



A place where families and businesses thrive.

CITY COUNCIL GOALS

CITY OF FOREST GROVE

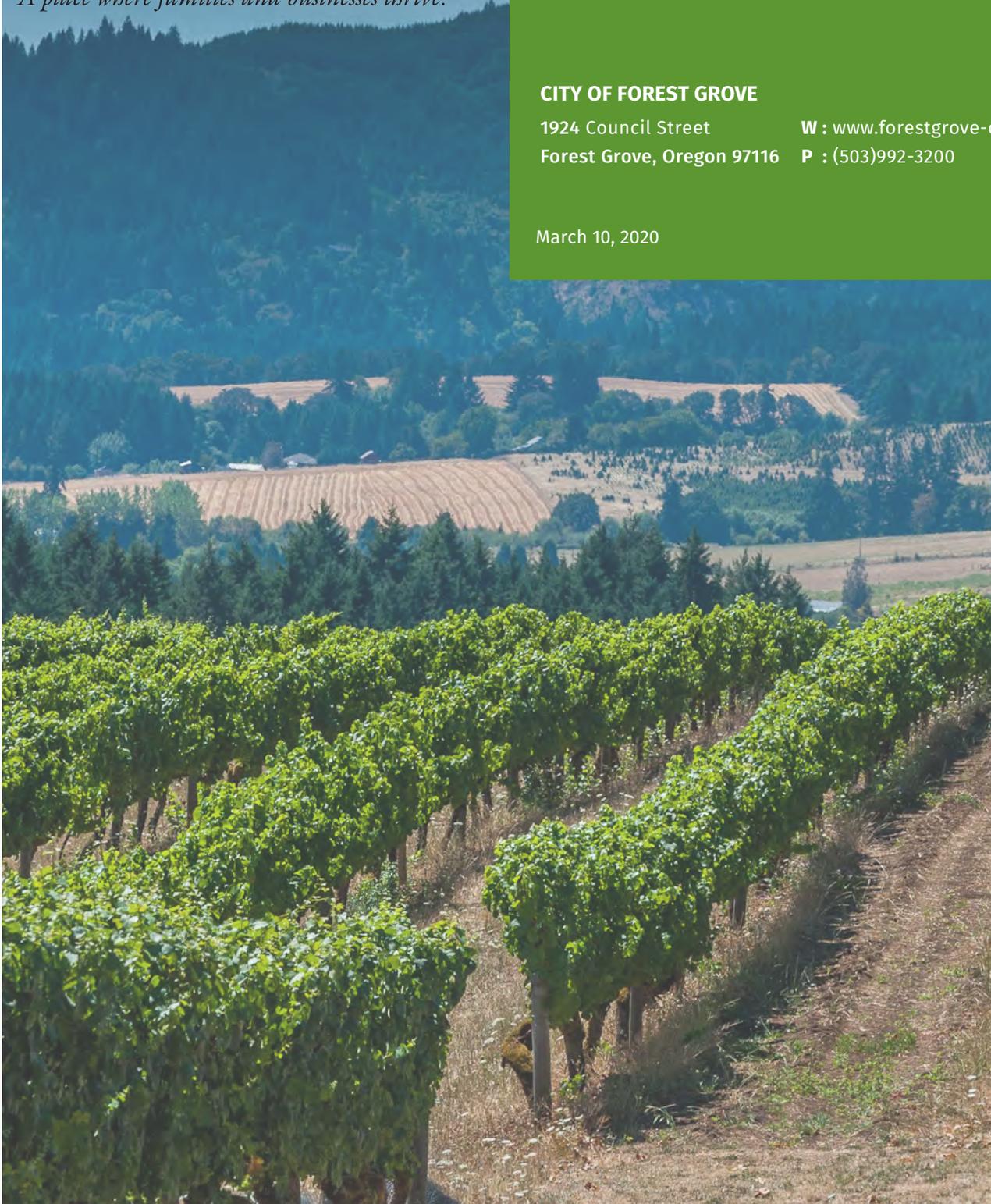
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March 10, 2020



2020/21



INTRODUCTION

The City of Forest Grove is pleased to present the summary of their annual goal-setting retreat. The City Council and Management Team conducted a one-day retreat on February 15, 2020 to discuss current community projects and issues and provide City staff with direction regarding the Council's priorities for the coming years. The City hired a professional facilitator, Sara Singer Wilson of SSW Consulting to prepare and guide the group through their discussion. In advance of the retreat, City staff presented an update on the progress of the 2019 Council goals to provide context for the upcoming session. To prepare the agenda, SSW conducted outreach with the Council and staff to identify and discuss their goals and expected outcomes for the session. The agenda for the discussion was based on the following outcomes identified during the outreach process:

- » Confirm and/or redirect priorities on current Council goals;
- » Identify new goals and priorities;
- » Build a strong and cohesive team to communicate and advance the goals; and,
- » Outline the community engagement goals for the visioning process.

The City Council and staff worked closely together to identify goals that would build on the work and success of previous years, while also addressing new challenges and/or shifting community needs. The City will work on these goals in addition to maintaining the City's high-quality core services.

The team's engagement and participation were much appreciated, and we look forward to working together with the community and our partners as we set out to advance these goals.

-City of Forest Grove City Council + Management Team



COUNCIL GOALS 2020/21

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OUR TEAM

CITY COUNCIL

Peter B. Truax, Mayor
Malynda Wenzl, Council President
Timothy A. Rippe, Councilor
Elena Uhing, Councilor
Mariana E. Valenzuela, Councilor
Adolph "Val" Valfre, Jr., Councilor

CITY MANAGEMENT TEAM

Jesse VanderZanden, City Manager
Paul Downey, Administrative Services Director
Tom Gamble, Parks and Recreation Director
Keith Hormann, Light & Power Director
Jeff King, Economic Development Manager
Michael Kinkade, Fire Chief
Bryan Pohl, Community Development Director
Henry Reimann, Interim Police Chief
Greg Robertson, Public Works Director
Anna Ruggles, City Recorder
Colleen Winters, Library Director

CONSULTANT/FACILITATOR

SARA SINGER WILSON, Principal/Owner



SSW CONSULTING

FOREST GROVE'S VISION

Forest is a friendly, twenty-first century, small, full-service city. It was settled in 1841 by pioneers who valued respect for education, faith, enterprise, service to humanity, and the bountiful resources of the Tualatin Plain. Those values persist to inspire a common vision for a high quality of life in a thriving and progressive community that reaches om its historical commercial core around Pacific University to a horizon of forests, farms, vineyards, and the Coast Range. As an engaged and diverse people, we assure sustainability in our economy and our environment, thus supporting a community that nurtures our youth, educates all residents, and attracts and welcomes visitors. Forest Grove is itself a destination that thrives by design and is our home.

In 2019, the City Council included an objective to update the community vision and identify community values. In October 2019, the Council identified their desired outcomes for the community visioning process:

- » Develop an updated vision that is succinct and provides unity of purpose and direction for the community and its partners;
- » Identify and communicate the values that reflect the Forest Grove community of today;
- » Develop a vision plan and values that are flexible and responsive to the changing needs of the community. It should include a process for regular plan evaluation and updates; and,
- » The engagement plan should be inclusive of the greater community. We should engage those who care about the future of Forest Grove including residents, community partners, and people beyond the city limits. The engagement should be intentional about reaching those who are not typically represented.

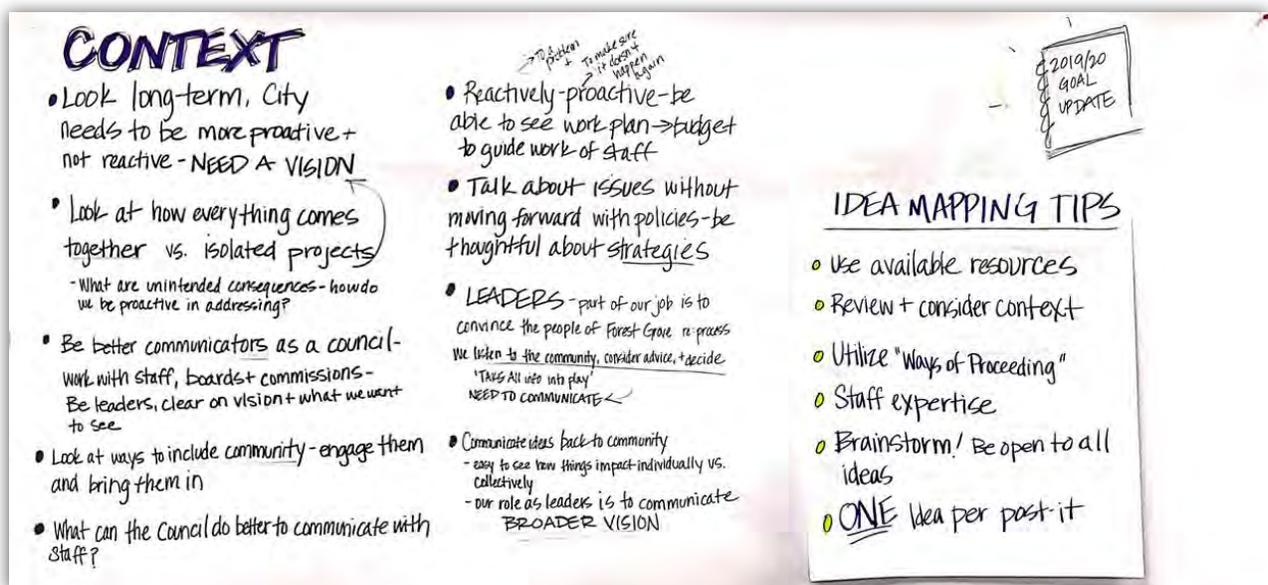
To continue this work, one of the desired outcomes for retreat was to outline the community engagement goals for visioning process. The team had intended to spend time discussing engagement strategy; however, due to time constraints the Council decided the discussion on the community vision engagement would be continued at a future meeting.

SETTING THE CONTEXT

2019 GOALS + PROJECTS CURRENTLY UNDERWAY

On February 10, 2020, the City Council held a Work Session is to review progress on the City Council's 2019 Goals and Objectives to help contextualize the February 15th City Council Retreat and in doing so, afford Councilors additional opportunity to have focused discussion during the Retreat. The progress report that was presented is included in the Appendix.

Additionally, during the retreat, the City Council raised other challenges or opportunities to be considered during the goal-setting process as shown in the visual below.



2020 COUNCIL GOALS

The Council reviewed the context provided in the annual report and the Council discussion that followed. They convened with staff in small groups to discuss the ideas and their top priorities. These ideas were mapped during a group discussion to look for emerging common themes. The ideas were refined by the group and the Council indicated their top priorities in each goal area. The goals are listed based on the priorities expressed by Council.

Following the retreat, the management team met to review and further refine the results and to clarify the goals and objectives into actionable items. The team also identified an estimated timeline for each action based on current staffing and workload. The goals and objectives will be addressed by the organization in their work plan in addition to projects already underway and their commitment to delivering quality City services to the Forest Grove community. The Council will reconvene as needed to discuss progress on these projects and make updates where needed.

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE
GOAL 1: SUPPORT DIVERSITY, EQUITY, AND INCLUSION IN THE DELIVERY OF CITY SERVICES AND OPERATIONS.		
Develop a DEI plan that includes an assessment of hiring practices and equitable delivery of city services.	ADM	2 Years
Continue DEI Advisory Team and internal assessment.	ADM	2 Years
Support training for DEI Advisory Team, Directors, and Council.	CM	1 Year
GOAL 2: ENABLE HOUSING SUPPLY AND AFFORDABILITY.		
Evaluate scalable SDC's.	CD	2 Years
Develop Oak Street Plan.	CD	1 Year
Complete Neighborhood Mixed Use Zone Refinement.	CD	1 Year
Evaluate parking requirements relative to housing density.	CD	2 Years
Assess capacity for CD to meet the increasing demands of planned growth.	CD	1 Year
Refine West Side Plan Financial Plan.	CD	3 Years

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE
GOAL 3: ENHANCE PARTNERSHIPS.		
Partner to help those experiencing homelessness.	CM	2 Years
Partner with Forest Grove School District to enhance library coordination.	LIB	2 Years
Partner to address downtown parking needs.	CD	2 Years
Develop relationships between student liaisons and student government.	CM	1 Year
Collaborate with community partners to plan for the City's sesquicentennial.	CM	2 Years
Collaborate with regional and local partners to attract higher wage jobs.	ED	2 Years
GOAL 4: IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS AND ENGAGEMENT.		
Complete and implement the Communications Plan.	ADM	2 Years
Engage community in the development of a community vision and values.	CM	2 Years
Provide routine customer service training to City staff to promote consistent, positive service to the community.	ADM	1 Year
Provide information and outreach materials that provide and overview an tips for engaging in the public process.	CD	1 Year

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE
GOAL 5: MAINTAIN AND ENSURE FINANCIAL AND ORGANIZATIONAL SUSTAINABILITY.		
Complete Fire Task Force work to determine effect on City finances.	ADM/LE	2 Years
Plan for future police facility.	ADM/POL	1 Year
Ensure adequate long-term industrial and commercial property supply.	CD/ED	1 Year
Prepare a five-year general fund financial plan.	ADM	2 Years
GOAL 6: PROMOTE SUSTAINABLE TRANSPORTATION ALTERNATIVES AND ENHANCE MOBILITY.		
Identify high use areas with no sidewalks and include in public works projects.	PW	2 Years
Incorporate sidewalk and curb ADA retrofits into public works projects.	PW	3 Years
Incorporate electric and/or hybrid vehicles into the City fleet.	LP	3 Years
Provide adequate charging stations at public facilities.	PW	1 Year
Prioritize Transportation Development Tax (TDT) projects.	PW	1 Year
GOAL 7: EXPAND RECREATIONAL OPPORTUNITIES.		
Develop implementation plan for Stites, N. Lincoln, and A.T. Smith properties.	PARKS	1 Year
Support Council Creek Trail development.	PARKS	3 Years
Partner to enhance recreation coordination.	PARKS	2 Years
Partner to study Eastside Park.	PARKS	1 Year

GRAPHIC SUMMARY

COMING SOON...FOLLOWING ADOPTION OF GOALS
+ PRIORITIES

WORKING TOGETHER

The Council and staff appreciate the positive and collaborative relationship that has been established over the years. The team discussed what would support success in implementing the goals in the coming years. The list below is a summary of the key success factors identified by the team:

EXCELLENT COMMUNICATION: Clear and consistent two-way communication between the City Council and staff.

CLEAR GOALS AND OBJECTIVES: The goals and objectives are clearly communicated and are supported with adequate resources for implementation.

AUTHENTIC: An environment that encourages a realistic, direct and honest assessment of issues and developing solutions that are financially feasible.

ONE TEAM: We operate as a team and accept decisions once they have been made, offering our full support for implementation.

TIMELY INFORMATION: Staff will provide expertise and data to support the Council's decision-making process, and the Council will be clear in their requests for information and patient while staff researches and prepares a response. Information will be delivered in a timely manner.

NO SURPRISES: We commit to provide information or knowledge of any critical issues and/or potential concerns.

PREPARED: We come to the table prepared, reviewing meeting materials, anticipating questions and concerns, and providing advance communication of issues or concerns when needed.

SHARED COMMUNITY COMMITMENT: We recognize our shared commitment to providing the best city services to everyone in the Forest Grove community.

In addition, the City Council discussed what is required for their success as an elected body. The Council expressed their commitment to...

WE WILL...

- » Promote civility
- » Embrace and encourage diverse backgrounds
- » Practice active listening
- » Provide more opportunities for brainstorming during work sessions
- » Police and enforce team rules. Once a decision is made, we move on.
- » Respect individual perspectives
- » Share the council workload providing clear assignments that utilize individual strengths while also building capacity for future leadership opportunities
- » Attend meetings and be prepared.
- » Respect family first

REPORTING PROGRESS

The City's Management team is tasked with advancing these goals using the resources allocated by the Council. To ensure success, City staff will provide quarterly updates on the progress of the Council's goals. For additional support or clarification, staff will schedule time at a Council Work Session to seek Council's direction as needed. In January 2021, staff will present the Council with an annual report highlighting the progress on the goals.

This implementation structure creates accountability and ensures ongoing communication and collaboration between the Council and staff in advancing these goals to better the Forest Grove community. Additionally, the management team will communicate the goals and objectives to the organization to build further understanding and support for advancing this work. Staff's contributions to these goals will be highlighted and recognized in the progress reports to the Council.

APPENDIX

During the retreat, other topics were raised that were not related to the goal setting, but were identified as parking lot topics for future discussion.

PARKING LOT TOPICS

- » Definition of full-service City
- » Have a conversation about engaging outlying community members

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CITY COUNCIL GOALS and OBJECTIVES

FY2019-20
FY2020+



DRAFT

CITY COUNCIL VISION STATEMENT

ADOPTED BY CITY COUNCIL RESOLUTION 2007-28 ON JUNE 11, 2007

This statement is written and designed to reflect the best of what exists now, and what we aspire to become, as a community.

Forest Grove is a friendly, twenty-first century, small, full service city. It was settled in 1841 by pioneers who valued respect for education, faith, enterprise, service to humanity, and the bountiful resources of the Tualatin Plain. Those values persist to inspire a common vision for a high quality of life in a thriving and progressive community that reaches from its historical commercial core around Pacific University to a horizon of forests, farms, vineyards, and the Coast Range. As an engaged and diverse people, we assure sustainability in our economy and our environment, thus supporting a community that nurtures our youth, educates all residents, and attracts and welcomes visitors. Forest Grove is itself a *destination* that thrives by *design* and is our *home*.

FOREST GROVE IS A DESTINATION THAT OFFERS VISITORS AND RESIDENTS:

- A rich heritage preserved by honoring the city's natural, cultural, and historic treasures while also embracing the future.
- A centrally located gateway to forests, waterways, beaches, and mountains; this wealth of resources is cherished and preserved to foster sport, recreation, reflection, and leisure.
- Arts & culture that abound throughout the year; we celebrate our cultures and participate in a wide variety of visual and performing arts and festivals.
- A community recognized for its commitment to conserve, preserve, protect and restore our natural assets.

FOREST GROVE IS A COMMUNITY BY DESIGN THROUGH:

- Participation of an engaged public and accessible, responsive government.
- Planning that considers and accommodates both the desires and needs of all community members to ensure their quality of life and prosperity.
- Sustainable transportation modes, systems, and networks that provide opportunities for all to conveniently and safely move about within and outside of the community.
- Economic development that encourages innovative, diverse and ecologically sound enterprises that provide ample opportunities for employment, and ensures the vitality of the community.
- Fiscally sound funding of quality public safety and municipal services including locally owned public utility and watershed.

FOREST GROVE IS HOME TO:

- Individuals who are respected and valued for their experience, abilities, and differences, and where all residents are included in the life of the community through excellent education, recreation, and social programs.
- Young people who are nurtured and encouraged to achieve their full potential.
- Families of every size and description who have community resources needed for lifelong learning and development.
- Older residents whose ongoing leadership, wisdom and investment in the community build the foundation for our future.
- Distinctive neighborhoods replete with a variety of accessible housing options, schools, parks, places of worship and social gathering, and farmlands and open spaces.
- A community in harmony, bound by commonly shared respect for its residents, natural resources, economic vitality, and its active role in a global society.

GOAL 1



Provide Safe, Livable,
and Sustainable
Neighborhoods

GOAL 2



Manage an Effective
Financial Plan to
Provide Quality
Service Levels

GOAL 3



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

GOAL 1



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

OBJECTIVES

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

GOAL 2



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

OBJECTIVES

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

GOAL 3



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

OBJECTIVES

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

GOAL 1 – PROVIDE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS

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

GOAL 1 – PROVIDE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS

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



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

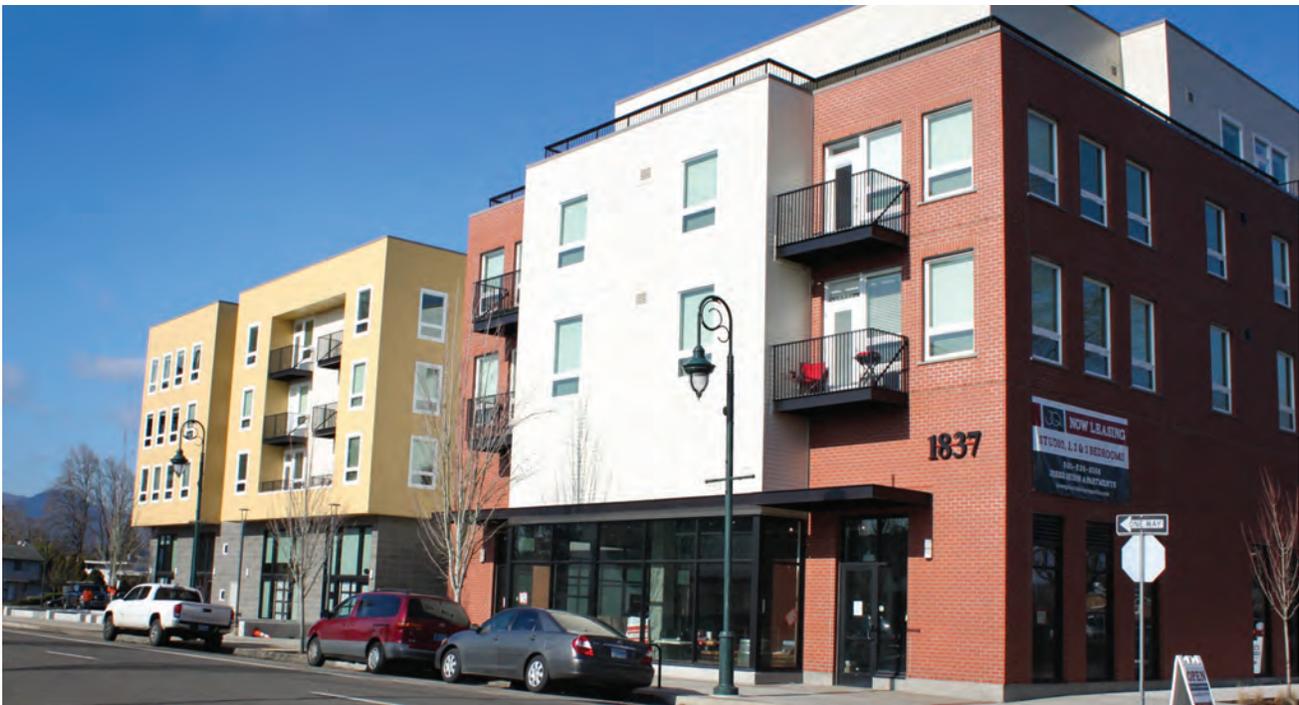
OBJECTIVE	DEPT	ACTION	STATUS	B/C
2.9 Plan for Local Option Levy	ADM	<ul style="list-style-type: none"> No action necessary. 	No update.	PSAC
2.10 Study Fire Governance Options	ADM Fire	<ul style="list-style-type: none"> Participate in monthly Fire Task Force meetings. Council consideration of Fire Governance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

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

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

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

OBJECTIVE	DEPT	ACTION	STATUS	B/C
3.19 Investigate Federal Grant Opportunities	ADM	<ul style="list-style-type: none"> Feasibility analysis to determine if outside assistance is needed. 	RFI proposals reviewed by Council. Cost is \$60,000 - \$80,000; not including grant writing assistance.	
3.20 Review Council Rules and Team Agreement	ADM	<ul style="list-style-type: none"> Form review committee and initiate meetings. 	Need additional clarification of scope. Recommend Work Session.	City Council
3.21 Plan for City Sesquicentennial	ADM	<ul style="list-style-type: none"> Every 150 years. Appoint sesquicentennial committee and hold first meeting. 	Sesquicentennial Committee outline passed by Council. Explore linkage to Vision/Values process.	All



GOAL 1 – PROVIDE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS

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

GOAL 1 – PROVIDE SAFE, LIVABLE, AND SUSTAINABLE NEIGHBORHOODS

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



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

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



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

OBJECTIVE	DEPT	ACTION	B/C
3.14 Develop Core Values and Update Vision Statement	ADM	<ul style="list-style-type: none"> Complete process and finalize Vision Statement and Core Values. 	City Council
3.15 Develop Communications Plan	ADM	<ul style="list-style-type: none"> Complete plan and implement recommendations. 	City Council
3.16 Develop Tourism Program	ADM	<ul style="list-style-type: none"> Finalize tourism marketing plan and implement recommendations. 	EDC
3.17 Update Economic Development Strategic Plan	ED	<ul style="list-style-type: none"> Implement strategic plan. 	EDC
3.18 Complete Boards & Commissions Review	ADM	<ul style="list-style-type: none"> Continue to implement changes. 	City Council

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

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





A place where families and businesses thrive.

1924 Council Street
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503-992-3200
forestgrove-or.gov

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

1. Attendance at Council meetings is first priority; if unable to attend, please contact the City Recorder.
2. Be on time to meetings and read the packet prior to the meeting - be prepared to work.
3. Mayor will take the lead in keeping the meeting and discussion focused.
4. Distribute information in advance of Council discussion.
5. Mayor will recognize Councilors when indicating they wish to speak.
6. Use formal procedure (point of order, call for question, etc.) to focus the meeting. Formal procedure may be used when necessary for effective discussion in lieu of Council's usual, more informal, process. Individuals should use procedure appropriately and courteously.
7. Council meetings are televised live; this requires Council to act professionally by:
 - Treating the public and each other with courtesy;
 - Speaking in turn and on the issue;
 - No interrupting;
 - No engaging in side conversations; and
 - No personal communication on electronic devices while conducting business at the dais.
9. Refrain from personal attacks, including to presenters, staff, and Council.
10. Agree to be diplomatic about disagreement; leave disagreement at the dais and do not try to polarize other Councilors.
11. Call the City Manager or designee with questions and requests prior to the meeting.
12. Information available to one council member will be available to all, in a timely manner.
13. Every effort shall be made to adjourn meetings by 9:30 p.m. Council recess shall be called if meeting extends past 9:30 p.m.
14. Councilors may request on their own accord one-on-one meetings with the Mayor.

Individual Council Member Conduct Agreements

Council Members agree to:

- Be straightforward about goals and issues.
- Cultivate exchange of views with other councilors.
- Avoid saying or doing anything that would discredit or harm the City.
- Cordial, courteous behavior in and outside of meetings.

Commitments as a Council

Council strives to:

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

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