 - D. Accept Library Commission Meeting Minutes of March 17, 2021.
 - E. Accept Public Arts Commission Meeting Minutes of February 18, 2021.
 - F. Community Development Department Monthly Building Activity Informational Report for March 2021.
 - G. **RESOLUTION NO. 2021-21 AMENDING CITY OF FOREST GROVE'S DECLARATION OF STATE OF EMERGENCY, EFFECTIVE MARCH 14, 2020, AT 1:00 P.M., TO BE EXTENDED AND REMAIN IN EFFECT UNTIL 8:00 P.M. ON MAY 10, 2021, UNLESS SUPERSEDED SOONER; AMENDING RESOLUTION NO. 2021-19.**
 - H. Endorse New Liquor License Application:
 - 1) Guidettis Kitchen, 2004 Main Street, Unit 100, Off-Premises, Applicant: Mary Guidetti
 - I. Endorse Liquor License Renewal Applications for Year 2021:
 - 1) Mandarin China Restaurant, Limited On-Premises Sales
 - 2) Kaiser Brewing Company, LLC, Brewery Public House



Council Work Session April 26, 2021

Goal 4.1: Fire District Governance

Jesse VanderZanden, City Manager
Patrick Fale, Interim Fire Chief
Paul Downey, Admin. Services Director

April 26, 2021

Purpose

- Address Council Goal 4.1: Explore Fire District Governance
- Provide update on Fire Task Force
- Discuss fire governance options
- Receive Council feedback on next steps

History

- 1987 Intergovernmental Agreement between City and Forest Grove Rural Fire District (RFD). Fire service provided by City.
- 2010 Cornelius Fire Chief retires. Cornelius and Cornelius RFD enter into IGA with City to provide Fire Chief services.
- 2015 Gaston RFD Fire Chief retires. Gaston RFD enters into IGA with City to provide Fire Chief services.
- 2018 Fire Task Force formed, composed of one representative from each entity, to study fire governance models.
- 2019-20 Fire Task Force recommends and all five governing entities concur to study a local Fire District.

Fire Task Force

Members:

- Tim Rippe – Forest Grove
- Jef Dalin – Cornelius
- Cleo Howell – Forest Grove Rural Fire Protection District
- Wes VanDyke – Cornelius Rural Fire Protection District
- Michael Pedemonte – Gaston Rural Fire Protection District

Foundational Principles:

Task force developed a set of foundational principles to evaluate governance models. These include:

- Service to the Community
- Governance and Identity
- Operationally Effective and Responsive
- Professional
- Fiscally Responsible

Models

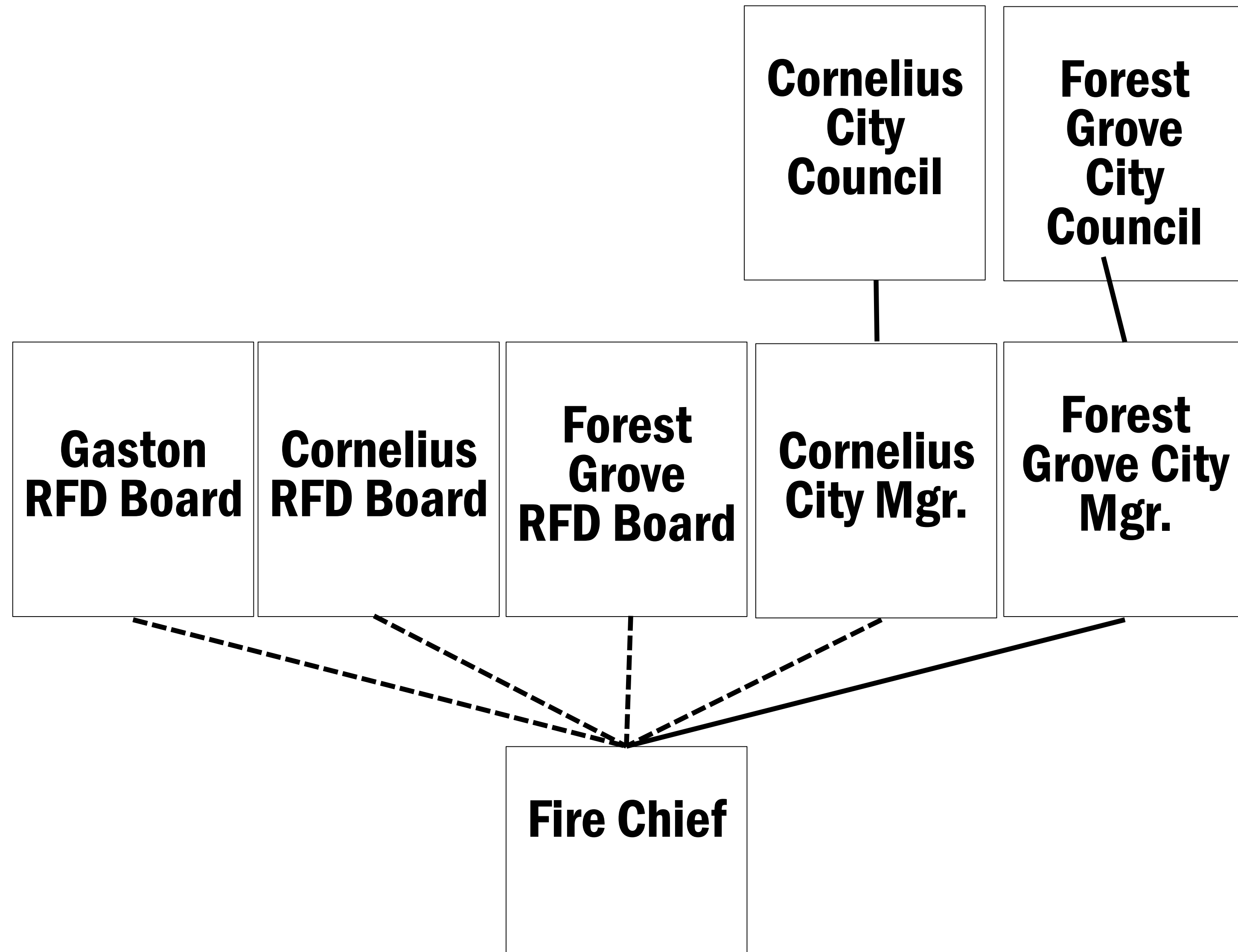
The Fire Task Force compared the fiscal, operational, personnel, and governance attributes of the following options:

- Option 1: Status Quo
- Option 2: Fire Authority
- Option 3: Local Fire District

Option 1: Status Quo

Attributes:

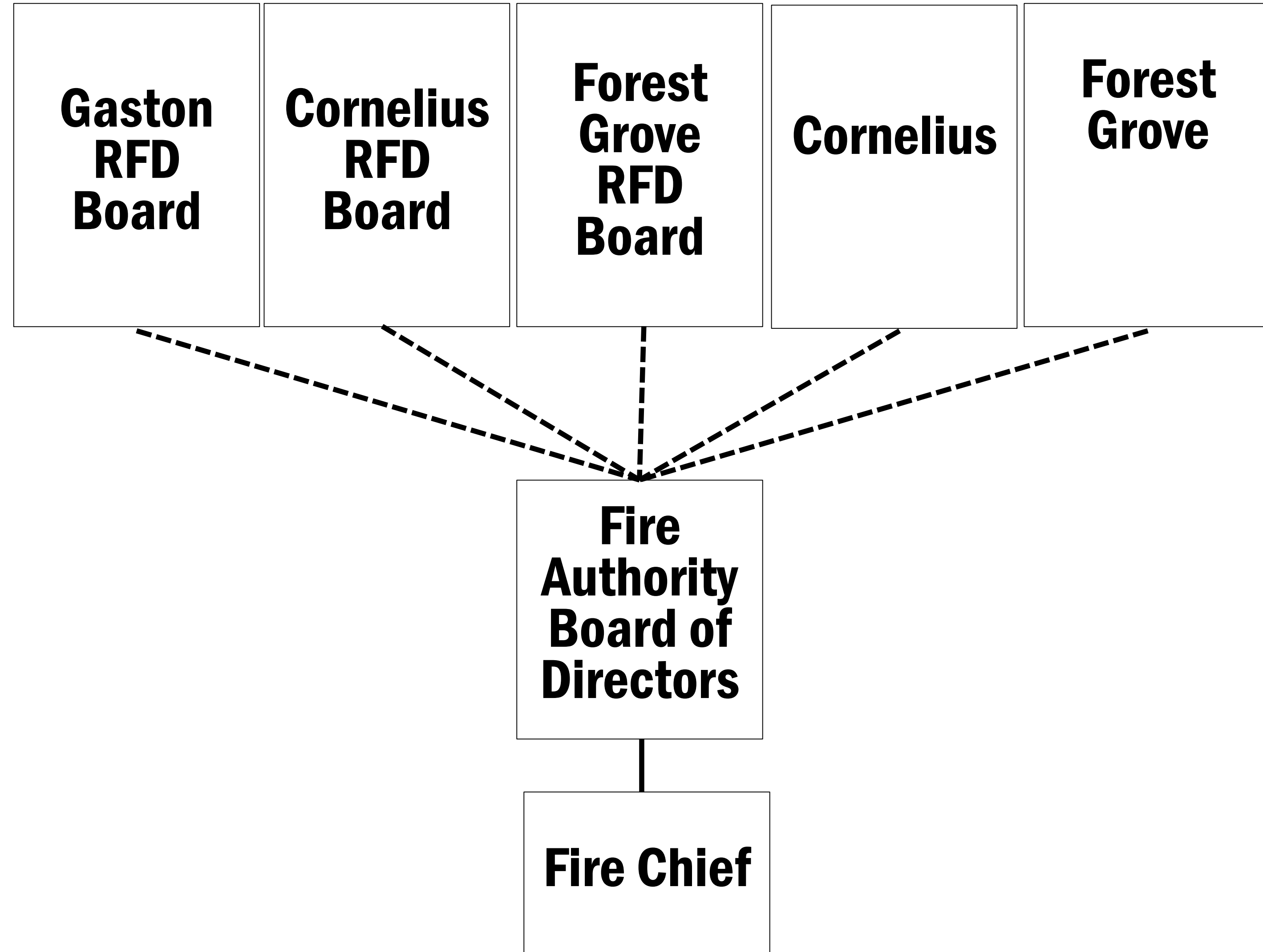
- Governed by two City Councils and three RFD Boards.
- Chief reports to two City Managers and three RFD Boards.
- 27 elected officials.
- Five budgets.
- Three Intergovernmental Agreements (IGA's) to define services.
- Three bargaining contracts.
- All personnel employed by their respective agency.
- Budget depends on five taxing authorities.
- Restricted from firefighter and volunteer cross-leveling to meet staffing needs.



Option 2: Fire Authority

Attributes:

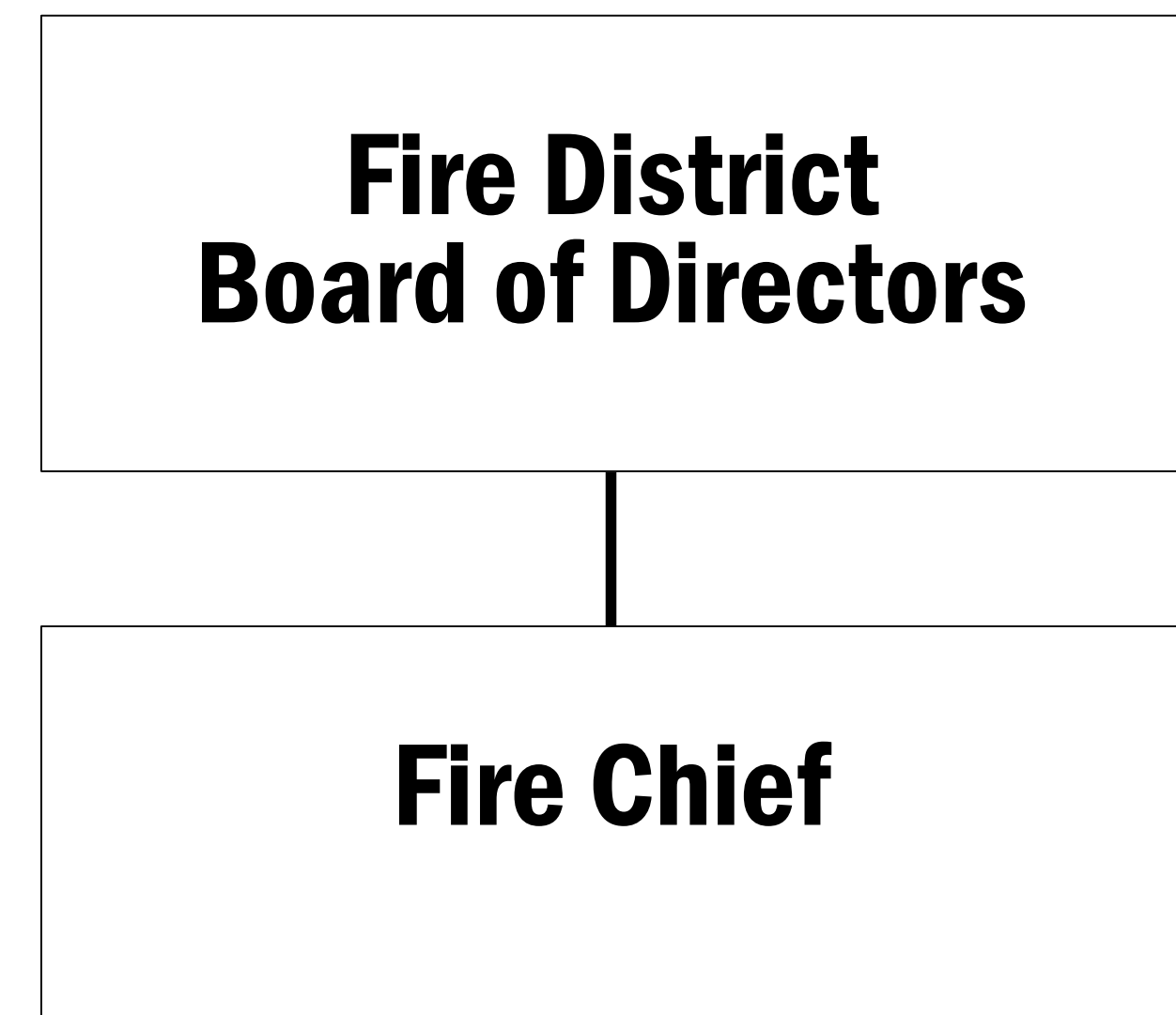
- Authority is a distinct entity with a Board of Directors.
- Board appointed by member agencies.
- Each member agency would have an IGA with the Authority to outline costs and services.
- IGA would be the same for each agency. Cost driven by formula.
- All personnel would be employed by the Authority.
- Chief reports to one Board.
- One budget.
- One bargaining contract.
- Budget depends on five separate taxing authorities.
- No direct taxing or bonding authority.



Option 3: Local Fire District

Attributes:

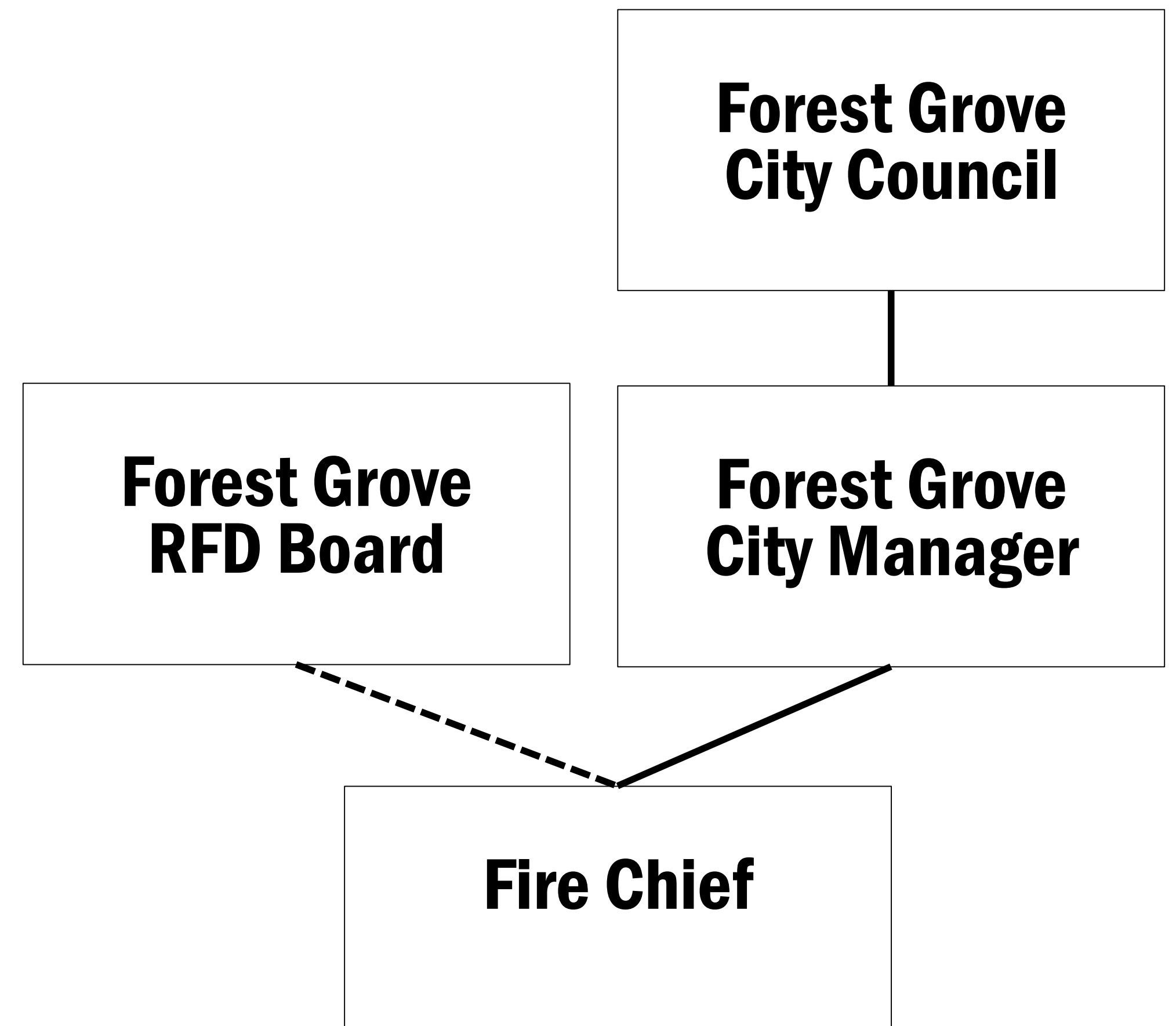
- District is a separate, legal, taxing entity.
- Board elected by voters from within the district.
- Examples include Tualatin Valley Fire and Rescue, Tualatin Valley Soil and Water Conservation District, and Tualatin Valley Water District.
- Chief reports to Board.
- One budget.
- One bargaining contract.
- All personnel employed by the District.
- Budget depends on one taxing authority.
- Operational fire service costs would transfer to the district.



Context: Pre-2010: Municipal Model

Attributes:

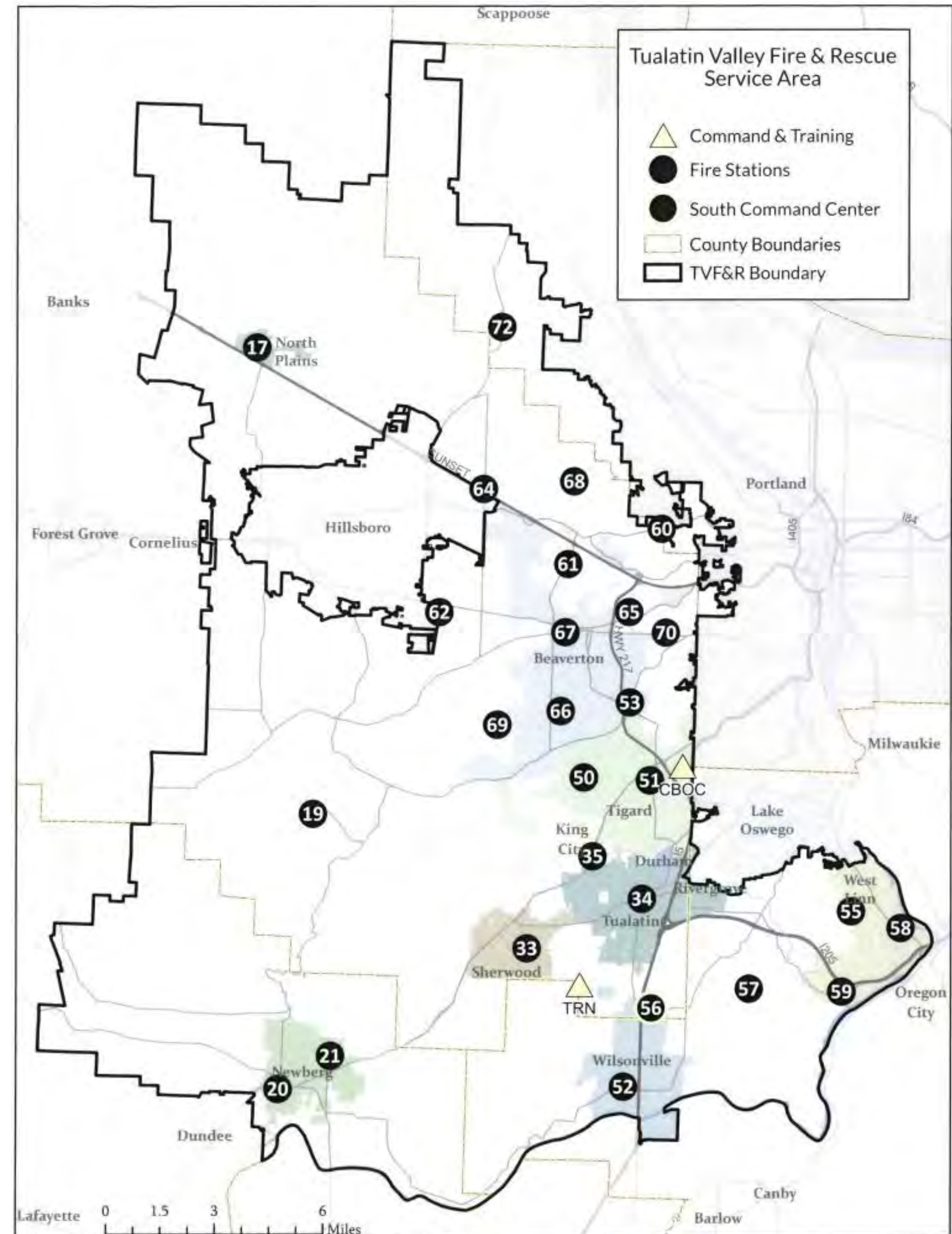
- Governed by City Council and Rural Fire District Board (RFD).
- Fire Chief reports to City Manager and RFD Board.
- Forest Grove is the managing entity.
- Two budgets.
- Budget depends on two taxing authorities.
- All employees employed by City.
- One IGA to share expenses.
- One bargaining contract.



Context: TVF&R

Attributes:

- TVF&R was discussed by the Fire Task Force, however, TVF&R was consolidating Newberg and could not consider additional agencies at that time (nearly two years ago).
- Similar to a local Fire District, TVF&R is a district with its own taxing authority. It serves all cities in the Metro Urban Growth Boundary in Washington County except Forest Grove, Cornelius, and Hillsboro.
- TVF&R is governed by a 5 member Board elected at large from within their district.
- Cost is \$2.07/\$1,000 of assessed value.



Current Status:

- Task Force resumed meetings this year.
- Firefighters invited and attended. Firefighters expressed concern about retirement and existing service levels.
- The following information was provided to the Task Force to help characterize a local Fire District.
- The Task Force looked at several local Fire District service level options:
 - Status Quo
 - Enhanced
 - Moderate
 - High
- The scenarios were based on a higher level of service in response to National Fire Protection Association guidelines.

Assumptions

- Emphasis was placed on the local Fire District starting with a permanent rate that would not require a future local option levy.
- Permanent tax rate may be phased in (under levied) over time
- Modeling based on community growth predictions
- Service levels are approximate
- Status Quo rate based on actual expenses; future rates based on approximations
- Should a local Fire District move forward, further work is needed to assure retirement and address timing, compression, governance, and legal implications.

Assessed Value

- Assessed value is a measurement of what each entity would contribute to the Fire District if the rate was the same for all entities.
- Forest Grove would contribute 50% of all revenues to a potential local Fire District.

	FY 2020-21	
	Assessed Value	%
City of Cornelius	781,235,221	21
City of Forest Grove	1,854,341,960	50
Cornelius RFPD	199,641,742	5
Forest Grove RFPD	502,788,744	13
Gaston RFPD	390,964,646	12
Total Assessed Value	3,728,972,313	100

Current Rates

- These represent the rates that each entity currently pay for fire service.
- The rates for Forest Grove and Cornelius are equivalent rates based on expenses.
- The other rates are permanent rates coupled with local options levies.
- These are provided to allow for comparisons to other operational models.

	Estimated Tax Rate per \$ 1,000 / AV
City of Cornelius	\$2.73
City of Forest Grove	\$2.41
Cornelius RFPD	\$0.87
Forest Grove RFPD	\$1.27
Gaston RFPD	\$1.76

Service Scenarios: Status Quo

	Employees
Forest Grove	21
Cornelius	6
Gaston	3
Total Staff	29
Total Daily Staff	7-9
Estimated Cost	\$2.08 / \$1,000

Service Scenarios: Enhanced

	Employees
Forest Grove Station	15
Cornelius Station	9
Gaston Station	9
Battalion Chief/Relief	6
Total Staff	39
Total Daily Staff	12
Estimated Cost:	\$2.71 / \$1,000

Service Scenarios: Moderate

	Employees
Forest Grove Station	18
Cornelius Station	9
Gaston Station	9
Battalion Chief/Relief	7
Total Staff	43
Total Daily Staff	13
Estimated Cost:	\$2.91 / \$1,000

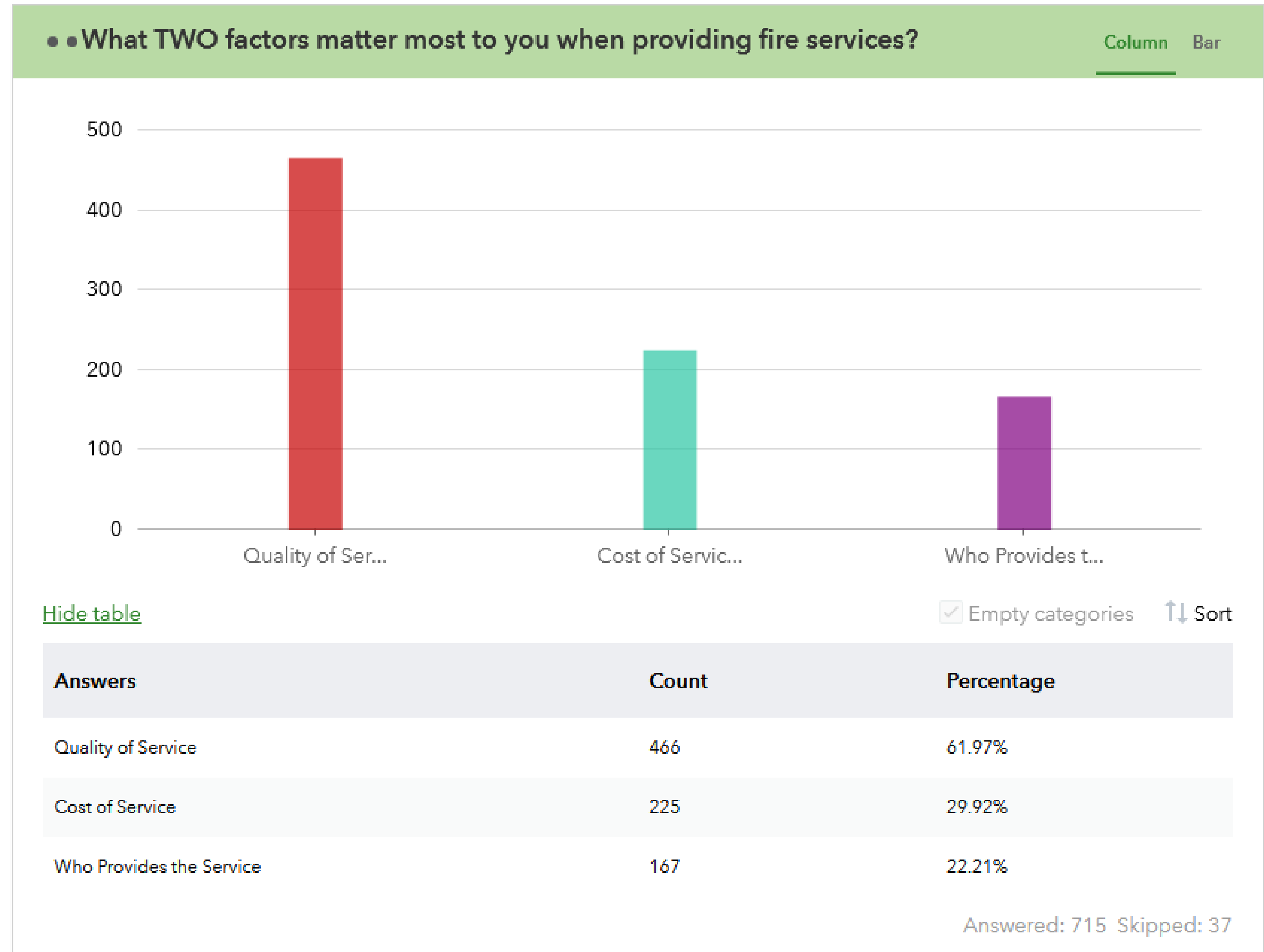


Service Scenarios: High

	Employees
Forest Grove Station	24
Cornelius Station	12
Gaston Station	12
Battalion Chief/Relief	8
Total Staff	51
Total Daily Staff	17
Estimated Cost:	\$3.60 / \$1,000

Livability Survey

The City recently conducted its bi-annual Livability Survey. 752 residents responded. The two factors that matter most in providing fire service was the Quality of service (62%) and the Cost of service (30%). Who provides the service mattered the least (22%).



Discussion

- Timing of City's Local Option Levy
- Fire District formation process
- Service Levels
- Service Rates
- Service Models
- Potential Next Steps
 - Next Fire Task Force meeting May 4



A place where families and businesses thrive.

<i>CITY RECORDER USE ONLY:</i>	
AGENDA ITEM #:	1. A.
MEETING DATE:	04/26/2021
FINAL ACTION:	Presentations

CITY COUNCIL MEMORANDUM

TO: *City Council*

FROM: *Jesse VanderZanden, City Manager*

PROJECT TEAM: *Peter Truax, Mayor*
Jesse VanderZanden, City Manager
Beverly Maughan, Executive Assistant

DATE: *April 26, 2021*

SUBJECT: *“If I Were Mayor” Student Contest*

The "If I Were Mayor" 2021 Student Contest is sponsored by the Oregon Mayors Association. The contest was advertised through the March utility bill insert, FGSD Peachjar, City ad in the News Times, City website and Facebook. Applications were due on April 9.

Mayor Truax is pleased to announce that seven (7) entries were received:

- Poster category for grades 4 – 5: Rylynn Edwards
Averi Gustafson
Kristyna Medel
Janessa Mtoubsi
- Essay category for grades 6 – 8: Payton Edwards
Alice Feigel
Andrea Richardson
- Digital Media Presentation Category for grades 9 – 12: No entries

Students will be recognized at the City Council Meeting on April 26. Winners will receive a cash prize from the City of Forest Grove.

The winning entry for each category will be submitted to the state level where it will compete against other city winners for the chance of winning a prize worth \$500. The winners at the state level will be announced during the Oregon Mayors Association Summer Conference to be held July 29-31, 2021, in North Bend.

The entries are attached.

This page is intentionally blank.

If I Were Mayor



I would create a center for CDL kids whose parents are working



I would have a volunteer cemetery clean up day once a month

from May to October.



I would have a community garden and sell plants, vegetables and fruit. The proceeds would go to schools to help fund extras for example a basketball hoop at FCS.



I would have a parade for different cultures holidays for example Dia de los Muertos.



By Averi
Gustafson

Forest Grove

If I Was Mayor...

If I Was Mayor,
I would have Summer
Reading Programs for
Kids of all ages....



If I Was Mayor I
would have a
huge 4th of
July parade...



If I was Mayor, I
would have more parks
and cleaner places
for kids to play...

Announcement
Small buisness
fair!!
This weekend
Volunteers
for park
cleanup/ Every
Sunday



I would also have large
Community gardens around town
where anyone can come and
get fruits, veggies, and flowers...





Racial Equity:

“Mayors are in the position to lead the fight for meaningful racial equity, which includes rooting out discrimination in police treatment, as well as real investment in communities of color.”

-As mayor I would invite current leaders to the table so we could create meaningful change in the fight towards racial equity.

Pollution:

Hold classes to teach people how to reuse their unwanted items. This would be a fun way to teach people how to reuse, recycle, and reduce.

Food Waste Reduction:

Make it easier to donate food and create a way to reduce food waste. Create a “Good Faith” Food Donation Initiative: Allow restaurants to donate their leftovers or food that otherwise would be thrown out, to anyone they see fit with reduced liability if done within good faith.



What

I

would

do as

Mayor

By: Janessa M.

Keep Forest Grove clean and beautiful.
 I would require recycling can by every wash can. Pick up every day month.




Covid-19 Partner with MEd Students to get extra credit or helping in the areas of donating gloves, supply or helping in the Park or meeting.




Help end Homelessness

Improve effectiveness of shelters.
 Use old building no one is using/printing offer a free medical/dental clinic once a month. Homeless people.





If I Were Mayor

By: Payton Edwards

If I were the mayor, I would give equity and equality to all citizens of Forest Grove. I think it is very important that everyone feels as equal and accepted as anybody else. When we all have respect and show kindness to one another, it makes our community stronger and more unified. If I were mayor of Forest Grove I would take action to obtain this goal and make a difference in our community.

In order to have respect for all, we must understand different cultures and backgrounds. To do this, the city could hold monthly workshops that are open to the public to learn about these topics. Each month could be about a different culture. The classes would talk about the foods, clothing, traditions, language, and many other parts of a culture. There would also be separate workshops for kids and adults. The adult classes would be more in depth and have more information, while the kids could be more hands on learning. Plus, I would charge a small fee to attend these workshops, and give the proceeds to charity. To be more specific, charities such as Chinese For Affirmative Action, Equal Justice Initiative, and Muslim advocates. Supporting these charities is a good way to help these causes outside of our town.

Another way kids could understand cultures better is in school. I would do this by having a district wide "Culture Month". This would be a whole month of school where we dedicate a portion of the day to teaching about how people live all around the world. This will teach kids at a young age to be accepting of everyone and their differences. Studies have shown that those who are brought up in culturally open minded educational environments have self-confidence, awareness, appreciation, and diverse

beliefs. It also raises children's educational success and academic achievement.

I think that citizens should have a say on the changes of their community and they deserve to be heard. Hence, having meetings with people of all different races once a month. In these meetings we would talk about the changes they would like to see in their community, to overall better it. I would take these suggestions into consideration, and find ways to implement them.

Our differences should be recognized and celebrated. We would do this by having town events to celebrate everybody's cultures and races. There would be food carts, games, live music, and so many more fun activities. For example, for an Asian themed event, there would be games like Chinese yo-yos, kites, and jump ropes. In addition to the traditional games, there would be traditional food such as dumplings, noodles, and wontons. As for music, there would be a band playing ethnic music. This would be the same for every culture.

Food plays a big role in culture, and it is fun to try foods from other cultures. By having more diverse farmers markets, we can taste and try different foods from all over the world. To make the farmers market even more fun and engaging we could have food contests. I would ask people of the community that are willing to come and make a traditional or family meal. It would be open to the public to taste and vote for the best. The winner would receive gift cards to local shops around town.

If I were mayor of Forest Grove, these would be the changes I would hope to see in my community. I believe in order to grow as a community, state, and country we have to have an open mind. We need to let members of our community know that everyone is welcome here, and if I were mayor that's exactly what I'd do.

If I Were Mayor....

By Alice H. Feigel

If I were mayor, I would make sure that every child would have the chance to go to school. I would make sure that all of the schools have the things they need. I would make sure that each school would have good after school activities for students to encourage extra passions. Lastly, I would make sure that the school lessons would be enjoyable, as well as productive.

If I were mayor, I would make sure that all the schools had all of the things they needed. It is important for teachers to have everything they need in order to teach the lesson. It may be hard, or even impossible, to teach certain lessons without certain supplies. How I would do this, is I would have simple fundraisers, working with the local schools, to raise money. This of course, is in the case that we don't have enough money to fund the schools already. But not only would this be a good way to raise money, it would also teach kids about the importance of hard work. I think that is a valuable lesson.

If I were mayor, I would make sure that each school would have good after school activities for students to encourage extra passions. I think it's important to make sure that every kid has a chance to try something new, and keep doing the things they love. But sometimes there aren't opportunities to keep doing things you found that you like. For example, say your class did a section on poetry. You loved it, and you keep doing it, but you want to share it. A lot of the time, when this happens, the teacher doesn't have much time to fit in extra things like sharing poetry. That's why I think we should have things like poetry clubs, debate teams, things like that. I think it's important to make sure every kid has the chance to keep doing what they love.

If I were mayor, I would make sure that the school lessons are enjoyable, as well as productive. I think it's important to have fun while learning. I'm not saying that every class should be like recess, but still fun. When I was lower elementary, my school counselor would come into class once a week to teach us about how the brain works. She used little puppets as characters, and made up stories to teach us about the subject. I remember learning so much, but I never remember being bored during her classes. I think most, if not all classes should be like this.

In conclusion, if I were mayor, I would make sure that every school would have the supplies they needed, that there would be programs and clubs to help students pursue their passions, and the lessons in schools would not only make sure that students were learning, but enjoying themselves as well.

If I Were Mayor

It has been said that “true leaders always practice the three R’s: Respect for self, Respect for others, Responsibility for all their actions.” If I were mayor, I would practice these three R’s. I would be respectful and responsible. I would be a true leader.

If I were mayor, I would respectfully make my voice and ideas heard, and I would listen to others and make sure they are heard and respected. Even more than that, I would collaborate with others, so their ideas have a better chance of being noticed and taking shape, but I wouldn’t compromise safety and reason. In all, everyone’s ideas would get to be heard, even if I don’t agree with them.

To be a responsible mayor, I would watch out for the town. I would warn citizens of oncoming danger, not to scare them, but to inform them, so they can prepare. For example, I would make the townspeople aware of new incidences of COVID, so they can decide for themselves what to do. I would also warn them of potential emergencies, like the fires we had last year; I would alert the citizens to the possibility of evacuating, and I would notify them of safe places to go. I would also create a backup plan in case the first plan doesn’t work.

Another way I would be a responsible mayor is I would engage in projects and problems. A big problem right now is homelessness. If, for example, an owner of a convenient store complains that homeless people are living on his property, I would go to the owner of that convenient store and assess the situation. I would also speak with the homeless people and ask what is going on in their lives and what each person wants or needs. Then, I would try my best to help both parties. Let’s say the owner of the property wants the homeless people to leave because they didn’t ask permission, and they aren’t paying rent. Furthermore, he is losing business since fewer people are coming into his store because they don’t want to go past the homeless people. But, the homeless people need somewhere to live; they can’t afford a home, and they can’t find a job.

After assessing the situation, we would discuss potential solutions. I would let everyone have a chance to share and talk about each other’s ideas. If the problem still has not been solved, then I would try my best to give good suggestions of my own. For instance, I could suggest that the owner of the store offer the homeless people a job at the store in exchange for a place to live in the back of his property. Or I could suggest, if it’s winter, that the homeless people move to the Winter Shelter. In addition, I could help ensure that job openings are posted at the shelter to aid the guests in finding a job. After the discussion, I would give them a time frame to resolve the issue. Then, I would come back to ensure that the problem was resolved.

Even more, because homelessness is a widespread issue, I would create a solution to hopefully lessen this problem. I would like to create a place for homeless people to live all year round, but not for free. Here is how this place would work: If someone needed a room to stay in, they would have to do work at this place to get it. For example, instead of having breakfast made and served for them (like in a hotel), some people living there would have to help make the food and serve it. Other guests could be responsible for cleaning. There could even be a chicken coop to provide more food and other work opportunities, such as cleaning out the chicken coop or gathering eggs. The more jobs there are, the more opportunities for someone to get off the streets. The main idea is that guests would have to contribute to the well being of other guests and the maintenance of this shelter in exchange for a place to stay.

In order to fund this project, I would use some of the money the town already gets from taxes, not ask for more taxes. I would also collaborate with builders and ask for donations of any kind. I would also ask for as many volunteers as possible to work at this shelter to keep it orderly until there are enough occupants to manage it. While people are living there, they could look for a permanent job somewhere else. So, this idea could help people who are struggling to get back on their feet.

Overall, I would try my very best to be an honorable mayor by using good principles, listening to others, and striving to help the town. I would be my best self and do my best work to help our community in a respectful and responsible way. That's what I would do if I were mayor.

This page is intentionally blank.



A place where families and businesses thrive.

<u>CITY RECORDER USE ONLY:</u>	
AGENDA ITEM #:	<u>2.</u>
MEETING DATE:	<u>04/26/2021</u>
FINAL ACTION:	<u>Public Comment</u>

CITY COUNCIL MEMORANDUM

TO: *City Council*

FROM: *Jesse VanderZanden, City Manager*

PROJECT TEAM: *Anna D. Ruggles, CMC, City Recorder*

DATE: *April 26, 2021*

SUBJECT: *Item 2. Written Public Comments*

CITIZEN COMMUNICATIONS:

The following attached written correspondence was received via e-mail to: citycouncilors@forestgrove-or.gov or e-mail to: aruggles@forestgrove-or.gov.

	Name:	Subject:	Date:
1.	Dana Davis	Find the camera off button	04/13/2021
2.	Matt Dale	Development west of Thatcher Rd	04/16/2021

Attachments:

Correspondence attached

Anna Ruggles

From: Dana Davis [REDACTED]
Sent: Tuesday, April 13, 2021 7:02 PM
To: City Councilors
Subject: Find the camera off button....

Last night Pete talked about how the council is where they are because of their intellect. Tonight we get to watch eating, slurping, adjusting one's breasts and nose picking on camera. Maybe all that intellect is keeping the council from displaying even basic professionalism.

Good Going Forest Grove - always proud of how you continually go above and beyond.

Anna Ruggles

From: Matt Dale [REDACTED] >
Sent: Friday, April 16, 2021 12:14 PM
To: City Councilors
Subject: Development west of Thatcher rd

I have repeatedly asked questions of the city and the developer about the impact of the planned development referenced and they have been universally ignored. I have asked to be contacted and I hear crickets.

I live immediately adjacent to this property and have a completely unobstructed view of Mt. Hood that I wanted to discuss.

I was hoping to have an adult conversation with representatives from the city and the developer but you have all blown me off. I consider this to be a take on my property values and demand a discussion and meeting on this at your earliest convenience .

Do I need to hire an attorney to get you to talk to me?

Appalling lack of accountability and communication on this..

Disgusted Long Term Resident



Matt Dale
[REDACTED] Lavina Drive
Forest Grove

[REDACTED]

Sent from my iPad



A place where families and businesses thrive.

Monday, April 12, 2021
6:20 p.m., Community Auditorium

City Council Executive Session Minutes

Minutes are unofficial until approved by Council.

1. CALLED TO ORDER AND ROLL CALL:

Mayor Peter Truax called the Executive Session to order at 6:31 p.m. via Zoom Webinar Video Conference.

COVID-19: Due to the emergency declaration resulting from COVID-19 (Coronavirus disease) and protocols, the **City Council conducted the Executive Session remotely by video conferencing.** The meeting was remotely video conferenced by City Recorder Ruggles at the Community Auditorium.

ROLL CALL: COUNCIL PRESENT ATTENDED BY ZOOM WEBINAR: Donna Gustafson; Kristy Kottkey; Timothy Rippe; Elena Uhing; Mariana Valenzuela; Malynda Wenzl, Council President; and Mayor Peter Truax.

STAFF PRESENT: Jesse VanderZanden, City Manager (Webex remotely); Paul Downey, Administrative Services Director (Webex remotely); Brenda Camilli, Human Resources Manager (Webex remotely); and Anna Ruggles, City Recorder (in the Community Auditorium).

2. EXECUTIVE SESSION:

The City Council met in Executive Session in accordance with:

ORS 192.660(2)(D) to conduct deliberations with person designated by the governing body to carry on labor negotiations.

3. ADJOURNMENT:

Mayor Truax adjourned the Executive Session at 6:55 p.m.

Respectfully submitted,

Anna D. Ruggles, CMC, City Recorder

38



A place where families and businesses thrive.

Monday, April 12, 2021
City Council Regular Meeting Minutes **7:00 p.m., Zoom Community Auditorium**

Minutes are unofficial until approved by Council.

1. CALLED TO ORDER AND ROLL CALL:

Mayor Peter Truax called the regular City Council meeting to order at 7:00 p.m. via Zoom Webinar Video Conference.

COVID-19: Due to the emergency declaration resulting from COVID-19 (Coronavirus disease) and protocols, the City Council conducted the Council meeting in a “hybrid” format allowing the public to attend both virtual and in-person in the Community Auditorium as spaced allowed. Members of the public could observe the meeting **LIVE on Zoom Webinar** or on television on Tualatin Valley Community Television (TVCTV) Government Access Programming Channel 30. Written comments were accepted by 3:00 p.m. the day of the meeting.

ROLL CALL: COUNCIL PRESENT ATTENDED BY ZOOM WEBINAR: Donna Gustafson; Kristy Kottkey; Timothy Rippe; Elena Uhing; Mariana Valenzuela; Malynda Wenzl, Council President; and Mayor Peter Truax.

STAFF PRESENT ATTENDED BY ZOOM WEBINAR: Jesse VanderZanden, City Manager; Paul Downey, Administrative Services Director; Bryan Pohl, Community Development Director; Dan Riordan, Senior Planner; Anne Lane, Parks, Recreation and Aquatic Director (attendee); Henry Reimann, Police Chief (attendee); Colleen Winters, Library Director (attendee); and Anna Ruggles, City Recorder (in the Community Auditorium).

ZOOM ATTENDEES: 3

2. PUBLIC COMMENT:

The following written e-mail correspondence was received by 3:00 p.m. and was an addendum to the Council Packet as outlined below.

	Name:	Subject:	Date:
1.	Michael Perrault	Follow-up to my e-mail of Feb 9	03/16/2021
2.	Kelly Daily	Parking Concerns along Main St	03/18/2021
3.	Lili R	Open Letter, regarding COVID19	04/02/2021
4.	Ethan Jones	Request to speak at Council meeting	04/02/2021
5.	Hope Kramer	Officer Teets news article	04/09/2021

The following testimony was heard via Zoom:

- Ethan Jones, Forest Grove, addressed Council voicing support of extending the light rail system westward to Forest Grove as a priority.

3. CONSENT AGENDA:

Items under the Consent Agenda are considered routine and are adopted with a single motion, without separate discussion. Council members who wish to remove an item from the Consent Agenda may do so prior to the motion to approve the item(s). Any item(s) removed from the Consent Agenda will be discussed and acted upon following the approval of the remaining Consent Agenda item(s).

- A. Approve City Council Work Session (Goals and Objectives Refinement) Meeting Minutes of March 15, 2021.
- B. Approve City Council Work Session (Local Option Levy Planning) Meeting Minutes of March 15, 2021.
- C. Approve City Council Regular Meeting Minutes of March 15, 2021.
- D. Accept Committee for Community Involvement Meeting Minutes of February 2, 2021.
- E. Accept Economic Development Commission Meeting Minutes of March 4, 2021.
- F. Accept Library Commission Meeting Minutes of February 10, 2021.
- G. Accept Planning Commission Meeting Minutes of December 7 and December 21, 2020.
- H. Proclamation Celebrating Arbor Day 2021 and Forest Grove's 31st Anniversary as a Tree City USA®.
- I. **RESOLUTION NO. 2021-19 AMENDING CITY OF FOREST GROVE'S DECLARATION OF STATE OF EMERGENCY, EFFECTIVE MARCH 14, 2020, AT 1:00 P.M., TO BE EXTENDED AND REMAIN IN EFFECT UNTIL 8:00 P.M. ON APRIL 26, 2021, UNLESS SUPERSEDED SOONER; AMENDING RESOLUTION NO. 2021-17.**

MOTION: Council President Wenzl moved, seconded by Councilor Rippe, to approve the Consent Agenda as presented. **VOICE VOTE:** AYES: Councilors Gustafson, Kottkey, Rippe, Uhing, Valenzuela, Wenzl, and Mayor Truax. NOES: None. **MOTION CARRIED 7-0.**

4. ADDITIONS/DELETIONS: None.

5. PRESENTATIONS:

5. A. Metro's 2021 Priorities

Juan Carlos González, Metro Councilor District 4, and Lynn Peterson, Metro President, summarized the PowerPoint presentation in the Council Packet and reported on garbage and recycling; long-range transportation planning; economic

development recovery; affordable housing bond; parks and nature; and homelessness services. In addition, González and Peterson gave an update on the status of the Local Implementation Plan (LIP) Program, noting Washington County's LIP recommendation to Metro Council is on target to be completed by the deadline date of June 30, 2021.

5. B. Annual Financial Reports for City and Urban Renewal Agency (URA) for Year Ending June 30, 2020

Downey introduced Brad Bingenheimer, SingerLewak, LLP, City Auditor (a division of Boldt, Carlisle & Smith), who outlined the audit process and Financial Audit Report for period ending June 30, 2020. Bingenheimer highlighted the City's financial activities and financial position, noting the General Fund reported an ending fund balance of \$7,349,552, which is a decrease of \$317,281 from the prior fiscal year. In addition, Bingenheimer highlighted the Urban Renewal Agency's (URA) audit process and Financial Audit Report for period ending June 30, 2020, noting the Agency's Total Assets were \$815,135 and Net Position was (\$991,769). This is the Agency's fifth fiscal year.

5. C. Community Forestry Commission (CFC) Annual Report

Riordan introduced Mark Nakajima, CFC Chair, who presented a PowerPoint Presentation highlighting CFC's Accomplishments for 2020. The Proclamation under Consent Agenda Item 3. H. was acknowledged in Celebration of Arbor Day 2021 and Commemorating Forest Grove's 31st consecutive year as a Tree City USA®.

5. D. American Rescue Plan (ARP) Act of 2021

Downey presented a PowerPoint Presentation overview of the American Rescue Plan (ARP) Act of 2021 (U.S. House of Representatives, H.R. 1319), which was enacted on March 11, 2021, and provides \$1.9 trillion in additional relief to respond to the novel coronavirus (COVID-19). Downey reported the City is scheduled to receive \$5,208,567 in ARP funding. Funds will be provided over two distributions, the first taking place by June 30, 2021, and the second in 2022. The City will have until December 30, 2024, to expend the funds. Any unused funds will have to be returned to the Federal Government. Downey advised a separate Fund has been established to account for the receipt and expenditures of the funds. The ARP funds can only be used for allowable uses and cannot be used to reduce taxes by legislation, regulation or administration or deposited into pension funds. In conclusion of the above-noted presentation, Downey and VanderZanden addressed Council inquiries pertaining to the Transient Lodging Tax (TLT) revenue loss, economic impacts to the senior center, and creating a flowchart containing information to track all COVID-19 funds, noting staff anticipates additional work sessions once expenses, lost revenues, and city infrastructure projects are known. In addition, staff will brief the Budget Committee at its Informational Meeting on April 20, 2021.

6. **RESOLUTION NO. 2021-20 ADOPTING CITY COUNCIL 2021 GOALS AND OBJECTIVES AND REPEALING RESOLUTION NO. 2020-36**

Staff Report

VanderZanden presented the above-proposed resolution for Council consideration, noting the Council met in pre-Retreat work session February 8, Council and Management Team Goal-Setting Retreat on February 20 and post-Retreat work session on March 15, 2021, which were facilitated by Sara Wilson, SSW Consulting. In conclusion of the above-noted staff report, VanderZanden advised staff is recommending Council consider approving the proposed resolution as outlined in Exhibit A, noting the Council Goals (7) and Objectives (26) for 2021/2022 will be integrated into Department Work Plans and briefed in detail during the budget process and budget priorities. In addition, VanderZanden referenced each of the corresponding objectives assigned to departments and Boards/Commissions (B/C) and projected timelines.

Questions of Staff:

In response to Rippe's concerns pertaining to an opportunity for more discussion and input on the assigned B/C, i. e., tweaking assignments, VanderZanden explained the assignments can change as work progresses.

Council President Wenzl asked that there be date placeholders so the sequence of events and goal-setting process allows time for community feedback, i.e., pre-retreat work session, Annual Town Meeting, followed by Council Retreat.

Before proceeding with Council discussion, Mayor Truax asked for a motion to adopt Resolution No. 2021-20.

VanderZanden read Resolution No. 2021-20 by title.

MOTION: Council President Wenzl moved, seconded by Councilor Rippe, to approve Resolution No. 2021-20 Adopting City Council Goals and Objectives 2021/2022 and Repealing Resolution No. 2020-36.

Council Discussion:

Kottkey reported that she was voting no, citing the process feels unfinished because there needs to be more discussion and input on the assigned B/C and objectives. Kottkey pointed out proposed Objective 7.4, provide mobile checkout spots for the Library, was removed with no input. Kottkey suggested evolving in the future by setting goals that were community-driven, specific and measureable action goals. In addition, finding ways to hear and get input from the community, i.e., ATM, followed by Council Retreat. Kottkey asked to consider holding a work session soon to conduct follow-up and perhaps inviting all B/C Chairs.

Gustafson indicated the process feels as if decisions are already made without reaching out to residents to hear their say. Gustafson suggested setting strategic, tactical goals with achievable timeframes. Gustafson asked to consider holding a work session soon to reassess the goal-setting process.

Hearing no further concerns from the Council, Mayor Truax asked for a roll call vote on the above motion.

ROLL CALL VOTE: AYES: Councilors Gustafson, Rippe, Uhing, Valenzuela, Wenzl, and Mayor Truax. NOES: Councilor Kottkey. MOTION CARRIED 6-1.

7. A. COUNCIL COMMUNICATIONS:

Gustafson asked for an update on the response to residents about the homeless encampments located north of Highway 47, to which VanderZanden gave an update under the City Manager's Report.

Kottkey presented updates on her neighborhood meeting, noting Police Chief Reimann attended as a guest speaker. Kottkey reported attending Community Policing Advisory Commission (CPAC) meeting, noting each member told their story and vision. Kottkey suggested holding a joint work session with CPAC to discuss Council's vision for CPAC. Kottkey reported attending Cornelius Council meeting, noting she would like to consider holding an informal joint work session with Cornelius. In addition, Kottkey reported touring the City's water treatment plant.

Rippe reported his term is ending on the Washington County Public Safety Coordinating Council (PSCC), noting Gustafson will be appointed to PSCC. Rippe reported attending Forest Grove Rural Fire Protection District Board meeting, noting the Board reviewed its budget, heard a brief update on the Fire Task Force and Fire Chief Fale gave a presentation on the explosive fire that occurred in Cornelius. Rippe asked Fire Chief Fale to give a presentation to Council as well.

Uhing gave updates on Historic Landmarks Board (HLB) and Sustainability Commission (SC)-related projects, noting the committees are asking what role they will have in the City's 150th Sesquicentennial Anniversary. Uhing asked to consider holding a work session to discuss amending City Code pertaining to Council prospective candidates having the option to pay a fee, i.e., \$50, in lieu of collecting 25 certified signatures to run for City Council, to which Ruggles advised she would follow-up with other entities and report back at a later date. Uhing added it was a very difficult task collecting signatures, especially with COVID-19. In response to Uhing's concerns pertaining to Wauna Credit Union's proposed reimbursement district, VanderZanden advised he would report back to Council at a later date, noting Council tabled discussion (January 25, 2021).

Valenzuela gave an update on Chehalem Ridge Nature Park, noting she was asked to name a trail. In addition, Valenzuela reported attending Public Arts Commission (PAC) meeting, noting PAC is working on several projects.

Council President Wenzl announced Anne Lane was hired as the new Director of Parks, Recreation, and Aquatics. Wenzl reported the City received the check from Harper's Playground's for \$407,000 for Anna and Abby's yard. Wenzl reported attending Committee for Community Involvement (CCI) meeting, noting CCI would like to be invited when the Communication Plan work session is held. CCI is also working on the questions from the Annual Town Meeting (ATM) presentation that CCI would like answered by staff and posted on the City's website by May 15, 2021. CCI made a motion to hold Quarterly Town Meetings (QTM). The first QTM has been scheduled on June 10, 2021, with the topic Homelessness/Houseless Communities, and then September and December, 2021. CCI would like Council to consider holding its Goal-Setting Retreat in January, 2022 and the ATM in February, 2022, so Council would have community feedback before finalizing its goals and objectives by March, 2022. In addition, Wenzl indicated she would like CPAC to consider working on some policy-related issues, such as 8 Can't Wait. Wenzl asked that the Forest Grove Library open soon, noting the Aquatic Center is at 50 percent and schools are resuming.

7. B. City Manager's Report:

VanderZanden referenced the City Manager's Report, dated April 12, 2021, which was included in the Council Packet. VanderZanden introduced Anne Lane, Director of Parks, Recreation, and Aquatics, noting Lane's first day was today. VanderZanden gave an update on the status of homeless encampments located north of Highway 47, noting staff has reached out to the residents who testified and staff is continuing to follow-up. VanderZanden noted the Forest Grove Library will be announcing a soft opening date soon. VanderZanden reported the Forest Grove Planning Commission (6-1 vote) approved the Forest Grove Family Housing Project, 6-building, 36-unit apartment complex, located at 2524 Main Street (File No. 311-21-000002-PLNG), and is pending the appeal process. In addition, VanderZanden briefed Council on various updates on Boards/Commissions and department-related activities and projects.

7. C. MAYOR'S REPORT:

Mayor Truax advised he met with the Library Commission (LC) regarding the removal of proposed Objective 7.4, provide mobile checkout spots for the Library, noting the reason was because the resources to provide services were currently not available. Mayor Truax reported on various legislative-related issues, noting there is a number of legislative bills pertaining to police enforcement. Mayor Truax reported his term will expire June 30, 2021, on Oregon Department of Transportation Region Act 1. Mayor Truax noted he will try to meet with pertinent Boards/Commissions regarding the City's 150th Sesquicentennial Anniversary no later than June 30, 2021. In addition,

Mayor Truax reported on Washington County-related transportation matters of interest and miscellaneous updates.

8. **ADJOURNMENT:**

Mayor Truax adjourned the regular Council meeting at 9:41 p.m.

Respectfully submitted,

Anna D. Ruggles, CMC, City Recorder



30

APPROVED

CITY OF FOREST GROVE
COMMITTEE FOR COMMUNITY INVOLVEMENT
WEBEX COMMUNITY AUDITORIUM, 1915 MAIN STREET
TUESDAY, MARCH 2ND, 2021 - 5:30 P.M.

David Andresen (Chair)

Lowell Greathouse (Vice Chair)
Fernando Lira
Stephanie Rose
Student Advisor: Lucie Carriker

Tom Cook (Secretary)
Evelyn Orr
Hope Kramer
Fernando Lira

Council Liaison: Councilor Wenzl

All public meetings are open to the public and all persons are permitted to attend any meetings except as otherwise provided by ORS 192:

→ Citizen Communications – Anyone wishing to speak 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. Each person must state his or her name and give an address for the record.

All public 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, at (503) 992-3235, at least 48 hours prior to the meeting.

NOTICE: VIDEO CONFERENCE MEETINGS

COVID-19: Due to the emergency declaration resulting from COVID-19 (Coronavirus disease) and protocols, the City of Forest Grove will be conducting the meeting remotely by video conferencing. The public is encouraged to observe the meeting through technology. The meeting will be recorded and live by Tualatin Valley Community Television (TVCTV) Government Access Programming **Channel 21**. Please visit http://tvctv.org/?page_id=550 to view the recorded meeting. Computers and hot spots are available for check out at the City of Forest Grove Library located at 2114 Pacific Avenue, Forest Grove, OR 97116. Written testimony is recommended, and must be submitted by March 2nd, 2021, 3:00 p.m. via email to Community Development Director Bryan Pohl (bpohl@forestgrove-or.gov) or sent to PO Box 326, 1924 Council Street, Forest Grove, Oregon 97116.

Present: Tom Cook (late), Council Liaison, Malynda Wenzl, City Staff Bryan Pohl, Lowell Greathouse, David Anderson, Hope Kramer, Lucie Carriker, Evelyn Orr, Fernando Lira, Stephanie Rose, Kristy Kottkey.

Call to order and approval of minutes. Call to order at 5:32. Motion/seconded and passed to accept the minutes of February 2021.

Community Communication Inbox.

A. Question: is the auditorium is open or not. No it is not. The goal is to have signage in the auditorium directing people to online access to the meetings. It would be best for the signage to direct people to the library because people there know how to use the necessary tech.

B. Accessibility of Zoom meetings for the deaf or non-English speakers. Malynda Wenzel offered knowledge gleaned from teaching middle school online. Automatic closed captions make interesting interpretations. We want to be as inclusive as technology will allow.

C. Answering questions and including public in meetings. There is a risk of putting too much onto individual staff members. Dave Anderson understands that the questions should go to the staff or be funneled back to Chief Riemann. Lowell Greathouse supports making questions and answers available online for transparency's sake, but recognizes most people won't take advantage of it.

Councilor Kottkey is in favor of finding a creative solution. Hope Kramer empathizes with people who don't get the answers they want. Bryan Pohl posits focusing on existing questions at future ATMs, referring back to prior discussion about holding quarterly ATMs.

Dave Anderson suggested that questions can be delivered to Councilor Kottkey who will determine which ones she can answer and which ones Chief Reimann can answer. Evelyn Orr suggested transcribing future ATM's.

1. CCI Discussion:

A. Discussion on future outreach efforts with Councilor Kristy Kottkey.

- Dave led a discussion of the idea of "sub-committees" within CCI. Concern about public meeting laws. Decided that if two members meet to simply "brainstorm" ideas...this is not a violation of meeting laws.
- Discussion around two concerns: how to get "grassroots" input to CCI and the City council, AND at the same time to disseminate information by the city to the community. The issue is how to balance between those two concepts.
- Discussion around having more frequent ATMs. Evelyn brought up the idea of 3-4 a year, with topic aligning with the stated goals of the city. So that CCI is in sync with what the city's focus.
- Councilor Kottkey liked the idea of quarterly ATMs with different speakers. She emphasized that each CCI member and council members should personally invite 25 new people to the ATMs.
- Lowell stated that the balance should between "How do you make an ATM "official" and at the same time have a "grassroot" movement to it? Lowell stated that CCI could facilitate future ATM from the following perspectives:
 1. To present topics that the council wants input from community.
 2. How to create a balance between "official structure" and also have a "safe space" to hear input.
 3. Disseminating city information.
- Malynda shared that the council would like to see CCI support other boards and commissions: how to Improve communication between them.
- Lowell and Evelyn stated that they would work with Kristy to brainstorm how to gain greater network for community input.

2. Council Liaison Report – Councilor Wenzl Nothing to share.

3. Adjourn – 6:32 Next Meeting: April 6th, 2021

Please call Bryan Pohl at (503) 992-3224 or e-mail at bpohl@forestgrove-or.gov if you cannot attend.

Forest Grove Library Commission
Meeting Date – 6:30PM Wednesday, March 17, 2021
ZOOM Teleconference
Page 1

*Library Commission approved minutes as presented on April 14,
2021*

- 1) **CALL TO ORDER AND ROLL CALL:** Pamela Bailey, Chair, called the meeting of the Library Commission to order at 6:30PM on Wednesday, February 10, 2021.

Members Present: Pamela Bailey, Chair; Kathleen Poulsen, Vice Chair; Kirsten Beier; Morgan Knapp; Hattie Krebsbach, Elizabeth Beechwood, Valyrie Ingram, Sam Ruder (student representative)

Members Absent: NONE

Staff: Colleen Winters, Library Director

Council Liaison: Mayor Truax

Others: None

- 2) **ADDITIONS/DELETIONS to Agenda:** none

- 3) **APPROVE LIBRARY COMMISSION MEETING MINUTES OF December 9, 2020:**

MOTION: Valyrie Ingram moved, seconded by Morgan Knapp, to approve the February 10, 2021 minutes as presented. **MOTION CARRIED** by all.

- 4) **CITIZEN COMMUNICATIONS:** None

- 5) **ELECTION OF OFFICERS:** Valyrie Ingram moved, seconded by Morgan Knapp, to reelect Pamela Bailey as Chair, Kathleen Poulson as Vice Chair, and Elizabeth Beechwood as Secretary for another term on the Library Commission. **MOTION CARRIED** by all.

- 6) **DEI FOCUS GROUPS:** The City Council is moving forward with the DEI effort (Diversity, Equity and Inclusion). A firm has been hired to engage with boards and commissions. Each board and commission will select one person from their group to participate in a 90-minute focus group meeting. Hattie Krebsbach volunteered to be the Library Commission representative and Sam Ruder will be the alternate representative.

- 7) **INFORMATIONAL ITEMS:**

a) **FOUNDATION REPORT:** Colleen Winters shared comments about the activities of the Library Foundation of Forest Grove:

1. There have been no recent meetings for the Library Foundation

b) FRIENDS REPORT: Colleen Winters shared comments about the activities of the Friends of the Forest Grove Library:

1. The Friends are working with community groups to distribute books into the community.
2. Friends will purchase a new street banner for National Library Week – the 1st week in April.

c) COUNCIL LIAISON REPORT: Mayor Peter Truax shared comments about the recent activities of the Forest Grove City Council:

1. The Council is making significant changes to the coming Council goals and objectives. These changes were worked on at the retreat sessions and will be adopted soon.
2. DEI training and moving toward those goals
3. Emergency orders are extended to end when Governor Brown ends the States' emergency orders.
4. Homelessness is being looked into and homeless services are being explored. Funds from the housing packet by Metro's Homeless Service Packet are being distributed.

d) LIBRARY DIRECTOR'S REPORT: Colleen Winters reported these items:

1. Staff was at Safeway and gave out 62 books in 2 hours with bookmarks. The books were leftovers from the Summer Reading Program, bought by the Friends. Books were also delivered to Rose Grove.
2. Black History Month Programs were enthusiastically received at virtual events. Nicholas Buccola's event was viewed live by 85 people and the archived video was viewed over 420 times. Walidah Imarisha's event was viewed live by 170 people and had 500+ views on the archived video.
3. Jillian will be leaving to work as the Library Supervisor @ Coffee Creek Women's Facility. Jillian started at the FG Library in December 2018 and worked with the Teen Library Council.
4. Adriana Vasquez will be leaving the library to spend time with her small children.
5. The first week of April is Library Appreciation Week – Commissioners will create a schedule to bring treats and cards to library staff during that week to show our appreciation and support to library staff.

8) **COUNCIL OBJECTIVE: LIBRARY SERVICES:** The Council has decided that the Library Commission should discuss/offer solutions for the objective of allowing patrons to check out materials from other places around town. This is usually done by branches or a bookmobile. Discussion ensued with several commissioners saying that they need more direction/specific information from the Council. The Library Commission will keep this issue on our agenda and area happy to research and come up with ideas on how to help underserved populations in Forest Grove and report back to the City Council.

9) **LIBRARY PLANNING:**

1. Reopening: No date has been decided yet but there will be a soft opening first. Curbside pickup will continue. Virtual services and events will continue. Inside services will be offered at limited times with 15 people in the library at a time and patrons can remain up to 30 minutes each.
2. Space Reconfiguration: Public computers will be spread throughout the building. Entrances will be by the Rogers Room and Pacific Avenue. Kiosks will be located at the entrances with staff to assist the public.

10) **COMMUNITY FEEDBACK:**

Patrons are excited to return to the inside of the library to browse.

11) **ANNOUNCEMENT OF NEXT MEETING:**

The next Library Commission meeting will be April 14, 2021 at 6:30pm via Zoom teleconferencing.

12) **ADJOURNMENT**

Hearing no further business, Chair Bailey adjourned the meeting at 8:00PM.

Minutes respectfully submitted by:

Colleen Winters, Library Director
Elizabeth Beechwood, Secretary

MINUTES APPROVED BY THE PAC ON MARCH 18, 2021

Staff Present: Colleen Winters

Council Liaison Present: Guest Councilor Kristy Kottkey

Commission Members Present: Linda Taylor, Emily Lux, Dana Eytzen, Pat Truax, Amy Tracewell, Brenna Cooper, Leslie Crandall Dawes, Kathleen Leatham

Guest(s): Broadcast technician

Excused: N/A

Absent: N/A

1. **CALL TO ORDER:** By Dana Eytzen at 5:02 pm
2. **CITIZEN COMMUNICATION:** N/A
3. **APPROVAL OF PAC MEETING MINUTES:** Pat moved to approve the January meeting minutes as written, Kathleen seconded. Motion carried unanimously.
4. **ADDITIONS/DELETIONS:** Deletion-Items 5A. Draft Mural Policy; 6B. Public Art During Covid Subcommittee Update; 6D. Artwork Donation
5. **RETREAT AND GOAL SETTING:**
 - A. **Strategic Plan Review:** The PAC reviewed the entire document. Amendments noted will be included in the updated Strategic Plan.
 1. **2022 Mural Festival-**The mural policy should protect and support the artist, and should be clearly stated with a process to point back to in cases of disagreement. Lengthy discussion including ensuring that the policy and public input process is transparent and accessible. Questions arose regarding the mural policy applying to the 2022 Mural Festival as most murals will not be on City property but are facilitated by the PAC, which is a City entity. Future discussion required. Mural costs will average \$5,000 each, but will vary according to size and materials. For example, a smaller mural may cost \$2,000, whereas a larger mural or one requiring panel installation vs. direct wall painting may cost greater than \$5,000.
 2. **2021 URA Outdoor Rotating Gallery:** There was a suggestion by the City Council that the sculptures possibly be spread out towards the east end of town and new construction vs. concentrated in the walkable downtown area as originally planned. Lengthy discussion reiterating that the original intention is to encourage residents to visit the downtown area and its businesses, and to celebrate art in an accessible way. Questions that came up included whether there are any new public spaces/parks planned for the east end near the new residential construction. Sites are now being considered and Councilor Kottkey offered to pass information to the PAC, and we will also view the Parks master plan. The PAC would like to contribute ideas.
 - B. **2021-22 Goals**
 All goals were reviewed and updated, which will be reflected in the final document. Other items of note:

1. Shifting the premise of local “Artist of the Month” features to support emerging artists and possibly do so in a digital format that can be widely shared. Emily and Leslie will form a subcommittee. “Featured Artist” and “Professional Development” goals will be combined.
2. “Increased social media presence” might look like advertising through the new neighborhood networking groups that are being spearheaded by Councilor Kottkey, and also using hashtags, posts, etc., to work with City Council to modernize our social media presence and have a clearer communication schedule. A subcommittee for this will include Brenna, Dana, Amy, and Linda.
3. Foundation Development will be eliminated.
4. Revisit our guided Art Walk and explore the potential of apps, Google Walking Tour, docents, and other possibilities. Continue to expand on ideas of multiple art forms being included in the tour. A subcommittee will meet that includes Amy, Linda, Kathleen, and Leslie.

6. INFORMATION ITEMS:

A. Finance Report: Reviewed.

B. Banner Poles Update: The banner poles will be installed shortly. The tree trunks in the artwork are being repainted to the originally agreed upon color scheme.

7. COMMISSIONER COMMUNICATIONS:

- **Leslie:** There is a Back Fence PDX show on February 27th at 7:00pm (6:30 pre-show) eight storytellers will perform under the theme “If I could get a do over.”

8. STAFF COMMUNICATIONS:

- **Colleen:** There are two finalists in the interview process for Tom’s position. Upcoming Black History Month programs include Walidah Imarisha’s talk on 2/23 at 6:30pm available via Facebook and YouTube.

9. COUNCIL LIAISON COMMUNICATIONS:

- **Kristy:** A recording of the recent work session regarding the state of homelessness in Forest Grove is available for viewing online.

10. ADJOURNMENT: Meeting adjourned by Dana Eytzen at 7:01pm.

Respectfully Submitted by Emily Lux.



A place where families and businesses thrive.

APPROVED



**PUBLIC ARTS COMMISSION
MEETING MINUTES**

Thursday, March 18, 2021
ZOOM

Minutes approved by the PAC on April 15, 2021.

1. CALLED TO ORDER:

Dana Eytzen, Chair, called the meeting to order at 5:03 p.m.

ROLL CALL: Pat Truax, Amy Tracewell, Dana Eytzen, Leslie Crandell Dawes, Brenna Cooper, Linda Taylor, Kathleen Leatham

ABSENT: Emily Lux (excused)

STAFF PRESENT: Colleen Winters, Bryan Pohl

2. PUBLIC COMMENT: None.

3. CONSENT AGENDA:

A. Approve B/C Meeting Minutes of 02/18/2021: **MOTION:** Pat moved, seconded by Leslie, to approve the Consent Agenda as corrected. **MOTION CARRIED** unanimously.

4. ADDITIONS/DELETIONS: Agenda was revised as follows:

- A. Election of officers
- B. URA (Bryan Pohl)
- C. Open Aire call approval
- D. Draft mural policy
- E. Artwork donation
- F. DEI Focus group representative
- G. CEP

Information update items: everything is correct except for COVID committee meeting which didn't happen.

5. DISCUSSION/DECISION/PRESENTATION ITEMS:

A. Election of Officers: Current slate of officers is willing to serve again. Unless someone wants to join in, we have current slate. Kathleen moved and Pat seconded. Emily as secretary, Dana as chair and Pat is vice chair.

B. URA: Bryan filled the group in about the Plinth project and next steps. We were asked to figure out 1 or 2 new locations on the East Side. The Rotary garden location was selected. All the other locations that were proposed were checked by facilities. There are no utility lines that need to be rerouted so this is great news. City Manager Jesse VanderZanden added another location. Greg will cost out the concrete and get them done shortly. There are still six locations.

C. Open Aire Gallery Call: A motion was made by Amy to approve the call.

Kathleen seconded. Motion was approved unanimously.

D. Draft Mural Policy: Dana shared the draft mural policy that had been reviewed by the City Attorney for our review. This policy is intended to only cover murals on city-owned properties. All murals on private property fall under City signage rules. The commission reviewed and made suggested changes.

E. Art donation: Colleen reported that she had received an offer of an art donation for the library. Colleen requested a couple members of PAC to help make decision and decide next steps for the artist. Kathleen and Dana volunteered to work with Colleen on this issue.

F. DEI Focus Group representative: Leslie volunteered to be the PAC rep on the focus group with Pat and Dana as alternates.

G. CEP Grant: The CEP application is due April 2. Dana requested another member coordinate the grant writing this year for a new perspective. Amy & Brenna volunteered.

6. INFORMATION / UPDATE ITEMS:

A. Chehalem Ridge art project for parking area. Dana reported that she joined the committee; artists were selected and they will present the art at April 1 meeting.

B. **Banner Pole Update:** Due to powerline interference, lines to be buried. Artwork will be installed on poles when lines are buried.

7. **B/C COMMUNICATIONS:** Emily Lux has spots open for volunteers to help paint her mural. Message from Tom Gamble (video recording) thanking PAC for his retirement gift of the bench.

8. **STAFF COMMUNICATIONS:** Colleen reported that City of Hillsboro "Be part of the moment art project" asked FG City Library, Centro Cultural in Cornelius, and Banks Library (District 4) to distribute kits that would be used to create a wall of tile with emphasis on BIPOC participation. FG has 20 kits to distribute, supplies included. Colleen asked PAC to assist in getting them out to people and returned to the Library by **April 2**. Mariana (4), Dana (3), Leslie (3), Brenna (2), Kathleen (1), Pat (1), and Linda (3) volunteered to take some. Colleen can get more if needed. Curbside pick-up at FG Library starting March 19.

9. **COUNCIL LIAISON REPORT:** Councilor Valenzuela thanked Colleen and the PAC for helping with this art project.

10. **ANNOUNCEMENT OF NEXT MEETING:** The next meeting will be held on April 15, 2021, at 5 p.m. via Zoom.

11. **ADJOURNMENT:**

The meeting adjourned at 6:31 p.m.



**Monthly Building Activity Report
March-21
2020-2021**

3F

Category	Period: March-20		Period: March-21	
	# of Permits	Value	# of Permits	Value
Man. Home Setup			1	\$ 90,000.00
Accessory Dwelling Unit				
Sing-Family New	5	\$1,509,725	13	\$4,110,327
SFR Addition & Alt/Repair	9	\$221,821	4	\$30,071
Mult. Fam. New			3	\$2,120,207
Multi Family				
Alterations/Repair/Additions	1	\$20,000		
Group Care Facility	1	\$3,190		
Commercial New				
Commerical Addition				
Commercial Alt/Repair	2	\$20,100	2	\$288,000
Industrial New				
Industrial Addition				
Industrial Alt/Repair	1	\$4,875	4	\$56,530
Gov/Pub/Inst (new/add)	1	\$21,256		
Signs	1	\$7,000	1	\$5,875
Grading				
Demolitions	1			
Total	22	\$1,807,967	28	\$6,701,010

15 UNITS

Fiscal Year-to-Date

2019-2020		2020-2021	
Permits	Value	Permits	Value
167	\$23,222,920	167	\$24,334,360

36



A place where families and businesses thrive.

RESOLUTION NO. 2021-21

**AMENDING CITY OF FOREST GROVE
DECLARATION OF STATE OF EMERGENCY
EFFECTIVE, MARCH 14, 2020**

WHEREAS, the City of Forest Grove has the authority granted under ORS Chapter 401 and the Emergency Operations Plan, that provides direction to the City, its officials, and others in the event of an emergency that exists within the City, and which provides for the responsibility in times of emergency and specifically delegates authority to declare a state of emergency to the Mayor, and

WHEREAS, the following conditions have resulted in the need for the declaration of a state of emergency:

Multiple cases of COVID-19 have been detected in Washington County, and

The Washington County Board of Commissioners has declared a state of emergency relating to COVID-19 in Washington County, Oregon; and

The Governor of the State of Oregon has declared a state of emergency relating to COVID-19 in the State of Oregon; and

The President of the United States has declared a state of emergency relating to COVID-19 in the United States; and

WHEREAS, the foregoing circumstances constitute a threat of imminent widespread illness, human suffering, loss of life, and financial loss, which in the determination of the Mayor will cause such significant damage as to warrant disaster assistance from resources other than the City's to supplement the efforts and available City resources to alleviate the damage, loss, hardship or suffering caused, and

WHEREAS, the foregoing circumstances require a coordinated response beyond that which occurs routinely, and the required response cannot be achieved solely with the added resources acquired through mutual aid or cooperative assistance agreements; and

WHEREAS, the foregoing circumstances affects all of the territory within the City limits, and

WHEREAS, the foregoing circumstances are anticipated to remain in effect for a period of at least four weeks;

NOW, THEREFORE, IT IS DECLARED THAT A STATE OF EMERGENCY NOW EXISTS IN THE CITY OF FOREST GROVE, OREGON, ENCOMPASSING ALL OF THE AREA WITHIN THE CITY LIMITS; and

IT IS FURTHER DECLARED that the City and its officials shall be authorized to take such actions and issue such orders as are determined to be necessary to protect the public and property and efficiently conduct activities that minimize or mitigate the effect of the emergency; and

IT IS FURTHER DECLARED that the City shall take all necessary steps authorized by law to coordinate response and recovery from this emergency, including but not limited to, requesting assistance and potential reimbursements from the State of Oregon and appropriate federal agencies; and

IT IS FURTHER DECLARED that emergency procurements of goods and services are authorized pursuant to ORS 279B.080, ORS 279C.335(6), ORS 279.380(4), and all other applicable rules.

THIS DECLARATION IS EFFECTIVE MARCH 14, 2020, AT 1:00 PM AND TO BE EXTENDED AND REMAIN IN EFFECT UNTIL 8:00 P.M. ON MAY 10, 2021, UNLESS SUPERSEDED SOONER; AMENDING RESOLUTION NO. 2021-19.

Peter B. Truax, Mayor City of Forest Grove

AMENDED PRESENTED AND PASSED this 26th day of April, 2021.

ATTESTED:

Anna D. Ruggles, City Recorder

AGENDA ITEM #: 3. H. & 3. I.
MEETING DATE: 04/26/2021
FINAL ACTION:

CITY COUNCIL MEMORANDUM

TO: City Council

FROM: Jesse VanderZanden, City Manager

PROJECT TEAM: Anna Ruggles, CMC, City Recorder

DATE: April 26, 2021

SUBJECT TITLE: Liquor License Applications

BACKGROUND:

ORS 471.166 establishes the process for local government to make recommendation to the Oregon Liquor Control Commission (OLCC) concerning the suitability of a new liquor license application.

City Code, §110.071-110.073, requires any applicant/business requesting City Council endorsement for a new liquor license application or liquor license renewal application to submit to a criminal background check and have a valid City business license in accordance with City Code.

- Forward with Approval – No legal basis for denial.
Forward with Approval, Supporting Documentation. A criminal record exists; however, the record does not contain valid basis for denial as provided by Oregon liquor laws (i.e., felony drug or alcohol-related convictions).
Reject Application, Memorandum required. There is substantial evidence and opposition that warrants a Public Hearing before the City Council to hear testimony and to be used in the City’s decision-making process.

STAFF RECOMMENDATION:

Staff recommends City Council authorize endorsement of the attached liquor license application(s). The City’s endorsement will be submitted to OLCC and OLCC approves, denies, restricts, or makes recommendations to OLCC Commissioners.

This page is intentionally blank.



A place where families and businesses thrive.

CITY RECORDER USE ONLY:

AGENDA ITEM #: 3. H.

MEETING DATE: 04/26/2021

FINAL ACTION: _____

LIQUOR LICENSE RECOMMENDATION

BUSINESS NAME / INDIVIDUAL: GUIDETTIS KITCHEN, LLC

BUSINESS LOCATION ADDRESS: 2004 MAIN STREET, SUITE 100, FOREST GROVE

LIQUOR LICENSE TYPE: OFF-PREMISES

CITY BUSINESS LICENSE: 21205

1. TYPE OF LICENSE:		2. LICENSE FEE:	
<input type="checkbox"/>	F-COM – Full On-Premises Sales	<input type="checkbox"/>	L – Limited On-Premises Sales
<input type="checkbox"/>	F-CAT – Full ON-Premises Sales, Caterer	<input checked="" type="checkbox"/>	O – Off-Premises Sales
<input type="checkbox"/>	F-FPC/F-CLU – Full On-Premises, Private	<input type="checkbox"/>	SEW – Special Event Winery
<input type="checkbox"/>	F-PL – Full On-Premises Public Location	<input type="checkbox"/>	SEG – Special Event Grower
<input type="checkbox"/>	TSL – Temporary Sales License	<input type="checkbox"/>	SED – Special Event Distillery
<input type="checkbox"/>	BP – Brewery Public House	<input type="checkbox"/>	
<input type="checkbox"/>	FULL ON-PREMISES SALES	<input type="checkbox"/>	LIMITED ON-PREMISES SALES
<input type="checkbox"/>		<input checked="" type="checkbox"/>	OFF-PREMISES SALES
Allows sale and service of distilled spirits, malt beverages, wine and cider for consumption on licensed premises and required to have dining seating. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises. Also allows applying for temporary use of annual license for special events off-premises.		Allows sale and service of malt beverages, wine and cider for consumption on licensed premises. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises. Also allows applying for temporary use of annual license for special events off-premises.	
		BREWERY – PUBLIC	
		Allows manufacturing malt beverages and to sell and distribute to patrons and wholesalers. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises.	

APPLICABLE CRIMINAL RECORDS CHECK:

NONE SUPPORTING DOCUMENTATION ATTACHED

RECOMMENDED ACTION:

FORWARD WITH APPROVAL REJECT APPLICATION (Memorandum Required)



 Chief of Police/Designee

4/15/2021

 Date

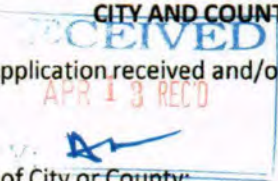


LIQUOR LICENSE APPLICATION

PRINT FORM

RESET FORM

1. Application. **Do not include** any OLCC fees with your application packet (the license fee will be collected at a later time). Application is being made for:

License Applied For:		CITY AND COUNTY USE ONLY	
<input type="checkbox"/> Brewery 1 st Location	Brewery Additional location (2 nd) <input type="checkbox"/> (3 rd) <input type="checkbox"/>	 Date application received and/or date stamp:	
<input type="checkbox"/> Brewery-Public House (BPH) 1 st location	BPH Additional location (2 nd) <input type="checkbox"/> (3 rd) <input type="checkbox"/>		
<input type="checkbox"/> Distillery		Name of City or County: <u>Forest Grove</u>	
<input type="checkbox"/> Full On-Premises, Commercial		Recommends this license be:	
<input type="checkbox"/> Full On-Premises, Caterer		<input type="checkbox"/> Granted <input type="checkbox"/> Denied	
<input type="checkbox"/> Full On-Premises, Passenger Carrier		By: _____	
<input type="checkbox"/> Full On-Premises, Other Public Location		Date: _____	
<input type="checkbox"/> Full On-Premises, For Profit Private Club		OLCC USE ONLY	
<input type="checkbox"/> Full On-Premises, Nonprofit Private Club		Date application received: <u>3/23/21</u>	
<input type="checkbox"/> Grower Sales Privilege (GSP) 1 st location	GSP Additional location (2 nd) <input type="checkbox"/> (3 rd) <input type="checkbox"/>	Date application accepted: <u>3/23/21</u>	
<input type="checkbox"/> Limited On-Premises		License Action(s): <u>N/O</u>	
<input checked="" type="checkbox"/> Off-Premises			
<input type="checkbox"/> Warehouse			
<input type="checkbox"/> Wholesale Malt Beverage & Wine			
<input type="checkbox"/> Winery 1 st Location	Winery Additional location (2 nd) <input type="checkbox"/> (3 rd) <input type="checkbox"/>		
	(4 th) <input type="checkbox"/> (5 th) <input type="checkbox"/>		

2. Identify the applicant(s) applying for the license(s). **ENTITY** (example: corporation or LLC) or **INDIVIDUAL(S)**¹ applying for the license(s):

Guidetti's Kitchen LLC

App #1: NAME OF ENTITY OR INDIVIDUAL APPLICANT

App #2: NAME OF ENTITY OR INDIVIDUAL APPLICANT

App #3: NAME OF ENTITY OR INDIVIDUAL APPLICANT

App #4: NAME OF ENTITY OR INDIVIDUAL APPLICANT

3. Trade Name of the Business (Name Customers Will See)		
<u>Guidetti's Marketplace</u>		
4. Business Address (Number and Street Address of the Location that will have the liquor license)		
<u>2004 Main St. Unit 100</u>		
City	County	Zip Code
<u>Forest Grove</u>	<u>Washington</u>	<u>97116</u>

¹ Read the instructions on page 1 carefully. If an entity is applying for the license, list the name of the entity as an applicant. If an individual is applying as a sole proprietor (no entity), list the individual as an applicant.



LIQUOR LICENSE APPLICATION

5. Trade Name of the Business (Name Customers Will See) <i>Guidetti's MarketPlace</i>			
6. Does the business address currently have an OLCC liquor license? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO			
7. Does the business address currently have an OLCC marijuana license? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO			
8. Mailing Address/PO Box, Number, Street, Rural Route (where the OLCC will send your license certificate, renewal application and other mailings as described in OAR 845-004-0065[1] .) <i>2004 Main St Unit 100, Forest Grove</i>			
City <i>Forest Grove</i>	State <i>OR</i>	Zip Code <i>97116</i>	
9. Phone Number of the Business Location <i>971-371-1374</i>		10. Email Contact for this Application and for the Business <i>mjguidetti@gmail.com</i>	
11. Contact Person for this Application <i>MJ Guidetti</i>		Phone Number <i>206 353 2468</i>	
Contact Person's Mailing Address (if different) <i>2038 17th Ave</i>	City <i>Forest Grove</i>	State <i>OR</i>	Zip Code <i>97116</i>

Please note that liquor license applications are public records. A copy of the application will be posted on the OLCC website for a period of several weeks.

ATTESTATION: **READ CAREFULLY AND MAKE SURE YOU UNDERSTAND BEFORE SIGNING THIS FORM**

I understand that marijuana is **prohibited** on the licensed premises. This includes marijuana use, consumption, ingestion, inhalation, samples, give-away, sale, etc. I attest that all answers on all forms and documents, and all information provided to the OLCC as a part of this application are true and complete.

I affirm that I have read [OAR 845-005-0311](#) and all individuals (sole proprietors) or entities with an ownership interest (other than waivable ownership interest per OAR 845-005-0311[6]) are listed as license applicants in #2 above. I understand that failure to list an individual or entity who has an unwaivable ownership interest in the business may result in denial of my license or the OLCC taking action against my license in the event that an undisclosed ownership interest is discovered after license issuance.

Applicant(s) Signature

- Each individual (sole proprietor) listed as an applicant must sign the application below.
- If an applicant is an entity, such as a corporation or LLC, at least one **INDIVIDUAL who is authorized to sign for the entity** must sign the application.
- An individual with the authority to sign on behalf of the applicant (such as the applicant's attorney or an individual with power of attorney) may sign the application. If an individual other than an applicant signs the application, please provide written proof of signature authority. Attorneys signing on behalf of applicants may list the state of bar licensure and bar number in lieu of written proof of authority from an applicant. **Applicants are still responsible for all information on this form.**

<u>Mary J. Guidetti</u> App #1: (PRINT NAME)	<u><i>MJ Guidetti</i></u> App #1: (SIGNATURE)	<u>March 23, 2021</u> App #1: Signature Date	_____ Atty. Bar Information (if applicable)
_____ App #2: (PRINT NAME)	_____ App #2: (SIGNATURE)	_____ App #2: Signature Date	_____ Atty. Bar Information (if applicable)
_____ App #3: (PRINT NAME)	_____ App #3: (SIGNATURE)	_____ App #3: Signature Date	_____ Atty. Bar Information (if applicable)
_____ App #4: (PRINT NAME)	_____ App #4: (SIGNATURE)	_____ App #4: Signature Date	_____ Atty. Bar Information (if applicable)



OREGON LIQUOR CONTROL COMMISSION
BUSINESS INFORMATION

Please Print or Type

Applicant Name: Guidetti's Kitchen LLC Phone: 971.371.1374

Trade Name (dba): Guidetti's Marketplace

Business Location Address: 2004 Main St. Unit 100

City: Forest Grove ZIP Code: 97116

DAYS AND HOURS OF OPERATION

Business Hours:

Sunday 10 AM to 3 PM
Monday _____ to _____
Tuesday 9 AM to 6 PM
Wednesday 9 AM to 6 PM
Thursday 9 AM to 6 PM
Friday 9 AM to 6 PM
Saturday 9 AM to 6 PM

Outdoor Area Hours:

Sunday _____ to _____
Monday _____ to _____
Tuesday _____ to _____
Wednesday _____ to _____
Thursday _____ to _____
Friday _____ to _____
Saturday _____ to _____

The outdoor area is used for: N/A

- Food service Hours: _____ to _____
- Alcohol service Hours: _____ to _____
- Enclosed, how _____

The exterior area is adequately viewed and/or supervised by Service Permittees.

(Investigator's Initials)

Seasonal Variations: Yes No If yes, explain: _____

ENTERTAINMENT

Check all that apply: N/A

- Live Music
- Recorded Music
- DJ Music
- Dancing
- Nude Entertainers
- Karaoke
- Coin-operated Games
- Video Lottery Machines
- Social Gaming
- Pool Tables
- Other: _____

DAYS & HOURS OF LIVE OR DJ MUSIC

N/A
Sunday _____ to _____
Monday _____ to _____
Tuesday _____ to _____
Wednesday _____ to _____
Thursday _____ to _____
Friday _____ to _____
Saturday _____ to _____

SEATING COUNT

Restaurant: _____ Outdoor: N/A
Lounge: _____ Other (explain): _____
Banquet: _____ Total Seating: _____

OLCC USE ONLY
Investigator Verified Seating: _____ (Y) _____ (N)
Investigator Initials: _____
Date: _____

I understand if my answers are not true and complete, the OLCC may deny my license application.

Applicant Signature: [Signature] Date: March 23, 2021

1-800-452-OLCC (6522)
www.oregon.gov/olcc

(rev. 12/07)



A place where families and businesses thrive.

CITY RECORDER USE ONLY:

AGENDA ITEM #: _____

MEETING DATE: 04/26/2021

FINAL ACTION: _____

LIQUOR LICENSE RECOMMENDATION

BUSINESS NAME / INDIVIDUAL: Kaiser Brewing Company LLC

BUSINESS LOCATION ADDRESS: 1607 Hawthorne St.

LIQUOR LICENSE TYPE: Brewery - Public

CITY BUSINESS LICENSE: 20918

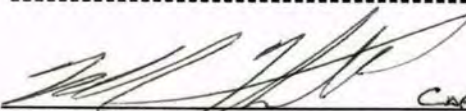
1. TYPE OF LICENSE:		2. LICENSE FEE:	
<input type="checkbox"/>	F-COM – Full On-Premises Sales	<input type="checkbox"/>	L – Limited On-Premises Sales
<input type="checkbox"/>	F- CAT – Full ON-Premises Sales, Caterer	<input type="checkbox"/>	O – Off-Premises Sales
<input type="checkbox"/>	F-FPC/F-CLU – Full On-Premises, Private	<input type="checkbox"/>	SEW – Special Event Winery
<input type="checkbox"/>	F-PL – Full On-Premises Public Location	<input type="checkbox"/>	SEG – Special Event Grower
<input type="checkbox"/>	TSL – Temporary Sales License	<input type="checkbox"/>	SED – Special Event Distillery
<input checked="" type="checkbox"/>	BP – Brewery Public House	<input type="checkbox"/>	
		<input checked="" type="checkbox"/>	\$ 100.00 New Application
		<input type="checkbox"/>	\$ 75.00 Change of License
		<input type="checkbox"/>	\$ 35.00 Temporary Sales
		<input checked="" type="checkbox"/>	\$ 35.00 Annual Renewal
		<input type="checkbox"/>	\$ 20.00 Event License
		<input type="checkbox"/>	\$ No Charge: Temp Annual Use
	FULL ON-PREMISES SALES	LIMITED ON-PREMISES SALES	OFF-PREMISES SALES
	Allows sale and service of distilled spirits, malt beverages, wine and cider for consumption on licensed premises and required to have dining seating. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises. Also allows applying for temporary use of annual license for special events off-premises.	Allows sale and service of malt beverages, wine and cider for consumption on licensed premises. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises. Also allows applying for temporary use of annual license for special events off-premises.	Allows the sale of malt beverages, wine and cider in factory sealed containers for consumption off licensed premises. Also allows applying for sample tasting on premises.
		<input checked="" type="checkbox"/> BREWERY – PUBLIC	
		Allows manufacturing malt beverages and to sell and distribute to patrons and wholesalers. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises.	

APPLICABLE CRIMINAL RECORDS CHECK:

NONE SUPPORTING DOCUMENTATION ATTACHED

RECOMMENDED ACTION:

FORWARD WITH APPROVAL REJECT APPLICATION (Memorandum Required)



 Chief of Police/or Designee

3/10/2021

 Date



A place where families and businesses thrive.

CITY RECORDER USE ONLY:

AGENDA ITEM #: _____

MEETING DATE: 04/26/2021

FINAL ACTION: _____

LIQUOR LICENSE RECOMMENDATION

BUSINESS NAME / INDIVIDUAL: Mandarin China Restaurant

BUSINESS LOCATION ADDRESS: 2338 Pacific Avenue

LIQUOR LICENSE TYPE: Limited On-Premises

CITY BUSINESS LICENSE: 20149

1. TYPE OF LICENSE:		2. LICENSE FEE:	
F-COM – Full On-Premises Sales	X	L – Limited On-Premises Sales	\$100.00 New Application
F-CAT – Full ON-Premises Sales, Caterer		O – Off-Premises Sales	\$ 75.00 Change of License
F-FPC/F-CLU – Full On-Premises, Private		SEW – Special Event Winery	\$ 35.00 Temporary Sales
F-PL – Full On-Premises Public Location		SEG – Special Event Grower	X \$ 35.00 Annual Renewal
TSL – Temporary Sales License		SED – Special Event Distillery	\$ 20.00 Event License
BP – Brewery Public House			\$ No Charge: Temp Annual Use
FULL ON-PREMISES SALES	X	LIMITED ON-PREMISES SALES	OFF-PREMISES SALES
Allows sale and service of distilled spirits, malt beverages, wine and cider for consumption on licensed premises and required to have dining seating. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises. Also allows applying for temporary use of annual license for special events off-premises.		Allows sale and service of malt beverages, wine and cider for consumption on licensed premises. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises. Also allows applying for temporary use of annual license for special events off-premises.	Allows the sale of malt beverages, wine and cider in factory sealed containers for consumption off licensed premises. Also allows applying for sample tasting on premises.
		BREWERY – PUBLIC	
		Allows manufacturing malt beverages and to sell and distribute to patrons and wholesalers. Allows sale of malt beverages, wine and cider in securely covered container (growler) for consumption off licensed premises.	

APPLICABLE CRIMINAL RECORDS CHECK:

NONE SUPPORTING DOCUMENTATION ATTACHED

RECOMMENDED ACTION:

FORWARD WITH APPROVAL REJECT APPLICATION (Memorandum Required)

CAPTAIN
Chief of Police/or Designee
Pac

3/24/2021
Date



A place where families and businesses thrive.

CITY RECORDER USE ONLY:

AGENDA ITEM #: 5. A.

MEETING DATE: 04/26/2021

FINAL ACTION: Presentation

CITY COUNCIL STAFF REPORT

TO: *City Council*

FROM: *Jesse VanderZanden, City Manager*

MEETING DATE: *April 26, 2021*

PROJECT TEAM: *Bryan Pohl, Community Development Director, (Aaron Baggarly, Matrix Consulting)*

SUBJECT TITLE: *Presentation: Development Services Process Review Assessment*

ACTION REQUESTED:

<input type="checkbox"/>	Ordinance	<input type="checkbox"/>	Order	<input type="checkbox"/>	Resolution	<input type="checkbox"/>	Motion	<input checked="" type="checkbox"/>	Informational
--------------------------	-----------	--------------------------	-------	--------------------------	------------	--------------------------	--------	-------------------------------------	---------------

X all that apply

BACKGROUND:

In the 2020-2021 budget, the Council budgeted \$50,000 to perform an analysis of the development review process for the City of Forest Grove. The City determined that it was important to have an outside review of its processes to improve and offer even better services. This was of particular importance in light of the proposed construction of the Development Services Annex building, as having a set of recommendations for process improvement could inform the design and construction of that building.

Through a competitive Request for Proposal (RFP) process, staff engaged the services of Matrix Consulting. Aaron Baggarly, project lead, was on site to interview all development review staff. Aaron will present a high-level review of the findings. The full report is attached to the memo. This report is for informational and to allow Council an opportunity to ask questions about the city's development processes.

ATTACHMENTS:

- A. PowerPoint Presentation
- B. Final Report from Matrix

This page is intentionally blank.



Development Services Process Review Assessment

Forest Grove, Oregon

Project Scope

- ◆ Evaluate the development review and permitting functions in Community Development and Public Works (Engineering).
- ◆ Analyze current development review, permitting, and inspection process.
- ◆ Assess development review technology requirements.
- ◆ Feasibility assessment of cross-training staff and collocating Community Development and Public Works.
- ◆ Develop a customer survey.

Current Strengths

- ◆ Review timeline for most applications is less than 14 days.
- ◆ Building Division provides same or next day building inspections.
- ◆ Building Inspectors complete between 12 and 18 inspections per day and record the results via tablets while in the field.
- ◆ Staff reports to appointed and elected bodies are robust.
- ◆ City is moving towards more online information and digital application submittals.
- ◆ Positive feedback received from the stakeholder / customer outreach efforts.

Technology Recommendations

- ◆ Expand the use of the permitting software system to all review departments.
- ◆ Implement electronic plan submittals for all applications.
 - Incorporate online status tracking by applicant.
 - Provide online payment of review and permitting fees.
- ◆ Continue the expansion of the Camino program to include all application types.
- ◆ Expand software training to all development staff.

Process Improvement Recommendations

- ◆ Formally adopt and publish review processing times.
- ◆ Expand the use of application checklists.
- ◆ Utilize the permitting software for all development applications.
- ◆ Consistently bring applicable reviewers together to discuss major development applications and comments.
- ◆ Amend the interlocal agreement with Clean Water Services and specifically outline respective roles.
- ◆ Modify the site/public improvement application process and have Public Works issue the permit.
- ◆ Co-locate Community Development and Public Works and cross-train staff at the consolidated public counter.

Questions and Discussion

**Development Services Process
Review Assessment**

FOREST GROVE, OREGON

FINAL REPORT

March 31, 2021



Table of Contents

1.	Introduction and Executive Summary	1
2.	Process and Procedures Analysis	6
3.	Technology Assessment	18
4.	Customer Survey	25
	Appendix A – Process Diagrams	29
	Appendix B – Current State Assessment	35
	Appendix C – Stakeholder Analysis	45
	Appendix D – Diagnostic Assessment	59

1. Introduction and Summary of Recommendations

The Matrix Consulting Group was retained by the City of Forest Grove to assess the development review, permitting, and inspection processes. This study was designed to provide an understanding of the current approaches to development permitting and inspection processes and to identify opportunities for efficiency improvements.

1. Overview of the Study

Development review, permitting, and inspection activities for the City of Forest Grove occur in multiple functional areas including: Planning, Building, Fire, Public Works (Engineering), and Light and Power. The project team evaluated the functions of these operational areas and their involvement in the development review process.

This report provides specific recommendations to improve processes to ensure services are being provided effectively, efficiently, and with a strong focus on customer service to applicants. By completing this study, the City of Forest Grove is committed to a process of continuous improvement and providing a high level of service to residents, the development community, and staff. Implementing the recommendations contained in this report will aid the City in its ongoing efforts to conduct operations according to best practices.

2. Study Scope and Methodologies

The Matrix Consulting Group's project team utilized a wide variety of data collection and analytical techniques during the engagement, including the following:

- Developed an in-depth understanding of key issues impacting development review service provision. To gain an understanding of the various operations, processes, organizational structure, and issues, the project team conducted multiple interviews with staff from each department involved in the development process. Interviews focused on the roles and responsibilities of staff, the levels of services provided by each section, the resources available to perform those services, and the current and potential issues facing each department.
- The project team developed a profile document that summarized staffing levels, roles, and responsibilities for each operational area. This document was utilized as a base point of comparison for future analysis and comparison for all recommendations.

- A series of stakeholder meetings and an online survey were conducted with prior and current customers of the development review process. The survey and stakeholder meetings allowed customers to share their opinions on current strengths and opportunities for improvement in this process.
- A best management practices assessment was completed that included a comparison of current development review practices utilized by the City to industry standards. The project team focused on best management practices for management and administration, process, staffing levels, organizational structure, policies, and technology utilization.
- Based on the previously mentioned activities and initial findings, the project team analyzed issues and explored alternative service delivery options. The analysis resulted in recommendations to services, processes, and technology usage to streamline the services provided, increase efficiency and effectiveness and to help the City meet its goals.
- A customer survey was developed to allow the City to receive continuous feedback and insight into the City's performance in providing development review services.

The report is divided into the following chapters:

- Process and procedure improvements,
- Technology utilization,
- Customer survey research and customer survey draft, and
- Appendices that include copies of the interim deliverables (current state assessment, workflow diagrams, best practice assessment, and stakeholder survey summary).

Each of these sections will provide relevant recommendations and insight into the City's development review process as it relates to the City overall or to individual departments.

3. Summary of Key Strengths

Although this study focused on changes and recommendations of current processes and technology needs, it is also an opportunity to identify existing strengths of the current processes. Key strengths of the City's development review processes and operations include:

- Building inspections may be scheduled until 7 a.m. on the day of inspection.
- Building inspections are requested through an online portal.
- Building inspectors are provided with cellular wireless equipped tablets to enable them to result inspections in the field.
- Various application materials are posted on respective departmental webpages.
- Staff reports to the Planning Commission and City Council are detailed and provide recommendations.
- Application review comment letters generally reference adopted codes, ordinances, and design standards and provide the applicant with clear direction on corrections needed to the submittal.
- The City strives to complete application review within 14 business days, but has not formally adopted review standards outside of state directives for planning and prescribed single family homes. This is achieved by conducting concurrent reviews.
- The City is testing a pilot program to allow for online application submittals for development related applications.

As the points above indicate, the City has several strengths and should build upon these moving forward.

4. Summary of Recommendations

Based on the project team's assessment and analysis, there are a variety of recommendations for each topic covered in this assessment that are discussed in detail throughout this report. Please note that recommendations are presented in the order they are discussed in the body of the report and **not** listed in order of priority.

Summary of Recommendations

#	Recommendation	Degree of Feasibility Easy → Difficult ○○○○○	Priority
Policy and Procedure			
1	Expand the use of the Camino software program to include all development application types for Community Development and Public Works.	○○●○○	Medium
2	All application types should include a checklist outlining all submittal requirements necessary to achieve a complete submittal. Ensuring that the City only accepts complete applications.	●○○○○	Medium
3	Formally adopt and publish review processing times on the City’s development webpage.	○●○○○	Low
4	Develop a monthly report showing the City’s level of compliance with adopted review processing times and post on the development webpage.	●○○○○	Low
5	The lead reviewer based on where the application is submitted should serve as the Project Manager for their assigned application.	●○○○○	High
6	Establish a development review committee comprised of all development review staff for all major applications.	○○●○○	High
7	Develop a matrix that specifically outlines the development activities and permits that require review/approval by Clean Water Services.	●○○○○	High
8	Public Works should accept all development related applications regarding stormwater and route the appropriate applications to Clean Water Services.	○●○○○	Medium
9	Amend the interlocal agreement between Forest Grove and Clean Water Services and specifically outline the role of the City and Clean Water Services.	○○●○○	High
10	Public Works should appoint a Clean Water Services liaison to be the primary point of contact internally and between the City and Clean Water Services.	●○○○○	High

#	Recommendation	Degree of Feasibility Easy → Difficult ○ ○ ○ ○ ○	Priority
Policy and Procedure			
11	Create a review matrix that identifies all applicable departmental reviewers by application type.	○ ● ○ ○ ○ ○	Medium
12	Create a consolidated development fee schedule for Building, Planning, and Public Works and post on their respective webpages.	● ○ ○ ○ ○ ○	Low
13	Create a separate Site Improvement Application that may be a part of the Building Permit or a standalone application for Public Works. Public Works should be the department that issues the Site Improvement permit.	○ ● ○ ○ ○ ○	Medium
14	Formalize the project closeout process that includes a checklist prior to acceptance of the public infrastructure assets.	○ ● ○ ○ ○ ○	High
15	Incorporate Light and Power as an integral part of the development review process and require their signoff on all applications they are involved in prior to permit issuance.	○ ● ○ ○ ○ ○	High
16	Final inspections should be conducted within one week of request.	○ ● ○ ○ ○ ○	Medium
17	Collocate Community Development and Public Works – Engineering functions and have a shared public counter with cross-trained staff.	○ ○ ○ ○ ●	High
Technology Improvements			
18	All reviewers should have access to and utilize one permitting software system for all development review activity.	○ ○ ● ○ ○	High
19	Implement electronic application and plan submittals for all development application types.	○ ○ ○ ● ○	High
20	Create an initial and on-going training program to assist staff with utilizing the permitting software system.	○ ○ ○ ● ○	Medium
21	Review comments should be uploaded to the permitting software system.	● ○ ○ ○ ○	High

#	Recommendation	Degree of Feasibility Easy → Difficult ○ ○ ○ ○ ○	Priority
Policy and Procedure			
22	Planning should use the permitting software system to track their review times for deposit based application fees.	○ ● ○ ○ ○ ○	High
23	Expand the use of tablets to all field staff involved in the development review process.	○ ○ ● ○ ○ ○	Medium
24	The City should work with the State of Oregon Permitting Services and/or Accela staff to expand the use of the existing modules to incorporate the recommendations made in this report. If customizable modules for Planning or Public Works are required to implement the recommendations, the City should contract with Accela to customize those modules (fee required).	○ ○ ○ ● ○ ○	High

The following report provides the narrative and analysis regarding each of these recommendations.

2. Process and Procedures Analysis

This chapter of the report is focused on improvements to the adopted process and procedures related to the development review and permitting processes. Analysis and recommendations associated with current processes and technology are included in the following chapter. The current and proposed workflow diagrams for development review processes are provided in Appendix A.

1. **Expand the Use of the Camino Program to Serve as the City's Online One-Stop Development Portal.**

A primary reason that this study was undertaken by the City was to outline process efficiencies necessary to achieve a collocated and highly collaborative development review process. The first step in establishing a highly collaborative development process is to create an online one-stop development webpage.

The City does not currently have a single webpage dedicated to the development review process. A single development webpage acts as a central hub where applicants can find links to all permitting requirements and departments involved in the process. The City website is laid out where each department has its own webpage, and divisions use subpages to display information. This means that if an applicant wishes to see and understand the steps needed for a particular permit, they may need to visit each division's webpage separately and piece together the application requirements.

In 2020, the City started utilizing a software program called Camino. The purpose of the Camino program is to develop an interactive development guide on the City's website. Camino will guide the customer through the steps to determine the type of application needed for their project and the required application forms. At the time of this report (February 2021), development related to single family construction is the only application type currently available through the Camino system. The City intends to expand the Camino system to all types of development applications that are issued by Building and Planning.

Camino is anticipated to serve as a one stop online portal to provide both educational and application materials to the public. As more application types are incorporated into the Camino program, it should be prominently displayed on the City's website and applicable development pages (e.g. Community Development and Public Work Departments).

Camino will eventually include the following elements:

- Information related to the overall development review and permitting process. Both in narrative and graphic (process flowcharts) formats.
- Links to development codes (e.g., building codes, zoning ordinance, design standards, etc.).
- Each applications and requirements including checklists, guidelines, standards, ordinances, etc. are accessible from this centralized webpage.
- Identification of the review agency and decision maker for each application type. (e.g. Single Family Residential is reviewed by Planning, Building, Public Works, Light and Power, etc.)
- A page (or link) that serves as a “How To” guide for the application submittal process.
- Appropriate contact information for respective staff in each department/division (e.g. Contact Information for Planning, Inspections, Permit Technician, etc.).
- A frequently asked questions page.

Camino will serve as a comprehensive webpage that provides an introduction to the development process, outlines the permitting requirements, and provides links to the forms and documents needed for submittal. Camino will make the development processes simpler and more interactive for all parties involved and increase the applicant’s understanding of the process in the City.

For successful development, implementation, and maintenance of Camino, a staff member from each department/division should be responsible for updating their respective content. One individual involved in the development review process should be designated as the curator of the program and ensure updates are completed promptly. Ideally, this person would be the individual who is the most knowledgeable about the development process.

Recommendation #1: Expand the use of the Camino software program to include all development application types for Community Development and Public Works.

2. Create and Incorporate Application Submittal Checklists for All Development Application Types.

An application checklist is used to identify the required items for application submittal. Forest Grove uses an application checklist for single family building permits and some planning applications. To help ensure an efficient process and to easily identify the required elements for each application, a checklist should be developed for all application

types in Community Development and Public Works. This is especially critical to the successful implementation of the Camino software system. As an interim step prior to full implementation of Camino, an application checklist should be developed for all application and permit types.

Checklists are used by both the applicant and the City. There is a benefit to staff so they ensure all the required application materials are included before they accept the application. Checklists are important for staff who may be accepting applications they are unfamiliar with or outside of their primary department. Conducting an application completeness check at the time of submittals ensures all relevant materials are included or the application may be rejected. It promotes a more efficient workflow for reviewers because they have a complete application and plan set and can begin their review.

The application checklist should be included as part of the application and include boxes for both the applicant and staff to verify the application content. Checklists should be utilized for both paper and digital application submittals.

Recommendation #2: All application types should include a checklist outlining all submittal requirements necessary to achieve a complete submittal. Ensuring that the City only accepts complete applications.

3. Formally Adopt Review Processing Times and Include on the City's Website.

Review processing times are currently based on two metrics: the State of Oregon adopted standards for some planning applications (120 days from submittal to public hearing) and prescriptive single family homes (14 days) and internally adopted standards. Neither of these turnaround times is posted on the City's website. Many developers may be aware of the state regulations, but citizens and out of state developers may not be aware of these regulations.

Internal review timelines have been adopted by both the Community Development and Public Works Departments. However, these timelines are not formalized and published. The City should formally adopt review time standards and publish them on the City's website. Formally adopting and publishing review timelines will set the expectation for both the applicant and staff. Resulting in clear goals and hopefully fewer inquiries regarding the status of the application review.

Recommendation #3: Formally adopt and publish review processing times on the City's development webpage.

4. Processing Performance Should be Reviewed Monthly and Posted on the City's Website.

Departmental leadership should monitor performance against the adopted review processing times and post a summary report to the City's website monthly. Currently, the Building Division posts monthly statistical reports regarding building permits issued and the construction value. The City's performance reports should be posted on the City's website (preferably under the consolidated development webpage) to provide greater insight into the city's workload and ability to meet adopted standards.

Recommendation #4: Develop a monthly report showing the City's level of compliance with adopted review processing times and post on the development webpage.

5. The Lead Reviewer Should Serve as the Application Project Manager For Their Respective Application.

Each department takes a different approach to managing the application review process. There is no consistent approach to coordinating the City's review efforts and ultimately no primary individual who is responsible for shepherding the application through the review process. This was an issue that was raised by several participants during the stakeholder feedback meetings. The primary or lead reviewer should serve as the project manager for the application. The benefits of having a project manager include:

- Serve as the primary point of contact between the applicant and the City. However, the applicant may continue to contact reviewers directly for resolution of questions on particular comments.
- Coordinate the internal review of the application between reviewers and City departments.
- Serve as the initial and primary point for the City to address concerns of the applicant.
- Promote staff to be fully engaged during the application review and provides confidence for staff to make decisions.

The primary reviewer and thus the project manager for the application should be based on the type of application.

Recommendation #5: The lead reviewer based on where the application is submitted should serve as the Project Manager for their assigned application.

6. A Formalized Development Review Committee Should be Established to Review All Major Applications.

Applications for larger projects are reviewed by multiple departments including Building, Planning, Public Works, Fire, Police, and Light and Power. Their comments are provided to the lead department in different formats depending on the application type. Also, there is limited collaboration between reviewers and sometimes the same elements are reviewed and/or approved by multiple departments. This disjointed effort is not predictable nor efficient. This approach does not facilitate a consistent review of the application.

To facilitate greater collaboration between all reviewers, a Development Review Committee (DRC) should be established that brings together all reviewers for large projects, including all new commercial developments. Collaboration is critical, especially during the planning phase of the project as many of the major site plan elements are designed and approved during this phase. A DRC would include the following elements:

- Representatives from each of the review departments would attend the DRC meeting. Ideally, the reviewer for the representative application.
- The DRC meeting would occur after each reviewer has completed their review.
- The intent of the meeting is to discuss key issues and challenges associated with the application.
- The meeting may occur with the applicant (if local). Regardless the applicant will receive formal review comments as part of the process.
- DRC meeting should occur a few days before review comments are due.

The DRC intends to increase collaboration between reviewers and to provide a thorough review of the application.

Recommendation #6: Establish a development review committee comprised of all development review staff for all major applications.

7. All Application Types That Require Clean Water Services Permit or Review Should be Specifically Outlined.

The City has an interlocal agreement with Clean Water Services to utilize its regionalized federal stormwater (MS4) permit. As part of this local agreement, specific types of development activities require a review by Clean Water Services or Forest Grove staff may conduct a portion of the review on behalf of Clean Water Services. There have been

ongoing issues between various City departments regarding development activity and when a Clean Water Services review/sign off is required.

Based on staff interviews and review of communications between staff, there is a lack of understanding about when Clean Water Services should be involved in the development review process. Several types of development activities require a review and/or approval letter prior to the City accepting applications. These include both planning and public work application types. The project team reviewed the City's contract (original and amended) with Clean Water Services and it does not specifically outline what types of development require Clean Water Services. This is not uncommon as the requirements of state and federal regulations change frequently.

To clarify when Clean Water Services is involved in application review, the City should specifically outline the type of development activities that require stormwater review. Stormwater utility review is traditionally conducted in Public Works. Therefore, Public Works should work with Community Development and outline the development criteria that would trigger involving Clean Water Services. Application checklists should clearly indicate when Clean Water Services must provide sign-off before submitting an application to the City, or when Clean Water Services should be involved in the City's review. Creating the understanding of Clean Water Services' role and when they are required partner will eliminate the confusion of when their review is required. The role of the City and Clean Water Services should specifically be outlined in the interlocal agreement.

There are several operational approaches that the City may consider regarding application approval by Clean Water Services. The current approach is to have the applicant submit their plans to Clean Water Services prior to submitting a City application. When required, the City's application packet will include a service provider letter (SPL) from the Clean Water Services.

The City of Hillsboro takes a different approach. Hillsboro staff allows the applicant to begin the application submittal process online. As staff are prescreening the application materials, they will determine if a SPL is required and will indicate this as part of the submittal requirements. Upon the applicant providing all necessary application items (e.g. all items on checklist provided), then the City of Hillsboro will begin processing the application for review. Hillsboro will not accept the application until it is deemed complete and the applicant has provided the necessary documentation from Clean Water Services. This approach requires the City to make the decision if a Clean Water Services review is required through an official application prescreen process.

The most efficient and effective approach for the applicant would be a similar approach to that of Hillsboro. The applicant would submit one application and the City would

determine if a Clean Water Services permit/letter is required and facilitate the review. The applicant would know during the prescreening process if Clean Water Services needs to review the application prior to being accepted by the City.

There are four recommendations regarding the relationship between the City and Clean Water Services:

- 1) The City should specifically outline the types of development activities that require review and approval of Clean Water Services. This should be included on the application checklist and all informational brochures.
- 2) Public Works should receive all development applications and determine which require a Clean Water Services review and route the application for review.
- 3) The interlocal agreement between the City and Clean Water Services should be amended to specifically outline the role of the City and Clean Water Services regarding development review activities, approval, and permitting.
- 4) Public Works should appoint a Clean Water Services liaison to be the primary point of contact internally and between the City and Clean Water Services to coordinate the process.

Recommendation #7: Develop a matrix that specifically outlines the development activities and permits that require review/approval by Clean Water Services.

Recommendation #8: Public Works should accept all development related applications regarding stormwater and route the appropriate applications to Clean Water Services.

Recommendation #9: Amend the interlocal agreement between Forest Grove and Clean Water Services and specifically outline the role of the City and Clean Water Services.

Recommendation #10: Public Works should appoint a Clean Water Services liaison to be the primary point of contact internally and between the City and Clean Water Services.

8. Create an Application Matrix That Outlines Each Review Entity by Application Type.

Highlighted by the challenges associated with when reviews require Clean Water Services, staff also do not have clear guidance regarding the review entities by application types. To provide guidance to staff and greater transparency to the public, the City should develop a review matrix. The review matrix would identify all review entities required to conduct a review for each application type. The following is an example of a review matrix.

Review Matrix Example

	Planning	Building	Public Works	Fire	Light & Power	Police
Rezoning	P	S	S			
Single Family	S	P	S		S	
Tenant Improvement	S	P	S	S	S	S
P = Primary Reviewer		S = Secondary Reviewer				

This approach will ensure that all reviewers are including in the review of the application and that all have approved the application before a permit or entitlement is issued. Additionally, it will provide clear guidance and understanding to applicants of the number and types of reviews that will be completed on their submittal.

Recommendation #11: Create a review matrix that identifies all applicable departmental reviewers by application type.

9. Create a Consolidated Fee Schedule for All Development Review Activities.

An important aspect of development review is the cost associated with application review, permitting, and inspections. Adopted fee schedules should be readily accessible on the City's website and updated regularly. Currently, Building, Planning, and Public Works approach publishing their fee schedules differently. The Public Works fee schedule is easily accessible on their homepage. Planning's fee schedule is located under their application link on their webpage and is not easily findable. Building does not publish their fee schedule on their webpage.

In addition to creating a digital one stop shop for all development activities, a consolidated fee schedule should be provided. This will allow the public the ability to review the total potential fees associated with their development and/or application. The current approach does not allow the public to see all fees without having to go to multiple webpages and contact the City to determine building related fees.

Recommendation #12: Create a consolidated development fee schedule for Building, Planning, and Public Works and post on their respective webpages.

10. Public Works Needs to Create a Site Improvement Application.

A challenge that was noted by both stakeholders and staff related to when an application is required for site improvements. Currently, the City does not have a specific site improvement application but relies on the site plans and identified improvements that are submitted in conjunction with a building permit application. This issue is compounded by the fact that as part of the building application, the City may issue a grading permit before a full building permit. Issuing a grading permit is a common practice in the

industry and allows the developer the opportunity to prep the site prior to the building permit issuance.

One of the key challenges associated with the current approach is that both Building and Public Works may issue a grading permit, but they do not coordinate their review. This is a bifurcated process in which the two reviewers do not collaborate. Also, it is atypical for the Building Division to issue a grading permit when Public Works is involved in the review.

To streamline the process and to maintain an efficient process, Public Works should create a site improvement application (grading permit). The site improvement application may be a part of the commercial building permit application or it may be a standalone permit that is submitted directly to Public Works. However, all relevant reviewers should review and approve the site improvement application before permit issuance. The grading permit may also replace the current public improvement review/permit that is conducted by Public Works.

Recommendation 13: Create a separate Site Improvement Application that may be a part of the Building Permit or a standalone application for Public Works. Public Works should be the department that issues the Site Improvement permit.

11. Project Closeout Procedures Need to be Formalized.

Some development activities require public improvements that the City will take ownership of at the completion of the project and assume responsibility for future maintenance of the asset. The City has design standards for public improvements and design requirements for construction, performs inspections, and requires performance/maintenance bonds before the infrastructure asset is accepted by the City. During staff interviews, it was determined that a formal checklist and procedures have not been adopted by the City for project closeout. This has created several challenges regarding accepting new infrastructure assets and receiving as-built drawings. Challenges included not inspecting the asset before the maintenance bond expired, creating an asset that may not meet the City's adopted standards. Also, not receiving as-built drawing will create future challenges with locating underground assets. These challenges would occur less frequently with a formalized closeout process.

The City should adopt formal procedures and a checklist for the project closeout process. A checklist will ensure that all inspections are completed and appropriate documentation is submitted before the asset is accepted by the city and/or a certificate of occupancy is issued. Finally, the project closeout checklist will identify when the maintenance/performance bond is set to expire and will indicate the process for

scheduling an inspection before the bond expiration. Ensuring the City accepts an asset that meets the City's requirements.

Recommendation #14: Formalize the project closeout process that includes a checklist prior to acceptance of the public infrastructure assets.

12. Light and Power Should be More Fully Incorporated Into the Development Review Process.

The City operates its own electric utility, which is under the Light and Power Department. Light and Power is not involved in every development application but is involved in the majority of major and commercial application reviews. When necessary, applications and plan sets are routed to Light and Power for their review. However, after initial review there is limited interaction with other City review entities.

Light and Power's role in the development review process is unique from other reviewers due to the fact that they design the electrical infrastructure for the site versus the applicant's design team. This has resulted in several challenges recently where the original site design has been modified and impacted the electrical utility design but Light and Power had not been notified of the changes. Also, Light and Power indicated they are not aware of the review timelines associated with projects.

Implementing many of the recommendations made elsewhere in this report will help increase collaboration between all review entities, including Light and Power. Greater interaction is needed between Light and Power, Community Development, and Public Works. Ensuring that Light and Power is aware of the review process, incorporated into more interdepartmental review meetings, having access to the permitting software solution, being routed resubmitted applications, and signing off before permits are issued.

Recommendation #15: Incorporate Light and Power as an integral part of the development review process and require their signoff on all applications they are involved in prior to permit issuance.

13. Final Inspections Should be Conducted Within One Week of Request.

Currently, a permit holder must request a final inspection for their project two weeks in advance of the desired completion date. The City will conduct all final inspections within two weeks of the request. It is recommended to conduct all final inspections within one week of the request. This will provide a higher level of customer service and a service standard that better aligns with practices in other communities.

Recommendation #16: Final inspections should be conducted within one week of request.

14. Collocate Community Development and Public Works – Engineering Staff in the Same Suite.

Highlighted in the previous sections were several challenges related to efficiency and collaboration of the development review process. The primary departments involved in the development review process are Community Development and Public Works – Engineering. They are responsible for processing and issuing all development related permits. One way to enhance communication and collaboration between Community Development and Public Works – Engineering is to collocate Community Development and Engineering staff.

Community Development and Engineering staff should share the same office area and have a consolidated public counter. The Permit Technician for Community Development and the Administrative Assistant in Public Works should be cross-trained to accept application submittals from both departments.

Collocating Community Development and Engineering and cross-training staff will increase knowledge of both department's processes and collaboration. Creating greater operational and process efficiencies.

Recommendation #17: Collocate Community Development and Public Works – Engineering functions and have a shared public counter with cross-trained staff.

3. Technology Assessment

Technology is an important tool for innovation and streamlining the development review process. Therefore, it is extremely important to evaluate the current and potential use of technology to further the efficiency and effectiveness of the development review process.

The State of Oregon utilizes the Accela permitting software system and due to state legislation, all building permits must be initiated through the state portal. The City currently utilizes the Accela permitting software system as a database for issuing and tracking applications and permits. The City's building permits are integrated into the state permitting software solution. Over the past two years, the Public Works Department has begun to utilize Accela for their development related applications. Planning is the only primary development related division that has not transitioned to Accela for development application tracking and as a permit database.

The State of Oregon provides the Accela license to the City and is responsible for maintaining the permitting software. While the State only requires the City to utilize the building permitting feature of Accela, they also provide Public Works and Land Management (planning) modules to the City. The Planning and Public Works modules provide a more generic workflow by major application types. All three modules are provided to the City at no cost since the system is paid for through permitting fees. The City has the ability to customize public works and planning modules to best meet their local needs.

As discussed in the previous chapter, the City has started to utilize the Camino software system as an interactive online resource for the public to determine the appropriate development application. Camino provides the necessary application materials that can be submitted to the City. The Camino program is not intended to serve as a permitting portal or database, but as an interactive development guide.

This chapter will provide guidance on the permitting software system functionality and other technology changes that will create greater efficiencies for the public and staff.

1. **One Permitting Software Solution Should be Utilized by All Development Review Activities.**

Staff has varying access and levels of utilization of the existing permitting software system (Accela). The Building Division is the primary user of the permitting software system and uses it for all applications, permitting, and inspection functions. This is partially due to the state's use of the system and the requirement for all building applications and inspections to be submitted through the state's Accela portal.

Public Works has expanded their utilization of the permitting software solution over the past few years, but have not fully integrated their processes into the permitting system. Planning staff do not utilize the permitting software system and maintain a combination of paper and other electronic files for their records. Staff from the Fire Department and Light and Power Department do not have access to the permitting software system.

There are several permitting software system solutions in the market that are robust that can provide comprehensive solutions to all five divisions/departments that are involved in the development process. This includes the Accela software program that is currently used. The City should incorporate all development reviewer operations into one permitting software solution. This would require Planning staff to utilize the Planning module in Accela - the current permitting system.

One permitting software solution will create greater collaboration between review entities, ensure a more consistent process approach, and maintain all applicable development review information in a centralized location/system. Having one software solution that serves as a development database and includes online application submittal and fee payment allows for greater efficiency. One system also creates a consistent process for all reviewers and ensures that staff are reviewing the same application material. This is especially important for resubmittals and to ensure the most up to date plan sets are approved and provided with the permit.

Recommendation #18: All reviewers should have access to and utilize one permitting software system for all development review activity.

2. Transition to a Digital Application Submittal and Review Process.

Forest Grove currently does not accept fully digital development review application submittals. Through the State's permitting portal, the applicant may submit information online for building applications, they still are required to submit paper plan sets at City Hall. Therefore the development review process is not electronic.

Digital application submittals have numerous benefits including: reducing the use of paper related to printing plan sets, applications may be submitted at any time, reducing the number of walk in customers, faster transmittal to internal reviewers, ability for all reviewers to see other review comments, ensuring that all reviewers are reviewing the same plan set, reducing the work associated with creating the application file in the permitting system, providing digital access to plan sets for inspectors in the field, etc. There are numerous benefits for both the applicant and staff by transitioning to digital application submittal and plan sets.

This approach to transitioning to a digital application submittal will increase the level of customer service and provide a more efficient and environmentally friendly approach to the development review process.

In addition to the software needs for digital application submittals, staff will require additional software and hardware needs to perform digital reviews. This may include appropriate software to markup plan sets, cloud based storage/file transfer for larger file sizes, upgraded network capacity (wired or wi-fi), upgraded computer systems, and larger or multiple computer screens for staff. Also, screens should be provided at the public counter and conference rooms to allow staff the ability to meet with applicants and review/discuss their plans within the public space of the facility.

The state currently provides the ability for digital application and plan set submittals, but the City has opted not to utilize this feature. The technology solutions provided by the state require staff to download the plan set and mark up in the Blue Beam or MarkUp software system and reload to the permitting system. Staff from Oregon's Permitting Office did indicate that the state is considering the implementation of a more efficient plan review module fully integrated into the state's program. This approach would create greater efficiencies than what is currently available.

In order for City staff to conduct digital reviews, they would need to upgrade the hardware systems of review staff. This would include two desktop monitors for staff, with a minimum of one being a large monitor (e.g. 32 inch) so staff can view the plan set at scale.

Recommendation #19: Implement electronic application and plan submittals for all development application types.

3. Staff Should be Provided Formal and Standardized Training for the Permitting Software System.

Staff has varying degrees of training related to the permitting software system. As the number of users is expanded, it is important that all users receive initial and continuous training on the software system. Technology usage provides enhanced process improvements if staff is well trained with the software.

A training program should include two elements. The first is onboard training for new users. This type of training will provide an overview of the system how the City utilizes the software, and more in-depth training for individual users related to their specific role in the process. As new system updates are pushed out, training should be provided regarding recent changes and how they impact the functionality of the system. Also, the City may provide additional training as processes changes or staff's usage of the

software expands. The City should utilize the resources provided by the State for onboarding and continual training programs for the permitting software system.

To fully utilize the permitting software and to consistently provide training to all users, a staff member should serve as a liaison for the permitting software system. The liaison would be responsible for the maintenance of the software system and providing training to staff on the proper usage. This approach will help ensure greater consistency in the use of the permitting system, the system is maintained up-to-date, and staff has a dedicated resource for troubleshooting.

Recommendation #20: Create an initial and on-going training program to assist staff with utilizing the permitting software system.

4. The Permitting Software System Should be Used to Upload All Review Comments.

The permitting software system is not utilized by all departments/division and review comments are not consistently uploaded to the permitting software system. Planning does not utilize the software system for their projects and Public Works interacts sparingly with the system. All application and permit comments should be uploaded by the reviewer to the software system and attached to the application/permit file. The Planning Department should utilize the permitting software system for all application types.

Uploading all comments into the permitting system will provide all reviewers access to the comments. Also, allowing all staff the ability to track the status of the application, even if they are not the lead reviewer. This approach may reduce the number of applicant inquires for a status update.

An updated permitting software system will have the capability for reviewers to upload their comments to the relevant permit file. In the interim, all comments should be uploaded to the software system either by the reviewer (if they have access) or by the project manager. Comments may be uploaded individually or in the consolidated comment letter that is sent to the applicant.

Recommendation #21: Review comments should be uploaded to the permitting software system.

5. Planning Should Utilize the Permitting System to Track Hours and Charges.

Several Planning application types utilize a deposit based fee structure. These applications require staff to track their time spent on the application to charge the

application for the review. Planning tracks their hours in an Excel file then provide to the Permit Technician to charge the applicant.

Public Works also has several application types that are deposit based fees. However, Public Works staff track their time in the software system and run reports to invoice the applicant for additional fees or reimbursements. Previously, it was recommended for Planning to utilize the software system for their applications. They should also track their time in the permitting software solution similar to Public Works. This will create consistency between operations and capture time in a centralized system.

Recommendation #22: Planning should use the permitting software system to track their review times for deposit based application fees.

6. All Field Inspection Staff Should be Provided Tablets.

Building Inspectors currently log their inspection results via a tablet. Tablets should be provided to all development review inspectors, including Public Works, Fire Marshal, Planning, and Light and Power. Tablets should be cellular data equipped and linked to the permitting software system. Inspections should be resulted in the field.

Recommendation #23: Expand the use of tablets to all field staff involved in the development review process.

7. Functionalities in the Permitting Software that Should be Implemented.

Several previous recommendations include elements that are not currently utilized or available (without purchase) with the City's Accela program. This includes the ability to submit and review development applications electronically, which is a feature that is available but not being used.

Forest Grove is integrated into the State's building permitting system (Accela) and utilizes the software for application submittal and inspection scheduling. It is important to have a software system that integrates with the State's permitting system. The easiest route for the City to take is to continue utilizing the same software program as the state. The state provides a robust building permitting system and the ability to utilize the land management and public works modules at no cost. If there are features that the City desires, but not currently available with the current Accela version, the City has the ability to customize modules for non-building related functions by purchasing them directly from Accela.

In the event the City desires to create customizable modules for Planning, Public Works, or other functions, it is important to have a robust system. When evaluating the potential solutions for a permitting software system it is important to have a system that improves

operational efficiencies and one that meets the procedural needs of the City. The following elements should be considered for an improved permitting software system.

- Provides a robust online system for the public. Online features may include:
 - Submittal of all development application permits and/or license types.
 - Applicant online status tracking portal.
 - Integrated feature for the general public to search application and development activity status (e.g. status of an application, see approved site plans for new commercial development, etc.).
 - Applicant/contractor portal for inspection status.
- System that integrates customizable development processes and workflows so that progress can be tracked by staff. Complete workflow from application submittal to final inspection and certificate of occupancy.
- Calculate application and permitting fees and accept payment through the software and online portal.
- Ability to upload review comments and monitor the status of individual reviewers (e.g. awaiting Planning comments, Building approved, Engineering submitted comments, etc.).
- Utilize templates to prepopulate standardized information for review comment letters, staff reports, permits, etc.
- Searchable database by address or other approved identifier such as parcel number.
- Approved and constructed plan sets are linked to the permit file by approved identifiers.
- Mobile version of the software program where field staff can access the system to consult approved plan sets, result inspections, and determine open permits and violations.
- Ability to upload photos via mobile version and link to the permit file.
- Web-based access portal for staff to access the system remotely.
- Capture staff's time for project review and charge against deposit based application fees.

- Integration of the City's GIS system and linked to the permit file by identifier.
- Automatically sends a survey link to the applicant once the permit is issued and when the permit is closed out.

Incorporating each of these elements into the permitting system will promote increase collaboration between development staff and increase operational efficiencies both internally and for customers.

The current permitting software system (Accela) has the functionality and features previously mentioned in their most current version. However, it may require the City to expand their licensing features to incorporate many of these elements. The cost of updating the software or implementing a new permitting software system will vary depending on the vendor and the features/modules that the City ultimately decides.

The City would have to go through the procurement process in order to develop an exact cost estimate to serve their needs. Based on the project team's experience in other jurisdictions a new permitting software system that is started from scratch would range between \$250,000 to \$500,000+. The final cost is influenced by the amount of customization the City desires (e.g. application workflow that matches the current process), the number of user licenses, and the amount of historic permitting information migrated into the new system. Any new system would require duplication of building permit applications from the State system to the City's.

The City may desire to update the existing permitting system (e.g. land management and/or public works module). Updating the current system is likely to have a lower fiscal impact and would potentially allow for a phased implementation of new modules. The cost associated with an updated permitting system with customizable modules would likely range between \$30,000 and \$60,000 per module depending on the level of customization.

Recommendation #24: The City should work with the State of Oregon Permitting Services and/or Accela staff to expand the use of the existing modules to incorporate the recommendations made in this report. If customizable modules for Planning or Public Works are required to implement the recommendations, the City should contract with Accela to customize those modules.

4. Customer Survey

As part of this study, the project team was tasked with creating a customer survey for the City's customers to provide feedback. As part of the survey, the project team researched survey programs in addition to creating a draft survey for the City.

1. Survey Platform Research

There are several ways to conduct a customer satisfaction survey. These forms include the use of online surveys, hard copy survey, and professional survey companies. Based on the previous recommendations to go to digital application submittals, the hard copy survey approach is cumbersome and obsolete. Also, they are time and cost intensive to mail to prior customers and compile the results received.

Also, the use of a professional survey company to contact the customer for feedback, either through a hard copy survey, phone, or email format is the most cost intensive approach. There are multiple online survey platforms that can be utilize to distribute the survey and collect responses via email. Online survey platforms are also the most efficient for staff to send, collect, and analyze responses. Also, it is the most cost effective, considering there are several free survey products.

The use of an online survey system is the quickest and easiest ways to receive feedback. As the City transitions to digital application submittals, they will have access to customer's email addresses. Also, online survey allow for increase anonymity for the customer as feedback is often submitted with no identifying information, with the rare exception of an occasional I.P. address. To receive honest feedback anonymity is important for the survey taker.

There are dozens if not hundreds of online survey tools. While many of the online survey companies require a paid subscription, many also provide free versions. Free versions may limit the number of surveys or the number of responses, but several companies allow for unlimited responses or their threshold is high enough that they may work for the City. The following table summarizes several companies that offer free versions of an online survey. This information is based on internet research only.

Free Online Survey Tools

Survey Monkey	Typeform	Zoho Survey	Survey Gizmo
SoGoSurvey	Google Forms	Client Heartbeat	Survey Planet
Survey Sparrow	Survicate	Survey Legend	Crowdsignal

Each platform (except Google Forms) also provides a paid version. The biggest drawback from most of these platforms is they either limit the number of questions you may ask or the number of surveys that can be taken in a specific time period. Google Forms is completely free and does not limit the number of survey questions or responses. It only requires a valid Google (Gmail) email address to create a survey.

There are many available online survey tools that are free for the City to consider to use for their customer survey.

2. Customer Survey

The draft survey outline below is intended to provide feedback on the services provided by the City regarding the development review process. The first two questions focus on demographics and will provide sample multiple choice responses. Multiple choice questions will provide insight to the customer's experience interacting with the City and will use a satisfactory scale. Finally, open ended questions will be at the end of the survey.

- What was your role in interacting with Forest Grove?

Architect	Builder/General Contractor	Homeowner	Business Owner
Engineer	Trade Contractor	Property Developer	Other

- In what capacity did you primarily interact with the City?

Building Permitting	Engineering	Site Improvements	Light and Power
Building Inspection	Fire Permitting	Planning / Zoning	None of these

The following multiple choice questions would include the following choices: Highly Satisfied, Satisfied, Neutral, Dissatisfied, Highly Dissatisfied, and Not Applicable.

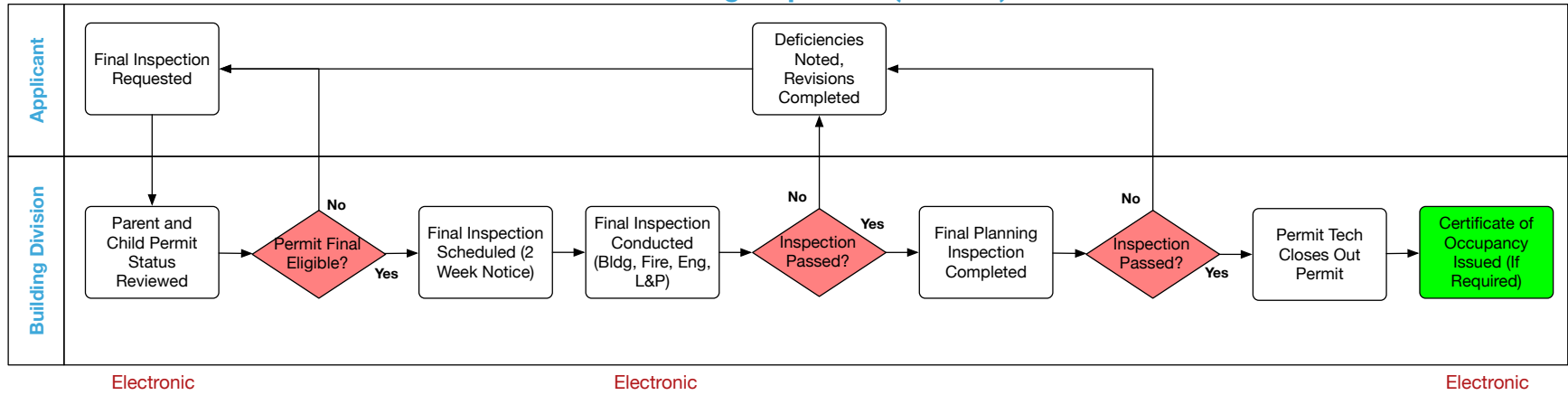
- The City's website provided sufficient detail on the development review process?
- The City provided acceptable communication regarding application status?
- Application review was conducted in a timely manner?
- The City outlined all the necessary information to submit a complete application?
- The review of my application was comprehensive?
- If deficiencies were identified during plan review, comments provided by city staff clearly outlined the applicable code section for each noncompliant area?
- The permitting process was predictable?

- Staff were accessible and responsive?
- City staff provided good customer service?
- When my permit was issued, it was clear what inspections were required?
- The timeliness to receive an inspection was appropriate?
- If deficiencies were identified during an inspection, inspectors were clear about the reason for failure?
- The process to obtain final inspection and to closeout my permit was efficient?

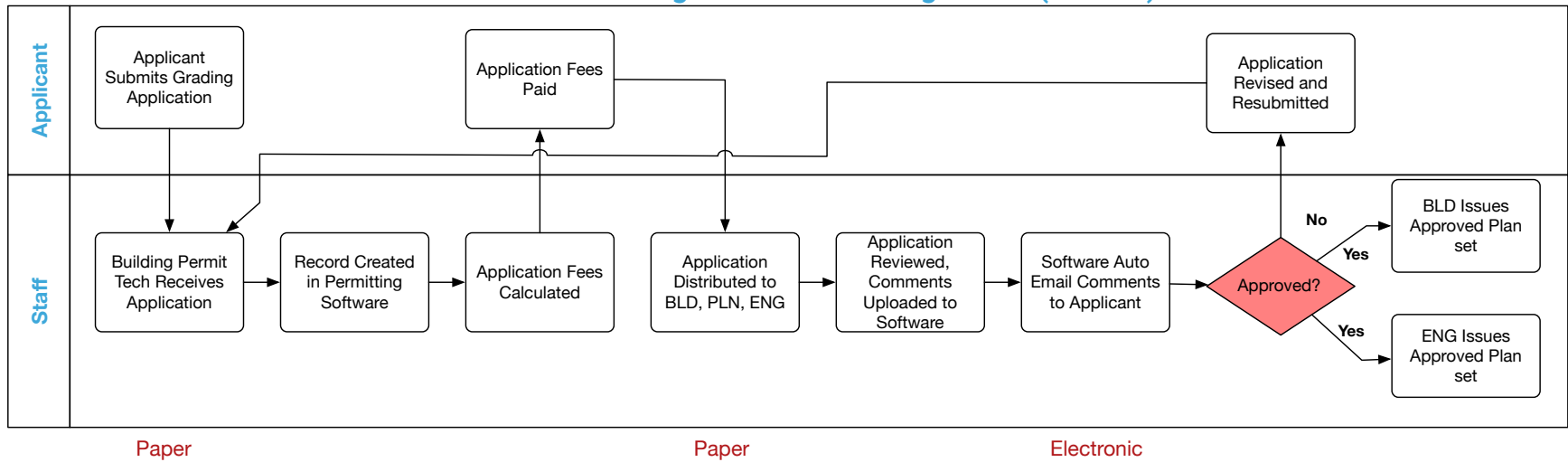
The following are open ended survey question:

- Identify any challenges you had during the development review processes.
- Identify three potential opportunities for improvement in the development review process.
- Identify three strengths of the development review process.
- Please provide any additional input you would like to share regarding the development review process.

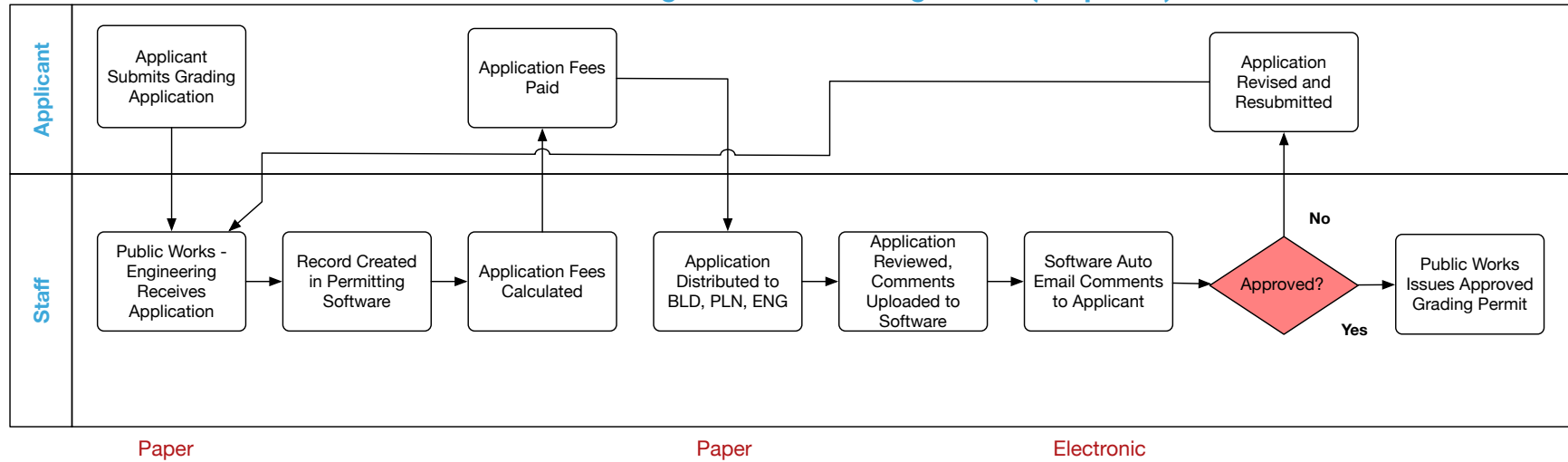
Final Building Inspection (Current)



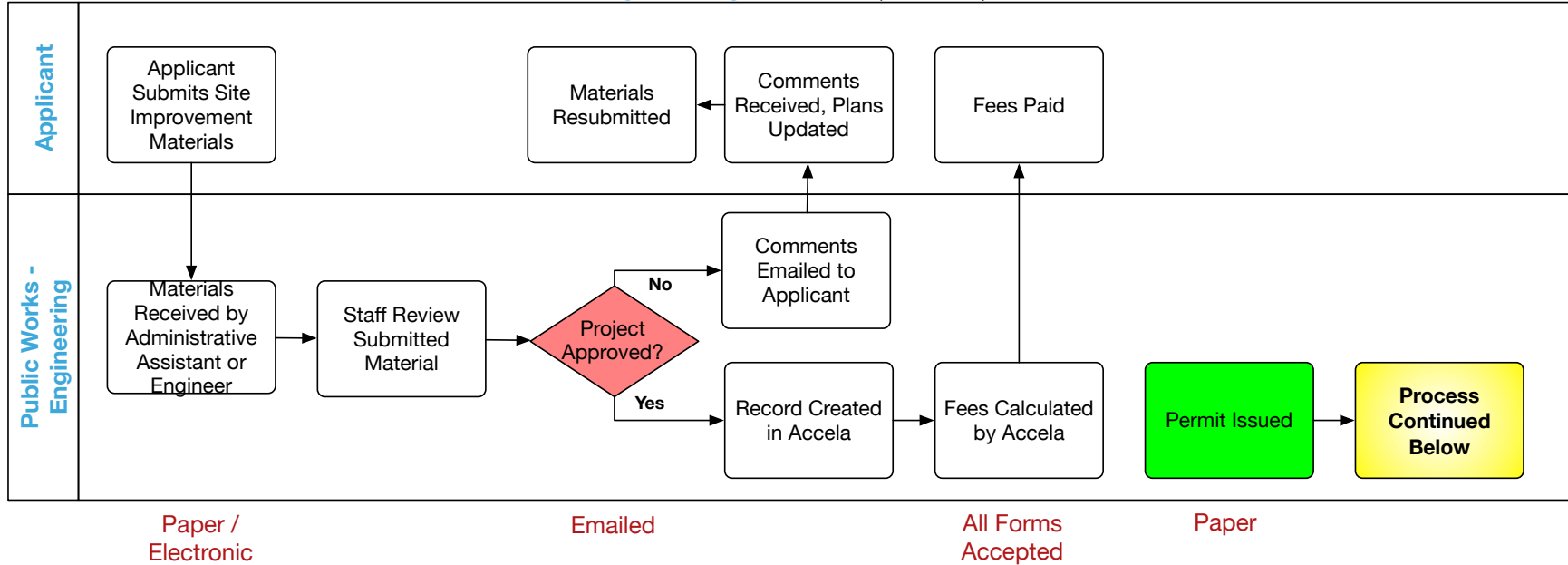
Commercial Building Process – Grading Permit (Current)



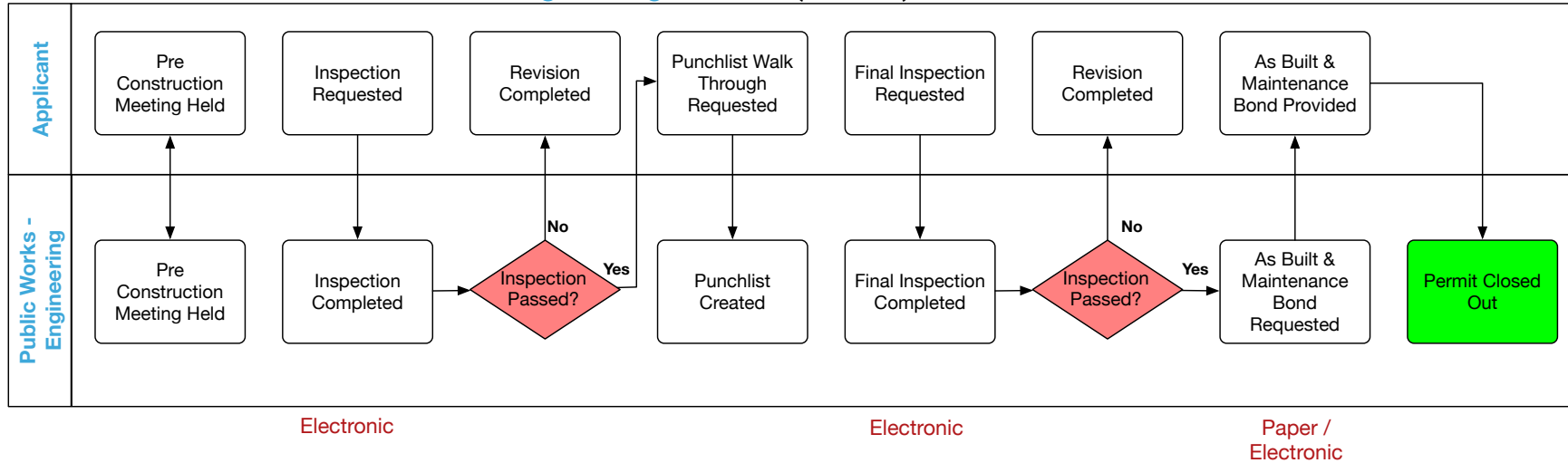
Commercial Building Process – Grading Permit (Proposed)



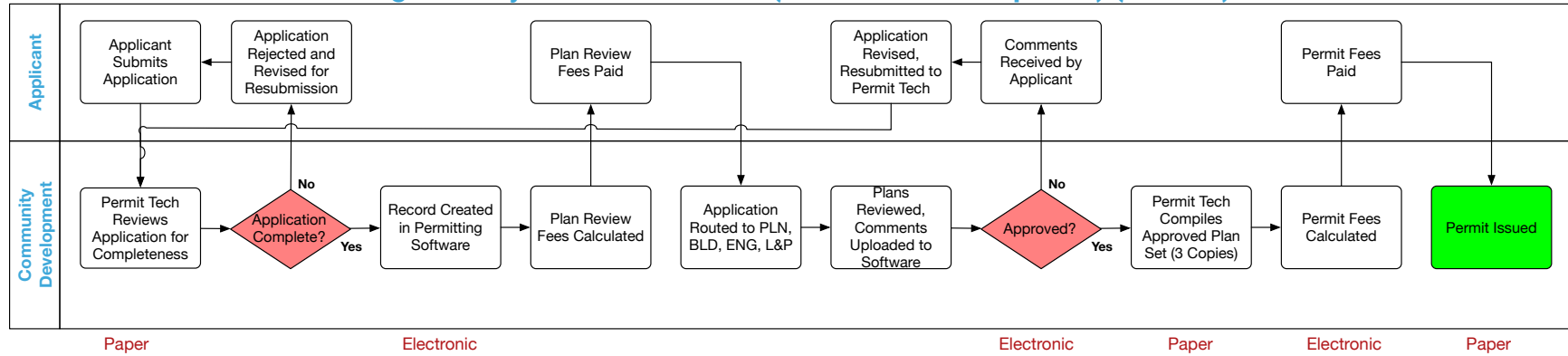
Engineering Closeout (Current)



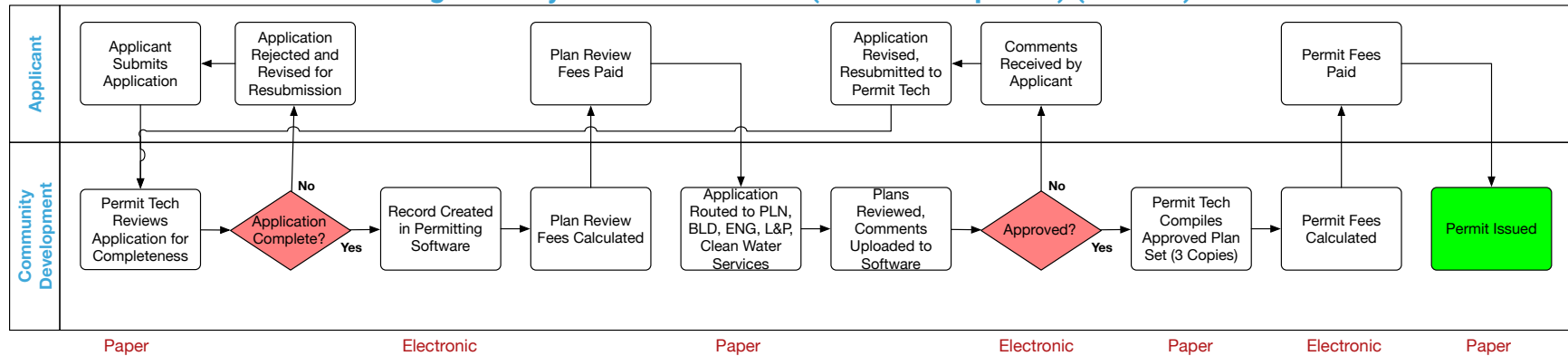
Engineering Closeout (Current) - Continued



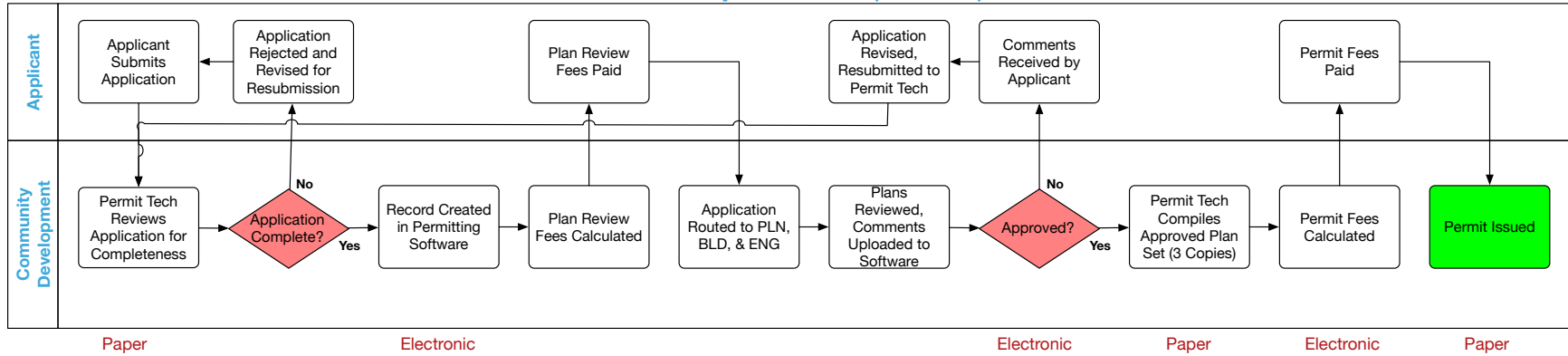
Single Family New Construction (Greenfield Development) (Current)



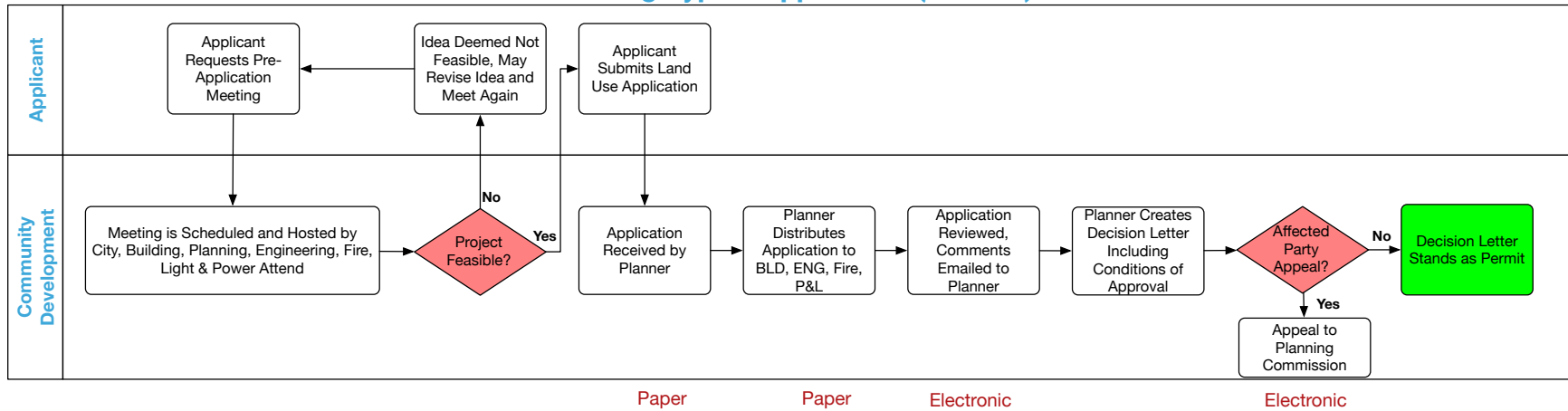
Single Family New Construction (Infill Development) (Current)



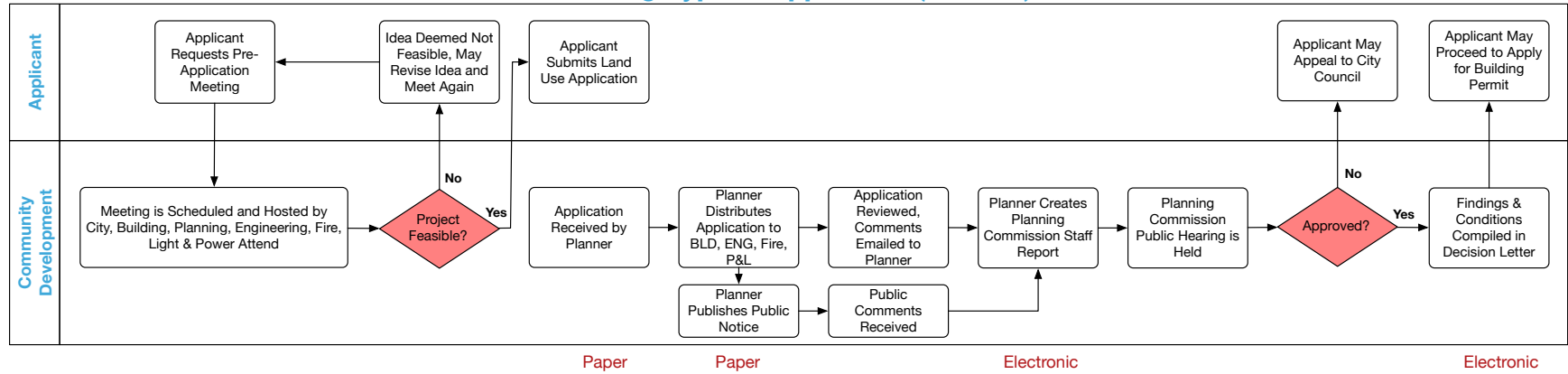
Tenant Improvement (Current)



Planning Type II Application (Current)



Planning Type III Application(Current)



Appendix B: Current State Assessment

This descriptive profile outlines the organization, structure, and staffing of the development review process in Forest Grove and covers Community Development, Public Works – Engineering, and the Fire Marshal’s Office. The information contained in the profile has been developed through a series of interviews conducted at all levels of the organization, including managers, supervisors, and line-level staff, from the various departments.

The primary objective of this profile is to document the current approaches utilized by the various development review entities. Additionally, it enables us to confirm our understanding of the roles and responsibilities of individuals involved in their respective positions within the review and inspection process. Consequently, no analysis or findings are contained in this document. Instead, this interim report focuses on outlining the following items:

- The organizational structure of the various operations within the project scope.
- The roles, responsibilities and service delivery approaches for each functional area.
- The organizational composition and allocation of staff by position classification assigned to the development review, permitting, and inspection processes.

The profile will serve as a summary of the current state of staffing allocations and duties and processes utilized. This will allow us to compare recommendations developed for the final report to the current state and demonstrate the impact of the proposed changes.

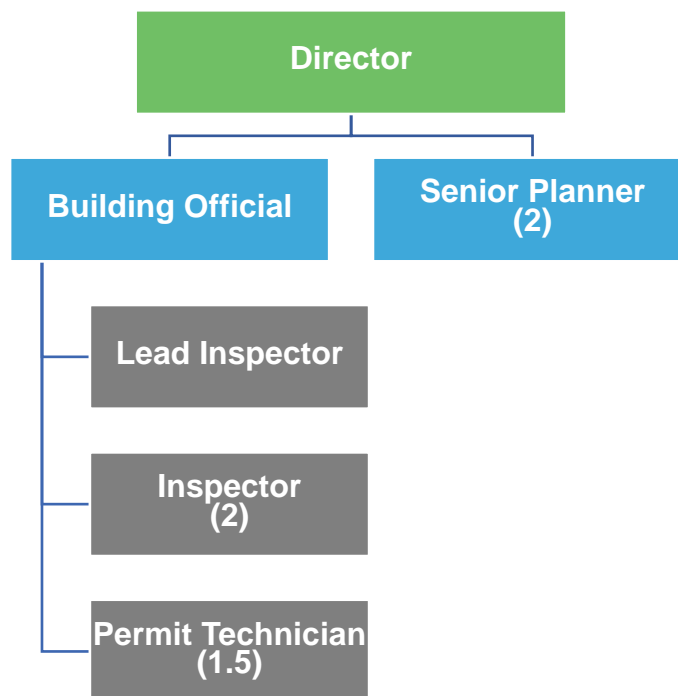
Please note that the roles and responsibilities descriptions for each position are not intended to provide a job description level of detail but simply to highlight the most important or core functions of the position related to the development review process.

1. Community Development

The Community Development Department is comprised of the Building and Planning functions and serves as the primary public point of contact for all development related activities. The Community Development Department includes the public counter where development applications are initially submitted.

1. COMMUNITY STRUCTURE

The following chart outlines the organizational structure of Community Development.



2. STAFF ROLES AND RESPONSIBILITIES

The following table details the number of staff, by position title, for the Community Development Department and summarizes the major duties of each position.

Position Title	Authorized Positions	Key Roles and Responsibilities
Director	1	<ul style="list-style-type: none"> Responsible for the day-to-day oversight of the Department. Assist on larger scale project review and project management. Serves as staff representative at Planning Commission and City Council.
Chief Building Official	1	<ul style="list-style-type: none"> Chief Building Official provides oversight to the building plan review and inspection project. Conducts building and fire plan review for commercial and major applications in Forest Grove and Cornelius.
Lead Inspector	1	<ul style="list-style-type: none"> Lead Inspector assigns daily inspections and conducts building inspections in Forest Grove and Cornelius. Assists with single family residential plan review. Inspectors are cross trained and all conduct residential and commercial building inspections in Forest Grove and Cornelius.
Inspector	2 (1 Vacant)	
Permit Technician	1.5	<ul style="list-style-type: none"> Serves as the primary point of contact for the development permitting counter. Processes building and planning applications, uploads applications / documents to the permitting software system, and distributes applications for review. Issues building permit upon review approval. Clerks the Planning Commission and Historic Landmarks Commission along with publishing public notices.
Senior Planner	2	<ul style="list-style-type: none"> One Senior Planner focuses on current planning activities and the other addresses long-range planning efforts. Responsible for reviewing development and building applications for compliance with local zoning and land use ordinances. Serve as staff representative for development applications before Planning Commission, Historic Landmarks, and City Council.

3. WORKLOAD

The following tables summarize the workload by month and type of activity for the Building Division for 2019 for Forest Grove and Cornelius.

Forest Grove Building Permits by Month

Month	# of Permits Issued	Seasonal +/- (Compared to Monthly Avg)
Jan	96	
Feb	86	-7.2%
Mar	110	
Apr	93	
May	109	-2.4%
Jun	105	
Jul	111	
Aug	245	+43.4%
Sep	95	
Oct	69	
Nov	67	-33.9%
Dec	72	
Total	1,258	

Cornelius Building Permits by Month

Month	# of Permits Issued	Seasonal +/- (Compared to Monthly Avg)
Jan	38	
Feb	62	+4.7%
Mar	77	
Apr	77	
May	74	+6.5%
Jun	29	
Jul	67	
Aug	58	- 1.2%
Sep	42	
Oct	86	
Nov	23	-10.1%
Dec	43	
Total	676	

In 2019, a total of 1,934 building permits were issued by the Building Division for Forest Grove and Cornelius. Forest Grove accounted for 65% of the building permits issued. The following table outlines the permit type by location.

Building Permit Type and Location

Permit Type	Cornelius	Forest Grove	Total
Plumbing	200	418	618
Mechanical	252	362	614
Building	193	259	452
Sewer	-	107	107
Water	-	92	92
Signs	19	8	27
Excavation/Grading	5	5	10
Demolition	5	3	8
Mobile Homes	2	4	6
Grand Total	676	1,258	1,934

Building Inspection data was also provided for 2019. The following tables present the building inspections conducted for Forest Grove and Cornelius by month and day of the week. Note: the darker the red color, the higher the number of inspections completed. Cooler shades of green represent a lower inspection volume.

Forest Grove Building Inspections by Weekday and Month

Weekday	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Monday	78	54	86	112	59	84	101	103	87	76	62	71	973
Tuesday	102	81	97	117	72	100	127	119	124	159	80	85	1,263
Wednesday	132	83	110	100	115	94	123	118	83	60	57	88	1,163
Thursday	127	95	93	90	90	64	69	139	137	129	63	73	1,169
Friday	139	156	89	102	78	75	85	120	145	87	111	63	1,250
Total	578	469	475	521	414	417	505	599	576	511	373	380	5,818

Cornelius Building Inspections by Weekday and Month

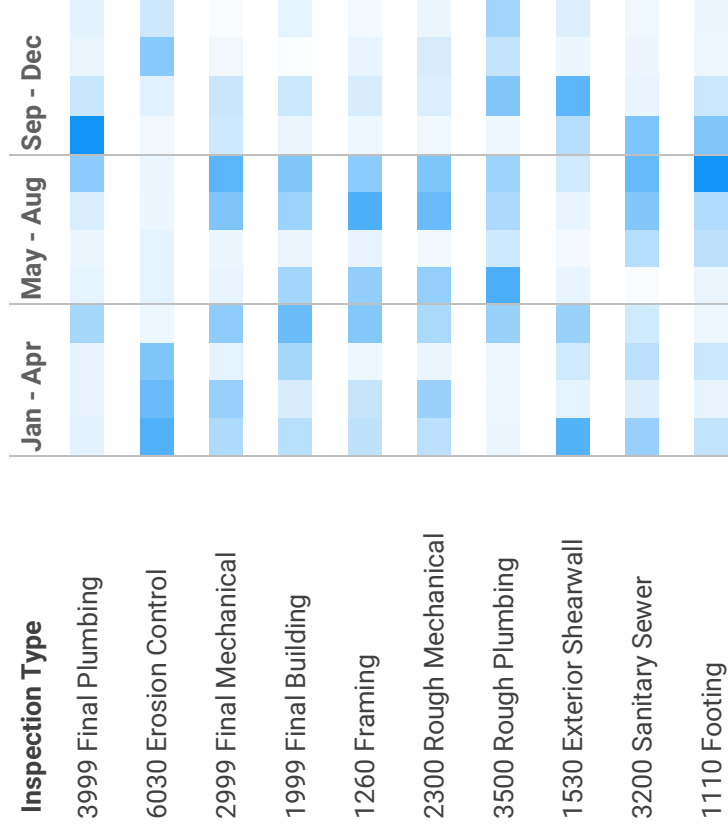
Weekday	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Monday	23	16	106	118	47	84	89	96	62	50	65	96	852
Tuesday	70	39	79	91	69	54	101	85	80	92	118	54	932
Wednesday	46	39	74	71	73	27	61	75	112	75	60	23	736
Thursday	47	44	38	57	84	39	32	121	61	113	41	41	718
Friday	46	35	65	74	71	85	47	81	68	93	125	64	854
Total	232	173	362	411	344	289	330	458	383	423	409	278	4,092

A total of 9,910 building inspections were completed in 2019. The City of Forest Grove accounted for 58.7% of the total building inspections completed.

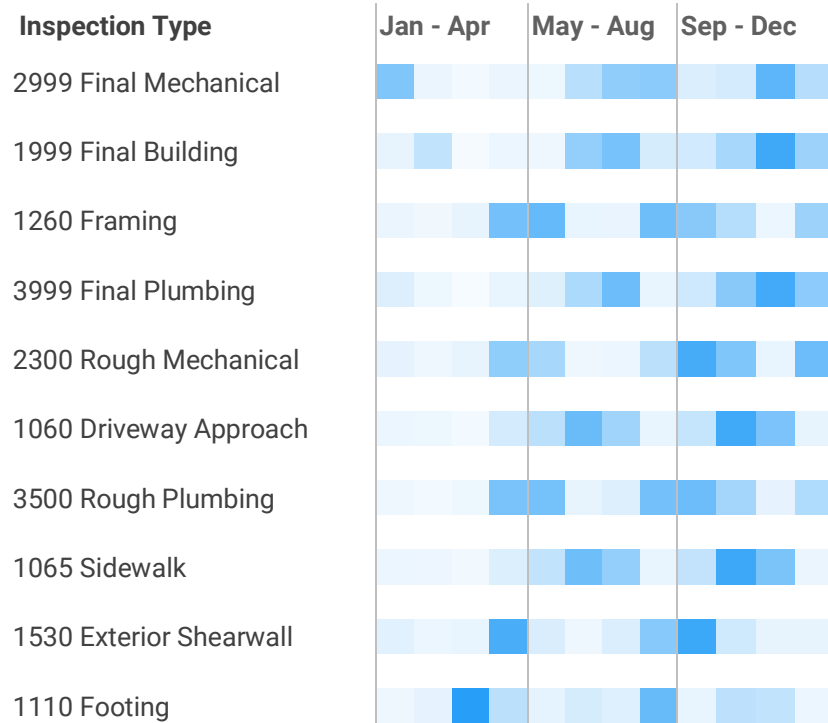
The busiest months for Forest Grove were August, September, and January. In Cornelius, the months of April, August, and October had the most inspections completed. Overall, August and September were the two busiest months for Building Inspectors.

There were approximately 120 different building inspections types completed by staff in 2019. The following two tables present the top 10 inspection type by city and frequency by month. The lighter blue indicates a lower inspection volume, while the darker shades are higher workload volumes.

Top 10 Building Inspection Types – Forest Grove



Most Frequent Inspection Types – Cornelius



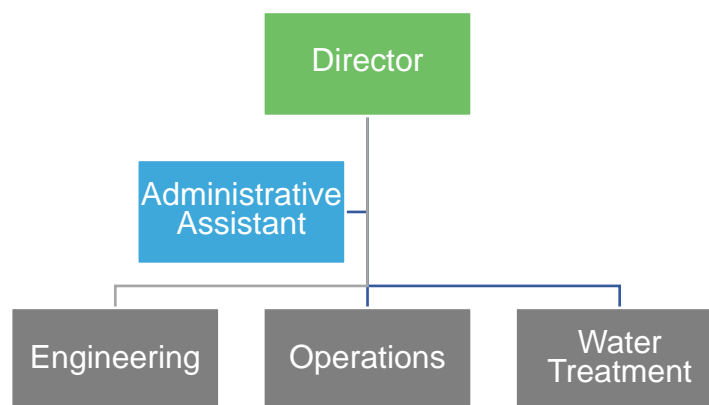
Several inspection categories overlap between Forest Grove and Cornelius and they include: Rough and Final Mechanical; Final Building; Framing; Rough and Final Plumbing; Exterior Shear wall, and Footing. These are the most frequent and common types of inspections completed by building inspectors.

2. Public Works and Engineering

The Public Works Department is responsible for several roles in the development review process. Public Works issues a subset of development review permits in the public right-of-way, encroachment, utility, etc.) Additionally, Engineering falls under Public Works and provides both capital project engineering and development review engineering/land development reviews and inspections.

1. ORGANIZATIONAL STRUCTURE

The organizational structure of Public Works is presented in the following chart.



2. STAFF ROLES AND RESPONSIBILITIES

The following table details the number of staff, by position title, for Public Works and Engineering and summarizes the major duties of the position.

Position Title	Authorized Positions	Key Roles and Responsibilities
Director	1	<ul style="list-style-type: none"> Oversees the day to day operations of the Public Works Department. Assists with right-of-way permit review and other development review applications. Provides guidance on updating adopted codes, standards, and ordinances.
Engineering Manager	1	<ul style="list-style-type: none"> Responsible for reviewing development applications for compliance with adopted standards and ordinances.
Project Engineer	2	<ul style="list-style-type: none"> Focus development review efforts on site development, infrastructure, utilities, transportation, and rights-of-way.
Inspector	1	<ul style="list-style-type: none"> Manager reviews applications and distribute to Project Engineer for review. Inspector focuses efforts on inspecting the built environment for compliance with engineering and

Position Title	Authorized Positions	Key Roles and Responsibilities
Administrative Assistant	1	<p>infrastructure ordinances and compliance with approved plan set. Conducts inspections prior to expiration of maintenance/performance bonds.</p> <ul style="list-style-type: none"> • Creates development and maintenance agreements for applicable projects. • Provides GIS mapping services, maintains/updates engineering related infrastructure maps. <p>• Provides administrative support to Engineering and all of Public Works. Serves as permitting software administrator for Public Works.</p> <ul style="list-style-type: none"> • Serves as public point of contact for Engineering development application submittal and issuance. • Distributes development review applications to Engineering Manager for review.
Public Works – Operations Division	Various Staff	<ul style="list-style-type: none"> • Operations team will assist Engineering with conducting field inspections on new development and maintenance bonds prior to the City’s acceptance of infrastructure.

3. WORKLOAD

Workload data was provided for the Engineering Division to understand workload related to development review activities. The data provided covered engineering inspections, building permit review, and development reviews completed.

In 2019, the Engineering Division of Public Works completed 674 building application plan reviews and 95 activities related to development review and planning applications. This data set included pre-application review, conditions of approval and various other application and meeting types regarding development activities. Engineering also conducted 614 inspections in 2019.

3. Fire Prevention and Inspection

The Fire Marshal's Office is under the supervision of the Forest Grove Fire Department and is within the Fire Prevention and Inspection Division. The Fire Prevention and Inspection Division is comprised of the Fire Marshal and Deputy Fire Marshal and receives support from various staff members on fire prevention programming.

The following table details the number of staff, by position title, for Public Works and Engineering and summarizes the major duties of the position.

Position Title	Authorized Positions	Key Roles and Responsibilities
Fire Marshal	1	<ul style="list-style-type: none"> Responsible for conducting development review activities that ensure adequate water access for fire suppression systems and response and review site plans for fire and emergency vehicle access. Assist Building Inspectors with conducting fire alarm/suppression system inspections. Conduct annual fire inspections for commercial establishments on behalf of the City.
Deputy Fire Marshal		

Appendix C: Stakeholder Analysis

As part of the Matrix Consulting Group's study for the City of Forest Grove, the project team distributed a survey to prior customers of the city in order to obtain feedback about their experience with the development review process. This survey generally asked three types of questions:

- **Respondent Demographic Questions:** Respondents were asked about the role in which they interact with the City's development review functions, which functions they have encountered, how frequently they interact with the City, and the timing of their most recent interaction.
- **Multiple Choice Questions:** Respondents were asked to indicate their agreement or disagreement with a number of statements regarding their experiences and interactions with the City's community development functions.
- **Open-Ended Questions:** Respondents were asked to provide, in their own words, their thoughts on the City's strengths and opportunities for improvement in the development review process.

The survey questionnaire was distributed electronically in October to a group of 1,571 selected stakeholders. This listing was of prior customers of the City's development review process over the last five years for whom the City had email addresses. Out of these, a total of 126 responses were received, for a response rate of 8%.

1. Summary of Survey Results and Findings

While a more detailed analysis can be found in the sections below, the following points summarize the key findings from the responses received to this survey:

- Customers are knowledgeable about the City's development review functions. They have frequent and recent interaction with them in a variety of capacities.
- Customers largely have positive opinions about their experiences with the City. Nearly every statement about every service area was met with overwhelming agreement, and not one statement received more disagreement than agreement.

- A number of customers remained neutral with statements about the usefulness of the City's website, rather than agreeing; this suggests that the website could be improved to provide better customer service.
- A majority of the customers strongly agreed the City's staff provides good customer service throughout the entire permitting process.
- Customers view the City's knowledgeable and professional staff as its key strength and appreciate the ease with which permitting processes are accomplished.
- The timeliness of inspections and consistency in code compliance and regulation application was strongly agreed upon as favorable by the majority of the respondents.

The following sections address the different portions of the questionnaire and the responses received in more detail.

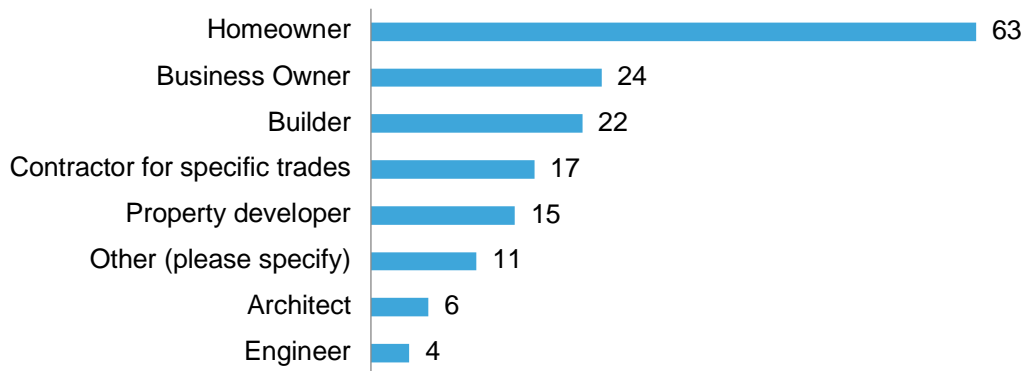
2. Respondent Demographics

The first section of the survey asked respondents questions about the types of interactions they have with the City's development review process and the frequency of these interactions. The following tables illustrate the responses received to these demographic questions.

(1) Respondents Interact with the City in a Number of Roles, the Most Common of which Is "Homeowner".

The first question asked respondents the capacity in which they typically interact with the City's development review process, with the option to select more than one response. The chart below shows the count of responses received.

What is your role in interacting with the City of Forest Grove regarding development or permitting activities? (check all that apply)

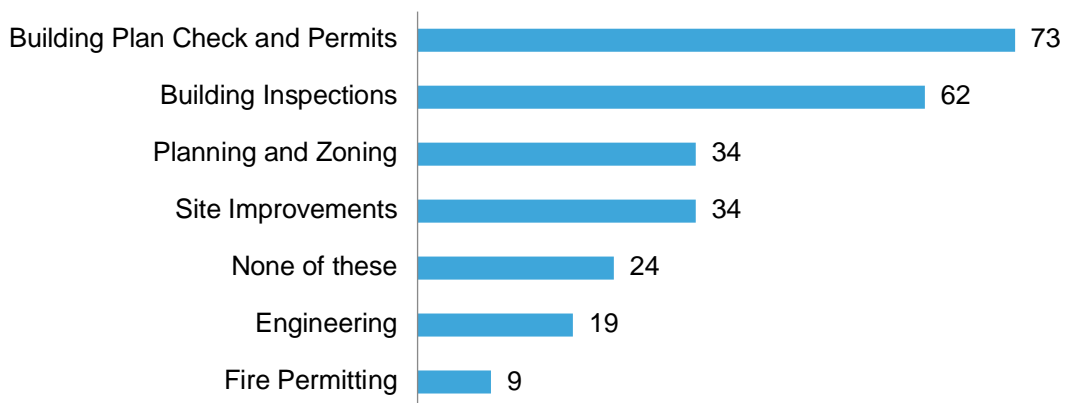


The most common role was “Homeowner”, with more than twice as many responses as the next most common role. Those choosing “Contractor for specific trades” include electrical, plumbing, mechanical for example. Those choosing “other” provided the following responses: Comcast Construction Specialist, Realtor, Business Facilities Director, Property Owner, Landlord, Planner and School Principal.

(2) Building Plan Check and Permits and Building Inspections Are the Most Common Functions Encountered by Respondents.

The next question asked respondents what development functions they typically encounter in their interactions with the City. Again, the option to select multiple responses was offered. The following table shows the count of responses received.

In what development functions do you primarily interact with the City? (check all that apply)

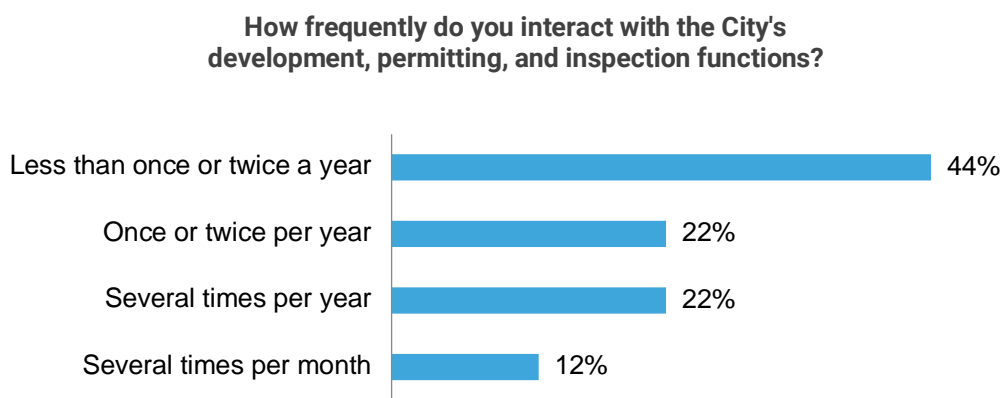


Building plan checks and permits and building inspections functions were the most

common interactions. Site improvement and planning and zoning were the third most frequent interaction with the City. Respondents did not indicate their interaction when they selected “None”.

(3) The Majority of the Respondents Interact Less Than Once or Twice a Year with the City.

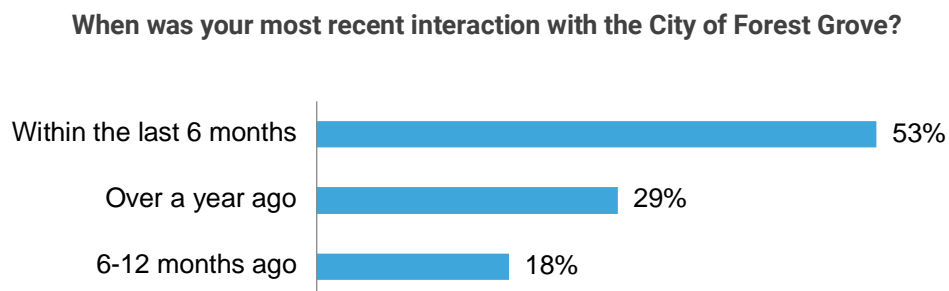
The third question asked respondents how frequently they interact with the City’s development review functions. The following table shows a count of the responses received.



As the table shows, most of these respondents interact with the City less than once or twice a year. The aggregate of the other three responses (multiple times per year) was greater than those individuals who only engage the City less than once or twice annually.

(4) The Majority of the Respondents Have Had Recent Interactions with The City in the Last Six Months.

The final question in this first section asked respondents when their most recent interaction was with the City. The following table shows a count of the responses received.



53% of respondents have interacted with the City, within the last six months.

These responses help to develop an overview of the respondent pool and lend context to the responses received in the rest of the survey.

3. Multiple Choice Statements

The next section of the survey asked participants to indicate their level of agreement or disagreement with a series of statements related to their experience with Planning/Zoning, Building Permitting and Inspection, and Engineering. Respondents could select Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly Disagree (SD), or Not Applicable. The Not Applicable category was excluded from tabulation percentages to ensure responses focused on those that had previously interacted with the respective process.

(1) Respondents Gave Positive Opinions of the City's Planning and Zoning Process.

The next section of the survey asked participants to indicate their level of agreement or disagreement with a series of statements about the City's planning and zoning process. There were 103 responses received. The following table shows a breakdown of the responses.

Planning and Zoning Process

#	Statement	SA	A	N	D	SD
1	I clearly understood what approvals / permits would be required for my project.	31%	49%	13%	5%	2%
2	I clearly understood what information and documentation I needed to include in my application.	32%	44%	18%	5%	1%
3	I clearly understood the timeline associated with the review process for my project.	31%	40%	22%	5%	2%
4	I clearly understood who had the decision-making authority (Planning Commission, Historic Landmarks Commission, City Council, or staff) for my application.	33%	32%	18%	12%	4%
5	I clearly understood what fees would be required for my project.	32%	38%	18%	9%	3%
6	Staff was helpful in explaining what I needed to do and how to accomplish it.	46%	37%	13%	2%	2%
7	The City's web site had the information I needed to prepare a complete application.	14%	35%	30%	13%	7%
8	The initial review of my application was complete and comprehensive.	31%	47%	16%	2%	3%

9	The initial review of my application was conducted in a reasonable amount of time	36%	49%	9%	3%	3%
10	After receiving comments on my application, I clearly understood what I needed to do to revise my application to achieve compliance with adopted codes and ordinances.	33%	46%	12%	7%	1%
11	Staff provided good customer service throughout the process.	50%	35%	8%	4%	2%

As the table shows, the responses to these statements contained far more agreement than disagreement. With the exception of one statement about the usefulness of the City’s website, every statement received at least four times as much agreement as disagreement, and more agreement than neutral and disagreeing responses combined.

The following key themes emerged from the responses received.

- Statement #6, “Staff was helpful in explaining what I needed to do and how to accomplish it” received 46% in strong agreement responses with an additional 37% in agreement to the statement, totaling 83% of the respondents being satisfied with the City’s staff in this process.
- Statement #7, “The City’s web site had the information I needed to prepare a complete application” received 30% neutral responses. Of the other responses, agreement outweighed disagreement 35% to 13%.
- Statement #11, “Staff provided good customer service throughout the process” received 50% in strong agreement responses with an additional 35% in agreement to the statement, totaling 85% of the respondents being clearly happy with the City’s customer service in this process.

(2) Respondents Gave Strong Agreement with Statements About the Building Plan Review and Permitting Process.

The next section of the survey asked participants to rate their level of agreement or disagreement with statements about the City’s building plan review and permitting process. There were 86 responses received; the following table provides a summary of the responses.

Building Plan Review and Permitting Process

#	Statement	SA	A	N	D	SD
1	I clearly understood what approvals / permits would be required for my project.	41%	43%	8%	8%	1%

2	I clearly understood what information and documentation I needed to include in my application.	37%	42%	13%	6%	3%
3	I clearly understood the timeline associated with the review and approval process for my project.	35%	42%	13%	8%	3%
4	I clearly understood the steps of the review process for my project.	36%	42%	14%	6%	1%
5	I clearly understood what fees would be required for my project.	36%	36%	17%	8%	3%
6	Staff was helpful in explaining what I needed to do and how to accomplish it.	62%	28%	5%	3%	3%
7	The City's web site had the information I needed to prepare a complete application.	22%	36%	25%	10%	7%
8	The initial review of my building application was complete and comprehensive.	42%	38%	16%	1%	3%
9	The initial review of my building application was completed in a timely manner.	45%	41%	9%	3%	3%
10	After receiving comments on my application, I clearly understood what I needed to do to revise my application to achieve compliance with adopted codes and ordinances.	40%	41%	13%	4%	1%
11	Staff provided good customer service throughout the process.	58%	29%	8%	3%	3%

As evident in the table above, respondents provided strong agreement with the statements in this section with overwhelming agreement concerning the knowledgeable staff and customer service. With the exception of one statement about the usefulness of the website, each statement received more than four times as much agreement as disagreement, and more agreement than neutral and disagreeing responses combined.

- Statement #6, “Staff was helpful in explaining what I needed to do and how to accomplish it” received 62% in strong agreement responses with an additional 28% in agreement to the statement, totaling 90% of the respondents being happy with the City’s staff in this process.
- Statement #7, “The City's web site had the information I needed to prepare a complete application” received 25% neutral responses. Of the other responses, agreement outweighed disagreement 36% to 10%.
- Statement #11, “Staff provided good customer service throughout the process” received 58% in strong agreement responses with an additional 29% in agreement to the statement, totaling 87% of the respondents being satisfied with the City’s customer service in this process.

(3) Respondents Were Overwhelmingly Positive About the Quality of Their Experience with the Building Inspections Process.

The next section of the survey asked participants to provide their level of agreement or disagreement with a series of statements about the City's building inspection process. There were 88 responses to this section which are summarized in the following table.

		Building Inspection Process				
#	Statement	SA	A	N	D	SD
1	The City did a good job at communicating what inspections were required.	44%	36%	13%	4%	3%
2	It was easy to request and schedule an inspection.	50%	31%	13%	6%	1%
3	Inspectors dealt with me using a positive approach of "here's how to get your work approved".	47%	29%	13%	7%	4%
4	If deficiencies were identified during an inspection, inspectors were clear about the reason for failure.	44%	30%	19%	3%	5%
5	The time frame for obtaining a building inspection was reasonable.	47%	39%	10%	3%	1%
6	The inspector showed up when expected.	42%	46%	7%	4%	1%
7	Inspectors were fair and consistent in applying the codes and regulations to my project.	51%	29%	11%	7%	3%
8	The process to obtain final inspection and closeout my permit was efficient.	47%	37%	10%	4%	1%
9	Staff was helpful in explaining what I needed to do and how to accomplish it.	51%	36%	10%	0%	3%
10	Staff provided good customer service throughout the process.	57%	29%	11%	0%	3%

Participants responded with heavy agreement to each of these statements. Every statement received at least six times as much agreement as disagreement, more agreeing responses than neutral and disagreeing responses combined, and no more than three total disagreeing responses.

(4) Respondents Gave Positive Opinions of the City's Public Works and Engineering Processes.

The following section of the survey asked participants to indicate their level of agreement or disagreement with twelve statements about the City's public works and engineering processes. There were 74 responses to this section. The following table shows a breakdown of the responses.

Public Works and Engineering Processes

#	Statement	SA	A	N	D	SD
1	I clearly understood what approvals / permits would be required for my project.	26%	40%	21%	11%	2%
2	I clearly understood what information and documentation I needed to include in my application.	25%	36%	24%	13%	2%
3	I clearly understood the design standards and regulations associated with my project.	24%	43%	17%	15%	2%
4	Staff was helpful in explaining what I needed to do and how to accomplish it.	40%	36%	11%	4%	9%
5	The City's web site had the information I needed to prepare a complete application.	16%	36%	28%	10%	10%
6	The initial review of my application was complete and comprehensive.	30%	32%	23%	6%	9%
7	The initial review of my application was conducted in a reasonable amount of time.	30%	43%	13%	6%	8%
8	After receiving comments on my application, I clearly understood what I needed to do to revise my application to achieve compliance with adopted codes and ordinances.	35%	33%	20%	8%	4%
9	Staff provided good customer service throughout the process.	49%	29%	15%	4%	4%
10	I clearly understand what Public Works/Engineering Inspections are required.	32%	36%	16%	10%	6%
11	It is easy to request and schedule an inspection.	37%	43%	11%	7%	2%
12	Inspectors were fair and consistent in applying to codes and regulations to my project.	44%	29%	15%	6%	6%

As evident in the table, 70% of the respondents were in agreement to the statements concerning Public Works and Engineering Processes. There was an average of 17% of the respondents remaining neutral, with only an average of 8% disagree and 5% strong disagreement. The following key themes emerged from the responses received.

- Statement #3, "I clearly understood the design standards and regulations associated with my project" received 17% neutral responses and a combined 17% disagree and strongly disagree opinions. Possibly an area to improve describing the design standards and associated regulations to the public.
- Statement #5, "The City's web site had the information I needed to prepare a complete application" received 28% neutral responses. Of the other responses, agreement outweighed disagreement 36% to 20%.

(5) The Overall Permitting Process Meets or Exceeds Respondents Expectations

The subsequent section of the survey asked participants to rate their level of agreement or disagreement with a group of statements about the City's overall permitting process. A total of 74 responses were received. The following table shows the percentages of agreement and disagreement in these responses.

Overall Permitting Process (Including Application and Permits)

#	Statement	SA	A	N	D	SD
1	The permitting process is predictable.	36%	42%	10%	10%	3%
2	The City made clear the amount of time it would take to process my application.	31%	43%	14%	8%	4%
3	The amount of time taken to review and approve my application was acceptable.	39%	42%	11%	3%	6%
4	The City met its time commitments for processing my application.	41%	41%	9%	3%	6%
5	City staff were accessible and responsive if I had questions regarding my application.	58%	25%	8%	6%	3%
6	City staff provided good customer service throughout the process.	56%	31%	6%	4%	3%
7	The City did a good job coordinating input from different departments.	38%	33%	19%	6%	5%
8	The City's technical requirements were consistent with the codes and ordinances that the City enforces.	42%	42%	9%	3%	4%
9	The City's staff did a good job of coordinating my application review.	44%	34%	15%	3%	4%

Responses to statements in this section received the highest levels of agreement than in other survey sections. Statements that stand out include: dealing with customer service, staff responsiveness and knowledge, respondents are received strong levels of support. Based on the responses received, there is strong satisfaction from those individuals who participated in the survey.

4. Open Response Questions

The final section of the survey asked respondents to respond to a number of questions in their own words. The following points outline the questions and provide analysis of the responses provided by participants.

(1) Respondents See Timeliness, Efficiency, and Customer Service as the Top

Strengths of the City's Development Review Functions.

The first question asked respondents to indicate the greatest strengths of the development review process. Forty-two responses were received. The most common responses are shown below:

Strengths	Frequency
Timeliness/Quick	8
Efficient Process	6
Helpful	6
Customer Service	5
Knowledgeable Staff	5
Communication	5
Reasonable Process	5
Communication	5
Friendly	4
Availability	3

As is evident in these responses, survey participants appreciate the helpful, knowledgeable nature of the City's development review staff, their friendly approach, and the ease with which permitting can be accomplished as a result.

(2) Survey Participants View On-line Services of the Development Review Process as Key Opportunities for Improvement, Along with Clarification of Processes and Documentation Required.

The second question asked respondents to indicate three biggest opportunities for improvement in the development review process. Twenty-eight individuals provided responses, as shown below:

Clarification of process and documentation required	Clarification of associated permits & fees
Some FAQ's in the web page.	Better communication between departments
Clear path of permits needed	Clear path of timeline
Giving more specific time frames	Staying on top of phone calls
Every step be available online	Easy access online
Removing political correctness	Removing the sustainability as an excuse to bypass rules.
Zoning rules for some projects seem way out of line and need to consider owner desires for many projects	Clarity on interpreting setback rules, they are clear in retrospect, but I had to ask questions about intent/interpretation.

Conditions were not specific enough and left open to interpretation	Better search for key words regarding city codes
Coordination between departments	Online records and resources access
Clear path of contacts for each department review/inspection staff	Choose to look at the bigger picture and ensure that guidelines are met
Right now - limited access due to Covid-19 is really bogging things down	Are there any options for workarounds?
Timeline for the initial review	Change the side yard setback standard for residential development
Tabbed website	Understanding requesting or requiring changes to designs is costly
The public can attend, but not speak, at DRC meetings.	The schedule can be posted 3 weeks prior
Consistency across customers	Accountability for mistakes made
Engineering needs to think ahead during the pre-app stage on wanted design requirements	Engineering needs to take the time to examine preliminary plans during the pre-app stage and make comments before final plans are submitted
Final Inspection- it is a mess	Engineering can be more predictable
I had to go to Hillsboro for electrical permit.	Additional requirements were added after plan approval.
Need to be clearer about all fees (including SDCs) at pre-app	Poor communication between the departments.
Better information on website	Better information concerning permits
Train the Planning Commission.	A forum on the website for homeowners like me
Better website with automated permit submitting process	More articles on the website dealing with the most common projects
Treating customers, like customers	Lower fees
Reviewing projects in a timely manner	Reviewing permits in a timely manner
Clarity- As an inexperienced homeowner I often fumbled through things.	Easier to navigate the codes and permitting on website

As these responses show, many of the suggestions for improvements had to do with the City’s on-line website services, which corresponds with the survey’s notations earlier in this analysis. Clarification of permitting processes and documentation were also suggested theme where the City could improve. Another common theme of suggestions for improvements is the engineering stages of the permitting process.

(3) Open-Ended Comments Confirm Earlier Survey Themes.

The final question of the survey asked respondents to provide any additional comments or feedback they would like to share with the project team. The following comments were received:

I believe the city government, particularly public works and to a degree the building dept is still a "good ole boy" network at heart.
Having worked in many other jurisdictions, I find Forest Grove to be an actual real pleasure to deal with.

Please keep up the good work.

Let your costumers score your employee individually

Planning and zoning not very helpful

Overall, I've had a great experience with the City. They are pleasant to work with and are consistent about treating project review as a conversation rather than a battle.

As a first-time homeowner, and first-time getting permits, the permitting department was very helpful and spent a lot of time discussing my plan, explaining requests, and helping make sure I would pass

Mostly it's a well-oiled machine with great staff. Much appreciated.

It is an enjoyable city to work with

The building dept.'s on site inspectors are fair and open to discussion about building codes. They are not prone to simply pointing to a code book.

The only major problem we seem to have it right at final inspection.

Our project experience has been very good: hire good contractors & permits/inspections go well!

One of best jurisdictions to work with in Metro area

The people are great, but the process is not well defined.

Great people!

Forest Grove has friendly staff that are helpful.

You All Rock!

One of the better jurisdictions in the Metro area

System works well

The responses to this question largely echoed themes addressed earlier in the survey, re-emphasizing the strengths and improvement opportunities of the City's development review functions.

Appendix D: Best Practice Diagnostic Assessment

This diagnostic assessment of the development review process covers the Building, Planning, and Engineering activities of the development services process review. The purpose of this analysis was to obtain an understanding of how the development services within the City compare to best practices.

The following sections provide an introduction to the diagnostic assessment followed by a detailed diagnostic matrix of best practices for each functional areas involved in the development review process highlighting key existing strengths and potential identifying opportunities for improvement.

1. Introduction

This interim document represents an important step for the project team to report on initial key findings and opportunities related to the development review process for the City of Forest Grove. In order to make the assessments of operational strengths and improvement opportunities, the project team utilized a set of best management practices against which to evaluate the various operations and processes of development review.

The project team utilized a variety of data collection and analytical techniques to compare current operations against measures of effective operations in municipal organizations. This best management practices assessment provides measures of operation for major functions with the development review process. The best practices consist of:

- Statements of “best or prevailing practices” based on the study team’s experience in evaluating high-performing development review related operations.
- Statements of “best practices” or “recommended practices” or performance targets based derived from national professional service organizations (such as American Planning Association, International Code Council, etc.).
- Identification of whether the particular unit meets these performance targets.

The diagnostic assessment is one of several tools that will be used to identify recommended reforms. Following completion of this analysis, it will be used along with information obtained from stakeholder surveys and workshops, an analysis of peer communities, feedback from the City, and data analysis by the project team to develop a final set of recommendations.

2. Key Strengths

Although, the diagnostic assessment is designed to identify improvement opportunities, it is also an opportunity to identify existing strengths of the current processes. Some of the key strengths of the City's development review process include:

- Building inspections may be scheduled until 7 a.m. on the day of the inspection.
- Building inspections are requested through an online portal.
- Building Inspectors are able to log their inspection results via tablet in the field.
- Planning and Engineering publish their fee schedules online.
- Staff reports to the Planning Commission and City Council are detailed and provide a staff recommendation.
- Review comments generally reference adopted codes, ordinances, and design standards.
- The City has unofficially adopted the goal of completing reviews within 14 business days.
- Applications are reviewed concurrently by each division.

As the points above indicate, the City is already meeting a variety of best practices, especially within the Building Division.

3. Key Opportunities for Improvement

The comparison of the City's current approach to best management practices also identified some improvement opportunities. Some of the most notable issues are listed below:

- Building, Planning, and Engineering utilize the permitting software (Accela) to varying degrees with Planning not using the software program to any significant degree. Opportunity exists to expand utilization of the permitting software system, including digital application submittal.
- Each division conducts their review independently with little coordination and collaboration between reviewers. This includes each reviewer sending out their comments upon completion instead of compiling into one document. This approach prevents the City from reviewing comments to ensure there are no conflicting comments or issues. Planning applications are generally an exception to this approach.

- Management does not consistently monitor performance measures related to application review and plan check functions.
- The City does not proactively engage with the development community.
- Each department takes a different approach to managing the application review. Generally, no single individual serves as the application manager to coordinate the City’s efforts.

The above items are not in alignment with best practices and indicate challenges that impact the efficiency and effectiveness of the processes and operations related to development review and inspection activities. The project team will expand on these and other issues in subsequent analysis and in the draft and final reports.

4. Diagnostic Assessment

This section provides an initial overall assessment of current operations and processes and identifies initial opportunities for organizational and operational improvements. The assessment is presented in a checklist format. The checklist identifies whether current practices do or do not meet the target. Descriptions for improvement opportunities are included in the last column of the table. The issues identified in this review will be analyzed further by the project team, leading to the development of the draft report.

This diagnostic assessment of best practices is broken down into the major subsections of: Management and Administration; Customer Information and Interaction; Processes; and Technology Utilization.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Management and Administration			
The City has goals, objectives, and performance measures for permitting activities.		✓	Performance metrics have not been adopted except as directed by State regulations.
Managers routinely review performance (speed, efficiency) of the permitting process.		✓	Establish metrics and routinely monitor for compliance.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Managers and staff have access to clear and accurate reports showing current workload, timelines, and other measures of performance.		✓	The only report that is issued is related to the number of building permits issued by the Building Division. Opportunity exists to expand reporting workload metrics to other divisions.
The department has backup plans and succession plans in place in the event of absence or departure of key staff.	✓	✓	Yes, but plans are not officially outlined.
Customer satisfaction with each phase of the development process is monitored.		✓	A customer survey will be created for the City as part of this study.
Staff are providing with on-going in-service training opportunities for their professional development.	✓	✓	No formal professional development plans exist for staff. Opportunity exists to formalize individual professional development plans.
Internal staff training is provided on new features within the permitting software system.		✓	Establish formal training program for permitting software system.
Customer Information and Interaction			
The City provides easy-to-understand and attractive guides to the planning, building permit, and inspections process.		✓	Individual applications are provided online for the various planning application types. Building and Engineering have limited applications online. City is transitioning to the Camino software program to provide a more interactive permitting guide.
The City web site includes a virtual “one stop shop” that provides an overview of all permitting requirements and links to permitting requirements by department or division.		✓	Each division has development information on their respective webpage.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
All development staff are available at a single easy to access location.		✓	Staff are in adjacent buildings with the intent to establish a one stop permitting location.
Fee schedule is published and regularly updated.	✓	✓	Fee scheduled is updated annually. Engineering is the only division with a link to the fee schedule on their home page. Planning’s fee schedule is located under the application link on their webpage. Building should provide their fee schedule online.
The City reaches out to the business and development community through periodic communications.		✓	Develop periodic communication means to proactively engage with the development community.
The City regularly obtains input from the business and development community on issues related to development review and permitting.		✓	As part of this study a customer survey will be created to standardize customer satisfaction.
The City’s policies/website clearly identify what applications can be approved administratively versus approval by the Planning Commission or City Commission.	✓	✓	Most Planning applications identify the decision making authority. A summary by application type does not exist.
The City provides clear and comprehensive checklists identifying all items required to be submitted for each application type.	✓	✓	Checklist exist for single family building permits and some planning applications. Opportunities exist to expand the use of checklists for other application types in all divisions.
Application forms are available on-line and can be filled out electronically.	✓		
The City’s long-term plans and land development code are available on-line.	✓		Links are located on Planning’s home page.
The City’s adopted ordinance, regulations, and design standards are available and up-to-date online.	✓		Links are located on respective divisional webpages.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
The City has a dedicated webpage that identifies major on-going development projects.	✓	✓	The City has a Projects and Land Use map, but it shows City and Planning projects only. Building and Public Works projects are not identified.
Processes			
Permit technicians are certified by the International Code Council (ICC).	✓		
Permit technicians review applications for completeness at time of submittal.	✓		Building applications are checked prior to submittal acceptance. Planning requires a completeness check by all reviewers within 30 days per state statute.
Plans are routed only to departments for whom the project is relevant.	✓		
Staff uses a case management approach for larger projects.		✓	The lead department reviewer serves as the defacto project lead, but this approach varies by department.
Applications provide sufficient evidence / documentation for staff (or the relevant approval authority) to successfully review the submittal and make a decision.	✓		
Preapplication meetings are held for major projects.	✓		All relevant department personnel, including Fire and Light and Power, attend pre-application meetings.
Review timelines are posted on the City's website.		✓	The State of Oregon provides regulatory guidelines for Planning and prescriptive Single Family plan review, but these requirements are not posted on the City's website. Also, the City has an internal goal for review timelines, but is not formalized in policy or ordinance.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Expedited building plan review services are provided.		✓	Expediting is not provided; internal goal is a 14 day review for most application types.
Resubmittal review turnaround times are quicker than new applications.	✓		Most resubmittals are moved to the front of the queue.
Adopted review timelines are met consistently.	✓		No formal timelines exist, but Building reviews most applications within 14 business days.
A formal internal Development Review Committee is responsible for ensuring that plans address all City requirements.		✓	No formal committee exist after the application has been submitted. There is limited formal coordination between reviewers or divisions.
All review comments are incorporated into a single comment letter and distributed to applicant by project manager.		✓	Comments are uploaded to Accela and generally distributed by individual reviewers. Planning will compile comments into a comment letter, decision letter, or staff report for applications that require Planning Commission review.
Review comment letters are consistent in their approach, format, and information provided.	✓		Comments letters are generally consistent in their approach and format.
Project review / comment letters provide reference to checklist and / or code reference.	✓		Review letters generally reference applicable codes and standards.
Plans are reviewed concurrently to avoid delays.	✓		
For re-submitted plans, reviewers focus on ensuring that comments have been addressed, not issues that should have been brought up in initial review.	✓		For plan sets, applicants are generally required to bubble diagram/cloud and/or redline the revised plan set.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Approval authorities for planning and zoning permits are clearly stated and simple permits are approved administratively.	✓		
Applicants can track their permit application on-line.		✓	Applicants cannot track the status of their permit application on-line.
Staff reports to the Planning Board, Historic Landmarks Commission, and City Council are thorough and include staff recommendation.	✓		
Simple permits (e.g., basic electrical, mechanical, and plumbing permits and minor building alterations) can be issued on the spot or online with no review, subject to inspection.	✓		
Customers are given an approximate time to expect their inspector.	✓		They can request A.M. or P.M. inspection staff attempt to accommodate.
Applicants can request building inspections up to 5 pm on the day before; next day inspections are available for 100% of requests.	✓		Inspections can be requested until 7 a.m. the day of inspection.
An online inspection request system is utilized to receive inspections with linkage to the permit information system.	✓		Building inspection requests are required through the State portal (Accela).
Combination reviewers/ inspectors are used to reduce the need for duplicate inspections at a single project.	✓		Inspectors hold multiple inspection certifications. If they do not, the City provides the opportunity to become combination inspectors.
Inspectors conduct between 12 and 18 inspections per day.	✓		
The city charges a re-inspection fee to encourage builders to make sure work is complete and ready to inspect at time of inspection.	✓	✓	Building generally charges after the 3 rd inspection request. Engineering does not charge for re-inspection.

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Zoning inspections are completed before the certificate of occupancy is approved.	✓		
For Final Inspection (Certificate of Occupancy Inspection) all applicable inspectors complete the inspection at the same time.	✓		Building will coordinate with Fire to perform final inspections as required.
Technology Utilization			
Applicants can apply, pay for, and receive permits, some instantly, using an on-line portal.	✓	✓	<p>The State requires all building permits to be initiated online.</p> <p>The City requires a separate submittal for the plan sets. Primarily paper based submittals, expanded to emailed submittals during Covid pandemic. Full submittal not allowed through online permitting system.</p> <p>Simple permits that do not require a review may be applied and paid for online.</p>
The permit software system can calculate the appropriate plan check and permitting fees.	✓	✓	Planning applications are deposit based fees, but the software is not used by staff to track hours for billing purpose.
Applicants can look up status of a permit, including comments from reviewers on-line or using the software.		✓	Applicants cannot look up the status of their application during the review process online.
Staff can look up the status of a permit, including comments from reviewers, on-line or using the software.	✓	✓	<p>Building utilizes the software program for their permits and development staff can look up the status.</p> <p>Planning does not utilize the permitting program for their applications and permits.</p>

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
Permit tracking software is used to manage the permit intake, review, and issuance process as well as related inspections.	✓	✓	Building utilizes the permitting software for all aspects of their review and inspection process. Planning needs to utilize the permitting software for their applications.
All plan review comments are entered into the system and available to other reviewers, permit techs, and applicants (via the front end).	✓	✓	Building fully utilizes this feature. Engineering partially uses, and Planning does not use the permitting software system.
The permitting system electronically routes applications to all reviewers, who can also electronically approve, disapprove, and provide comments.	✓	✓	Building & Public Works utilize the workflow in Accela for application review.
The City is moving towards a paperless system for all stages of permitting and development review.	✓	✓	Staff migrated toward digital plan submittal (email) during Covid pandemic. Discussions have been held to expand the use of electronic review and permitting.
The permitting system generates clear, user friendly reports on permitting activity which can be posted to the internet.	✓	✓	System generates workload reports. Staff simplify the extracted data for their internal template.
The permitting software has the ability to capture time associated with a particular permit application.	✓	✓	Engineering utilizes Accela for deposit based inspections. Planning does not utilize this feature to track review time.
Development staff has access to applicable GIS layers.	✓		
The general public can look up zoning information, flood zones, and other pertinent information using Web GIS.	✓		
Inspectors enter inspection results and correction items in the field via tablet and have it instantly available and viewable on-line.	✓		

Best Practice / Operational Target	Meets Target	Does Not Meet Target	Improvement Opportunity / Notes
The permitting software system is utilized as a database for all development related information for the parcel/address.		✓	The system tracks the most recent building permitting information. Approved plan sets are not digitized and attached to the permit record.
The permitting software system includes the workflow for project closeout.		✓	The software system is primarily utilized for building permitting and does not include workflow after the certificate of occupancy is issued or final inspections are completed.
One software system is utilized for all permitting, inspection, and code enforcement functions in the City.	✓		The software solution exists for all development activities.
Permitting software users are provided with new user training upon hiring with the City.	✓	✓	No formalize training program has been developed. Staff will assist with providing training for new staff.



Forest Grove City Council

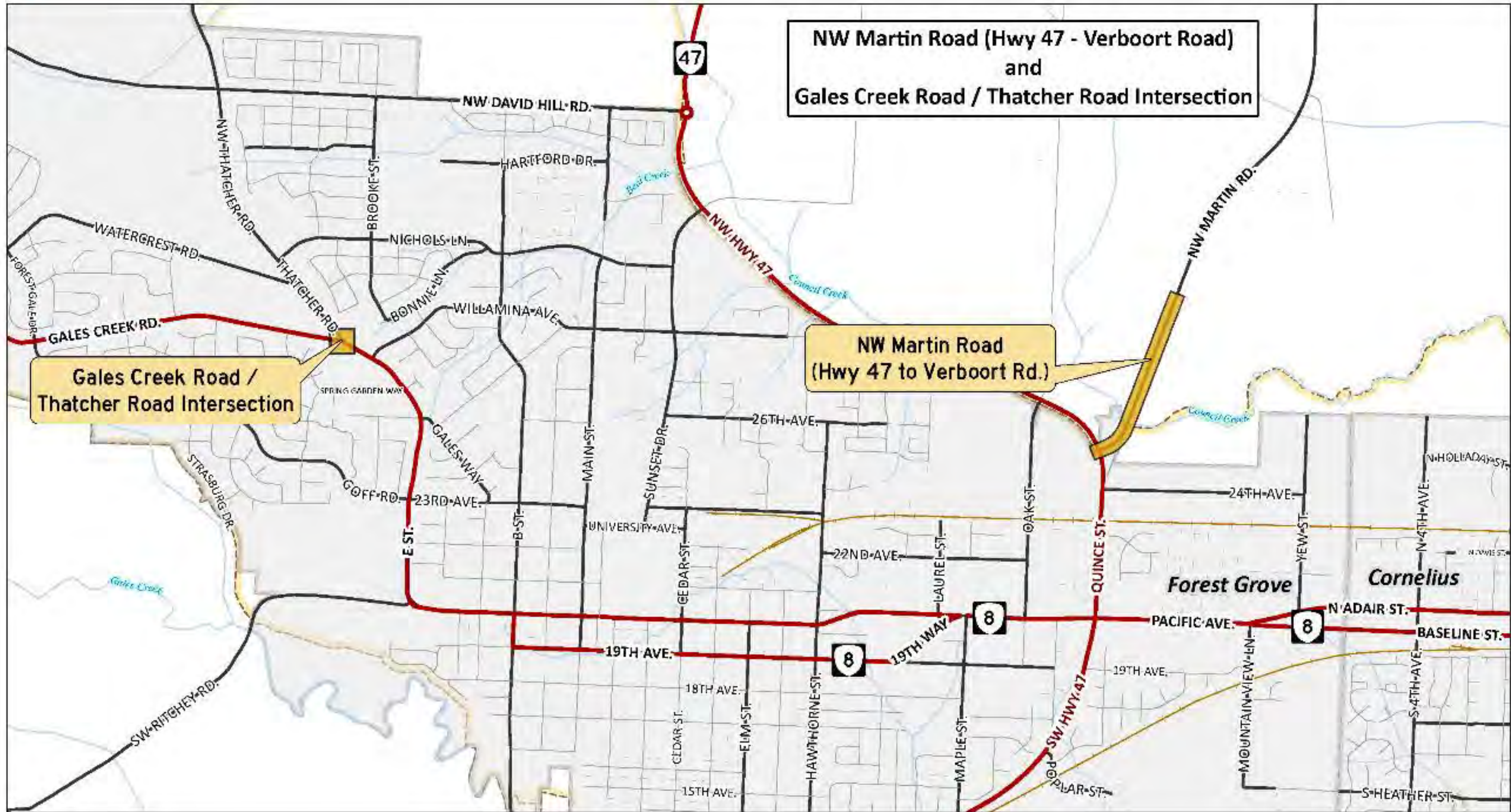
**Gales Creek Road and Thatcher Road Intersection
Realignment Project**

Martin Road Widening and Roundabout Project

| April 26, 2021

Land Use & Transportation

→ Location

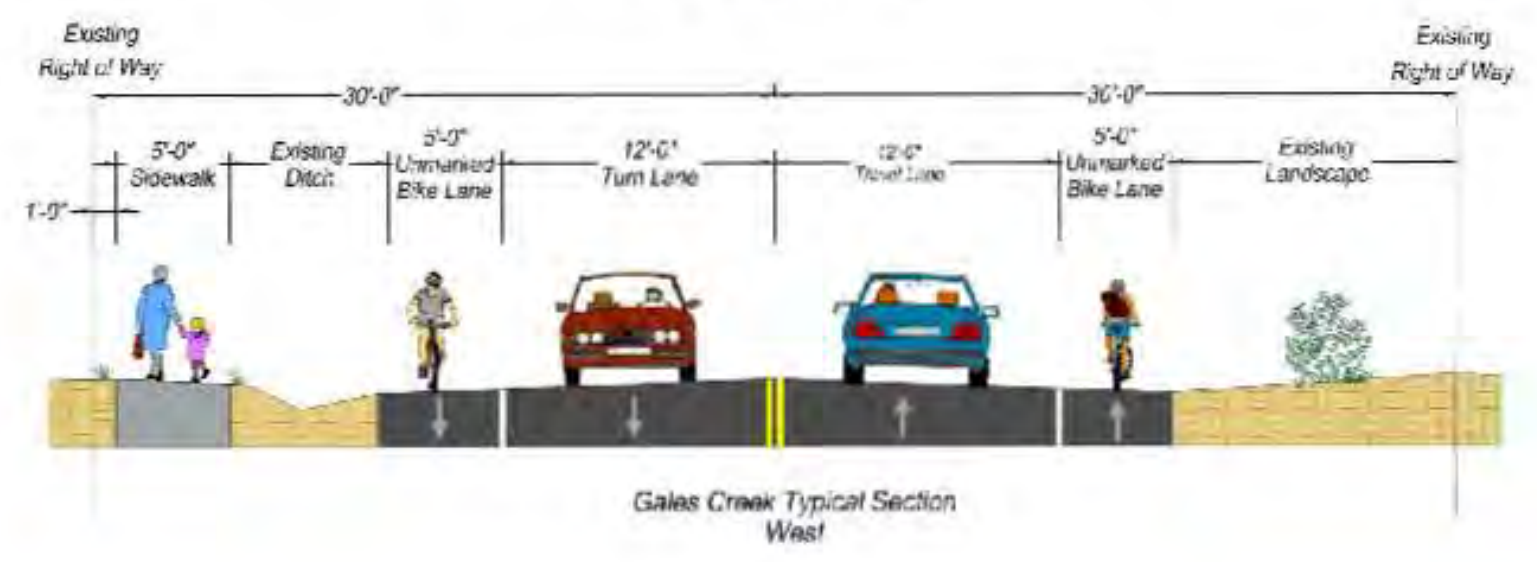
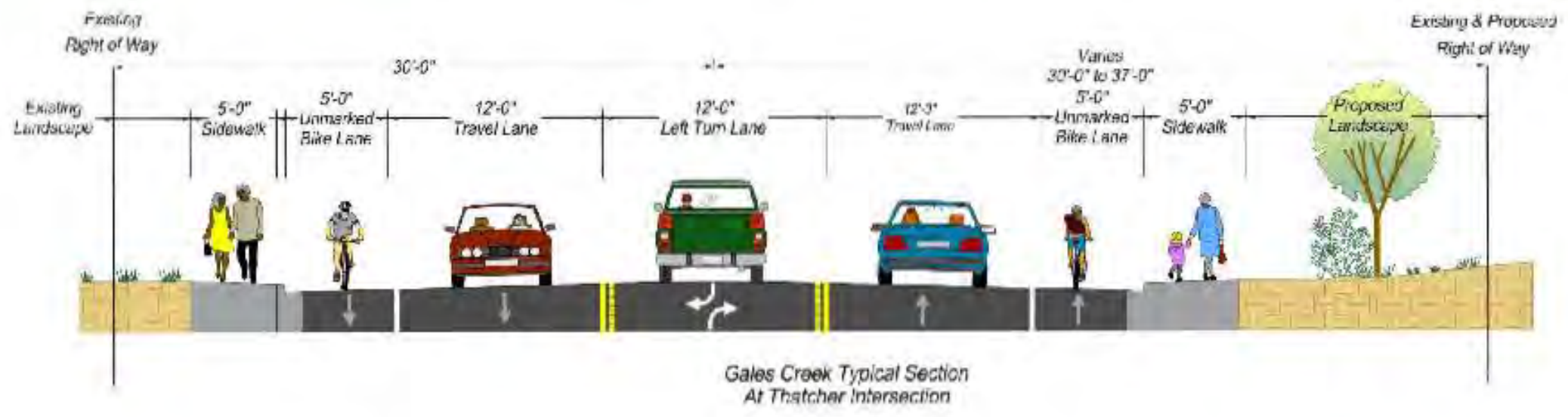
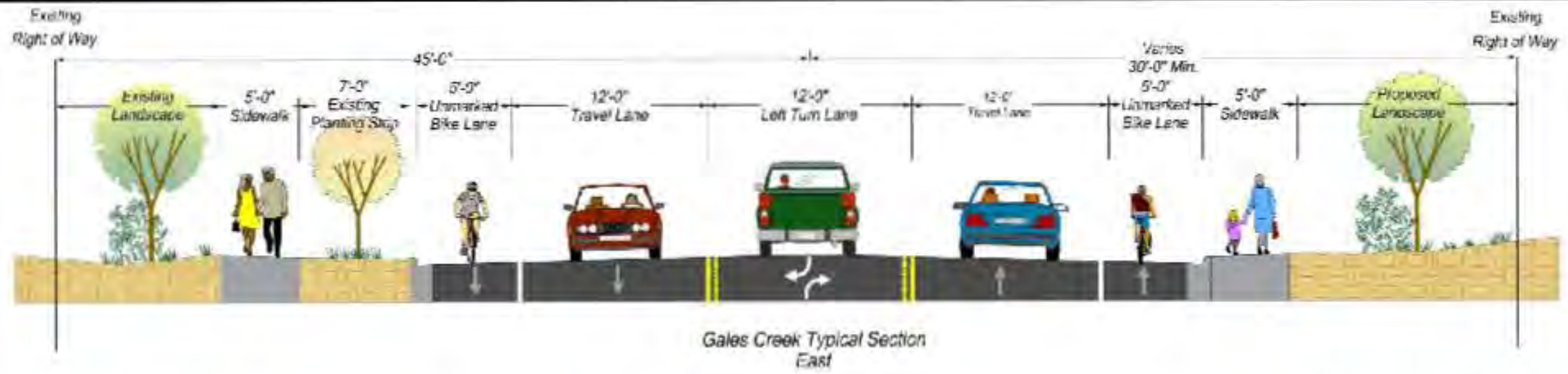


→ Scope for Gales Creek/Thatcher Road

- Project will realign the Gales Creek and Thatcher roads intersection.
- Improvements will complete much-needed pedestrian connections.
- Install pedestrian activated Rectangular Rapid Flashing Beacon (RRFB).
- Intersection will be designed to accommodate a future traffic signal.
- Sidewalk on southside of Gales Creek Road.

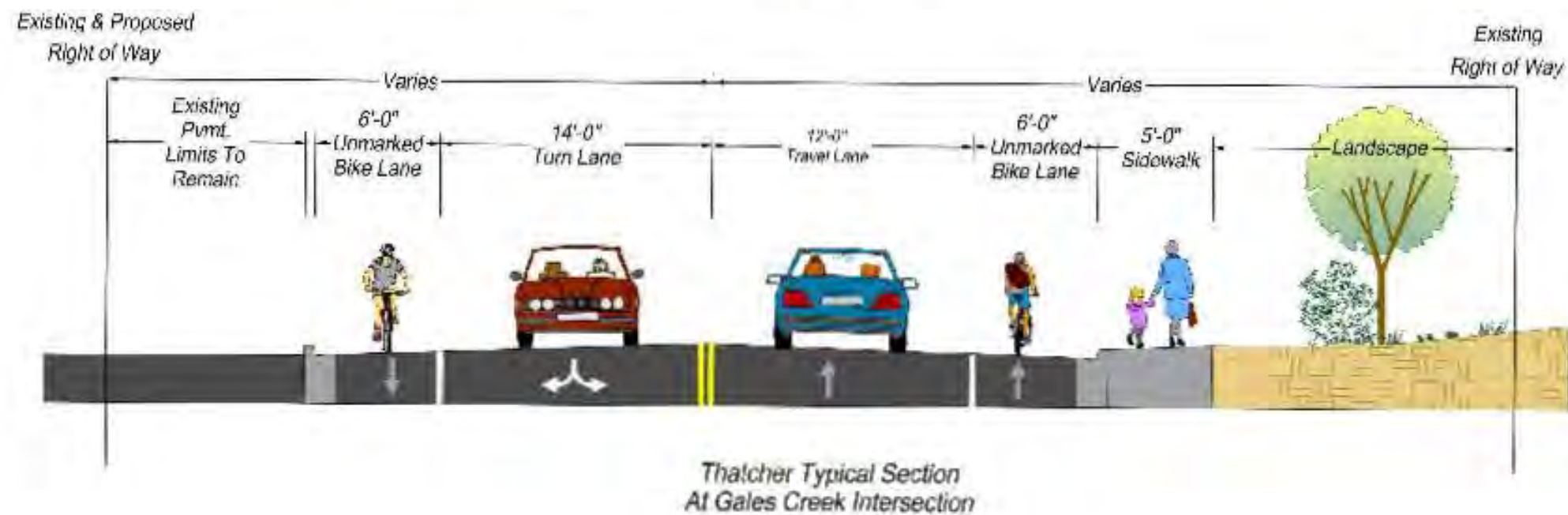
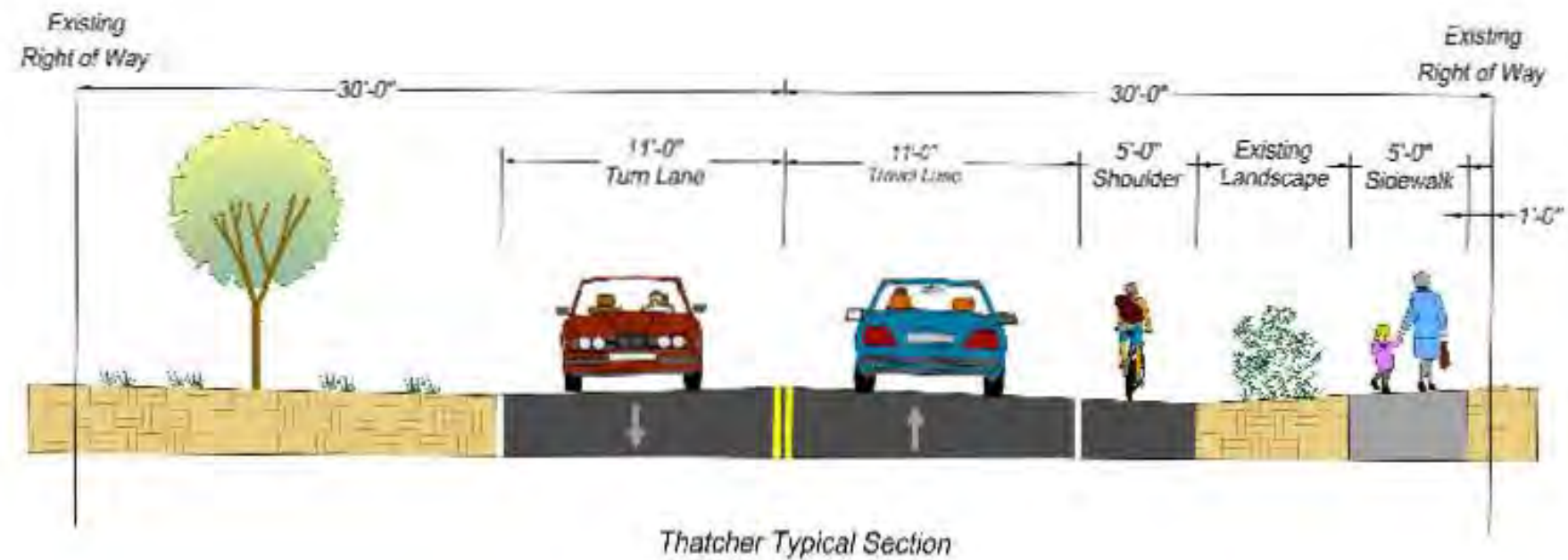


Gales Creek Typical Sections





Thatcher Typical Sections



→ Gales Creek Rd / Thatcher Rd

PROJECT SCHEDULE:

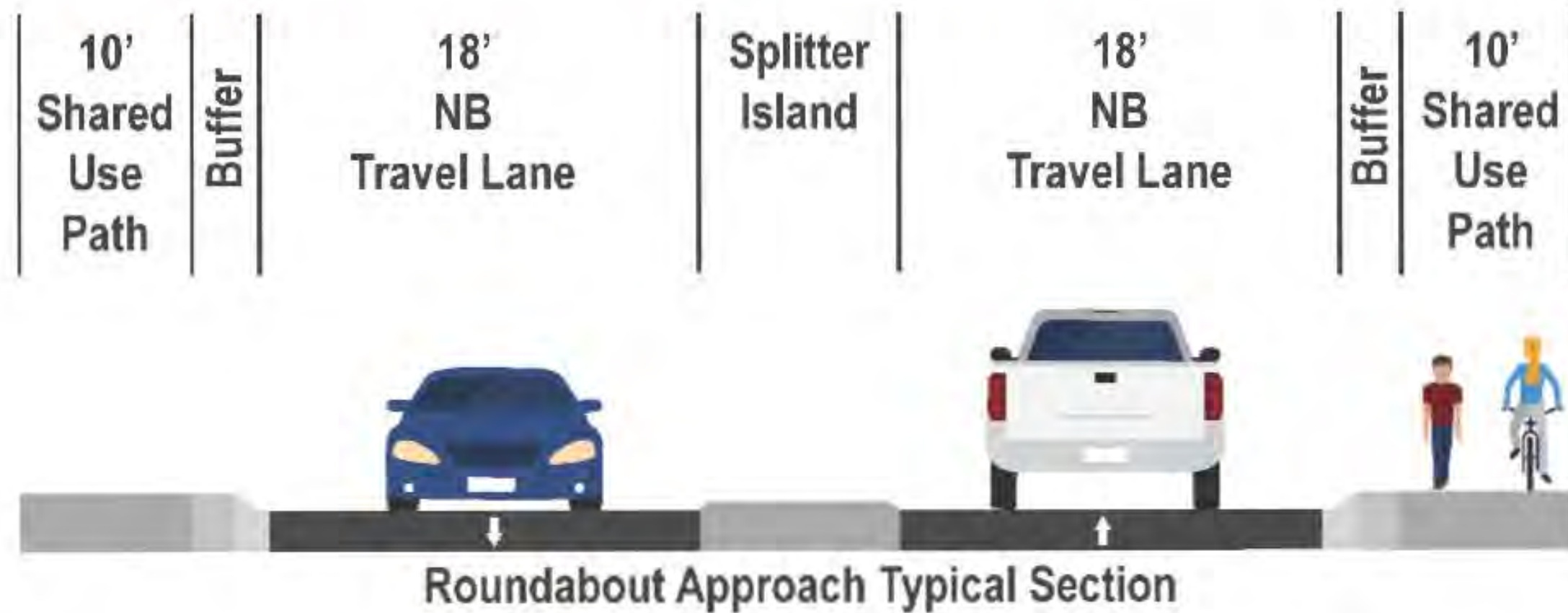
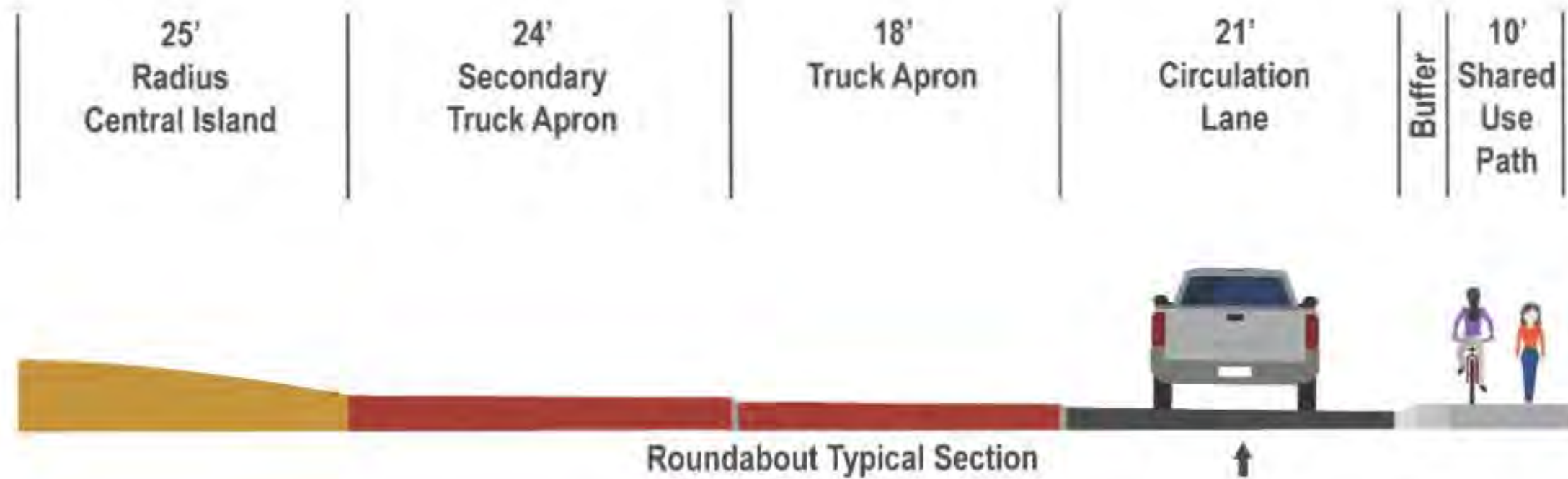
- Design Completion Late Summer 2021
- Construction Fall 2021 through Spring 2022

NEXT STEPS:

- Design progressing to 75%
- IGA between the City and County in development
- Open House planned for early Summer 2021

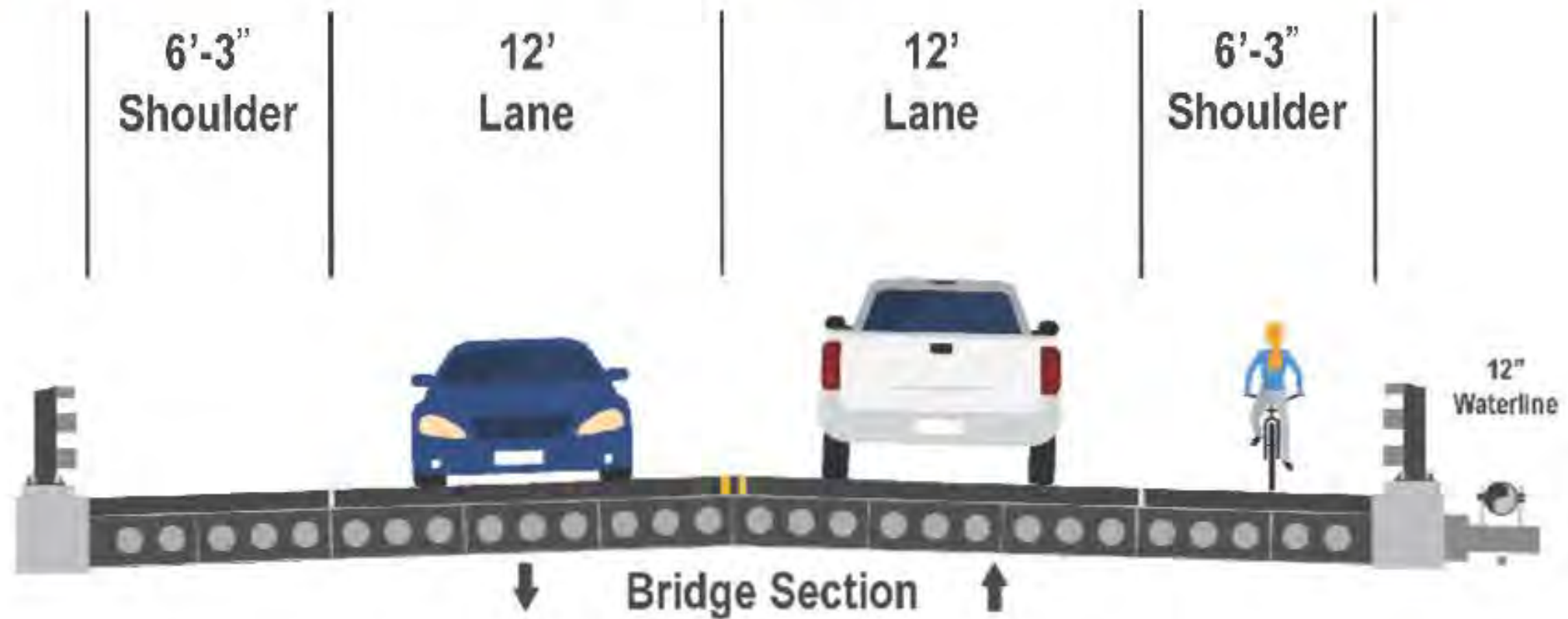


Roundabout typical section

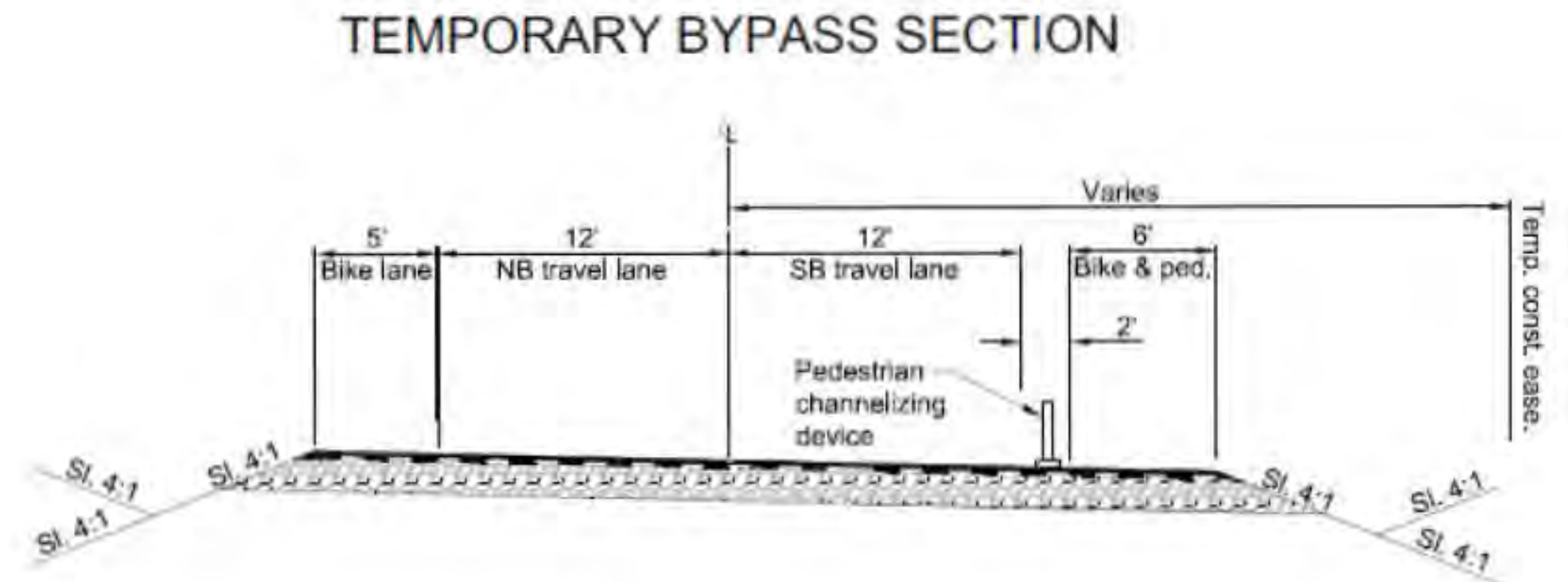
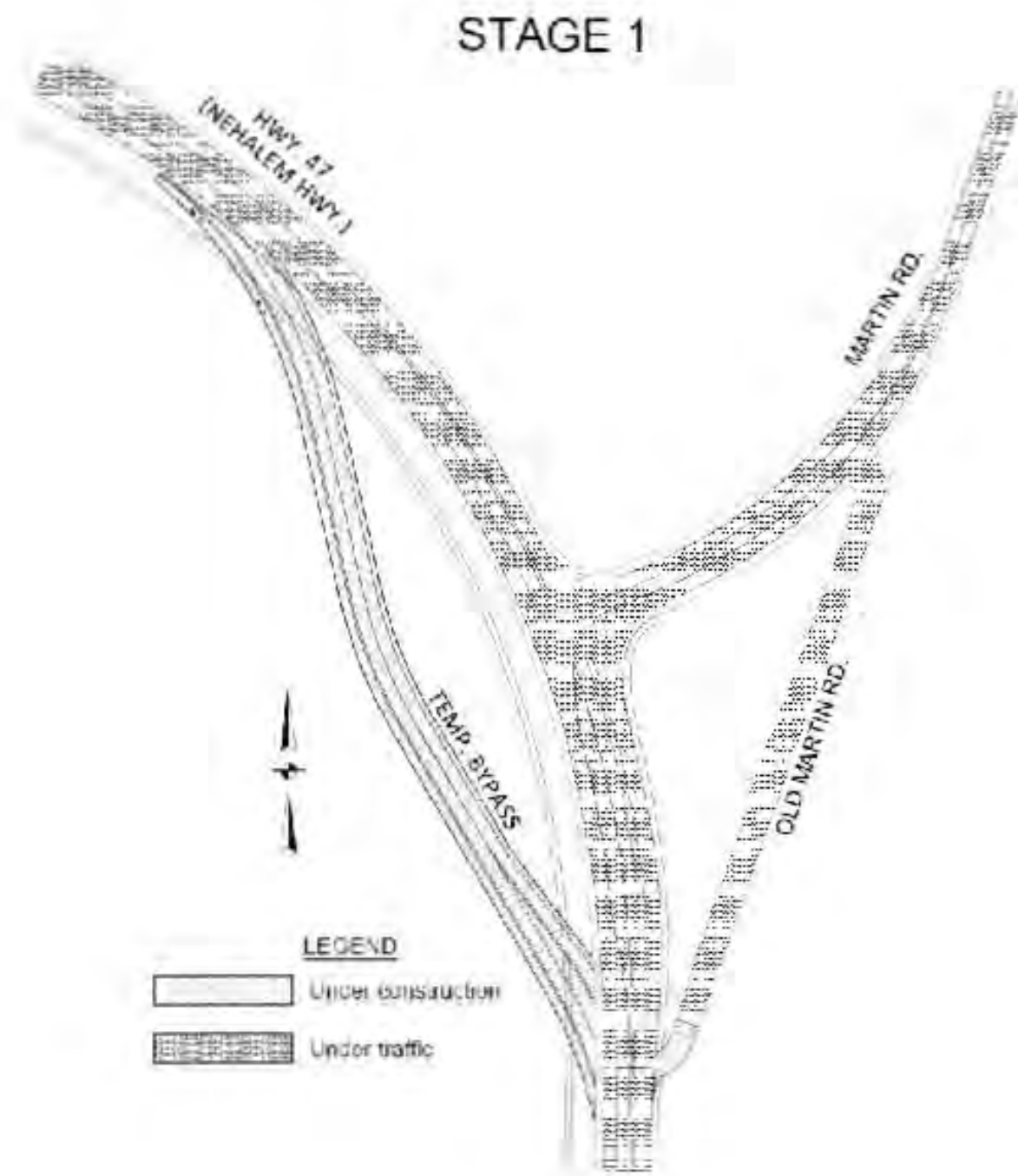




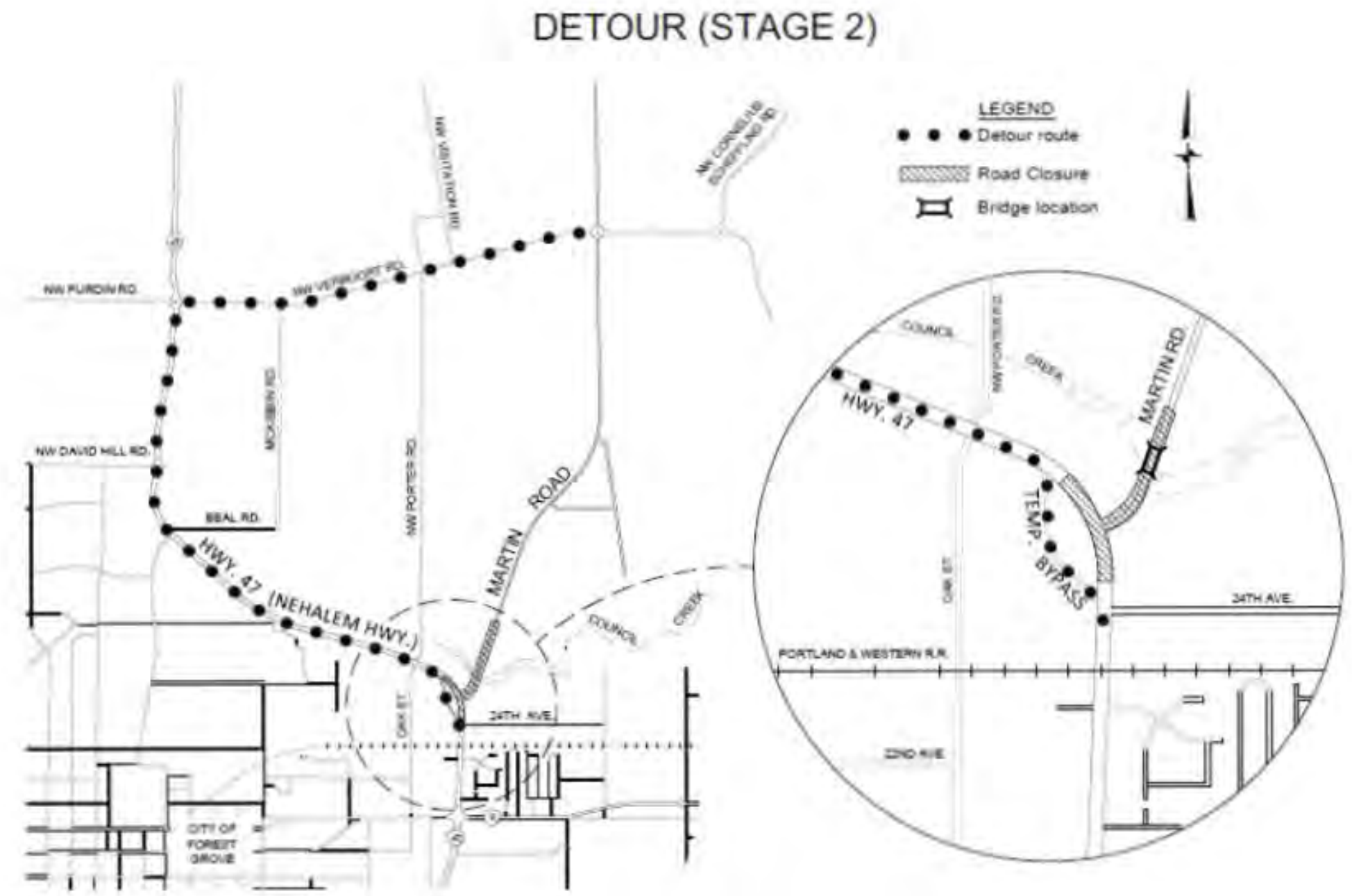
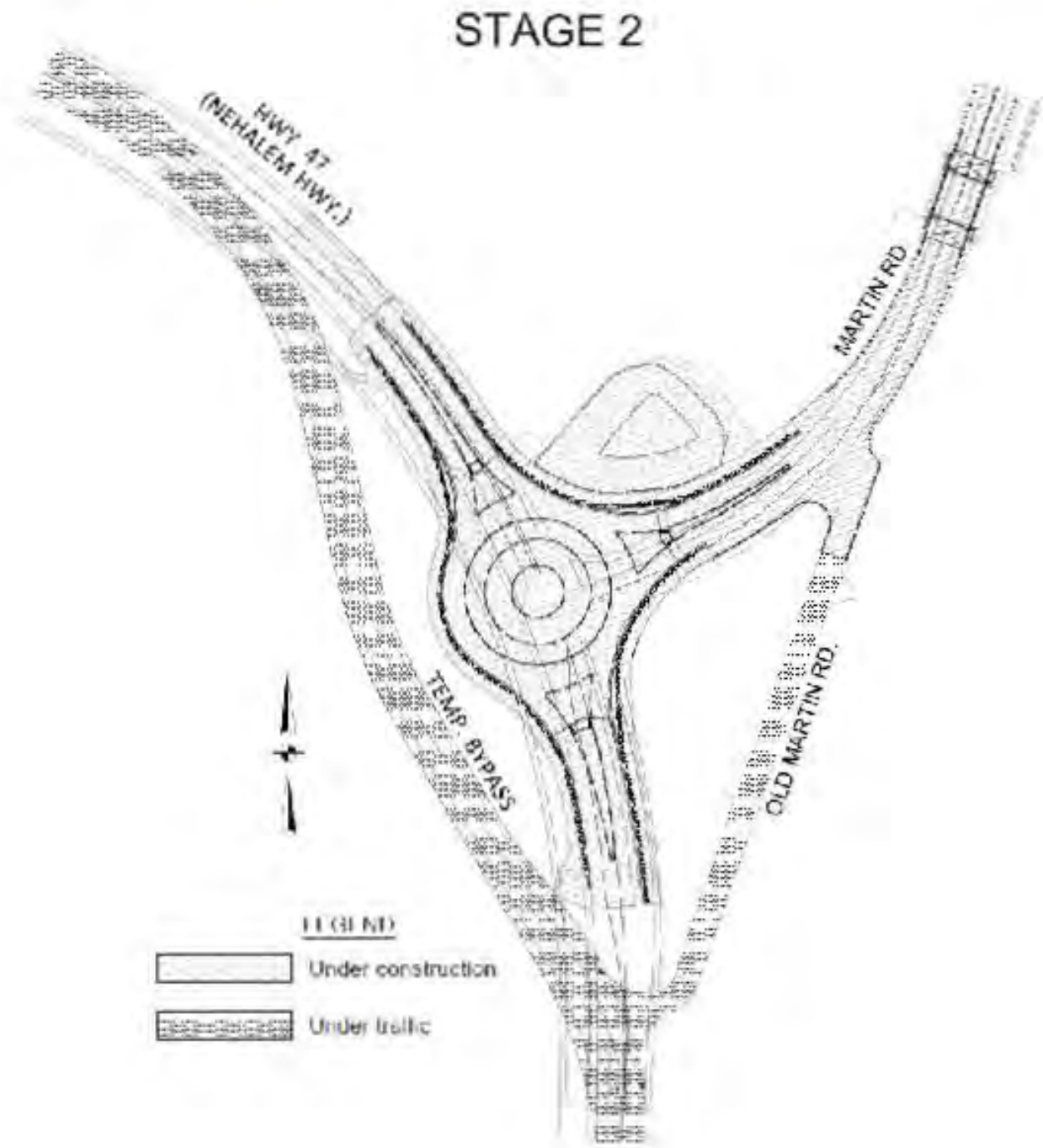
NW Martin Road typical section



→ Construction stages

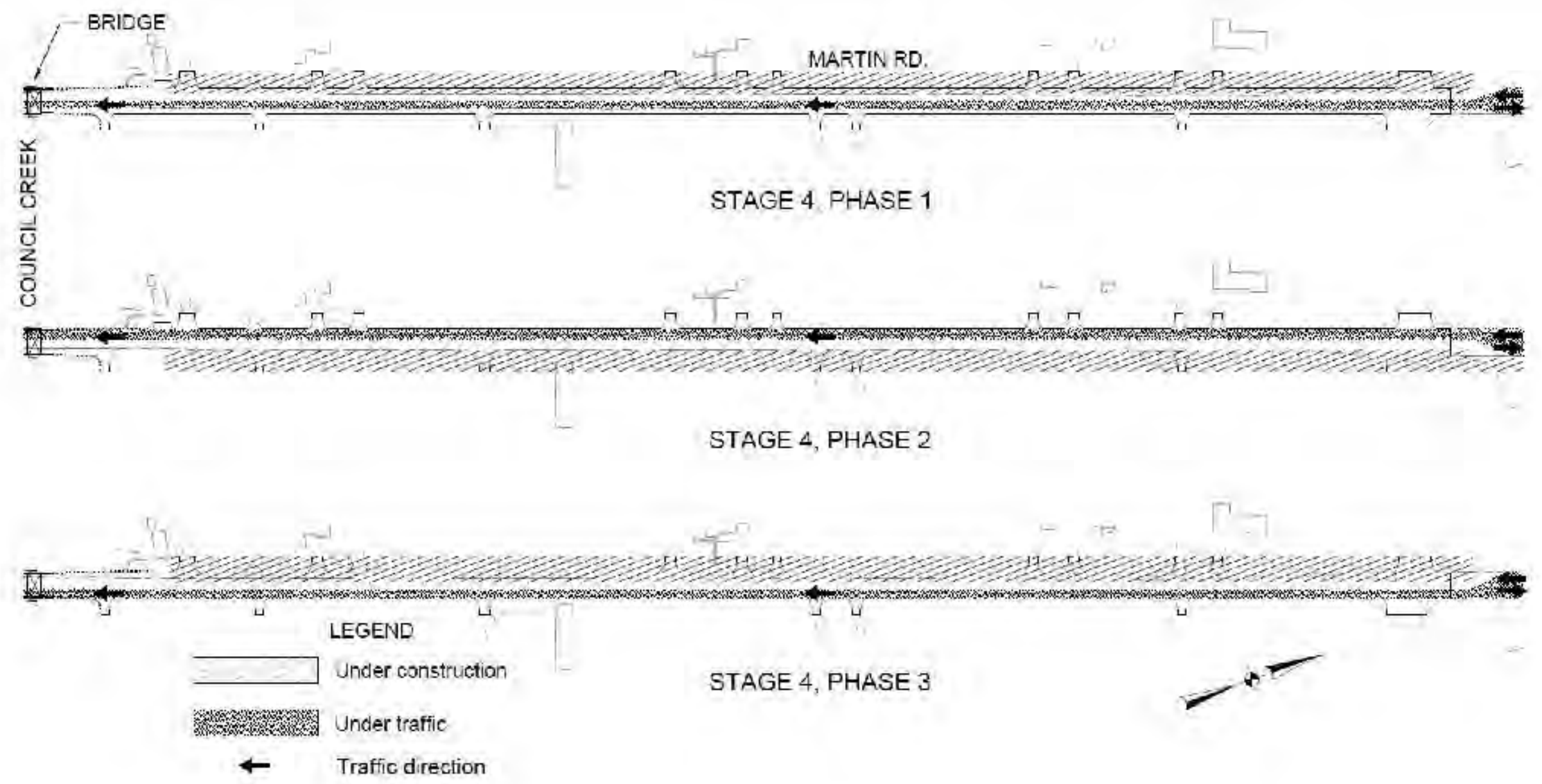
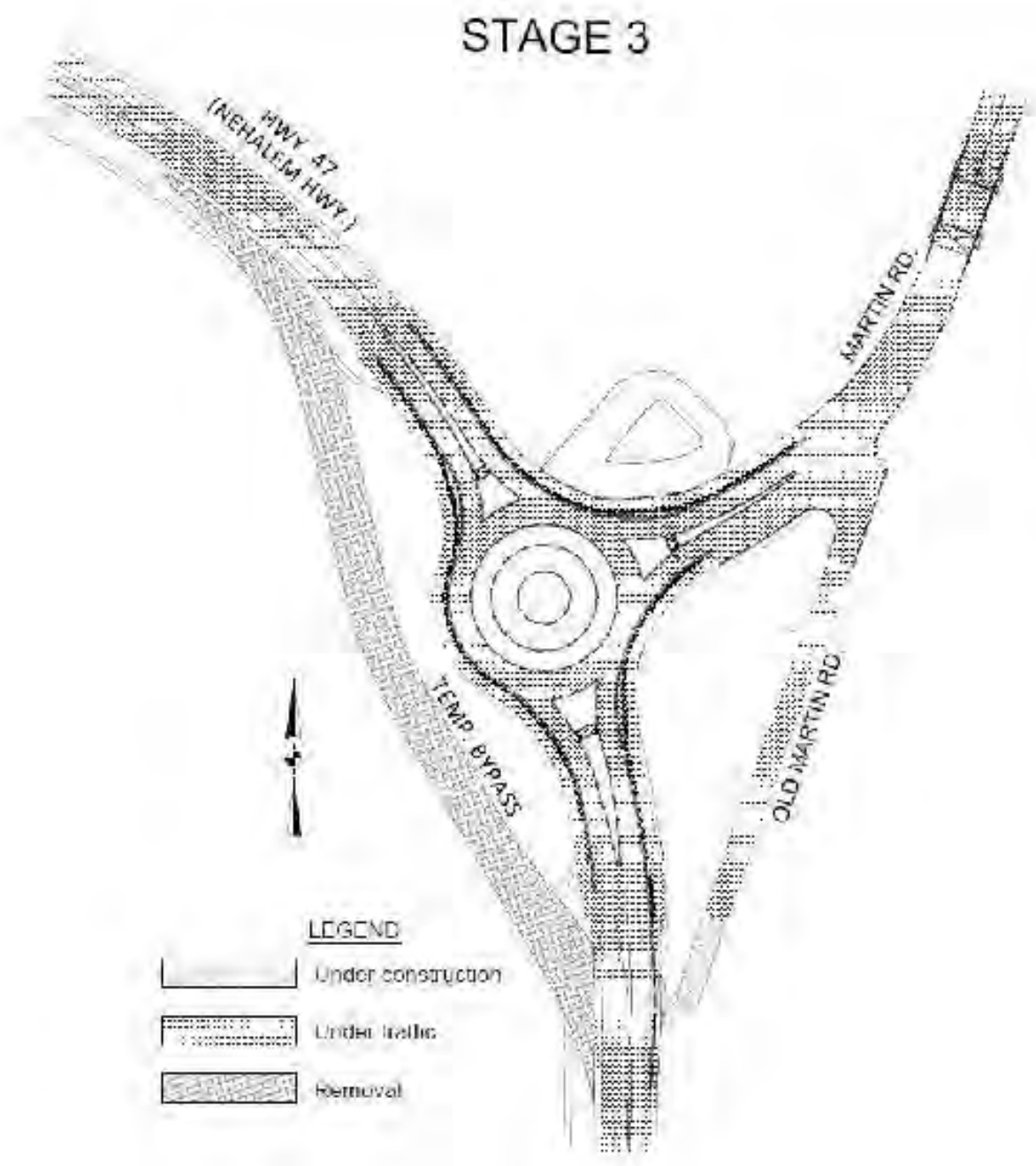


→ Construction stages





Construction stages





Next steps

- Formal Mobility Advisory Committee (MAC) approval expected in summer 2021
- Roundabout approval from the State Traffic Engineer after MAC approval
- 90% plans to be submitted spring 2021

Schedule

- Design completion fall 2021
- Construction anticipated to start spring 2022

→ Contact information

- Gales Creek/Thatcher Intersection Project
 - Rocky Brown - Rocky_Brown@co.washington.or.us
- NW Martin Road Widening
 - Renus Kelfkens – Renus_Kelfkens@co.washington.or.us





DEVELOPMENT SERVICES ANNEX AND POLICE FACILITY UPDATE

Paul Downey, Admin. Services Director

Purpose

- Update the Council on two ongoing projects:
 - Development Services Annex and the remodel of City Hall (DSA Project)
 - Police Facility

DSA Project

- This project proposes to demolish the old one-story Engineering Office and replace it with a new two-story DSA and a non-structural remodel of City Hall.
- Both buildings, which are over 80 years old, are currently above capacity with no room for growth. City Hall has undergone several minor remodel projects over the past five years to accommodate additional services.
- This project builds on the findings from the Development Process Review Study that recommended co-locating Engineering and Community Development and combining two counters into one.

DSA Project

- The City hired Fletcher Farr & Ayotte (FFA), architects, which has been undergoing concept & schematic design, survey, and geotech work over the last several months.
- The City has selected Lease Crutcher Lewis (LCL) to be the Construction Manager/General Contractor for this project and is currently in contract negotiations with LCL who has been participating in recent design meetings.
- FFA has sent project information to its cost estimator for a cost estimate which is expected back late this week. City staff will use that cost estimate to propose funding in the FY 2021-22 Proposed Budget.

DSA Project

- Proposed funding has already been accumulated in the Capital Projects Fund, the Major Maintenance Fund, and the Building Permit Fund.
- The contractor is also doing its own cost estimate which is scheduled to be completed on May 7th. The project team will reconcile the two estimates before starting with Design Development which is the next step.
- Design Development will make any final changes to the schematic design and do more design work such as interior and exterior look and finishes. The project will be presented to the Council for review and comment prior to completing design development.

DSA Project

- The project will:
 - Provide interior connections between the buildings for staff on the first and second floors.
 - Community Development (CD) and Engineering will share a public counter in the DSA.
 - Provide a meeting room for CD and/or Engineering staff to talk about potential projects.
 - Public counters for Utility Billing, Court, Passports, Business Licenses and General Information will be on the first floor of City Hall. The reception counter on the second floor of City Hall will be relocated downstairs.
 - Try to get natural light into the interiors of both buildings.

DSA Project

Below is a preliminary concept of the exterior. The exterior design will be discussed during the design development phase.



Police Facility

- Police Facility Design:
 - The design for a new 50 year police facility to be located on 19th and Birch Avenue (south of the Library) was completed last year.
 - The estimated cost, after extensive value engineering, was \$20+ million.
 - This design followed an alternatives analysis that showed constructing a new facility would be less expensive than demolishing and rebuilding at the current location or remodeling and expanding the existing facility.
 - Staff has requested the designer look at a fourth option that became possible with the purchase of property at the corner of 19th and Birch.

Police Facility

- Fourth Option (Annex):
 - This option retains the current facility, moves secure parking east, and adds a separate annex to the southern portion of the existing facility.
 - The current facility would be kept intact except for a connection to the annex. This would not require seismic upgrades and reduce costs.
 - Mackenzie, the architects who designed the proposed new facility, was hired to work with City staff to:
 - Develop a concept design for the annex and a remodel of the interior of the current police facility
 - Determine how parking on the block would change
 - Develop cost estimates
 - Update pricing on the proposed new facility at 19th and Birch.

Police Facility

- Annex (cont.):
 - Staff will evaluate the effect on police operations as the department will operate from two buildings.
 - Staff and the architects have met twice and are working on two annex options: 1) a one-story annex that would be on top of the current secured parking area; and 2) a two-story annex that would require secure parking to move.
 - Pending cost estimates, the following will be presented to Council: 1) concept design; 2) cost of concept design; 3) updated cost of new facility, 4) how police operations and the other functions on the block would be affected by the selected concept design.
 - Staff will ask Council if there is a preferred option and how does Council want to proceed.

Questions / Feedback?

This page is intentionally blank.



A place where families and businesses thrive.

<u>CITY RECORDER USE ONLY:</u>	
AGENDA ITEM #:	<u>5. D.</u>
MEETING DATE:	<u>04/26/2021</u>
FINAL ACTION:	<u>Presentation</u>

CITY COUNCIL STAFF MEMORANDUM

TO: *City Council*

FROM: *Jesse VanderZanden, City Manager*

PROJECT TEAM: *Colleen Winters, Library Director*
Jim Jatkevicius, Library Services Supervisor

MEETING DATE: *April 26, 2021*

SUBJECT TITLE: *Library update*

ACTION REQUESTED:

<input type="checkbox"/>	Ordinance	<input type="checkbox"/>	Order	<input type="checkbox"/>	Resolution	<input type="checkbox"/>	Motion	<input checked="" type="checkbox"/>	X	<input type="checkbox"/>	Informational
--------------------------	-----------	--------------------------	-------	--------------------------	------------	--------------------------	--------	-------------------------------------	---	--------------------------	---------------

X all that apply

BACKGROUND:

The Forest Grove and Cornelius libraries were recently invited to give a presentation to the Forest Grove-Cornelius Chamber of Commerce.

Tonight’s presentation includes an updated version of the Chamber presentation. There is a description of how the library has been providing service since the building closed last March. There is also an overview of how our new “inside” service has changed and how it complements our virtual and curbside service.

Jim Jatkevicius is the Library Services Supervisor in charge of Reference, Adult and Teen/Youth Services.

STAFF RECOMMENDATION:

Staff recommends that Council consider the information and ask questions or offer comments.

ATTACHMENT(s):

PowerPoint

This page is intentionally blank.



FOREST GROVE LIBRARY

What we've learned during COVID

Adapability

Curbside
OPEN



Expanding our horizons

New and strengthened partnerships



Oregon Humanities



Facebook Storytime Group



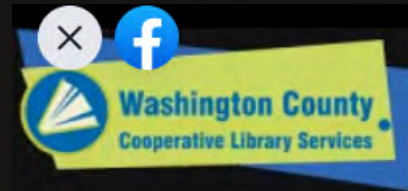
CENTRO



Pacific University



Tools



Bob Abbey



Jane Kirkpatrick



Video Production



Live Streaming



Graphic Design



Audio

New resources for checkout

Closing the digital divide

Hotspots



Chromebooks

Evolution of library programming



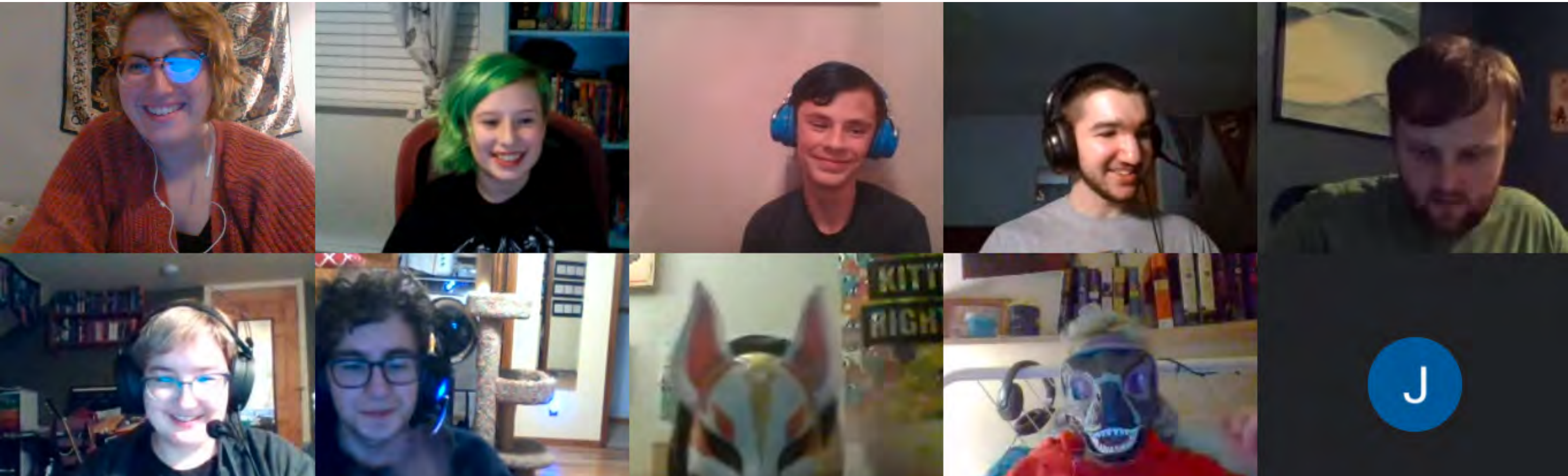
Adult Programming



Why Aren't There More Black
People in Oregon?: A Hidden
History

Nearly 600 views

Children and Teens



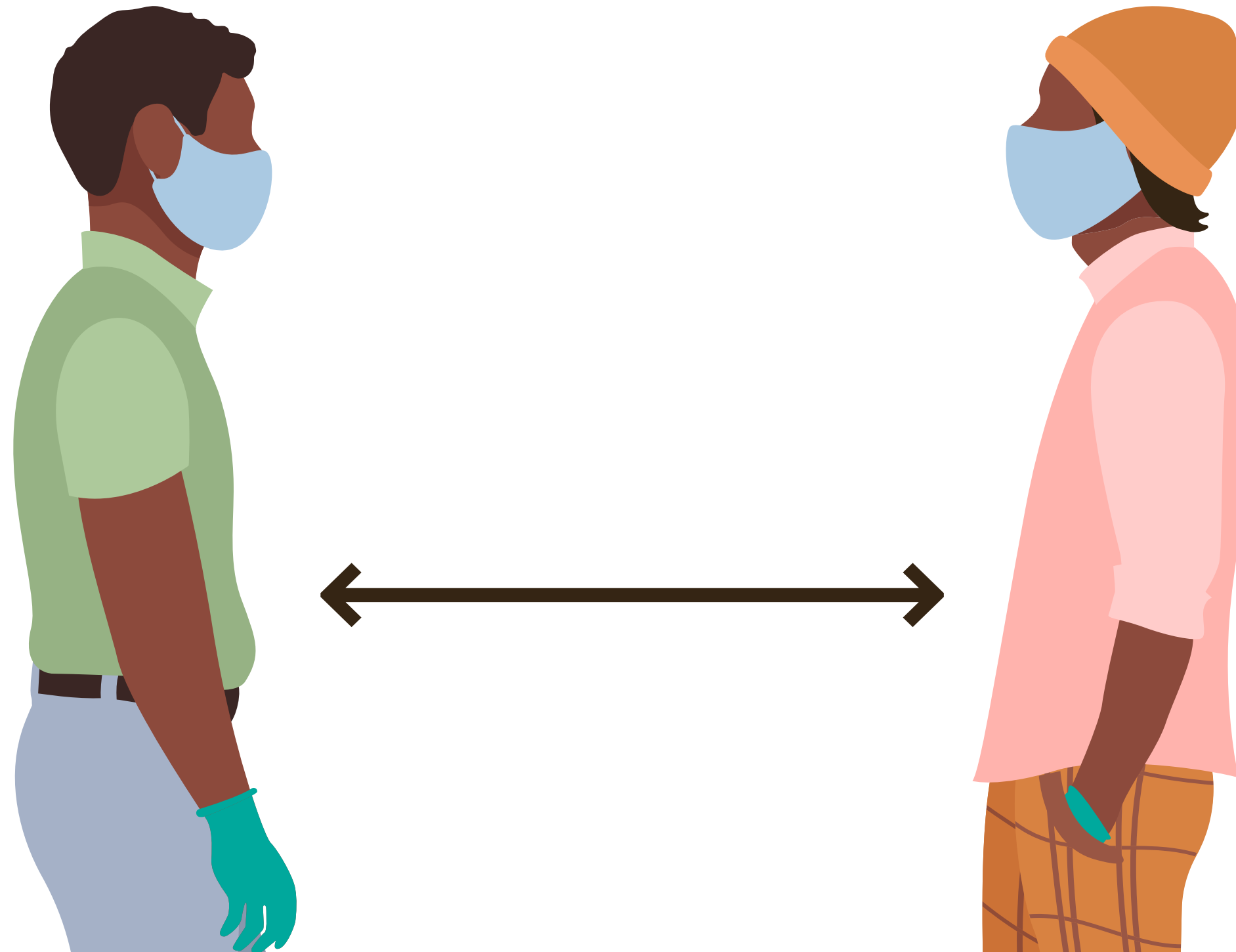
VIRTUAL D&D PROGRAM WAS FEATURED
IN FOREST GROVE NEWS-TIMES

Where do we go from here



Adding in-building access

The plan for our soft opening of the building



Redesigned service plan

Inside - Curbside - Virtual

Virtual programming continues...

New service points

Welcome desks

West entry

Just in time service

Reference staff on call

Customer Service

Permanent Curbside
Service folds into Inside

Access





Colleen Winters
cwinters@forestgrove-or.gov
503-992-3246



FOREST GROVE
LIBRARY



A place where families and businesses thrive.

<i>CITY RECORDER USE ONLY:</i>	
AGENDA ITEM #:	_____
MEETING DATE:	04/26/2021
FINAL ACTION:	WORK SESSION

CITY COUNCIL STAFF REPORT

TO: Mayor and City Councilors

FROM: Paul Downey, Administrative Services Director; Anna D. Ruggles, City Recorder

MEETING DATE: April 26, 2021

SUBJECT TITLE: City Manager’s Performance Review Criteria & Process

ACTION REQUESTED:	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Order	<input type="checkbox"/> Resolution	<input type="checkbox"/> Motion	<input checked="" type="checkbox"/> X	<input type="checkbox"/> Informational
--------------------------	------------------------------------	--------------------------------	-------------------------------------	---------------------------------	---------------------------------------	--

X all that apply

ISSUE: Pursuant to City Manager’s Employment Agreement, Section 6, Performance Review, the City Council must annually evaluate the City Manager’s performance. Pursuant to ORS public meeting laws:

- The evaluation criteria and policy directives must be adopted in a meeting open to the public in which the public has had the opportunity to comment.
- The Council may hold an executive session “to review and evaluate” the performance of the City Manager.
- The Council may not discuss salary in executive session in connection with the job performance evaluation.
- The Council may not use an executive session “to conduct a general evaluation of goals, objectives, operations or programs.”
- The City Manager may request an open hearing for the performance evaluation with advance notice.

The evaluation of the City Manager serves two purposes: to evaluate the performance of the City Manager, and to act as a communication bridge for the Mayor, Councilors and the City Manager. The Council evaluates the City Manager on: Performance standards; Council relations; technical knowledge; problem solving and decision making; external relations; fiscal management; and personnel management and supervision, and Council’s future expectations.

BACKGROUND: The purpose of this work session is to consider the City Manager Performance Review Criteria and Process. The following step-by-step process occurs:

1. Resolution Approving City Manager Performance Review Criteria and Process. Once approved:
 - a. A letter on behalf of the Council is sent to Department Directors requesting comments on the City Manager’s performance. Directors may provide input with an option to remain confidential. Directors submit input directly to City Attorney who will prohibit

disclosure of information submitted in confidence as provided by ORS 192.355(4). City Attorney compiles submitted comments into a single document and distributes results in a sealed envelope or by confidential e-mail directly to Council.

- b. Council directs City Manager to prepare a self-evaluation.
 - c. Each Councilmember is e-mailed a City Manager Performance Review appraisal to complete.
2. Executive Session 1: City Manager presents self-evaluation to Council.
 3. Each Councilmember submits their completed performance appraisal directly to the Mayor. Mayor and Council President tabulate and summarize the results of the performance appraisals.
 4. Executive Session 2: Council reviews the results of the finalized performance appraisal with the City Manager.
 5. Executive Session 3: Is held if needed for Council to finalize performance appraisal with City Manager.
 6. Council returns to regular Council meeting in accordance with state law. Mayor gives a summary of the City Manager's performance appraisal. At this time, the Council can discuss authorizing compensation. The Council considers the following action items:
 - Resolution Accepting City Manager's Performance Review
 - Resolution Authorizing City Manager's Compensation for Fiscal Year 2021-22

STAFF RECOMMENDATION: Informational Work Session. If Council concurs at the work session, staff will proceed at the next regular Council meeting to adopt the City Manager Performance Review Criteria and Process as outlined the Attachments.

ATTACHMENTS:

Attachment A: City Manager Performance Review & Proposed Target Dates

Attachment B: City Manager Performance Review appraisal form

Attachment C: Draft Memorandum to Department Directors



A place where families and businesses thrive.

City Manager Performance Review & Proposed Completion Dates:

Pursuant to City Manager’s Employment Agreement, the City Council must annually evaluate the City Manager’s performance and authorize compensation.

Monday, April 26 Council Work Session: City Manager Performance Review Criteria

Monday, May 10 1) Resolution Approving City Manager Performance Review Criteria and Process.
 Upon approval:
 a. A letter on behalf of the Council is sent to Department Directors requesting comments on City Manager’s **performance**;
 b. Council directs City Manager to prepare a self-evaluation; and
 c. Each Councilmember is e-mailed a performance review appraisal form to complete.

Friday, May 21 Department Directors deadline to submit comments to City Attorney

Monday, May 24 City Attorney (third-party) deadline to submit directly to Council compilation of Department Directors comments in a sealed envelope or by confidential e-mail

Monday, May 24 2) First Council Executive Session under ORS192.660(2.1.) is held to review:
City Manager’s Self-Evaluation

Friday, June 11 3) Councilmembers deadline to submit directly to Mayor their performance review forms:
 Mayor and Council President tabulate and summarize the results of the performance appraisals

Monday, June 28 4) Second Council Executive Session under ORS192.660(2.1.) is held to review:
 Performance appraisal review with City Manager

Monday, July 12 5) Third Council Executive Session under ORS192.660(2.1.) is held, if necessary, to:
 Finalize performance appraisal with City Manager

Monday, July 12 6) Council returns to regular Council meeting and in accordance:
 The Mayor gives a summary of the City **Manager’s performance appraisal**. **At this time, the Council discusses authorizing compensation for FY2021-22, and Council considers the following action items:**

- Resolution Accepting City Manager’s Performance Review
- Resolution Authorizing **City Manager’s** Compensation for FY2021-22

This page is intentionally blank.

CITY MANAGER PERFORMANCE REVIEW

Instructions:

This evaluation has two parts. Part I involves an evaluation of the annual performance of the City Manager during the evaluation period of JULY 1, 2020, TO CURRENT. Part II concerns your expectations and goals for **the City Manager during the coming year. In evaluating the Manager's** past performance, you are asked to rate that conduct according to the following categories:

- (1) NI = Needs Improvement
- (2) M = Meets Standards
- (3) E = Exceeds Standards
- NO = Not observed

Following each performance standard, please provide any appropriate comments in that area.

Part I. Performance Standards

1. Personal Traits / Professionalism

NI	M	E	NO

Positive attitude, self-motivating; self-confident; creative; uses common sense; professional and personal integrity; emotional stability; takes initiative; receptive to new ideas and changes; maturity in relations with others; prepares quality products; willingness to seek personal growth and development; takes consistent position with different audiences; adherence to high professional ethical standards; exercises diplomacy; demonstrates high personal integrity.

Comments:

2. City Council Relationships

NI	M	E	NO

Effectively implements policies and programs approved by City Council; reporting to City Council is timely, clear, concise, and thorough; accepts direction or instructions in a positive manner; effectively aids the City Council in establishing long-range goals; keeps Council informed of current plans and activities of administration and new development; sensitive to and perceptive of Council needs and desires; maintains a relationship of trust with each Council member and the Mayor; available to members of the Council; properly orients new Council members.

Comments:

3. Technical Knowledge and Use

NI	M	E	NO

General overall knowledge of city operations and responsibilities; willing and able to learn; keeps current on professional issues, trends, techniques, and methods of operation; keeps current on legislation, funding opportunities and regulations; administrative knowledge (budget, personnel, grants, and purchasing rules and regulations); knowledge of city developments in public policy.

Comments:

4. Problem Solving and Decision Making:

NI	M	E	NO

Anticipates problems; identifies problems, issues and concerns; ability to analyze problems (to honestly identify and assess alternatives); develops and recommends creative, innovative and realistic solutions and implements and refines such solutions; considers alternatives and available facts before making decisions; resolves problems at lowest possible level (takes responsibility for decisions); gets affected parties involved in problem solving; reaches timely decisions; flexibility and receptiveness to suggestions; resolves problems under strained and unpleasant conditions; achieves goals set by or in conjunction with City Council; consults with Council when appropriate.

Comments:

5. External Relations

NI	M	E	NO

Projects positive public image; effectively handles **citizens'** complaints and inquiries; educates public on city problems, programs and operations; keeps commitments to the public; maintains contact/liason with community groups; maintains effective intergovernmental relations; maintains effective relations with media representatives.

Comments:

6. Fiscal Management

NI	M	E	NO

Prepares realistic annual budgets; seeks efficiency, economy and effectiveness in all programs; controls expenditures in accordance with approved budgets; keeps City Council informed about revenues and expenditures, actual and projected; is cost effective; assures that Budget Committee is well informed of short and long-term City financial status; involves Council in fiscal affairs.

Comments:

7. Personnel Management & Supervision

NI	M	E	NO

Maintains adequate levels of supervisions and internal control and communication; employees are given necessary guidance regarding responsibilities and tasks; follow-up is initiated to properly account for employee activities; disciplinary matters and corrective actions are appropriate and applied in a timely fashion. Management atmosphere encourages professional growth; encourages initiative and creativity; allows subordinates to grow professionally.

Comments:

Part II. Future Expectations

1. What objectives should the City Council set for the City Manager for the coming year?



A place where families and businesses thrive.

CITY COUNCIL MEMORANDUM

TO: *Department Directors*

FROM: *City Council*

PROJECT TEAM: *Anna D. Ruggles, CMC, City Recorder*

DATE: *May 11, 2021*

SUBJECT TITLE: *City Manager's Performance Review*

The City Council approved the City Manager's evaluation performance standards and criteria, and as part of the evaluation process, the Council is seeking Department Director input on the performance appraisal of the City Manager for the evaluation period of July 1, 2020, to current. The Council's goal is to establish a thoughtful and considered process that also expedites the City Manager's evaluation. The Council recognizes the importance of giving Department Directors an option to remain confidential. To achieve this, the Council has named City Attorney, as a third-party person, who will keep your name confidential upon your request. The City Attorney will remove the name of the evaluator, unless the evaluator waives the promise of confidentiality. Information submitted in confidence is exempt from public disclosure under ORS 192.355(4).

The Council encourages you to submit your input **no later than Friday, May 21, 2021**, directly to City Attorney, preferably by e-mail at: [Ashley Driscoll \[AshleyD@gov-law.com\]](mailto:AshleyD@gov-law.com). If submitting comments by e-mail and you wish to remain anonymous, please advise the City Attorney of your desire to remain anonymous.

The City Attorney will compile the submitted comments into a single document and distribute sealed to the Council **no later than Monday, May 24, 2021**. The Council will review comments with City Manager in executive session unless City Manager requests an open hearing.

Thank you for your sincere consideration of the above request.