



FOREST GROVE CITY COUNCIL
Goal-Setting Retreat
Saturday, February 21, 2015
9:00 a.m. – 2:00 p.m.
Light and Power – Conference Room
1818 B Street

This is an informal Council Goal-Setting Retreat. The Council will take no formal action during the retreat. The public is invited to attend and observe; however, no public comment will be taken.

8:30 am ~ Breakfast Buffet

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| 9:00 am | 1. <u>Call to Order and Roll Call ~ Welcome</u> | Mayor Truax |
| 9:05 am | 2. <u>PowerPoint Presentation: Council Goals & Objectives; Department Action Plans & Accomplishments FY2014-15</u> | Tom Gamble, City Manager Pro Tem |
| 9:20 am | 3. <u>PowerPoint Presentation: Department Priorities FY2015-16</u> | Tom Gamble, City Manager Pro Tem |
| 9:45 am | <u>Break</u> | |
| 10:00 am | 4. <u>Setting Council Goals & Objectives FY2015-16</u> | Mayor Truax and Councilors
Tom Gamble, City Manager Pro Tem |
| 11:30 am | <u>Lunch Buffet</u> | |
| 12:30 pm | 5. <u>Council</u> <ul style="list-style-type: none">• Review Council Team Agreement• Discuss Council Liaison Role | Mayor Truax and Councilors |
| 1:00 pm | <u>Break</u> | |
| 1:15 pm | 6. <u>Other Issues/Open Discussion</u> <ul style="list-style-type: none">• Discuss Fundraising Opportunities | Mayor Truax and Councilors |
| 2:00 pm | 7. <u>Adjournment</u> | |

NOTES:

Council has one regular meeting in March. March 16, Council has the CIS Public Officials Training Video presentation scheduled and Council Goal-Setting Work Session scheduled to complete Council's goal-setting process.

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FOREST GROVE CITY COUNCIL

GOALS AND OBJECTIVES FISCAL 2014-15

Each year, the Forest Grove 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. For Fiscal Year 2014-15, the City Council identified 12 new objectives as having priority as shown in Exhibit A and carried over 20 objectives identified as long-term and/or ongoing as shown in Exhibit B. The City Manager has assigned each of the new priority objectives for FY 2014-15 as follows:

GOAL 1

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

Fiscal Year Objective #:	Objectives:	Total Pts.	Dept. Assigned:
FY 13-14 (1)	Develop a Strategic Sustainability Plan	17	CD, L&P, Public Works
FY 13-14 (2)	Complete Urban Renewal Program – Phase II	16	CD, Eng, Admin Services
FY 14-15 (3)	Work through PSAC Re-establish Neighborhood Watch	16	Police
FY 14-15 (4)	Pursue Grant for Dementia Database (Police)	15	Police
FY 14-15 (5)	Conduct Feasibility Study for Youth-Family related Community Center	13	Parks
FY 14-15 (6)	Pursue Softball/Baseball Four-Plex (enhancing economic value)	12	Parks
FY 14-15 (7)	Work through P&R Comm to update Parks Master Plan and Rename new Trails to maintain FG identity	12	Parks
FY 14-15 (8)	Purchase and/or Acquire Grant for five benches for Grovelink Transit Bus Stops (consider dedication)	12	Public Works

GOAL 2

**PROMOTE A PRUDENT FINANCIAL PLAN TO MAINTAIN
EFFECTIVE SERVICE LEVELS OF A FULL-CITY SERVICE CITY**

Fiscal Year Objective #:	Objectives:	Total Pts.	Dept. Assigned:
FY 13-14 (9)	Police Department Facility Needs Assessment	17	Police, Admin Services
FY 13-14 (10)	Fire Department Strategic Plan	16	Fire
FY 14-15 (11)	Conduct Study (Consultant) to Evaluate City-Owned Water Treatment Plant Upgrades and \$ into a 5-Year Plan	16	Public Works
FY 13-14 (12)	Develop Budget Projected Policy for Larger Projects	15	Admin Services

GOAL 3

**PROMOTE THE INTERESTS AND NEEDS OF
FOREST GROVE IN LOCAL, STATE AND NATIONAL AFFAIRS**

Footnote:

The following objectives were not assigned due to the City Council ranked these objectives as having low priority or no priority.

FY 14-15:	Objectives:	Total Pts.	NOT ASSIGNED:
	A. T. Smith House (tie into City-related programs)	11	NOT ASSIGNED
	Re-establish Sunday Hours at Library, ½ day	11	NOT ASSIGNED
	Emergency Water System, Budget \$ FY 2014-15	9	NOT ASSIGNED
	Watershed Guided Trail Tours Program	9	NOT ASSIGNED
	City Offices Space Assessments (Admin, CD, Eng)	9	NOT ASSIGNED
	Volunteer Program Assessment (dollar value of volunteer time)	8	NOT ASSIGNED
	Pursue Plaza Project in front of City Hall (underground parking and live plaza)	7	NOT ASSIGNED
	Rename "Emerald Necklace" Trail System	5	NOT ASSIGNED

FOREST GROVE CITY COUNCIL

GOALS AND OBJECTIVES FISCAL 2014-15
LONG-TERM AND/OR ONGOING

GOAL 1

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

Obj #	Objectives:	Status:	Dept. Assigned:
1.	Affordable Housing	Ongoing	CD
2.	Business Retention, Recruitment and Marketing Efforts: <ul style="list-style-type: none"> • Promote Tourism Opportunities and Events • Forest Grove/Cornelius Chamber of Commerce Partnership 	Ongoing	L&P, Econ Dev
3.	Code Enforcement Emphasis: <ul style="list-style-type: none"> • Graffiti • Crime prevention 	Ongoing	Police
4.	Downtown Revitalization Efforts: <ul style="list-style-type: none"> • Town Center Plaza • Downtown Corridor Traffic Flow 	Ongoing	Public Works, CD, Econ Dev
5.	Energy Efficiency Upgrades, Reduce Energy Consumption: <ul style="list-style-type: none"> • Aquatic Center 	Ongoing	Parks
6.	Public Arts, Promote	Ongoing	Parks, Library
7.	Public Relations, Enhance Communications: <ul style="list-style-type: none"> • City Services • City Accomplishments • Council/Citizen Outreach (i.e., table at Farmers Market) 	Ongoing	City Manager
8.	Post Office, New or Retail Store	Long-Term	City Manager
9.	Sidewalk Improvements: <ul style="list-style-type: none"> • LID • Safe Routes to Schools • East of Mountain View Lane • B Street 	Ongoing	Public Works

10.	Transit: <ul style="list-style-type: none"> Grovelink High-Capacity 	Ongoing	Public Works, CD
11.	Trail Projects, local: <ul style="list-style-type: none"> Regional Trail Intertwine 	Ongoing	Parks
12.	Transportation Infrastructure Improvements: <ul style="list-style-type: none"> Complete David Hill Road 	Ongoing	Public Works, CD
13.	Workforce Center, local	Ongoing	L&P, Econ Dev

GOAL 2

PROMOTE A PRUDENT FINANCIAL PLAN TO MAINTAIN EFFECTIVE SERVICE LEVELS OF A FULL-CITY SERVICE CITY

Obj #	Objectives:	Status:	Dept. Assigned:
14.	Budget, balanced as required by law	Yearly	All Departments
15.	City, Maintain a Full-Service City	Ongoing	City Manager
16.	Levy 5-Year Forecast: <ul style="list-style-type: none"> Levy replacement Stable revenue source Long-Term Funding Essential City Services and Operations 	Ongoing	City Manager, Admin Services; Police; Fire

GOAL 3

PROMOTE THE INTERESTS AND NEEDS OF FOREST GROVE IN LOCAL, STATE AND NATIONAL AFFAIRS

Obj #	Objectives:	Status:	Dept. Assigned:
17.	Federal Lobbying Efforts	Ongoing	Council
18.	Unfunded Mandates, stay alert	Ongoing	City Manager
19.	Support Legislative Agenda, Regional, Local, and State: <ul style="list-style-type: none"> Metro Clean Water Services Fernhill Wetlands WC Forums 		
20.	Support Local Entities: <ul style="list-style-type: none"> Forest Grove Senior and Community Center Forest Grove/Cornelius Chamber of Commerce 	Ongoing	City Manager, Council

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City of Forest Grove

2014 Accomplishments

Legislative & Executive:

- Coordinated management team training with nationally-known trainer, David Landis, on Negotiations and Collaboration.

Administrative Services:

- Hired an IT Manager for the City after the City Council approved creation of the position. This position has been instrumental in helping the City move forward on information technology issues.
- Working with the Light & Power Department, Administrative Services staff completed the City's first Cost of Service and Rate Study for the City's electric utility in at least twenty years.
- Worked with Pacific University to issue bond financing through the City which allowed the university to build Phase 1 of a new residence hall and start remodeling the Washburne University Center.
- Human Resources statistics: 22 recruitments
 - 1,235 applications screened and processed
 - Volunteers hired: 31 firefighters, 28 library, 3 Parks, and 1 Police Reserve Officer.

Economic Development:

- Three new industrial companies began operations in Forest Grove including Summit Foods with 12 new employees and Chaucer Foods with 40 employees and still hiring
- Enterprise Zone Incentives help 3 existing local companies expand – Pascor, Old Trapper, Lieb Foods
- Amount of vacant industrial space has dropped from 16 buildings and 681,530 sf to 11 buildings and 275,600sf in 2014
- Awarded a \$163,500 grant from Oregon Parks & Recreation Department for an Old Town Loop Trail off “B” Street
- Assisted 6 new small businesses that opened in Forest Grove in 2014 including Waltz’s Brewing, A Kings Head, Linda’s Re-Creations and Sugar Momma’s Bakeshop
- Promoted tourism/visitor attractions with new Dining and Wine Bar Guide, updated Downtown Brochure, statewide distribution of Chamber Tourism Guide and statewide advertising. Many events saw record attendance including Forest Grove Uncorked, First Wednesday, Farmers Market and Chalk Art.

Parks & Recreation/Aquatics:

- Recreation Commission
 - In Cooperation with the Forestry Commission, began working on the new Urban Forest Master Plan. This document will be refined and implemented during the 2015 Master Plan Study.
 - Appointed a 17-member Citizens Advisory Committee to advise the commission regarding the Master Plan.
- The Aquatics Department installed two new boilers during the year. This budget “hit” was softened as the City of Forest Grove has for the past several years established a capital fund repair budget line item that over time has developed a “savings account” to react to major expenses on the City’s aging facilities such as this.
- Finalized the AT Smith property purchase. The use of this property will be identified during the 2015 master plan study, in cooperation with the Friends of Historic Forest Grove.
- The Aquatic Center served over 130,000 patrons during 2014, including over 75 new patrons who use the Silver and Fits or Silver Sneakers insurance programs.
- The use of City Soccer fields continues to be at record levels. Field availability is spoken for 90% of all weekends and nearly 100% of available hours during the week.

Library:

- The Ed Carpenter Public Art Project **Mollie's Garden** was completed in November. This project was conceived by world-renowned glass and light artist Ed Carpenter in memory of his mother, Mollie Starbuck, who was a volunteer and patron of the library. Mr. Carpenter donated the design and the glass. Local wood artist Greg Kriebel enhanced the glass with wooden columns made from regional wood: (cherry, walnut, oak and locust.) Local metal artist Eric Canon finished the columns with beautiful metal bases. The funds for the installation of the project, \$75, 000, were a joint effort of the Forest Grove Library Foundation, the Public Arts Commission and the City of Forest Grove. A Public Dedication is being planned in the spring. Description from the News Times: "Mollie's Garden" was designed to "showcase sculptural elements that would be reaching up into the light." The sculpture is constructed of steel rods and laminated dichroic safety glass. Combined, the 20 steel tubes, each with four fins of glasses, create a kaleidoscope of changing colors, and a viewing experience that's unique from every angle.
- **Forest Grove Library Commission** is finalizing plans to conduct a strategic planning process for the library. This will be the first one ever conducted for the library. The Commission expects to complete the plan by the end of the calendar year.
- **New Library Services and programs:**
 - New Lucky Day Collection, featuring Bestselling Adult Fiction and DVDs. Since the collection is non-holdable, it rewards patrons who come into the library and browse.
 - Patrons are now able to use their debit or credit cards at the self-check- out machines.
 - Computer classes in English and Spanish
 - New Spanish language Cultural Series
 - The library is now selling disposable ear buds and flash drives.
- **Summer Reading:**
 - Participation in this year's program was at an all-time high
 - Total Books Read for Children and Teens: 14, 051
 - 1,147 patrons signed up to read during the summer: Children: 869, Teens: 142, Adults: 136
- **Library Use Statistics:** Use statistics 2013-2014 (from 2014 Oregon State Library Report)
 - 383,207 items checked out
 - 16,340 electronic materials checked out (Library2Go, 3M Cloud) new statistic
 - 14730 reference questions answered
 - 27,014 number of public internet use sessions
 - 46,081 number of wireless use sessions (new statistic)
 - 165,175 persons came into the library
 - 133,063 items borrowed for Forest Grove patrons
 - 114,522 Forest Grove items shipped to other WCCLS libraries
 - 13,526 registered borrowers
 - 74 volunteers working 3,611 hours
 - 3.5% of the total circulation at the library for August – December 2013 was done through Library2Go, a service that gives patrons access to downloadable media.

Light & Power:

- Implementation of the 2013 Light & Power Electric System Master Plan purchase of three substation transformers for Thatcher Junction and Forest Grove substations.
- The City performed an Electric Cost of Service and Rate Study for determining future Light & Power rates.
- City Council adopted Electric Rate Schedules for all customers effective January 15, 2015.
- Power installation to Chaucer Foods, Casey Meadows West, Juniper Gardens Phase 2, Pacific University new Residence Hall and refurbished Washburne Hall.
- Provided mutual aid assistance to neighboring consumer owned utilities on multiple occasions following severe weather events.
- Commenced LED street lighting pilot project for replacement of existing street light bulbs.
- Replaced 2000 existing electro-mechanical meters of the residential electric meter system with solid state electronic radio transmitter (ERT) meters.

Police:

- Tactical Response and Equipment updated.
- Mobile Support Vehicle deployed during NNO.
- Continued partnership with SPFSIG (high risk drinking) to include organizing and hosting 2 multi-agency OLCC compliance checks.
- Developed and initiated advance patrol tactical training, incorporating involvement with the Oregon National Guard in response to an active shooter event. Continued work within our schools reference active shooter response.
- Mobile Report Entry training ongoing for entire Department in anticipation of the RegJin, the new records management system, migration in April 2015.
- Work by our detectives resulted in the indictment of prolific child molester Steven Rocket with victims in Washington County, the state of California and abroad to the Philippines.
- Exhaustive work by Investigations resulted in the conviction of Niaz Khoshnaw in the Luis Guzman homicide. This was an investigation that involved using social media and cell phone triangulation in building a successful case against Khoshnaw.
- Detectives thoroughly investigated a case involving a sex abuse case involving a high school coach that ultimately led to conviction. This investigation involved review of 105,000 text messages and multiple interviews of witnesses in the case.
- The arrested and conviction of Gregory Glanville for Attempted Aggravated Murder and Robbery in the First Degree in the K & S Auto Wholesale incident. Glanville was sentenced to 17 years in prison.
- Detectives worked a rape case on a minor child that resulted in a 25 year sentence for Pedro Morales Vargas. This case was sentenced under Jessica's Law.
- Continued growth of all social networking community outreach opportunities such as Facebook, Twitter, and Nextdoor.com which have all been extremely successful.

Fire:

- Responded to the following conflagrations in 2014: Two Bulls Fire, 36 Pit Fire, Rowena Fire and the Scoggins Creek Fire.
- Became the first emergency medical services agency in Washington County to place video laryngoscopes in service for the treatment of critically ill and injured patients.
- Expanded community outreach with coordination of Holiday Light Parade as well as coordinating or participating in Memorial Day and 9-11 Ceremonies, National Night Out events, Corn Roast, July 4th Fireworks, Fill the Boot and Seattle Stair Climb fundraisers, Fire Prevention education, Public Safety Open House, Be Seen At Halloween, Salvation Army Bell Ringing Competition and Annual Toy Drive.
- Maintained long-term strategic planning with the update of Emergency Operations Plan (State grant), receiving a grant to complete Continuity of Operations Planning (COOP), and attending county-wide earthquake disaster exercise with 70 Washington County emergency managers in April.
- Utilized technology to enhance service delivery and efficiency with implementing a new mobile data system using iPads in partnership with Tualatin Valley Fire and Rescue and installing a video conference system in the station.
- Developed and maintained strategic partnerships with the Cooperative Services Study between Forest Grove, Cornelius, and the Fire Districts of Banks, Gaston, Forest Grove and Cornelius; with Tualatin Valley Water District for the installation of hydrants in rural fire district to enhance water sources for fire protection; with Pacific University to improve department internal communications, enhance firefighter wellness and safety, provide advance life support medical response of athletic and special events, and shared medical supervision with their Outdoor Pursuits program; and updated IGA with WCCCA.
- Fire Chief achieved “Chief Fire Officer” designation from the Center for Public Safety Excellence. Only nine (9) chiefs in the State of Oregon have achieved this designation.
- HVAC system at Fire Station 4 was replaced.
- Recruitment: 136 applications for combat firefighters, 25 graduates from recruit firefighter academies, 54 applications for non-combat volunteer/CERT program with 10 selected, had 88% retention rate of volunteers and interns for the year.
- Total number of calls: 3,322; Simultaneous Calls: 1,048; Mutual Aid/Auto Aid Received: 143; Mutual Aid/Auto Aid Given: 116. From 1993-2013, there has been a 105% increase in total calls, a 27% increase in calls in the Rural Fire District, and a 141% increase in calls in the City.

Community Development:

- Adoption of Urban Renewal Plan
- Sustainability Commission members appointed and began holding meetings
- Adoption of new Comprehensive Plan for the City of Forest Grove
- Four residential planned developments approved creating a total of 475 future units and 465 lots
 - Silverstone at David Hill Road extension and west of Hwy 47 – 204 lots
 - Gales Creek Terrace – 197 units/187 lots
 - Casey Meadows West – 65 lots
 - Poplar Commons – 9 lots on Poplar Street and south of 18th Court
- Website update for HLB
- Building Activity for 2014 compared to 2013:

	Number		Valuation	
	<u>2014</u>	<u>2013</u>	<u>2014</u>	<u>2013</u>
Total Building Permits Issued	932	1154	\$46,765,367	\$61,668,449
Filed	982	1238		
Building Permits for New Single Family Issued	109	186		
Filed	114	194		

Engineering/Public Works:

- “B” Street Sidewalks/Safe Routes to School Project finally got through the design and contracting process and will soon become a reality.
- Water Transmission Line exposure in watershed and a leak at the Water Treatment Plant both were unanticipated expenses but have been satisfactorily repaired.
- Firwood Lane sewer and water drainage issues that surfaced during the annexation process were reviewed and analyzed resulting in an application for CDBG funding. Presentations have been made and staff is waiting for funding decisions.

**COUNCIL GOALS
AND OBJECTIVES
FY 2014-15**

**DEPARTMENT
ACTION PLANS**

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DEPARTMENT ACTION PLAN WORKSHEET – ONGOING

FISCAL YEAR 2014-15

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:	Public Works
Lead Person(s)/Organization(s):	Rob Foster/Nick Kelsay
List Goal Number Assigned:	Goal 1 (12)
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.

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 than 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.

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. Meet with neighboring property owners to review proposed design.
4. Design
5. Right of Way acquisition
6. ODOT approval
7. Construction will depend both on the MSTIP funding schedule and ODOT approval of the intersection design at Hwy 47. It could be as soon as 2015 or as late as 2018.
8. Ribbon Cutting

4. List potential barriers or challenges:

Two 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 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. Funded through the County MSTIP program.

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:

Washington County has retained the services of CH2MHill to provide preliminary design work on the section of David Hill Road from Hwy 47 to the west near the Brooke Street connection. CH2MHill has completed the 30% design plans per the County Contract. Construction was slated for 2018 but has since been fast tracked to correspond with improvements to the Purdin Road/Hwy 47 intersection improvements tentatively scheduled for late 2016/2017. City staff working with Washington County and Venture Properties (Silverstone Developer) to insure required infrastructure (i.e. water, power, and sewer) is installed as part of the project. Project Open House was held the evening of December 11, 2014 with 72 people attending.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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 (8)
Describe Objective/Project:	Purchase and/or Acquire Grant for Five (5) Benches for Grovelink Transit Bus Stops (consider dedication)

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

1. Background or history of the objective/project:

The Grovelink Bus service has been in operation for approximately one year. The route through town has been established and is not likely to change. Signage for the stops have been installed at all the bus stops, however benches do not exist. It is anticipated that this service will continue for several years.

2. Current status of the objective/project:

The bus route has been established and signage has been installed at each stop. There are no benches at any of the stops.

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

1. Identify which stops are busiest and survey riders.
2. Determine if benches are needed and if there is sufficient ROW for installation.
3. Determine funding source and amount of funds available.
4. Install improvements.
 - Note: CCI has discussed the idea of holding a public meeting to get feedback. If this happens then this input will be used in the decisions.

4. List potential barriers or challenges:

1. Funding from grants.
2. Adequate ROW

5. Estimated Cost(s):

1. Benches - \$750

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

1. Survey bus riders and measure satisfaction.

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 applied for a Metro grant through the Regional Travel Options program. These Travel Options grants are designed to fund projects that improve air quality and increase mobility via biking, walking, ride sharing, telecommuting and public transit. A total of \$2.1 million in federal transportation funding is available to government agencies and nonprofit organizations across the region. Metro will fund projects that improve air quality, improve health, and reduce drive-alone trips and auto traffic.

Every two years, the RTO program elicits project proposals. Projects are scored and ranked against criteria which carry out the goals and objectives of the 2012-2017 RTO strategic plans. Projects must be in the urbanized areas of Clackamas, Multnomah and Washington counties. Grants are funded on a two-year cycle primarily by the U.S. Department of Transportation. The minimum grant size is \$50,000. The application was filed in December 2015 and grant awards will be announced in March 2015. Funding will be available in July 2015 with the projects completed by 2017.

DEPARTMENT ACTION PLAN WORKSHEET – ONGOING

FISCAL YEAR 2014-15

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 (9)
Describe Objective/Project:	Installation of Sidewalks in the Area of Harvey Clarke Elementary School and North Towards FG High School along 'B' Street.

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

1. Background or history of the objective/project:

There is currently a lack of sidewalks in areas around Harvey Clarke Elementary School and north along 'B' Street towards the FG High School. Many students travel this route to and from school. Installation of sidewalks in this area would enhance pedestrian safety.

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 2014/15 infrastructure project funding cycle.

2. Current status of the objective/project:

Funding for the project has been acquired through a Safe Routes to School grant and along with a matching of City funds. A consultant has been selected and preliminary survey and design work in under way.

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

1. ODOT approve contract for engineering and design.
2. Public meeting with local residents that will be affected by this project.
3. Prioritize location of construction to get the greatest benefit from available funds.
4. Construct project in 2015.

4. List potential barriers or challenges:

1. Property owners may not desire sidewalks along their frontage.
2. Conflicts with existing utilities may increase project costs.

5. Estimated Cost(s):

Cost estimate is not known at this time.
Safe Route to School Grant \$350,000
City participation \$50,000

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:

Final PS&E to ODOT for review in two weeks (early January 2015). The tentative construction bid date is April 9, 2015 with completion no later than October 31, 2015. City staff has held an open house and had correspondence with residents, along with individual meetings and phone conversations with specific residents. Metro is granting an additional \$35,000 to the project to cover a portion of a potential shortfall, if worst case scenario happens and bids come in over 10% of estimate. If this happens the City would need to provide an additional \$50,000 to the project. Construction is slated for Summer 2015.

The project design is complete. Neighborhood notification is complete. Project is scheduled to bid in April with construction this summer. Tree removal is being done with City Light & Power Department and has begun.

DEPARTMENT ACTION PLAN WORKSHEET – ONGOING

FISCAL YEAR 2014-15

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 (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. In 2010 the City Council initiated the first Citywide LID for sidewalk improvements. Since then 135 sidewalks have been improved at a total cost of \$264,000. In addition many property owners were motivated to repair their sidewalks on their own.

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 remaining 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.
- 6) Estimate cost and get citizen participation.
- 7) Initiate Sidewalk repair LID in the Spring of 2015.

4. List potential barriers or challenges:

1. Development may not occur for a while due to property owner financial constraints.
2. Property owners may not desire sidewalks along their frontage.

5. Estimated Cost(s):

Cost estimate is not known at this time and depend upon citizen participation.

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:

The City did not have a City-wide LID Sidewalk Improvement Program (SIP) this last year to allow the project demand to reset and rebuild. When it is felt that enough interest has developed then the City will proceed with another summer sidewalk program. At that time, the Bus 57 route will be targeted as high importance.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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Department(s) Assigned:	Public Works
Lead Person(s)/Organization(s):	Rob Foster
List Goal Number Assigned:	Goal 2 (11)
Describe Objective/Project:	Conduct Study (Consultant) to evaluate and determine reliability of key City-Owned water infrastructure (i.e. City Water Plant, City Reservoirs, water supply mains) during an earthquake and/or other event (e.g. slide). Consultant will give improvement recommendations and cost estimates to be considered for update in the 5-Year Plan.

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

1. Background or history of the objective/project:

City of Forest Grove has critical City-owned water infrastructure including Treatment Plant systems and Storage Reservoirs that were designed and constructed in as late as 1940's. The City also relies on two main water supply pipes, one from City water shed and the other from the Joint Water Commission systems. These key water infrastructures serve a majority of the municipal water supply to the City and are an essential link in the water system to supply water for fire suppression. They are also critical in the aftermath of a natural disaster. The City is subject to natural disasters including landslides, liquefaction, and earthquakes.

The purpose of this water system study is to ensure the safe provision of water following a natural disaster event. This purpose can be realized through the following goals:

- Providing adequate post-disaster water supply throughout service area,
- Reducing disaster damage to facilities,
- Ensuring minimum level system functionality and rapid system recovery,

Within these goals reside the characteristics of resilience: reduced failure probability, reduced consequences from failures, and reduced time to recovery.

A consultant will provide the City with an integrated approach to develop a water system that can perform adequately following a disaster.

This information will also help the City coordinate and make decisions on other projects including:

- Joint Water Commission improvements and expansion decisions early this next fiscal year.
- City Reservoir Expansion Improvement needs.

2. Current status of the objective/project:

This study is in preliminary approval phase. Both cost and schedule are not known.

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

1. Identify study scope and cost.
2. Identify how study will be funded.
3. Identify when funds will be available.
4. Develop schedule
5. Select Professional Consultant through RFP process.
6. Complete study.

4. List potential barriers or challenges:

1. Funding source.
2. Cost prohibitive.

5. Estimated Cost(s):

\$200,000. A similar vulnerability study was done for the JWC in 2008.

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

1. City's water system can perform adequately following a disaster.
2. Providing adequate post-disaster water supply throughout service area,
3. Reducing disaster damage to facilities,
4. Ensuring minimum level system functionality and rapid system recovery

Timeframe to Complete:

1 year

PART II: ACCOMPLISHMENT (End of Year)

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

City staff has done some initial investigation into how a water system vulnerability analysis should be structured. It recommended by consultants to perform an analysis of City water system reliability and resiliency. The following draft scope example needs to be developed further including Rob, Paul, and Rich.

- ✓ Identify critical infrastructure with a high consequence of failure, critical water users, and recommend improvements to create a resilient "backbone" of storage and transmission infrastructure that has the capability to move water throughout the City during and after a large seismic event. Develop a network that establishes the key transmission system backbone, followed by a smaller transmission/distribution grid within that, and then by a smaller distribution grid within that, creating a resilient pipeline system that can be phased in over time by the City.
- ✓ Perform a seismic assessment of the City's critical infrastructure and recommend mitigation strategies to address any deficiencies. Incorporate previous seismic assessments of City facilities and improvements that have been completed. This task is not intended to include detailed structural assessments and seismic loading analyses, but such analyses shall be included in the recommendations if warranted.
- ✓ Identify and evaluate levels of service that the City can provide under different scenarios (normal

operations vs. emergency situations).

- ✓ Develop an emergency water supply plan for hospitals and other critical customers. Goal is to have at least two ways to supply critical customers such as hospitals.
- ✓ Identify critical infrastructure within areas of steep slopes, geohazards, and other vulnerable areas and recommend mitigation strategies. Evaluate seismic hazard mapping prepared by DOGAMI and/or others and create a geohazards GIS map layer for the City that identifies different types of geohazards and different seismic response zones related expected seismic events. The intent is to be able to use this to be able to select an appropriate level of pipe installation standard for the different types of geohazards, seismic response zones, and criticality of the pipe.
- ✓ Evaluate potential for emergency water supplies to and from neighboring water providers including potential capacity and HGL of connection points.
- ✓ Establish policies for installing seismic valves, other isolation valves within the transmission and distribution systems, and appurtenances to accommodate emergency water distribution at storage facilities.
- ✓ Identify key storage reservoir locations (other than existing storage reservoir locations) within City based critical need following a seismic event (e.g. at Hospitals, at the City Headquarters, etc...). Identify strategies to provide storage at these locations.
- ✓ Detailed evaluation of specific pipelines or other water-related infrastructure. For example, how the reservoir at the water treatment plant will respond to seismic events.

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DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Public Works
Lead Person(s)/Organization(s):	Rob Foster/Nick Kelsay
List Goal Number Assigned:	Department Goal
Describe Objective/Project:	19 th Avenue Extension

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

1. Background or history of the objective/project:

The City's Transportation System Plan identifies the extension of 19th Avenue from 'B' Street west to connect with 'E' Street at the intersection of 'E' Street and Pacific Avenue as a necessary improvement needed to alleviate sub-par level of service at the intersection of 'B' Street and 19th Avenue as further development occurs to the west.

There is interest in development of the Gales Creek Terrace area west of 'B' Street and south of Pacific Avenue. The full build-out of this development will put additional strain on the 'B' Street and 19th Avenue intersection. 19th Avenue is currently sufficiently improved from 'B' Street to 'C' Street but unimproved from 'C' Street through to 'E' Street. With this new residential development it is important to improve 19th Avenue from C Street to D Street as a collector road to provide adequate access. This will complete the first portion of 19th Avenue as listed in the TSP. The remaining connection to E Street will occur sometime in the future when that property redevelops.

In addition it is anticipated that ultimately 300 new homes could be built in the Gales Creek area. The traffic from these homes most likely will generate the Signal Warrants for a signal light at 19th Avenue and B Street. When the warrants are met the City can make the intersection improvements with the TDT funds generated from the development.

2. Current status of the objective/project:

As of April 2014 Gales Creek Terrace is in the development permit stage of the City approval process with an incomplete application. It is anticipated that this application will go through the City's Planned Development process in the fall of 2014.

The first two phases of Gales Creek Terrace will include 100 single family homes and will utilize 19th Ave. from C Street to D Street for access. The City is considering completing this section with transportation funds collected from the development (TDT).

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

1. Gales Creek Terrace receives development approval from the City.
2. Phase (I) 50 are constructed and utilize 18th Avenue and D Street for access.
3. City receives TDT money from development.
4. City Engineering Department begins design of collector road.
5. ROW acquisition
6. Road construction completed with TDT funds.

4. List potential barriers or challenges:

ROW acquisition between 'C' Street and 'D' Street, a house currently sits in the path of the future roadway.
Funding.

5. Estimated Cost(s):

The engineering estimate for the collector road from C Street to D Street is approximately \$800,000. This does not include ROW acquisition or signal light costs.

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

Ribbon cutting.

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:

The Engineering Department has completed a cost estimate for construction of this project. It is scheduled to coincide with the Gales Creek Terrace Development project. Staff is waiting to receive confirmation of the development schedule.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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Department(s) Assigned:	Public Works
Lead Person(s)/Organization(s):	Rob Foster
List Goal Number Assigned:	Department Goal
Describe Objective/Project:	26th Ave. and Willamina Avenue Reimbursement District

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

1. Background or history of the objective/project:

Results from a citizen open house event and surveys during a 2013 annexation process provided feedback on what citizens around 26th and Willamina would like to see improved, and their level of interest in funding improvements in these areas.

During the open house staff reviewed the basic information on what improvements are needed in each of these newly annexed areas and what resources are available. Based on the feedback during the meetings and results from citizen survey, the participants want to see improvements to a full collector street standard with sidewalks including storm drainage and sanitary sewer on 26th Ave. Citizens would be willing to consider participation in a long term payment plan such as a Local Improvement District. Project design work would include:

- Improve 26th Ave (Hawthorne to Sunset - 2300LF) to a collector street standard.
- Improve Willamina (Sunset to Main - 1100LF) to a collector street standard. Includes Storm Drainage Improvements
- Sewer & Storm Drainage is needed on 26th between Hawthorne and Elm (950FT)
- Sewer on Willamina between Raymond and Sunset (400LF).

2. Current status of the objective/project:

Project is in the planning and initial budget stage.

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

1. Preliminary Design (The purpose of the design phase is to develop more details on the project including cost information. This information can be used in future meetings with the property owners and used in determining the individual assessments.)
2. Cost Estimates
3. Graphics for Open House.
4. Right-of-Way legal descriptions

5. Open House with residents.
6. Council Work Session.
7. Substantial Design (i.e. 70%)
8. Final Design/Biding documents

This information will be used and considered with citizen's feedback for the formation of a funding district. If a funding district is approved then project would transition into a construction phase.

4. List potential barriers or challenges:

1. Home owner interest and participation.
2. ROW need for the collector street width.
3. Funding source.

5. Estimated Cost(s):

Engineering - \$500,000
Construction - \$2,000,000

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

Improvements are made to 26th Ave.

Timeframe to Complete:

1 year

PART II: ACCOMPLISHMENT *(End of Year)*

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

The Engineering Department has completed a preliminary cost estimate for this project. No other work has been completed.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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:	Department Goal
Describe Objective/Project:	Improve Drainage on Firwood Lane

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

1. Background or history of the objective/project:

Results from a citizen open house event and surveys during a 2013 annexation process provided feedback on the need for drainage improvement on Firwood Lane. Improvements would include:

- Improvement to existing drainage ditch
- Drainage pipe and outfall to Stites park
- Obtain drainage easement on private property.

2. Current status of the objective/project:

Preliminary design and scoping of project has been completed.
Funding is proposed in FY 14-15 budget.

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

1. Design
2. Survey Work
3. Meet with private property owner to discuss drainage easement.
4. Prepare Easement Dedication
5. Construction

4. List potential barriers or challenges:

Not being able to obtain drainage easement.

5. Estimated Cost(s):

\$50,000 (work done by City)

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

Drainage Improvements Installed.

Timeframe to Complete:

1 year

PART II: ACCOMPLISHMENT (End of Year)

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

The Engineering Department has met several times with property owners looking for possible easement location for the storm outfall line. Initial discussions were promising. This project is waiting for a decision from HUD on funding for the Firwood project. The Firwood grant application stipulated that existing conditions on Firwood could not change while the grant is being considered.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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Department(s) Assigned:	Public Works
Lead Person(s)/Organization(s):	Rob Foster
List Goal Number Assigned:	Department Goal
Describe Objective/Project:	Firwood / Raymond Street Sanitary Sewer

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

1. Background or history of the objective/project:

Results from a citizen open house event and surveys during a 2013 annexation process provided feedback on the need for sewer lines on Firwood Lane and Raymond Street. The homes on these two streets are on septic systems and it would benefit the City and the residents if they were connected to the sewer collection system.

New sewer lines for residential areas are the responsibility of the benefiting property owners. In the past Community Development Block Grants have been available for qualifying areas for water and sewer improvements. It is not known if either of these areas will qualify for CDBG moneys. The City plans to apply for Block Grant money in the next CDBG cycle. If successful this money could be used to design and construct the sanitary sewer line.

If CDBG funding is not available another option would be the City's Reimbursement District Ordinance. With this option the residents would pay back the City for the cost of the improvements at the time they connect and take benefit of the new sewer line.

2. Current status of the objective/project:

This project is still in the planning stage.

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

Option (1)

1. Determine if area qualifies for CDBG funding.
2. Prepare preliminary cost estimates.
3. Apply for CDBG grant.
4. Design and construct project.
5. Connect homes to the new sewer line.

Option (2)

1. Meet with residents and determine interest in Reimbursement District.
2. Form the District.
3. Design and construct the sewer improvements.
4. Connect homes to the new sewer lines.
5. Assess the properties for the cost of the project.

4. List potential barriers or challenges:

1. CDBG funding not available.
2. Reimbursement District not acceptable to residents.

5. Estimated Cost(s):

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

1. Sanitary Sewer installed.
2. Homes switched from septic systems to new sewer line.

Timeframe to Complete:

1 year

PART II: ACCOMPLISHMENT *(End of Year)*

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

City staff (Engineering, Community Development and Economic Development) put together an application for CDBG funds. The proposed project would be to install new sanitary sewer mains to serve the area. The project also included funds that would connect each house to the new system (including the decommissioning of individual septic systems). Grant was submitted and staff made a presentation to CDBG Selection Committee.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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Department(s) Assigned:	Community Development
Lead Person(s)/Organization(s):	Holan
List Goal Number Assigned:	1
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 developed a Strategic Sustainability Plan for the community. It was accepted by the City Council but needs further evaluation before going back for adoption. It will be the task of the newly formed Sustainability Commission to conduct that evaluation and return it to the Council for consideration.

2. Current status of the objective/project:

Ad Hoc committee has created the Strategic Sustainability Plan which has been accepted by the City Council.

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

Conduct evaluation of proposed actions contained in the Sustainability Plan that relates to City services
 Review that assessment with Sustainability Commission
 Identify appropriate changes, if needed, to the plan
 Submit to City Council for adoption
 Develop strategy to implement the plan

4. List potential barriers or challenges:

Need for staff to conduct assessment and implement plan
 Council does not adopt the plan
 Potential objection from other boards and commissions, particularly for implementation

5. Estimated Cost(s):

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

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

Adoption 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:

Sustainability Action plan has been completed by the Sustainability Commission and adopted by the City Council on October 27th. White papers are beginning to be prepared and Commission members have been assigned tasks from the plan that does not require white papers.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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Department(s) Assigned:	Community Development
Lead Person(s)/Organization(s):	Planning Division
List Goal Number Assigned:	1
Describe Objective/Project:	Complete Urban Renewal Plan

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. A feasibility study was prepared concluding that urban renewal is feasible for Forest Grove. An ad hoc committee was formed Committee to review the project area, objectives, financial analysis, projects and activities, impact on overlapping taxing districts and bonded indebtedness. An open house held to help in explaining urban renewal and discuss potential programs for the program. Subsequently, a draft Urban Renewal Plan and Report on the Plan has been prepared by consultants and reviewed by staff and City Attorney.

2. Current status of the objective/project:

Draft plan and report on the plan has been prepared and reviewed internally. Moving forward to form an Urban Renewal Agency.

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

1. Form Urban Renewal Agency
2. Review draft plan one final time with Ad Hoc Committee;
3. Send notice and where requested, meet with taxing districts;
4. Planning Commission conduct public hearing on determining urban renewal plan compliance with the Comp Plan;
5. City Council action on urban renewal plan and report; and
6. Activation of urban renewal agency

4. List potential barriers or challenges:

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

1. Lack of support from potentially affected taxing districts; and
2. 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:

The adoption of the Urban Renewal Plan and activation of the agency was completed on June 23, 2014. Notice has been sent to Assessor's Office to establish the base year for purposes of determining future tax increment.

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:	Ongoing
Describe Objective/Project:	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 as well as affordable market rate 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:

Process development that can provide either subsidized or market rate affordable housing
 Prepare white paper on affordable housing to clarify definition and relevant issues – develop recommendations
 Implement recommendation.

4. List potential barriers or challenges:

Finding relevant current data to prepare white paper.

5. Estimated Cost(s):

Staff time

Other potential costs yet to be determined

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

Process projects that can provide affordable subsidized and market rate housing

Develop and implement white paper

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:

Two new developments (Casey West 2 and Gales Creek Terrace) have been approved that will yield affordable, market rate homes.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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Department(s) Assigned:	Community Development
Lead Person(s)/Organization(s):	Holan/Foster/King
List Goal Number Assigned:	Long-Term
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: The Downtown has multiple stakeholders and users and multiple objectives. The general goal is a revitalized, healthy and active downtown. Objectives are to create an attractive, inviting space; prosperous businesses, safe infrastructure and increased usage. Over the last number of years, there have been two general efforts to address these goals: 1) studies and planning that identified strategies and stakeholders, and, 2) implementation/on-the-ground actions. The plans/studies have included town center plan/strategies, Downtown Resource Team Report from Oregon Downtown Development Association (ODDA) Tourism asset assessment from Roger Brooks and Forest Grove Branding and Guidelines from Bill Baker. The last two covered the entire community but had a significant downtown element/impact. 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.

Resulting from these efforts have been sidewalk, streetscape and street furniture improvements, artist/public art benches.; update of zoning and signage codes, vacant building incentives, infill with diverse restaurants, wine bars, bookstores and coffee shops; development of a downtown business and events guide, installation of wayfinding signs and kiosks, and events such as First Wednesday, Holiday Light Parade, Main Course, Farmers Market, FG Uncorked, Chalk Art and more.

On-going issues include building renovations, creating more retail and diverse mix of products and services, creating a plaza/public meeting space, and safe and efficient traffic flow. Regarding the last item, staff 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 and concluded with no need in circulation changes on College Way. These efforts and additional steps will need to be sustained. As an initial effort to examine the downtown area, Community Development staff and volunteer has begun a project on public perceptions of downtown.

2. Current status of the objective/project:

College Way issue has been reviewed. Additional discussion is needed concerning Pacific and 19th as one way. With Times-Litho for development, planning for downtown needs further discussion.

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

- Urban Renewal Tool: Complete study including area identification, determine next steps
- Identify sites for redevelopment. Find and market to potential developers
- Reduce Vacancies: Work with and educate property owners to

- Renovate properties/storefronts and make space attractive
- Set proper lease or sale price,
- Market vacant space, connect with commercial brokers to promote sites
- Provide demographic, information and incentives packet to prospective tenants and/or property owners
- Help to strengthen existing downtown businesses through:
 - Forums and seminars,
 - Business counseling programs
 - Economic Gardening,
 - Technical assistance.
- Provide technical assistance to help sustain recent downtown events
- Assist businesses to help implement recommendations made by Ms. Reeves
- More detailed analysis on making Pacific and 19th two-way
- Evaluate opportunity to incorporate a Plaza at Times Litho site, recently purchased by City
- Evaluate downtown planning strategies

4. List potential barriers or challenges:

Inadequate budget to develop plaza or not able to find site
 Property owners/business owners unable or unwilling to invest in building or business improvements
 Difficulty in drawing or recruit additional business owners to downtown
 Lack of volunteers or funds to stage events successfully lack of good site for plaza and disagreement with circulation recommendations/conclusions

5. Estimated Cost(s):

Plaza space purchase or development
 Economic Gardening \$2,500
 Seminars/Business Counseling \$5,000
 Maintain City Club to provide events and capacity
 Façade Improvements \$20,000
 Staff time

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

- Completion of downtown analysis
- Identification of site(s) for plaza, approval to proceed to next steps.
- Reduced vacancies. Number of new businesses. Comparison year over year
- # of building sf renovated or upgraded
- # of facade improvements
- # of redevelopment projects in downtown
- Increased attendance: of top 7 events. Surveys of organizers
- % of residents visiting downtown and satisfaction –survey

Timeframe to Complete:

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

Six buildings in downtown have had improvements including building modifications for new uses (Waltz Brewery, Bull Run Cedar and conversion of space for 2 new apartments) and building improvements at other locations.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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:	Ongoing
Describe Objective/Project:	GroveLink

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

1. Background or history of the objective/project:

Ride Connection has implemented GroveLink in the community and has been in operation since August, 2013. Source of funding has been two federal grants for 1 ½ years. It appears that further funding will be available through TriMet for an additional two years.

2. Current status of the objective/project:

Transit service is operating with increasing usage by month since its inception. Additional improvements need to be made including permanent signage and shelters/benches.

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

Form committee to discuss long-term funding strategies
 Prepare analysis for Council review regarding these strategies
 Purchase and install needed improvements

4. List potential barriers or challenges:

Not developing long-term funding strategy to sustain service

5. Estimated Cost(s):

\$20,000 for five shelters – source is TIF
 Staff time for committee and report

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
Improvements installed

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:

No action has been taken to discuss long-term financing. Key matter is adoption of long term transportation funding program by US Congress. TriMet is incorporating community transit as part of its operations plan and is being looked at in other parts of the region. However, the issue is still critical and funding for GroveLink is for about one more year.

TriMet unsuccessfully pursued federal funds for bus shelters. Currently, City is submitting Regional Transportation Options (RTO) grant application with Metro for five bus shelters.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Engineering/Community Development
Lead Person(s)/Organization(s):	Foster/Holan
List Goal Number Assigned:	Ongoing
Describe Objective/Project:	Continued pressure for High Capacity Transit;

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 long (rail) term use of the corridor and potential work program
- Determine feasibility of BRT/Ped-Bike Trail and rail, and examine land use opportunities for bus and/or 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 long term (rail) use of the corridor
- 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 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 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 corridor: first train trip from Hillsboro to Forest Grove

Timeframe to Complete:

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

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

No action has been taken.

DEPARTMENT ACTION PLAN WORKSHEET

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Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Community Development, Light and Power and Public Works
Lead Person(s)/Organization(s):	Holan, Cress and Foster
List Goal Number Assigned:	
Describe Objective/Project:	Sustainability Commission

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

1. Background or history of the objective/project:

An ad hoc committee on sustainability has been formed and developed a strategic sustainability plan. As an outgrowth of their efforts, the City has formed the Sustainability Commission.

2. Current status of the objective/project:

Ad Hoc committee developed strategic plan for the community which has been accepted by City Council. City Council has formed the Sustainability Commission and members have been selected.

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

Hold meetings for the Commission.
 Focus early efforts of the Commission on analyzing and tweaking, where needed, the Sustainability Strategic Plan developed by the Ad Hoc Committee
 Forward recommendations to City Council
 Longer-term, Commission focus would be on implementing the Sustainability Plan
 Pursue other efforts as the need arises

4. List potential barriers or challenges:

Need for staff support to the Commission in the form of taking minutes, analyzing the Sustainability Plan and, once adopted by the Council, implementing the plan as well as pursuing other sustainability efforts sought by the Commission

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?

Continued support of the Commission and successfully implementing tasks identified by the Sustainability Plan and Sustainability Commission

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:

Sustainability Commission has been formed and eight meetings have been held. Further, the Sustainability Action Plan has been adopted by the City Council.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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. Due to recent legislation, the Purdin Road area has been reduced. Both it and Urban Reserve 7E on the south side of town are now within the UGB. 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 former Purdin Road urban reserve area (as reconfigured) and David Hill areas. In addition, Urban Reserve Area 7E would also be included. The study would focus on developing land use designations for the Purdin Road area and infrastructure improvements for all area. Grant assistance (\$123,000) has been obtained from Metro.

2. Current status of the objective/project: The City has entered into an IGA with Metro but needs to be changed due to recent legislation bringing the Purdin Road and UR 7E into the UGB

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

- Revise IGA with Metro
- 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 of \$123,000 has been obtained for outreach, infrastructure cost estimating, 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:

<input checked="" type="checkbox"/>	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:

Funding grant has been obtained from Metro for \$133,000 and consultants have been selected. Consultant has completed four technical assessments including geotech, natural systems, transportation and infrastructure. Interviews with key property owners and interested parties have been completed and currently preparing for charrette with interested parties including property owners and other citizens. Target date for completion is March, 2016.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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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:	Utilize Available Technology to Enhance Service Delivery and Efficiency

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. 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 department's 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:

Status of the Objectives (above):

1. ON HOLD
2. On-going. Continue enhancing data reporting and benchmark measurements for department.
3. COMPLETE. Preparing for replacement of MDTs with tablet system with implementation of new Tiburon CAD system.
4. Delayed due to further research, scheduled to complete Winter 2015.
5. COMPLETE: Utilizing iPads for firefighter and inspector data entry, continue to enhance and expand.

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>

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.

Attachment D, Strategic Goal 4, Technological Enhancements

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:

1. Firefighter accountability system:
 - a. This objective is on hold, awaiting next generation of SCBA system.
2. Data analysis: Analyze the reporting features offered by the department's record management system.
 - a. Significantly updated data reporting system and incorporated into bi-weekly Fire Chief reports delivered to all stakeholders.
 - b. Enhanced hydrant records management system using hydraulic modeling.
 - c. Enhanced apparatus maintenance recordkeeping system.
 - d. Participated in city-wide IT improvement system, current chair of FGITS.
 - e. Assisted FG City Council with implementation and training on new iPad system.
3. Upgrade MDTs:
 - a. Implemented iPad based MDT system currently in use by Chief officers in both departments.
 - b. Participating in WCCCA radio infrastructure and CAD system replacement and upgrade projects.
4. GIS Mapping: Develop and enhance our ability to generate maps to evaluate our performance and provide timely response.
 - a. Dramatically enhanced GIS data through new records management system.
 - b. Currently participating in GIS study with IT services.
5. Field data collection:
 - a. Implemented OVAP risk assessment system using iPads and ERS reporting software.
 - b. Enhanced cloud storage and iPad system for field data use.

DEPARTMENT ACTION PLAN WORKSHEET

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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. On-going revision and update. Place new water tender in service in Summer 2014, acquire new Type III, sell old Type III. Evaluating mechanical issues with ladder truck.
3. COMPLETE. On-going review and enhancement.
4. COMPLETE. On-going revision and update.
5. COMPLETE. On-going revision and update.
6. COMPLETE. On-going revision and update.
7. Pre-plans being developed. Currently 80% complete. Due Fall 2014.
8. COMPLETE. Scheduled roof repair to station, HVAC replacement, and minor repairs and upgrades to be complete Spring 2015.

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>

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.

See Attachment A, Strategic Goal 1, Service Delivery

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:

1. Service Delivery:
 - a. Developing standard of coverage for the department, to give accurate benchmarking of services provided.
 - b. Completed annual measurement of firefighter performance in accordance with National standards (NFPA 1410)
 - c. Enhanced data reporting mechanisms for both departments and include in bi-weekly Fire Chief reports.
 - d. Negotiated contract with Tualatin Valley Water District to place hydrants in their system, dramatically improving rural water supplies.
 - e. Assisted Forest Grove City Council with development of a backyard burning ordinance, which was successfully adopted.
 - f. Successfully coordinated the design, RFP process and ordering of one Type III engine, one Type I engine and two Type I tenders for Forest Grove and Cornelius (\$1.3 million worth of apparatus).
 - g. Currently research methods to improve staffing for the Gales Creek station, including a possible rental or manufactured home for intern residency.
2. Vehicle replacement schedule:
 - a. Completed ordering and build of new Tender (delayed due to accident when being delivered).
 - b. Completed research on specifications, awarded contract for Type III
 - c. Received grant for new Cornelius Tender, which will match Forest Grove tender. Delivery in May.
 - d. Completed specifications and ordering for Cornelius Type I engine, delivery in April.
 - e. Sold old Tender to Amity fire (pending final approval).
 - f. Ordered new air trailer for Cornelius Fire and placed in service.
 - g. Sold old Cascade for Cornelius Fire.
3. Apparatus Maintenance:
 - a. Completed major repairs to ladder truck.
 - b. Implemented apparatus maintenance record system using Emergency Reporting Software.
 - c. Maintained fire apparatus maintenance service in compliance with NFPA 1911.
4. Respiratory Protection Program:
 - a. Improved medical monitoring of new recruits in insure compliance with OR-OSHA requirements for respiratory protection.
 - b. Completed update and review of respiratory protection program policy.
 - c. Currently evaluating fit testing requirements for N95 masks.
5. SCBA maintenance: Review our SCBA maintenance program and adopt a best practices for testing and maintenance.
 - a. Continued maintenance program – expanded number of SCBA masks to accommodate additional recruit firefighters.
6. Fire inspection/investigation program:
 - a. Conducted two fire prevention team meetings with annual strategies identified.
 - b. Begin community risk assessment using new OVAP scoring program in records management system.
 - c. Enhanced data reporting for the inspection program.
7. Pre-plans:
 - a. Improved preplan update system for field units.
 - b. Continue to update preplans for both communities.
 - c. Enhanced indexing system for preplans to make it easier for field personnel to search.
8. Facilities maintenance:
 - a. Completed major project to replace HVAC system on fire station.
 - b. Currently conducting several small improvements to station.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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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 strategic partnerships.

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. 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:

Status of the Objectives (above):

1. Due July 2012. COMPLETED
2. On-going. Currently researching joint training partnership with Banks and Gaston fire departments.
3. Complete Partnership Study by Winter 2015, explore possible partnerships with Gaston, ODF, Washington County EMS, Pacific University for fitness program.
4. COMPLETED. Review and enhance.
5. On-going. Currently facilitating implementation of strategic plan for Washington County EMS.

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>

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.

Attachment E, Strategic Goal 5, Strategic Partnerships

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:

1. Intern program:
 - a. Expanded intern program to include Gaston Rural Fire Protection District.
2. Training program:
 - a. Expanded training program to include Gaston Rural Fire Protection District
 - b. Developed distance education program for recruit academies.
 - c. Implemented video conference capabilities for training.
3. Consolidation/Partnerships:
 - a. Began Cooperative Services Study, administering for six agencies. This involved a substantial number of presentations to elected officials, design of a RFP process, awarding of a contract, interviews of stakeholders, and data collection. Report is due in late January/early February.
 - b. Discussed with various stakeholders possibility of fire chief contract services with Gaston Rural Fire Protection District.
 - c. Proposed operating levy to the Cornelius City Council to maintain and enhance services in Cornelius.
 - d. Successfully renewed volunteer recruitment and retention coordinator grant for Cornelius.
 - e. Successfully created and managed four budget processes for four different agencies.
 - f. Appointed to Board of WCCCA representing Cornelius.
 - g. Elected to Chief Executive Board of WCCCA
 - h. Hosted joint Washington County Fire District Directors meeting when local agency pulled out at last moment.
 - i. Provided update to Forest Grove City Council, Cornelius City Council, Cornelius Rural Fire Protection District, Forest Grove Rural Fire Protection District and Gaston Rural Fire Protection District on Fire Chief contract for services program.
 - j. Received approval for the City of Forest Grove and City of Cornelius to join the Emergency Management Cooperative as non-voting members.
 - k. Coordinated hose testing for all Western Washington County agencies.
 - l. Combined Safety Committees for Forest Grove and Cornelius fire agencies.
 - m. The Forest Grove Firefighter's Association and Cornelius Firefighter's Association joined into the newly formed Western Washington County Firefighter's Association.
4. Maintenance program:
 - a. Continue joint maintenance program.
 - b. Submitted AFG grants for Forest Grove (portable radios) and Cornelius (hose and nozzles).
5. EMS Improvements:
 - a. Successfully facilitated strategic planning process for Washington County EMS Office and all EMS providers in Washington County.
 - b. Participated in adoption of on-line medical control system to improve patient care.
 - c. Placed video laryngoscopes in service (first in Washington County).
 - d. Ordered replacement cardiac monitors.
 - e. Developed Ebola response plan in partnership with Washington County public health and EMS office.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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:	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. EOP being updated and reviewed by consultant, due Fall 2014. Working on grant funding 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.
6. Due January 2015
7. Due July 2013.
8. Due July 2016.
9. Due Summer 2014.

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>

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.

Attachment B, Strategic Goal 2, Strategic Planning

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:

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.
 - a. Continue to provide bi-weekly report to all stakeholders that incorporates strategic goals and objectives.
2. Action items: Maintain clear objectives and follow through with department officers. Action items are continuously reviewed and revised as necessary.
 - a. Continue to provide bi-weekly report to all stakeholders that incorporates strategic goals and objectives.
3. Disaster Risk Assessment:
 - a. Provided full update to Forest Grove/Cornelius Emergency Operations Plan.
 - b. Conducted EOC exercise on November 19 (first stand-alone exercise of our system ever conducted).
 - c. Attended earthquake exercise in Maryland with 72 Washington County emergency managers and public safety officers.
 - d. Begin target hazard risk analysis using OVAP tools.
 - e. Began the development of Continuity of Operations Plan for both Forest Grove and Cornelius (grant funded process).
 - f. Participated in Scoggins Dam plan update and exercise.
4. Natural Hazard Mitigation Plan:
 - a. Completed.
5. ISO:
 - a. Continued to prepare for expected ISO rating by attending multiple presentations and classes.
 - b. Developing standard of cover.
 - c. Updated hydrant system (hydraulic modeling) to maximize water system points.
 - d. Research color coding of hydrants to maximize points.
6. Accreditation: Evaluate feasibility of accreditation with CFAI.
 - a. Begin working in 2016
7. Time and project management: Provide training to all career personnel
 - a. Behind schedule on development of this program.
8. Develop strategic deployment plan for future deployment for stations and resources based on expected community growth, consolidation plans and financial resources.
 - a. Begin working in 2016.
9. Standard of Cover: Develop standard of cover plan for department.
 - a. Attended National Fire Academy class in Emmetsburg on developing standard of Cover.
 - b. Attended CFAI class in California on standard of cover model.
 - c. Project is on-going – 50% complete.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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:	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. COMPLETED. Evaluating and enhancing.
4. Officer Development Program: Develop a program for firefighters to become qualified as company officers and provides a successful succession program. Continuing development and enhancement.
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. On-going.
2. On-going. Currently evaluating new on-line recruit training program.
3. On-going.
4. Due Fall 2014 (extended two years to further enhance).
- 5-6. 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>

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.

See Attachment F, Strategic Goal 6, Employee Development

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:

1. Volunteer reimbursement program. Provide a streamlined and suitable reimbursement program for volunteer members of the department.
 - a. Continued evaluating program and have determined that it is successful. Conducted Volunteer Team meeting and developed nine strategies that we are currently implementing.
 - b. Developed joint volunteer/intern tracking system to reduce administrative time and improve communications between City of Forest Grove and City of Cornelius.
2. Recruit training: Review the recruit training program, revise as necessary to ensure the personnel are fully prepared for assignment. Look at regional approaches.
 - a. Implemented distance learning to decrease costs, increase hands-on training, and decrease time commitments for recruits.
 - b. Trained 31 new recruits in annual spring and fall academies.
 - c. Our recruit programs are so popular that our applications out number or vacancies but 3-4 times.
3. Training program.
 - a. Implemented distance learning programs.
 - b. Implemented video conferencing education.
 - c. Enhanced training material availability through use of cloud networks.
 - d. Expanded training program to include Gaston Rural Fire Protection District.
 - e. Conducted two Training Team meetings to develop training strategies.
 - f. Installed training hydrant behind fire station.
 - g. Implemented partnership with Pacific University for firefighter health and wellness program.
 - h. Developed active shooter program with FGPD.
4. Officer Development Program
 - a. Conducted annual AIC and Officer testing in February.
 - b. Promoted four new volunteer Lieutenants.
5. Educational counseling: Provide educational counseling to interested employees to enhance qualifications, morale, and career growth possibilities.
 - a. Four career staff are currently completing their bachelor's degrees – 41% of the department has a bachelor's or higher.
 - b. Two career staff completed their associates degrees – 86% of the department have an associates degree or higher.
 - c. Fire Chief obtained Chief Fire Officer designation from the Commission of Fire Accreditation International.
6. Cross-training: Provide opportunities for cross-training and rotating responsibilities to increase resource depth and career development.
 - a. Expanded training program to include Gaston Rural Fire Protection District.
 - b. Provided shoring training to personnel with experts from the Corvallis Fire Department.
 - c. Continue AIC training and officer development program.
 - d. Continue joint training program with Cornelius Fire.
 - e. Participate in regional training activities through Western Washington County Training Association.
 - f. Worked with Forest Grove Police Department to develop joint active shooter training protocols and program.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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:	Expand Community Outreach to Meet our Vision

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. Communication: Improve and enhance our communications of services and educational programs with the public.
2. Community Risk Reduction Program: Evaluate and enhance
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:

Status of the Objectives (above):

1. On-going.
2. On-going.
3. Due Fall 2014
4. Due Fall 2014: Awaiting on grant submission for smoke alarm campaign, submitted March 2014
5. Ongoing

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>.

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.

See Attachment C, Strategic Goal 3, Community Outreach

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:

1. Communication:
 - a. Continue to enhance and expand our citizens' communications through social media and participation in community events (see attached spreadsheet for completed events). Facebook now has 6602 likes, a weekly reach of 20,500, and over 4,000 people engaged. From February this year this is a 33% increase in likes, a 25% increase in weekly reach and a 13% increase in people engaged.
 - b. Implemented a customer feedback card to randomly selected 10% of citizens receiving our service. On a scale of 1-5 (5=outstanding) we exceed 4.9 in all 8 service areas.
 - c. Assisted with saving the Forest Grove Holiday Light Parade and participated in virtually every community event in both Forest Grove and Cornelius (see attached spreadsheet).
2. Community Risk Reduction Programs
 - a. Two major smoke alarm campaigns conducted.
 - b. Continue child safety seat program, one of only three in Washington County.
 - c. Revamped Community CPR program vastly expanding availability to Forest Grove and Cornelius citizens.
 - d. Maintained our successful "Be Seen at Halloween," October Fire Prevention Open House, SAFE KIDS participation, and Traffic Safety Awareness campaigns
3. Risk Analysis
 - a. Began rating target hazards in community using OVAP scoring system.
 - b. Completed update to Emergency Operations Plan and expanded hazard specific annexes.
4. Public Education Campaigns
 - a. Continue to enhance and expand our citizens' communications through social media and participation in community events (see attached spreadsheet for completed events). Facebook now has 6602 likes, a weekly reach of 20,500, and over 4,000 people engaged. From February this year this is a 33% increase in likes, a 25% increase in weekly reach and a 13% increase in people engaged.
 - b. Two major smoke alarm campaigns conducted.
 - c. Continue child safety seat program, one of only three in Washington County.
 - d. Revamped Community CPR program vastly expanding availability to Forest Grove and Cornelius citizens.
 - e. Maintained our successful "Be Seen at Halloween," October Fire Prevention Open House, SAFE KIDS participation, and Traffic Safety Awareness campaigns.
5. Re-design our fire prevention program to increase effectiveness while maintaining a business-friendly climate.
 - a. Conducted two Fire Prevention Team meetings to establish strategies and objectives for enhancing and improving system.
 - b. Provided fire code update to Forest Grove City Council (awaiting 2nd reading).

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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, Captain Mike Herb
List Goal Number Assigned:	
Describe Objective/Project:	Community Outreach – Virtual Ride-A-Long

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 police department is taking a significant step in community outreach with a new program called Virtual Ride-A-Long.
- Forest Grove Police recognized the need for social media outreach and was one of the first area departments to start a Twitter and Facebook page. In fact, Forest Grove Police has more followers on their Facebook page than many larger agencies including the Hillsboro Police and the Beaverton Police Departments. Forest Grove currently leads all other city police departments in Washington County for social media outreach.
- The “Virtual Ride-A-Long” program takes our existing social media outreach to yet a whole new level. On a designated date within a designated time frame, community members can follow along with calls and police interaction on Twitter and Facebook. Updates are made anywhere from by the minute to up to several times an hour by posting pictures and “posts” or “tweets” on what officers are doing on the street. It is yet another way for the department to make connections with citizens and educate them on the important job they do. It is another means for the department to with the community on crime prevention, safe driving and other teachable moments. Forest Grove Police will be the first department in the metro area to start a “Virtual Ride-A-Long” program and will plan approximately two events this year.

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

- Create an operations plan.
- Provide manpower and monitor this project which can be supported by current resources.
- Provide press release information before and after event to encourage participation in current and future virtual ride-a-longs.

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.
- Knowledge of social media trends and available technology, software and hardware will be required for a successful operation. Any breakdown in technical function or internet infrastructure will create a significant obstacle.

5. Estimated Cost(s):

There are no costs associated with this program other than man-hours for the PIO to plan for it and run the operation.

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

Success for "Virtual Ride-A-Long" will be measured by the number of followers who sign up to follow the event which can be determined by online dashboard tools within the department social media administrative page.

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:

On Thursday evening, June 5, 2014, FGPD was the first police department in the metro area, and one of the first in the state, to host a "Virtual Ride-Along" (VRA). The VRA, also referred to by other agencies as a "tweet-along" allowed followers of our Facebook and Twitter accounts (#FGPDVRA) to follow our calls and see officer activity, just as a single individual might see it, on an actual ride-along. This is catching on in other departments throughout the nation however Salem PD is the only department in Oregon that has done one so far along with us.

FGPD felt that doing a VRA's would help raise awareness and educate the community on the job we do. It gives a better understanding on exactly what a police officer's shift might look like and allows members of the community to feel connected to our police department. This was included as one of the action plans this year as we were trying the "think outside the box" to find more ways to connect with the citizens of Forest Grove and maybe even to better connect with the tech savvy youth in the city.

Here's how it worked. From about 1830hrs-2230hrs, Captain Ellingsburg and Captain Herb rode in a patrol car out on the street where they followed calls for service and the self-initiated activity of the patrol staff on duty. Captain Herb then "tweeted" by posting comments along with occasional pictures and/or video of what kinds of calls or self-initiated activity the officers were working on.

At no point was a suspect/victim/witness name used or picture/video taken if there was any thought that anything could be compromised, or that the "tweet" might compromise officer safety. No close-up pictures were taken of anyone or anything of a sensitive nature.

There was much media attention on what we are doing, as they too were following along through social media. There were three different articles written about our efforts and the evening was a big hit. Hopefully we can make this a fun and successful event while also giving our community a glimpse of what police deal with on the street! In light of the current political air in the nation right now, events and efforts such as this are extremely important to try to continue with.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Police
Lead Person(s)/Organization(s):	Capt. Kevin Ellingsburg / Operations
List Goal Number Assigned:	
Describe Objective/Project:	Facility Review for Upgrade or Replacement for the Police Department

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

1. Background or history of the objective/project:

The current police department consists of a 12,868 sq. foot building, built in 1978 with Federal grant monies. The facility currently houses a staff of 34 employees and the collective work stations that are associated with the same. Along with the needed work spaces; to include locker rooms, break area, storage space, etc., the current department also houses a secure evidence room that has recently been updated within the past two years. All available space is being utilized within the police department at this time.

In November 2009 the City of Forest Grove did a Master Facility Plan that examined what a new police facility would need to include. This plan incorporates allowing for future growth and is currently written for a 22,000 sq. foot facility.

2. Current status of the objective/project:

Staff needs clarification from Council. This Action Plan addresses the need for a comprehensive evaluation of the ability to upgrade the current facility if financially feasible or the construction of a new facility. The Master Facility Plan has been examined at a cursory level by both the Finance Department and the Police Department and further talks will need to take place.

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

- Determine if funding exists to contract with an architect / consultant to determine whether a facility upgrade is practical and financially feasible or if a new facility is needed.
- If funding is provided, locate and contract with an architect / consultant regarding the priorities of the City and the Police Department regarding space and technology upgrades.
- Advise PSAC regarding the project for support and guidance.
- Produce a document outlining the proposal, estimated costs, time for acquisition and construction as well as funding opportunities and options.
- Determine if the City should build a facility annex, remodel the existing facility or build a new facility.
- Determine if any State or Federal grant funding is available.
- Receive City and Council support for the project.

4. List potential barriers or challenges:

1. Lack of funding

5. Estimated Cost(s):

The specific costs for contracting with an architect / consultant is unknown, but would most likely be in the \$20,000 range.

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

This project would be successful if, by the end of the 2014-2015 fiscal year the Police Department is able to produce a comprehensive plan detailing the options, requirement and funding concerns. This plan would include an overview of the current status of the facility as well as what elements would be included in an upgraded or new facility.

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:

This action plan has not been completed, nor have any apparent steps been taken as of yet. Chief Schutz is working with Paul Downey to have the appropriate architect/consultant on board by the end of January 2015, to begin the steps necessary to determine whether the police department facility upgrade is practicable and financially feasible or whether the City begins the process of looking at the cost of building a new police department.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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, Captain Mike Herb
List Goal Number Assigned:	
Describe Objective/Project:	Community Outreach – Coffee with a Cop

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 police department is taking a significant step in community outreach with a new program geared toward allowing citizen's to ask questions and communicate on a one-on-one basis with department staff.
- This proposed new program is "Coffee with a Cop". "Coffee with a Cop" allows a simple concept to come to fruition where police and community members come together in an informal, neutral space to discuss community problems/concerns, build relationships and share coffee.
- "Coffee with a Cop" is currently taking place in over 200 cities and towns in 39 states where it has enhanced community trust, police legitimacy and partnership building.
- Community members who participate at "Coffee with a Cop" events are more likely to leave with a more positive impression of their local law enforcement agency.
- The key to success is removing the physical barriers and the crisis situations that more routinely define interactions between law enforcement officials and community members. It instead allows for a relaxed, informal one-on-one interaction in a friendly and non-threatening atmosphere.

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

- Create an operations plan.
- Procure willing coffee business owner/managers who will participate in the program and provide a location.
- Provide manpower and monitor these projects which can be supported by current resources.
- Provide appropriate media releases before and after event to publicize future events.

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):

- An estimated \$25 per “Coffee with a Cop” event covers the fees for providing coffee to the estimated number of participants. With events running quarterly, this project will cost \$75 in the first year with time for three events in 2014.
- This amount could rise depending on success of the program which would be measured by the number of participants.

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

Project success for “Coffee with a Cop” will be measured by the number of participants who get involved in the program along with citizen feedback.

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:

The FGPD had committed to holding quarterly Coffee with a Cop “mixers” with the public and we are right on target with this endeavor. Thus far we have met at three different coffee shops in the community and our feedback has been nothing but positive. Our first Coffee with a Cop was held in April 2014 at BJ’s Coffee with approximately 25 people stopping by, maybe just to say hello, but some did get brave and ask some great questions. Our second meeting in the community was held at Maggie’s Buns in July 2014. We had about the same number of people but there seemed to be a little more hesitation for the public to just start a conversation. Our third mixer was held at Café Montecassino in October 2014. Our outreach was more challenging at this location as much fewer people came by, and of those that did, they just didn’t seem to appreciate our effort. Our fourth and final outreach for this quarter will be help in January 2015 at Connie’s Ice Cream Shop and we are looking forward to the event.

Our goal is to keep these mixers as informal as possible so the people that do attend feel comfortable. We are choosing spaces that are neutral to all and our hope is to open dialogue to discuss community issues, build relationships, and drink coffee. Since the majority of contacts law enforcement has with the public happen during emergencies, or emotional situations, those situations are not always the most effective times for relationship building with the community and some community members may feel that officers are unapproachable on the street. FGPD hopes that our Coffee with a Cop sessions help break down barriers and allows for a relaxed, one-on-one interaction.

Coffee with a Cop is a national initiative supported by The United States Department of Justice, Office of Community Oriented Policing Services. Similar events are being held across the county, as local police departments strive to make lasting connections with the communities they serve.

The program aims to advance the practice of community policing through improving relationships between police officers and community members one cup of coffee at a time and FGPD is putting in a solid effort to make this happen.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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, Captain Mike Herb, Support Unit Supervisor Lisa Cannon
List Goal Number Assigned:	
Describe Objective/Project:	Regional Justice Information Network (RegJIN)

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

1. Background or history of the objective/project:

- The Forest Grove Police Department took the first step of electronic records management in 1982. Subsequent updates over the years have taken place on average of once every decade.
- In 2009, Forest Grove Police joined Portland along with other metro area agencies to Portland Police Data System or PPDS. The plan was to be on board for a complete overhaul of the law enforcement records management system for all agencies which would allow technological advances including a state of the art paperless data entry and record management system.
- This new system is slated to go live in January of 2015. The current system that Forest Grove shares with metro area law enforcement agencies was originally created in 1982.
- Updates to the system have taken place over time but have become inadequate.
- The current records management system is no longer supported by the manufacturer and won't allow for integration of emerging technology.
- The new records management system has been in planning for over the last decade and is named RegJIN or Regional Justice Information Network.

2. Current status of the objective/project:

- The Forest Grove Police Department is preparing to join 15 of the 41 other law enforcement agencies
- Involved with the creation of the new records management system in an early segment called "Early Mobile Report Entry" or "Early MRE".
- Our participation will allow a voice in development of the new system by troubleshooting problems and allow early familiarization and training in the new program.
- Training begins in April for "Early MRE" with additional training for other department personnel to follow.

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

- Our participation in "Early MRE" requires a signed Intergovernmental Agreement by the City of Forest Grove.
- Several different data entry requirements must be met prior to "Early MRE" implementation. The department will need to provide manpower in data entry and monitoring of this project during the "Early MRE" phase once it begins.

- By summer of 2014, three trainers will be identified by the agency and will have already worked in "Early MRE". They will train the rest of the agency. One of the three trainers will also train other officers regionally.

4. List potential barriers or challenges:

- The new RegJIN system is highly complex and will require a learning curve.
- There is a large amount of data that be submitted by our agency in order to be part of "Early MRE" and the RegJIN system. It will be taxing on administrative staff to comply with all required procedures and learn the system in order to effectively manage and regulate the system.
- Weekly meetings in Portland will be necessary to attend.
- Staff will be challenged by the amount of material to learn and the time it will take to bring the system live by January 2015.

5. Estimated Cost(s):

- The current cost of our records management system is \$10,000 a year.
- The proposed system costs will not specifically be known until March/April 2014, however cost estimates place the expense at \$19,140 a year.
- Some other expenses for services that will be duplicated by the new system may potentially be cut.
- The savings on cutting these duplicated services are yet to be realized as the capabilities of the new system are still being analyzed.

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

- Project success will be measured by monitoring multiple layers of project implementation in terms of expected benefits with the new system.
- These benefits include paperless electronic report writing, data entry and processing, electronic ticket issuance, whole agency case management, property and evidence control, crime analysis, metro area information sharing and an all-inclusive criminal database management and query system far exceeding current system capabilities.
- Some duplicated services may be eliminated. Use of staff time is expected to become more efficient.
- The department expects to sharply reduce paper consumption and data entry time. These benefits will be closely measured for success at both the local and regional level.

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:

RegJIN is on track to go live in May 2015. Our department was successful in taking part in the early Mobile Report Entry (MRE) for the entire FY 2014-15 and the training for the rest of the staff at the department is slated for the first quarter of 2015. Other than the typical issues that might arise with any new computerized records management system, I see this project be completed by end of FY 2014-15.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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, Captain Mike Herb
List Goal Number Assigned:	
Describe Objective/Project:	Community Outreach – Neighborhood Watch

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 police department is taking a significant step in community outreach in revamping of the Neighborhood Watch (NW) program.
- While the program has existed for years, the agency now has a dedicated staff member with greater accountability to program success and more time to devote to related tasks.

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

- Map out the City into new neighborhood boundaries.
- Set-up meetings with existing NW Captains and insure their continued interest and commitment to their positions.
- Utilize current NW groups and/or active participants in seeking their input and assistance in educating new NW groups and participants.
- Utilize new social media tools such as www.nextdoor.com for implementation of better communication and information sharing amongst NW participants.
- Contact residences within established NW boundaries and solicit interest in being participants in a NW program. Referrals to boundary Captains to be made at that time along with a brochure offered to each resident.
- Maintain a quarterly newsletter which will be disseminated to NW Captains and participants providing crime trends and helpful tips on livability and safety.

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):

\$500-\$800 a year for postage and other small equipment

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

Success in the NW program will be measured by feedback of NW participants, the number of activities/events planned and by the number of groups and participants that join NW.

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:

Neighborhood Watch – Eleven groups were added or rejuvenated primarily due extensive media coverage announcing the need and the benefit of community policing. CSO Kohl and volunteers combined efforts to make numerous phone calls, handing out flyers and sending out requests and notices to verify existing groups and identify active members. New NW maps were created that defined existing/active neighborhoods and then took the rest of the City and put all areas into defined NW zones. The PD then added to the traditional NW outreach by partnering up with a virtual NW concept called Nextdoor.com where we have over 900 participants. This program offered satellite maps of the city where we could also divide neighborhoods into new “virtual” zones for the purpose of enhancing our outreach into the community. With the new information still coming in we are in the process of assigning “Leads” to the various zones. This will continue to build a solid connection to specific areas in the city as the need arises. These “Leads” will also communicate with the various Neighborhood Watch Groups when the PD itself wants to give the public information during emergencies or other critical times as necessary.

FGPD established a successful “Apartment Watch” for Karen’s Korner’s with 18 members and brought Rose Grove Mobile Home Park into a Neighborhood Watch group. Both of these are making a very big difference in the quality of life for the residents there. They are time consuming but extremely rewarding as we have been met with enthusiasm.

Delivered Nextdoor.com info flyers to various groups, restaurants, businesses, the Chamber, City Hall, and The Homestead and emailed all NW groups the information.

Current Statistics in Forest Grove are:

Neighborhood Watch Groups (active 22)
Nextdoor.com Neighborhoods 2 Current participation
982 residents (400 in April)
City zones – established 33 zones

Districts 4
City zone leaders 11 current volunteers for Leads
New groups and/or reestablished groups in 2014 = 12
CSO attended meetings 42
CSO hosted 7
CSO events attended 33
CSO manuals for NW and Block Parties printed and delivered to 11 new group leaders
Community meetings and events attended 36

Help Me Home Program

Presented to at various locations:
Lions Club (2)

Kiwanis Lunch meeting (2)
Senior Center table to table (2) then to entire group (1)
The Homestead (3)
Wynnwood Assisted Living (2)
Sonrise Church
Community Group Meeting in Cornelius (1)
Took printed information to:
Assisted Living facilities
Chamber of Commerce
Tuahly Hospital bulletin board
US Bank bulletin board

Presented:
Safety talks to Boy Scouts (3 groups)
Parent Group at Tom McCall (1)
Karen’s Korner’s safety talk and engraved personal property (2)
Attended appreciation dinners and events (3)

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

Department Work Plan and City Council Goal Objectives

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Department(s) Assigned:	Police
Lead Person(s)/Organization(s):	Capt. Kevin Ellingsburg / Operations
List Goal Number Assigned:	
Describe Objective/Project:	Creation and implementation of a Strategic Operations Plan

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

1. Background or history of the objective/project:

The Forest Grove Police Department does not have a Strategic Plan looking forward for the next 5 to 10 years. This type of planning process is essential to ensure that a coordinated and consistent process is in place to guide the growth, operation and management of the various functions of the Department. A strategic Plan will also provide guidance in budgetary, training, equipment, personnel and technological advancements. Furthermore, such a plan would assist in directing the Agency when focusing on community involvement and intervention. A Strategic Plan can do nothing but assist in enhancing the functionality and effectiveness of the Police Department.

2. Current status of the objective/project:

Currently the Police Department has only begun the conceptual concept of the Strategic Plan. This concept has included discussion in the following areas: Who we as a Department are or what we represent, Where we as a department are in the various aspects of operations and administration such as training, equipment, facility, enforcement, personnel and support management.

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

A Strategic Plan should incorporate the concepts identified above: Who/What the Department is or represents, Where we are currently, Where we would like to be, How we are going to get there and finally how do we measure success or failure in implementing any strategic plan.

Because of the varied and complex nature of police work and the administration of such a high value asset, it may be necessary to contract outside resources to conduct the evaluation and produce a suggested strategic plan. This would eliminate ego or other issues which could cloud or obscure a clear and concise evaluation and plan development.

4. List potential barriers or challenges:

Lack of resources to conduct a comprehensive review and evaluation of the PD's current status. This may take the form of funding for the use of outside resources or limitations on personnel to assist or produce the document with related information.

5. Estimated Cost(s):

Currently, direct costs are associated with this task except for ongoing personnel and equipment costs that are expended through routine operations.

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

The project will be completed when a 5 or 10 year Strategic Plan is codified in a document and available to all staff for review and guidance. Such a plan would be a living document that could change and be modified as direction and focus of the City and the Department change.

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:

The planning process to begin a Strategic Plan for the police department began in February 2014 and we were on track to begin the first step of doing a SWOC analysis in July 2014. Due to some unforeseen circumstances in regards to the company that I had planned to do business with, I had to withdraw all contact. I then located another subject that I felt would do our department an excellent job and then a medical condition caused that subject to have to put our project on hold. In the midst of all of these events, and an on-going internal investigation that as affected all the department, I have chosen to wait until this upcoming budget year FY 2015-16, to try again to implement a strategic plan.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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Department(s) Assigned:	Economic Development
Lead Person(s)/Organization(s):	Jeffrey King
List Goal Objective Number:	ONGOING –Goal 1, Objective 2
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. Recruitment is also a top priority identified in the Forest Grove Economic Development Commission Strategic Plan. Although business recruitment has been challenging due to the slow economic recovery, Forest Grove experienced a healthy pickup in 2013. Recent recruitment-marketing efforts have included: development of an economic development video, advertising in Oregon Business Magazine, Google ads and advertising on OPB radio, TV and web; updating the City website section on economic development, maintaining industrial site profiles on: Oregon Prospector –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. Low water and power costs also marketed as they are a major advantage in recruiting to Forest Grove.

2. Current status of the objective/project:

We continue to maintain all of the business recruitment strategies outlined above. Recently we added marketing on Google Ads. 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, staff can also distribute marketing material digitally. Over the past year, staff responded to 30 business leads. The biggest successful recruitment was Chaucer Foods. They will invest \$10.3 million, lease 84,600sf and create 71 new jobs beginning in the Fall of 2014. In addition Summit Foods purchased a 31,200sf vacant building and will add 4-7 jobs. We also added 6 new companies through the Business Incentive Program creating 10+ new jobs. Through business recruitment and retention efforts vacant industrial space was reduced from 681,500sf to 400,000sf. The addition of an urban renewal tool will aid recruitment efforts of commercial sites such as Times Litho and the former Haggen site on Pacific Ave.

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, and targeted mailings. Where possible, marketing will also leverage resources from 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
- Implement Metro CET grant to develop detailed industrial site infrastructure needs that will help move them to shovel ready status. Grant is through a partnership with Washington county and other cities.
- Obtain Certified-site, shovel ready status for Henningsen site. Renew status for Viasystems

4. List potential barriers or challenges:

- Slow economic recovery: This has reduced space demand; limits # of businesses moving, expanding; lack of business financing available
- Current land and building inventory may not match needs of business leads; Lack of building space inventory
- Limited economic development budget
- Insufficient City staff hours 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):

2014 Estimated annual Budget for overall recruitment, marketing and economic development and retention: \$55,000 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
- Extent that marketing reaches audience: # of hits on websites, YouTube; # 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 +

Ongoing X

PART II: ACCOMPLISHMENT (End of Year)

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

- Actively marketed and promoted Forest Grove economic development. Marketing included maintaining Forest Grove industrial site profiles on the statewide Oregon Prospector and GPI in Portland Metro area, letters to metro area brokers, advertising with Oregon Public Broadcasting and Oregon Business magazine and website, ongoing updating of City website, promotion at food processing shows in California and Portland, updating of Forest Grove business success profiles.
- Responded to 35 leads total including 10 business leads received from state Business Oregon agency, Seven new companies located in Forest Grove while 11 leads are still pending.
- Sited one large new company, Chaucer food processing. They are occupying over 80,000sf. Began minor operation in late November. Will continue ramp up until April 2105 when they are expected to have 50 employees and obtain a certification that is specialized to their industry.
- Participated in a metro funded grant with other communities in Washington County for an industrial site assessment study. Market opportunities, square foot capacity and site concept, development costs and economic feasibility data are being prepared for 5 studies. Project is 50% complete.
- Completed and advertised RFQ for development of Times Litho site. Received interest from one developer for a potential hotel.
- Reduction in vacant industrial space to 265,000 sf (113,000sf of that in Matsushita building)

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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Department(s) Assigned:	Economic Development
Lead Person(s)/Organization(s):	Jeffrey King
List Goal Objective Number:	ONGOING – Goal 1, Objective 2
Describe Objective/Project:	Business Retention

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. Most job creation comes from business that are already located in Forest Grove and then expand. Along with business recruitment, this a core workplan function of Office of Economic Development. Business Recruitment is also 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 objectives 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, the objective has been to develop relationships with local businesses after the initial visitation. Due to this relationship building and networking, we get requests to assist with various issues a business is facing including the need for expansion. Staff has 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 releases. Other key retention and expansion efforts include use of enterprise zone and energy conservation incentives, site visits and business forums/seminars. Recent examples have included businesses that have accessed PCC-SBDC Management Training, Oregon Grow economic gardening grants, and Forest Grove Enterprise Zone program. In the past year 3 existing industrial businesses have used the enterprise zone – adding 50 new jobs. An important retention and expansion project –Prime Time Restaurant rebuilt and opened in late 2013. On the retail side, seven existing small businesses have gone through the small business management training offered by PCC-Small Business Development Center over the last two years along with additional small business resources. A newer effort has been started to assist businesses that cater more to tourism activity..

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

- Maintain site visits with existing businesses; Outreach visit to new businesses that set up operations in Forest Grove
- Keep businesses updated on local, state, regional 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 City economic development incentives and programs

- Network through membership in Greater Portland Inc and OEDA to learn of business retention best practice's resources/programs.
- Serve as point person for existing businesses to looking to expand or having issues with regulations. Provide technical assistance.
- Support urban renewal program implementation
- Identity other organizations and resources that can be leveraged to assist existing Forest Grove businesses.

4. List potential barriers or challenges:

- Businesses may not participate or have misconceptions about public/nonprofit programs and resources
- Lack of available space or land to expand.
- Insufficient staff hours within the City staff and of partner organizations
- Uneven economic recovery that hampers business growth and expansion opportunities 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 to existing business
- # of programs, funding accessed by local businesses
- # of businesses retained by resolving a local issue such as needing more space, regulations, etc.
- # of existing businesses expanded by investment, jobs, square footage
- # of total jobs retained or created by existing businesses assisted

Timeframe to Complete:

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:

- Forest Grove experienced expansion of local industrial businesses. No closures or downsizing of industrial businesses in 2014.
- Maintained comprehensive industrial business e-list. Regularly alerted existing industrial businesses of export resources, available and new business resources and incentive programs.
- Maintained comprehensive downtown and small business e-list. Provided updates of small business training, new business resources and incentive programs.
- Made updates to City economic development website on business assistance and resources available for existing businesses
- Provide technical assistance to a total of 24 local businesses covering marketing opportunities, training, site search, regulatory issues, incentives and expansion/new product opportunities.

INCLUDED In this number

- Provided expansion assistance to three industrial companies: Old Trapper, Pascor and Lieb Foods. Resulted in 17 jobs with an additional expansion under consideration. All used enterprise zone program.
- Assisted 8 small businesses with small business management/marketing resources
- Connected 5 small businesses with Pacific University small business class technical assistance projects
- Assisted 4 food and beverage food processing and retail service businesses with additional marketing exposure

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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Department(s) Assigned:	Economic Development
Lead Person(s)/Organization(s):	Jeffrey King
List Goal Objective Number:	ONGOING –Goal 1, Objective 2
Describe Objective/Project:	Tourism Development

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 area 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, an 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:

A key effort has been 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. The Tourism Committee has been established and meets regularly. It is part of the Forest Grove EDC and currently staffed by City economic development The tourism committee has been gaining traction and is getting participation from Tillamook State Forest, Hagg Lake,(Washington County), WCVA, McMenamins Grand Lodge, Tree to Tree, Forest Grove chamber of Commerce and many others. Current activities have been distribution of the chamber tourism guide statewide, creating a new facebook page, special promotion for the months of September and December, development of joint calendars between the City, Forest Grove Chamber and WCVA to increase awareness of events, marketing in Travel Oregon media, creation of a Food and Drink guide and coordination with Pacific university's summer conference and workshop program. A major food and drink initiative is underway with applications for grant funds to the City and State.

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

- Maintain an active Tourism Committee of key tourism stakeholders and broad participation
- Increase support/awareness by tourist or tourist-related 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
- Coordinate specific sub sector tourism groups to improve marketing (eg. food and beverage, recreation)
- Identify existing tourism assets (amenities, resources, events)
- Develop Communications Plan among stakeholders
- Expand wayfinder sign and kiosk system
- Obtain funding for Farms, Food and Drink Initiative
- Update Strategic Plan/Goals
- Increase attendance to top ten tourist/visitor related events

4. List potential barriers or challenges:

- Lack of Buy-in support from key tourism industry partners/stakeholder
- Lack of organizational or staff capacity
- Insufficient economic recovery, businesses not sustained, closures
- Lack of Funds for marketing and Food and Drink Initiative
- Poor internal communication or coordination among stakeholders
- Failing events and/or amenities; not enough customers or volunteers to organize, not sustained

5. Estimated Cost(s):

Varies. \$3,000 to distribute tourism guide, \$25,000 for Food and Drink Initiative; \$20,00 for additional wayfinding signs and campaigns, \$20,000 for marketing campaign –some of this cost can be leveraged through partners and grants
 Cost of part of time of City economic development staff

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
- Number of Likes and hits on Tourism Facebook Page

Timeframe to Complete:

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:

- Sustained Tourism Committee –held monthly meetings
- Distributed tourism guides throughout Portland Metro area and state of Oregon
- Developed and distributed Dining Guide
- Promoted Forest Grove Tourism with ads in stories in statewide Travel Oregon newsletter and Business Oregon magazine. Additional stories in media covered several Forest Grove tourist/visitor activities
- Promoted visitor activities in September with "Septemberfest: and "Cool Yule" covering Thanksgiving to New years
- Developed broader network of calendar of event marketing with links to City of Forest Grove, Chamber of Commerce, WCVA and Travel Oregon
- Developed and marketed list of meeting facilities in Forest Grove
- Received \$4,000 in CEP funds for a food and drink initiative
- Top ten tourist/ visitor events sustained. Most registered record attendance
- McMenamins Grand Lodge saw 12% growth in lodging year over year.
- Visit Forest Grove increased number of likes to 970

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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:	Economic Development
Lead Person(s)/Organization(s):	Jeffrey King
List Goal Objective Number:	Long-Term/Ongoing: Goal 1, #13
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 it 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:

- Coordinate 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 workers
- Regular usage of the Center

Timeframe to Complete:

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:

Funding cuts in workforce programs remain severe with the federal sequester in place. This has resulted in consolidation and elimination of the office in downtown Hillsboro and Forest Grove. Consequently there are no funds to consider a workforce center in Forest Grove. In addition unemployment in Forest Grove has declined to 6.2 % and many services have gone online which has reduced some of the pressure to establish a satellite center in Forest Grove. The Forest Grove EDC is the middle of a strategic plan update and in considering whether to establish a Workforce and Education Sub-committee to examine a broad range of workforce issues.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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:	Goal 1 #5
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:

- The failure of the aquatic center boiler this year provided an unexpected opportunity to replace both boilers with two boiler that are high efficient. The installation of the system was completed 12/16/14. Staff expects the new system to save an unconfirmed amount each month in gas consumption. The contractors predict however the City of Forest Grove will likely see a \$1,000 to \$2,000 saving each month.
- The sudden failure of the HVAC control system was also a measure in this objective that was determined to be implemented at a later time. Fortunately, our budget process allowed for money to be set aside to up-grade this system, however not expected this year. This project will be complete towards the end of Dec. 2014 and it is expected to result in undocumented cost savings. However the study provided by the energy trust of Oregon showed a 6 year payback by installing this system.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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 Objective Number:	FY 14-15 5
Describe Objective/Project:	Conduct Feasibility Study for Youth-Family related Community Center

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

1. Background or history of the objective/project:

The City's Vision Statement for a number of years has had a placeholder for the communities interest in establishing or building a family recreation center. At the 2014 ATM, this subject was discussed and the concept is still on the minds of some community members.

2. Current status of the objective/project:

No work has been completed on this project at this time. However the City Council has placed this project on their goals and objectives list for FY 14 -15.

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

This project will be included in the Parks, Recreation and Open Space Master Plan Update.

4. List potential barriers or challenges:

- Costs
- Expectations. "What does Community Center mean to various interest groups"?

5. Estimated Cost(s):

No estimate has been done at this time. However \$100,000.00 has been promised from the State of Oregon to conduct the study.

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

This project will be complete once the study is finished and the Recreation Commission and City Council accept the study results.

Timeframe to Complete:

XX	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:

The Master Plan RFP's are due back to the City 12/18/14. A task or activity of the study is the community center feasibility study. This project is expected to be complete in the fall 2015.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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 Objective Number:	FY 14-15 6
Describe Objective/Project:	Pursue Softball/Baseball Four-Plex (enhancing economic value)

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

1. Background or history of the objective/project:

This project has been discussed for several years as a possible revenue source for the City of Forest Grove. The four-plex concept provides the opportunity to host larger softball and baseball tournaments.

2. Current status of the objective/project:

No work has been completed on this project.

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

This project will be included in the Parks, Recreation and Open Space Update scheduled this fiscal year.

4. List potential barriers or challenges:

- Costs
- Land availability.
- Partnerships to run tournaments.
- Additional pressure on General Fund.
- Available Motels/Hotel and to attract large sporting events. Including eating establishments.

5. Estimated Cost(s):

Unknown at this time. The master plan study will determine costs.

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

Understanding the costs and potential for attracting teams to Forest Grove for tourney play.

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:

This project will be studied during the master plan process. This project will be complete fall 2015.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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:	Parks and Recreation
Lead Person(s)/Organization(s):	Gamble
List Goal Objective Number:	FY 14-15 7
Describe Objective/Project:	Update Parks Master Plan and rename new trails to maintain FG identity

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

1. Background or history of the objective/project:

In 2002 the City completed its first comprehensive Parks, Recreation and Open Space Master Plan. This plan has served the City well since then. These plans are generally considered valid for 10 – 12 years. It is time to update the plan and consider new trends in Parks and Recreation facilities and programs.

2. Current status of the objective/project:

The project has been included in the CIP budget for the past several years. During this time, new concepts and programs have been discussed and implemented in some cases; these include, community gardens, off leash areas, purchase of certain properties, establishment of partnerships and some deferred maintenance.

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

- Draft RFP
- Hire consultants
- Study will include: Community Center, Four-Plex concepts, future park lands, staffing needs, SDC fees and methodologies, comparison to similar cities, inclusion of the trails master plan document.
- Community input/mtgs. including special interest groups and current partnerships.
- Adoption by various City commissions and City Council.

4. List potential barriers or challenges:

- Including all interest groups.
- Costs of study
- Balance of wants and needs related to general fund ability to support to plan.

5. Estimated Cost(s):

\$200,000.00

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

Adoption by the Recreation Commission, the Planning Commission and City Council.

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:

The Master Plan RFP is due back to the City of Forest Grove on 12/18/14. This study will be completed in the fall 2015. The recreation commission has appointed the master plan advisory committee with representatives from various interest groups. Including; sports, community gardens, historic forest grove, swim club, community center, fitness and wellness, pacific university, forest grove school district, CWS, and others.

DEPARTMENT ACTION PLAN WORKSHEET

FISCAL YEAR 2014-15

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 #11.
Describe Objective/Project:	Trail project local, Intertwine

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 2014.
- Submission of Metro Nature in Neighborhood Grant.

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 + Ongoing

PART II: ACCOMPLISHMENT *(End of Year)*

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

Staff successfully applied for two grants to build the old town loop trail to connect with the b street trail. The RFP will be sent out in early January 2015. Staff expects this project to be complete in Sept.2016.

DEPARTMENT PRIORITIES FOR FY 2015-16

FG City Council Retreat
February 21, 2015

Fire Department

- Continue implementing fire department strategic plan strategies and objectives
- Continue projects in the vehicle replacement plan

Economic Development

- Redevelop Times Litho Site
- Renew Enterprise Zone Program
- Recruit New Businesses to Forest Grove
- Market/Promote Forest Grove

Light & Power Department

- Implement Electric System Master Plan
- Upgrade Electrical System Serving Pacific University
- LED Street Light Replacement Program

Community Development

- Town Center Update
- TPR Study Area – Hwy 47
- Sustainability White Paper Completion
- Urban Renewal
- Urban Forest Management Plan
- Implementation of new building permit software

Parks & Aquatics

- Parks Master Plan Update and Community Center Study
- Trail Development: “Old Town Loop”
- Aquatic Center Energy Upgrades

Police Department

- Staffing
- Facility Upgrade / Replacement
- Interagency Participation and Cooperation

Public Works / Engineering

- David Hill Road Construction
- Firwood Road Sanitary Sewer (CDBG)
- “B” Street Sidewalk (Safe Routes to School)
- Water Treatment Plant Filter Repair – West Bay
- ODOT / Forest Grove Quince Street Project

Administrative Services

Finance:

- Continue review of EDEN financial software for possible replacement
- Five-year financial projection for major funds (General, Light & Power, Water, Sewer, Streets)

Human Resources:

- Complete Negotiations with Police and Fire Associations by summer of 2015 and IBEW by June 2016
- Comprehensive review of all benefits

Information Technology:

- Implement city-wide GIS system with shared data across all departments
- Revamp IT infrastructure and procedures with more automation for increased productivity

Library

- Complete Library Strategic Planning Process
- Actively participate in development of WCCLS levy

CITY COUNCIL TEAM AGREEMENT

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.
9. Refrain from personal attacks, including to presenters, staff, and Council.
10. Agree to be diplomatic about disagreement; leave disagreement at the dais and do not try to polarize other councilors.
11. Call the City Manager or designee with questions and requests prior to the meeting.
12. Information available to one council member will be available to all, in a timely manner.
13. Every effort 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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Charter, Section 8(C), the Mayor, with the consent of the Council, shall appoint members of boards, commissions, and committees established by ordinance or resolution.

14.2 Qualifications – The City Council shall establish by resolution the policy and procedures for appointing citizens to boards, commissions, and committees. All such Council-appointed groups are directly responsible and advisory to the Council, unless the Council has delegated specific responsibilities to the group for independent actions. All citizen advisory boards, commissions and committees shall be subject to and comply with the Oregon Public Meetings Law (pursuant to ORS 192).

14.3 Registry – The City Recorder shall prepare, keep current and retain on file in the Office of the City Recorder, a list of all appointees; the date of appointment, length of unexpired term, and contact information. All Councilmembers shall be given a copy of the roster at least once yearly or upon any substantial change in membership.

14.4 Councilmember Liaisons to Citizen Advisory Boards, Commissions, and Committees – The Mayor shall appoint a Councilmember as liaison to any board, commission, committee, or ad-hoc committee. Councilmembers, who have been appointed as Council Liaison to any board, commission, or committee, shall be a non-voting member. The Council Liaison shall reflect the collective interests and goals of the Council. Council Liaison appointments shall be reconsidered every two years at the first regular Council meeting following the time at which newly-elected Councilmembers officially take office or at the discretion of the Mayor.

SECTION 15 – ELECTRONIC MAIL

15.1 Electronic Mail – All Councilmembers shall observe the following guidelines when using an electronic method for correspondence in their elected roles:

- 1) All Council e-mail correspondence is subject to the Oregon Public Records and Meetings Laws and is subject to disclosure (pursuant to ORS 192).
- 2) E-mail may be used for correspondence, to schedule meetings, send informative messages, or request information from other members of the Council, the City Manager, or City Department Directors.
- 3) E-Mail may not be used to discuss policy issues with a quorum of the Council at one time or a quorum of a standing advisory body in any manner which would be in violation of the Oregon Public Meetings Law (pursuant to ORS 192).

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