

RESOLUTION NO. 2020-36

**RESOLUTION OF THE CITY OF FOREST GROVE CITY COUNCIL
ADOPTING CITY COUNCIL GOALS AND OBJECTIVES 2020/2021
AND REPEALING RESOLUTION NO. 2019-13**

WHEREAS, pursuant to City Council Rules of Procedure, Section 16, the City Council must set its goals and objectives annually; and

WHEREAS, the City Council met in Work Session with Sara Wilson, SSW Consulting, on October 14, 2019, to address developing core values and updating the City's Vision Statement identified in 2019, Objective 3.14; and subsequently, Wilson provide facilitation services and one-on-one interviews with all Councilors and Directors as a gateway for the Council pre-Retreat Work Session on February 10 and Council and Management Team Goal-Setting Retreat on February 15, 2020; and

WHEREAS, the City Council held a Work Session on March 16, 2020, to refine the proposed Council Goals and Objectives for 2020/2021; and

WHEREAS, the Council identified 7 new Goals and 34 new Objectives for 2020/2021 as shown in Exhibit A.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF FOREST GROVE AS FOLLOWS:

Section 1. The City of Forest Grove City Council hereby adopts its City Council Goals and Objectives 2020/2021 as shown in Exhibit A.

Section 2. Resolution No. 2019-13 is hereby repealed.

Section 3. This resolution is effective immediately upon its enactment by the City Council.

PRESENTED AND PASSED this 13th day of April, 2020



Anna D. Ruggles, City Recorder

APPROVED by the Mayor this 13th day of April, 2020.



Peter B. Truax, Mayor



CITY COUNCIL GOALS 2020/21

CITY OF FOREST GROVE

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Adopted April 13, 2020





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 changing 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.

Sincerely,
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
Council Position 7, Temporarily Vacant

CITY MANAGEMENT TEAM

Jesse VanderZanden, City Manager
Brenda Camille, Human Resources 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 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 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 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 included.

To continue this work, one of the desired outcomes for retreat was to outline the community engagement goals for the visioning process. The team had intended to spend time discussing the 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 includes status updates on the 2019/2020 goals and is available to view on the City’s website at www.forestgrove-or.gov.

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.

CONTEXT

- Look long-term, City Needs to be more proactive + not reactive - **NEED A VISION**
- Look at how everything comes together vs. isolated projects
 - What are unintended consequences - how do we be proactive in addressing?
- Be better communicators as a council - work with staff, boards + commissions - Be leaders, clear on vision + what we want to see
- Look at ways to include community - engage them and bring them in
- What can the Council do better to communicate with staff?

Handwritten notes:
 → To Action + To make sure it doesn't happen again
 → able to see work plan → budget to guide work of staff

IDEA MAPPING TIPS

- Use available resources
- Review + consider context
- Utilize "Ways of Proceeding"
- Staff expertise
- Brainstorm! Be open to all ideas
- **ONE** idea per post-it

Handwritten notes:
 • **LEADERS** - part of our job is to convince the people of Forest Grove re: process
 We listen to the community, consider advice, + decide
 'Takes All into play'
 NEED TO COMMUNICATE ←

Handwritten notes:
 • Communicate ideas back to community
 - easy to see how things impact individually vs. collectively
 - our role as leaders is to communicate **BROADER VISION**

Handwritten note in box:
 2019/20 GOAL UPDATE

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 City’s Boards and Commissions will also be engaged in the implementation of these goals and objectives where applicable. The Board or Commission* supporting each objective has been identified in the chart below. The Council will reconvene as needed to discuss progress on these projects and make updates where necessary.

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE	BOARD OR COMMISSION
GOAL 1: SUPPORT DIVERSITY, EQUITY, AND INCLUSION (DEI) IN THE DELIVERY OF CITY SERVICES AND OPERATIONS.			
1.1 Develop a DEI plan that includes an assessment of hiring practices and equitable delivery of city services and operations.	ADM/COUNCIL	2 Years	TBD
1.2 Continue DEI Advisory Team and internal assessment.	ADM	2 Years	NA
1.3 Support training for DEI Advisory Team, Directors, and Council.	CM	1 Year	NA

* Boards and Commissions include the following: Committee for Community Involvement (CCI), Economic Development Commission (EDC), Library Commission (LC), Planning Commission (PC), Parks and Recreation (P&R), Public Safety Advisory Commission (PSAC).

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE	BOARD OR COMMISSION
GOAL 2: ENABLE HOUSING SUPPLY AND AFFORDABILITY.			
2.1 Evaluate scalable system development charges (SDCs).	CD	2 Years	P&R/EDC
2.2 Develop Oak Street Plan.	CD	1 Year	EDC/PC
2.3 Evaluate parking requirements relative to housing density.	CD	2 Years	PC
2.4 Assess capacity for Community Development to meet the increasing demands of planned growth.	CD	1 Year	NA
2.5 Evaluate recommendations from the City's Housing Needs Analysis and develop an implementation plan.	CD	3 Years	P&R/EDC
GOAL 3: ENHANCE PARTNERSHIPS.			
3.1 Partner to help those experiencing homelessness.	CM	2 Years	TBD
3.2 Partner with Forest Grove School District to enhance library coordination.	LIB	2 Years	LC
3.3 Partner to address downtown parking needs.	CD	2 Years	TBD
3.4 Develop relationships between student liaisons and student government.	CM	1 Year	CCI
3.5 Collaborate with community partners to plan for the City's sesquicentennial.	CM	2 Years	CCI
3.6 Collaborate with regional and local partners to attract higher wage jobs.	ED	2 Years	EDC

* Objective 2.2: Develop Oak Street Plan also supports Goal 5.

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE	BOARD OR COMMISSION
GOAL 4: IMPROVE INTERNAL AND EXTERNAL COMMUNICATIONS AND ENGAGEMENT.			
4.1 Complete and implement the Communications Plan.	ADM	2 Years	CCI
4.2 Engage community in the development of community vision and values.	CM	2 Years	CCI
4.3 Provide customer service training to City staff to promote consistent, positive service to the community.	ADM	1 Year	NA
4.4 Provide outreach materials that provide an overview and tips for engaging in the public process.	CD	1 Year	NA
GOAL 5: MAINTAIN FINANCIAL AND ORGANIZATIONAL SUSTAINABILITY THROUGH LONG-TERM PLANNING AND SUPPORT FOR ECONOMIC AND WORKFORCE DEVELOPMENT.			
5.1 Complete Fire Task Force work to determine effect on City finances.	ADM/LE	2 Years	PSAC
5.2 Plan for a future police facility.	ADM/POL	1 Year	PSAC
5.3 Ensure adequate long-term industrial and commercial property supply.	CD/ED	1 Year	EDC
5.4 Prepare a five-year general fund financial plan.	ADM	2 Years	NA
5.5 Refine West Side Plan Financial Plan.	CD/ENG/ADM	3 Years	TBD
5.6 Complete Neighborhood Mixed Use Zone Refinement.	CD	1 Year	PC

GOALS + OBJECTIVES	STAFF LEAD	TIMELINE	BOARD OR COMMISSION
GOAL 6: PROMOTE SUSTAINABLE TRANSPORTATION ALTERNATIVES AND ENHANCE MOBILITY.			
6.1 Identify high use areas with no sidewalks and include in public works projects.	PW	2 Years	NA
6.2 Incorporate sidewalk and curb American with Disabilities Act (ADA) retrofits into public works projects.	PW	3 Years	NA
6.3 Incorporate electric and/or hybrid vehicles into the City fleet.	PW/LP	3 Years	SC
6.4 Provide adequate charging stations at public facilities.	LP	1 Year	SC
6.5 Prioritize Transportation Development Tax (TDT) projects.	PW	1 Year	NA
6.6 Assess areas with few transportation alternatives and identify options to enhance mobility.	PW	3 Years	NA
GOAL 7: EXPAND RECREATION OPPORTUNITIES.			
7.1 Identify park project development priorities.	PARKS	2 Years	P&R
7.2 Support Council Creek Regional Corridor.*	PARKS	3 Years	P&R
7.3 Partner to enhance recreation coordination.	PARKS	2 Years	P&R
7.4 Partner to study Eastside Park.	PARKS	1 Year	P&R

* Objective 7.2: Support Council Creek Regional Corridor also supports Goal 6.

GRAPHIC SUMMARY



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 supported with adequate resources.

AUTHENTIC: An environment that encourages a realistic, direct, and honest assessment of issues and 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.

TRUSTWORTHY INFORMATION: Staff will provide objective, accurate, and timely information to support the Council's decision-making process. The Council will be clear in their requests and patient while staff prepares a response.

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.

COUNCIL + STAFF KEY SUCCESS FACTORS

TRUSTWORTHY INFORMATION

STAFF WILL PROVIDE OBJECTIVE, ACCURATE, + TIMELY INFORMATION TO SUPPORT THE COUNCIL'S DECISION-MAKING PROCESS. THE COUNCIL WILL BE CLEAR IN THEIR REQUESTS + PATIENT WHILE STAFF PREPARES A RESPONSE

CLEAR GOALS + OBJECTIVES

THE GOALS + OBJECTIVES ARE CLEARLY COMMUNICATED + SUPPORTED WITH ADEQUATE RESOURCES

EXCELLENT COMMUNICATION

CLEAR + CONSISTENT TWO-WAY COMMUNICATION BETWEEN THE CITY COUNCIL + STAFF

PREPARED

WE COME TO THE TABLE PREPARED, REVIEWING MEETING MATERIALS, ANTICIPATING QUESTIONS + CONCERNS, + PROVIDING ADVANCE COMMUNICATION OF ISSUES OR CONCERNS WHEN NEEDED

AUTHENTIC

AN ENVIRONMENT THAT ENCOURAGES A REALISTIC, DIRECT, + HONEST ASSESSMENT OF ISSUES + SOLUTIONS THAT ARE FINANCIALLY FEASIBLE

SHARED COMMUNITY COMMITMENT

WE RECOGNIZE OUR SHARED COMMITMENT TO PROVIDING THE BEST CITY SERVICES TO EVERYONE IN THE FOREST GROVE COMMUNITY

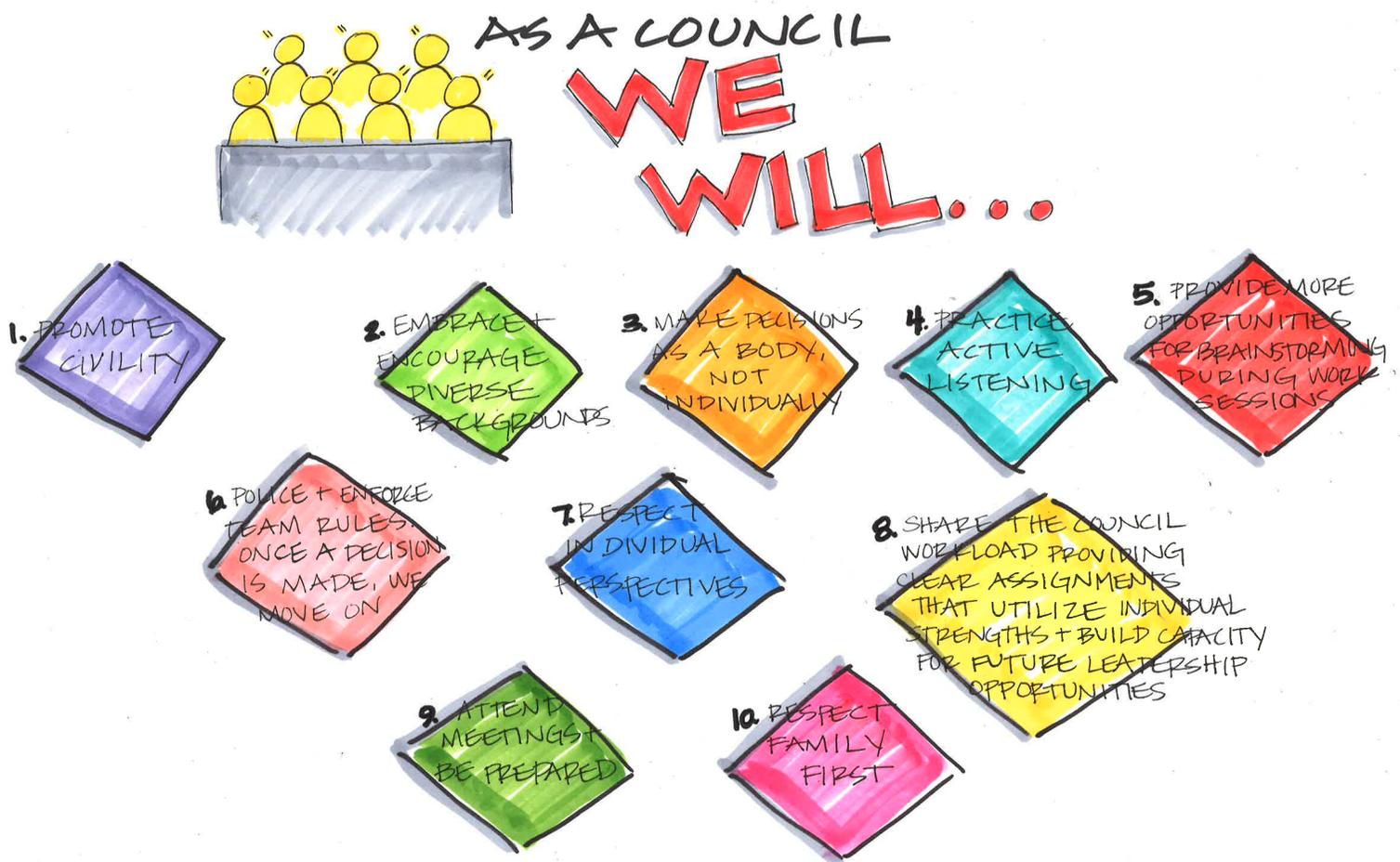
ONE TEAM

WE OPERATE AS A TEAM + ACCEPT DECISIONS ONCE THEY HAVE BEEN MADE, OFFERING OUR FULL SUPPORT FOR IMPLEMENTATION

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.
- » Make decisions as a body, not individually.
- » 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 and objectives 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



A place where families and businesses thrive.

<i>CITY RECORDER USE ONLY:</i>	
AGENDA ITEM #:	Item 9. & 10.
MEETING DATE:	04/13/2020
FINAL ACTION:	RESO 2020-36 RESO 2020-37

CITY COUNCIL STAFF REPORT

TO: *City Council*

FROM: *Department Directors and City Manager*

MEETING DATE: *April 13, 2020*

SUBJECT TITLE: *City Council Goals & Objectives and Team Agreement*

ACTION REQUESTED:

Ordinance	Order	X	Resolution	Motion	Informational
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X all that apply

BACKGROUND:

Per Section 16.1 of the City Council Rules of Procedure, the Council will consider adoption of its annual Goals and Objectives at the first meeting in March of every year. Due to unexpected delays associated with the passing of two city councilors, the Retreat was delayed, resulting in the Goals and Objectives being scheduled for the first meeting in April. The purpose of adopting the annual Goals and Objectives is to inform the annual budget process.

Pursuant to the 2019 Retreat and Goals and Objectives, Sara Wilson, owner of SSW Consulting, was hired to develop and scope and public involvement plan for a City vision and values. She was subsequently hired to facilitate the 2020 Retreat to refine and develop the Council’s goals and objectives and to contextualize the vision and values among them.

To accomplish this, Sara conducted one on one interviews with all Councilors and Directors in December and January. This led to a list of priority issues, Retreat format, and clarified expectations. On February 10, a pre-Retreat Work Session was held to update the Council on the 2019 Goals and Objectives.

The all-day Council Retreat was held February 15th in the Light and Power Conference Room. The Retreat yielded an entirely new document outlining the Council’s Goals and Objectives which to the extent possible, incorporated unaccomplished objectives from 2019, albeit categorized and worded differently. The Retreat resulted in 7 Goals and 34 Objectives compared to 2019’s 3 Goals and 21 Objectives. The Draft Goals and Objectives were reviewed and refined by Council in a Work Session on March 16th. They are proposed for adoption at the April 13, 2020 Council meeting.

TEAM AGREEMENT:

The Team Agreement is unchanged from last year. Please note however the inclusion of “WE WILL” in the 2020 Goals and Objectives which speaks to the commitment between City Councilors and states: » Promote civility. » Embrace and encourage diverse backgrounds. » Make decisions as a body, not individually. » 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. And, » Respect family first.

Please also note the inclusion of “WORKING TOGETHER” which appreciates the existing collaborative relationship and speaks to the commitment between City Council and City staff to have excellent communication, clear goals and objectives, authenticity, a “one team” concept, trustworthy information, preparedness, and a shared community commitment.

STAFF RECOMMENDATION:

Staff recommends the Council consider and adopt the City Council Goals and Objectives by resolution and separately the Team Agreement by resolution.

If the Council wants to pass the Goals and Objectives and Team Agreement as presented in Exhibit A, it requires a motion, second, and vote. If the Council wants to modify either Exhibit, it requires a motion and a second to adopt; then requires an additional, separate motion and second to amend. Each amendment should be done separately with its own motion. Once the motion(s) are dispensed of by a vote, the original motion as amended is dispensed by a vote.

Staff also recommends the Council consider and adopt the Team Agreement by resolution.

ATTACHMENT(s):

- 1) 2020 Draft City Council Goals and Objectives
- 2) 2020 Draft City Council Team Agreement
- 3) Resolution adopting Exhibit A, 2020 City Council Goals and Objectives
- 4) Resolution adopting Exhibit B: City Council Team Agreement
- 5) 2019 City Council Goals and Objectives

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

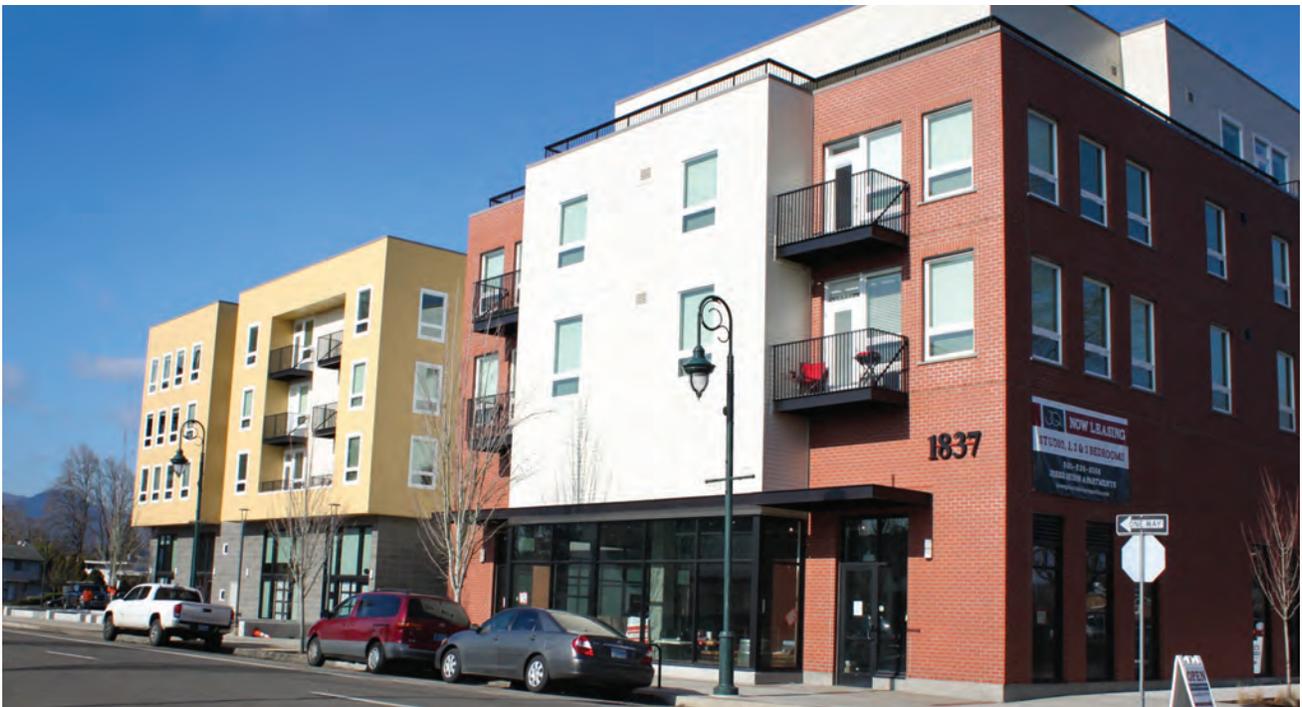
OBJECTIVE	DEPT	ACTION	STATUS	B/C
2.9 Plan for Local Option Levy	ADM	<ul style="list-style-type: none"> No action necessary. 	No update.	PSAC
2.10 Study Fire Governance Options	ADM Fire	<ul style="list-style-type: none"> Participate in monthly Fire Task Force meetings. Council consideration of Fire Governance 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





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