



FOREST GROVE CITY COUNCIL
&
DEPARTMENT DIRECTORS' RETREAT
Saturday, March 1, 2014
8:30 a.m. – 2 p.m.
1910 Main Street Bistro, Conference Room

This is an informal joint retreat/work session of the Forest Grove City Council and Department Directors. No formal business will be conducted by the City Council.

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|-----------------|---|---|
| 8:30 am | <u>Breakfast Buffet</u> | |
| 8:45 am | 1. <u>Call to Order and Roll Call ~ Welcome</u> | Mayor Truax |
| 8:50 am | 2. <u>2013-14 Council Goals/Objectives Status Update/Action Plans</u> | Michael Sykes, City Manager |
| 9:10 am | 3. <u>Annual Town Meeting Survey Results</u> | Michael Sykes, City Manager
Jon Holan, CD Director |
| 9:30 pm | 4. <u>Presentation of 2014-15 Department Key Goals</u> | Michael Sykes, City Manager
Department Directors |
| 10:30 am | <u>Break</u> | |
| 10:45 am | <u>Continue above-noted presentations if necessary</u> | |
| 11:00 am | 5. <u>Set Council Key Goals for Fiscal Year 2014-15</u> | Mayor Truax and Councilors
Michael Sykes, City Manager |
| 11:30 am | <u>Lunch Buffet</u> | |
| Noon | 6. <u>Identify New Council Goals/Objectives for Fiscal Year 2014-15</u> | Mayor Truax and Councilors
Michael Sykes, City Manager |
| 12:45pm | 7. <u>Review Council Team Agreement</u> | Mayor Truax and Councilors |
| 1:00 pm | 8. <u>Other Issues/Open Discussion</u>
• iPad/Paperless Packet | Mayor Truax and Councilors
Michael Sykes, City Manager |
| 2:00 pm | 9. <u>Adjournment</u> | |

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2013-14 CITY COUNCIL GOALS AND OBJECTIVES

Item 2.

Each year, the City Council determines its goals and objectives for the coming year. These goals and objectives are adopted by City Council and becomes the City's Work Plan and guide for City Council and City Staff as they move forward throughout the year. The City Council identified 25 new objectives (shown in bold and italics), and carried over 22 objectives from the previous year that were identified as ongoing or long-term for a total of 47 objectives. The City Council ranked each of the new objectives in the order that they believed were the most important. The objectives were grouped within one of the three key City Council Goals. The City Manager will assign each of the Council goal objectives accordingly. The City Council Goals and Objectives identified for Fiscal Year 2013-14 are as follows:

GOAL 1

PROMOTE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS AND A PROSPEROUS DYNAMIC, GREEN CITY

	PTS:	STATUS:	Dept Assigned:
Goal # Assigned for FY 2013-14			
1. <i>Transportation Infrastructure Improvements</i>	25	Ongoing	Foster/Holan
2. <i>Maintaining a Full-Service City</i>	25	Ongoing	Everyone/Downey
3. <i>Complete Transit Upgrades</i>	23	Ongoing	Holan
4. <i>Business Retention Efforts</i>	22	Ongoing	King; Cress
5. <i>Business Recruitment</i>	22	Ongoing	King; Cress
6. <i>Develop a Strategic Sustainability Plan</i>	22	Ongoing	Holan
7. <i>Jurisdictional Transfer of Roads</i>	22	1-3 Yrs	Foster; Holan
8. <i>Add to Affordable Housing</i>	21	Ongoing	Holan
9. <i>Aquatic Center Upgrades for Energy Efficiency (reduce energy consumption)</i>	18	1-3 Yrs	Gamble
10. <i>Community Emergency Resiliency Plan</i>	18	1-3 Yrs	Kinkade; Foster; Cress; Schutz; Holan
11. <i>Pursue Local Workforce Center</i>	17	Ongoing	King; Cress
12. <i>Tie into A. T. Smith House to City Programs</i>	16	5-10 Yrs	Gamble
13. <i>Plan for Another Police Station</i>	16		Downey; Schutz
14. <i>Site for New Fire Station</i>	15		Downey; Kinkade
15. <i>Other locations for Community Gardens</i>	15	Ongoing	Holan; Gamble
16. <i>Permanent Sustainability Committee</i>	14	Ongoing	Holan
17. <i>Small Emergency Water System</i>	12		Not Assigned

**2013-14 CITY COUNCIL
GOALS AND OBJECTIVES**

GOAL 2				
PROMOTE A PRUDENT FINANCIAL PLAN TO MAINTAIN EFFECTIVE SERVICE LEVELS OF A FULL-SERVICE CITY				
		PTS:		Dept Assigned:
18.	<i>Pursue Stable Revenue Source Levy Replacement</i>	24	1-3 Yrs	Downey
19.	<i>Alternatives for Funding Transportation</i>	24	1-3 Yrs	Foster
20.	<i>Process for Large Projects and/or Large Dollars</i>	20	1-3 Yrs	Everyone
21.	<i>Update on 5-Year Levy Forecast</i>	18	1-3 Yrs	Downey
22.	<i>Process for Economic Gardening</i>	15	1-3 Yrs	King
23.	<i>Process for Reviewing Total Costs of Projects</i>	12		Not Assigned
GOAL 3				
PROMOTE THE INTERESTS AND NEEDS OF FOREST GROVE IN LOCAL, STATE AND NATIONAL AFFAIRS				
		PTS:		Dept Assigned:
24.	<i>Add Federal to Lobby Efforts</i>	25		Council Sykes
25.	<i>Stay Alert to Unfunded Mandates</i>	22		

2013-14 CITY COUNCIL GOALS AND OBJECTIVES

City Council carried over 22 objectives from the previous year that were identified as ongoing or long-term.

GOAL 1:

IDENTIFIED AS ONGOING/LONG-TERM OBJECTIVES (carried Over):

GOAL # Assigned FY 2012-13	STATUS 2012-13	Dept Assigned:
1. Complete Watershed Mgmt Plan Update and Select Forester	90% completed Ongoing	Foster; Cole
2. Complete David Hill Road	50% completed Ongoing	Foster; Holan
3. Examine methods to enhance pedestrian/safe routes to Thatcher Park; Thatcher Road/Forest Gale Drive (flashing yellow light/crosswalks)	80% completed Ongoing	Foster
5. Continue support of FG Senior and Community Center	Ongoing	Sykes
6. Continue maintaining a livable community through code enforcement with emphasis on graffiti and crime prevention	Ongoing	Schutz; Holan
8. Continue Downtown Revitalization Efforts (Identify Town Center Plaza and Downtown Corridor Traffic Flow)	80% completed Ongoing	Foster; Holan; King
9. Examine installing sidewalks near schools, bus #57 stop, and TV Hwy (east end of Mtn View Lane; Karen's Corner)	90% completed Ongoing	Foster
10. Pursue other alternative energy sources	Ongoing Long-Term	Cress
11. Continue strengthening public relations and marketing to better communicate City services and accomplishments	Ongoing	Sykes; Maughan
12. Continue improving Council/Citizen Outreach (table at Farmers' Market)	Ongoing	Holan
14. Participate/Partnership with Clean Water Services on Regional Trail Intertwine Projects with Local Focus	Ongoing	Gamble
16. Promote Public Art	Ongoing	Gamble; Winters
18. Continue Study for Urban Renewal District - Phase II	60% completed Ongoing	Holan; King; Downey
19. Continue pressure for high-capacity transit; and other transportation modes	60% completed Ongoing	Foster; Holan
20. Implement Transportation System Plan (Hwy 47/Quince; Hwy 47 & Maple Street Traffic Light; and B Street Traffic Light)	Ongoing	Foster
22. Continue pressure for new Post Office or Retail Store	Ongoing Long-Term	Sykes

2013-14 CITY COUNCIL GOALS AND OBJECTIVES

GOAL 2:			
<u>IDENTIFIED AS ONGOING/LONG-TERM OBJECTIVES (carried over):</u>			
GOAL #	Assigned FY 2012-13	<u>STATUS</u>	Dept Assigned:
24.	Prepare a balanced budget as required by law	Ongoing	All Depts
25.	Explore Long-Term Funding for Public Safety and other essential City services and operations	Ongoing	Kinkade; Schutz; Downey; Cole
26.	Continue supporting business retention and promoting recruitment efforts	Ongoing	King
27.	Continue Sidewalk Improvement District Program (LID)	Ongoing	Foster; Cole
GOAL 3:			
<u>IDENTIFIED AS ONGOING/LONG-TERM OBJECTIVES (carried over):</u>			
GOAL #	Assigned FY 2012-13	<u>STATUS</u>	Dept Assigned:
29.	Continue support of Legislative Agenda and Regional, Local, State, and Metro, CWS, Fernhill Wetlands Partnerships (WC Forum)	Ongoing	Sykes
30.	Continue promoting Tourism Opportunities and Marketing Efforts (wineries, Fernhill, local events, branding logo, external marketing)	Ongoing	King

DEPARTMENT ACTION PLANS FISCAL YEAR 2013-14

Administrative Services Department

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

This Action Plan Worksheet is intended as a tool for planning and monitoring how management staff will achieve its department work plan and the goal objectives set by City Council. Management staff will complete an Action Plan (Part I) at the beginning of each year after setting its department work plan and Council sets its goal objectives. Management staff will update the Action Plan (Part II) at the end of each calendar year to track the accomplishment of its department work plan task and the Council goal objective. The Action Plan accomplishments will be used as a tool for reporting at the Boards, Committees, and Commissions Reception, Annual State of the City Address, and City Manager end-of-year update to Council.

Department(s) Assigned:	All Departments – Administrative Services in Lead Role
Lead Person(s)/Organization(s):	Paul Downey
List Goal Number Assigned:	Goal 1 Objective 2
Describe Objective/Project:	Maintaining Full-Service City

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project: City Council has had this goal for several years now. City staff has focused mostly on the General Fund to date with the City's reliance on the Local Option Levy which was renewed at \$1.60 per thousand through June 30, 2018. Most of the services provided by the City are accounted for in the General Fund with the exception of the Street Fund and the Enterprise Funds (Light & Power, Water, Sewer, and Surface Water Management (SWM)). Staff has done future financial planning for the Water Fund. The City Council has accepted the Water Master Plan and agreed on a rate structure to meet the Water Fund's requirements.

2. Current status of the objective/project: Currently staff is reviewing the financial stability of the General Fund and the Street Fund for the next five years based on the current level of services. The Light & Power Department in conjunction with Administrative Services is working on an Electric System Master Plan and will shortly commence a Cost of Service/Rate Study that will use the results of the Electric System Master Plan as part of the capital planning of the Rate Study Service. Administrative Services staff recognizes that more information about the future needs of the City is required to meet the Council goal of maintaining a full-service City.

- 3. List strategic steps/actions that will be necessary to accomplish this objective/project:**
- Discuss and come to agreement on what "Maintaining a Full-Service City" means to the Council including service levels to be provided so staff can work toward that goal.
 - Review Department's strategic plans to ensure that those plans are within the Council goals. The department's levels of service within their strategic plans and the services discussed within them need to balance with the service levels established by the City Council.
 - Based on the outcome of the above two points, develop a plan to perform the tasks to make sure all items are covered.
 - Gather information on what will know will be needed such as future maintenance requirements for all

functions of the City.

- Prepare five-year financial plans for each operating fund of the City blending that information with the City available reserves in each fund and any capital fund.
- Determine for each service if expenditures exceed revenues and discuss with Council if additional revenue sources are desired, if partnership with other agencies may be possible to share resources to maintain services, or if Council wants to redefine the level of service for a service with insufficient revenue to cover expenditures.

4. List potential barriers or challenges:

- Agreement of level of services for each function can be difficult to achieve as setting levels of services for each function can cause issues among proponents of the various services.
- Funding not available for desired level of services and achieving needed funding will be difficult.
- Staff time required to develop a comprehensive plan.
- Will need to update master plan for parks, sewer, and surface water management. Will be done but timing of the updates may not match the timing for this project.
- Developing longer term maintenance and capital projects for other funds such as Streets and General Fund.
- Requirements of changing technology are changing how work is done and there are costs associated with this.

5. Estimated Cost(s):

- Staff time.
- Consultants for updating the Master Plans probably \$80,000 for Parks Master Plan and \$80,000 for the Sewer and SWM Master Plans. These plans will be budgeted and performed in the next few years.

6. How will you determine when objective/project is completed and how will you measure if successful?

Project by its definition will never be completed as it is an ongoing project and will need ongoing revision as future circumstances change. The success of the project will be measured by how the City is able to maintain being a full-service City. The success will be easier to measure if the City better defines what "maintaining a full-service City" means.

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

X Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Project has not been started due to the departure of a key staff member in Administrative Services who would have been the lead on the project. Staff anticipates starting the project in late Summer 2014 after completion of the FY 2014-15 budget process. The City's new Senior Management Analyst will be more familiar with City operations by then after going through the budget preparation process.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Administrative Services
Lead Person(s)/Organization(s):	Paul Downey
List Goal Number Assigned:	Goal 2 Objective 18
Describe Objective/Project:	Pursue Stable Revenue Source Levy Replacement

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

The City has been relying on Local Option Levy for almost ten years now to help maintain General Fund services. The City Council's preference would be to not have to rely on the Local Option Levy to provide General Fund services as the levy has to go the voters every five years to be renewed and possibly increased. An ongoing stable revenue source that does not need ongoing voter approval and replaces some or all of the Local Option Levy is a desire.

2. Current status of the objective/project:

The Local Option Levy has been renewed and increased by the voters. The levy is good through June 30, 2018, which means if this levy is still a needed source of General Fund revenue in the future, the City will need to ask voters to renew and possibly increase the levy at an election in 2017. The Council's and staff's recent focus has been to get the levy renewed and increased. Since that renewal has been accomplished, staff and the Council have time to pursue whether a stable source of revenue to replace that levy is possible or desirable. Staff and Council have a better understanding of the property tax system do to the recent legislative issues by the League of Oregon Cities to change portions of the property tax system in the Oregon Constitution.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

This objective is actually a by-product of the effort necessary to do Objective 2 on Goal 1 which is Maintaining a Full-Service City. The results of the work to accomplish this objective are needed to complete the objective of Maintaining a Full-Service City. Some of the strategic steps/actions necessary to accomplish this objective are;

- Further education of Council and staff on the property tax system and the need for the Local Option Levy and the realization that unless the property system in the Oregon Constitution is amended that the Local Option Levy is the only mechanism using property taxes to be able to collect this revenue.

- Discussion of the amount of revenue needed to be replaced over time since the Local Option Levy increases with the overall increased in assessed value.
- Discussion of possible stable ongoing revenue sources that have the ability to replace a \$2 million source of revenue.
- Based on possible other revenue sources, determine if it is desirable to replace the Local Option Levy. That potential source of revenue may have other demands on it.

4. List potential barriers or challenges:

- The number of stable revenue sources available to generate ongoing annual revenues of at least \$2 million.
- Replacement revenue cannot be dependent on service volume for fees which can fluctuate greatly.
- The desire of Council to establish a new revenue source that will generate the amount of revenue required.

5. Estimated Cost(s):

- Staff time which should not be significant for this project.

6. How will you determine when objective/project is completed and how will you measure if successful?

If a stable, ongoing replacement revenue is found, or if after the project is completed and the alternative are considered by the City Council, that the Local Option Levy with its ongoing issues might be the best available source of this revenue for the City.

Timeframe to Complete:

X	1–3 years	3–5 years	5–10 years +	Ongoing
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PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

When Administrative Services staff presents the FY 2014-19 five-year financial projection at the Informational Budget Committee Meeting in April 2014, staff will provide information on potential alternatives to the Local Option Levy which could raise enough revenue to replace the Levy and be a stable source of revenue.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	All Departments
Lead Person(s)/Organization(s):	Department Heads – Administrative Services will take lead
List Goal Number Assigned:	Goal 2 Objective 20
Describe Objective/Project:	Process for Large Projects and/or Large Dollars

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

The new projected cost of a project that is currently underway will significantly exceed the initial estimated budget. Members of the Council asked staff if there is process that staff follows when doing large projects and projects involving large dollars.

2. Current status of the objective/project:

Council has added the objective of having a process for large projects and/or the expenditure of large dollars. There is not a formally adopted process but staff has generally followed the same steps for most projects.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Clarification of what Council means by a process including what types of projects and dollar amounts will use the process. Does the Council mean capital projects or are there other activities the Council wants included.
- Is a set process to be followed the best way to accomplish the Council objective or is a requirement that a process be developed and approved before the project starts a more effective method.
- Assemble the relevant staff to work on developing the steps in the process.
- Present the process for approval and adoption as a Council policy.

4. List potential barriers or challenges:

- If not limited to capital projects, developing a comprehensive process might be cumbersome.
- Non-capital projects might be best handled by requiring a work plan that could be tailored for that project.
- Any process developed might not correct or change the results if assumptions turn out not to be realistic or requirements that were not expected are placed upon the project.

5. Estimated Cost(s):

- Staff time.

6. How will you determine when objective/project is completed and how will you measure if successful?

The Council approves the process and staff follows the process when doing the project. Surprises might still occur but hopefully the process will be detailed enough to help to vet most of the project issues in the initial stages of the project.

Timeframe to Complete:

X	1–3 years	3–5 years	5–10 years +	Ongoing
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PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

Staff is still working on this project and expects to complete the project by the end of the fiscal year. The departure of a key staff member slowed down progress on this process.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Administrative Services
Lead Person(s)/Organization(s):	Paul Downey
List Goal Number Assigned:	Goal 2 Objective 21
Describe Objective/Project:	Update on 5-Year Levy Forecast

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

Staff does annual 5-Year Forecasts on the General Fund which includes the status of the 5-Year Local Option Levy. During the recent levy renewal process, the levy forecast was frequently updated as levy discussions continued. There was recent City Council discussion on the timing of the forecast and if having the forecast earlier would provide better information to the Council. The forecast shows how the financial condition of the General Fund will be in five years given the set of assumptions to produce the forecast. The accuracy of the assumptions is a large driver on the accuracy of the forecast. The forecast tends to a predictor of how the finances will trend rather than what the specific financial position of the General Fund will be five years from now.

2. Current status of the objective/project:

Staff is updating the five-year General Fund Financial Forecast including the levy and will present the results at the April 24, 2013, Budget Committee meeting. Staff has been discussing the timing of the forecast and the benefits of when the forecast is updated and how often it is updated.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Determine the objectives behind the forecast which will drive the timing of the forecast.
- Review the assumptions used and when the best information to make the assumptions is known.
- Present staff's recommendations of the timing of the forecast to the Council.
- Prepare the forecast based on when the Council wants the forecast prepared.

4. List potential barriers or challenges:

- The biggest challenge would be the validity of the forecast based on the when the major assumptions used for the forecast are determined.

5. Estimated Cost(s):

- Limited additional staff time depending on when and how often the forecast is updated.

6. How will you determine when objective/project is completed and how will you measure if successful?

The Council and staff feel the forecast, whenever it is decided to prepare the forecast, provides reliable information to make help funding decisions and how those decisions will affect the future.

Timeframe to Complete:

X	1–3 years	3–5 years	5–10 years +	Ongoing
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PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

Project was completed when the staff presented the five-year financial projection for the General Fund at the April 24, 2013, Informational Budget Committee Meeting. This is an annual project and staff will prepare an updated five-year General Fund projection to be presented at the Informational Budget Committee Meeting.

DEPARTMENT ACTION PLANS FISCAL YEAR 2013-14

Community Development
Department

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Community Development
Lead Person(s)/Organization(s):	Holan
List Goal Number Assigned:	1 #3
Describe Objective/Project:	Complete Transit Upgrades

PART I: ACTION PLAN (Start of Year)

1. Background or history of the objective/project:

The City has pursued expansion of transit service. In 2009, a Transit Committee was convened and issued the results of an initial transit study. The City also pursued expansion of the Line 57 service with TriMet without success. In FY 12-13, the City funded the development of a transit study with Nelson-Nygaard. During the same time frame, TriMet approached Ride Connection to seek funding for an expansion of transit service in the community.

2. Current status of the objective/project:

Completing the transit study and pursuing funding for expanded transit service.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Complete transit study to determine long-term strategy to continue service.
Identify appropriate route and service program
Acquire buses
Begin operation

4. List potential barriers or challenges:

Not obtaining all funding needed to initiate service for two years
Not developing long-term funding strategy to sustain service

5. Estimated Cost(s):

\$60,000 for grant matching funds (source would be Traffic Impact Fees dedicated for transit)
Possible funding needed to sustain long-term service (amount and source yet to be determined)

6. How will you determine when objective/project is completed and how will you measure if successful?

Able to develop long-term transit service program

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

X Ongoing

PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

Ride Connection has implemented transit service in the community through two grants. However, grants only cover 1.5 years of operating costs. The objective to secure long-term funding is still unresolved. TriMet has incorporated the Forest Grove operation as part of the transit portion of the RTP but that is for capital expenditures and not operational.

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Community Development
Lead Person(s)/Organization(s):	Holan
List Goal Number Assigned:	1 #4
Describe Objective/Project:	Develop Strategic Sustainability Plan

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

An ad hoc committee on sustainability has been formed
 Assessment of City commute patterns been completed
 Inventory of some sustainability efforts by City has been made
 Potential PSU assessment of sustainability for Forest Grove

2. Current status of the objective/project:

Ad Hoc committee has been focusing on developing action plan

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Determine status of committee and if City committee should be formed
 Determine focus of sustainability plan - City of Forest Grove vs community of Forest Grove
 Review PSU student assessment
 Prepare white paper on status on sustainability in community and other communities – develop recommendations
 Review paper with Sustainability Committee for input
 Implement recommendations
 Create process to implement and update strategic plan

4. List potential barriers or challenges:

Potential funding needs

Resolution of focus of plan and committee

Potential objection from existing boards and commissions, particularly if City Commission on Sustainability is formed

5. Estimated Cost(s):

\$600 to maintain membership in ICLEI

Other potential costs yet to be determined

6. How will you determine when objective/project is completed and how will you measure if successful?

Development and implementation of strategic plan

Timeframe to Complete:

1-3 years 3-5 years 5-10 years + Ongoing

PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

Ad Hoc Committee developed Strategic Sustainability Action Plan. The Plan was accepted by the City Council through the adoption of Resolution Number 2013-68. The plan will be referred to the permanent City Sustainability Committee upon its formation.

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Community Development
Lead Person(s)/Organization(s):	Holan
List Goal Number Assigned:	1 2
Describe Objective/Project:	Add to Affordable Housing

PART I: ACTION PLAN (*Start of Year*)

1. Background or history of the objective/project:

Comp plan update has housing element which addresses subsidized housing
Have recent approval of subsidized family farm labor housing

2. Current status of the objective/project:

There are no special limitations or incentives to allow or encourage affordable housing in the community

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Prepare white paper on affordable housing to clarify definition and relevant issues – develop recommendations
Implement recommendations

4. List potential barriers or challenges:

Market rate affordable housing may be difficult to achieve due to lack of control of profit

5. Estimated Cost(s):

Other potential costs yet to be determined

6. How will you determine when objective/project is completed and how will you measure if successful?

Development and implementation of white paper

Timeframe to Complete:

X	1-3 years	3-5 years	5-10 years +	Ongoing
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PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Although staff has begun research, other higher priority projects have prevented the completion of a white paper on the subject. However, several projects were approved near the vicinity of 26th Avenue and Juniper Street including Juniper Gardens, 46 units of subsidized housing for farm worker families, and Casey Meadows I with 101 lots. The Casey Meadows project created for-market affordable housing priced in the low \$200,000.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Community Development and Parks and Recreation
Lead Person(s)/Organization(s):	Holan and Gamble
List Goal Number Assigned:	1 <i>#15</i>
Describe Objective/Project:	Other locations for Community Gardens

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

Have one community garden in the community

2. Current status of the objective/project:

There has not been any previous effort by City to assess needs for community garden

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Either form committee or work through Park and Rec Commission

Prepare white paper on community garden that would identify potential sites, develop criteria, assess sites based on criteria and develop recommendations

Implement recommendations

4. List potential barriers or challenges:

May require City subsidy for site or use of water

5. Estimated Cost(s):

Potential costs yet to be determined

6. How will you determine when objective/project is completed and how will you measure if successful?

Development and implementation of white paper

Timeframe to Complete:

X	1-3 years	3-5 years	5-10 years +	Ongoing
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PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

Community Gardens was identified as a strategy in the Sustainability Strategic Plan. Community Gardens will be vetted during the Parks Master Plan Update. This should take place spring of 2014.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Community Development
Lead Person(s)/Organization(s):	Holan
List Goal Number Assigned:	1 <i>114</i>
Describe Objective/Project:	Permanent Sustainability Committee

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

An ad hoc committee on sustainability has been formed

2. Current status of the objective/project:

Ad Hoc committee has been focused on developing action plan for the community

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

As part of white paper for sustainability plan, assess establishing permanent City Committee by determining if committee is appropriate and, if appropriate, whether the current Ad Hoc Committee or a new committee should be formed
Implement recommendations

4. List potential barriers or challenges:

Potential funding needs

5. Estimated Cost(s):

\$600 to maintain membership in ICLEI
Other potential costs yet to be determined

6. How will you determine when objective/project is completed and how will you measure if successful?

Question of whether there should be a City Sustainability Committee is resolved.

Timeframe to Complete:

<input checked="" type="checkbox"/>	1-3 years	<input type="checkbox"/>	3-5 years	<input type="checkbox"/>	5-10 years +	<input checked="" type="checkbox"/>	Ongoing
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PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

City Council approved Resolution Number 2013-69 on October 28, 2013 to form permanent sustainability committee.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Community Development
Lead Person(s)/Organization(s):	Planning Division
List Goal Number Assigned:	1
Describe Objective/Project:	Urban renewal feasibility study necessary for establishing an urban renewal district in Forest Grove

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

This project addresses the City Council's interest in forming an urban renewal agency and adopting an urban renewal plan to address blighting influences in the City of Forest Grove. This project has its inception with the recent voter approval of a new city charter. The new charter streamlines the process for preparing and implementing an urban renewal program. To begin the process the city applied for and received a grant from Metro, through the Construction Excise Tax program, to fund the preparation of an urban renewal feasibility, plan and technical report.

2. Current status of the objective/project:

As of May 2011, an intergovernmental agreement was prepared by Metro and approved by City Council. A consultant team has been selected to develop a two phased project. The first phase is to determine the feasibility of urban renewal in Forest Grove. The second phase is to develop the plan and associated documents necessary to adopt an urban renewal plan. The first phase of the project has been completed, determining that it is feasible to adopt an urban renewal program. Subsequently, two work sessions have been held with the City Council. At the end of the last session, direction was given to proceed with the preparation of the Urban Renewal Plan and Report on the Plan.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

1. Prepare and complete urban renewal plan and report on the plan; address any remaining issues by the Council;
2. Select an Ad Hoc Committee to review the project area, objectives, financial analysis, projects and activities, impact on overlapping taxing districts and bonded indebtedness;
3. Planning Commission determination of urban renewal plan compliance with the Comp Plan;
4. City Council action on urban renewal plan and report; and
5. Activation of urban renewal agency

4. List potential barriers or challenges:

There are three identified barriers and challenges associated with this project:

1. Impact on General Fund from tax increment makes adoption of program infeasible.
2. Lack of support from potentially affected taxing districts; and
3. Lack of support from potentially affected property owners and general public.

5. Estimated Cost(s):

Staff time

6. How will you determine when objective/project is completed and how will you measure if successful?

Success will be measured by:

1. Adoption of urban renewal plan and report on plan; and
2. Activation of urban renewal agency.

Timeframe to Complete:

<input checked="" type="checkbox"/> 1–3 years	<input type="checkbox"/> 3–5 years	<input type="checkbox"/> 5–10 years +	<input type="checkbox"/> Ongoing
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PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

A version of the Urban Renewal Plan and Report on the Plan has been completed as well as work sessions by the City Council. Also conducted an open house for property owners within the potential project area. Council members have questions on the program. Staff has scheduled a work session the end of January, 2014 to address those questions and seeking direction from the Council to proceed with its establishment.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Community Development
Lead Person(s)/Organization(s):	Holan
List Goal Number Assigned:	1
Describe Objective/Project:	Improving Citizen Outreach

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project: CCI has obtained space at the Farmer's Market to promote various activities. The space was made available to other boards and commissions. In addition, staff also used the opportunity to provide info on planning related activities.

2. Current status of the objective/project: Have had space the past two years at Farmers Market. Will obtain space at Farmer's Market and send calendar to each Board and Commission to schedule "table time". CCI will likely reserve all the first Wednesday times.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Provide table and prepare/obtain handouts to give to interested persons at the market.

4. List potential barriers or challenges:

none

5. Estimated Cost(s):

Staff time

6. How will you determine when objective/project is completed and how will you measure if successful?

Having table at the Farmers Market

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

X

Ongoing

PART II: ACCOMPLISHMENT *(End of Year)*

Provided City table at First Wednesdays at the Farmers Market. Distributed material on various City activities, particularly as it related to Community Development items but also included information on boards and commissions and economic development. The most popular items distributed were the Tree Tour and Clark Historic District Tour.

7. Describe in detail accomplishment of the objective/project:

Through CCI, a space was obtained at the Farms Market. CCI and Community Development staff presented a variety of materials at the booth on first Wednesdays 4 of the 5 opportunities. City information and CCI liaison project was the topic/material provided at the Market.

Historic Landmarks Board and the Forestry Commission, two commissions with Community Development staff liaisons, also used the space to promote their programs.

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Community Development
Lead Person(s)/Organization(s):	Holan/Riordan/Reitz
List Goal Number Assigned:	
Describe Objective/Project:	Westside Planning Program

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project: Two urban reserve areas in the Purdin Road and David Hill area have changed circumstances on the westside of the community. Further, as demonstrated by the David Hill Urban Reserve study conducted by PSU students, the City needs to examine the planned land uses within the current UGB as well as needed circulation for the area. The study area would be north of Gales Creek and include the Purdin Road and David Hill urban reserve areas. This would complete the Metro required concept plans for the two urban reserve areas to allow the city pursuing UGB amendments in the future. Grant assistance would be sought to pursue this project.

2. Current status of the objective/project: Proposed; City has conducted preliminary concept planning for Purdin Road Urban Reserve area for industrial use and PSU students conducted preliminary planning analysis for the David Hill Urban Reserve area.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Form property owners committee for each area (David Hill and Purdin Road)
- Complete inventory and analysis of the area including existing and currently planned land use, traffic, public services, topography and geology and visual;
- Implement public review process through CCI and PC to provide input on background data and thoughts on the area;

- Based on background analysis and public input, prepare alternatives with attendant analysis of each alternative;
- Evaluate alternatives based on set of criteria;
- Solicit public input on alternatives; and
- Recommend appropriate land use and, if needed, other amendments to Zoning Ordinance requirements
- Conduct approval process.

4. List potential barriers or challenges:

Biggest potential barrier are property owners that want land uses inconsistent with City objectives.

5. Estimated Cost(s): Additional funding could be in the range of \$100,000 for outreach, geotech consultant and transportation analysis for any revision to the Transportation System Plan.

6. How will you determine when objective/project is completed and how will you measure if successful?

Completion of the plan.

Timeframe to Complete:

X	1-3 years	3-5 years	5-10 years +	Ongoing
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PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

A Community Planning and Development Grant for \$123,000 from Metro has been approved to fund consultant technical assistance. Project is scheduled to begin in January 2014.

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Police/Community Development
Lead Person(s)/Organization(s):	Schutz/Holan
List Goal Number Assigned:	1
Describe Objective/Project:	Code Enforcement

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project: Community Development has provided code enforcement for a number of years. It has evolved from a small portion of a planners work to a large portion of their activity. Over the past several years, the Police Department has been responsible for abandoned vehicles. For FY 11/12, there was a shift in code enforcement responsibilities between Community Development and the Police Department. Code violations related to the Municipal Code such as abandon vehicles and debris on private property is now handled by the Police Department. Code issues related to the Development and Building codes as well as noxious vegetation are still retained by Community Development.

2. Current status of the objective/project: This is an ongoing program.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:
Continued enforcement

4. List potential barriers or challenges:

Adequate fiscal resources

5. Estimated Cost(s): \$5500 for property cleanup and \$3000 for potential attorney assistance. Costs do not include any structural demolition which we have avoided in the demo of four houses in the past.

6. How will you determine when objective/project is completed and how will you measure if successful? Successfully resolving violations.

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

X

Ongoing

PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

The following are Code Enforcement activities involving Community Development for 2013 and 2012::

<u>2013</u>		<u>2012</u>
180	Total Cases – 170 Cases resolved and 10 pending	161
150	Noxious Vegetation (grass, weeds, ivy, knotweed)	147
02	Setback Violations (accessory buildings)	
11	Vision Clearance (trees and shrubs)	5
03	Occupied RV	
01	Illegal Sign	1
01	Dangerous Tree	
03	Fowl	2 (Roosters)
03	Junk and Debris	2
02	Building without a permit	
04	Incorrect Address	
0	Trees (illegal removal)	4

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Engineering/Community Development
Lead Person(s)/Organization(s):	Foster/Holan
List Goal Number Assigned:	1
Describe Objective/Project:	Continued pressure for High Capacity Transit; and other transportation modes (Note: This Action Plan could be separated into two plans (bus program and corridor program) but combined for two reasons: both are under the same title and it is intended to show the relationship of each other.

PART I: ACTION PLAN (Start of Year)

1. Background or history of the objective/project: Since the prior mayor, there has been a community interest in extending light rail or other high capacity transit from Hillsboro to Forest Grove. The City has contracted to prepare a concept analysis prepared by Gerald Fox and has held meetings with other involved communities and with Portland Western Railroad. A draft MOU between the cities and Portland Western has been developed. The City has conducted a survey of businesses as to plans for future demand for rail service. Given the time it appears it will take to extend rail to Forest Grove, there is interest to convert the existing right-of-way to a bus rapid transit in combination with pedestrian and bike trails.

Besides rail transit, the City is conducting a transit study and possibly implementing expanded service to the community (separate Action Plan).

2. Current status of the objective/project: The background statement above summarizes the current status of the project at the local level. At the regional level, a proposed system expansion program has been adopted by Metro.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Rail Corridor

- Meet with westside cities to determine interest in area wide transit; also meet with Cornelius and Hillsboro separately to discuss short (bus) and long (rail) term use of the corridor and potential work program
- Perform Westside transit analysis to determine route location (including integration of corridor) and feasibility
- If feasible, complete westside transit implementation program
- Determine feasibility of BRT/Ped-Bike Trail and rail, and examine land use opportunities for bus and rail ridership
- Work toward acquiring Portland and Western operational easements on the line by appraising value and obtaining funding for acquisition
- Meet with Portland Western regarding their easements and operations. Conclude with possible MOU
- Meet with cities to gain agreement about short (bus) and long term (rail) use of the corridor
- Determine operator of bus transit on corridor (Tri-Met versus local operator)
- Seek funding for trail and bus rapid transit conversion
- Begin BRT operations
- Use previous studies to submit to Metro and its System Expansion Policies
- Perform more refine cost estimate for long term use
- Participate in RTP update to move Corridor 12 up the list
- Conduct Alternatives Analysis
- Get the \$\$, build and start running the trains

4. List potential barriers or challenges: The most immediate potential barrier for either intracity or Westside transit is the ability to operate a new transit operation in what is now under the jurisdiction of Tri-Met.

The biggest potential barrier for rail transit is the proposed Metro System Expansion Policy. The SEP is geared to existing conditions and not future. It is intended that the methodology used in the High Capacity Transit be used to evaluate future conditions. This will be biased against the Forest Grove extension due to analysis based on current land uses for the SEP which is not transit supportive in several areas and the excessive cost estimate used for future conditions without the opportunity to provide more specific cost estimates.

Other barriers include:

- resolving Portland Western involvement;
- financial participation by Cornelius and Hillsboro;
- overcoming Metro staff bias against lower priority corridors;
- Gaining commitment from Tri-Met to operate buses on corridor or obtaining funding for local operator.

5. Estimated Cost(s):

For Westside Transit:

- Staff time estimated to be \$11,000 for Westside
- Consultant costs dependent on level of program
 - Intracity
 - Basic implementation - \$15,000 to \$30,000
 - More comprehensive with community input - \$30,000 to \$60,000
 - Westside
 - In-house process (limited to work with staff from the various communities)- \$50,000 to \$60,000
 - With Public/Policy Advisory Committee - \$80,000 to \$90,000

For Corridor development:

- Unknown cost to appraise and obtain operating easements
- \$150,000 to perform study on the short and long term use of corridor and land use analysis along corridor
- \$25 million for BRT construction plus \$5 million for engineering
- \$500,000 for engineering cost estimate for light rail
- Unknown cost for conversion to rail
- Staff time

6. How will you determine when objective/project is completed and how will you measure if successful?

For bus program: expanded bus operations in Forest Grove
For corridor: first train trip from Hillsboro to Forest Grove

Timeframe to Complete:

1–3 years

3–5 years

X 5–10 years +

Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

- For rail, no action has been taken for the year.
 - For bus transit:
 - Completed transit study; and
 - Implemented communitywide transit service with Ride Connection
- GroveLink average ridership per day for each month (based on ridership data as of 1/22/14) is as follows:
- August – 40.0 riders per day
 - September – 70.5 riders per day
 - October – 85.8 riders per day
 - November – 85.4 riders per day
 - December – 88.2 riders per day
 - January – 108.0 riders per day

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Community Development
Lead Person(s)/Organization(s):	Holan/Foster/King
List Goal Number Assigned:	1
Describe Objective/Project:	Continue Downtown Revitalization Efforts (identify Town Center Plaza and Downtown Corridor Traffic Flow)

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project: There has been a need to create public space in the town center area which lacks such a facility. This was confirmed at a mayors institute sponsored by Metro about three to four years and attended by former Mayor Kidd. This has been a goal of the City Council for at least three years. In addition, concern has been expressed by some members of PSAC that the change in the direction of Council/College Way to one way southbound results in significantly slower emergency response times north of the downtown area.

Staff engaged the services of Michele Reeves to present recommendations about downtown revitalization. She also recommended not to pursue a public plaza at this time due to inadequate pedestrian traffic and to change Pacific and 19th Avenues from one way to two way.

Staff also engaged the services of Kittelson and Associates to examine circulation related issues, particularly the appropriate direction of College Way. A Council work session was held on the matter.

2. Current status of the objective/project:

Most analysis has been completed. A follow-up meeting on the street direction for College Way needs to be completed.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Assist businesses to help implement recommendations made by Ms. Reeves
- Follow-up meeting between Ms. Reeves and Pacific University
- Complete decision on College Way
- More detailed analysis on making Pacific and 19th two-way
- Evaluate opportunity to incorporate a Plaza at Times Litho site, recently purchased by City

4. List potential barriers or challenges: lack of good site for plaza and disagreement with circulation recommendations/conclusions

5. Estimated Cost(s):

6. How will you determine when objective/project is completed and how will you measure if successful?

Conclusion reached on College Way and Pacific – 19th Avenues

Timeframe to Complete:

1–3 years

X

3–5 years

5–10 years +

Ongoing

PART II: ACCOMPLISHMENT (End of Year)

The focus of downtown revitalization has been on the Times-Litho property since, if properly done, can create a catalyst for further investments downtown. As part of the Economic Development Action Plan on Times-Litho, further use of the site includes considerations of a plaza.

Other action items involving Ms. Reeves have not been pursued during the year due to other higher priority tasks including island annexation, updating the Comp Plan and urban renewal. In addition, the lack of funding limits assistance the City can provide regarding helping businesses implement Ms. Reeves' recommendations.

Regarding circulation downtown, analysis of College Way was completed which showed there was little benefit of changing directions. When reviewed by the Council the Fire District was in favor of the change in direction while Pacific University and EDC preferred leaving it in its current configuration. The Council took no action to change direction.

Regarding Pacific and 19th Avenues, further evaluation including of converting both to two way is not contemplated at this time.

DEPARTMENT ACTION PLANS FISCAL YEAR 2013-14

Economic Development

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Economic Development
Lead Person(s)/Organization(s):	Jeffrey King
List Goal Number Assigned:	Goal 1, #4
Describe Objective/Project:	Business Retention Efforts

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

One of the key objectives of economic development is business retention and expansion. Most job creation comes from business that are already located here and who grow and expanded. Along with business recruitment, this is a core workplan function of Office of Economic Development. Business Recruitment is a top priority identified in the Forest Grove Economic Development Commission Strategic Plan. For retention, key strategies have been: direct business visitation, maintaining relationships with existing businesses, assist with local issues, provide businesses with resource and technical information, assistance with expansion projects including enterprise zones, and development of tools and incentive programs. Another important role has been to help existing business access new federal, state and regional programs and resources. Retention objects include: keeping a business in Forest Grove, physical expansion, job creation, business operation strategies to help strengthen a business, identifying new markets, products and strategies, and resolving regulatory issues.

2. Current status of the objective/project:

For business retention, we developed email lists of several groups including industrial businesses, downtown business, tourism businesses and EDC. We also send information to the FG Chamber of Commerce that in turn sends information to its entire membership. This enables business to access new resources and program more quickly and directly. We also put out such information through the City website and newspaper press released. Other key retention and expansion efforts include use of enterprise zone and energy conservation, site visits and business forums/seminars. Recent examples have included businesses that have accessed Business Oregon Boost loans, STEP export grants, Oregon Grow economic gardening grants, Forest Grove Enterprise Zone program, Small business development center business management training and business counseling.

Currently we in the process of completing two industrial expansions- Pascor and Old Trapper, a retention –Prime Time Restaurant, market research/new product development/marketing –Usher Industries and Woodfold, and several small businesses who are accessing small business counseling.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Maintain site visits with existing businesses
- Keep businesses updated on business resources, programs, incentives
- Continue to build relationships with existing businesses and with local business that provide business services. Build awareness of City as -economic development resource
- Implement EDC strategic plan priority goals on business retention

- Maintain economic development staff and local incentives and programs
- Network through membership in Greater Portland Inc and OEDA to learn of new business retention resources/programs
- Serve as point person for existing businesses to looking to expand or having issues with regulations.
- Consideration of urban renewal program
- Buy Local Strategies in coordination with partners like City Club, Chamber

4. List potential barriers or challenges:

- Businesses may not participate or have misconceptions about programs and resources
- Insufficient staff hours within the City staff and of partner organizations
- Ongoing recession and slow recovery: This has created slow business growth and lack of business financing available
- Limited economic development budget to initiate new program like storefront facades, local business loans, etc.
- Existing business may refuse help or not reach out in time when they need assistance.
- EDC members may be too busy to assist with priority goal implementation

5. Estimated Cost(s):

2013-2014 Estimated annual Budget for overall recruitment, marketing and economic development and retention: \$50,000 plus 1 full time staff, 1 part time college intern for part of year plus leveraged resources of partner organizations.

6. How will you determine when objective/project is completed and how will you measure if successful?

- Implement EDC priority goals on business recruitment
- # of site visits with existing businesses
- # of times technical assistance provided by existing business
- # of programs, funding accessed
- # of businesses retained by resolving a local issue such as needing more space, regulations, etc.
- # of existing businesses expanded (sales, jobs, square footage)
- # of jobs retained or created by existing businesses assisted

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

x

Ongoing

PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

Direct Assistance was provided to 20 existing businesses. Some highlights included:

- Old Trapper. Purchased \$550,000 of additional equipment as part of expansion project. Have created 33 jobs
- Pascor. Added 17,000sf building plus 9,000sf covered storage. Created 7 new jobs
- Lieb Food. Phase II purchased \$250,000 in equipment. Added 6 jobs
- Prime Time Restaurant. Rebuilt restaurant. Expanded by 15,000sf and added 19 more jobs than old site.

Provided resources and assistance to help retain and grow existing small businesses:

- Small business management training for 4 businesses – To The Roots Coffee, Urban Decanter, Caffe Montecassino and New Era Computers
- Five small businesses were enrolled in Pacific University business student assistance projects

Maintained email list of all industrial and downtown businesses. Sent out notifications to existing companies of any new or updated business resources or programs.

- Assisted local business property owners with filling vacant space. Reduced vacancies from 681,500sf to 400,000sf
- Help development and implement events in downtown that help downtown merchants increase sales
- Maintained website and prepared press releases that served as a resource to business.
- Networked and attended Greater Portland Inc. and OEDA meetings and programs to learn of new business retention resources/programs
- Worked to establish urban renewal and redevelopment of Times Litho site to step stimulate the local business environment.

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Economic Development
Lead Person(s)/Organization(s):	Jeffrey King
List Goal Number Assigned:	Goal 1. #5
Describe Objective/Project:	Business Recruitment

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

One of the key objectives of economic development is business retention and recruitment. This is a core workplan function of Office of Economic Development. Business Recruitment is a top priority identified in the Forest Grove Economic Development Commission Strategic Plan. For recruitment, key strategies have been challenging due to the slow recovery. Recent recruitment efforts have included development of an economic development, advertising in Oregon Business Magazine, advertising on OPB radio, TV and web; updating the City website section on economic development, maintaining industrial site profiles on; ExpandInOregon –a statewide database, Greater Portland Inc and City of Forest Grove website; tours, mailings and lunches with top Portland metro area brokers, networking through membership in OEDA and Greater Portland Inc. and responding with information packages to business leads. The city has also participated in small business and food processing trade shows to generate leads. Development of tools- for smaller business we have created a Business Incentive Program for companies occupying existing vacant space in Forest Grove and enterprise zones for industrial sites and 10-year transportation SDC financing at a nominal interest rate. We have helped recruit 6 small retail/service businesses and three owner-operated industrial businesses

2. Current status of the objective/project:

We continue to maintain all of the business recruitment strategies outlined above. In addition we have added marketing mailing to developers and development of attractive promotional jacket folder. With the completion of the economic development video and branded usb thumb drives we can also distribute marketing material digitally.

Currently we are a finalist for recruitment two large food processing companies. The decision is expected to be made in 4-6 weeks or by end of April, early May 2013. We are also a finalist for medium sized retail business that is considering the former Blockbuster building. We also expect a Portland developer to take ownership of the former Haggen site and to work aggressively to find businesses to occupy the site. We recently convinced New Seasons supermarket to include Forest Grove in their upcoming market studies. The City of Forest Grove recently purchased the 2.6 acre former Times Litho Industrial site in the downtown. The objective will be to recruit a developer to reuse/redevelop the site which could include commercial, office, retail and restaurants along with residential. For 2013-2014 a budget has been proposed that will sustain the recruitment and marketing strategies outlined in question 1

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Maintain funding for economic development recruitment and marketing strategies
- Comprehensive responses to business leads

- Continue to Implement economic marketing program with mix of paid ads, trade shows, video development, electronic media, website enhancements, collateral material, targeted mailings, leverage other organizations
- Distribute economic development video and updated demographic and market data
- Maintain industrial site profiles on public databases/websites
- Continue ads in targeted print media.
- Implement EDC strategic plan priority goals on business recruitment
- Network with brokers, site selectors, property owners and developers
- Network through membership in Greater Portland Inc and OEDA
- Working with Washington County partners seek metro funding to enable detailed site infrastructure needs that will help move them to shovel ready status.

4. List potential barriers or challenges:

- Ongoing recession and slow recovery: This has created additional excess available space in the metro area; limits # of businesses moving, expanding; lack of business financing available
- Current land and building inventory may not match needs of business leads
- Limited economic development budget
- Insufficient staff hours within the City staff and of partner organizations
- EDC members may be too busy to assist with priority goal implementation
- Distance of Forest Grove from Portland perceived by businesses
- Certain industrial sites may not have adequate infrastructure to be developable in short term or otherwise encumbered in some way/Lack of support or interest from property owner in participating in improvements

5. Estimated Cost(s):

2013-2014 Estimated annual Budget for overall recruitment, marketing and economic development and retention: \$50,000 plus 1 full time staff, 1 part time college intern for part of year plus leveraged resources of partner organizations.

6. How will you determine when objective/project is completed and how will you measure if successful?

- Implement EDC priority goals on business recruitment
- # of hits on websites, YouTube; #of eyeballs viewing, # of subscribers to periodical/newspaper
- # of recruitment leads responded to
- # of businesses recruited
- # of new businesses locating Forest Grove
- # of new jobs created
- commercial and industrial square footage absorbed per year

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

x Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

- Responded to 30 leads, including the preparation of response packages for 5 leads from the state. Reduced vacant space from 681,500sf to 400,000sf
 - Chaucer Foods is locating in Forest Grove and will occupy 84,600sf. They are creating 71 jobs
 - Summit Foods is expanding to Forest Grove. They purchased a 31,200sf building and adding 4-7 jobs
 - Clearwater Pump Company is leasing 6,035sf and adding 4 jobs in Forest Grove
 - Several small retail business opened
- 6 companies were recruited using the Business Incentive Program, 2 used the enterprise zone
- Extensive marketing included:
 - Completed and distributed economic development video
 - Marketed on OPB radio, TV and website
 - Prepared print ads from Portland Business Journal
 - Placed digital ads on Google
 - Sent letters promoting Forest Grove to area developers
 - Sent marketing letters to Portland Metro commercial brokers providing update programs and advantages
 - Maintained state, regional and local commercial/industrial site profiles
 - Produced professional marketing prospect folder
 - Attended three national and regional food processing trade show to promote Forest Grove
- Continued to market initiative to recruit new small businesses and entrepreneurial start-ups including, Business Incentive Program, Business Start up Guide, Business vendor network, web site resources and SBDC counseling .
- Working with Washington County partners received metro funding to enable detailed site infrastructure needs that will help move them to shovel ready status. Project will begin in 2014
- Networked with Greater Portland Inc., OEDA and Business Oregon to promote and increase awareness of Forest Grove business and site opportunities.
- Made progress on planning for re-development of Times-Litho site including selection of a blue ribbon ad-hoc committee to make recommendations, meetings with developers, site tours, market analysis and draft recommendations/

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Economic Development
Lead Person(s)/Organization(s):	Jeffrey King
List Goal Number Assigned:	Goal 1, #11
Describe Objective/Project:	Pursue Local Workforce Center

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

Forest Grove has had a higher unemployment and poverty rate than eastern and southern parts of Washington County. In addition the area has a higher Latino immigrant population. Services such as job search and workforce training are an important need in the area. Forest has had a satellite workforce center both in 2005-2007 and 2010-2011. However they were closed due to a lack of federal and state workforce funds. The centers were operated by a consortium of Oregon Department of Employment, Worksystems, Inc. and Portland Community College. The most recent center was heavily used before is was closed in July of 2011. In the wake of the closure some limited seminars on workforce job search and training have been held at the Forest Grove Public Library in coordination with the Oregon Department of Employment. These have included computer labs on how to use computers for job search and accessing workforce training resources, resume writing, interview skills and how to access resources.

2. Current status of the objective/project:

Both the Forest Grove and the downtown Hillsboro workforce centers were closed and consolidated into the regional workforce Center at PCC-Willow Creek at 185th Ave in Hillsboro/Beaverton. This occurred due to significant federal and state budget cuts. These cuts have been sustained. Since that time the situation has worsened with deeper cuts due to federal sequestration.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Coordinated meetings/discussion with workforce stakeholders
- Search for federal and state workforce center/training funds to establish and operate a center
- identify a location and staffing
- Coordination with Forest Grove Library to offer some limited services as a contingency backup to opening a center, while funds remain unavailable.

4. List potential barriers or challenges:

- Lack of available funding. Workforce job search and training services are typically a state function. The funding situation since the last closure of the Workforce Center in 2011 has deepened with federal sequestration.
- Willingness of state and regional non-profit Worksystems to recognize a need and open a Workforce center in Forest Grove.
- Inability of local private sector, government or non-profits to provide a funding share or match.

5. Estimated Cost(s):

\$300,000 in year 1, \$200,000+ annually thereafter

6. How will you determine when objective/project is completed and how will you measure if successful?

- Operation of a Workforce Center in Forest Grove
- Workforce Center services provided in particular to Veterans, Minorities and younger works
- Regular usage of the Center

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

x Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Cuts in workforce programs have gotten more severe with the federal sequester in place. Consequently there are no funds to consider a workforce center in Forest Grove. Staff will be setting up a workforce meeting with state, regional and local providers in an attempt to provide some services.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Economic Development
Lead Person(s)/Organization(s):	Jeffrey King
List Goal Number Assigned:	Goal 2, #22
Describe Objective/Project:	Economic Gardening

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

Providing assistance to small businesses is an important objective of the Forest Grove economic development program. Economic Gardening helps second stage small business grow through market research, new product of service development and development of stronger marketing strategies. The economic gardening is part of a broader small business program offered by the City partners in its network. This has included small business management training programs, small business counseling, commercial energy conservation programs, Pacific University business student project, seminars and workshops. Forest Grove began offering economic gardening programs in 2011 by accessing regional partners funding.

2. Current status of the objective/project:

Economic Gardening is funded by the state of Oregon through the Oregon Grow program and a smaller Economic Gardening Program through the City of Forest Grove. The City has entered into a contract with OMEN to provide services to City of Grove. City staff has established an application, program overview and marketing materials. The City is about to actively promote the program again shortly. Forest Grove has had three businesses in economic gardening programs. Old Trapper utilized funding from Portland Regional Partners pilot program, Usher Industries was funded by the state Oregon Grows program and Woodfold Co. is now being assisted by Forest grove program funds.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Marketing and outreach of state and local economic gardening programs
- Maintain funding of state and local economic gardening programs
- Meet with business to define need
- Provide technical assistance and onsite meetings to help business complete application and refine scope of work
- Maintain program application and contract with service vendor
- Provide oversight and follow through to make progress stays on track and gets completed
- At conclusion of project help company with other resources to implement findings

4. List potential barriers or challenges:

- lack of companies applying for program or company not in a position to apply for program
- No ongoing state or city funding for economic gardening
- lack of awareness of program
- company lacks resource or other wise does not implement recommendations/strategies

5. Estimated Cost(s):

\$5,000 annually City plus state funded program

6. How will you determine when objective/project is completed and how will you measure if successful?

- Program is fully subscribed –adequate demand
- Business evaluation of program is positive
- Business implements some or all of recommendations
- After 1 year business revenue increase, #jobs retained or added

Timeframe to Complete:

x	1–3 years	3–5 years	5–10 years +	Ongoing
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PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

- Marketed state Grow Oregon and Forest Grove Economic Gardening Programs
- Marketing closely aligned small business programs and resources including small business training, Pacific University technical assistance programs and Small Business Development Center business counseling.
- Enrolled four businesses into small business training program –Urban Decanter, Caffe Montecassino, , New Era Computers and To the Roots Coffee Roasters
- Five companies assisted by Pacific University student assistance program: Connie's Corner Café, Izgara's, Forest Theaters, Taqueria Corona and Caffe Montecassino
- Several small businesses/entrepreneurs assisted by SDBC business counseling

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Economic Development
Lead Person(s)/Organization(s):	Jeffrey King
List Goal Number Assigned:	N/A
Describe Objective/Project:	Redevelopment/Reuse of Times Litho site

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

The City purchased the vacant Times Litho at the end of December 2013. It is 2.68 acres and contains 54,647sf which includes an industrial building, an office building, and a house. The reasoning behind the purchase is that 1) a competing buyer wanted to make part of it storage, and 2) It is a rare opportunity that such a sizable site at a prime location in the downtown has become available. Redevelopment of the site could have a significant stimulative impact on the downtown. The site has been re-zoned to town center support and no longer supports industrial. Much of the existing building has outdated or missing utility systems and could not be leased short-term with improvements.

The objective is redevelopment of the site to its highest and best use as well as increasing the value and property taxes realized.

2. Current status of the objective/project:

Two approaches have been taken:

- 1) Short-medium term: Identify the status of the facility and utility systems in its current state, the cost of improvements to bring it up to code, lease prices that could be realized, and the amount of time needed to re-coup these costs. A policy decision will need to be made as to whether it is even cost-effective to do so and depends on when long-term redevelopment of the site.
- 2) Long-term: a determination of the highest and best use and feasibility of a private sector developer(s) purchasing and redeveloping the site. Redevelopment may include residential, commercial, office, retail, mixed use and possibly commercial

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Determine cost of improvements to bring to leasable condition and years to recouping costs
- Initial meetings with private developers to determine potential interest and feedback
- Completion of a market study/analysis
- Establishment of a redevelopment committee to determine a vision for redevelopment and design/development elements for the site.
- Review by City Council on the committee findings and a determination on how/whether to go forward
- Development of a prospectus and RFP for private sector development
- Committee to review proposals and design concepts and make recommendations
- Negotiated agreement with a developer to develop all or part of the site including any public participation required
- City to assist project management

4. List potential barriers or challenges:

- High costs of improvements needed to lease existing property
- Lack of market demand or amount of leases realized too low to make redevelopment financially feasible
- lack of developers bidding at time on initial RFP
- Inability of developer to secure adequate private financing
- Urban Renewal District not approved/insufficient public financing to reduce costs and make project financially feasible.

5. Estimated Cost(s):

\$10 million + (mostly private funds)

6. How will you determine when objective/project is completed and how will you measure if successful?

- successful negotiations leading to sale of land and redevelopment of site
- # jobs created
- attractive project that is accepted by community. measure: survey
- # of new workers/residents working/living in downtown
- Long-term: stimulative effect leading to additional phases on site/other redevelopment/rehab in downtown
- Long-term: net new property taxes realized

Timeframe to Complete:

1-3 years

x

3-5 years

5-10 years +

Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Progress was made in planning for redevelopment of the Times Litho Site. The Following steps were completed;

- Determined condition of existing building
- Determined cost to bring office building to leasable condition
- Held meetings with 6+ developers and contractors to get feedback and develop interest.
- Established a blue-ribbon ad-hoc committee of citizen leaders to develop a vision and recommendations for redevelopment
- Completed a bus tour of mixed use projects in the Portland metro area
- Completed a market analysis and pro-forma of several scenarios
- Drafted committee recommendations to be submitted to City Council in late January

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Economic Development
Lead Person(s)/Organization(s):	Jeffrey King
List Goal Number Assigned:	Carry over from 2012-13 Goal 3, #30
Describe Objective/Project:	Promote Tourism Opportunities

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

Forest Grove has an opportunity to expand tourism in the region as it has some of the greatest potential for tourism in the County. The Washington County Visitors County (WCVA) has, in their strategic plan, identified wine, amateur sports, outdoor recreation, golf, nature, farms and produce and culture and shopping as our prime strengths in building the tourism industry in Washington County. A Tourism assessment was completed by Roger Brooks and a Branding and Marketing Plan by Bill Baker of Total Destination Management. Key attributes for the Forest Grove area are: wineries, history/heritage, college town, outdoor recreation, nature, community events, Mcmenamins Grand Lodge and Pacific University.

Forest Grove has partnered with the Washington County Visitors Association, Forest Grove Chamber of Commerce, Pacific University, Forest Grove EDC, Forest Grove City Club and private tourism operators to develop and promote tourism in the Forest Grove area. Tourism /Branding is also one of the top priorities in the EDC Strategic Plan.

Significant accomplishments include A Branding and Marketing Plan, Wayfinder Signage and Kiosks, Updated City and Chamber websites targeted for visitors/tourists, tourism sector handout flyers, Events Calendar, tourism guide, tourism video and newer events such as FG Uncorked, holiday Light Parade and First Wednesday.

2. Current status of the objective/project:

The programs and events listed above have been sustained. A key effort is to establish a Tourism Committee of stakeholders to: Improve awareness and communication of tourism amenities and events, implement branding report, improve cross-marketing and joint event promotions. Other current issues are distribution of the chamber guide and tourism video.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Establishment of a Tourism Committee of key tourism stakeholders
- Increase Support/awareness of tourism businesses and frontline workers of amenities and events so they can market more effectively to the public and establish specials and packages in coordination with event and/or others
- Distribute existing brochures , guides and video to locations in Portland Metro area and throughout Oregon
- Identify funding among stakeholders for marketing of tourism in area
- Tourism Sector (e.g. restaurants) Group coordination
- Identify existing tourism assets (amenities, resources, events)
- Develop Communications Plan among stakeholders
- Expand wayfinder sign and kiosk system

4. List potential barriers or challenges:

- Lack of Buy-in support from key industry partners
- Lack of organizational or staff capacity
- Recession/insufficient economic recovery
- Lack of Funds
- Poor or gaps in internal communication among stakeholders
- Failing events, amenities; not enough customers or volunteers to organize, not sustained

5. Estimated Cost(s):

Varies. \$3,000 to distribute tourism guide, \$20,00 for additional wayfinding signs and campaigns, \$20,000 for marketing campaign –some of this cost can be leveraged through partners.

6. How will you determine when objective/project is completed and how will you measure if successful?

- Sustained Tourism Committee. Measure: regular meeting and attendance
- Distribution of existing tourism guides, downtown brochures and tourism video Measure: # items distributed
- Increase in attendance and revenue in top 10 tourist amenities and events
- Increase in lodging occupancy rates and hotel-motel tax
- % of events sustained and held annually

Timeframe to Complete:

1–3 years

3–5 years

5–10 years +

x

Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

- Established a Forest Grove Area Tourism Committee made up of key stakeholders
- Distributed tourism video
- Distributed 6,000+ chamber tourism brochures to Welcome Centers, Highway kiosks and chamber throughout the state of Oregon
- Developed joint promotion efforts to baseball tournaments in Forest Grove this summer. Increased business to area restaurants. Jointly marketed events in September and December with themes of "Septemberfest" and Cool Yule" respectively
- Stocked four Wayfinder kiosks with and City and WCVA tourism guides. Have distributed several cases
- Held successful FG Uncorked event in August, Holiday in the Grove and First Wednesday/Farmers Market to help build on wine brand, tourism and downtown retail sales. Saw best attendance records yet for several events. Holiday in the Grove offered over 30 activities.
- Developed 2013 Forest Grove Major Events Calendar to promote local events and increase awareness and attendance.

DEPARTMENT ACTION PLANS FISCAL YEAR 2013-14

Engineering Department
&
Public Works Department

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Public Works
Lead Person(s)/Organization(s):	Foster
List Goal Number Assigned:	Goal 1 (1)
Describe Objective/Project:	Transportation Infrastructure Improvements

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

The City Staff both Engineering and Community Development along with the Mayor and City Manager work continually to promote transportation projects. This work is done at the County level through Washington County Coordinating Committee (WCCC) and the Metro sub committee the Joint Policy Advisory Committee on Transportation (JPACT). In addition the City has close communication with ODOT. Typically transportation infrastructure improvements are large cost projects and usually require outside funding from County, State, or Federal programs. In the past the City has been successful receiving these funds for projects such as the Highway 47 Northern Bypass and Sunset Drive. Currently the City is pursuing several high dollar projects:

1. David Hill Rd. – connection with Hwy 47
2. Hwy 47 and TV Hwy intersection – new turn lanes (design and construction)
3. “B” Street sidewalks – to Harvey Clark Elementary School (design and construction)
4. Council Creek Regional Trail – Hillsboro to Banks (route selection).

In addition to these efforts, the City is working with Washington County toward an acceptable plan for the transfer of jurisdiction of several Collector and Residential roads that are included in the recently annexed areas. This work is reported in a separate and specific Action Plan Worksheet titled (Jurisdictional Transfer of Roads) Goal 1-7.

Also City staff is working with ODOT for safety improvements at the intersection of Hwy 47 and Maple / Fern Hill Rd. This project was identified in the recent City Transportation System Plan (TSP) update. This project is reported in a separate Action Plan Worksheet identified in the Long-Term Objectives carried over Goal #20.

2. Current status of the objective/project:

David Hill Road has been put on the Washington County MSTIP 3D list for funding in 2018 and approved by the County Commissioners. Currently, the remaining three projects have been approved for funding and are waiting administrative processing by ODOT. Additional funding is being sought for the Intersection project. This additional funding is through the State ODOT Statewide Transportation Improvement Program (STIP) and County Major Street and Transportation Improvement Program (MSTIP) programs.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

All the projects will require working with the respective agency to move them forward through construction and, in the case of the Council Creek Regional Trail, move it through to an adopted alignment and Right-of-Way.

The project requiring the most immediate attention is the TV Hwy intersection. ODOT has formed an Ad-Hoc Committee to select the projects for this STIP funding cycle. This project list will then go to the Oregon Transportation Commission OTC for final approval in October 2013. The selection process is highly competitive. Our project has made the 150% list and must compete to make the 100% list. See attached Executive Summary for Carryover Projects for status of projects.

4. List potential barriers or challenges:

Each project has significant challenges both in obtaining adequate funding and in the actual project design.

5. Estimated Cost(s):

1. Hwy 47 and TV Hwy intersection - \$ 3.1M
2. "B" Street sidewalks - \$500K
3. Council Creek Regional Trail - \$250K

6. How will you determine when objective/project is completed and how will you measure if successful?

When construction is complete.

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

1. Hwy 47 and TV Hwy Intersection: City staff worked with ODOT staff to insure that the identified project risks were properly resolved before committee action. City staff worked with Mayor Truax to insure that the Washington County Coordinating Committee (WCCC) provided the matching funds from the MSTIP program. As a result the State ACT Ad Hoc committee did include the project in the 100% list and sent a recommendation to the Oregon Transportation Commission (OTC). The OTC will take final action on the project list in October 2014. This will mean that \$2.34 million in STIP funding and \$0.32 million in County MSTIP will be added to the project which initially had \$1.3 million from METRO Regional Flex Funds and \$0.2 million from Walmart impact fee. The grand total funding for the project is approximately \$4.16 million. This is estimated to be sufficient funds to construct the two right turn lanes.
2. B Street Sidewalks: City staff is work with ODOT to contract with a design engineering firm. Design is expected to begin this spring.
3. Council Creek Regional Trail: The engineering contract is signed and the project committee is working through the preliminary elements of the project.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Public Works
Lead Person(s)/Organization(s):	Foster
List Goal Number Assigned:	Goal 1 (7)
Describe Objective/Project:	Jurisdictional Transfer of Roads

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

Existing within the Forest Grove City Limits are approximately 17 road segments that are in Washington County Jurisdiction. The County's TSP directs them to pursue jurisdiction transfer of roadway within incorporated city limits that do not have a County wide significance. County staff has notified Forest Grove staff that they believe several of these roadways meet these criteria and should be under City jurisdiction.

Many of these roadways are associated with the newly annexed areas in Forest Grove. Some of the property owners along these streets are included in the recent annexation and some of them were already in the City. At least two of the roadways (Willamina Ave. and 26th Ave.) provide access to an area where large residential developments are occurring and increased traffic has already become a source of complaint.

2. Current status of the objective/project:

Staff has identified the roadways and had a workshop with the City Council. No action or decision has been taken.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

1. City and County agree on the cost needed to improve the roadway to acceptable City standards.
2. Meet with property owners along the roadways and get input on their needs.
3. An IGA between the County and the City is executed.

4. List potential barriers or challenges:

The agreement between the City and the County over the details of the transfer.
The existing condition of the roadway and the potential financial impact to the City.
The satisfaction of the property owners along the roadways.

5. Estimated Cost(s):

Though the actual transfer will not have a cost to the City, the maintenance and upkeep of the roadways will add cost to the City's Street fund. The City currently has 78 miles of roadway and spends \$200,000 in surface maintenance each year. Willamina and 26th Ave. will add just over a mile of roadway to the City's jurisdiction. It has not yet been estimated what the complete impact to the City's Street maintenance fund would be. The County typically provides resurfacing money for each roadway that is transferred. This is a one-time source of money and would provide a new roadway surface that would last a number of years, the exact length of time would depend on the volume and type of traffic on the specific roadway.

6. How will you determine when objective/project is completed and how will you measure if successful?

1. When the transfer is completed.
2. When the City has determined that adequate funds exist to maintain new roadways.
3. Property owners along roadway are satisfied with roadway improvements.
4. Roadways are adequate to handle existing and future traffic.

Timeframe to Complete:

x	1-3 years	3-5 years	5-10 years +	Ongoing
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PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

City staff worked with County staff to work out an amount of funds that would be needed to bring the pavement of the transferred streets up to an acceptable level. The City's Engineering Dept. determined, and through negotiations, County staff has agreed to the amount of \$260,000. Washington County's Land Use and Transportation Dept. agreed to provide the funding amount as a part of jurisdictional transfer. A formal request was sent by the City and final approval was given by the County Commissioners in November 2013. An IGA was signed by both parties and the County is in the process of providing the funds.

It is the City's intention to resurface all the roads transferred with new asphalt. With the exception of 26th Avenue which the City received interest from the area residents for complete reconstruction. This project would include curbing with sidewalks and street trees. Funding for the reconstruction would be through a Local Improvement District where the benefiting properties would participate in the project cost. Another possibility would be through the City's Reimbursement Ordinance where benefiting properties would participate at the time they each re-develop their property to its maximum potential. It is anticipated that through additional public input and City Council discussion a plan for 26th Avenue will be completed. This work is anticipated to take place in 2014.

In addition, some of these roads serve areas that do not have public sewer collection lines. It is also anticipated that new sewer service will be extended to all the un-served areas. Funding for this work will initially come from the City's Sewer Fund and will be reimbursed when sewer connection is made by each property.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Public Works
Lead Person(s)/Organization(s):	Foster
List Goal Number Assigned:	Goal 2 (19)
Describe Objective/Project:	Alternatives for Funding Transportation

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

The operation and maintenance of the City's streets is primarily funded with gasoline taxes collected by the State and Federal Government. This money is distributed to Oregon local jurisdictions based on population.

These funds have been dropping as vehicles become more fuel efficient.

The City's streets are aging and current efforts to maintain the surfaces are not keeping up.

The revenue from the gasoline tax leaves little or no money for building improvements to the street system.

The objective of this Action Plan is to develop a plan for a sustainable funding for the street maintenance program.

2. Current status of the objective/project:

The Public Works Street Department has been working to identify the basic elements of a Street maintenance program.

The street system is surveyed annually for condition and deterioration.

The street fund currently provides \$200,000 annually for street resurfacing.

Asphalt streets will last between 15 and 30 years depending on many factors including traffic volume.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

1. Identify the needs in the Street and Transportation Funds.
2. Develop several new funding options.
3. Workshop with City Council.
4. Adopt new funding option.

4. List potential barriers or challenges:

Opposition to new and additional fees.

5. Estimated Cost(s):

It is estimated if the average City street life is 30 years then the current annual maintenance cost would be approximately \$566,412.

6. How will you determine when objective/project is completed and how will you measure if successful?

If the street depreciation is fully funded.

Timeframe to Complete:

x	1-3 years	3-5 years	5-10 years +	Ongoing
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PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

In May 2013, City staff held a work session with Council to review the Street Fund revenues and expenditures and proposed a Street Light Fee. The fee was set at \$1.50 per resident per month and was adopted and went into effect July 2013. It is estimated that this fee will generate enough money to pay both the power cost for street lighting and the required annual maintenance of the actual lights. This money historically was paid from the Street Fund gas tax and is estimated to be approximately \$150,000. This will leave an equal amount in the Street Fund and will be available for the City's annual street re-surfacing program.

It is estimated by the Public Works Department that to re-surface all the City's streets once every 40 years would require an annual effort of \$388,000. (The life expectancy of a City street varies greatly depending on the volume of traffic and the strength of the base material under the pavement). The additional funding made possible by the Street Light fee, \$150,000, to the annual street resurfacing budget of \$200,000, giving a total of \$350,000 will go a long way to bridge the funding gap, however, it is anticipated that additional funding will be needed in the future for the City to fully fund the depreciation of the City streets.

DEPARTMENT ACTION PLAN WORKSHEET – CARRY OVER

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Public Works
Lead Person(s)/Organization(s):	Rob Foster
List Goal Number Assigned:	Goal 1 (1)
Describe Objective/Project:	Complete Watershed Management Plan Update and Select Forester

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

The *Forest Grove Watershed Stewardship Management Plan* was adopted by the City Council in 2001 and developed a framework for managing the City's 4,345 acres of forest. The Management Plan is a guide where the City's three primary goals can come together: 1) provide highest possible quality water; 2) promote a healthy sustainable forest; and 3) provide revenue from timber harvests into the water fund to pay the expenses of the timber harvest and service the debt obligation for upgrades to the treatment facilities. It also serves as a vehicle for the assessment of the watershed's ecosystem and health.

The 2001 Management Plan recommends a timetable of events for a ten-year period which ends in 2011, with an assessment of the plan's performance and an update of the plan. Additionally, best management practices and the Forest Stewardship Council recommend revisions to such plans every 10 years. Accordingly, the City formed an Ad-Hoc Committee to oversee and give direction on the update of the Forest Grove Watershed Stewardship Management Plan.

The update to the Watershed Stewardship Management Plan will guide timber harvests and forest practices for the next 10 years.

2. Current status of the objective/project:

As of January 2013, the Watershed Stewardship Management Plan Update is in draft form, undergoing final reviews and preparations for Council adoption.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

4. List potential barriers or challenges:

5. Estimated Cost(s):

Management Services & Staff Meetings: \$39,220

Inventory: \$24,197

Ad-Hoc Meetings & Expenses: \$1107

Ad-Hoc Shed Tour: \$280

TOTAL: \$64,804

6. How will you determine when objective/project is completed and how will you measure if successful?

When the City has a final, adopted Plan Update.

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Project History

As of January 2013, the Watershed Stewardship Management Plan Update is in draft form, undergoing final reviews and preparations for Council adoption.

Updating this management plan has been an extensive and thorough process. It began in late summer of 2011 with an inventory of the watershed, where the volume of timber was estimated, along with the type and age of the trees in the watershed. From there, a Watershed Ad-Hoc Committee was formed, and met from January 2012 through June of 2012. This Ad-Hoc Committee considered various aspects of managing the watershed, all designed to protect and enhance the quality of water from the watershed, and also importantly, the health of the forest. Topics ranged from discussing the designated zones, to protecting understory and soil health, to harvest levels and harvest methods with the least disruption. The City Council was briefed along the way, culminating in joint work sessions between the City Council and the Ad-Hoc Committee in the fall of 2012, to discuss both the outcomes of the Committee's work and the draft Plan Update.

The consultant chosen to update the plan, Trout Mountain Forestry, has distilled the information and comments, and has submitted a final draft for staff review. Because the City desires to have a final, adopted Plan Update prior to releasing a request for proposal (RFP) for forestry services to implement the Plan and coordinate a harvest, the 2013 harvest will get underway with the current consultant, Trout Mountain. After the Plan Update is adopted, the City will release an RFP for forestry services beginning with the harvest of 2014.

Following the adoption of the Updated Management Plan, staff began the process of selecting a consultant forester. A professional Request for Proposal (RFP) was prepared and advertised. Although three firms expressed interest, only one prepared and submitted a proposal. (Trout Mountain - the City's existing forestry consultant).

The proposal from Trout Mountain met all the requirements in the RFP. This included a work plan for the next three years and the consultants cost associated with each task. City staff has been exploring the possibility of utilizing existing City employees to perform some of these tasks. Discussions with the Parks Department have identified at least one individual with the education and qualifications to do the work. Example of these work items are: manage owl surveys, plant surveys, and fish surveys. Also survey roads and monitor winter road conditions and check for invasive plants and take control measures. Work done by City staff will reduce the consultant cost, as well as, provide continuity to the work effort.

DEPARTMENT ACTION PLAN WORKSHEET – CARRY OVER

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Engineering and Community Development
Lead Person(s)/Organization(s):	Rob Foster
List Goal Number Assigned:	Goal 1 (2)
Describe Objective/Project:	David Hill Road Extension to Hwy 47 Intersection

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

The City's Transportation Master Plan (TSP) identifies David Hill Road as a thoroughfare connector between Thatcher Road and Highway 47. Seen as a primary improvement to access to State Highway 47, and reduce traffic on County Purdin Road, this project will serve traffic from the north and west section of Forest Grove. Two sections of this road have been completed to date. The first section from Thatcher Road to Brooke Street was constructed by adjacent development. The section was just recently completed as a joint project between The City and Washington County. This section extended through a wetland area and to the east edge of the School District property. There is approximately 1,500 feet remaining that needs to be improved in order to make the connection with Highway 47. This last section follows a line which is in the City's northern urban growth boundary. Existing today along this line is a 40 foot wide County right of way. The property to the south is zoned single family residential and is required to dedicate additional right of way. It is anticipated that the urban growth boundary will expand to the north and at such time that land will also dedicate additional right of way. The final right of way width for David Hill Road is expected to be 70 feet which is consistent with the sections already constructed.

2. Current status of the objective/project:

Currently there exists a gravel drive serving a single residential home. The David Hill Road extension is identified in the City's Transportation System Plan and is in the list of projects identified as financially constrained in other words reasonably likely to be funded.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

1. Obtain funding
2. IGA with County
3. Design
4. Right of Way acquisition
5. ODOT approval
6. Construct
7. Ribbon Cutting

4. List potential barriers or challenges:

Three potential barriers exist, first right of way acquisition. Additional right of way is need along the south side and also additional right of way is needed at the intersection with Highway 47. The second potential barrier is the additional funding need to complete the project. The third potential barrier is the ODOT approval to expand the intersection at Highway 47.

5. Estimated Cost(s):

The estimated cost identified in the City's TSP is \$7.1 M with \$3.5 M from City TIF funds.

6. How will you determine when objective/project is completed and how will you measure if successful?

Ribbon cutting.

Timeframe to Complete:

X	1-3 years	3-5 years	5-10 years +	Ongoing
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PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Project History

City staff supported the Mayor's efforts to include David Hill Rd. on the County's Major Street and Transportation Improvement Program (MSTIP). Through the Washington County Coordinating Committee (WCCC) the City was able to have David Hill Rd. added to the list of projects that will be funded in the next five year cycle. Currently David Hill Rd. is scheduled for construction in year 2018 with design work starting in 2016. This roadway connection to Hwy 47 will provide access to the highway for the north section of town and is necessary for the development of that area. Staff, the City Manager, and the Mayor are working with Washington County to look for ways the project can be constructed earlier that 2018.

Washington County DLUT has started preliminary engineering for the project with anticipation of construction starting in 2018. If funding is available before that - there is a chance the project could be advanced. The proposed residential development, Silverstone, is adjacent to this location and could help move the project forward sooner.

DEPARTMENT ACTION PLAN WORKSHEET – CARRY OVER

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Public Works
Lead Person(s)/Organization(s):	Rob Foster
List Goal Number Assigned:	Goal 1 (3)
Describe Objective/Project:	Examine Methods to Enhance Pedestrian Safe Routes to Thatcher Park; Thatcher Road and Forest Gale Drive (flashing yellow light/crosswalks)

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

Both Thatcher Road and Gales Creek Road are in Washington County jurisdiction. The City's Trail Master Plan plans for a crossing at each road (Gales Creek Road at Forest Gale Drive and Thatcher Road at David Hill Road).

Washington County agreed to conduct a warrant study for the possible 4-way stop control at the intersection. The draft report for this study has been completed and is being sent to the City for review. Early indication is that warrants were not met for stop control on Thatcher Road. If this is the final result and recommendation of the study then our next option is to proceed with application for a Pedestrian Crossing at the David Hill Rd. intersection. The County process for these applications is very specific and will require some analysis from a traffic engineer. The hope is to design a crossing with flashing beacons and advanced warning on Thatcher Rd.

Some improvement could come from another project. City staff has been pushing for the completion of David Hill Rd. It is possible that this road could be funded partly through the MSTIP 3D program at the County. (Major Streets Transportation Improvement Program) MSTIP started as a series of voter-approved levies (1986, 1989, and 1995); voters rolled it into the county's fixed tax rate in the late 1990s.

When David Hill is connected with Hwy 47 it is anticipated that much of the Thatcher Road traffic will shift to use David Hill Road. This will help the intersection by reducing the traffic volume on Thatcher Road.

2. Current status of the objective/project:

At both crossings no additional protection exists. At Thatcher Road, pedestrian traffic is increasing due to the new park and the addition of a dog park and trails.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Washington County has recently completed a design standard for pedestrian crossing on County roadways. These new standards will be used to design a crossing at each location. This work will require a permit from Washington County.

4. List potential barriers or challenges:

Washington County has, in the past, resisted pedestrian crossing on their roadways. An example is Sunset Drive where there are few marked pedestrian crossings.

5. Estimated Cost(s):

Two (2) crossings at \$15,000 each. Total \$30,000.

Funds have been appropriated in the City's Street fund for the installation of these crossings.

6. How will you determine when objective/project is completed and how will you measure if successful?

Physical improvements at the intersection of David Hill Rd. and Thatcher Rd.

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Project History

The City asked Washington County to conduct a warrant study for the possible 4-way stop control at the intersection. Warrants were not met for stop control on Thatcher Road at David Hill Rd or Gales Creek Rd at Forest Gale Dr. Our next option was to proceed with application for a Pedestrian Crossing (with rapid flashing beacons) at the two intersections.

In this fiscal year, the Street fund budgeted \$45,000 to design and construct two crosswalks: one at Thatcher Road at Thatcher Park, and the other on Gales Creek Way at Forest Gale Drive.

The City proceeded with a standard design for crosswalks, but needed Washington County's approval because they both traverse Washington County roads. The County required the City to complete detailed engineering drawings which include reconstructed approaches to the proposed crosswalks along the road. To meet the County's design specifications, the City had its traffic consultant do these more detailed drawings. The design for these two crosswalks met the County's approval and the the estimate for the Thatcher Road at Thatcher Park crosswalk is \$49,000, while the estimate for the Gales Creek Way at Forest Gale Drive crosswalk is \$56,000. The construction includes rebuilding curbing, replacing catch basins, installing new curbs, installing parallel curb ramps, etc, as well as painting the road asphalt and installing solar-powered, pedestrian actuated, flashing beacons.

Project completed - two new pedestrian crossings have been constructed.

DEPARTMENT ACTION PLAN WORKSHEET – CARRY OVER

FISCAL YEAR 2013-14

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Department(s) Assigned:	Public Works, Community Development, and Economic Development
Lead Person(s)/Organization(s):	Rob Foster, Jon Holan, Jeff King
List Goal Number Assigned:	Goal 1 (8)
Describe Objective/Project:	Continue Downtown Revitalization Efforts (Identify Town Center Plaza and Downtown Corridor Traffic Flow)

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

In 2009, the City responded to a request from Pacific University to convert College Way to a one-way southbound street. The City, in addition, included Council Street since it functioned with College Way for downtown circulation, and at the time was designated as one-way northbound. The two roads were converted to one-way southbound and College Way then added diagonal parking on the east side of the street.

The Public Safety Advisory Committee (PSAC) would like to review the possibility of reversing the one-way direction to northbound. This could possibly improve the response time from the Fire Station to Sunset Drive.

Currently, College Way and Council Street are one-way, southbound, streets.

2. Current status of the objective/project:

Kittelson & Associates is currently preparing a traffic study report from recent observations performed by their staff.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

1. Form Ad-Hoc Committee to review the request and make recommendations to the Manager and Council (PSAC, Pacific University, City Club, Chamber of Commerce, City's TCRB)
2. Hire employee traffic consultant to update original traffic study to determine impacts to surrounding street network.
3. Receive recommendation(s) from Ad-Hoc Committee.
4. Prepare Staff Report and recommendation(s) to City Council.
5. Council decision on travel direction on College Way.
6. Make necessary changes from Council decision.

4. List potential barriers or challenges:

- The users of the street system each have a separate and different need and expectation for travel. It may be difficult to get a clear consensus.
- The flow of traffic in the downtown area and economic benefit to businesses is greatly influenced by the direction of travel on College Way and Council Street.
- The direction of travel on College Way will influence traffic patterns and volumes on the

surrounding streets and intersections. This can either increase or decrease safety at intersections.

- The Forest Grove Fire Station is located at the corner of 19th and Ash St. and when they are required to respond to the Sunset Drive area they currently have two options, Main Street, or Cedar Street. The PSAC has indicated that the response time might be shortened if College Way was made available for north bound traffic.

5. Estimated Cost(s):

Traffic Study - \$40,000

Conversion of signal and traffic control devices - \$50,000

6. How will you determine when objective/project is completed and how will you measure if successful?

- The planned Ad Hoc committee has not been formed yet.
- Internal staff discussions have continued on the details needed to proceed.
- A map of the downtown area and key intersections has been prepared.
- A meeting was held on site with the traffic consultant to review the elements needed in a study.
- Traffic consultant is developing a scope of services contract for a traffic flow study with cost proposal.
- Community Development Department began a Downtown Planning Project which is funded through Metro's Transit Oriented Development program. This project will look at the vitality of businesses in the downtown area and will include traffic access. Initial thought by staff was to coordinate this work with the traffic study however the schedule for the Downtown Planning Project is longer and there is desire to conclude the traffic flow study soon.
- A meeting with the Public Safety Advisory Committee is planned to review their concerns about the current one-way.

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

To address the Council's goal the City's Engineering Department engaged the services of a traffic engineering firm Kittelson & Associates to study of the potential impact to emergency vehicles. The Kittelson & Associates memorandum dated October 5, 2012 addresses these issues and assessed the impacts of converting both College and Council Street to one-way northbound. It evaluated traffic operations on the adjacent transportation system (at 13 key intersections) as well as the potential impacts associated with emergency access. It also looked at theoretical travel times for three possible routes from the Ash Street Fire Station to Sunset Drive. In addition study evaluated pedestrian circulation, and vehicular access and circulation within the downtown area. The Kittelson study concludes by recommending that the traffic direction on College Way remain southbound given that no significant improvements can be provided by other options. In addition improvements can be made to the existing Cedar Street route.

The findings from the study were presented to three key stakeholders (Public Safety Advisory Committee, Economic Development Commission, and the Rural Fire Board) as well as Pacific University. A workshop was held with the City Council on October 22, 2013.

The consensus of Council was to support existing patterns. A future open house is scheduled but staff is unclear of desired outcome. Further Council direction is requested.

DEPARTMENT ACTION PLAN WORKSHEET – CARRY OVER

FISCAL YEAR 2013-14

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Department(s) Assigned:	Public Works
Lead Person(s)/Organization(s):	Rob Foster
List Goal Number Assigned:	Goal 1 (9)
Describe Objective/Project:	Examine Installing Sidewalks Near Schools, Bus #57 Stop and TV Highway (east of Mountain View Lane; Karen's Corner)

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

Citywide survey of sidewalk conditions identified many locations where sidewalks do not exist. City Council identified sidewalks and pedestrian access a high priority.

2. Current status of the objective/project:

Many existing gaps in the City sidewalk system. These gaps occur in both residential neighborhoods as well as along the transit corridor near bus stops.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- 1) Develop map of City identifying the locations of sidewalk gaps.
- 2) Prepare a list of adjacent property owners or responsible land owners.
- 3) Notify land owners of the City's interest, and encourage sidewalk construction.
- 4) Also administer City code which requires new sidewalks with substantial property improvement.
- 5) Staff will seek out Federal and State and County grants that are identified for pedestrian access improvement.

4. List potential barriers or challenges:

1. Development may not occur for a while.
2. Property owners may not desire sidewalks along their frontage.

5. Estimated Cost(s):

Cost estimate is not known at this time.

6. How will you determine when objective/project is completed and how will you measure if successful?

Construction of sidewalks in gap areas will be considered success.
Objective is to have all sidewalk gaps filled.

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Project History

The Engineering Department applied for and received a grant from the Federal Safe Routes to School Program in the amount of \$390,000. This money is for the installation of sidewalks near Harvey Clarke Elementary School. The Project has been approved for funding in the 2012/13 infrastructure project funding cycle. Other areas are being looked at for possible installation of sidewalks. The new Prime Time restaurant site, if developed, adjacent to Karen's Corner will include sidewalks.

New sidewalks were installed with the development of the new Prime Time Restaurant. The Safe Routes to School - Harvey Clarke project is scheduled for construction this summer.

DEPARTMENT ACTION PLAN WORKSHEET – CARRY OVER

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Public Works
Lead Person(s)/Organization(s):	Rob Foster
List Goal Number Assigned:	Goal 2 (27)
Describe Objective/Project:	Continue Sidewalk Improvement District Program (LID)

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

- Sidewalks are in poor condition throughout the City
- Current City Ordinance is difficult to administer and has proven to be ineffective
- City Council is interested in improving pedestrian safety

2. Current status of the objective/project:

Phase Three of the Sidewalk Improvement Program (SIP) is underway. We have 17 interested property owners with the construction work is going out to bid in mid-January. We anticipate construction to start the first of March 2013.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Complete measurements and verify more definite interest
- Get bids from contractors
- Award construction contract
- Prepare agreements to property owners
- Construct the work
- Collect payment from property owners

4. List potential barriers or challenges:

- Program is voluntary and depends on interest and participation from property owners.

5. Estimated Cost(s):

Cost depends on number of participants. Cost to be fronted by City, but paid back by property owners.

6. How will you determine when objective/project is completed and how will you measure if successful?

Success is measured by the number of property owners who participate and the linear feet of sidewalk repaired. Specific standards have not been set, however, the program size of about 60-100 participants seems to be the maximum limit that Engineering staff can accommodate in each given year.

In addition, many property owners choose to make repairs on their own - separate from the City's program. This effort is also considered in the program success.

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

X

Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Project History

The 2012 Sidewalk Improvement Program is underway. The RFP was published on January 17 and contractors are obtaining plans and specifications from the Engineering office. The bid closing date is January 31, 2013. 17 property owners have signed up to complete sidewalk repairs along their property as well as the City adding new sidewalks at Talisman Park. Once a contractor is selected, work will begin shortly thereafter.

Phase III (year 2012) of the SIP has been completed. Staff is not anticipating moving forward with the project again this year, but instead is planning to re-survey damaged sidewalks throughout the City.

The original sidewalk repair survey, completed in 2009, listed 659 properties with defective sidewalks. Today, our list has 466 properties on it. A combination of the Sidewalk Improvement Program (SIP), Code violation request/complaint letters sent, and owner permitted repairs (cosmetic) - we now have 193 properties throughout town with new sidewalks.

The SIP work has constructed approximately 17,800 square feet of new sidewalks, installed 28 new handicap ramps and numerous new sidewalks and sidewalk segments within our City parks at an estimated cost of \$265,000.

DEPARTMENT ACTION PLANS FISCAL YEAR 2013-14

Fire Department

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

This Action Plan Worksheet is intended as a tool for planning and monitoring how management staff will achieve its department work plan and the goal objectives set by City Council. Management staff will complete an Action Plan (Part I) at the beginning of each year after setting its department work plan and Council sets its goal objectives. Management staff will update the Action Plan (Part II) at the end of each calendar year to track the accomplishment of its department work plan task and the Council goal objective. The Action Plan accomplishments will be used as a tool for reporting at the Boards, Committees, and Commissions Reception, Annual State of the City Address, and City Manager end-of-year update to Council.

Department(s) Assigned:	Fire
Lead Person(s)/Organization(s):	Michael Kinkade
List Goal Number Assigned:	Meets Council Goal 1, Goal 2
Describe Objective/Project:	Utilize Available Technology to Enhance Service Delivery and Efficiency
PART I: ACTION PLAN (Start of Year)	
1. Background or history of the objective/project:	
<p>This action plan reflects the Fire Department Strategic Plan that was completed in 2011.</p> <p>The objectives for this goal (above) include:</p> <ol style="list-style-type: none"> 1. Firefighter accountability system: Research and review our accountability system in comparison to nationally recognized best practices. ON HOLD 2. Data analysis: Analyze the reporting features offered by the departments record management system. 3. Upgrade MDTs and create a user training program. 4. GIS Mapping: Develop and enhance our ability to generate maps to evaluate our performance and provide timely response. 5. Field data collection: Research and evaluate computer solutions that could streamline data collection and information availability in the field. 	
2. Current status of the objective/project:	
<p>Status of the Objectives (above):</p> <ol style="list-style-type: none"> 1. Due July 2013. 2. Due June 2013. Currently nearing completion of RMS evaluation. 3. Upgrade complete; working on user training program. 4. Due July 2013 5. Due Dec 2013. Currently evaluating iPad for this purpose. 	

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Each objective has a project due date and person(s) assigned responsible for completion. Live progress updates can be viewed at <http://dl.dropbox.com/u/56302195/Strategic%20Plan%20-%20Strategies.png> (see section 6 for printed example).

4. List potential barriers or challenges:

None at this time.

5. Estimated Cost(s):

Within existing and/or proposed operating budget.

6. How will you determine when objective/project is completed and how will you measure if successful?

Each objective is specific, measured, achievable, realistic and time based. This is tracked by our strategic planning process.

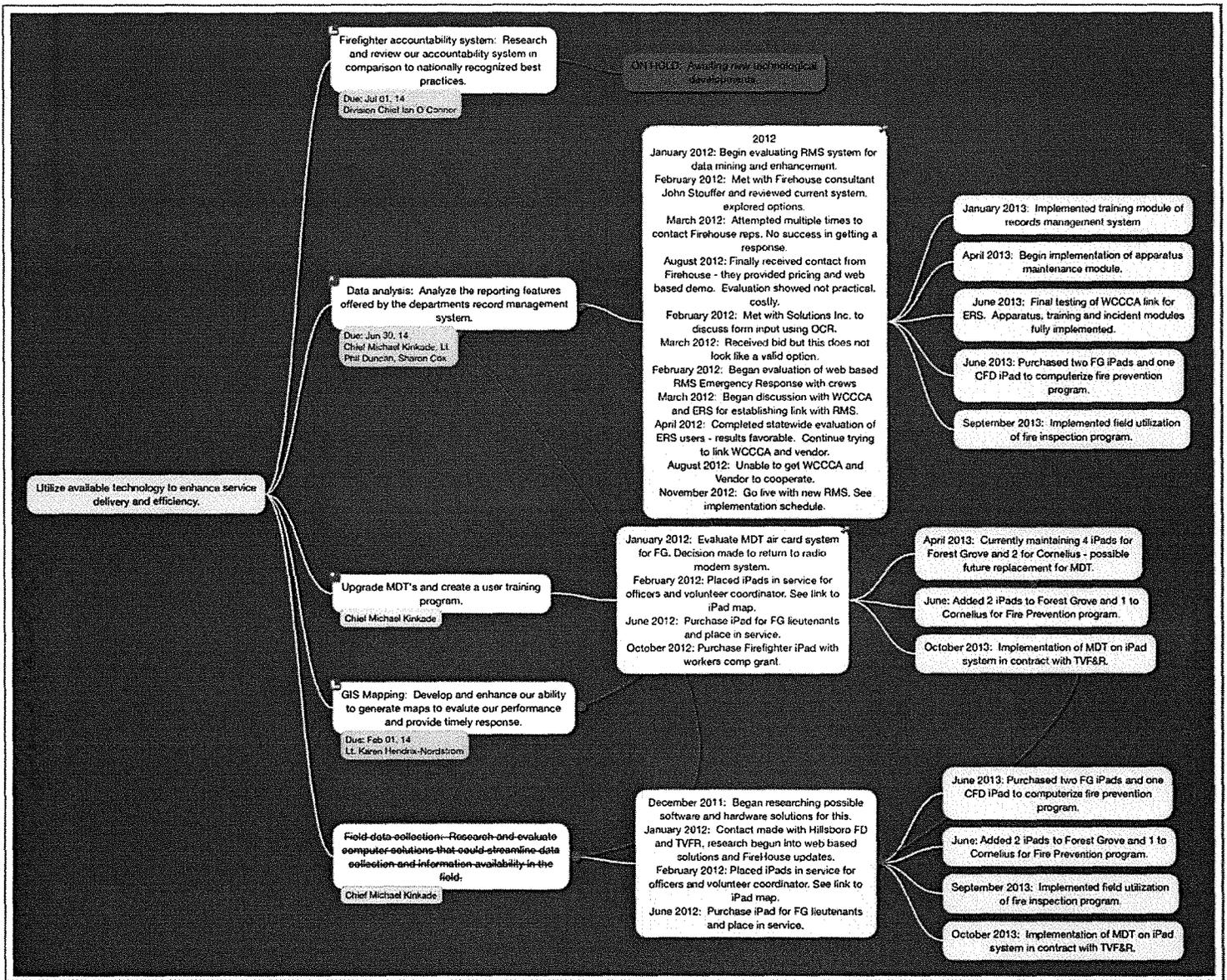
	Immediate to 1-3 years	3-5 years	5-10 years +	Ongoing
x				

PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

Strategic Goal #4
Utilize Available Technology to Enhance Service Delivery and Efficiency

- Joint: Linked field iPads to WCCCA mobile CAD system, dramatically improving operational systems at reduced costs.
- Joint: Implemented modules for training, apparatus maintenance and inspections in new web based records management system, and linked system to WCCCS for automatic importation of call data.
- Joint: Began using iPads to conduct fire inspections.



DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Fire
Lead Person(s)/Organization(s):	Michael Kinkade
List Goal Number Assigned:	Meets Council Goal 1, Goal 2
Describe Objective/Project:	Maintain Long-Term Strategic Planning

PART I: ACTION PLAN (Start of Year)

1. Background or history of the objective/project:

This action plan reflects the Fire Department Strategic Plan that was completed in 2011.

The objectives for this goal (above) include:

1. Strategic plan: Develop and/or update strategic goals for the policy makers to consider. Prepare format to develop objective and tasks for each goal.
2. Action items: Maintain clear objectives and follow through with department officers. Action items are continuously reviewed and revised as necessary.
3. Disaster Risk Assessment: Update the community risk assessment utilizing FEMA tools.
4. Natural Hazard Mitigation Plan: Complete a NHMP for the community to mitigate disaster potential and provide eligibility for federal funding. COMPLETED
5. ISO: Prepare for an evaluation of the departments ISO classification.
6. Accreditation: Evaluate feasibility of accreditation with CFAI.
7. Time and project management: Provide training to all career personnel
8. Develop strategic deployment plan for future deployment for stations and resources based on expected community growth, consolidation plans and financial resources.
9. Standard of Cover: Develop standard of cover plan for department.

2. Current status of the objective/project:

Status of the Objectives (above):

1. Complete. On-going tracking and evaluation.
2. Complete: On-going tracking and evaluation.
3. Completed review with update of EOP. Working on development of Continuity of Operations Plan.
4. Complete. On-going review of objectives required to continue.
5. Due January 2014. On-going research into ISO requirements. ON HOLD.
6. Due January 2014
7. Due July 2013.
8. Due July 2016.
9. Due July 2013.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Each objective has a project due date and person(s) assigned responsible for completion. Live progress updates can be viewed at <http://dl.dropbox.com/u/56302195/Strategic%20Plan%20-%20Strategies.png> (see section 6 for printed example).

4. List potential barriers or challenges:

None at this time.

5. Estimated Cost(s):

Within existing and/or proposed operating budget.

6. How will you determine when objective/project is completed and how will you measure if successful?

Each objective is specific, measured, achievable, realistic and time based. This is tracked by our strategic planning process.

~~Timeline to complete~~

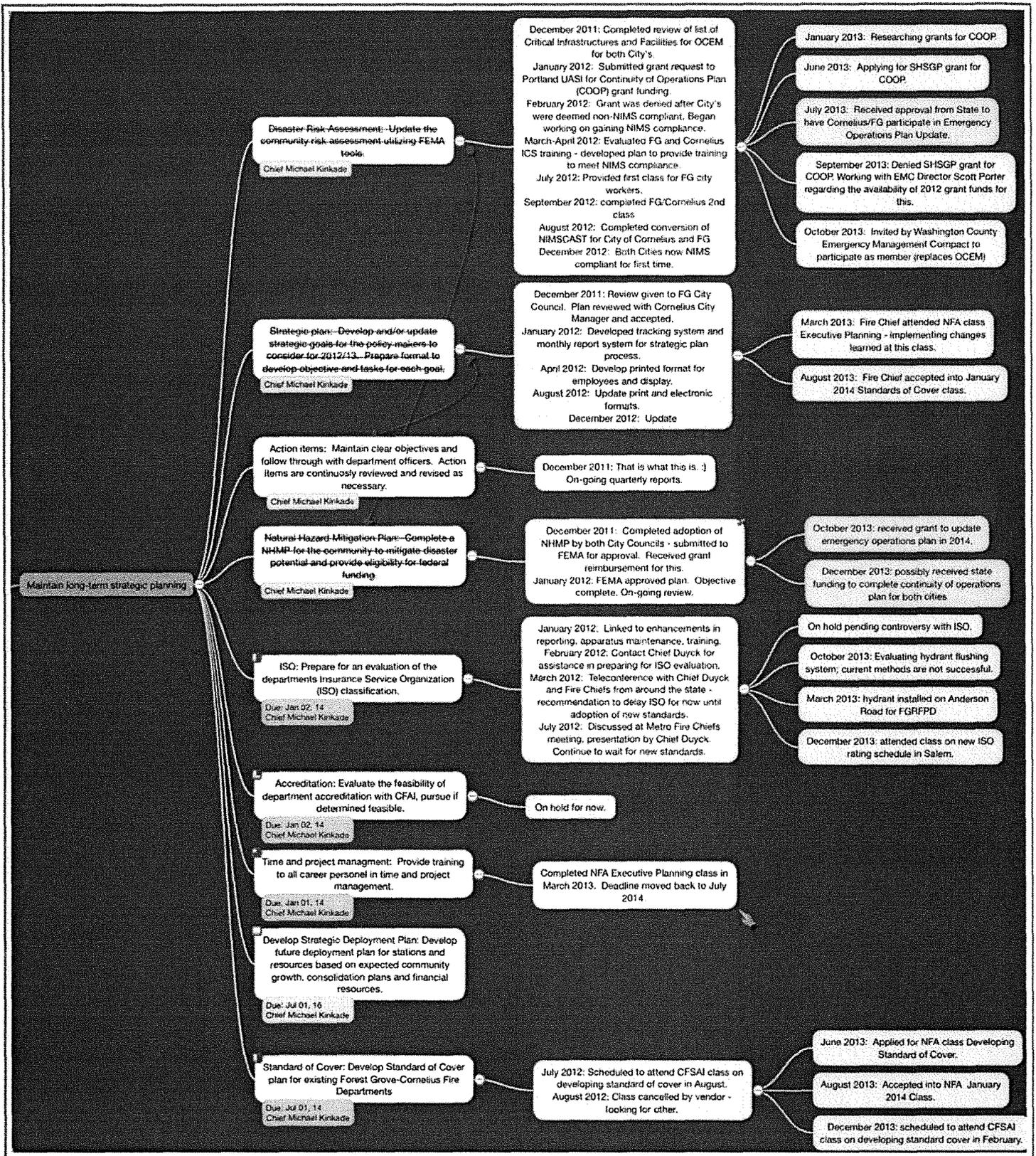
x	1-3 years	3-5 years	5-10 years +	Ongoing
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PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

Strategic Goal #2
Maintain Long Term Strategic Planning

- Cornelius: Worked with American Red Cross to establish first emergency shelter in Cornelius.
- Joint: Completed AFG grant for new Cornelius water tender and training simulator and fitness equipment for Forest Grove.
- Joint: Received grant from State to review and update joint emergency operations plan.
- Joint: Attended workshop on new ISO rating schedule.
- Joint: Fire Chief successfully applied for admission to National Fire Academy class Emergency Resource Data Planning (Standard of Cover) and CFAI Standard of Cover Workshop.
- Joint: Participated in tabletop exercise and planning for Scoggins dam failure.



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DEPARTMENT ACTION PLAN WORKSHEET
FISCAL YEAR 2013-14
Department Work Plan and City Council Goal Objectives

This Action Plan Worksheet is intended as a tool for planning and monitoring how management staff will achieve its department work plan and the goal objectives set by City Council. Management staff will complete an Action Plan (Part I) at the beginning of each year after setting its department work plan and Council sets its goal objectives. Management staff will update the Action Plan (Part II) at the end of each calendar year to track the accomplishment of its department work plan task and the Council goal objective. The Action Plan accomplishments will be used as a tool for reporting at the Boards, Committees, and Commissions Reception, Annual State of the City Address, and City Manager end-of-year update to Council.

Department(s) Assigned:	Fire
Lead Person(s)/Organization(s):	Michael Kinkade
List Goal Number Assigned:	Meets Council Goal 1, Goal 2
Describe Objective/Project:	Develop and maintain strategic partnerships.
PART I: ACTION PLAN (Start of Year)	
1. Background or history of the objective/project:	
<p>This action plan reflects the Fire Department Strategic Plan that was completed in 2011.</p> <p>The objectives for this goal (above) include:</p> <ol style="list-style-type: none"> 1. Intern program: Evaluate a regional intern program to increase value to the department and the intern. COMPLETED. 2. Training program: Develop and enhance our regional training program to increase quality and quantity of training in the most cost-effective manner possible. 3. Consolidation: Research fire service consolidation with surrounding communities to provide service in the most cost-effective manner. 4. Maintenance program: Joint fire apparatus and maintenance and equipment maintenance program. 5. EMS Improvements: Research partnerships with private ambulance provider and regional healthcare providers to enhance cost effectiveness and quality of emergency response in Oregon. 	
2. Current status of the objective/project:	
<p>Status of the Objectives (above):</p> <ol style="list-style-type: none"> 1. Due July 2012. COMPLETED 2. On-going. Currently researching joint training partnership with Banks and Gaston fire departments. 3. Due December 2013. 4. Due Dec 2012. COMPLETED. Review and goal setting scheduled for April 2013. 5. On-going. Completed participation in creation of regional EMS mobile training unit. 	

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Each objective has a project due date and person(s) assigned responsible for completion. Live progress updates can be viewed at <http://dl.dropbox.com/u/56302195/Strategic%20Plan%20-%20Strategies.png> (see section 6 for printed example).

4. List potential barriers or challenges:

None at this time.

5. Estimated Cost(s):

Within existing and/or proposed operating budget.

6. How will you determine when objective/project is completed and how will you measure if successful?

Each objective is specific, measured, achievable, realistic and time based. This is tracked by our strategic planning process.

	1-3 years	3-5 years	5-10 years +	Ongoing
x				

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Strategic Goal #5

Develop and Maintain Strategic Partnerships

- Joint: Created new partnership with United States Veterans Administration, establishing a first-in-the-nation fire service intern program for Veterans.
- Joint: Created active shooter training program in partnership with Forest Grove Police Department.
- Joint: Successfully facilitated strategic planning process for Washington County Emergency Medical Services.
- Joint: Successfully lead coalition to reform WCCCA governance and fee models.
- Joint: Partnered with Washington County fire departments to create pilot Online Medical Control program with OHSU, which improves physician consult services for paramedics.
- Forest Grove: Successfully established MOU with Metro West for recouping fees for fire department transport.
- Joint: Developed agreement with TVID to place hydrants in their water system, which will significantly improve water availability and suppression capabilities in both rural fire districts.
- Cornelius: Negotiated agreement with the Cornelius Rural Fire Protection District to finance the purchase of a new Type I engine.
- Forest Grove: Assisted City of a Forest Grove with development of IT steering committee and implementation of Council/Department Head iPad system.
- Cornelius: The Cornelius Rural Fire Protection District successfully renewed their levy with over 75% voting in favor.
- Joint: Assisted Bureau of Reclamation with update of emergency action plan for Scoggins dam.
- Forest Grove: Created MOU for sharing fire training simulator with neighboring agencies.
- Joint: Completed consolidation of intern and volunteer programs between Forest Grove and Cornelius.

Develop and maintain strategic partnerships

Intern Program—Evaluate a regional intern program to increase value to the department and the interns.
Lt. Phil Duncan, Lt. Tad Buckingham

December 2011: Lt. Buckingham and Lt. Duncan continue research into integration. Began intern exchange program to increase familiarization.
January 2012: Interns began joint familiarization training.
March 2012: Began cross-training and applications for joint intern training programs.
June 2012: Design joint intern program with both inter coordinators.
July 2012: Submit grant amendment to FEMA - amendment approved.
August 2012: Began implementation phase of new joint intern program.
October 2012: Hired Volunteer Recruitment and Retention Coordinator.

January 2013: Veterans Administration approved intern program for Forest Grove and Cornelius fire. First in nation.
January 2013: Joint intern program fully implemented.
February 2013: Implemented program for US military veterans to use GI Bill for intern program (first in nation).
April 2013: Review and goal setting meeting completed April. Follow up in July.

Training program: Develop and enhance our regional training program to increase quality and quantity of training in the most cost-effective manner possible.
Captain Steve Black, Chief Michael Kirkade, Division Chief Ian O'Connor, Lt. Tad Buckingham

December 2011: Planning for training classes for upcoming quarter completed. Created automated registration web site to streamline tracking and attendance at training. Implementation scheduled for January.
January 2012: Met with stakeholders in Fire Training - developed goals for improvement. outlined training program for 2012.
March 2012: Discussed expanding training with Banks and Gaston FD. Proposal prepared by Training Chief.
April 2012: Fire Training Simulator expected delivery in May. Possible joint acquired structure training fires coming up.
June 2012: Received fire simulator trailer and completed training on its use
October 2012: Volunteer Recruitment and Retention Coordinator assumed responsibilities of coordinating training drills.

April 2013: Review and goal setting meeting completed in April. Follow up in July. See iThoughts map for action items.
September 2013: Began NFPA 1410 evolution training evaluation.
October 2013: Develop MOU for loaning the MTU to surrounding jurisdictions.
November 2013: developed active shooter protocols and trained with FGPD
November 2013: complete NFPA 1410 evolution training evaluation.

Consolidation: Research fire service consolidation with surrounding communities, non-profit and for-profit agencies to provide service in the most cost-effective manner.
Due: Dec 01, 14
Chief Michael Kirkade

December 2011: Continued enhancing and improving coordination between departments. Joint web site developed for enhanced communications.
January 2012: Met with Washington County Fire Chiefs on January 6, discussion on fire authority, fire districts and co-op concepts. Presentation scheduled for upcoming joint Fire District Meeting.
February 2012: Presentation by Fire Chiefs to Washington County Fire District Board Directors on consolidation and Fire Authority possibilities.
March 2012: Partnership with Pacific University to share maintenance cost of fire extinguisher prop.
April 2012: Partnership with Pacific University to share supervising physician costs and provide joint EMS training, share facilities.
April 2012: Presentation to Cornelius and Forest Grove Council and Fire Board on Fire Service Volunteer program.

January 2013: Joint intern and volunteer program established with Cornelius and Forest Grove Fire.
April 2013: Presentation to both City Councils and Rural Fire Districts on fire service EMS programs.
May 2013: All volunteers and interns are now joint.
September 2013: Met with ESCI and TVFR regarding possible joint training volunteer opportunities
October 2013: complete IGA for sharing of fire training simulator with partner departments
November 2013: Met with ESCI representative to discuss partnership study for 2014-15
November 2013: successfully led coalition to revise WCCCA fees.
December 2013: negotiated contract with TVID to place rural hydrants in their system.

Maintenance program: Joint fire apparatus and maintenance and equipment maintenance program.
Captain George Roberts, Captain Joe Smith, Division Chief Rob Marcoff

December 2011: Scheduled meeting with officers to outline plan.
January 2012: Met with maintenance staff and developed mind map of objectives with task assignments. Created web based apparatus maintenance form.
August 2012: Began experimenting with FG City Shops for Cornelius maintenance needs.

April 2013: Review and goal setting meeting conducted in April.
June 2013: Completed updated planning for fiscal year 13/14. See iThoughts map for action items.

EMS Improvements: Research partnerships with private ambulance provider and regional healthcare providers to enhance cost effectiveness and quality of emergency response in region.
Chief Michael Kirkade, EMS Officer Will Murphy

December 2011: Filed paperwork for electronic billing of Medicare. Submitted contracts for data sharing with Washington County EMS to FG for review. Received upgrade to monitors (\$6000 value) at no cost. Currently participating in medical studies for ROC, lactic acid. FG assisted and participate in County annual EMS in-service. Researched potential of placing AEDs on Cornelius Police cars. Proceeding to grant request.
January 2012: Fire Chief and Supervising Physician stakeholder meeting for Federal National EMS Grant Project coordinated by OHSU EMS Scientific Review Committee. Grant denied April 2012.
February 2012: Begin process for acquiring Medicare billing number for transports. On-going process as of April 2013.

January 2013: Began joint quality improvement review of medical calls with both departments.
April 2013: Budget for video laryngoscope program.
May 2013: EMS Team meeting to develop strategic planning for FY 13/14. See iThoughts map for action items.
May 2013: Acquired Medicare number (finally). Began working with Metro West on MOU.
June 2013: Appointed by Washington County to facilitate EMS Office strategic planning process.
July-December 2013: Fire Chief facilitates strategic planning for Washington County emergency medical services system.
September 2013: received donated Phillips cardiac monitor from TVFR for CFD.
October 2013: Completed MOU with Metro West for transport fees.
October 2013: Acquired video laryngoscope, CO2 Monitors and surgical crics.
October 2013: EMS Kit standardization between CFD/FGFR completed; narcotic inventory carried on CFD, narcotic policy completed.
November 2013: worked with coalition of fire departments to create online medical control pilot project.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Fire
Lead Person(s)/Organization(s):	Michael Kinkade
List Goal Number Assigned:	Meets Council Goal 1, Goal 2
Describe Objective/Project:	Enhance internal relations, communications and employee development.

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

This action plan reflects the Fire Department Strategic Plan that was completed in 2011.

The objectives for this goal (above) include:

1. Volunteer reimbursement program. Provide a streamlined and suitable reimbursement program for volunteer members of the department. COMPLETED - Evaluating
2. Recruit training: Review the recruit training program, revise as necessary to ensure the personnel are fully prepared for assignment. Look at regional approaches. COMPLETED - Evaluating
3. Training program: Evaluate current training program and improve to meet or exceed regional and national standards.
4. Officer Development Program: Develop a program for firefighters to become qualified as company officers and provides a successful succession program.
5. Educational counseling: Provide educational counseling to interested employees to enhance qualifications, morale, and career growth possibilities.
6. Cross-training: Provide opportunities for cross-training and rotating responsibilities to increase resource depth and career development.

2. Current status of the objective/project:

Status of the Objectives (above):

1. Due December 2012.
2. Due December 2012.
3. Due July 2013. Completed major revision of how training is provided.
4. Due Dec 2013 (extended one year to further enhance).
6. On-going.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Each objective has a project due date and person(s) assigned responsible for completion. Live progress updates can be viewed at <http://dl.dropbox.com/u/56302195/Strategic%20Plan%20-%20Strategies.png> (see section 6 for printed example).

4. List potential barriers or challenges:

None at this time.

5. Estimated Cost(s):

Within existing and/or proposed operating budget.

6. How will you determine when objective/project is completed and how will you measure if successful?

Each objective is specific, measured, achievable, realistic and time based. This is tracked by our strategic planning process.

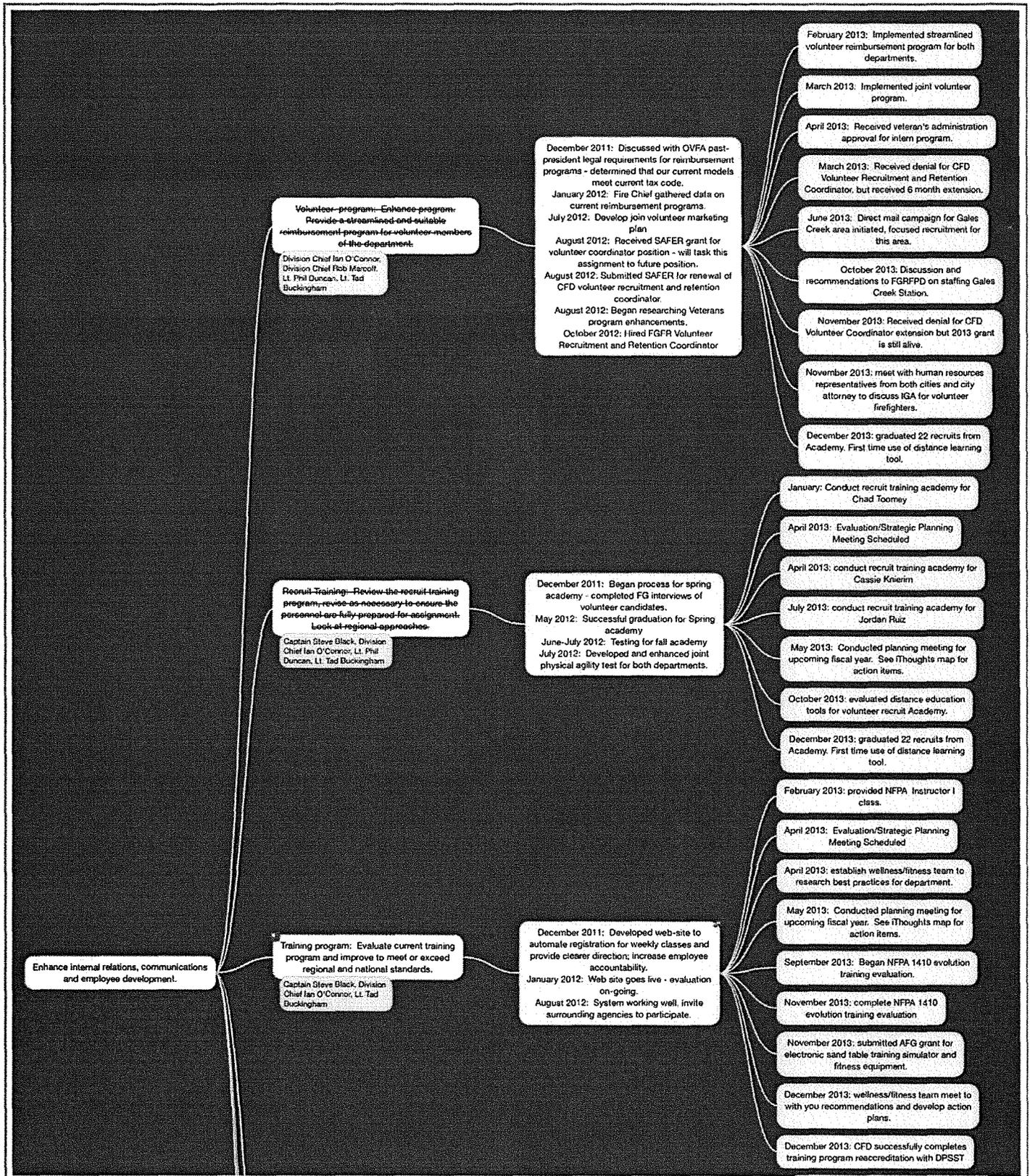
	1-3 years	3-5 years	5-10 years +	Ongoing
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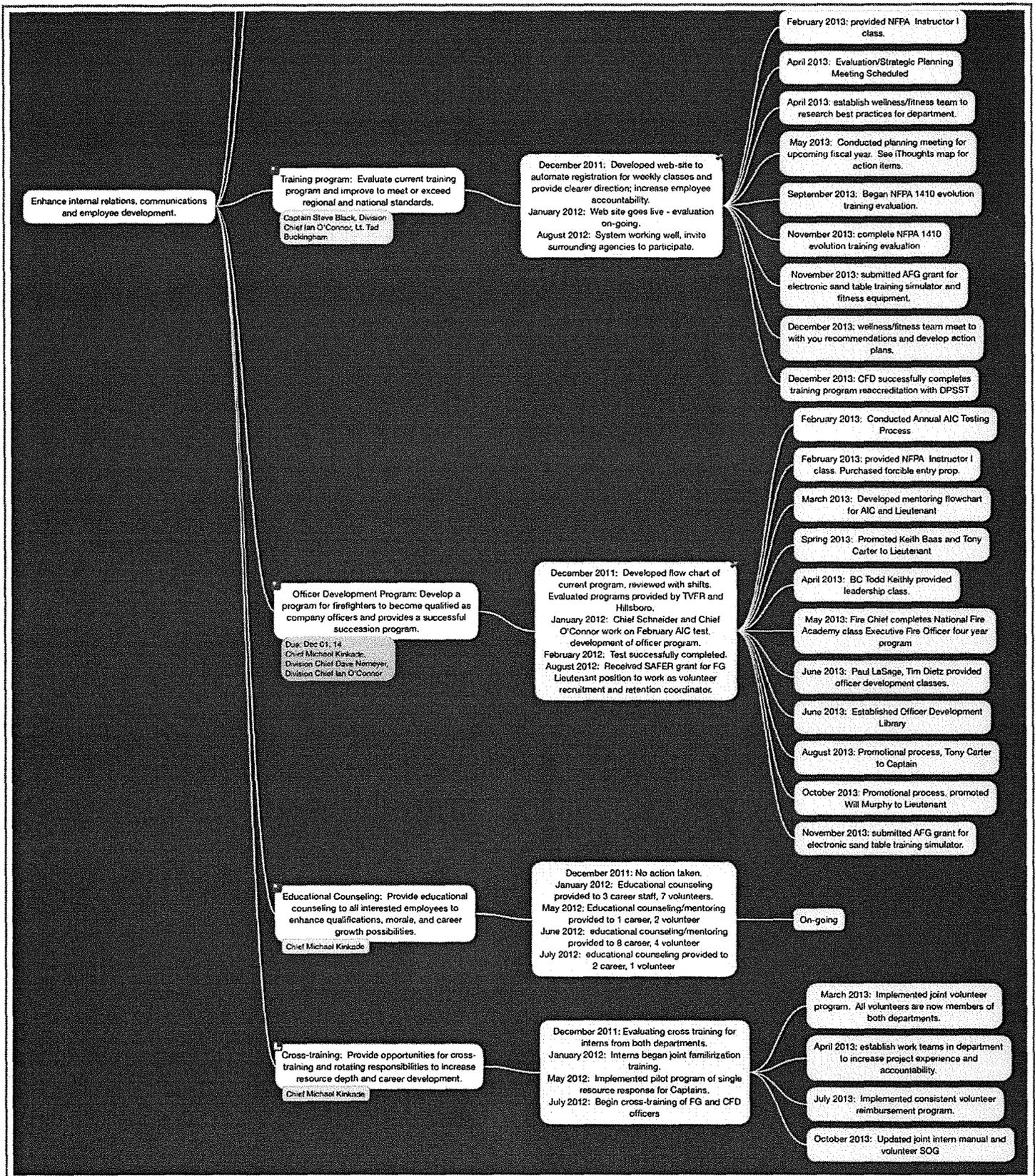
PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Strategic Goal #6
Enhance Internal Relations, Communications and Employee Development

- Forest Grove: Completed hiring process and conducted academy for three new career firefighters.
- Joint: Completed two volunteer recruit academies, training more than 40 new firefighters.
- Forest Grove: Successfully completed union negotiations with Local 1660 with a two year contract.
- Joint: Completely redesigned firefighter medical surveillance program and initiated agreement with new occupational physician.
- Joint: Established online training program for volunteer recruit academies.
- Forest Grove: Completed promotional processes for a Fire Inspection Captain, Shift Captain, and two Lieutenants.
- Joint: Provided multiple officer development classes, including Crew Resource Management, Scenes of Compassion, Company Officer Leadership, and NFPA Instructor I.
- Joint: Developed officer mentoring guidelines and flow chart.
- Joint: Established officer development library.
- Joint: Fire Chief completed NFA Executive Fire Officer program.
- Joint: All crews successfully completed NFPA 1410 task performance evaluations.





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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Fire
Lead Person(s)/Organization(s):	Michael Kinkade
List Goal Number Assigned:	Meets Council Goal 1, Goal 2
Describe Objective/Project:	Expand Community Outreach to Meet our Vision
PART I: ACTION PLAN (Start of Year)	
1. Background or history of the objective/project:	
<p>This action plan reflects the Fire Department Strategic Plan that was completed in 2011.</p> <p>The objectives for this goal (above) include:</p> <ol style="list-style-type: none"> 1. Communication: Improve and enhance our communications of services and educational programs with the public. 2. Community Risk Reduction Program: Every career firefighter is responsible for a CRRP. 3. Risk Analysis: Complete a community risk analysis of the highest hazards within our community. 4. Public Education Programs: Design/improve public education/awareness programs targeted towards our highest community risk. 5. Re-design our fire prevention program to increase effectiveness while maintaining a business-friendly climate. 	
2. Current status of the objective/project:	
<p>Status of the Objectives (above):</p> <ol style="list-style-type: none"> 1. On-going. 2. Due December 2013. 3. Due July 2012 (completed – reviewing annually) 4. Due July 2013 5. Due Dec 2013. 	

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Each objective has a project due date and person(s) assigned responsible for completion. Live progress updates can be viewed at <http://dl.dropbox.com/u/56302195/Strategic%20Plan%20-%20Strategies.png> (see section 6 for printed example).

4. List potential barriers or challenges:

None at this time.

5. Estimated Cost(s):

Within existing and/or proposed operating budget.

6. How will you determine when objective/project is completed and how will you measure if successful?

Each objective is specific, measured, achievable, realistic and time based. This is tracked by our strategic planning process.

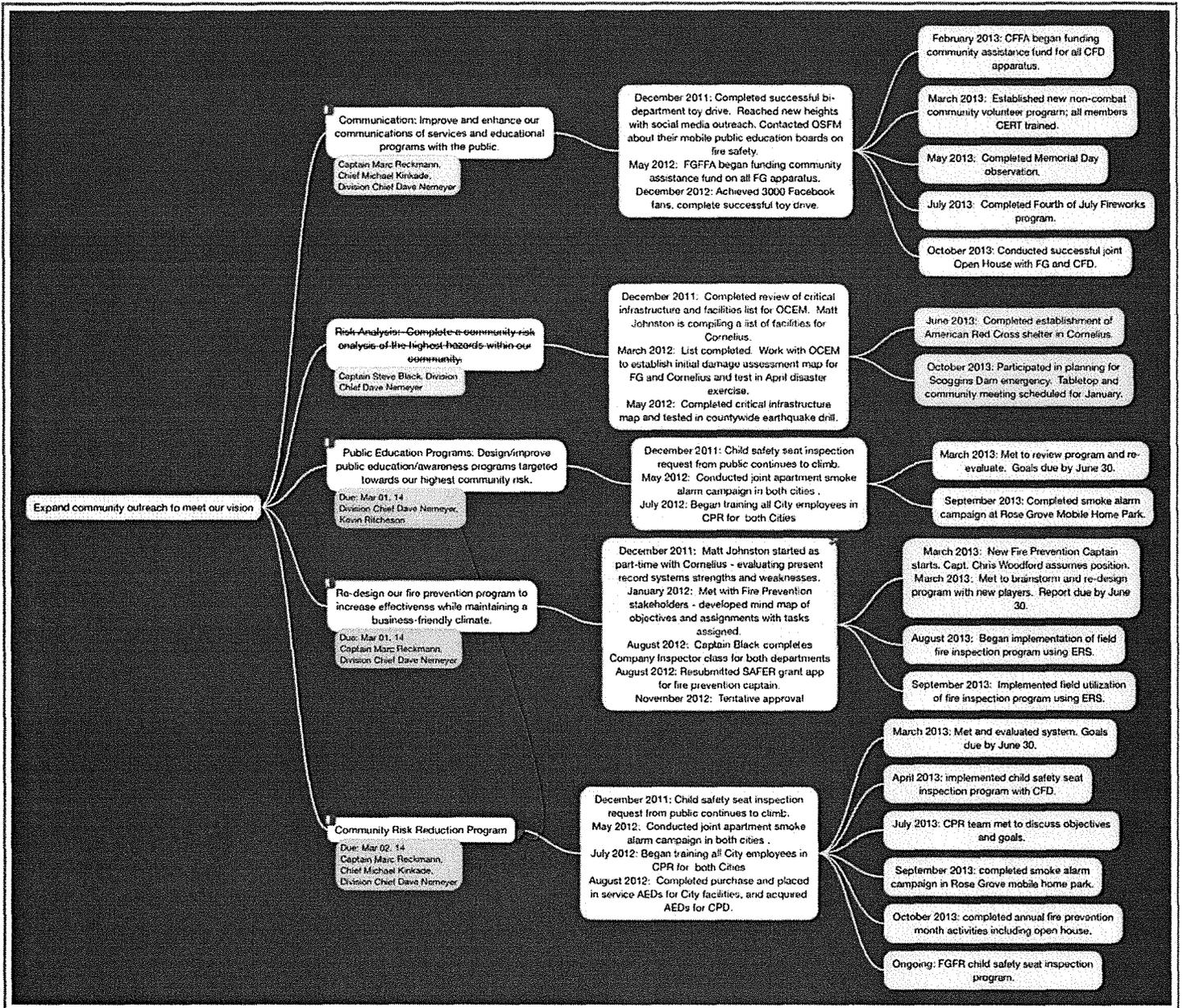
	Immediate to 1 year	1-3 years	3-5 years	5-10 years +	Ongoing
x					

PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

Strategic Goal #3
Expand Community Outreach to Meet Our Vision

- Forest Grove: Using SAFER grant funding, recreated Fire Inspector position and hired Captain Chris Woodford to fill this position.
- Joint: Successfully conducted joint October fire prevention activities providing fire safety presentations to over 2000 Forest Grove School District students and providing joint Public Safety Open Houses with over 1400 attending.
- Joint: After multiple fires without smoke detectors at Rose Grove Mobile Home Park, both departments joined together to conduct a smoke alarm campaign, installing over 200 detectors provided free by the State Fire Marshal.



DEPARTMENT ACTION PLAN WORKSHEET
FISCAL YEAR 2013-14
Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Fire
Lead Person(s)/Organization(s):	Michael Kinkade
List Goal Number Assigned:	Meets Council Goal 1, Goal 2
Describe Objective/Project:	Develop and maintain the highest possible level of service delivery.

PART I: ACTION PLAN (Start of Year)

1. Background or history of the objective/project:

This action plan reflects the Fire Department Strategic Plan that was completed in 2011.

The objectives for this goal (above) include:

1. Service Delivery: Meet or exceed emergency response performance objectives.
2. Vehicle replacement schedule: Review and update the capital equipment cost projections.
3. Apparatus Maintenance: Evaluate our maintenance programs and compliance with NFPA standards.
4. Respiratory Protection Program: Update and review our respiratory protection program.
5. SCBA maintenance: Review our SCBA maintenance program and adopt a best practices for testing and maintenance.
6. Fire inspection/investigation program: Conduct fire prevention classes for operations personnel to increase competency and consistency of services.
7. Pre-plans: Develop pre-incident plans to ensure we have the information necessary to make safe and effective decisions at target hazards.
8. Facilities maintenance schedule: Develop a maintenance schedule for our facilities that ensures they are properly maintained.

2. Current status of the objective/project:

Status of the Objectives (above):

1. In the process of researching RMS system for data mining and enhancement. COMPLETED – Implementing modules.
2. Complete. On-going revision and update. Purchase and place replacement water tender in service in FY 13/14.
3. Work group established. Plan completed Dec 2012. Review meeting scheduled for April.
4. Complete. On-going revision and update. Review meeting scheduled for April.
5. Complete. On-going revision and update. Review meeting scheduled for April.
6. Work group established. Plan due July 2013.
7. Pre-plans being developed. Currently 60% complete. Due July 2013.
8. Facilities maintenance schedule. Due July 2013.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Each objective has a project due date and person(s) assigned responsible for completion. Live progress updates can be viewed at <http://dl.dropbox.com/u/56302195/Strategic%20Plan%20-%20Strategies.png> (see section 6 for printed example).

4. List potential barriers or challenges:

None at this time.

5. Estimated Cost(s):

Within existing and/or proposed operating budget.

6. How will you determine when objective/project is completed and how will you measure if successful?

Each objective is specific, measured, achievable, realistic and time based. This is tracked by our strategic planning process.

Time to complete:

x	1-3 years	3-5 years	5-10 years +	Ongoing
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PART II: ACCOMPLISHMENT *(End of Year)*

7. Describe in detail accomplishment of the objective/project:

Strategic Goal #1

Develop and Maintain the Highest Possible Level of Service Delivery

- Cornelius: Completed construction of a Type VI engine in record time to comply with federal grant requirements. This vehicle was also funded with grant funds left over from the purchase of a Type III engine, getting us two apparatus for the cost of one.
- Forest Grove: Completed research into design of replacement water tender and awarded bid - expected delivery in Spring 2014.
- Cornelius: Received AFG grant for air trailer and thermal imaging camera - camera has been purchased, the trailer has been designed and ordered.
- Joint: Updated technical rescue equipment for both departments.
- Joint: Completed EMS equipment upgrade and standardization between both departments.
- Joint: Began measuring/mapping of response times per map zone.
- Forest Grove: Created logistics technician position and filled position.
- Joint: Developed consolidated respiratory protection plan.
- Forest Grove: Completed security fencing and training hydrant installation.
- Forest Grove: Became the first agency in Washington County to place two video laryngoscopes in service for paramedic advanced airway control. Also placed a CO monitor in service, and trained paramedics to provide surgical cricothyrotomy.

Develop and maintain the highest possible level of service delivery

Service Delivery: Meet or exceed emergency response performance objectives
 Due: Jul 01, 13
 Chief Michael Kinoshita

January 2012: Began evaluating RMS system for data mining and enhancement.
 February 2012: Began evaluation of web based RMS Emergency Response with crews.
 March 2012: Began discussion with WUCCA and ERG for establishing link with RMS.
 April 2012: Completed statewide evaluation of ERG users - results favorable. Continue trying to link WUCCA and vendor.
 August 2012: Unable to get WUCCA and Vendor to cooperate.
 November 2012: Go live with new RMS.

- January 2013: Implemented training module of RMS system.
- June 2013: Implement apparatus maintenance module of RMS system.
- July 2013: Implemented direct link with WUCCA CAD
- September 2013: Implemented last utilization of fire inspection program.
- September 2013: Began measuring/tracking of response times per map zone.
- November 2013: Created active shooter protocols and train with FOPD.
- December 2013: Implement MobileCAD on iPads via TVFR Contract

Vehicle replacement schedule: Review and update the capital equipment cost practices
 Due: Dec 01, 13
 Captain George Roberts, Captain Joe Smith, Chief Michael Kinoshita, Director

January 2012: CFD AFG grant application for apparatus with title: Water Tender 4 in 2012-13.
 March 2012: Received Type VI donation.
 April 2012: Established goal of May 15 for training and maintenance in service.
 February 2012: Two award notification of Cornelia Type III AFG award.
 March 2012: Researched specs for RFP. Received CAL FIRE specs.
 March 2012: Submitted budget decision package for tender.
 July 2012: Evaluated Tender specs and price from TVFR bid - outside budget parameters.
 August 2012: Discussion with Doug Baly regarding tender specs with Cornelia Fire.

- January 2013: Reviewed and update with Administrative Services.
- April 2013: Completed construction of CFD Type VI
- June 2013: Began research of lease purchase option with CRFPD
- June 2013: Completed review of TVFR tender specs, deficiencies noted.
- September 2013: Received Hillsboro tender specs submitted contract recommendation to CMQ and France.
- October 2013: Received specs for possible Type I Engine for CFD, complete draft contract, initial discussions with CRFPD
- November 2013: Placed order for FGFR Tender
- November 2013: submitted AFG grant for CFD tender replacement
- December 2013: Received authorization from Cornelia CM and CRFPD for agreement for Type I Engine purchase.
- December 2012: approved to purchase grant funded air trailer for CFD.

Apparatus maintenance: Schedule and coordinate emergency and maintenance use of NFPA inventories
 Captain Joe Smith, Director Chief Rob Maciel

December 22, 2011: Acquired copy of NFPA standard, scanning copy for distribution to workgroup.
 January 2012: Met with maintenance staff and developed mind map of objectives with task assignments. Created web based apparatus maintenance forms.
 Implementing apparatus module of RMS.
 July 2012: Complete sale of SGR, working on loaner trailer issue.
 April 2012: Began discussions regarding reduction of apparatus inventory and shared reserve apparatus.

- March 2013: completed CFD Type VI construction and placed in service.
- April 2013: Strategic planning meeting scheduled.
- June 2013: Completed strategic planning for upcoming fiscal year. See Thoughts plan.
- June 2013: Completed job description for fire department logistics technician to assist with this program.
- July 1: Logistics technician position filled and begins assisting with maintenance logistics.
- July 2013: ladder truck team met to discuss problems with ladder truck and possible recommendations.
- April 2013: Review and planning meeting scheduled for April 2013.

Respiratory protection program: Update and coordinate respiratory protection program SCBA Maintenance - Check over SCBA maintenance records, and submit a best practices for testing and maintenance
 Captain Marc Beckmann, FF FM Rick Sj

January 2012: FG Respiratory Protection Program plan updated and complete - begin process for adoption for CFD.
 June 2012: Research SCBA communications systems.
 August 2012: Ordered SCBA comm system from NSA for FG.
 September 2012: Complete SCBA comm system for FG.

- May 2013: Completed review and consolidation of respiratory protection plan for both departments.
- June 2013: Completed job description for fire department logistics technician to assist with this program.
- September 2013: Updated Respiratory Protection Plan and published.
- October 2013: Logistics Technician scheduled to attend SCBA maintenance technician class (cancelled due to illness - reschedule for Spring)
- April 2013: Review and goal planning meeting conducted in April. See Thoughts for 2013/14 planning.
- November 2013: Evaluating using of APR for fire investigators vs SCBA vs SAR.

Fire inspection/investigation program: Conduct fire prevention classes for operation personnel to increase competency and consistency of services
 Due: Jul 01, 14
 Captain Chris Woodard, Captain Marc Beckmann, Director Chief Dave Nerreyer

December 2011: Matt Johnston started with both Cornelia and Forest Grove Fire - began evaluating past Cornelia system and business license system.
 January 2012: Met with Fire Prevention stakeholders - developed mind map of objectives and assignments with tasks assigned.
 March 2012: Discussions with OSFM regarding provision of Fire and Life Safety I and II in Washington County.
 December 2012: Received notification from SAFER of award for Fire Prevention Captain

- March 2012: Fire Prevention Captain started.
- April 2013: Goal planning meeting conducted - report due by June 2013.
- August 2013: Began implementation of field fire inspection program using ERS.
- October 2013: Completed 2nd offering of Company Defiant Fire Inspector Program

Facilities Maintenance Schedule: Develop a maintenance schedule for our facilities that ensures they are properly maintained
 Captain Marc Beckmann, Captain Mike Linder

On hold

- November 2013: completed security fencing behind station.
- December 2013: completed training hydrant installation behind station.

Pre-plans: Develop pre-incident plans to ensure we have the information necessary to make safe and effective decisions at target hazards
 Due: Mar 01, 14
 Director Chief Dave Nerreyer

December 2011: On-going with Captain Dwight Lanter.
 February 2012: Chief Nerreyer completed list of facilities for pre-plans in Forest Grove.
 June 2012: Pre-plans tasked to Jeff Balle.
 August 2012: Pre-plans for Pacific University complete.
 November 2012: Began using Pacific University Work Study students in process.

- February 2013: Pre-plans assigned to Captain Marc Beckmann for CFD.
- June 2013: Target completion of FGI preplans October 2013.
- November 2013: List of our staff message completion now scheduled March 2013.

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DEPARTMENT ACTION PLANS FISCAL YEAR 2013-14

Light and Power Department

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

This Action Plan Worksheet is intended as a tool for planning and monitoring how management staff will achieve its department work plan and the goal objectives set by City Council. Management staff will complete an Action Plan (Part I) at the beginning of each year after setting its department work plan and Council sets its goal objectives. Management staff will update the Action Plan (Part II) at the end of each calendar year to track the accomplishment of its department work plan task and the Council goal objective. The Action Plan accomplishments will be used as a tool for reporting at the Boards, Committees, and Commissions Reception, Annual State of the City Address, and City Manager end-of-year update to Council.

Department(s) Assigned:	Light & Power
Lead Person(s)/Organization(s):	George Cress
List Goal Number Assigned:	Council Goal 1 Objective 10
Describe Objective/Project:	Pursue other alternate energy sources. Photovoltaic Opportunities for City owned facilities

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project: Forest Grove has purchased BPA's Environmentally Preferred Power product (Wind Energy) for many years and is committed to continuing purchases through 2016. Forest Grove customers have an option of purchasing wind energy in 200kWh monthly blocks (Pure Power Program). Forest Grove has an active net metering program for residential photovoltaic installations and has paid approximately \$6500 in incentives for residential solar installations to date. Forest Grove applied for and received a Solar 4 Utilities grant from the Bonneville Environmental foundation (BEF) for a 7.9 kW photovoltaic installation at the Light & Power offices. Forest Grove helped obtain funding from BPA for an Energy Efficiency Study at the City's Aquatic Center. These funds helped pay for an evaluation of the Aquatic Center as a suitable site for utilizing solar collectors to heat pool and shower water.

2. Current status of the objective/project: Approximately 75 customers are participating in the voluntary Pure Power Program. During the summer of 2012 BEF contractors installed three arrays consisting of 24 panels attached to the Light & Power office building. The solar array provides electrical power for recharging the Department's Leaf, a battery powered vehicle. This summer, Light & Power will undertake a study to identify locations for potential photovoltaic installations on city-owned real estate and buildings.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Explore grant opportunities or partnerships to perform study
- Select consultant to perform study
- Inventory possible locations for study
- Rank feasible sites for cost-effectiveness
- Consider projects for funding in future years

4. List potential barriers or challenges:

- Adequate funding to perform study
- Need to retain provisional High Water Mark with BPA
- Number of favorable sites with adequate physical space, solar exposure and electrical load characteristics

5. Estimated Cost(s): The Department's objective is to obtain a grant to help fund the study or partner with a regional conservation group or photovoltaic supplier to assist with the study.

6. How will you determine when objective/project is completed and how will you measure if successful?

Initial success will be determined by completion of the study. Ultimate success will be gauged by completion of an economically feasible project.

Timeframe to Complete:

X	1-3 years	3-5 years	5-10 years +	Ongoing
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PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

We have made initial inquiries with both the Bonneville Environmental Foundation (BEF) and the Oregon Department of Energy about technical assistance and funding for the study of City-owned buildings. These agencies will provide technical assistance but will not provide direct funding for a study. The services of a private contractor will be required to conduct an evaluation of the City's land and buildings.

The solar installation at the Light and Power building is complete and the actual project capacity is 7.9 kW. The solar energy system has generated roughly 1420 kWh and has avoided the equivalent of 1976 lbs. of greenhouse gas emissions since commissioning on July 6, 2012.

By year's end 2013 we had 66 Green Power customers purchasing 180-200 kWh blocks of wind energy. This equates to 432 mWh annual voluntary purchases by Light and Power customers. We have updated the link on the City's website for customers who are interested in purchasing Green Power and are now receiving requests. We plan to promote the Green Power program through a bill insert or possibly newspaper advertisement.

DEPARTMENT ACTION PLANS FISCAL YEAR 2013-14

Parks and Recreation
Department

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	AQUATICS
Lead Person(s)/Organization(s):	GAMBLE
List Goal Number Assigned:	9
Describe Objective/Project:	Aquatic Center Upgrades for Energy Efficiency(reduce energy consumption)

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

During Fiscal Year 12-13, the Energy Trust of Oregon in cooperation with the FGL&P Dept. conducted an energy audit of the Aquatic Center. The study was presented to the Recreation Commission and staff at the December 2012 Rec. Commission Mtg. The study concluded that a number of measures could substantially reduce the energy consumption at the pool. The study looked at solar and it's potential. It concluded that the center was not a good candidate for solar due to the long (30+years) payback. The Recreation Commission accepted the study and indicated an interest in moving forward if funding was available.

Measures would include:

- Addition of Pool Blankets
- Addition of UV chemical treatment.
- HVAC Up grades that would optimize natatorium and locker rooms
- Add heat recovery system to outside air system for main pool
- Add Boiler controls system
- Supply Fan (2) outside Air Heat Recovery system.

2. Current status of the objective/project:

Project is on hold until funding can be identified.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Funding identified.
- Budget approved during the FY 2013-14 process
- City Council Presentation by the Consultant that conducted the study
- Implementation during Aquatic Center closure

4. List potential barriers or challenges:

- Timing of construction

- Funding

5. Estimated Cost(s):

Approximately \$250,000.00 for all measures. This project could be phased in over a two/three year period.

6. How will you determine when objective/project is completed and how will you measure if successful?

- Project measures in place after construction and then realizing reduced energy consumption and reduced energy bills, including water, gas and electric.

Timeframe to Complete:

x	1-3 years	3-5 years	5-10 years +	Ongoing
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PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Staff continues to explore the various options and their impact on savings to the Dept. Staff has received mixed messages so far related to two measures. We have researched the application of pool blankets. It is clear that they can provide savings and recover the cost of installation over a three year period. However, they would require an additional 2 to 3 hours of labor for daily placement and removal. Additionally, placement of covers, will require a UV chemical treatment system to be installed in the three pools. This cost/benefit review is still be completed.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Tie into AT Smith House to City Programs
Lead Person(s)/Organization(s):	Gamble
List Goal Number Assigned:	12
Describe Objective/Project:	Develop relationship with Friends of Historic FG, related to the AT Smith House

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

The Friends of Historic FG have owned the AT Smith property for several years. The City Parks Dept. has helped with small efforts to restore the house. This project will continue the small efforts to facilitate the improvements on the property and potentially the adjacent property.

2. Current status of the objective/project:

Conversations are currently underway to find common ground for the project.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Continued General Fund Support of the Parks Dept.
- Possible City Sponsored Grant opportunities.

4. List potential barriers or challenges:

- Reduction of General Fund Support of the Parks Dept.
- Other grant priorities set by the Council
- Funding

5. Estimated Cost(s):

- No total cost has been determined. The first impact could be \$210,000 during the 13-14 for property acquisition.

6. How will you determine when objective/project is completed and how will you measure if successful?

Continued progress on the AT Smith house site and surrounding area. Which will preserve one of the oldest home in FG.

Timeframe to Complete:

1-3 years

3-5 years

x

5-10 years +

Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

The Council has had two executive sessions related to the project. Staff has met with the AT Smith representatives and at the last meeting staff made a counter offer to the Friend of Historic Forest Grove. Staff as of this date, has not had a response from the Friend group.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Parks and Recreation
Lead Person(s)/Organization(s):	Gamble
List Goal Number Assigned:	Long Term Goal # 14
Describe Objective/Project:	Partnership with CWS on Regional Trail Project with local focus

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project:

The City has actively pursued trail development opportunities during the past 7 years. This is an ongoing project that will develop the local "Emerald Necklace" with the help of our partnerships. These include CWS (Fernhill Wetlands), Metro, and Washington County. These local trails will over time, connect our system with the Regional Trails System and the State Parks System as all agencies bring together these facilities that meet the needs of the community and region.

2. Current status of the objective/project:

- Ongoing work with CWS at Fernhill to develop the trails system and surrounding support facilities, such as the newly constructed restroom and shelter.
- Submission pending of a State Parks Lottery Grant due in April 2013.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

- Continued funding of the Parks and Recreation Dept. at current levels.
- Increase in funding to support City Council goals.
- Continued/sustained development of homes to support parks SDC funds
- Exploration of Grant opportunities.

4. List potential barriers or challenges:

- Budget reductions.
- Overloading of Parks Maintenance staff as facilities come on line.
- Reduced grant opportunities.

5. Estimated Cost(s):

\$350,000 to \$500,000/mile of trail development, not including property acquisition.

6. How will you determine when objective/project is completed and how will you measure if successful?

Full build out of trail system based on the Trails Master Plan

Timeframe to Complete:

1–3 years

3–5 years

5–10 years +

x Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Staff applied to the State Parks Lottery Grant program for the completion of the B Street/Old Town Loop Trail and was unsuccessful. Staff intends to apply for a Nature and Neighborhood Grant from Metro and then resubmit the application to the State to increase our chances to complete this project. Staff has also is in continued discussions with developers to have property dedicated for additional trail development in the southwest section of FG.

A small section of trail was completed at Thatcher Park to complete the trails plan in this area. This was competed in cooperation with an Eagle Scout project.

DEPARTMENT ACTION PLANS FISCAL YEAR 2013-14

Police Department

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Police/Administration
Lead Person(s)/Organization(s):	Chief Janie Schutz
List Goal Number Assigned:	<i>HL</i>
Describe Objective/Project:	Code Enforcement - Continue maintaining a livable community through code enforcement with emphasis on graffiti and crime prevention.

PART I: ACTION PLAN *(Start of Year)*

1. Background or history of the objective/project: The police department recognizes the critical relationship between neighborhood livability, criminal activity, and economic development. The department has a long history of code and ordinance enforcement; working with other city departments, community members, and businesses to achieve compliance with city ordinances, and all department personnel are authorized to enforce city code. The police department is budgeted for two part-time Community Service Officers with differing job descriptions. One CSO is primarily dedicated to community outreach activities which might include activities such as National Night Out. The other CSO's work is concentrated more heavily on enforcing Forest Grove ordinances such as the abandoned vehicle program, downtown parking enforcement, and graffiti abatement. The enforcement of junk on private property was transferred to CSO's during the summer of 2011. Changes to city ordinances regarding junk on both private and public property continue to be examined for possible revision in order to meet the needs for Forest Grove in the upcoming years. These changes will improve the effectiveness of code enforcement efforts.

2. Current status of the objective/project:

The Police Department has been operating with just one CSO since November 2012. This has placed added pressure on the remaining CSO to try to cover events in both the community outreach areas that the department is involved in and in the actual enforcement of the City's codes. The department did take a positive step forward though in the vetting of a member of the public who volunteers his time for all community outreach activities and carries the title of Volunteer Coordinator. This "position" has amplified the realization of this department on the importance of community volunteers who take a strong interest in supporting out police department. The statistics for the CSO for 2012 are as follows:

- Abandoned Vehicles Investigated: 347
- Citations Issued: 221
- Total Warnings: 192
- Neighborhood Watch Events: 27
- Graffiti Checks: 78
- Other Events and Public Meetings: 162

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

The department will continue to determine priorities for Community Service Officer and Patrol Officer activities. In assisting in this effort, we will hire the second part-time CSO, which is currently budgeted for, and they will be directed to place an emphasis on graffiti abatement and code enforcement. Additionally, the department will partner with other governmental and non-governmental organizations regarding graffiti abatement. The department will also seek grant opportunities to support graffiti abatement. A code enforcement overview will continue to part of the department's Citizen's Academy program.

4. List potential barriers or challenges:

As calls for service have increased significantly from 22,710 calls for service in 2011 to 27,499 calls for service in 2012, the ability for patrol officers to assist with code enforcement issues may diminish. The community service officers are also responsible for other programs such as public outreach, Neighborhood Watch, and National Night Out, presents a challenge with a limited staff consisting of 2 halftime positions.

5. Estimated Cost(s):

Minimal stand-alone costs for enforcement activities; Materials costs for graffiti clean-up projects not financed through grant programs.

6. How will you determine when objective/project is completed and how will you measure if successful?

The department will strive for 100% response to ordinance complaints/enforcement. Success will be measured through appropriate response to complaints and minimal repeat-complaints regarding code enforcement issues. Code enforcement is an on-going program of the department.

Timeframe to Complete:

1-3 years	3-5 years	5-10 years +	X	Ongoing
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PART II: ACCOMPLISHMENT (End of Year

7. Describe in detail accomplishment of the / objective project:

During this fiscal year this Department advertised and recruited a full time Community Service Officer. The intent was that this position would focus primarily on the identification, documentation and enforcement of violations of the Forest Grove City Code. Additionally, this position would be involved in the implementation of community based events such as Neighborhood Watch, National Night Out, Shop With a Cop, Citizens Academy and other varied events which the public is invited to attend and participate in. While the primary function of the part-time Community Service Officer would focus on the aforementioned aspects of the Community Service program, both positions would overlap in their duties.

In an effort to provide for a more effective and efficient code enforcement program, the first step was to establish a training program for the position. This was accomplished by developing a field training system which allows for the new Community Service Officer to have a general understanding of police concepts and practices. This provides the employee with the knowledge base to interpret City Code, State law as well as general police practices in the investigation and enforcement of the law. This training program was developed to be between 4 and 8 weeks long and included such topics as general patrol safety issues, driving, radio and dispatch orientation, report writing, process logging and documentation. Furthermore, the position was provided with exposure to criminal law in order for the staff member to identify crimes and bring the appropriate resources into action to effectively deal with the issue.

This comprehensive and immersive style of training will provide the employee with a substantial base of knowledge that will create a more comprehensive and orderly application of the City Code.

At the close of 2013 this department has filled this position, provided the appropriate training and has implemented a strategy to begin the enforcement of the City of Forest Grove Municipal Code. Appropriate reporting and documentation has already begun resulting in an effective, efficient and fair application of our codes and procedures.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Police/Administration
Lead Person(s)/Organization(s):	Chief Janie Schutz
List Goal Number Assigned:	12
Describe Objective/Project:	Community Outreach

PART I: ACTION PLAN (Start of Year)

1. Background or history of the objective/project:

The department has an on-going community outreach program in recognition of the critical relationship between the community and the department.

2. Current status of the objective/project:

The department is completing the 5th Annual Citizen's Academy and is receiving outstanding citizen feedback. In 2012 the department hosted its 5th Annual National Night Out event, with a bit of change from the previous year. This year individual "communities" and Neighborhood Watch areas held their own individual National Night Out celebrations. The FGPD assisted and was present at all of these various celebrations. Additionally, the department continues to maintain a presence at other community events (i.e. Cornroast, Farmer's Market, Concours, etc). The department also continues to build its relationship with the Forest Grove School District through regular meetings and special programs. The department will continue to host students in a "hands on" Career Day. The Forest Grove Police Department has created a Facebook page, which now has over 1500 "friends", and has been a great asset in reaching out to the concerns within the community in a very timely basis.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

Community outreach is not a stand-alone program, but rather something which is found throughout normal department operations and initiatives. The Community Service Officers will be spearheading participation in many events – maintaining a balance between their on-going programs (i.e. code enforcement, graffiti programs, neighborhood watch) and special events (i.e. National Night Out, Farmer's Market booth). The department will need to continue to monitor the number of events and programs which can be supported by current resources.

4. List potential barriers or challenges:

As events grow in size and complexity, they may require additional resources. Operational and training requirements may conflict with community outreach events, requiring a reassessment and deployment of department resources.

5. Estimated Cost(s):

\$1500 (National Night Out); \$550 (Crime Prevention/Neighborhood Watch); other costs rolled into regular operating supplies/costs.

6. How will you determine when objective/project is completed and how will you measure if successful?

Continued support of existing programs and ability to meet all community requests for outreach services.

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

X

Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

The department completed the 5th Annual Citizen's Academy which was a resounding success based on evaluations completed by participants. The success of the class is additionally supported by the fact that the 2014 class is already over half full with registrations; something we have not encountered in any previous year.

The department also hosted its 6th Annual National Night Out event which continued under the new format from the previous year in visiting individual "communities" and Neighborhood Watch areas. Members of the department were present at all of these various celebrations which were planned in advance with guidance from Community Service Officer Teresa Kohl.

They additionally maintained a presence at Cornroast and Concours show. The department also reached out to the school district in providing a "Career Day" experience for students interested in law enforcement. A number of students also attended the 2013 Citizen's Academy as part of their senior project where an exception is made to the age requirement of 18 years. The department also participated in the Annual Public Safety Open House in the fall.

The Forest Grove Police Department has continued to expand the department's Facebook page. In just one year, it has gone from 900 "likes" to over 2600. Our agency now has more followers on the Forest Grove PD Facebook page than larger agencies like Beaverton and Hillsboro do. Social Media continues to sustain itself as a significant conduit for community outreach and two-way communication with citizens.

A full time Community Service Officer finally started in November which will allow the part time Community Service Officer to focus nearly exclusively on community outreach in areas such as Neighborhood Watch, National Night Out, Farmer's Market booth and other community activities.

The Forest Grove Police Department also expanded "Shop with a Cop" in cooperation with Walmart in allowing more of our officers the opportunity to reach out to children in need at their discretion. This was completed in addition to the traditional "Shop with a Cop" program that we have participated each year in with the Cornelius Police Department.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

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Department(s) Assigned:	Police/Administration
Lead Person(s)/Organization(s):	Chief Janie Schutz
List Goal Number Assigned:	
Describe Objective/Project:	Forest Grove School District Partnerships

PART I: ACTION PLAN (*Start of Year*)

1. Background or history of the objective/project:

The department currently assigns one officer to Forest Grove High School as a School Resource Officer and the assignment is for a period of four years. The Forest Grove School District and City of Forest Grove share the cost of this officer 50/50. The department also assists with the Forest Grove School District's "School to Work Program".

2. Current status of the objective/project:

The department plans to continue this critical relationship with the Forest Grove School District. As juvenile crime becomes more prevalent, the department will strive to engage in youth-contact/outreach programs in the interest of proactive policing. This upcoming school year will see a change out of our current SRO (term ended) with a new SRO being assigned. In support of this new officer, the FGPD will host a state-wide training event for the training of SRO's which our officer will attend. The department plans to continue to assist the Forest Grove School District by encouraging the SRO to take a lead role in mentoring students and partaking in school activities.

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

The department will continue to work with the Forest Grove School District to identify programs and needs which can be met through the School Resource Officer program. The department will continue to seek grant opportunities to fund an additional School Resource Officer to promote programs in the elementary and middle schools regarding drug awareness and gang prevention. In addition the department will continue to actively support, and participate in, the School to Work program.

4. List potential barriers or challenges:

The department relies on partial funding from the Forest Grove School District to maintain the School Resource Officer. Should funding cease, the department could not financially support the position.

5. Estimated Cost(s):

\$70K+ share from the City.

6. How will you determine when objective/project is completed and how will you measure if successful?

Success will be achieved by renewal of current contract with FGSD and ability to obtain funding for a second school resource officer.

Timeframe to Complete:

1-3 years

3-5 years

5-10 years +

X Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

This was a significant year with the School Resource Officer (SRO) program. In July, the department appointed a new SRO, Officer Ernesto Villaraldo. This selection was made in part by a panel which included school district employees. Officer Villaraldo's bilingual skills added to his skillset in bringing to the table many years of experience as a police officer.

In August, Forest Grove Police successfully hosted a multi-state "Basic School Resource Officer" training course. Officers attended from throughout Oregon, Washington, Utah, Arizona and California. The instructor of the course remarked that the hosting of the event was the most professional and successful to date in his history of teaching the class.

The department has continued to assist the Forest Grove School District by encouraging the SRO to take a lead role in mentoring students and partaking in school activities. The department additionally participated in two Career Day events, one in April and the other in October. This was presented in conjunction with the Hillsboro Chamber of Commerce "School to Work" program. Our agency again received high marks for the hands-on mock crime scene investigation we offer to the students in place of what is typically in a lecture format at other departments.

The agency and school district are both still looking for grant opportunities which would allow for a second SRO to work at NAMS and TMMS.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2013-14

Department Work Plan and City Council Goal Objectives

This Action Plan Worksheet is intended as a tool for planning and monitoring how management staff will achieve its department work plan and the goal objectives set by City Council. Management staff will complete an Action Plan (Part I) at the beginning of each year after setting its department work plan and Council sets its goal objectives. Management staff will update the Action Plan (Part II) at the end of each calendar year to track the accomplishment of its department work plan task and/or the Council goal objective. The Action Plan accomplishments will be used as a tool for reporting at the Boards, Committees, and Commissions Reception, Annual State of the City Address, and City Manager end-of-year update to Council.

Department(s) Assigned:	Police/Administration
Lead Person(s)/Organization(s):	Chief Janie Schutz
List Goal Number Assigned:	
Describe Objective/Project:	Training

PART I: ACTION PLAN (*Start of Year*)

1. Background or history of the objective/project:

The department has an on-going professional development and mandated training program in the furtherance of risk reduction and professional certification. Professional development training consists of leadership and management courses which support DPSST training hour requirements for advanced certification (Supervisory, Management, and Executive). Professional development training also consists of specialized courses to maintain competencies in areas such as child abuse investigation, elder abuse investigation, crash investigation, interview and interrogation skills, DUI investigations, and training related to technological advances in policing techniques. Mandated training includes topics such as use of force, hazardous materials, bloodborne pathogens, and first aid/CPR. The training hours and content requirements for these areas are established by DPSST and certification is contingent upon meeting these requirements.

2. Current status of the objective/project:

The department continues to support training objectives through both in-house and external training. DPSST requires a minimum of 28 hours of training each year. Of these hours, eight hours of firearms/use of force training must be completed annually. Those with leadership certifications also need to receive 24 hours of leadership training as part of their 84 hour requirement each three-year maintenance cycle. Failure to meet minimum training requirements can result in decertification. These training hours do not include training required for new-hires (typically three weeks of in-service training [approximately 120 hours] and time spent in the Field Training Program [approximately 680 hours], in addition to the DPSST Basic Police Academy [640 hours].)

3. List strategic steps/actions that will be necessary to accomplish this objective/project:

The department strives to complete training objectives with minimal impact to operational requirements. However, some training cycles and external courses require overtime costs to maintain patrol response capabilities. Special events/occurrences may require refresher training as needed. Advanced planning and allocation of resources will continue to be a necessity to meet all training objectives and operational requirements.

This year the department will be putting a special emphasis on training involved in responding to an active shooter in our community. We will work most specifically with safety issues/responses at Pacific University, the Forest Grove School District, and all City of Forest Grove departments and addressing employee concerns. The FGPD will employ various techniques towards this goal of safety through the use of community forums/school walk through, personal outreach to city departments by an expert in the field of active shooter response, to include literature, and the use of table top exercises as a valuable means of "practice thinking" through possible scenarios.

4. List potential barriers or challenges: The inability to maintain technical expertise or basic training requirements can have a negative impact on the department through loss of personnel; liability can increase if personnel are not trained appropriately and to DPSST standards

5. Estimated Cost(s): \$25,000

6. How will you determine when objective/project is completed and how will you measure if successful?

Success will be achieved by having all FYPD employees meet the state DPSST training requirements and will be judged by our department's ability to continue the building of positive partnerships within the community.

Timeframe to Complete:

1–3 years

3–5 years

5–10 years +

X Ongoing

PART II: ACCOMPLISHMENT (End of Year)

7. Describe in detail accomplishment of the objective/project:

Over the course of this year, the Forest Grove Police Department has conducted the following priority training:

- Use of Force Training (All Patrol personnel)
- Firearms Qualifications (All Sworn personnel)
- Blood borne pathogens and Hazardous Materials Training (All personnel)
- Elder Abuse Training (Selected personnel)
- Supervisory Training (Selected personnel)
- MRT Training (MRT members)
- Active Shooter Training (Sworn personnel)
- Firearms Training and Range Management Training
- Ongoing Legal Updates (All sworn personnel)
- Executive and Middle Management Training (Chief of Police / Captains)

In addition to the above identified critical training requirements this department has developed and supported the addition of a comprehensive week long patrol level training program. This program, developed In-House, covers all aspects of active shooter concerns, command post management, casualty management and the varied technical aspects of patrol activities. As this program is further vetted within the training division, all patrol personnel will participate during scheduled times.

Furthermore, a comprehensive evaluation of the Forest Grove School District facilities was accomplished as related to critical events and active shooter incidents. This has included training for School Administrators and is an ongoing and critical element of our involvement with the school district.

Forest Grove Police have been involved in table top and functional exercises involving the Forest Grove Fire Department, the Forest Grove School District, Pacific University, and the Oregon National Guard. Each of these events has been a success and has improved the relationships between the identified organizations and has provided critical input into training needs and assessments.

This Department is also in the process of training one new Officer in the Field Training and Evaluation Program with a second new Officer entering the program this year. Additionally, the Department has hired a full time Community Service Officer and has implemented a Field Training program for this employee that has never existed in the past. These events will enhance our ability to perform duties as assigned more effectively and efficiently than we have in the past.

The Forest Grove Reserve program continues to provide training to its members on a monthly basis, with one Reserve Officer currently in the Reserve Police Officer Academy in Clackamas, Oregon.

The Forest Grove Police Department has also participated in ongoing training related to High Risk Drinking involving underage adult drinkers and juvenile alcohol consumption. This Department currently has two Officers' trained as instructors for high risk drinking. With challenges in staffing, this department has done an exceptional job at providing and participating in critical training requirements and continues to do so with the support of both staff and management. The training provided thus far has been beneficial to the staff, the City and the citizens of the City of Forest Grove.

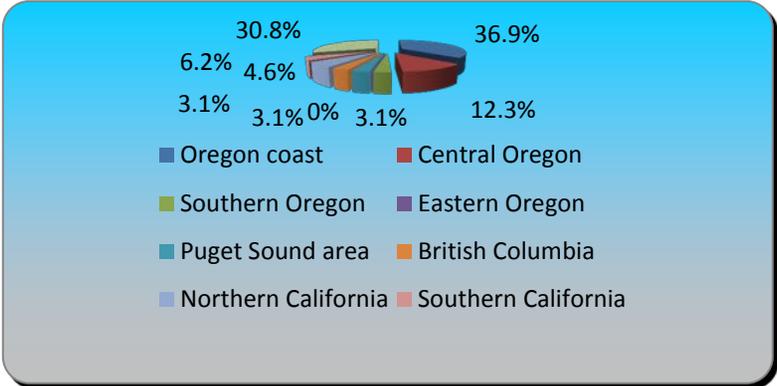
Item 3.

Turning Graphical Results by Question

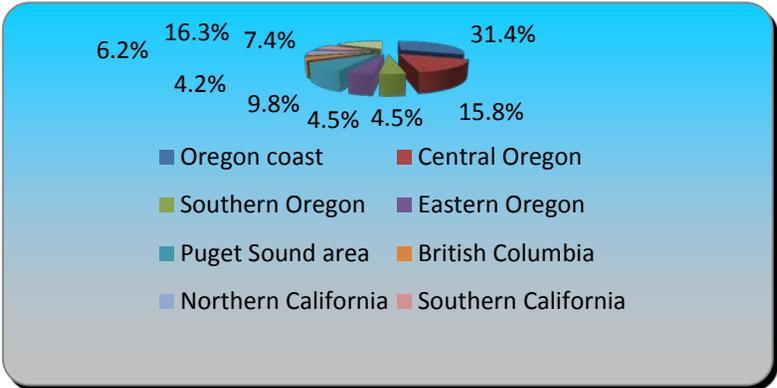
Session Name: New Session 2-1-2014 11-54 AM

Created: 2/3/2014 12:09 PM

<u>1.) Where do you usually go on vacation? (multiple choice)</u>	<u>Responses</u>	
Oregon coast	24	36.92%
Central Oregon	8	12.31%
Southern Oregon	2	3.08%
Eastern Oregon	0	0%
Puget Sound area	2	3.08%
British Columbia	2	3.08%
Northern California	4	6.15%
Southern California	3	4.62%
Other	20	30.77%
Totals	65	100%

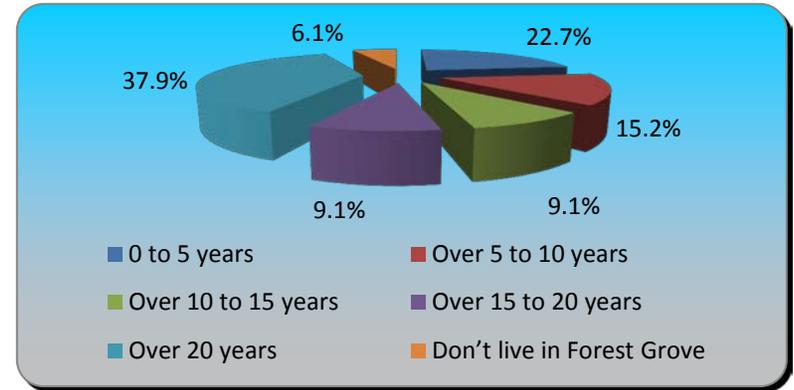


<u>2.) Please rate your three most favorite places to visit? (priority ranking)</u>	<u>Responses</u>	
Oregon coast	542	31.38%
Central Oregon	273	15.81%
Southern Oregon	77	4.46%
Eastern Oregon	77	4.46%
Puget Sound area	170	9.84%
British Columbia	72	4.17%
Northern California	107	6.20%
Southern California	127	7.35%
Other	282	16.33%
Totals	1727	100%



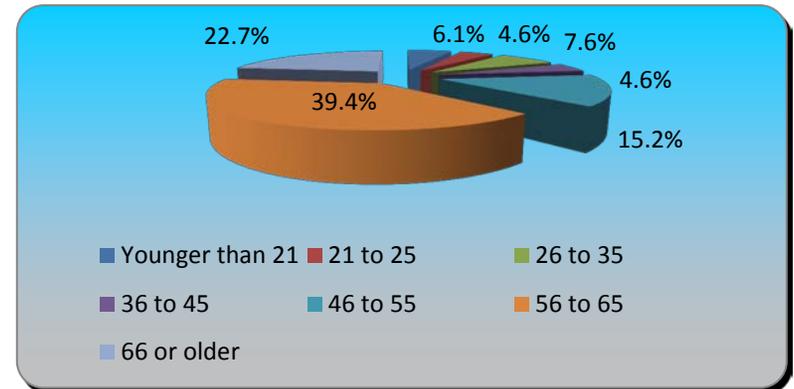
3.) How long have you lived in Forest Grove? (multiple choice)

	Responses	
0 to 5 years	15	22.73%
Over 5 to 10 years	10	15.15%
Over 10 to 15 years	6	9.09%
Over 15 to 20 years	6	9.09%
Over 20 years	25	37.88%
Don't live in Forest Grove	4	6.06%
Totals	66	100%



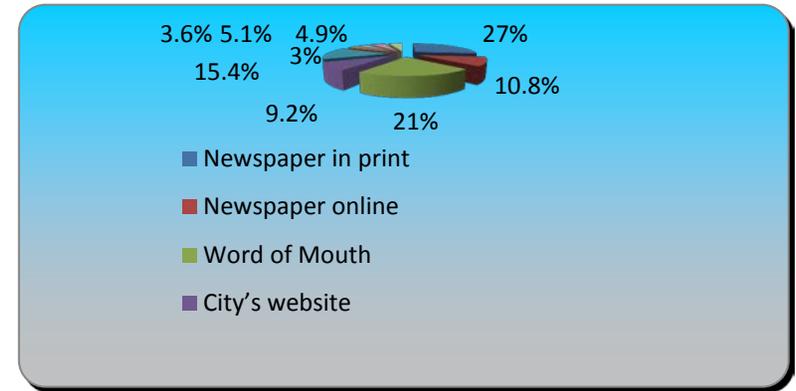
4.) What is your age? (multiple choice)

	Responses	
Younger than 21	4	6.06%
21 to 25	3	4.55%
26 to 35	5	7.58%
36 to 45	3	4.55%
46 to 55	10	15.15%
56 to 65	26	39.39%
66 or older	15	22.73%
Totals	66	100%



5.) What are the three top ways you find out about things happening in Forest Grove? (priority ranking)

	Responses	
Newspaper in print	466	26.98%
Newspaper online	186	10.77%
Word of Mouth	363	21.02%
City's website	159	9.21%
City's Utility Bill Insert– FYI Forest Grove	266	15.40%
Chamber's website	52	3.01%
City's Facebook	62	3.59%
Radio and/or television	89	5.15%
Other	84	4.86%
Totals	1727	100%



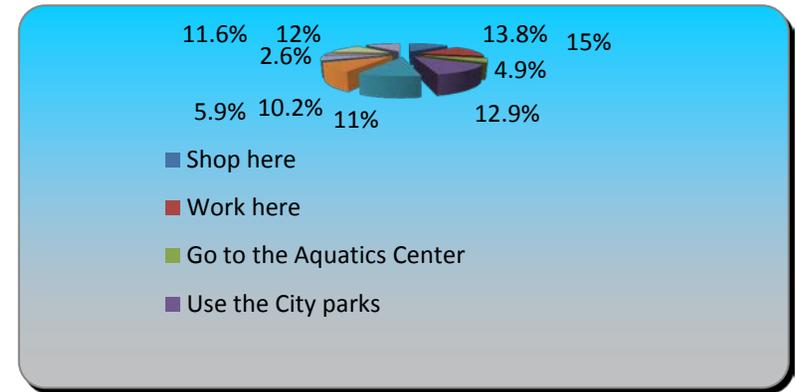
6.) How much do you shop in Forest Grove? (multiple choice)

	Responses	
Most of my shopping time	8	12.31%
About half of my shopping time	22	33.85%
Some, but mostly elsewhere	35	53.85%
Never in Forest Grove	0	0%
Totals	65	100%



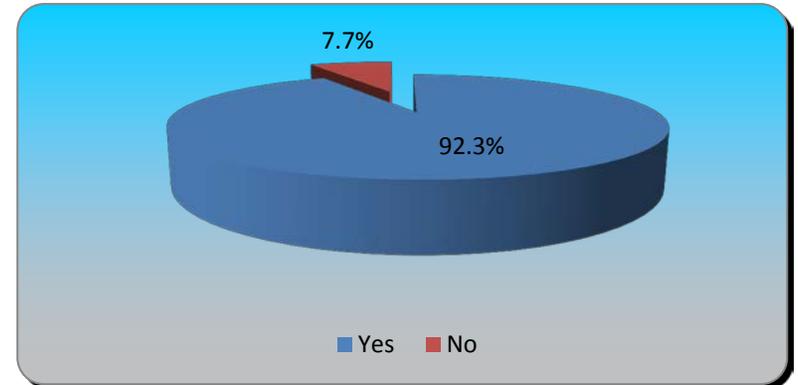
7.) What are the top three things you do in Forest Grove besides residing here? (priority ranking)

	Responses	
Shop here	234	13.76%
Work here	255	15%
Go to the Aquatics Center	83	4.88%
Use the City parks	220	12.94%
Attend a play or other cultural event	187	11%
Go to church here	174	10.24%
Attend events such as Concours d'Elegance	101	5.94%
Attend a sporting event	44	2.59%
Use the Library	198	11.65%
Other	204	12%
Totals	1700	100%



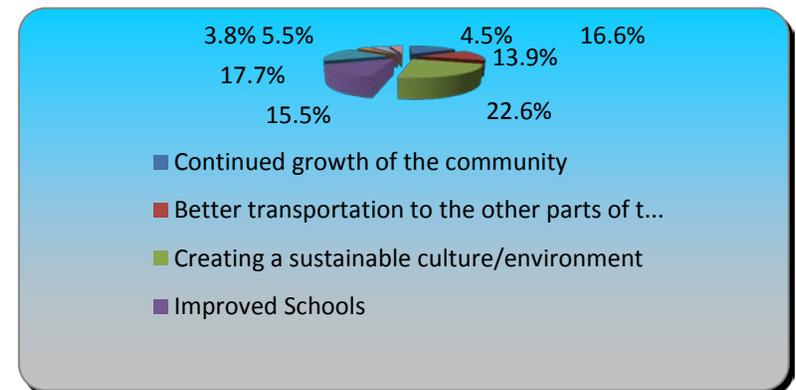
8.) Are you aware the City has a vision statement? (multiple choice)

	Responses	
Yes	60	92.31%
No	5	7.69%
Totals	65	100%



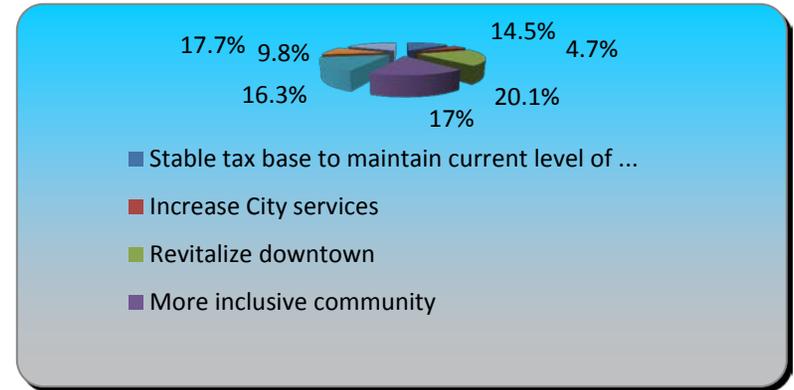
9.) What are the three most important issues facing Forest Grove? (priority ranking)

	Responses	
Continued growth of the community	288	16.56%
Better transportation to the other parts of t...	242	13.92%
Creating a sustainable culture/environment	393	22.60%
Improved Schools	269	15.47%
More retail in the community	308	17.71%
More parking downtown	66	3.80%
Public Safety issues	95	5.46%
Other	78	4.49%
Totals	1739	100%



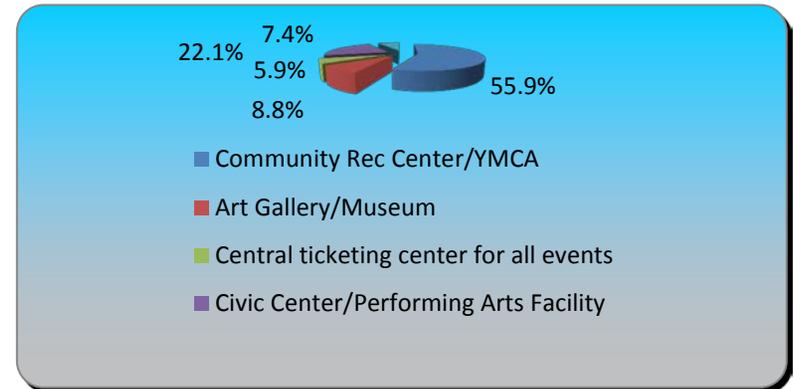
10.) What are the three most important objectives for the City of Forest Grove to accomplish for the next five years? (priority ranking)

	Responses	
Stable tax base to maintain current level of ...	258	14.47%
Increase City services	84	4.71%
Revitalize downtown	358	20.08%
More inclusive community	303	16.99%
Promote and support more sustainable practice...	290	16.26%
Maintain and enhance transit service	175	9.81%
Job Creation	315	17.67%
Totals	1783	100%



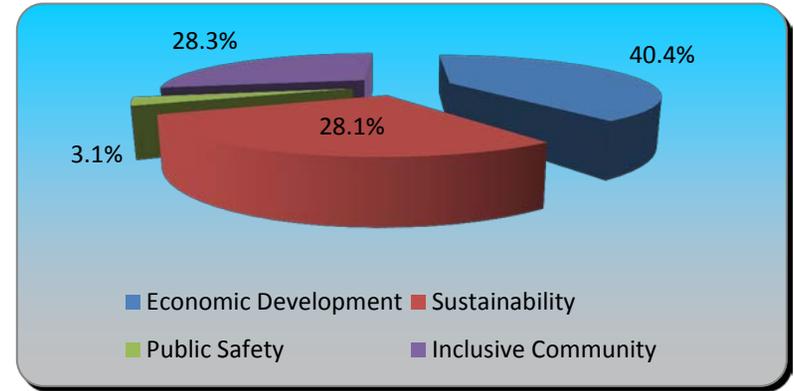
11.) What should be the most important new facility in Forest Grove? (multiple choice)

	Responses	
Community Rec Center/YMCA	38	55.88%
Art Gallery/Museum	6	8.82%
Central ticketing center for all events	4	5.88%
Civic Center/Performing Arts Facility	15	22.06%
More sports facilities	5	7.35%
Totals	68	100%



12.) What are the most important concepts from the Vision

Statement? (priority ranking)	Responses	
Economic Development	257	40.41%
Sustainability	179	28.14%
Public Safety	20	3.14%
Inclusive Community	180	28.30%
Totals	636	100%



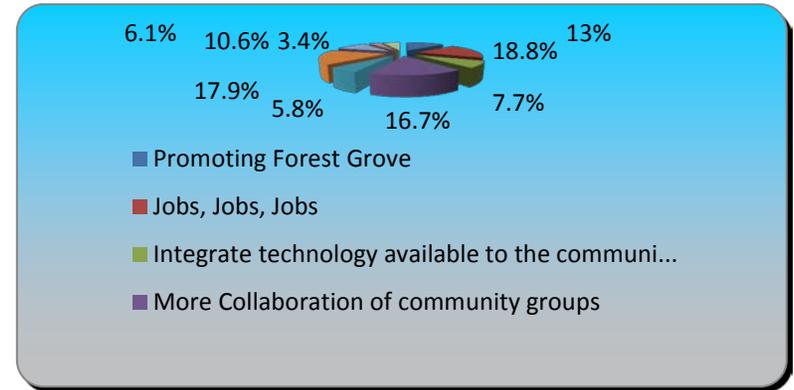
13.) What issues, programs, events, etc., should the community pursue? (priority ranking)

	Responses	
Community Center	320	19.07%
More retail/revitalize downtown	378	22.53%
Destination opportunity	78	4.65%
Youth Opportunities	231	13.77%
Pacific University relations	134	7.99%
Cultural Outreach	97	5.78%
Managing Growth	132	7.87%
More Community/Neighborhood Events	160	9.54%
Improved transportation access	148	8.82%
Totals	1678	100%



14.) What specific actions should be pursued to implement items discussed in Question 2? (priority ranking)

	Responses	
Promoting Forest Grove	200	12.95%
Jobs, Jobs, Jobs	291	18.85%
Integrate technology available to the communi...	119	7.71%
More Collaboration of community groups	258	16.71%
Have City Council meeting at FGHS during the ...	89	5.76%
Build a youth center close to downtown	276	17.88%
Solicit Latino membership	164	10.62%
More proactive recruiting for boards & commis...	53	3.43%
Ask everyone here today to invite 3 people un...	94	6.09%
Totals	1544	100%



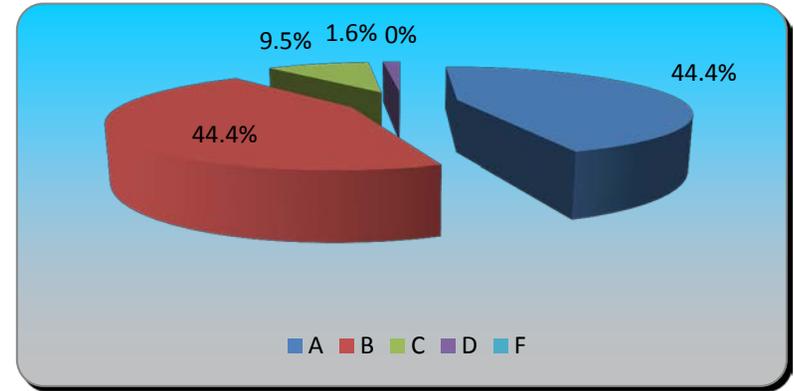
15.) EXTRA CREDIT: How would you measure success in addressing that issue, program, etc.? We have solved that issue by ... (multiple choice)

	Responses	
Next year's ATM will have 100+ with 50% under...	7	11.29%
A community center that is accessible and sus...	23	37.10%
Small community feel with a strong economic b...	25	40.32%
An understandable and visible comprehensive p...	7	11.29%
Totals	62	100%



**16.) What grade would you give the Annual Town Meeting?
(multiple choice)**

	Responses	
A	28	44.44%
B	28	44.44%
C	6	9.52%
D	1	1.59%
F	0	0%
Totals	63	100%

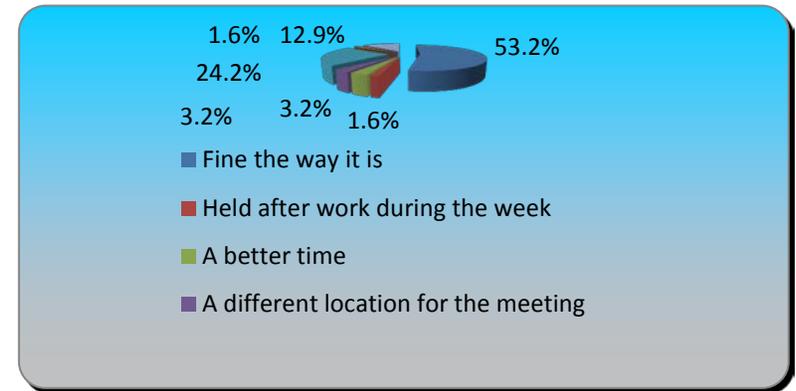


17.) What did you like about the ATM? (multiple choice)

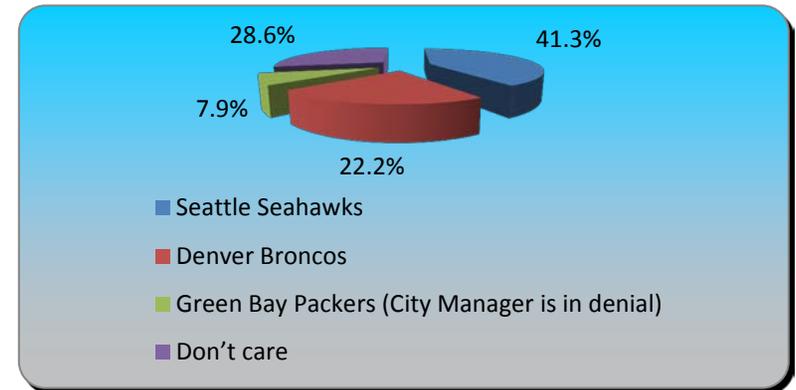
	Responses	
Subject matter	4	5.97%
Opportunity to discuss issues with your neigh...	27	40.30%
Opportunity to meet and talk with your City C...	4	5.97%
Opportunity to participate in developing City...	31	46.27%
Other	1	1.49%
Totals	67	100%



18.) How can the ATM be improved? (multiple choice)	Responses	
Fine the way it is	33	53.23%
Held after work during the week	1	1.61%
A better time	2	3.23%
A different location for the meeting	2	3.23%
Less presentations and more interaction	15	24.19%
More presentations and less interaction	1	1.61%
Other	8	12.90%
Totals	62	100%



19.) Who is going to win the Super Bowl? (multiple choice)	Responses	
Seattle Seahawks	26	41.27%
Denver Broncos	14	22.22%
Green Bay Packers (City Manager is in denial)	5	7.94%
Don't care	18	28.57%
Totals	63	100%



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DEPARTMENT KEY GOALS FISCAL YEAR 2014-15

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ADMINISTRATIVE SERVICES DEPARTMENT

MAJOR GOALS FOR FISCAL YEAR 2014-15

1. Review ongoing viability of EDEN software and research potential replacement options if ongoing viability limits options as technology changes.
2. Research implementing on-line utility billing for customers.
3. Develop written financial policies including updating purchasing policies for Council adoption.
4. Discuss what being a full-service City means particularly for services provided by the General Fund. What are cost and revenue implications of the results? Update five-year financial projection for General Fund as part of long-term financial plan as part of maintaining a full-service City.
5. Implement results of Electric Cost of Service and Rate Study with Light & Power, including financing options and issuing debt, for purchase of transformers.

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Community Development Department Significant Projects

2014-15

Staff Generated

1. Pursue development of Westside Planning Study
2. Complete/Implement Urban Renewal Plan
3. Explore and develop land-term funding for GroveLink
4. Staffing Sustainability Committee with L&P and Engineering
5. Implement Comp Plan with Zoning Amendments
 - a. Commercial Mixed Use District
 - b. Density Standards and Incentives in Town Center Districts
 - c. Expansion of Town Center area east of Cedar Street
 - d. South of Pacific land use (if applicable)

Boards and Commission Generated

6. Review Vision Statement and Action Plan annually and report findings to City Council (CCI)
7. Consider a community-wide celebration that highlights Forest Grove's varied cultures (CCI)
8. Integrate Historic District Design Guidelines into Development Code (HLB)
9. Complete Urban Forest Management Plan with Parks and Rec Commission (Forestry)

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Economic Development GOALS 2014 - 2015



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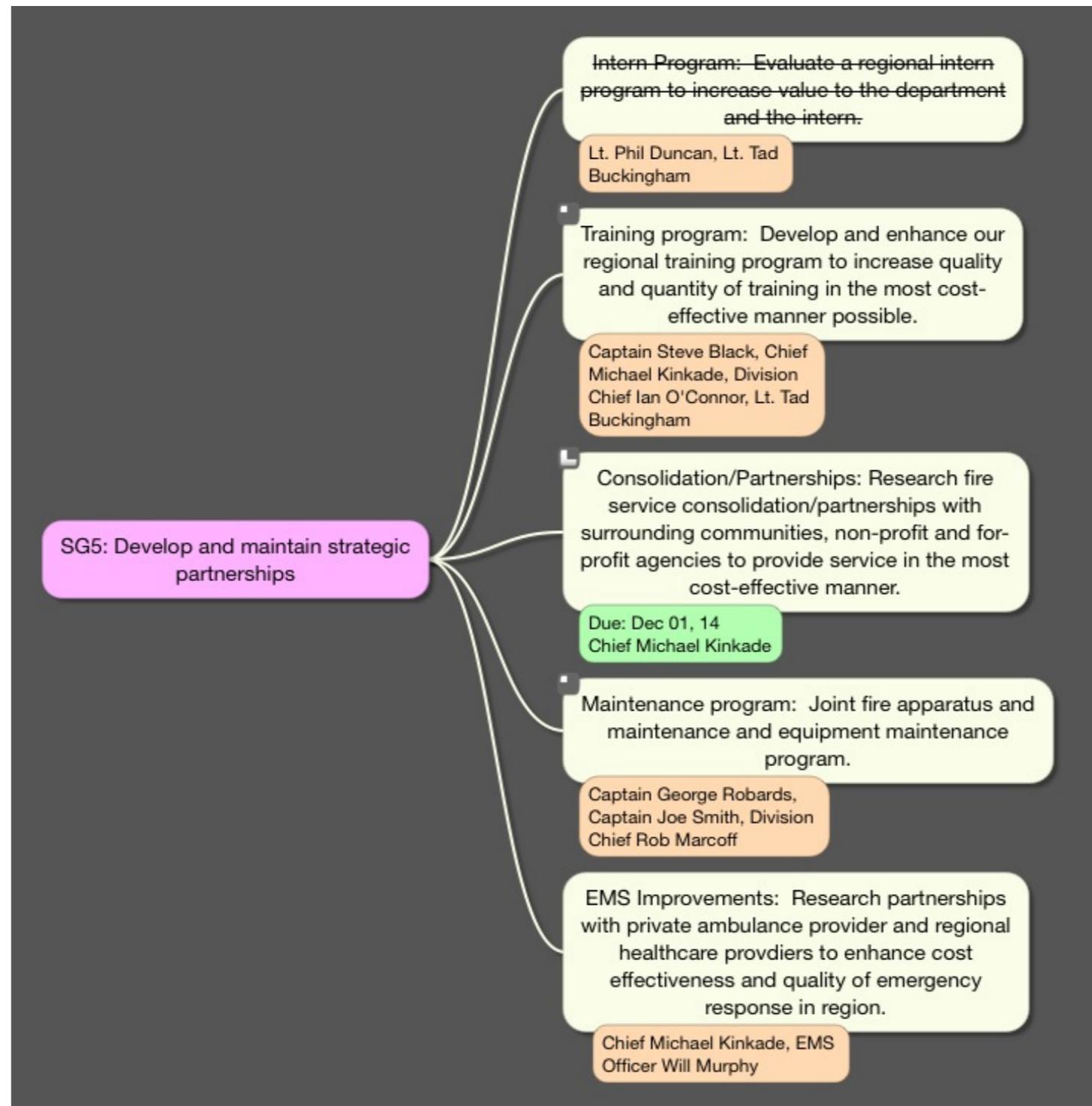
2013-14 City Council Goals and Objectives

1. Promote safe, livable, and sustainable neighborhoods and a prosperous, dynamic, green city.
2. Promote a prudent financial plan to maintain effective service levels of a full-service City.
3. Promote the interests and needs of Forest Grove in local, state and national affairs.



Explore Long-Term Funding for Public Safety and other essential City services and operations

Pursue Stable Revenue Source Levy Replacement



Human Resources Goals

2014/2015

City Council Retreat – March 1, 2014

1. Employee Handbook Revision
2. Continuation of City-wide and Supervisory Training Coordination
3. Implement Volgistics internet-based volunteer management system
4. ACA implementation Preparation and health plan options research
5. Safety Program Policies Revision

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2014 - 15 LIBRARY GOALS

1. Evaluation of Reference Services staffing, services and programs
 - Review job description
 - Review schedule priorities and desk coverage

2. Library Visioning Process and Goal Setting
 - Decide how to talk about it
 - Work with Library Commission to develop process

3. Actively participate in development of WCCLS 2015 levy
 - Decision re: increase in levy
 - Distribution formula

4. Complete Ed Carpenter Project

5. Unfinished business
 - Rogers Room: purchases and policy
 - Children's area: purchases and policy re: Early Literacy
 - Decision re: blankety blank diaper changing station
 - Adult Fiction furnishings (chairs and end panels)
 - Post RFID evaluation
 - Friends budget process
 - Safety and security improvements: policies, procedures, training

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LIGHT & POWER DEPARTMENT

2014 - 2015 GOALS & OBJECTIVES

Goal:

Continue to provide reliable low-cost electrical service to customers within our service area.

Objectives:

- Implement Electric System Master Plan
- Purchase and install transformer for the Thatcher substation
- Develop finance plan for purchasing transformers for Forest Grove substation
- Upgrade electrical system serving Pacific University
- Continue replacing failing underground high voltage cable systems
- Continue replacing aging (1960 or older) power poles
- Complete Filbert substation relay package upgrade for implementing Phase 2 of SCADA installation
- Inspect 14% or more of the electrical system to identify and repair any NESC (National Energy Safety Code) violations or safety hazards
- Continue to meet or improve on the 2012 System Average Interruption Index (SAIDI) for customers served
- Update substation relay settings to reduce nuisance circuit operations
- Continue coordination with BPA operations and construction
- Implement results of Electric Cost of Service and Rate Study, including financing options and issuing debt, for purchase of substation transformers

Goal:

City Council Goal # 1: Promote Safe, Livable, And Sustainable Neighborhoods
A Prosperous Dynamic, Green City

City Council Objective # 10: Pursue other alternate energy sources

Continue to promote the wise and efficient use of electric energy and renewable resources.

Objectives:

- Provide staff assistance to Sustainability Commission for developing by-laws, goals and action plan
- Conduct a site and functionality feasibility report for installing a city owned solar project
- Replace 1500 electro-mechanical meters of the residential electric meter system with solid state electronic radio transmitter (ERT) meters
- Continue promoting and funding energy conservation programs
- Conduct a site and functionality feasibility report for developing a LED street light pilot project

Goal:

Promote economic development efforts within the City.

Objective:

- **Assist with marketing and trade promotion for job creation and retention**

Page 2: Goals & Objectives

Goal:

Maintain the quality of the Department's work force, tools, fleet equipment and facilities. Assess and evaluate current staffing requirements for consideration in improving customer service and department productivity.

Objective:

- **Maintain our skilled workforce through extensive training opportunities and management oversight**
- **Provide our workforce with the best tools available to enable them to do their job safely and efficiently**
- **Maintain our fleet equipment through continued implementation of our vehicle and equipment replacement program**

Capital Projects:

- **Distribution system additions and upgrades**
- **Continue fleet maintenance and replacement**
- **Purchase equipment for substation upgrades**
- **Purchase 1500 ERT meters**

PARKS, RECREATION, AQUATIC GOALS 2014 - 2015



Parks, Recreation and Aquatics Key Goals

- Master Plan Update:
 - SDC Methodology and set new SDC Charge(s)
 - Include Community Center Study
 - Include Sustainability Approach
- Department Staffing Opportunities
 - Continue to explore staffing challenges.
- Grants:
 - Metro Nature In Neighborhoods
 - Local Governments (State Parks)
- Urban Forestry Management Plan with the Forestry Commission
- Policy Development:
 - Tabaco/Smoke Free Parks
 - Field Use Implementation

Forest Grove Police / Goals 2014-2015

City Council Goals 2013-2014

Driving Forces

Driving Forces – Goal I

- ❖ *Maintain a full service city*
- ❖ *Business Retention Efforts*

Driving Forces – Goal I

- ❖ *Develop Strategic Sustainability Plan*

Driving Forces – Goal I

- ❖ *Community Emergency Res. Plan*

Driving Forces – Goal II

- ❖ *Explore long term funding/Public Safety*

Current Status

Hiring of fulltime Code Enforcement CSO

**FaceBook/Twitter
National Night Out
Neighborhood Watch**

Initiated new pro-active training for City Dept's, Schools, Community

**Little Progress -
Initial Meetings Held**

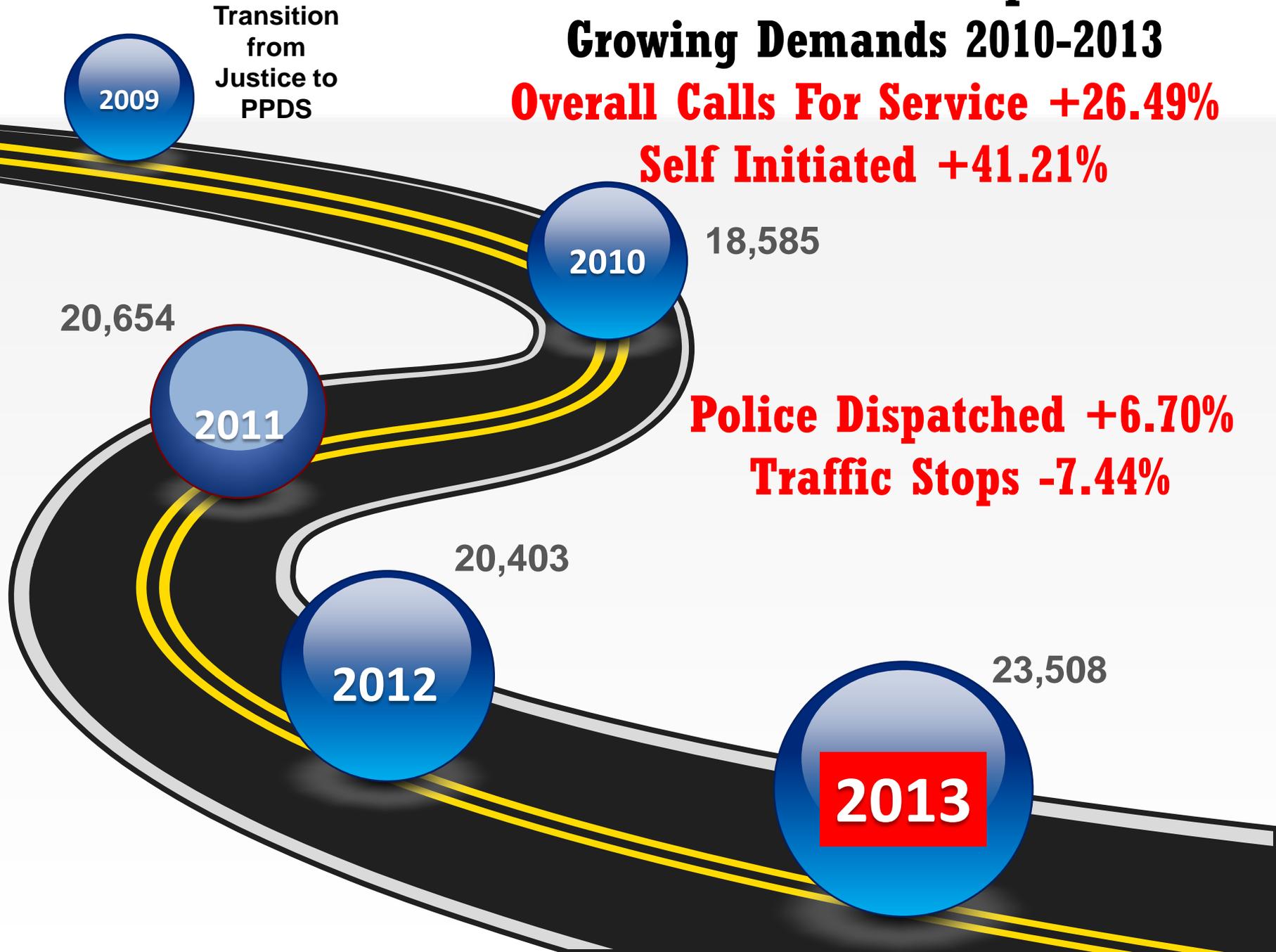
Forest Grove Police Department Growing Demands 2010-2013

Overall Calls For Service +26.49%

Self Initiated +41.21%

Police Dispatched +6.70%

Traffic Stops -7.44%



Transition
from
Justice to
PPDS

2009

2010

18,585

20,654

2011

20,403

2012

23,508

2013

Forest Grove Police / Goals 2014-2015

Police Department Priorities / Needs

Personnel

- ❖ *Staff to match rise in CFS*
- ❖ *Patrol and Detective Position*

Equipment Standardization

- ❖ *Weapon procurement/replace*
- ❖ *Patrol Vehicle Equip./supplies*

Technology/Community Efforts

- ❖ *RegJIN / License Plate Readers*
- ❖ *Virtual Ride Along / Comm. Pol.*

New Police Facility

- ❖ *Training Space/ Work Space*
- ❖ *Physical Fitness Area*

2014-15 Action Plans

*** Denotes Action Plan**

***Strategic Plan**

***PSAC Involvement**

**Needs To Be Met Through
Budgetary/CIP Process**

***RegJIN Participation**

***Community Policing
Anew**

***New Police Facility**

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PUBLIC WORKS TOP GOALS 2014 - 2015

- 1. TRANSPORTATION**
- 2. INFRASTRUCTURE IN NEWLY ANNEXED AREAS**
- 3. NORTHWEST AREA CONCEPT PLAN**
- 4. LONG TERM WATER SUPPLY**
- 5. SUSTAINABILITY IN INFRASTRUCTURE DESIGN**
- 6. STAFFING LEVELS**

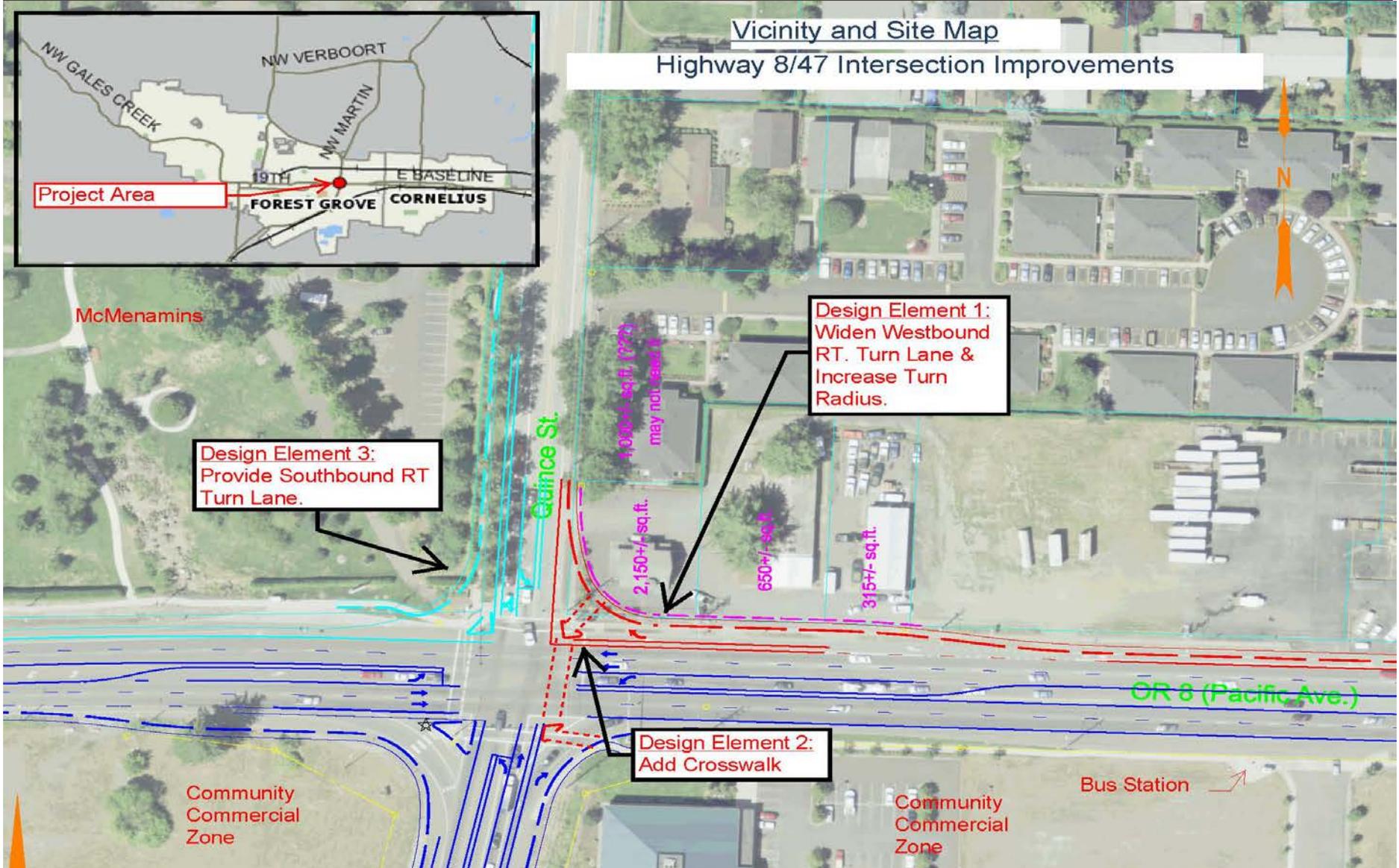
TRANSPORTATION GOAL 1

1. Quince St. & TV Hwy – intersection (turn lanes \$4.1m)
2. Fern Hill Rd. & Hwy 47 - intersection (signalization \$3.0m)
3. David Hill Rd. – extension to Hwy 47 (new road \$8.0m)
4. 26th Street – reconstruction (reimb. dist. \$2.0m)
5. 19th Avenue – reconstruction (reimb. Dist. \$0.7m)
6. Council Creek Regional Trail (\$0.25m)
7. ADA curb ramp Transition Plan (\$70k)
8. University Drive reconstruction

PACIFIC AVE. & QUINCE ST. (HWY 47) INTERSECTION



Vicinity and Site Map
Highway 8/47 Intersection Improvements



HIGHWAY 47 & SW FERN HILL ROAD INTERSECTION



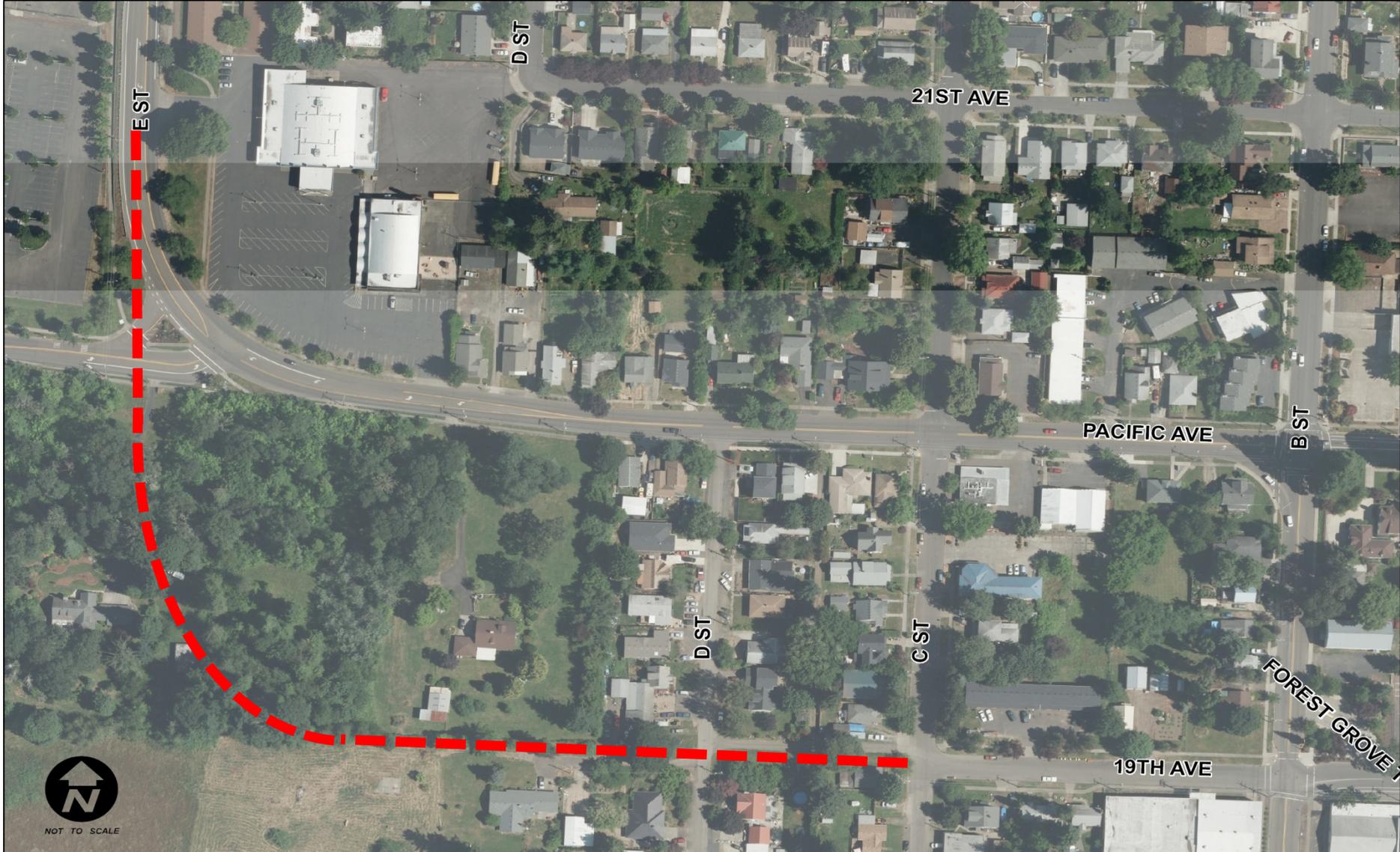
DAVID HILL ROAD EXTENSION TO HIGHWAY 47



26TH AVENUE IMPROVEMENTS (HAWTHORNE TO SUNSET)



19TH AVENUE REALIGNMENT ("B" STREET TO "E" STREET)



E ST

D ST

21ST AVE

PACIFIC AVE

B ST

D ST

C ST

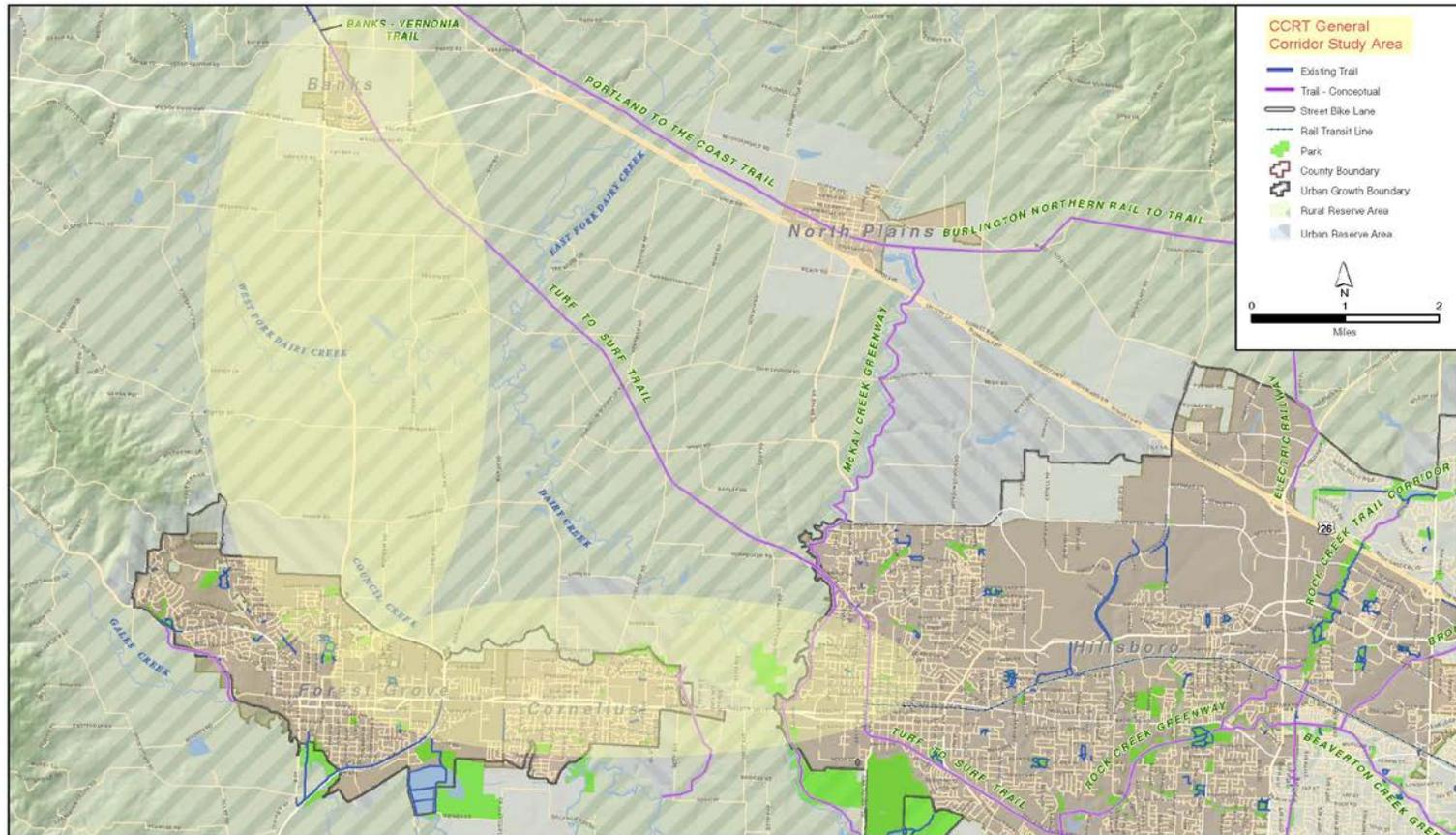
FOREST GROVE

19TH AVE

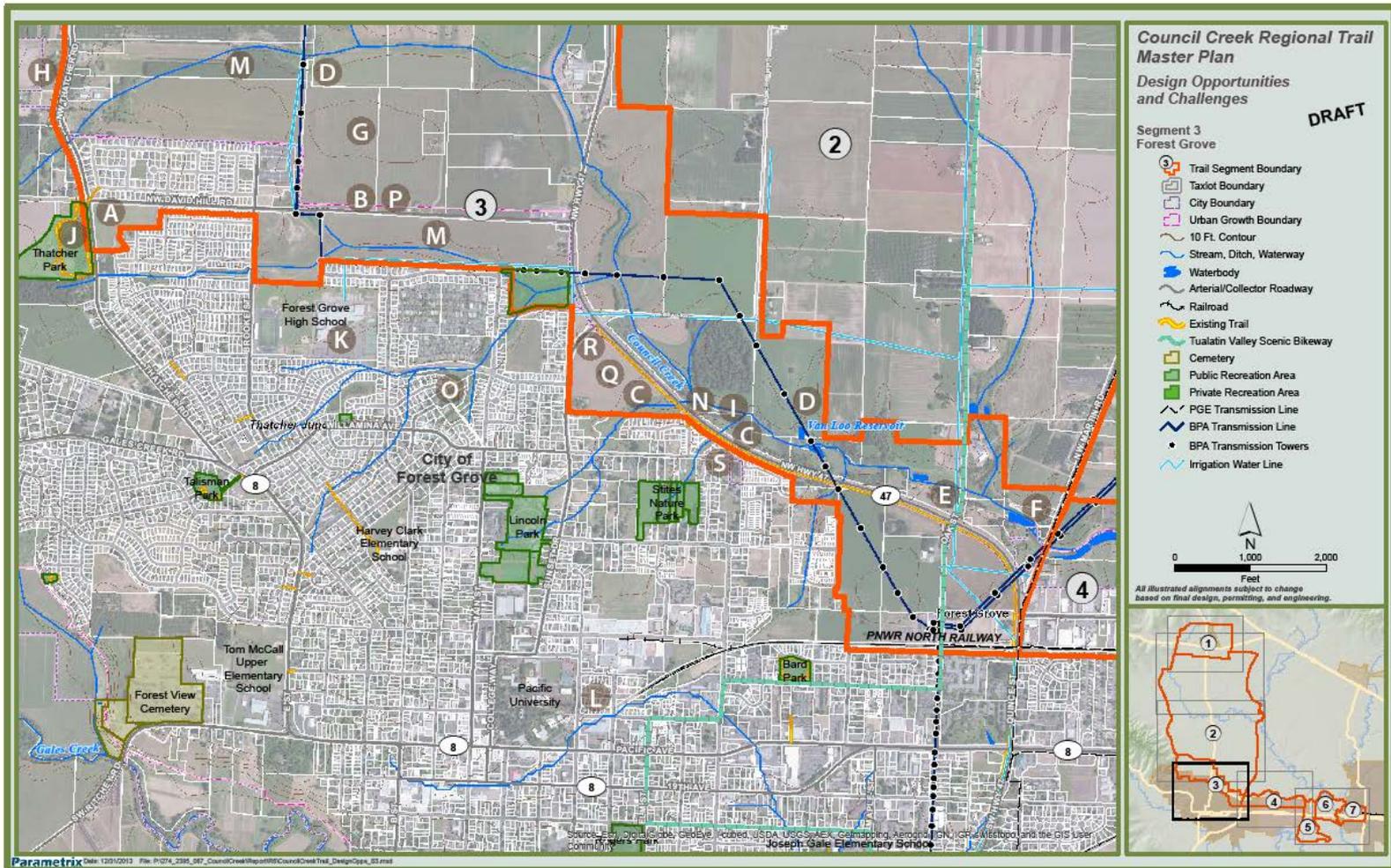


NOT TO SCALE

COUNCIL CREEK REGIONAL TRAIL STUDY AREA



COUNCIL CREEK REGIONAL TRAIL STUDY SEGMENTS



INFRASTRUCTURE IN NEWLY ANNEXED AREAS

Goal 2

1. Sanitary sewer (reimbursement districts)

1. Raymond
2. Firwood
3. 26th Avenue
4. Oakcrest
5. Watercrest

2. Storm Sewer

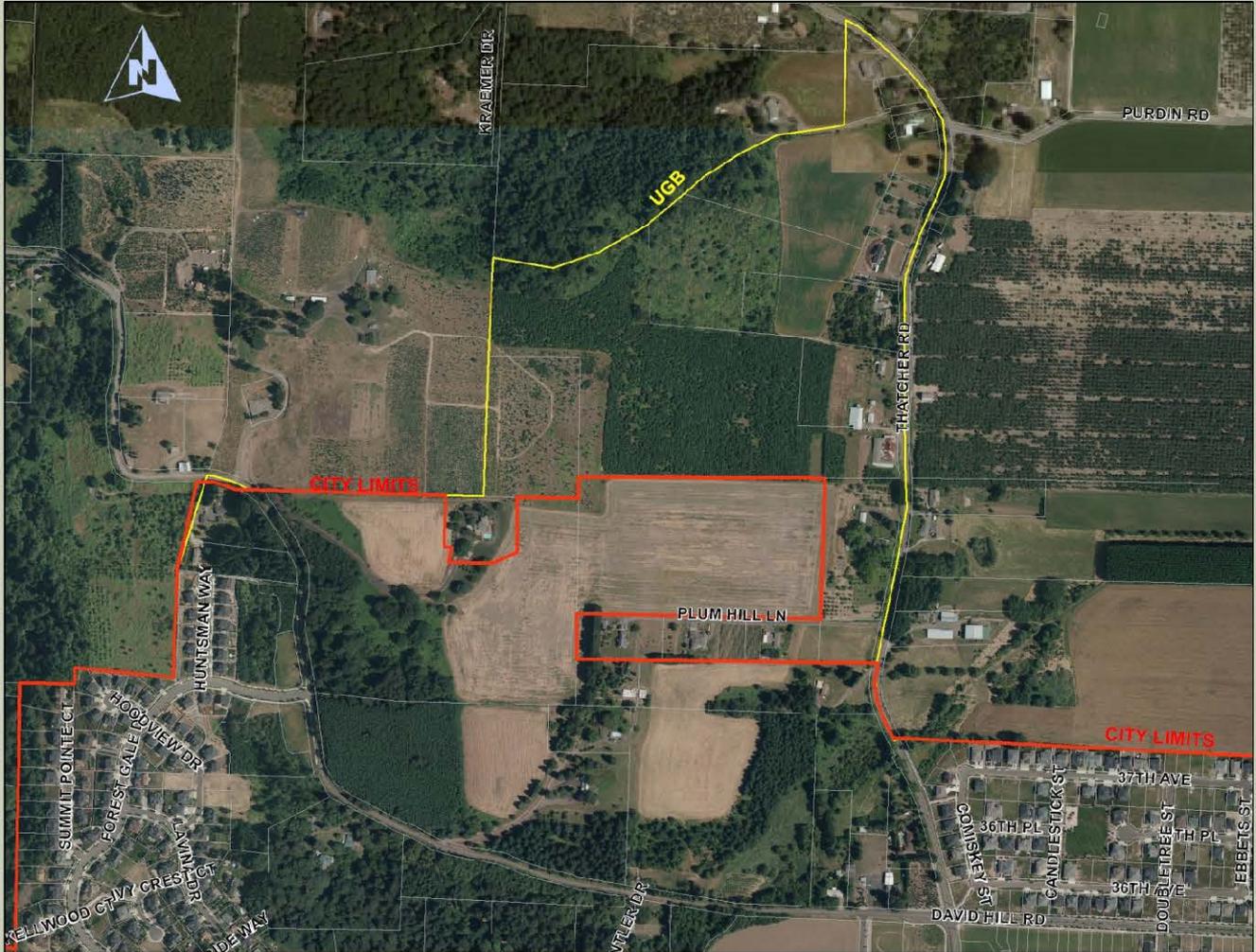
1. Firwood
2. Raymond

FIRWOOD



NORTHWEST AREA CONCEPT PLAN

GOAL 3



GOAL 4

LONG TERM WATER SUPPLY

1. Need to develop the Gales Creek water right.
2. We are working on adding a second diversion point at the JWC water plant.
3. Cornelius is looking for another water supplier to reduce their wholesale cost.
4. This could produce added revenue for the Water Fund.
5. Engineering Department is updating the Water Master Plan.
 1. re-evaluate the Water Supply horizon.
 2. with the water from Gales Creek.
 3. And supplying the City of Cornelius.

GOAL 5

SUSTAINABILITY IN INFRASTRUCTURE DESIGN

- 
1. Design Standards for road construction.
 2. Converting fleet vehicles to propane or CNG.
 3. Water conservation practices

ENGINEERING STAFFING GOAL 6

- 1. Engineering Department lost one employee during 2007.**
- 2. Those functions were partially replaced by the Assistant Administrative Services Director.**
- 3. That person left the City for other career options.**
- 4. The next three years look to be very busy with many design and construction projects.**
- 5. Would like to budget in FY 2014-15 the additional amount need to fully fund the position of Engineering Manager.**





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city of
forest
grove

CITY COUNCIL GOALS FOR 2013-14

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



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

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

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CITY COUNCIL TEAM AGREEMENT 2013

Agreements for Conducting Council Meetings and Business

1. Attendance at Council meetings is first priority; if unable to attend, please contact the City Recorder.
2. Be on time to meetings and read the packet prior to the meeting - be prepared to work.
3. Mayor will take the lead in keeping the meeting and discussion focused.
4. Distribute information in advance of Council discussion.
5. Mayor will recognize councilors when indicating they wish to speak.
6. Put a time limit on audience testimony and ask them not to repeat previous speakers.
7. Use formal procedure (point of order, call for question, etc.) to focus the meeting. Formal procedure may be used when necessary for effective discussion in lieu of Council's usual, more informal, process. Individuals should use procedure appropriately and courteously.
8. Council meetings are televised live; this requires Council to act professionally by:
 - Speaking in turn and on the issue;
 - Not interrupting;
 - [No engaging in side conversations]; and
 - Treating the public and each other with courtesy.
8. Refrain from personal attacks, including to presenters, staff, and Council.
9. Agree to be diplomatic about disagreement; leave disagreement at the dais and do not try to polarize other councilors.
10. Call the City Manager or designee with questions and requests prior to the meeting.
11. Information available to one council member will be available to all, in a timely manner.
12. Every effort will be made to adjourn meetings by 9:00 p.m.

Individual Council Member Conduct Agreements

Council Members agree to:

- Be straightforward about goals and issues.
- Cultivate exchange of views with other councilors.
- Avoid saying or doing anything that would discredit or harm the City.

Commitments as a Council

Council strives to:

- Continue to improve citizen involvement, awareness and participation.
- Improve follow-up and resolution of citizen concerns or complaints.
- Act as an advocate for the City.

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