

GOAL	OUTCOME
Financial Health	Explore cost savings/efficiencies and alternative revenue options for sustainable fiscal health
Public Safety	Streamline response to code enforcement challenges
Public Safety	Expand on-the-ground mental health resources to support community
Public Safety	Evaluate rental inspection program

Parks	Maintain existing maintenance levels of service with upcoming expansion (approx 30 acres)
Communication and Engagement	Community understands Town Center Plan, Urban Renewal, and other funding sources for infrastructure through engagement to inform Council direction
Communication and Engagement	Evaluate and improve online engagement tools to expand audience and reach

STRATEGIES	TEAM
(1) Analyze and quantify possible increased revenue generation options, including standardized indexing for all fees, increasing privilege tax percentages, and possible police levy with estimates of revenue generated	Finance* All Dept Heads
(2) Analyze and quantify possible cost-saving options, including reclaimed water for parks irrigation; strategic energy management within city facilities; targeted outsourcing; organizational efficiencies; level of service reductions	
(1) Investigate enforcement solutions for RVs (and examine abandoned vehicle def'n in code)	Legal* Police Planning Code Compliance Building
(2) Update Chapter 1 code enforcement process and penalties (incl. admin process instead of police citation)	
(3) Update Nuisance code provisions, with particular review of noxious vegetation, property appearance, noise, and other chronic nuisances	
(4) Investigate developing a graffiti enforcement/reward program	
(5) Review Clack Co administrative warrant process and consider whether City should adopt a similar local process	
(1) Develop pilot program for contracted peer support specialist	Legal* Police Finance CD Library Transit P&R
(1) Undertake comparative analysis fo other cities' rental inspection programs	Building* Legal Planning Finance
(2) Investigate developing a local Rental Inspection Program and related funding for program support	

(1) Educate about capital improvement projects from master plans and parks bond task force work and established maintenance standards from P&R MP	Parks & Rec* Finance
(2) Hire staff for future park/trail maintenance about to become responsibility of City	
(3) Evaluate maintenance fee to fund maintaining current parks level of service	
(1) Hire consultant to develop and conduct education and outreach campaign on Town Center Plan, Urban Renewal, and other infrastructure funding sources	Admin* Planning Ec Dev Engineering IT
(2) From outreach campaign, if specific areas of interest to review/reevaluate, develop strategy for such review to occur with specific policy recommendations as outcome	
(1) Develop system(s) for tracking information/measures of success for different policies (e.g., tourism, housing)	Admin* Library Parks & Rec SMART IT CD Police?
(2) Consider re-establishing/reimagining internal communications group	
(3) Review and evaluate outreach best practices for consistency and reach	
(4) Provide education on current communication strategies/opportunities (incl. recommended outreach policies reviewed by DEI Committee)	

* Denotes lead department

TEAM LEAD	REFINEMENT NOTES
Keith (finance)	<p>Combined the indexing outcome in with this outcome as a strategy</p> <p>Start Q2 2025; complete by budgeting process for FY 26 (Q1-Q2 2026)</p> <p>Exec Team will use monthly roundtable for this goal outcome</p> <p>Re: Organization Efficiency: lean into attrition; 4-10s; leverage technology; consolidate admin functions; IT savings (replacement cycle length, consolidating printers/equipment); moving toward 100% paperless</p>
Amanda (legal)	<p>Including nuisance code update in this outcome and moving it out of the rental inspection program outcome</p> <p>Start Q2 2025; complete by Q3 2026</p> <p>Multiple work sessions to cover various strategies, but put forward one Ordinance for adoption</p>
Amanda (legal)	<p>Start Q2 2025; implement by Q3 2025</p> <p>Council review of pilot project in Q1/Q2 2026</p>
Dan C. (building)	<p>Start Q2 2025; complete by Q2 2026</p>

Kris (P&R)	<p>Consider input/assistance from Parks and Rec Advisory Board</p> <p>Review prior parks bond task force report with Council</p> <p>Start: Q2 2025; Complete by Q4 2025; seek implementation of maintenance fee beginning FY26</p>
Bryan and then Jeanna (admin)	<p>Start Q2 2025</p> <p>Outreach to consider: 2-way communications such as visual preference surveys, instant polling, surveys on specific areas (parking, density, etc); town halls/speaker series; printed materials; updated market information</p> <p>Combined outcome regarding Urban Renewal/infra funding and Town Center engagement into this one outcome - all tied to education/community engagement</p>
Bill Evans (admin)	Start Q2 2025