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<u>CITY RECORDER USE ONLY:</u>	
AGENDA ITEM #:	_____
MEETING DATE:	_____
FINAL ACTION:	_____

MEMORANDUM

WORK SESSION:

TO: *City Council*

FROM: *Jesse VanderZanden, City Manager*

MEETING DATE: *February 25, 2019*

SUBJECT TITLE: *Work Session: Council Goals & Objectives FY2019-20*

PURPOSE OF WORK SESSION:

Per Section 16.1 of the City Council Rules of Procedure, the purpose of the Work Session is to continue planning City Council's short and long-term goals and objectives.

BACKGROUND:

The City Council held a Retreat on Saturday, February 2, 2019, and a Goal-Setting Work Session on February 11, 2019. The result of these was consideration of all 2018 Goal and Objectives and the addition of new Objectives for 2019. Staff has scheduled .5 hours prior to the meeting and 1.25 hour after (including URA).

The attachments represent staff's best effort to capture the intent of City Council. They include revised Goals and Objectives and a Work Plan to provide a clear picture of next steps, timing, responsible Department, and applicable Board/Commission. This will be the last Work Session to comment on all Goals and Objectives. Per Council Rule 16.1.2, Council will consider the adoption of its Goals and Objectives at the March 18, 2019, Council Meeting.

Please note there are two attachments; one for City Council and the other for the Urban Renewal Agency (URA). Because the URA is legally distinct from the City Council, staff felt it appropriate to reflect the URA's Goals and Objectives separately. The URA's Goals and Objectives were copied from the URA Plan that was passed by the Board in 2014. As with the City Council, the URA Work Plan reflects specific actions to be taken this year in accordance with the Goals and Objectives.

Please also note that due to the new format and the amount of changes, it was very difficult to implement track changes from last year's document in the new document. In response, the new document contains a list of Objectives that were removed denotes those that were added. If an objective was modified from last year, it was not listed as either removed or added. Lastly, also attached are the 2018 Goals and Objectives to allow for additional comparison.

RECOMMENDATION: Staff recommends the Council be prepared to comment on all Goals and Objectives.

ATTACHMENTS:

- DRAFT: City Council Goals and Objectives, 2019-2020+
- DRAFT: Urban Renewal Agency Goals and Objectives, 2019-2020+
- City Council Goals and Objectives, 2018

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GOAL 1



Provide Safe, Livable,
and Sustainable
Neighborhoods

OBJECTIVES

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

GOAL 2



Manage an Effective
Financial Plan to
Provide Quality
Service Levels

OBJECTIVES

- ✦ Plan for Local Option Levy
- ✦ Study Fire Governance Options
- ✦ Plan for Future Police Facility
- ✦ Develop Staff Succession Plan
- ✦ Prioritize TDT Projects

GOAL 3



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

OBJECTIVES

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

WORK PLAN 2019 DRAFT

CITY COUNCIL OBJECTIVES



GOAL 1 – PROVIDE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS

OBJECTIVE	DEPT	B/C	ACTION
1.1 Implement Conservation Measures	PW LP	Sustainability	Continue Streetlight LED Replacement Program (Year 2 of 4). Complete feasibility study for solar on city land. Implement low-flow toilet program.
1.2 Develop Oak Street Area Concept Plan	CD	Planning EDC	Initiate in January 2020.
1.3 Implement Parks Master Plan	PR	Parks and Recreation	Complete public outreach and schematic design for Stites, N. Lincoln, and A.T. Smith. Parks & Rec review of East Side Park. Parks & Rec review of Veterans Memorial park.
1.4 Implement Town Center Program	CD	URA Planning Public Arts CFC EDC	Addend URA Plan. Complete downtown parking study. Complete street trees assessment and develop policy recommendations. Develop URA downtown installation art program. Initiate festival street alternatives analysis and concept design. Develop and implement Parklet Pilot Program (1 parklet). Develop concept design for downtown crosswalks.
1.5 Equity Assessment and Education	ADM	CCI Sustainability	Research and define framework for equity discussion.

WORK PLAN 2019 DRAFT

CITY COUNCIL OBJECTIVES



GOAL 1 – PROVIDE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS

OBJECTIVE	DEPT	B/C	ACTION
1.6 Develop Police Strategic Plan	Police	PSAC	Complete workload analysis and determine Phase II scope.
1.7 Promote Affordable Housing Strategies	CD	Planning	Complete housing needs analysis. Collaborate with County on affordable housing projects in Forest Grove. Land review: Metro TOD, ODOT, County. Conduct annual severe rent burden meeting.
1.8 Partner to Address Homelessness	ADM	TBD	Departmental participation in non-profit Community Coalition to clarify City assistance.

WORK PLAN 2019 DRAFT

CITY COUNCIL OBJECTIVES



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

OBJECTIVE	DEPT	B/C	ACTION
2.9 Plan for Local Option Levy	ADM	PSAC	No action necessary.
2.10 Study Fire Governance Options	ADM Fire	PSAC	Participate in monthly Fire Task Force meetings. Council consideration of Fire Governance Foundational Principles.
2.11 Plan for Future Police Facility	ADM Police	PSAC	Finalize scope and budget for Council consideration. Develop and implement public outreach plan.
2.12 Develop Staff Succession Plan	ADM	City Council	Complete Executive Summary.
2.13 Prioritize TDT Projects	Engineering Planning	Planning	Establish TDT project priorities, funding, and timelines.

WORK PLAN 2019 DRAFT

CITY COUNCIL OBJECTIVES



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

OBJECTIVE	DEPT	B/C	ACTION
3.14 Update Vision Statement and Develop Core Values*	ADM	City Council	Develop scope and process.
3.15 Develop Communications Plan	ADM	City Council	Develop scope, budget, and initiate planning.
3.16 Develop Tourism Program	ADM	EDC	Inventory and assess existing tourism marketing efforts. Draft tourism marketing plan.
3.17 Update Economic Development Strategic Plan	ED	EDC	Include roles and responsibilities of City, EDC, and Chamber of Commerce. Include section on Urban Renewal Agency. Include section on Tourism.
3.18 Complete Boards and Commissions Review	ADM	City Council	Reconcile B/C comments and consider Council Rule changes. Develop bylaw template and update bylaws.

*New objective

WORK PLAN 2019 DRAFT

CITY COUNCIL OBJECTIVES



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

OBJECTIVE	DEPT	B/C	ACTION
3.19 Investigate Federal Grant Opportunities*	ADM		Feasibility analysis to determine if outside assistance is needed.
3.20 Review Council Rules and Team Agreement*	ADM	City Council	Compose review committee and initiate meetings.
3.21 Plan for City Sesquicentennial*	ADM	CCI	Every 150 years. Appoint sesquicentennial committee and hold first meeting.

*New objective

WORK PLAN 20+⁺ DRAFT

CITY COUNCIL OBJECTIVES



GOAL 1 – PROVIDE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS

OBJECTIVE	DEPT	B/C	ACTION
1.1 Implement Conservation Measures	PW LP	Sustainability	Implement Streetlight LED Replacement Program (Year 3 of 4). Determine solar array on City land.
1.2 Develop Oak Street Area Concept Plan	CD	Planning EDC	Initiate and complete concept plan. Council consideration of concept plan.
1.3 Implement Parks Master Plan	PR	Parks and Recreation	Complete implementation plan for Stites, N. Lincoln, A.T. Smith, and East Side Park.
1.4 Implement Town Center Program	CD	URA Planning Public Arts CFC EDC	Implement downtown parking study. Implement street tree policy. Purchase installation art. Complete festival street alternatives analysis and select concept design. Assess impacts of Parklet Pilot Program. Construct one downtown crosswalk.
1.5 Equity Assessment and Education	ADM	CCI Sustainability	Consider results of framework discussion. Examples could include: training for Council and staff, public outreach, B/C reform, additional bilingual collateral materials.
1.6 Develop Police Strategic Plan	Police	PSAC	Complete Phase II and implement improvements.

WORK PLAN 20+ CITY COUNCIL OBJECTIVES 20+ DRAFT



GOAL 1 – PROVIDE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS

OBJECTIVE	DEPT	B/C	ACTION
1.7 Promote Affordable Housing Strategies	CD	Planning	Housing needs analysis comprehensive plan amendments. Collaborate with County on affordable housing projects in Forest Grove.
1.8 Partner to Address Homelessness	ADM	TBD	Continue partnerships/participation toward goals.

WORK PLAN 20+⁺ DRAFT

CITY COUNCIL OBJECTIVES



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

OBJECTIVE	DEPT	B/C	ACTION
2.9 Plan for Local Option Levy	ADM	PSAC	Establish timeline for May 2022 ballot measure.
2.10 Study Fire Governance Options	ADM Fire	PSAC	Council consideration of Fire Task Force recommendations.
2.11 Plan for Future Police Facility	ADM Police	PSAC	Finalize amount and timing of potential bond. Continue public outreach.
2.13 Prioritize TDT Projects	Engineering	Planning	Modify TSP and RTP, if needed, to accommodate. Construct projects in accordance with established priorities.

WORK PLAN 20+ CITY COUNCIL OBJECTIVES 20+ DRAFT



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

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

*New objective

WORK PLAN 20+ CITY COUNCIL OBJECTIVES 20+ DRAFT



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

OBJECTIVE	DEPT	B/C	ACTION
3.20 Review Council Rules and Team Agreement*	ADM	City Council	Complete review and make recommendations to Council.
3.21 Plan for City Sesquicentennial*	ADM	CCI	Establish recommendations for City Council.

*New objective

The following 2018 objectives were removed:

- 1.1 Watershed Land Acquisition Financial Plan
- 1.5 Residential High Density Incentives
- 2.15 Forest Grove Senior and Community Center
- 3.18 Legislative Priorities: Local, State, Regional & National
- 3.21 Youth Advisory Council

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CITY COUNCIL GOALS AND OBJECTIVES: 2018

GOAL 1: PROMOTE SAFE, LIVABLE AND SUSTAINABLE NEIGHBORHOODS AND A PROSPEROUS DYNAMIC, GREEN CITY

#	OBJECTIVE	START	DEPT.	COUNCIL DIRECTION
1.1	Watershed land acquisition financial plan	2016	PW	Conduct a Work Session to review viability of reserving a portion of timber sales to acquire lands within the watershed.
1.2	Energy Reduction Programs	2016	L&P	1) Discuss water conservation strategies (e.g. low-flow toilets) with the Sustainability Commission, 2) Inform Sustainability Commission on LED replacement project, 3) Guide Sustainability Commission on alternate power objectives, and 4) educate public on existing energy reduction programs.
1.3	Industrial Area Planning	2016	ECD	Review Comprehensive Plan to determine if supply of industrial lands is appropriate, continue State certification process, and report back to Council.
1.4	Parks, Rec and Open Space Master Plan	2017	P&R	Implement Master Plan including consideration of SDC indexing. Initiate planning and design for Stites and A.T. Smith properties, including feasibility of establishing an East Side Park.
1.5	Residential High Density Incentives	2017	CD	Hold Joint Work Session with Planning Commission to consider residential high density code amendments.
1.6	Town Center Concept Program	2017	CD	Compose Town Center Concept program including parking, crosswalks, streetscapes, street trees, and plaza.
1.7	Staff Succession Planning	2016	ADM	Draft 1-2 page executive summary outlining guidelines for staff succession planning including a strategy to maintain continuity of knowledge and operations for "one-deep" positions.
1.8	Latino and Ethnic Outreach	2017	L&E	Work closely with CCI to establish a long-term dialogue with the Latino community.
1.9	Police Strategic Plan	2017	POL	Initiate and develop a strategic plan for police operations, including analysis of workload, community feedback, support services, staffing levels, and operational focus.
1.10	Affordable Housing	2017	CD	Conduct land inventory (including other government agencies and non-profits), examine property tax exemptions, monitor County and Regional funding efforts, and consider financial impacts of a CET.
1.11	Homelessness	2017	CD	Obtain legal advice on code compliance of temporary shelters, develop strategy, and report back to Council.

1.12	Transportation	2016	PW	Develop prioritized list of TDT projects for Council Work Session.
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GOAL 2: PROMOTE A PRUDENT FINANCIAL PLAN TO MAINTAIN EFFECTIVE SERVICE LEVELS OF A FULL-SERVICE CITY

OBJECTIVE		START	DEPT.	COUNCIL DIRECTION
2.13	Pre-Planning for Local Option Levy	2018	ADM	Conduct staffing needs assessment to determine future staffing levels and draft a timeline for the next levy election cycle.
2.14	Fire Authority IGA	2016	FD	Participate in a Task Force of potential members to consider the financial, legal, and operational aspects of intergovernmental fire service delivery.
2.15	Forest Grove Senior and Community Center	2016	ADM	Conduct Work Session to discuss contract highlights and Senior Center reserves policy.
2.16	Police Facility	2016	ADM	1) Conduct focus groups to determine public support and report back to Council; 2) Council to finalize site selection.

GOAL 3: PROMOTE THE INTERESTS AND NEEDS OF FOREST GROVE IN LOCAL, STATE, AND NATIONAL AFFAIRS

OBJECTIVE		START	DEPT.	COUNCIL DIRECTION
3.17	Communications Plan	2018	ADM	Hire consultant to develop a Communications Plan and Policies regarding public information processes.
3.18	Legislative Priorities: Local, State, Regional & National	2016	L&E	Continue supporting legislative-related efforts, i.e., NLC and LOC annual attendance.
3.19	Tourism	2016	ECD	Continue collaboration efforts with FG/Cornelius Chamber. Define process and programs for administering TLT funds.
3.20	Economic Development	2018	L&E	Define roles and responsibilities of economic development for the City/EDC; working with the Chamber of Commerce, City Club, and other applicable parties.
3.21	Youth Advisory Council (YAC)	2018	L&E	Conduct Work Session to discuss YAC models, resources, and vision.
3.22	Boards and Commissions	2018	L&E	Review appointment (including re-appointment) process, procedural consistencies re: Council interaction, and Commission/Board makeup, including size, number, and composition.