

## 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"> <li>Continue Streetlight LED Replacement Program (Year 2 of 4).</li> <li>Complete feasibility study for solar on Light &amp; Power-owned land.</li> <li>Implement low-flow toilet program.</li> </ul>	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"> <li>Initiate in January 2020.</li> </ul>	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"> <li>Complete public outreach and schematic design for Stites, N. Lincoln, and A.T. Smith.</li> <li>Parks &amp; Rec review of East Side Park.</li> <li>Parks &amp; Rec review of Veterans Memorial park.</li> </ul>	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"> <li>Complete downtown parking study.</li> <li>Complete street trees assessment and develop policy recommendations.</li> <li>Develop concept design for downtown crosswalks.</li> </ul>	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"> <li>Research and define framework for equity discussion.</li> </ul>	Equity Advisory Team composed and met twice. Inventory of City equity efforts nearly complete. Team working on training plan and equity definition.	CCI Sustainability

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OBJECTIVE	DEPT	ACTION	STATUS	B/C
1.6 Develop Police Strategic Plan	Police	<ul style="list-style-type: none"> <li>Complete workload analysis and determine Phase II scope.</li> </ul>	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"> <li>Complete housing needs analysis.</li> <li>Collaborate with County on affordable housing projects in Forest Grove.</li> <li>Land review: Metro TOD, ODOT, County.</li> <li>Assure compliance with HB 4006 re: severe rent burden households.</li> </ul>	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"> <li>Departmental participation in non-profit Community Coalition to clarify City assistance.</li> </ul>	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

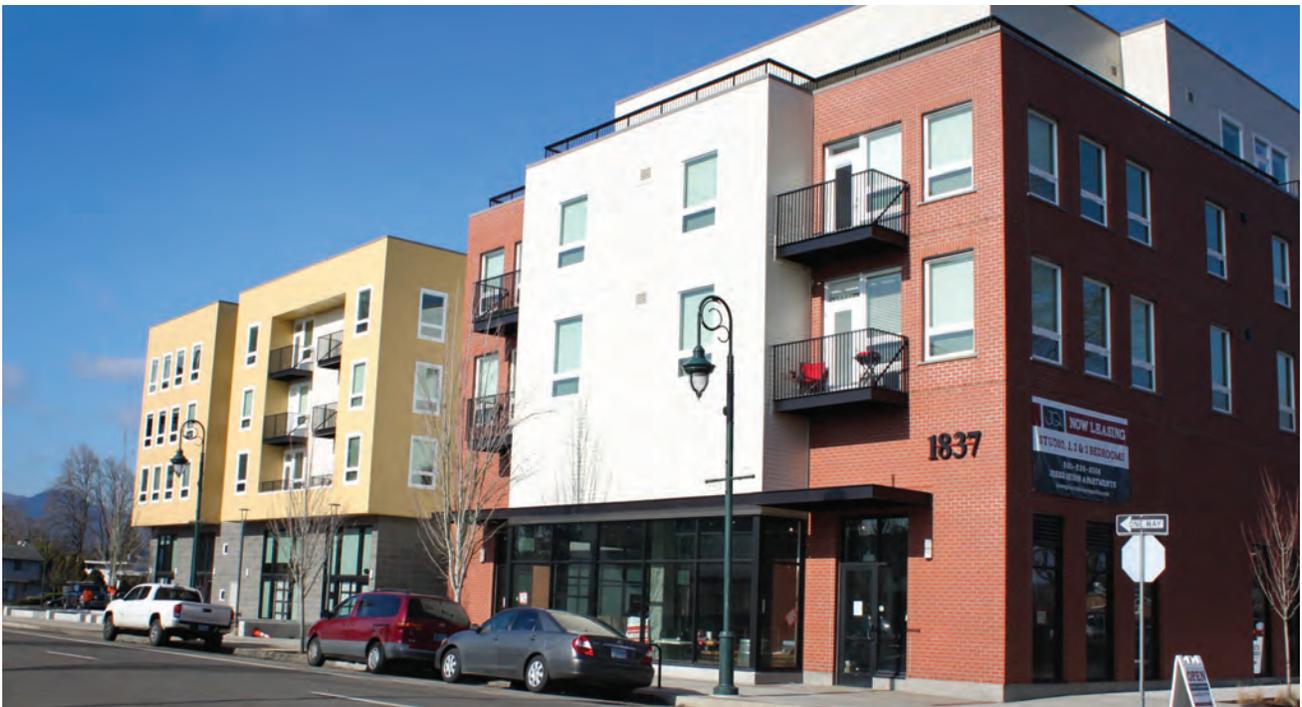
OBJECTIVE	DEPT	ACTION	STATUS	B/C
2.9 Plan for Local Option Levy	ADM	<ul style="list-style-type: none"> <li>No action necessary.</li> </ul>	No update.	PSAC
2.10 Study Fire Governance Options	ADM Fire	<ul style="list-style-type: none"> <li>Participate in monthly Fire Task Force meetings.</li> <li>Council consideration of Fire Governance Foundational Principles.</li> </ul>	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"> <li>Finalize scope and budget for Council consideration.</li> <li>Develop and implement public outreach plan.</li> </ul>	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"> <li>Complete Executive Summary.</li> </ul>	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"> <li>Establish TDT project priorities, funding, and timelines.</li> </ul>	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"> <li>Develop scope and process.</li> </ul>	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"> <li>Develop scope, budget, and initiate planning.</li> </ul>	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"> <li>Inventory and assess existing tourism marketing efforts.</li> <li>Draft tourism marketing plan.</li> </ul>	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"> <li>Include roles and responsibilities of City, EDC, and Chamber of Commerce.</li> <li>Include section on Urban Renewal Agency.</li> <li>Include section on Tourism.</li> </ul>	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"> <li>Reconcile B/C comments and consider Council Rule changes.</li> <li>Develop bylaw template and update bylaws.</li> </ul>	Bylaw template developed and B/Cs are updating them.	City Council

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OBJECTIVE	DEPT	ACTION	STATUS	B/C
3.19 Investigate Federal Grant Opportunities	ADM	<ul style="list-style-type: none"> <li>Feasibility analysis to determine if outside assistance is needed.</li> </ul>	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"> <li>Form review committee and initiate meetings.</li> </ul>	Need additional clarification of scope. Recommend Work Session.	City Council
3.21 Plan for City Sesquicentennial	ADM	<ul style="list-style-type: none"> <li>Every 150 years.</li> <li>Appoint sesquicentennial committee and hold first meeting.</li> </ul>	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"> <li>• Implement Streetlight LED Replacement Program (Year 3 of 4).</li> <li>• Determine solar array on Light &amp; Power-owned land.</li> </ul>	City Council
1.2 Develop Oak Street Area Concept Plan	CD	<ul style="list-style-type: none"> <li>• Initiate and complete concept plan.</li> <li>• Council consideration of concept plan.</li> </ul>	Planning EDC
1.3 Implement Parks Master Plan	PR	<ul style="list-style-type: none"> <li>• Complete implementation plan for Stites, N. Lincoln, and A.T. Smith.</li> </ul>	Parks and Recreation
1.4 Implement Town Center Program	CD	<ul style="list-style-type: none"> <li>• Implement downtown parking study.</li> <li>• Implement street tree policy.</li> <li>• Construct one downtown crosswalk.</li> </ul>	Planning Public Arts CFC EDC
1.5 Equity Assessment and Education	ADM	<ul style="list-style-type: none"> <li>• Consider results of framework discussion.</li> <li>• Examples could include: training for Council and staff, public outreach, B/C reform, additional bilingual collateral materials.</li> </ul>	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"> <li>• Complete Phase II and implement improvements.</li> </ul>	PSAC
1.7 Promote Affordable Housing Strategies	CD	<ul style="list-style-type: none"> <li>• Housing needs analysis comprehensive plan amendments.</li> <li>• Collaborate with County on affordable housing projects in Forest Grove.</li> </ul>	Planning
1.8 Partner to Address Homelessness	LIB P/R CD	<ul style="list-style-type: none"> <li>• Continue partnerships/participation toward goals.</li> </ul>	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"> <li>Establish timeline for May 2022 ballot measure.</li> </ul>	PSAC
2.10 Study Fire Governance Options	ADM Fire	<ul style="list-style-type: none"> <li>Council consideration of Fire Task Force recommendations.</li> </ul>	PSAC
2.11 Plan for Future Police Facility	ADM Police	<ul style="list-style-type: none"> <li>Finalize amount and timing of potential bond.</li> <li>Continue public outreach.</li> </ul>	PSAC CCI
2.13 Prioritize Transportation Development Tax (TDT) Projects	ENG CD	<ul style="list-style-type: none"> <li>Modify TSP and RTP, if needed, to accommodate.</li> <li>Construct projects in accordance with established priorities.</li> </ul>	City Council



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





*A place where families and businesses thrive.*

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