MILWAUKIE
CITY COUNCIL MEETING
December 15, 1981
7 p.m.

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THE MILWAUKIE CENTER 1398TH MEETING

The one thousand three hundred ninety-eighth meeting of the Council of the City of Milwaukie, Oregon, was held at 7 p.m. on December 15, 1981, with the following councilors present:

Mel Paulson — Roger Hall
Donald W. Graf — Mayor Joy Burgess

Absent: Wallace Bischoff (excused)

Also present:

Richard Bailey, City Mgr. Pro Tem — Marilyn Thompson, Libr. Dir.
Steven Hall, P.W. Director — Jo Durand, Admin. Assistant
Gordon Erickson, Finance Dir. — Greg Eades, City Attorney
Topaz Faulkner, Planning Dir. — Dorothy E. Farrell, Sec'y
Ronald Schanaker, Police Chief

The invocation was given by Mayor Burgess, and the Pledge of Allegiance was recited.

Mayor Burgess announced that Councilor Bischoff would either arrive late, or possibly would not be able to attend the meeting.

AUDIENCE PARTICIPATION

Mike Kyte and Lee Hames from Tri-Met discussed plans for timed transfer station on block between McLoughlin and Main, and between Harrison and Jackson. The original plan was for use of the entire block for a multi-story structure with a transit center on the ground floor, under a joint development by Tri-Met, the city, and possibly a developer. Tri-Met is recommending a second alternative because they do not feel there is much chance for government funding over the next three or four years for such a plan. The second option is for a one-half block transfer station facing on McLoughlin without a structure.

It was MOVED by Graf, SECONDED by Burgess, to approve option 2. MOTION CARRIED unanimously by those present.

MEMORANDUM FROM CAPITAL IMPROVEMENTS COMMITTEE

Donald L. Trotter, Chairman of Capital Improvements Committee, read memorandum from the committee to the City Council, dated December 14, 1981, concerning progress of the committee, and recommending the committee recess until the city budget has passed. It was MOVED by Paulson, SECONDED by Graf, that the Capital Improvements Committee be recessed until the budget has passed, and until the Council calls them into session. MOTION CARRIED unanimously by those present.

AUDIENCE PARTICIPATION

Arnold Callan, 12012 SE Wood, praised the Fire Department for their life-saving techniques.

PUBLIC HEARING - APPLICATION OF EMIL RITTENBACH FOR ANNEXATION AND ZONE CHANGE FOR PROPERTY AT 12909 SE VERNIE - A-81-3, ZC-81-5, PRC-81-2 RESOLUTION NUMBER 31-1981

Emil and Betty V. Rittenbach, applicants and property owners, have requested annexation of property north of their home at 12909 SE Vernie Avenue, Tax Lot 501, to obtain city services;

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requested Comprehensive Plan Map amendment from county low-density residential to city low-density residential; and requested zone change from county R-7 to city R-10. The Planning Commission recommends annexation of tax lots 500 and 501. Public hearing was declared open at 7:30 p.m. Staff report was given by Planning Director. There has been no correspondence received; no one appeared to speak in favor of or in opposition to the annexation and related matters. Public hearing was closed at 7:35 p.m.
It was MOVED by Paulson, SECONDED by Graf, to adopt Resolution Number 31-1981 (A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE APPROVING A REQUEST FOR ANNEXATION TO THE CITY OF MILWAUKIE). MOTION CARRIED unanimously by those present.
It was MOVED by Paulson, SECONDED by Graf, to read (AN ORDINANCE OF THE CITY OF MILWAUKIE, OREGON REZONING CERTAIN PROPERTY IN THE CITY FROM CLACKAMAS COUNTY R-7 TO CITY R-10, AND AMENDING ORDINANCE NUMBER 1438) the first time by title only. MOTION CARRIED unanimously by those present. The ordinance will be read the second time at the next Council meeting.
It was MOVED by Graf, SECONDED by Paulson, to read (AN ORDINANCE OF THE CITY OF MILWAUKIE, OREGON PROVIDING FOR THE RECLASSIFICATION OF CERTAIN PROPERTY IN THE CITY FROM CLACKAMAS COUNTY LOW DENSITY TO CITY LOW DENSITY RESIDENTIAL AND AMENDING ORDINANCE NUMBER 1437 (COMPREHENSIVE PLAN) AND THE COMPREHENSIVE PLAN MAP ACCORDINGLY) the first time by title only. MOTION CARRIED unanimously by those presnet. The ordinance will be read the second time at the next Council meeting.

PUBLIC HEARING - APPLICATION OF BERNICE LYNCH FOR ANNEXATION AND ZONE CHANGE FOR PROPERTY AT 12374 SE OATFIELD ROAD - A-81-4, ZC-81-6, PRC-81-3 - RESOLUTION NUMBER 32-1981

Bernice Lynch, applicant, and Ellison Morgan and Bernice Lynch, owners, have requested annexation of property at 12374 SE Oatfield Road, north of Kellogg Creek and east of Oatfield Road, to obtain city water and sewer; requested Comprehensive Plan Map amendment from county low-density residential to city low-density residential; and requested zone change from county R-7 to city R-7.
The Planning Commission recommends zone change from county R-7 to city R-10.
Public hearing was declared open at 7:37 p.m. Staff report was given by Planning Director. Council has received letter, dated December 5, 1981, from Court L. and Marjorie M. Koerner, 12300 SE Oatfield Road, saying they are against any increase in density in this neighborhood.
Bernice Lynch, applicant, asked the Council to reconsider the Planning Commission recommendation for zone change to R-10, saying she would prefer R-7.
Stan Gatzmyer, 3422 SE Guilford, spoke in favor of the R-10 designation recommended by the Planning Commission.
Public hearing was closed at 8:05 p.m.
It was MOVED by Paulson, SECONDED by Graf, to go along with the decision of the Planning Commission to change the zone to R-10. MOTION CARRIED unanimously by those present.
It was MOVED by Graf, SECONDED by Hall, to read (AN ORDINANCE OF

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THE CITY OF MILWAUKIE, OREGON REZONING CERTAIN PROPERTY IN THE CITY FROM CLACKAMAS COUNTY R-7 TO CITY R-10 AND AMENDING ORDINANCE NUMBER 1438) the first time by title only. MOTION CARRIED unanimously by those present. The ordinance will be read the second time at the next meeting.

It was MOVED by Graf, SECONDED by Hall, to read (AN ORDINANCE OF THE CITY OF MILWAUKIE, OREGON PROVIDING FOR THE RECLASSIFICATION OF CERTAIN PROPERTY IN THE CITY FROM CLACKAMAS COUNTY LOW DENSITY TO CITY LOW DENSITY RESIDENTIAL AND AMENDING ORDINANCE NUMBER 1437 (COMPREHENSIVE PLAN) AND THE COMPREHENSIVE PLAN MAP ACCORDINGLY) the first time by title only. MOTION CARRIED unanimously by those present. The ordinance will be read the second time at the next meeting.

It was MOVED by Graf, SECONDED by Hall, to adopt Resolution Number 32-1981 (A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE APPROVING A REQUEST FOR ANNEXATION TO THE CITY OF MILWAUKIE). MOTION CARRIED unanimously by those present.

PAYMENT OF BILLS

It was MOVED by Graf, SECONDED by Hall, that the bills listed for December 15, 1981 payment be approved for payment. MOTION CARRIED unanimously by those present.

DECISION ON CABLE TV FRANCHISE PROPOSAL

City Attorney recommended the city enter into negotiations with Liberty Cable TV to attempt to negotiate a franchise in a short period of time. It was MOVED by Burgess, SECONDED by Paulson, that the City Council enter into negotiations with Liberty Cable TV and that through close negotiations some agreement by both parties can be reached by the next Council meeting. MOTION CARRIED unanimously by those present.

RESOLUTION NUMBER 33-1981 - PROVIDING FOR UTILITY SERVICE OUTSIDE CITY IN EXCHANGE FOR EASEMENT

It was Council consensus that the resolution be rewritten to include a reference to the safety factor involved. It was MOVED by Graf, SECONDED by Paulson, to adopt Resolution Number 33-1981 (A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE PROVIDING FOR UTILITY SERVICE OUTSIDE THE CITY), as amended. MOTION CARRIED unanimously by those present.

VERBAL REPORT ON CLACKAMAS COMMUNITY COLLEGE COMMUNITY DEVELOPMENT COORDINATOR PROGRAM

Planning Director reported on city's progress in obtaining a Clackamas Community College Community Development Coordinator.

PLAN FOR REPLACEMENT OF HOWITZER AT NORTH CLACKAMAS PARK

Parks and Recreation Superintendent has written memorandum, dated December 7, 1981, concerning plan for replacement of howitzer at North Clackamas Park. Council concurred in the plan to construct a small gazebo or shelter on the slab which once served as a base for the howitzer and erect a flag pole near the structure, with a plaque or plaques to be placed on the structure and/or flagpole, commemorating Milwaukie's and North Clackamas County's veterans.

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CONSENT AGENDA
a) Approval of minutes - December 1 and 10, 1981 meetings
It was MOVED by Graf, SECONDED by Paulson, to adopt the Consent Agenda. MOTION CARRIED unanimously by those present.

INFORMATION ITEMS
a) Library Board minutes - 11/25/81
b) Planning Commission minutes - 10/27/81
c) Parks and Recreation Commission minutes - 11/23/81
d) Press release on committee vacancies
e) Report on proposed Clackamas County Senior Services Serial Levy
f) Impact of a Police/Fire Serial Levy

(Meeting recessed at 8:40 p.m., reconvened at 8:50 p.m. with all present.)

ALTERNATIVE MANAGEMENT PROGRAM
Manager has written memorandum, dated December 10, 1981, concerning Alternative Management Program, including the following parts:
1) Alternative Management Program, Purpose and Issues
2) The New Organization: Review and Update
3) Options which Relate to Steps or Decisions Required to Implement the Alternative Management Plan
4) Recommendations
5) Technological Enhancements: Development Process
6) Options for Budget Reductions Feasible Under the Proposed Alternative Management Plan
7) Other Alternatives (street lighting fee, franchising water and sewer operations, reducing legal services, eliminating the emergency rescue vehicle, attempting to limit salary increases)
8) Management Compensation
9) Phased Implementation
10) Responses to the Proposed Alternative Management Program.
The Manager said the Alternative Management Program itself should be separated from any potential budget cuts; it should be able to stand alone without cuts.
It was MOVED by Burgess, SECONDED by Paulson, that the City Council accept the recommendation on page 15 as recommended by the City Manager on these six points, and that it give staff direction to proceed to develop an alternative management plan.
It was MOVED by Paulson, SECONDED by Burgess, to amend the motion to provide that acceptance of the main motion will not preclude the Council from challenging options in various departments.
MOTION CARRIED unanimously by those present.
On the main motion, as amended, MOTION CARRIED unanimously by those present.

It was MOVED by Graf, SECONDED by Hall, to continue the meeting until the people who signed up to speak have been heard. MOTION CARRIED unanimously by those present.

A survey was suggested, to find out which services the voters consider to be priorities. Manager said he would bring Council a recommendation.

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It was MOVED by Burgess, SECONDED by Graf, to accept the memorandum from the City Manager, dated December 11, 1981, concerning management compensation, and the manager's recommendations contained therein. MOTION CARRIED unanimously by those present.

It was MOVED by Graf, SECONDED by Hall, to approve Option No. 3 on page 54 of the Alternative Management Program agenda item, concerning the Parks and Recreation Division. That option is to move toward greater cost recovery in the Parks and Recreation Division, maintain the positions of Parks and Recreation Superintendent and two Caretakers, reinstate two summer Park Aides, and transfer the division to the General Services Department. MOTION CARRIED unanimously by those present.

It was Council consensus to continue this meeting to 7 p.m. Thursday, December 17, to deal with policy issues, and if those matters are finished early enough, to go into the Budget Committee meeting which had been scheduled for that night.

It was MOVED by Hall, SECONDED by Graf, to adjourn the meeting. MOTION CARRIED unanimously by those present.

The meeting adjourned at 11:18 p.m.

_____
Dorothy E. Farrell, Secretary

ATTEST:

_____
Joy Burgess, Mayor

MEMORANDUM

IV E (2)

February 26, 1982

TO: CITY COUNCIL

FROM: DICK BAILEY, CITY MANAGER PRO TEM

SUBJECT: UPDATE ON IMPLEMENTATION OF THE ALTERNATIVE MANAGEMENT PLAN

As authorized by you in your December 18th meeting, my staff and I have been implementing the major concepts of the Alternative Management Plan during the last three months. We have gone about this slowly, attempting by careful planning to minimize the problems such a transition can create. While the major concepts have remained the same, some of the details have been changed as we have developed the plan. The management team has worked very effectively in implementing the Alternative Management Plan.

By early March, much of the plan will be in effect. The Community Services Department (originally entitled General Services) will be directed by Topaz Faulkner. The Library, The Milwaukie Center, Parks and Recreation, Planning and Municipal Court will be included in Community Services. Administrative functions will be organized under the City Manager's direction in the Office of Management and Budget (originally entitled Administrative Services). Included will be two Administrative Assistants to the City Manager, Jo Durand and Bill McDonald who has been serving as the Manager of Support Services in the Police Department; the Comptroller (formerly the Finance Director) and his staff; the City Attorney and his staff; the City Recorder and the Personnel Clerk.

As noted above the management team has already begun funtioning. I have greatly appreciated the efforts of Ron Schanaker, Steve Hall and Topaz Faulkner and believe that we have made an excellent beginning in the development of an effective team. As well as implementation of the team management concept, several mechanisms are being developed to improve communications among city staff. Steps toward equalization of the department head compensation have already been made in establishing a flat rate rather than a range for Community Services Director. Work on further development of a management compensation plan has begun. Bill McDonald has already been assigned coordination of the assessment of both needs and available equipment and programs to improve the technology utilized in city operations.

To provide for the improved functions of city operations under the Alternative Management Program some minor reorganization of space in City Hall is being undertaken. In particular we are planning to use the court office space more fully.

All the city staff has been helpful and patient during the planning for the Alternative Management Program. Its success will be in large part due to this spirit of cooperation.

MEMORANDUM

TO: DICK BAILEY

FROM: JO DURAND Jo Durand

SUBJECT: IMPLEMENTATION OF THE ALTERNATIVE MANAGEMENT PLAN

DATE: JANUARY 26, 1982

Below are listed the changes that I have identified as needed to implement the Alternative Management Plan. With each change is listed any items of concern such as time frame, space, equipment that need to be considered in implementation.

MAJOR FEATURES OF ALTERNATIVE MANAGEMENT PLAN:

A. ESTABLISHING GENERAL SERVICES DEPARTMENT (Would COMMUNITY SERVICES be a more descriptive name?).

1. Identifying a department head. This has been done; however, space needs, effective dates for title and salary changes should be considered. Effective date 3/1.

2. Assuming responsibility for the various existing divisions assigned. This probably should be done in in a phased manner, perhaps as follows, to allow Topaz to assimilate new information, establish new communications channels, etc. efficiently:

...Planning--effective now (are there personnel, assignments, space or other changes that should be made to accomodate Topaz' new responsibilities?)

...Library--effective now.

...Court--effective 3/1.

...Parks & Recreation--effective 4/1 or 3/15.

...The Milwaukie Center--effective 5/1 or 4/1.

...Steno Pool--? (see #3 below).

...Facilities Maintenance--?? (see #4 below).

3. Creating a Steno Pool. Would this be best placed in Administrative Services since it will serve all departments? Who will be assigned? Part of Betty Dearnley's and Lorrie Echols' time was the original plan. Is part of Virginia Kopp's or Lorna Olsen's time a possibility? Who will supervise? The possibilities include Topaz, Laurie Perkin, Jo Durand, or Bill McDonald. What about space? Equipment?

Assignment procedure? One plan, to demonstrate how the pieces could fit together, would be to identify who will be in the pool, station them with their major (current) assignment, put the operation (not the people) under Laurie Perkin's supervision in Administration who will accept all assignments, prioritize them, disperse them to the available steno pool member, and return them upon completion to their "owner". This plan could be implemented in general on 3/1 without any problems as no one would have to be moved. Assignment of some clerks to the pool could wait until changes occured in their current assignment (eg. improved technology or completion of Len Kovaks' contract with the City). I think calling it a clerical pool or typing pool might be more accurate.

4. Creating a facilities maintenance division. Would this best be handled more or less as it is now with the two custodians assigned to the major facilities, library and center, and a portion of their time devoted elsewhere? If this is the case supervision for both would be within General Services but not centralized there. If a centralized program is desireable, who should supervise? Topaz directly? Perhaps Randy Westrick should have them assigned to him for supervision of all building and grounds maintenance. Or this function could be assigned to Gordon Erickson in Administration who has City Hall maintenance under his jurisdiction. Perhaps City Hall should be transferred to Topaz or Randy. Whatever the decision on supervision is, there seems to be no reason the effective date could not be 3/1 since the two custodians' assignments, equipment, space would not change--except that if Topaz is going to supervise this function directly she may want to pick it up at a later time to provide for an evening out of her load of new responsibilities.

B. CENTRALIZING ADMINISTRATIVE SERVICES (Is the Office of Budget and Management a more descriptive name?).

1. Reassigning personnel to Administrative Services Coordinator positions. Space needs, salary rates and initial work assignments should be established before transition is made. A method of assignment should be established--perhaps assignment possibilities should be prioritized and assigned by the management team. Relationship to City Manager should be specified. Effective date should be 3/1 depending upon space or the reassignment could be staggered.

For example, Jo Durand could be reassigned 3/1 and Bill McDonald later because more changes are required for his transfer.

2. Establishing the Office of the Comptroller. The relationship of this office to the management team and to the City Manager needs to be specified. Effective date--3/1.

C. REVISING CITY MANAGEMENT COMPENSATION PLAN.

1. The first step in this process would be establishing a flat rate for the department heads, effective 3/1.

2. The next step would involve establishing a flat rate(s) for city attorney, comptroller, administrative services coordinators, police lieutenant, assistant fire chiefs, public works superintendent.

3. Then flat rate(s) for city recorder, library director, police sergeant, fire inspector, fire captain, building official, office and construction/maintenance foreman should be considered. Budget impact and in some cases relationship with the bargaining unit would be the major considerations.

D. IMPLEMENTING THE MANAGEMENT TEAM CONCEPT.

Establishing regular meetings of the management team could begin immediately and would facilitate implementing the rest of the plan. In order to continue good communications with management staff two or three types of regular meetings might be established:

1. Management team meetings.
2. Staff meetings which would include the management team plus city attorney, comptroller, administrative services coordinators and city recorder.
3. Staff meetings which would include the above plus division managers of separate programs such as parks, center, library and court and perhaps including mid-management staff from police, fire and public works.

E. ACQUIRING IMPROVED TECHNOLOGICAL EQUIPMENT.

Identification of needs, funds available, and types of systems available and some prioritization are needed before selection of equipment for either

departmental or city-wide use can be made. Plans should also be made for systems implementation. The management team should identify short term and long term strategies for this project and determine if a departmental or city-wide approach is most feasible. Needs assessment and systems investigation may be an assignment for one of the administrative services coordinators.

MEMORANDUM

December 24, 1981

TO: KEY COMMUNICATORS

FROM: RICHARD D. BAILEY, CITY MANAGER PRO TEM

SUBJECT: ALTERNATIVE MANAGEMENT PLAN

At the City Council meeting held on December 15, 1981 and continued on December 17, 1981, it was decided that the reorganization recommendations included in the proposed Alternative Management Plan should be implemented, that certain policies set by the Council should guide budget deliberations and that the options for budget reductions should be considered by the Budget Committee. Copies of the Alternative Management Plan are available at the reception desk in City Hall and in the Library.

Reorganization will be implemented slowly and thoughtfully with March 1, 1981 as a target date. The management team will guide the implementation. The changes approved by the Council include:

1) Establishing a General Services Department to include the library, senior/community center, parks and recreation, planning, municipal court, steno pool and building maintenance. This reduces the number of departments.

2) Centralizing Administrative Services by reassigning existing staff to provide technical support to all departments.

3) Equalizing management compensation.

4) Adopting the "management team" concept as a method for improving planning and decision making.

5) Creating a steno pool.

6) Beginning a process to improve the technology available in the various city operations.

The Council stated that the following policies should be guidelines during the 1982-83 budget process:

1) The Parks and Recreation Superintendent position should be continued and efforts made to increase self-sufficiency of this program.

2) A full-time City Attorney should be retained.

3) City control over the operation of the Milwaukie Center should be maintained and ways to increase revenue be presented to the Budget Committee.

In deciding that the options for budget reductions outlined in the Alternative Management Plan should be considered by the Budget Committee rather than the City Council, the Council in effect removed the possibility of a phased implementation during this fiscal year. Therefore, we do not anticipate further layoffs in city staff before July 1, 1982 unless the state legislature's session scheduled to begin January 11, 1982 results in significant loss of 1981-82 revenues.

Please feel free to contact Jo Durand with any questions you may have regarding these decisions.

Richard D. Bailey
City Manager Pro Tem

RDB/lp

THIS IS INFO GREG PREPARED AS A BASIS FOR THE BUDGET CUTS RE LEGAL SERVICES IN THE REORG PLAN. GREG SAYS FIGURES ARE NO LONGER VALID.

MEMORANDUM

TO: RICHARD BAILEY, CITY MANAGER PRO T

JO DURAND, ADMINISTRATIVE ASSISTAI

FROM: GREG EADES, CITY ATTORNEY

SUBJECT: LEGAL DEPARTMENT ALTERNATIVES

1. Present structure

   See budget request.

2. City Attorney Only $60,000

   This alternative would require layoff of the existing Clerk Typist II. Department clerical work would have to be assumed by others.

3. Half-time Legal Department 48,000

   This would reduce existing two positions to half-time.

4. Contract Legal Services $24,000

   This would provide the following services:

   a. Attendance at Council and Planning Commission meetings.

   b. Review contracts and other documents.

   c. Answer questions from City Manager (by phone).

   No office time would be included. Monthly retainer of $1500, $5000 for additional service, $1000 for miscellaneous expenses.

5. Phase out $36,000

   This is a combination of #3 and #4.

If you need more detail than this, let me know.

GE/vk

MEMORANDUM

TO: RICHARD BAILEY, CITY MANAGER PRO TEM

JO DURAND, ADMINISTRATIVE ASSISTANT

FROM: GREG EADES, CITY ATTORNEY DATE: DECEMBER 4, 1981

SUBJECT: LEGAL DEPARTMENT ALTERNATIVES.

1. Present structure $82,000

   See budget request.

2. City Attorney Only $60,000

   This alternative would require layoff of the existing Clerk Typist II. Department clerical work would have to be assumed by others.

3. Half-time Legal Department 48,000

   This would reduce existing two positions to half-time.

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   This would provide the following services:

   a. Attendance at Council and Planning Commission meetings.

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   This is a combination of #3 and #4.

If you need more detail than this, let me know.

GE/vk

MEMORANDUM

TO: ALL STAFF

FROM: RICHARD D. BAILEY, CITY MANAGER PRO TEM

DATE: DECEMBER 18, 1981

SUBJECT: ALTERNATIVE MANAGEMENT PLAN.

At the Tuesday night City Council meeting and the Thursday night continuation, it was decided that the reorganization recommendations should be implemented, that certain policies set by the Council should guide budget deliberations and that the options for budget reductions should be considered by the Budget Committee. Copies of the Alternative Management Plan are available in your department, at the reception desk in City Hall and in the Library.

Reorganization will be implemented slowly and thoughtfully with March 1, 1981 as a target date. The management team will guide the implementation. A memorandum detailing the timing of the various changes will be prepared by mid-January.

The Council stated that the following policies should be guides during the 1982-83 budget process:

1. The Parks and Recreation Superintendent position should be continued and efforts made to increase self-sufficiency of this program.

2. A full-time City Attorney should be retained.

3. City control over the operation of the Milwaukie Center should be maintained and ways to increase revenue be presented to the Budget Committee.

In deciding that the options for budget reductions outlined in the Alternative Management Plan should be considered by the Budget Committee rather than the City Council, the Council in effect removed the possibility of a phased implementation during this fiscal year. Therefore, we do not anticipate further layoffs before July 1, 1982 unless the state legislature's session scheduled to begin January 11, 1982 results in significant loss of 1981-82 revenues.

Please feel free to ask me any questions you may have regarding these decisions.

Richard D. Bailey
City Manager Pro Tem

RDB/VK

AD

10/29/81

ALTERNATIVE MANAGEMENT PROGRAM

Problem Statement:

There are three external variables which will result in a net reduction of city revenues of approximately $400,000 for the 1982-83 fiscal year. These variables are as follows:

1. We anticipate the city will lose approximately $170,000 in federal and state revenue sharing funds as a direct result of budget cuts at those levels of government.

2. The current economic downturn suggests an inflation factor of 13% will have to be absorbed to maintain city services at their present level.

3. Assessed valuations are increasing by a factor of only approximately 4% per year.

These factors taken together indicate that the city must prepare for serious budget constraints in the 1982-83 fiscal year.

Policy Considerations:

1. It is time to evaluate strategies which mitigate the impact of unavoidable budget cuts.

2. Change is going to occur. The choice is whether we will try to direct it.

3. Much positive momentum has been developed through new external processes linking Council, city administration, and citizens:
   a) better budget information system,
   b) key communicators system,
   c) long-range goals and objectives.

4. The emphasis must now be directed internally. The organization and functions of city government must be scrutinized and evaluated.

A strategy for change:

The city will change as a result of the pressure for more service in the face of diminishing resources. This proposal outlines a new strategy for the future direction of city government. There are at least five elements to this strategy:

1. Reorganize city government to encourage better management and control.

2. Maximize the productivity of existing human resources.

3. Eliminate functions and services where public or private sector options exist.

4. Contract for service where advantageous.

5. Encourage the use of technology where it is a "multiplier"

of productivity.

A proposal for change:

The following changes are key elements of this proposal to creatively plan for the impact of diminishing revenues. The choices have been made within the framework of the aforementioned strategy.

Key elements:

1. Reorganization of city departments

The functions, resources and responsibilities would be constructed to achieve rough parity of administrative scope and maximum operational efficiency.

2. Utilization of a management team concept

The four department heads would be "team members" responsible for joint problem solving, integrating priorities, facilitating better ideas and decisions.

3. Designated city manager

The separate position of city manager would be eliminated. Instead, a department head would be assigned the additional responsibility of managing the coordination of city operations.

4. Executive compensation equalized

As four departments of nearly equal size would result, department head compensation would be equalized and removed from a "salary scale" system. Annual increments would be established by the Council.

5. Premium compensation for the designated city manager

The "designated city manager" would receive an additional "premium" for the added responsibilities of the manager's office.

6. Office of administrative services

Existing city staff would be assigned to support the "management team." Their emphasis would be on "priority projects implementation," improved research and planning, improved action on routine issues and problems.

7. Technologically-oriented systems

Reliance on manually-oriented systems would change where appropriate. Competent technical assistance from volunteer business and educational sources would be utilized to evaluate areas where operations research and computer technology would increase productivity and reduce costs.

8. Creation of a sten

8. Creation of a steno pool

Begin to centralize "word processing" services through reassignment of secretarial personnel currently in specific departments to a steno pool.

Advantages and disadvantages:

1. Reorganization of city departments

Advantages	Disadvantages
Department parity	Bruised egos
Equalizes executive compensation	Budget structure
Better control	

2. Management team concept

Advantages	Disadvantages
Increased communication between departments	Shares control
Better system for prioritizing projects	Requires team players
Better control of goals and objectives	
Still preserves traditional city manager duties in the designated manager	
Provides stronger process for goal/project implementation	

3. Designated city manager

Advantages	Disadvantages
Easier operation because of closer integration	Requires mediation of budget conflicts (loss of city manager neutrality)
Saves money over traditional approach	Requires internal changes for some grievance procedures
Gives Council more flexibility for change	Possible legal problems i.e., labor contracts
Increases productivity of city manager function	
Retains authority for personnel management	

4. Executive compensation equalized

Advantages	Disadvantages
Simplifies executive compensation	Some will be cut
Based on equal level of responsibility	
Could simplify middle management compensation and whole personnel process	

5. Premium compensation for the designated city manager

Advantages	Disadvantages
Rewards additional responsibilities	Creates a "super" department head
Is a creative approach	
Would change the form of city management	

Descriptive information

This material is intended to describe in more detail actions outlined earlier.

Department of Management and Budget

A new department grouping city operations not related to public safety or public works. Six offices or functions would be administered by the department director. Development and budgeting would be centralized in the administrator's office.

Library: reduced in status to a division or office. Managed by the present librarian with budget control at the administrator's level. More technical-oriented librarian.

Office of Land Use Planning: The current planner would manage development of the comprehensive plan. Technical duties would be contracted to independent planners at competitive "personnel services" rates.

Office of Finance: The "finance office" would manage city funds, investments, and revenues as before. "Finance" would be considered a technical and support function rather than policy oriented.

Court Clerk: With the transfer of cases to District Court this function will realistically be able to process the "infractions" which remain.

Steno pool: The city departments would be served by a typing pool

formed by reassignment of three current secretaries.

Custodian: A city custodian will be responsible for maintaining three facilities (police and fire administration, city hall).

Office of Administrative services

The personnel assigned to this office would come from management positions in existing departments. Specific talent and expertise are centralized in these staff positions to support all city departments, the management team, and the Council. The following functions would be provided by the office:

1. Management analysis
2. Systems development
3. Grantsmanship
4. Project management
5. Economic development
6. Council goals and objectives implementation
7. Research and planning
8. Studies, reports, and proposals
9. Integgovernmental coordination
10. Coordination of volunteer technical assistance.

Specific budget cuts

This proposal would include the following specific actions to reduce general fund expenditures by approximately $100,000 in fiscal year 1981-82, while reducing needed expenditures in fiscal 1982-83 by approximately $436,000.

Actions:	Net saving
1. Eliminate the positions of city attorney and his secretary. This would require contracting for necessary legal services. The contract would support the City Council,and city government with more responsibility for legal research decentralized to departments. (The city prosecutor and his secretary will have been eliminated as of January 1, 1982.)	$55,000

2. Equalize department administrators' salaries plus create a premium pay for city manager duties. This action calls for reorganization of city government into four departments, elimination of a separate city manager, and creation of premium pay for one of the department administrators to assume the city manager's duties.

The four department administrators would also function as a management team for city government operations. Responsibility for operational policy would be shared by the team.

- equalize salaries) - eliminate city manager position) - establish premium)	35,000	35,000

3. Transfer building inspections to county. The county would be required to provide building inspections for the city if the city elected not to do so itself. 78,000

4. Contract with Loaves and Fishes for operation of the Milwaukie Center. The general fund dollars diverted to this service represent a subsidy for a specific class of Milwaukie citizen. Loaves and Fishes is currently providing activities and services to the Center. As the facility serves as a base for their operations, our city staff could be viewed as duplicative of their efforts. The contract would specify the conditions and services which must be provided by Loaves and Fishes for their continued use of the Center. 127,600

5. Eliminate associate planner position in the planning division. The city would retain the lead planner to accomplish routine planning duties. Specific technical support could be contracted if required. Project planning duties would be reassigned to a project coordinator assigned to provide support to the city manager and management team. 15,000

The project doordinator position(s) would represent the reassignment of existing middle management personnel.

6. Reduce the library to a division and downgrade librarian duties accordingly . Remove the equivalent of one clerk position. 25,000

Another option would be to contract with the county to run the city library.

7. Decentralize purchasing. The city departments would would be responsible for doing their own research and paperwork. Finance would continue to monitor the process, control accounts payable, and facilitate processing through the city manager's office. 55,000

8. Eliminate animal control position. The community service officer positions would include responsibility for animal control activities. The five half-time positions would ensure at least the current level of service. 25,000

9. Reduce fire administration secretary to half-time position. 9,000

10. Eliminate the position of parks and recreation superintendent and replace with a caretaker position. Place all caretakers under supervision of public works foreman. 12,000

TOTAL NET SAVINGS $436,000

	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH
DEPARTMENT HEADS								
Orientation	4th Wk.							
CITY COUNCIL								
Background Information Provided		1st Wk.						
Goal/Policy Statements		2nd Wk.						
Objectives Developed		4th Wk.						
Capital Improvements Committee								
Idea Proposed to Council		1st Wk.						
Members Appointed by Council		3rd Wk.						
* Orientation			1st Wk.					
Work on Objectives			3rd Wk - - - - - - - - - -		2nd Wk.			
KEY COMMUNICATORS								
People Recommended by Department Heads	4th Wk.							
Council Informed and Recommendations Made		1st Wk.						
Recommended People Contacted		2nd Wk.						
List of Communicators Established		3rd Wk.						
* Orientation			1st Wk.					

* SAME MEETING

	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH
BUDGET INFORMATION MEETINGS								
Background and General Information			2nd Wk.					
Protective Services: Fire and Police			4th Wk.					
Public Works: Building, Water, Sewer, Streets				2nd Wk.				
Administration, Finance, Planning				4th Wk.				
Community Services: Library, Parks, Center					1st Wk.			
PRINTED BUDGET PROVIDED					1st Wk.			
BUDGET COMMITTEE MEETINGS					2nd Wk.			
						2nd Wk.		
						3rd Wk.		
						4th Wk.		
							1st Wk.	
COUNCIL ADOPTION OF ELECTION LEVY BALLOT							FEB. 16	
ELECTION DATE								Mar. 30

CITY COUNCIL

Establishes Goals and Objectives

CAPITAL IMPROVEMENTS COMMITTEE

Works with Objectives
Develops Strategies, Alternatives and Time-frames

DEPARTMENTAL INFORMATION MEETINGS WITH BUDGET COMMITTEE

Explanation of Departmental functions
Related Departments grouped together
Atleast one evening for each groups' explanations

PRINTED BUDGET PROVIDED

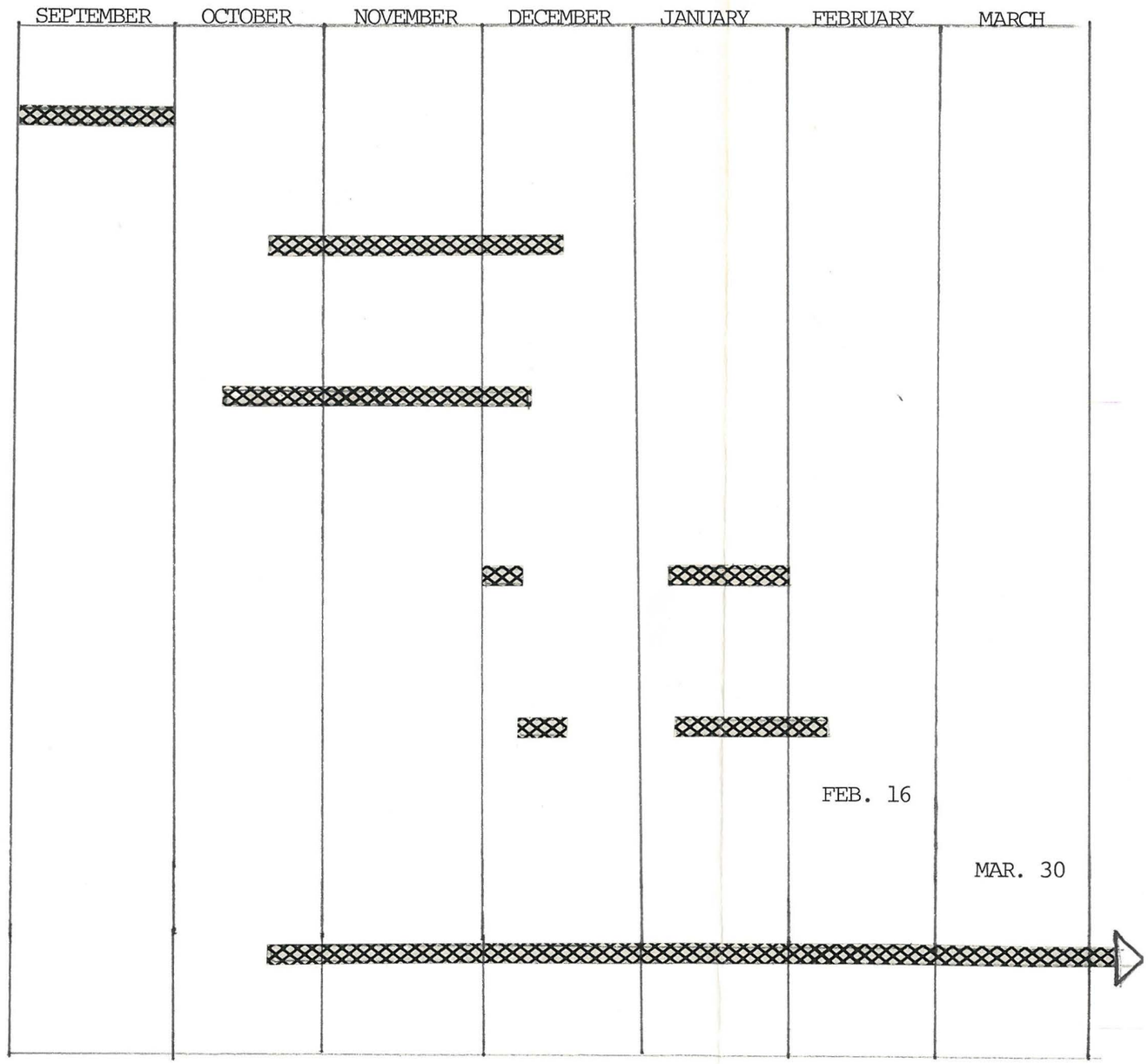
Document divided into sections matching Departmental groups
Budget Committee provided with one section per meeting

BUDGET COMMITTEE MEETINGS

COUNCIL ADOPTION OF ELECTION LEVY BALLOT

ELECTION DATE

KEY COMMUNICATORS



Alternative Management Program

City of Milwaukie

Please do not Remove This Information

IV E 1

MEMORANDUM

December 10, 1981

TO: MAYOR AND CITY COUNCIL

FROM: CITY MANAGER PRO TEM

SUBJECT: ALTERNATIVE MANAGEMENT PROGRAM

When I first approached the Budget Committee concerning financial projections for the upcoming fiscal year, I was concerned at that time regarding three important items: 1) loss of revenues or the potential loss of revenues due to the current economic climate, 2) an inflation factor we assumed to be approximately 12%, and 3) declining growth in assessed value. All three of these things pointed to a very bleak outlook regarding the level of taxation in the community to support a municipal budget.

At that Budget Committee meeting the Budget Committee directed that the city staff prepare what was then termed creative or innovative programs or alternatives to meet the upcoming perceived budget crisis.

As a result of that, the staff prepared an Alternative Management Program, and that program is attached to this memorandum. That program provides for a philosophy that is a change from the current operating policy in terms of how the City of Milwaukie should be managed, and the organizational structure to implement that policy. Also in that memorandum are a series of options or decision packages that provide the staff's thinking regarding viable alternatives in the structure of an Alternative Management Program. Further included are recommendations regarding possible areas of budget cuts with a variety of alternatives for each. Finally, attached in the memorandum are recommendations from staff regarding what we consider to be the best of the alternatives presented to the Council.

The staff has endeavored diligently to come together and to provide alternatives that would provide the best possible service levels under current and projected financial constraints. This has not been an easy process, because there are many different philosophies expressed at the management level. Even though differences in philosophy existed and do exist today, we have found this exercise to be a rewarding and team-building process through which your management personnel have benefitted. It is my hope that this memorandum explains in a manner which is most understandable to the Council and community the options that face us now and in the future.

The decisions needed are difficult policy decisions regarding the organizational structure and levels of service to be provided in the City of Milwaukie, but they must be made, and made soon.

 IV E (2)

I do not think we can ignore the financial crisis upon us; I do not think we should ignore the opportunity to increase the efficiency of our organizational structure and to improve our technology. For the sake of the staff and the community, because the discussion of these alternatives has created considerable concern--not to say upheaval, I hope you will come to a timely decision regarding these issues.

I am sure that there will be substantial discussion regarding these recommendations and alternatives during the course of the Council meeting; therefore I and other management staff will be prepared to answer any and all questions that the Council may have.

Richard D. Bailey
City Manager Pro Tem

12/10/81 df

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ALTERNATIVE MANAGEMENT PROGRAM
PURPOSE AND ISSUES

Introduction

The dialogue which has been stimulated by the original Alternatives Management Program proposal includes the normal elements of fact, fiction, and fear. A certain amount of confusion may exist regarding the purpose of such a reorganization. The original proposal presented October 29th indicated two reasons for making a change in the existing organization of city government:

(1) There is an immediate and unavoidable revenue crisis the city must prepare for in the coming budget.

(2) A positive spirit of cooperation has been developed over the past few months which should be channeled into the difficult effort of evaluating the effectiveness of the existing city organization. Reorganization as a Council policy issue pre-dates the October 29 proposal. That proposal attempted to build a responsible package which addressed both the reorganization issue and the immediate revenue crisis.

The Budget Committee and City Council have had an opportunity to review both the original proposal and the descriptive material presented November 13th. This document builds on the October 29 "proposal" and the November 13 "descriptive package" by providing more specific analysis of the organizational issues, personnel issues, and timing issues which must have decisions.

The Strategy: Managed Change

A strategy has been proposed to provide direction for the council and city government. A strategy is a list of principles and/or objectives which project into the future with the aim of providing a framework (guidelines) for the organization which will improve its performance and provide maximum insulation from anticipated and unanticipated risks and dangers. The strategy had five elements.

1. Reorganize city government to encouage better management and control. The Council and staff have perceived the need and previously discussed the prospect of reducing the number of departments with the general objective to simplify the city government structure. This move is prudent because it represents responsible management.

Fewer departments will reduce the pressure on the Budget Committee and Council to resolve resource conflicts, i.e. seven departments competing for resources will produce more "pressure" than four.

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Reorganization also forces choices regarding the quantity and quality of services provided by the city. Discussion has and will occur as a result of reorganization and the current budget process. Change is always emotional and controversial when services, jobs, and taxes are involved. However, an equilibrium must be found which provides the acceptable level of services at an acceptable cost.

2. Maximize the productivity of existing human resources. This again is a reasonable objective of good management. With resources so tight, one method of adjusting to the demand for more service is to develop methods of increasing the productivity of existing personnel. One of the goals of the management team and administrative services staff will be to develop methods to increase productivity in all city operations.

3. Eliminate functions and services where public or private sector options exist. The city should not provide a service where it is the primary responsibility of another agency or where a more favorable method exists to provide the service (eg. private sector resources exist or other government agencies duplicate the city's efforts.)

4. Contract for service where advantageous. With the high cost of personnel as a percentage of budget resources, the concept of purchasing descrete units of expertise as needed in the market place becomes economically desirable. The additional advantages of accountability and control over performance offered by "contract" options further enhances its value.

5. Encourage the use of technology where it is a multiplier of productivity. The city must attempt to harness the vast potential which the "electronics revolution" is providing to relieve personnel of repetitious and tedious tasks that ought to be automated. Word processing is one example. The City of Eugene after introducing word processing experienced an increase in productivity of approximately two thousand percent in completed typing copy. Additional opportunities exist in every department to store operational information in formats which allow easy access and vastly improved analysis capabilities. It would not be prudent to ignore the electronics/data processing option as one method of conserving resources and increasing productivity.

Personnel Issues

In the initial proposal specific actions were outlined to cut personnel and services where alternatives were available and/or where revenues could be expected to be conserved. These actions were proposed to occur in the existing and next year's budget. In the options section of this document, each of these actions is analyzed against reasonable alternatives.

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Personnel issues..continued

The reason for early implementation of any of these options will be to conserve resources. Every dollar saved in this year's budget and next year's budget has a direct impact on the level of services which can be provided, technological enhancements which can be made, and ultimately the tax rate which Milwaukie citizens must bear.

Timing Jssues

The staff's view is that in most cases, if a cut is prudent or at least unavoidable in July, then earlier implementation is just as reasonable. It might also provide additional revenue savings to either carry over into the next budget year, or invest in productivity enhancements.

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THE NEW ORGANIZATION : REVIEW AND UPDATE

The Alternative Management Proposal anticipates Council decisions to accomplish the following specific changes:

1. Reduction in the number of departments. Finance, Library, Legal, and Planning will no longer be "departments". The significant change would be the formation of a General Services Department which consolidates those services which might be characterized as general government oriented.

The budget for the General Services Department will include the following functions:

Library: This former department would be reduced in status to a division or office. It would be managed by the present librarian with budget control at the administrator's level.

Office of Land Use Planning: The current planner would manage development of the comprehensive plan. Technical duties would be contracted to independent planners at competitive "personnel services" rates.

Court Clerk: With transfer of cases to District Court, this function will realistically be able to process the "infractions" which remain.

Office of Community Services: This division will operate the services and facilities of The Milwaukie Center, the city's senior multipurpose community center, or will monitor the contract if the Center is no longer operated directly by the city.

Steno Pool: The city departments would be served by a typing pool formed by reassignment of current clerical personnel.

Facilities Maintenance: A city custodian will be responsible for maintaining three facilities (police and library, city hall).

2. Centralize administrative services. The proposal calls for the creation of an Office of Administrative Services composed of the following support staff:

Coordinator: Personnel: This individual would have the primary responsibility to maintain the city personnel process. In addition, special "projects" would be assigned by the Council, City Manager and management team.

Coordinator: Operations: This individual's primary responsibility would be to continuously analyze city operations to develop systems options which would

IV E (1)

provide increased productivity and/or reduced costs. An initial assignment would be to develop a proposal for the implementation of technological enhancements in the city.

As with the other coordinator, additional "projects" would be assigned by the Council, City Manager, and management team.

The coordinators positions represent two centralized resource positions responsible for a myriad of activities which in better times might be provided by individual personnel. The list of activities which has been developed is extensive. The coordinators would provide at least the following functions:

- management analysis
- systems development
- grantsmanship
- project management
- economic development
- council goals and objectives implementation
- research and planning
- studies, reports, and proposals
- intergovernmental coordination
- coordination of volunteer technical assistance
- personnel management

In addition to the two coordinators, the Office of Administrative Services would contain the City Recorder position as originally proposed.

One modification of the original proposal would be to add the "finance" function to Administrative Services under the title of Comptroller. The Comptroller would manage city funds, investments and revenues as before. The existing staff and duties of the Finance Department would be retained and managed through the Comptroller. This addition results from the belief that "Finance" is a function which should be under the direct control of the City Manager. As "Administrative Services" would be directly supervised by the City Manager, it is the prime candidate to receive the "Comptroller" function.

3. Revise the city's executive compensation plan. The alternative management system provides for equalization of department head compensation. In addition, middle management compensation would be equalized to the extent that it is appropriate. The overall goal would be to move to a system with fewer "classes" of management employees.

4. Adopt the "Management Team" concept as a method of improving planning and decision making at the executive level of government. The four department heads and the City Manager would work in a team oriented manner on planning, operational issues, and resolving problems.

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5. Create a Steno Pool. The typing work load in any department in the city is cyclical. There are times when severe overloads occur and others when little work is produced. The Steno Pool would represent a move toward word processing. Integrating workloads at this time will take some or the peaks and valleys out of the demand curve. Experience will be gained as clerks are exposed to work formats required by other departments. Ultimately word processing equipment will be introduced providing vastly increased capabilities.

6. Add technological enhancements. This element of the proposal stands alone by its nature. It is not a structural change in the organization yet it calls for taking an important step to modernize some city operations. The terminology and concepts can be confusing yet the facts are unavoidable. Automation of some functions and tasks offers clear opportunities to save money and improve the management of operations.

SUMMARY

The six "changes" or "decision points" outlined above are the basic actions required to implement the Alternative Management Plan. There are options and/or degrees by which these elements can be implemented. The next section develops that information.

OPTIONS WHICH RELATE TO STEPS OR DECISIONS REQUIRED

TO IMPLEMENT THE ALTERNATIVE MANAGEMENT PLAN

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SUBJECT: General Services Department

ACTION REQUESTED: Creation of a Department of General Services

BACKGROUND INFORMATION: The Department of General Services will group general government services not provided in the public works or public safety areas. The functions managed by the Department will include the library, office of land use planning, center, court clerk, steno pool, and facilities maintenance (custodian).

ALTERNATIVES:

Option #1 - Status Quo. This option would be a decision to keep the existing departments and not create a new department of General Services. In effect departmental reorganization would not occur.

Legal considerations: None

Budgetary impacts: Loss of economies anticipated from savings in library, planning and perhaps finance, other adjustments not specifically within new department but related to the concept; eg. switching from a city attorney to a legal services contract.

Option #2 - Create the Department of General Services. Up to three existing departments would be included in the new department plus other functions which are reasonably assigned to a general purpose department.

Legal considerations: None

Budgetary impacts: 1982-83 increased cost = $7700
An increase of $7700 due to the creation of an executive level position for the management of the General Services Department. This position is an upgrading of an existing position rather than the creation of a new position.

SUBJECT: Administrative Services Office

ACTION REQUESTED: Creation of the "Office of Administrative Services".

BACKGROUND INFORMATION: The Alternative Management Program calls for existing staff support to be centralized in an office which can provide necessary research, analysis, writing, and project management activities in support of the Council, City Manager, and management team. Two "Coordinator" positions would be filled by the Administrative Assistant and the Manager of Support Services (Police Department). The city does not have the existing ability to provide staff support in all departments. Administrative Services staff would be available to initiate problem oriented activities in each department or with a multi-department or citywide focus, e.g. police/fire dispatch, computer technology, performance measures.

ALTERNATIVES:

Option #1 - Status quo. This option would provide no Office of Administrative Services. The Administrative Assistant and Manager of Support Services would remain in their present positions. The management team and departments would not receive enhanced staff support.

Legal considerations: None

Budgetary impacts: None

Option #2 - Form an Office of Administrative Services. As outlined in the background information, the Office would include two coordinator positions filled by the Administrative Assistant and Manager of Support Services (police), plus the City Recorder. The configuration represents the original proposal in the alternative management plan.

Legal considerations: None

Budgetary impacts: None, i.e., currently budgeted positions would be transferred.

Option #3 - Office of Administrative Services with the Comptroller. In this option, the current Finance Department would be included in Administrative Services to allow the City Manager direct supervision and control of the "finance" function.

Legal considerations: None

Budgetary impacts: None; no new positions.

SUBJECT: Finance Department/Comptroller

ACTION REQUESTED: Decide where the "finance" function of the city should be located in the new organization structure.

BACKGROUND INFORMATION: In the Alternative Management Program the existing Finance Department was reduced to a division within the General Service Department. The intent was that "finance" would become a technical and support function rather than policy oriented.

ALTERNATIVES:

Option #1 - Status quo. This option would leave the Finance Department as a separate department. The concept of departmental parity would be affected. The Finance Director would sit on the management team and therefore "finance" would be in a policy position as opposed to a support position.

Legal considerations: None

Budgetary impacts: None

Option #2 - Comptroller within the General Services Department. The finance function would be managed by a Comptroller's Office within the Department of General Services. The resources and personnel of General Services would be roughly equivalent to the three other city departments (police, fire, public works).

Legal considerations: None

Budgetary impacts: None; no new positions created.

Option #3 - Comptroller within the Office of Administrative Services. The Comptroller would be placed within the Office of Administrative Services. The finance function, coordinators, and City Recorder would supervised by the City Manager. The Finance Department to Comptroller change would be implemented.

Legal considerations: None

Budgetary impacts: None; no new positions created.

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OPTIONS WHICH RELATE TO STEPS OR DECISIONS REQUIRED TO IMPLEMENT THE ALTERNATIVE MANAGEMENT PLAN

SUBJECT: Steno Pool

ACTION REQUESTED: Creation of a ~~management team~~ STENO POOL.

BACKGROUND INFORMATION: The typing workload in City Hall is never constant in any department. Rather, it has a cyclical pattern depending on scheduled meetings and special projects. There are times when a departmental typist is overloaded and other times when there is little work.

ALTERNATIVES:

Option #1 - Status quo. This option leaves the situation as it currently exists. With no organized steno pool, it is difficult to ascertain which typists would have time free to do additional work.

Legal considerations: None

Budgetary impacts: None

Option #2 - Steno Pool. This option creates a steno pool that would initially involve the Clerk Typist III in court on a half-time basis, and the Clerk Typist III in Administration on a half-time basis. It will allow a more efficient use of time and more equitable work loads throughout City Hall.

Legal considerations: None

Budgetary impacts: None

SUBJECT: Management Team

ACTION REQUESTED: Adopt the management team concept as a tool for coordinating city operations.

BACKGROUND INFORMATION: The "management team" would be composed of the City Manager, and the Directors of the Police, Fire, General Services, and Public Works Departments. The team would be responsible for joint problem solving, integrating city priorities, facilitating better ideas and decisions, and assigning projects to the Administrative Services Coordinators.

Option #1 - Status quo. The City Manager would centralize administration and planning within his "office". Departments would continue to operate as independent units with separate priorities, plans, and problems.

Legal considerations: None

Budgetary impacts: None

Option #2 - Management team. The City Manager would still be the director of city operations. The management team would seek to improve decisions, integrate priorities, and assume more collective responsibility to generate new ideas and resolve problems with a view to impacts on total city operations. The Office of Administrative Services would be a staff resource to the management team to facilitate their management decision processes.

Legal considerations: None

Budgetary impacts: None

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OPTIONS WHICH RELATE TO STEPS OR DECISIONS REQUIRED TO IMPLEMENT THE ALTERNATIVE MANAGEMENT PLAN

SUBJECT: Technological Enhancements

ACTION REQUESTED: Initiate the technology development process as outlined.

BACKGROUND INFORMATION: A process (description attached) for introducing technological systems into the city is one element of the alternative management "stategy". Approval of this effort would represent a commitment to trying to integrate technology where it would improve productivity and offer the prospect of holding the line on additional personnel requirements. This effort involves significant systems analysis activity which could result in major improvements resulting from changes in procedures, the methods by which personnel are utilized, and the ability of data processing equipment to assume tedious and repetitive tasks as well as complex processing not possible with existing systems.

ALTERNATIVES:

Option #1 - Status Quo. The technological enhancement element of the alternative management strategy would not be initiated. The city would continue to utilize only manual systems.

Legal considerations None

Budgetary impacts: The city would not receive the productivity enhancements which could be expected from the use of computers, word processors, management information systems etc. The inabiltiy of existing personnel to absorb increased workloads will have to result in the addition of personnel.

Option #2 - Initiate the development of technological enhancements. The office of Administrative Services will initiate an in-depth analysis of existing systems, identify problems, determine needs, recommend targets, and take further steps as authorized to introduce changes where necessary.

Legal considerations: None

Budgetary impacts: Unknown. The specific costs and projected savings will be itemized as a result of the development process. It would be misleading to say any more than that the objective is to increase productivity and hold the line on costs.

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RECOMMENDATIONS

1. General Services Department - Option #2

   The staff recommends creating the new department as outlined.

2. Administrative Services Office - Option #3

   The Office of Administrative Services would be formed with the two coordinators, City Recorder, and Comptroller functions as enumerated.

3. Finance Department/Comptroller - Option #3

   Because of the expressed desire to have direct linkage with the City Manager, this option would still reduce finance from department status and produce the support/technical orientation originally proposed.

4. Creation of a Steno Pool - Option #2

   This decision would allow for better management of typing. Future implementation of word processing equipment would be anticipated.

5. Management Team - Option #2

   This philosophical change would decentralize some decision-making power exclusively from the City Manager's office and allow for a team process. It is necessary for the Council to reinforce this concept as a policy position.

6. Technological Enhancements - Option #2

   The three phase study and development effort would be initiated.

TECHNOLOGICAL ENHANCEMENTS : DEVELOPMENT PROCESS

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The Alternative Management Plan contains as a part of the overall strategy an element calling for the "use of technology where it is a multiplier of productivity." It would be the intention of the management team to initiate a "project" under the direction of the Office of Administrative Services "Coordinator: Operations." The project would provide for three phases, each of which would require a Council presentation, analysis, and decision to continue.

Phase I - System Assessment

The manual systems which city departments currently utilize to generate work products must be documented. The only way a business operation can be improved and enhanced productivity generated is to clearly understand the systems, strengths, and weaknesses which currently exist. The ensuing steps could be summarized as follows:

- Determine how existing systems work;
- Locate key problems;
- Determine need and cost of detailed analysis;
- Report to management and Council.

Tasks

1. Document Current Information System(s):
   This task involves the assessing and documenting of the existing departments' information systems. Particular areas to be assessed include: data collection, analysis, storage, and retrieval methods and procedures.

2. Survey Typing Work Loads:
   A survey of each typing position in the city and the variable work load experienced will be produced.

3. Identify and Specify System Needs:
   The specific informational needs and product requirements of various user groups within the departments will be identified and defined. Examples: monthly reports, on-line data analysis, billings, payroll generation, court calendars, mandatory crime police and fire status reports.

4. Prepare System Assessment Report:
   This report documents the status of the current information and production systems, system deficiencies, and system needs. Alternatives for improving the systems will be provided with estimated cost implications. Improvements or enhancements involve procedures, personnel, and technology or any combination of the three.

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5. Present System Assessment Report:
An oral presentation to the management team and the Council will provide an opportunity for clear understanding of systems and needs. The report would include:

- The scope of the investigation;
- A listing of personnel interviewed;
- A description of systems studied;
- An identification of major problems;
- Recommendations where and when to proceed;
- Cost estimates.

Outcome: Decision on the specific objectives the Council would give priority.

Phase II - System Analysis and Development

The initial phase will result in the identification of priority targets for adding technological enhancements. The assumption will be that existing systems were found to have weaknesses or deficiencies which could be cost effectively addressed with the introduction of new systems utilizing automated data processing. The task will then remain to specifically analyze targeted system and design new systems which will improve operations, eliminate weaknesses, and hopefully, conserve resources.

Tasks

1. Determine the Best Systems:
The project coordinator, with the assistance of "users," will select the best system alternatives based on

- Review of information on system objectives and capabilities;
- Determination of the accuracy of the needs assessments;
- Economic considerations.

2. Detailed System Design:
This task involves the detailed technical job of devising the methods and procedures which will be utilized to process data and generate products in each of the target areas. This involves determining

- System input media required;
- System input media required;
- Files and processing required

3. Hardware and Software Selection:
This task involves the selection of software packages; the determination of hardware specifications necessary to manage information requirements; and analysis of the options

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available to procure both software and hardware.

4. Develop a System Design and Procurement Report:
A detailed analysis of the system recommended for each target will be produced. This information would include the recommended procurement option.

5. Presentation to Management and Council:
An oral presentation to the management team and Council will outline

- The rationale for each system selected,
- The specific components of the system(s) and the changes from existing systems,
- The short and long term cost impacts,
- The hardware and software requirements of the system(s)
- A procurement process.

Outcome: Decision to proceed with the implementation of each system and the procurement of all necessary elements, i.e. forms, hardware, software, training.

Phase III - System(s) Implementation
A plan will be developed to ensure successful implementation. This phase assumes acceptance of system design and hardware/software vendors. The project coordinator will now concentrate on putting the new systems in place.

Tasks
1. Conversion:
The term conversion is used to describe the process of changing from one way of doing things to another. In the context of a system project, conversion might mean changing manual procedures into automated ones, reformatting data files for machine use, etc. Determination of the method of conversion will be required, i.e. direct (old system to new) or parallel (old and new systems run simultaneously for a period of time then phase out old).

2. Install Hardware:
The scheduling, delivery, and installation of equipment will be handled by vendors and the coordinator in cooperation with department personnel. All hardware must be tested and accepted as meeting requirements and specifications. (Types of hardware: computer, memory peripherals, printers, etc.)

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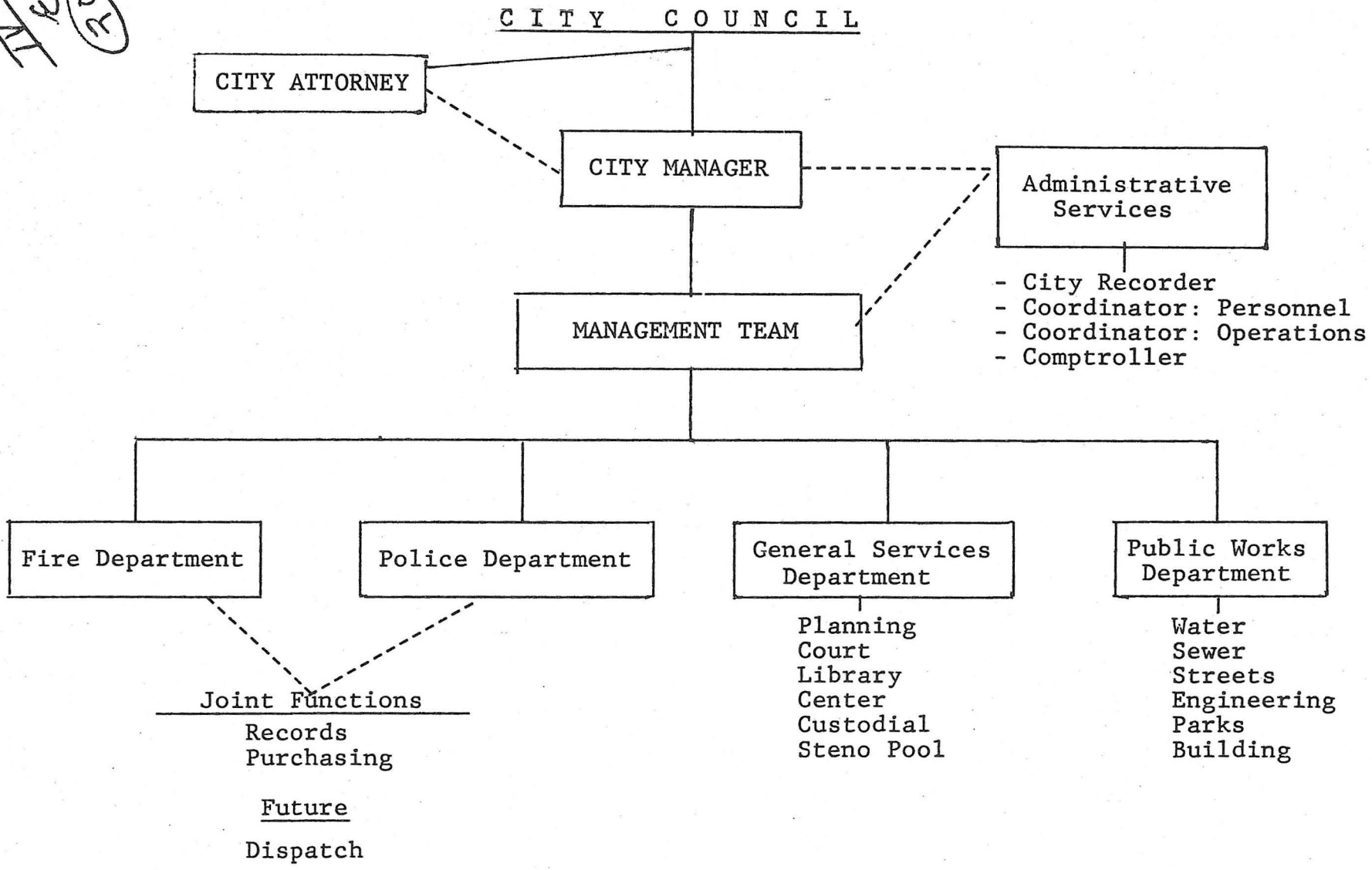
3. Install Software:
The operating systems and applications programs under the general term "software" must be received, entered into the machine(s) and tested.

4. Debug System:
The ability of the new system(s) to successfully meet the objectives which were established by the end users is the critical test. The total system of forms, people, hardware, software, and output products must achieve successful results.

5. Train System Operators:
Personnel must be provided specific instructions and hands-on training in the use of new systems. Regardless of the nature of the system (i.e. word processing, automated water billing and payroll, records management), the existing city personnel must be able to use the new system with confidence. Training and adequate operating procedures must be developed and provided.

Conclusion: This overview of the phases required to move into technological enhancements to existing city operations is intended to illustrate the need for careful planning. Changing systems and acquiring sophisticated equipment requires care and serious analysis of all consequences. The Alternative Management Plan calls for a move in that direction. However, it will be a move which the Council will review each step of the way and which it will control at the key decision points.

ORGANIZATIONAL CHART FOR PROPOSED ALTERNATIVE MANAGEMENT PLAN*



* Incorporating recommended options 12/10/81

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OPTIONS FOR BUDGET REDUCTIONS FEASIBLE UNDER THE PROPOSED ALTERNATIVE MANAGEMENT PROGRAM

The financial forecast for the 1982-83 budget year provided in the previous two descriptions of the proposed Alternative Management Program is very grim. This forecast included loss of federal revenue sharing funds, a 13% inflation factor and a further decline in the growth of assessed valuations to 4% per year. In recent days this picture has worsened as the state announced its plans to hold an emergency legislative session on January 11, 1982 to consider ways to resolve a $250 million deficit. Reduction or elimination of the cities' allocation of liquor and cigarette tax and state revenue sharing could result in the loss of as much as an additional $301,000 in revenue for Milwaukie.

It is a given that there will have to be significant reductions in personnel and other costs in the 1982-83 budget to offset at least a part of the projected serious loss in revenue. The proposed Alternative Management Program provides a framework in which certain options for budget reductions are feasible. Some of the options are possible under the current organization; but many either are not possible currently or would produce much more serious gaps in service. Below are outlined a number of areas in which reductions have been considered. For each, staff has prepared two or more options showing beneficial and adverse effects, consistency with city policy, legal considerations, budgetary impacts, and a recommendation.

Following this information about specific areas is a general recommendation combining the preferred options to provide a picture of the total city general fund services if these options were adopted. In addition some other alternatives for reducing the general fund budget which are not recommended by staff at this time have been identified for your information. There is also a suggested timeline for implementation that results in some savings in 1981-82. This money and salary savings already accruing due to the existence of unfilled vacancies can be used in two ways: to purchase the technological equipment necessary to make the proposed Alternative Management Program and recommended reductions workable, and/or to reduce the amount of the tax revenue necessary to balance the general fund in 1982-83.

OPTIONS FOR BUDGET REDUCTIONS

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AREA: ANIMAL CONTROL

BACKGROUND INFORMATION: The city currently functions with an Animal Control Officer who also has parking control responsibilities. The decision to combine these positions followed the retirement of the former Parking Control Officer and the subsequent decision approved by the City Council to utilize funds budgeted for this and 1 1/2 other unfilled positions to establish a Community Service Officer program. These five part-time non-sworn positions are designed as an entry point for young people, mostly still students, who want to start a law enforcement career. Duties were originally planned to include relief animal control, relief parking control, relief dispatch, desk duty, investigation of minor crimes such as bicycle theft, taking police vehicles for maintenance, etc. The Community Service Officer program is designed to increase service to citizens, relieve police officers of duties not requiring a sworn officer and provide increased supportive services for the police officers. An eligible list has been established for these positions. However, implementation of the program has been delayed due to budget considerations.

ALTERNATIVES:

Option #1 - Reestablish a full-time animal control position.

Beneficial and adverse effects: The city could return to the full-time Animal Control Officer it had before July 1, 1981. The level of service would increase due to increased time for enforcement activities. This option would require that the Community Service Officer program provide all parking control.

Consistency with city policy: No change

Legal Considerations: None

Budgetary impacts: Net 1982-83 savings = $0.00
The existing Animal/Parking Control Officer would be reassigned to full-time Animal Control. Increased revenue from fees and fines resulting from increased enforcement would be more than offset by increased overhead for the animal control vehicle and increases in impound and disposal costs resulting from the increased enforcement.

Option #2 - Establish a separate part-time Animal Control Officer position.

Beneficial and adverse effects: The full-time position has resulted in approximately 300 impoundments and 50+ citations per year plus numerous service actions unrelated to enforcement. A part-time animal control position cannot be expected to produce at the same level as a full-time position. The serious enforcement problems are not affected as they receive priority. This option would result in the reduction of the existing position to a part-time position. The downgrading from full-time permanent to part-time permanent would result in a probable narrower pool of

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Options for budget reductions
Animal Control

Option # 2..continued

individuals for whom such a position would be desirable, and could result in a reduction in the level of professional competence assigned to this function.

Consistency with city policy: This option would continue the current practice of half-time animal control, although it would change the staffing pattern.

Legal considerations: None

Budgetary impacts: Net 1982-83 savings = $15,700
The current full-time Animal/Parking Control Officer position is budgeted at $25,900 for 1982-83. A part-time Animal Control Officer position would be $10,241 in 1982-83. Fees, fines, overhead, impound and disposal costs would all remain at approximately the 1981-82 levels.

Animal Control/Parking position	$25,900
1/2 FTE Animal Control position	$10,200
Net savings	$15,700

Option #3 - Utilize Community Service Officers to provide all animal control.

Beneficial and adverse effects: The community service officers authorized in the existing budget could be utilized to provide animal control service as required over a 16-hour time period. The existing Animal/Parking Control position would be eliminated. The community service officer positions are already funded from personnel savings from the 81-82 budget (parking control, dispatcher, 1/2 clerk). This program will provide other benefits as noted in the background information. The level of service would decrease somewhat as the community service officers would provide about 16 hours of service per week as compared with the current 20 hours per week.

Consistency with city policy: The Council has already authorized the Community Service Officer program. However, assigning total animal control responsibility to this program would be a significant change in the current practice.

Legal considerations: None

Budgetary impacts: Net 1982-83 savings = $25,900
The savings would result from elimination of the Animal/Parking Control Officer position. Changes in fees and fines, overhead costs and impound and disposal costs would offset each other.

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OPTIONS FOR BUDGET REDUCTIONS

AREA: ANIMAL CONTROL

BACKGROUND INFORMATION: The city currently functions with an Animal Control Officer who also has parking control responsibilities. The decision to combine these positions followed the retirement of the former Parking Control Officer and the subsequent decision approved by the City Council to utilize funds budgeted for this and 1 1/2 other unfilled positions to establish a Community Service Officer program. These five part-time non-sworn positions are designed as an entry point for young people, mostly still students, who want to start a law enforcement career. Duties were originally planned to include relief animal control, relief parking control, relief dispatch, desk duty, investigation of minor crimes such as bicycle theft, taking police vehicles for maintenance, etc. The Community Service Officer program is designed to increase service to citizens, relieve police officers of duties not requiring a sworn officer and provide increased supportive services for the police officers. An eligible list has been established for these positions. However, implementation of the program has been delayed due to budget considerations.

ALTERNATIVES:

Option #1 - Reestablish a full-time animal control position.

Beneficial and adverse effects: The city could return to the full-time Animal Control Officer it had before July 1, 1981. The level of service would increase due to increased time for enforcement activities. This option would require that the Community Service Officer program provide all parking control.

Consistency with city policy: No change

Legal Considerations: None

Budgetary impacts: Net 1982-83 savings = $ 0
The existing Animal/Parking Control Officer would be reassigned to full-time Animal Control. Increased revenue from fees and fines resulting from increased enforcement would be more than offset by increased overhead for the animal control vehicle and increases in impound and disposal costs resulting from the increased enforcement.

Option #2 - Establish a separate part-time Animal Control Officer position.

Beneficial and adverse effects: The full-time position has resulted in approximately 300 impoundments and 50+ citations per year plus numerous service actions unrelated to enforcement. A part-time animal control position cannot be expected to produce at the same level as a full-time position. The serious enforcement problems are not affected as they receive priority. This option would result in the reduction of the existing position to a part-time position. The downgrading from full-time permanent to part-time permanent would result in a probable narrower pool of

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Options for budget reductions
Animal Control

Option #4 - Contract for animal control with county.

Beneficial and adverse effects: The county is required under state statutes to provide animal control services in those areas where it doesn't exist within the county. The city could repeal its animal control ordinance and receive service from the county. The county has indicated that a full-time position would be "desirable" to provide service to the City of Milwaukie. The city would not receive the revenue from licenses, fines, fees and forfeitures. Essentially, the city would completely remove itself from animal control duties. There would be impacts in the police department, municipal court, and finance department, where responsibility for enforcement of various aspects of the animal control ordinance would be eliminated. The city would not be obligated to compensate the county for the animal control service it provided. The full-time animal control position would be eliminated under this option. The city would have no leverage to ensure a reasonable level of service. This option may not be implementable until December 1982 because of the timing of the dog licensing process.

Consistency with city policy: To transfer this service to the county constitutes a dramatic departure from past policy regarding not only animal control but all city services. Local control has been a high priority.

Legal Considerations: The existing animal control ordinance would have to be repealed. No contract would be necessary as the county is obligated to provide the service if the city does not.

Budgetary impacts: Net 1982-83 savings = $16,900
The savings result from the elimination of the Animal/Parking Control position ($25,900) plus an estimated $6,000 in overhead, including vehicle, impound and disposal costs, minus the $15,000 lost revenue from licenses, fees, fines, etc.

Animal Control salary		$25,900
Overhead	+	$ 6,000
		$31,900
Revenue lost	-	$15,000
Net Savings		$16,900

RECOMMENDATION: Option # 3 is recommended.
Elimination of the position of the Animal Control/Parking Control Officer, and maintain 16 hours per week of animal control patrol throughout the city by using community service officers, is the most cost-effective option and also retains local control. Emergency animal control functions would be provided during other times by regular police officers and on-duty community service officers. The city would continue to license dogs and receive revenues from this source.

OPTIONS FOR BUDGET REDUCTIONS

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AREA: COMMUNITY SERVICES (THE MILWAUKIE CENTER)

BACKGROUND INFORMATION: The 1981-82 budget required significant reductions in this department with the elimination of 1/2 of the clerical position, senior shuttle matching funds and other materials and services. This has resulted in a decreased level of service including reduced phone hours, reduction in the newsletter and forced increased dependence on volunteers and donations (e.g., shuttle, newsletter mailing). The department has continued to operate a full-service senior center during weekdays and provide a facility for community use during evenings and weekends.

During the past year a private non-profit group---Friends of The Milwaukie Center---has organized and is attempting to support the Center's programs. A county senior services serial levy is being formulated, probably for inclusion on the March 30, 1982 ballot. It would provide the city over $200,000 per year for three years for the Center. The city has received a grant for several years from the Area Agency on Aging to partially fund the Human Services Program which provides services to help seniors stay in their own homes. The forecast is that if the serial levy does not pass AAA will probably provide about the same level of funding to the cities as it did last year (about $9000 to Milwaukie).

This year the Community Services Department produced about 11% of its budget in revenue, not counting the funds raised for items such as shuttle service and newsletter mailing which have been removed from the department's budget. There is considerable potential for increasing the amount of revenue raised by this department by raising significantly the rates of private group user fees to an amount closer to market value and actual costs, by changing the "no alcohol" policy to attract new users, by charging a modest fee for senior and community service groups using the facilities for fundraising, by charging a nominal fee to senior and community service groups for all use, by charging Loaves and Fishes, Inc., for utilities, operating materials and repairs to kitchen equipment, and by seeking donations directly to the general fund.

The Community Services Department is currently supervised by the Administrative Assistant to the City Manager. At times it has been supervised directly by the City Manager.

ALTERNATIVES:

Option #1 - Status quo funding for Community Services Division.

Beneficial and adverse effects: This option would move Community Services into the General Services Department with Parks and Recreation (under some options) and the Library. It would continue to provide a full-service senior senter during the day, plus a community facility during evenings and weekends. Under this

OPTIONS FOR BUDGET REDUCTIONS

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COMMUNITY SERVICES (THE MILWAUKIE CENTER)

Option #1 (continued)

option no additional positions are eliminated, and no major changes are made in the user fees. If the county senior services serial levy did pass, it would provide for a considerably greater level of senior center funding than the status quo budget leaving only community use (1982-83 estimated cost $15,700) to be provided for out of general funds. This expense could be entirely offset by community use revenue if higher fees were set, therefore, $114,500 (next year's community services budget of $127,000 assuming a 12% increase minus $12,500 in current revenue) would be freed to redistribute. The prospects for the county senior serial levy passing are not positive, it has perhaps a 25-50% chance. Moreover, the March 30, 1982 election date is very late for the results to impact our current budget planning for the 1982-83 city budget.

Consistency with city policy: No change.

Legal considerations: None

Budgetary impact: Net 1982-83 savings - $0
There would be no 1982-83 savings unless the county senior services serial levy passed. In that case $114,500 would be saved.

Option #2 - Eliminate all funding for Community Services unless the serial levy passes; contract with Loaves and Fishes, Inc. to continue some programs if it fails.

Beneficial and adverse effects: If the senior serial levy passed a supplemental budget would be required to allow for the expenditure of those funds for senior center operations. At that time it would need to be determined if the additional $15,700 for community use should be spent out of general funds to continue that service, given that this cost could be partially to completely offset by revenues if the user fees were raised. Community Services would be transferred into the General Services Department as in option # 1.

If the senior serial levy fails, under this option an attempt would be made to renegotiate the city's contract with Loaves and Fishes, Inc. The city would seek to provide for as many of the existing city services as possible at no expense to the city by giving Loaves and Fishes, Inc. total responsiblity for the operation of the center.
Areas to be considered include:

1. Scheduling of out side organizations' services and activities such as community school classes,

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OPTIONS FOR BUDGET REDUCTIONS

COMMUNITY SERVICES (THE MILWAUKIE CENTER)

Option #2 (continued)

2. organizing volunteers to provide such in-center services as senior law project and such in-home services as grocery delivery and telephone reassurance,
3. providing directly information and referral and outreach,
4. raising money for or replacing the senior shuttle,
5. scheduling and supervising evening/weekend community use,
6. establishing standards for the maintenance of the facility and its equipment and
7. organizing appropriate mechanisms to monitor the arrangement. The degree to which the level of service will decline will depend upon the resources and willingness of Loaves and Fishes, Inc. to expand on their present operation. This option would eliminate the Center Director, Human Services Coordinator, Custodian, half-time Clerk typist II, part-time Building Supervisor and contract Outreach Worker.

Consistency with city policy: This option represents a dramatic departure from past city practice of controlling the operation of the Center. It could involve significant raises in community user rates, significant reduction in or a loss of important services to seniors and the community.

Legal considerations: According to county staff the city has a legal responsibility to provide for a senior center program in the facility built with CDBG funds. Nothing prohibits providing that program by a contract with another organization. However, the city will continue to be responsible for assuring "overwhelming predominant" senior use, etc. The existing contract with Loaves and Fishes, Inc. will have to be renegotiated.

Budgetary impacts: Net 1928-83 savings $114,500
This option whether the county serial levy passes or fails, eliminates all funding for community services in 1982-83. The current level of revenue $12,500 ($9000 AAA grant and $3500 user fees) would be lost, leaving a net savings of $114,500.

1982-83 est. AAA grant	$9,000
User fees (no policy change)	3,500
1982-83 est. revenue	$12,500

1982-83 est. Community Services budget	$127,000
1982-83 est. Community Services revenue	12,500
	$114,500

OPTIONS FOR BUDGET REDUCTIONS

COMMUNITY SERVICES (THE MILWAUKIE CENTER) (continued)

Option #3 - Retain only the Human Services Program unless the senior services serial levy passes; contract with Loaves and Fishes, Inc. to maintain other center functions if it fails.

Beneficial and adverse effects: This option is essentially the same as option 2 except that if the senior serial levy failed the Human Services Program, funded in part by AAA (speculation is that the city might receive $9,000 for this program in 1982-83),, would be continued by the city. Space at the center for this program would be included in the contract with Loaves and Fishes, Inc. The continued existence of this program which pre-dates the center would considerably reduce the burden that the city would seek to shift to Loaves and Fishes, Inc. At least information and referral and most in-home services would be continued. In addition the city would have a staff member present in the center facility on a regular basis. This option would eliminate the Center Director, Custodian, half-time Clerk Typist II and part-time Building Supervisor. This option would provide a program level similar to that which we had before the center was built from which to rebuild city involvement in community services should funding become available. The Human Services Program would be included in the General Services Department.

Consistency with city policy: Largely the same as Option 2, although some services would be preserved under city control.

Legal considerations: Same as Option 2

Budgetary impacts: Net 1982-83 savings $82,500

The cost of the Human Services Program for 1982-83 is estimated at $41,000 which includes the salary for the coordinator and materials and services including the outreach contract, mileage, printing flyers regarding programs, etc. Under this option the user fee revenue of $3,500 would be lost. Net savings would be:

1982-83 est. Community Services budget	$127,000
1982-83 est. Human Services Program Budget	- 41,000
	$ 86,000
Fee revenue lost	- 3,500
Net savings	$ 82,500

Option #4 - Increase revenue and reduce expenses to work toward self-sufficiency in this department.

Beneficial and adverse effects: This option would result in a growth in the percentage of Community Services budget that is covered by revenue from sources outside the general fund. Increasing revenue would include:

OPTIONS FOR BUDGET REDUCTIONS

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COMMUNITY SERVICES (THE MILWAUKIE CENTER) (continued)

1. Raising the private group user fee to market value, charge for the custodian's set up/take down time and allow alcohol use for an additional fee. This would raise $10,000.
2. Charging a nominal fee for senior and community service groups. This would raise $1,500.
3. Charging a modest fee, similar to the current rate for senior community service group fundraisers. This would raise $1,500.
4. Assessing Loaves and Fishes, Inc. for utility and operating expenses associated with their program. This would raise $12,000.
5. Seeking donations from the private sector directly to the general fund primarily with the help of the Friends of The Milwaukie Center. This would raise $3,000.
6. Seeking AAA support again for the Human Services Program. This would raise $9,000.

Reducing the expenses would include:

1. Combining The Center Director and Human Services Coordinator positions and adding 2 half FTE center Program Assistants which essentially would make permanent the staffing pattern now in effect as a result of the promotion of the Center Director to Administrative Assistant to the City Manager and the Human Services Coordinator to acting Center Director. This action would save $5,000.
2. Asking Friends of The Milwaukie Center to assume the cost of printing the Center newsletter in addition to paying for the mailing. This would save $5,700.
3. Asking Friends of The Milwaukie Center to assume the cost of mileage for volunteers. This would save $500.
4. Asking Loaves and Fishes, Inc. to assume the cost of repairs to the Center kitchen equipment. This would save $1,000.

This option would result in a $12,200 decrease in expenses to a total budget of $74,200 and a total of $37,000 in revenue, a $24,500 increase in revenue over this year. It would provide for 32% of the 1982-83 budget coming from outside sources compared with 11% this year.

This option would continue all existing services although at a somewhat reduced level as a result of the changes in staffing patterns. It would transfer considerable burden to the private sector including Friends of The Milwaukie Center, Loaves and Fishes, Inc., and senior community service and private group users of the facility. It does not come close to generating enough revenue to totally covering the costs of operating The Center and its programs but it represents a major step in that direction. In future years as the Friends of The Milwaukie Center and other community resources grow in strength the percentage of revenue from other resources could grow even higher.

OPTIONS FOR BUDGET REDUCTIONS

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COMMUNITY SERVICES (THE MILWAUKIE CENTER)

Option #2 (continued)

Consistency with city policy: This option requires several changes in past policy regarding fee structure, alcohol use, passing costs on to Loaves and Fishes, Inc. and dependence on the private sector.

Legal considerations: None

Budgetary impacts: Net 1982-83 savings $36,700

As noted above, under this option, the 1982-83 estimated Community Services budget would be $114,200, a savings of $12,200. The estimated revenues would total $37,000 less the $12,500 raised last year or $24,500. Net savings ($36,700) would equal savings ($12,200) plus new revenue ($24,500).

Make temporary staffing change permanent	$5,000
Newsletter printing	5,700
Volunteer mileage	500
Kitchen repairs	1,000
1982-83 budget reductions	$12,200

Private group user fees	$10,000
Sr/Community group user fees	1,500
Sr/Community group fundraiser fees	1,500
Utilities, etc. to Loaves & Fishes	12,000
Donations	3,000
AAA	9,000
1982-83 revenue	$37,000
Less current revenue -	12,500
New revenue	$24,500

Budget reductions	$12,200
New revenue	24,500
Net savings	$36,700

RECOMMENDATION: Option #2 is recommended. Option #2 is recommended primarily because it saves the greatest amount of tax dollars. Hopefully the proposed county senior services serial levy will pass. However, if it does not, Loaves and Fishes, Inc. is a private sector alternative for continuing a core of the existing program, an alternative not available for most city services. To continue to fund this program out of general fund dollars to serve a limited segment of the population, the majority of whom live outside the city, does not seem justified in the face of the current budget crisis.

IV E (31)

OPTIONS FOR BUDGET REDUCTIONS

AREA: LIBRARY

BACKGROUND INFORMATION: The 1981-82 budget required significant reductions in the Library staff, with the elimination of a Clerk Typist III, Library Assistant, Library Aide and Library Page, plus 1/3 of the Custodian's time. The result has been a reduction in library hours and a decrease in all service levels including the elimination of all direct purchases of new books during the last six months of 1981 and a decrease in the retrieval of overdue materials, in reference service and in special programs such as storytelling.

ALTERNATIVES:

Option #1 - Status quo funding for Library Division

Beneficial and adverse effects: Maintaining the 1981-82 funding level for the library would allow the current level of services to continue, assuming the county-wide computer system is operational in Milwaukie by Fall, 1982.

Consistency with city policy: No change from 1981-82 policy.

Legal considerations: None

Budgetary impacts: No 1982-83 savings.

The 1982-83 county library serial levy revenue is estimated to be $226,257, leaving an estimated $141,550 in general funds necessary to support the status quo option. This compares with $87,500 in general fund support for the library this year.

Option #2 - Eliminate one Library Aide position

Beneficial and adverse effects: This option would leave two Library Aides and three Senior Librarians in addition to the Director. The impact would be some further reductions in all areas of service, perhaps including hours. The major impact would be in circulation services.

Consistency with city policy: Would result in some changes in city practice because of reduced service levels; the most dramatic change would be a possible reduction in hours of service.

Legal considerations: The present arrangement for the county library serial levy should not be jeopardized by reductions in service, except for revenues lost if the number of card holders decrease, unless the participating libraries adopt minimum service standards.

OPTIONS FOR BUDGET REDUCTIONS

IV E (32)

AREA: LIBRARY

Option #2 (continued)

Budgetary impacts: Net 1982-83 savings = $12,300

There would be potential revenue loss from uncollected fines and unretrieved material and from possible reduction in the city portion of the county library serial tax levy and in the per capita state aid funds due to decreasing service and number of registered card holders. These losses are extremely difficult to estimate. Among other things it is not clear how much of the staff time loss could be offset by the expected computer assistance in circulation functions. However, there would be a $1500-2000 loss assuming fines and materials retrieval declined by 12-15%. A 2.5% reduction in card holders could result in $5700 loss in serial tax revenue. The amount of the state aid that might be lost would not be significant. The Library Aide position is budgeted at $20,000 in 1982-83.

Library Aide position	$20,000
Revenue lost	- 7,700
Net savings	$12,300

Option #3 - Eliminate one Senior Librarian position

Beneficial and adverse effects: This option would cut one of the people providing major services such as reader guidance and reference or children's services. Therefore, one major service would be eliminated plus some reduction in the level of all library service.

Consistency with city policy: Would result in major change in level of service.

Legal considerations: Same as option #2

Budgetary impacts: Net 1982-83 savings = $2900

Potential revenue lost could be very significant. For example, children's services users are estimated at 40% of the library card holders. If one-fourth of them became upset enough to discontinue using the library, this would result in a 10% reduction in card holders and therefore a loss of $22,600 in projected library serial tax income. In addition some of the $3000 in state aid would likely be lost, perhaps 25% or $750, as well as a possible $750 loss in fines collected and lost materials. The Senior Librarian position is budgeted at $27,000 in 1982-83.

Senior Librarian position	$27,000
Revenue lost	24,100
Net savings	$ 2,900

OPTIONS FOR BUDGET REDUCTIONS

AREA: LIBRARY

(continued)

IV E (33)

RECOMMENDATION: Option #2 is recommended.
This option is the most cost-effective. The revenue loss for option #2 might be even less if the full potential of computerized circulation is reached. The net savings for option #3 are not high enough to offset the public relations problem that loss of a major library service would cause.

IV E (34)

OPTIONS FOR BUDGET REDUCTIONS

AREA: PLANNING DEPARTMENT

BACKGROUND INFORMATION: The three members of the Planning staff--Director, Associate Planner, and Stenographer Clerk--assist in guiding the city's development, aiding in the effective integration of public programs and private projects that will meet the needs of Milwaukie residents, both now and in the future. The Director provides staff support at Planning Commission and City Council meetings; is engaged in special projects such as downtown revitalization and economic development; acts as liaison with other agencies; works on long-range planning; handles citizen involvement; assures city conformance with new state legislation on land use; assists in the development and administration of regulations in the public interest; coordinates the consultant's work on zoning ordinance revisions; supervises the planning interns; and administers the department.

The Associate Planner provides staff support at Planning Commission meetings; works with developers and citizens requesting land use actions; prepares staff reports and documentation for public hearings; reviews building permits and business licenses; and provides information to the public.

The Stenographer Clerk takes nearly verbatim minutes at the Planning Commission meetings; notifies applicants of decisions, findings and conditions; prepares legal notices, assuring proper time requirements are met on mailings and publications; maintains files, provides public information and handles a voluminous amount of paperwork within the constraints of legal requirements.

ALTERNATIVES:

Option #1 - Status Quo funding for the Planning Department

Beneficial and adverse effects: This option maintains the Planning Department at its current level. General economic constraints have significantly reduced the number of requests for land use actions. The Associate Planner's time is underutilized and is expected to remain so through the remainder of this budgetary year, and potentially through the entire 1982 calendar year.

Consistency with city policy: No change

Legal considerations: None

Budgetary impacts: No 1982-83 savings.

Option #2 - Reduced staffing for the Planning Division

Beneficial and adverse effects: This option creates a Planning Division in the proposed General Services Department. The Associate Planner's position is eliminated and this work is assigned to a part-time Assistant Planner hired on a contract

IV E (35)

basis. Public information as well as "day-to-day" planning is handled by the Stenographer Clerk in the upgraded position of Planning Aide.

Most of the current planning functions can be performed by a part-time (20 hours a week) Assistant Planner and a Planning Aide. The Director's work described in the background information can be completed equally well as General Services Administrator, given that not all of the projects are ongoing. It will be necessary to allow funds for increasing the hours of the Contract Assistant Planner when the economy improves sufficiently to encourage increased land-use actions.

Using a part-time Assistant Planner will result in a reduction of Planning Commission meetings from two to one per month. However, this reduction may be necessary in any case due to the reduced level of applications. It will cause inconvenience to some applicants to wait the additional time until the next Commission meeting. The two meetings per month schedule was implemented 18 months ago in response to requests for more rapid handling of applications.

The Stenographer Clerk is already being trained to provide information on zoning to the public and to review requests for business licenses.

Consistency with city policy: Would change number of Planning Commission meetings, reduce size of the department.

Legal considerations: Certain planning functions, primarily dealing with the Comp. plan, are mandated by state law. As long as these functions are performed, the legal requirements are satisfied.

Budgetary impacts: Net 1982-83 savings = $21,950
Projected 1982-83 salary costs for the Associate Planner ($35,200) plus the Stenographer Clerk ($19,900) total $55,100. Costs projected for the contracted Assistant Planner ($11,550) and the Planning Aide ($21,600) total $33,150. There would be no significant revenue losses because there are no legal options to participating in the planning process.

Associate Planner position	$35,200	1/2 Asst. Planner position	$11,550
Steno/Clerk position	$19,900	Planning Aide position	$21,600
	$55,100		$33,150

$55,100 - $33,150 = $21,950

Options for Budget Reductions
Planning

IV
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(36)

Option #3 - Reduced Planning Department

This option leaves Planning as a department but reduces the Associate Planner's position to contract Assistant Planner and upgrades the Stenographer Clerk to Planning Aide, as in Option # 2.

The impacts are virtually the same except that more of the Planning Director's time is available to work on planning projects simultaneously. It is useful primarily if the portion of the proposed Alternative Management Program relevent to Planning is not accepted.

RECOMMENDATION: Option # 2 is recommended.

This option is the most cost-effective given the volume of planning work anticipated through 1982-83. It also fits well within the proposed Alternative Management Program and makes the most efficient use of the current department head's time and ability.

OPTIONS FOR BUDGET REDUCTIONS

IV E (37)

AREA: FIRE DEPARTMENT CLERICAL SUPPORT

BACKGROUND INFORMATION: The Fire Department has operated for at least the last 10 years with a full-time secretary. The secretary's duties have included such items as straight typing, filing, typing of reports and forms, expediting purchase requests and answering the phone.

ALTERNATIVES:

Option #1 - Status quo funding of full-time clerical position.

Beneficial and adverse effects: This option makes secretarial help available at all times. "Emergency" items are expedited. The phone is answered and calls routed with consistency.

Consistency with city policy: No change.

Legal considerations: None

Budgetary impacts: No 1982-83 savings.

Option #2 - Reduce clerical position to 1/2 FTE.

Beneficial and adverse effects: This option increases cost/benefit ratio and provides a mandate for greater efficiency through better time management. It may slow down processing of paperwork during peak periods. Fire staff will answer own phones half of the time.

Consistency with city policy: Change from prior city staffing practice but not from any official policies.

Legal considerations: None.

Budgetary impacts: Net 1982-83 savings $ 9,500
The Clerk Typist III position in the Fire Department is budgeted at $18,400 for 1982-83. The 1/2 FTE position would cost $8,900 because health and dental insurance benefit costs are eliminated. There would be no revenues lost.

Full time position	$18,400
1/2 FTE position	-8,900
Net savings	$ 9,500

RECOMMENDATION: Option #2 is recommended.
With the addition of a records management system the Fire Department can get by with a 1/2 FTE secretary. It would be difficult to accommodate such a deletion without improved technology. The steno pool proposed in the Alternative Management Program may be able to assist with major clerical projects.

OPTIONS FOR BUDGET REDUCTIONS

IV E (38)

AREA: PURCHASING

BACKGROUND INFORMATION: The City Storekeeper was a position in Public Works dating back to at least 1967. In 1977, this position was upgraded to Purchasing Agent, with the added responsibility of buying, in an effort to cut the costs involved in separate departmental purchases and to increase efficiency.

The job description includes: preparation of purchase orders and related documentation; preparation of bid forms, supervision of bidding process; analysis of various purchasing options; determines disposition of city surplus; supervision of city printer and printing schedules. The Purchasing Agent is able to advise a department when the item they are requesting is already available in another office at City Hall, or when a less expensive substitution may be appropriate.

ALTERNATIVES:

Option #1 - Status quo funding of purchasing process.

Beneficial and adverse effects: Under this option, the positions of Purchasing Agent and Clerk Typist II will be continued. It was pointed out during the 1981-82 Budget Committee meetings that the Purchasing Agent had saved the city $60,000 during the previous year through her knowledge of vendors and price comparisons. In a cost-efficiency move, Clackamas County recently adopted a centralized purchasing operation and, in the first six months, has realized a 25% reduction in costs for goods and services. Technology can increase the efficiency of this process.

Consistency with city policy: No change.

Legal considerations: None

Budgetary impacts No 1982-83 savings

Option #2 - Combine Purchasing Agent and Accounts Payable (Clerk II) positions

Beneficial and adverse effects: This option involves a partly decentralized purchasing system similar to what was in effect prior to 1977. One person in this combined position will collect data and process transactions. Prior to 1977, this was handled by a staff member in finance as a full-time position. The departments will be responsible for actual buying. Technology could increase the efficiency of this process.

Consistency with city policy: There is no official policy regarding purchasing. This option does change recent practice returning to a pattern in use 5 years ago.

Options for budget reductions
Purchasing Agent

IV E
(39)

Option #2 (continued)

Legal considerations: This option would result in a partial loss of control over insuring that all purchasing is done according to applicable legal requirements.

Budetary impacts: Net 1982-83 savings $16,700
Savings will result from elimination of the Clerk Typist II position budgeted at $16,700 for 1982-83. There would undoubtedly be some revenue lost in the form of less cost-effective purchasing but the amount is difficult to estimate for this combined position.

Option #3 - Elimination of Purchasing Agent and Clerk Typist II positions.

Beneficial and adverse effects: This option would decentralize the purchasing functions to each of the four departments although police and fire may develop a combined purchasing process. At least one person in each department must be assigned the purchasing responsibility. Auditors may not accept this procedure due to lack of financial control. Poor accounting resulting from late and incomplete data would increase the city's financial problems. Work will often be done by a high ranking departmental employee. The net effect is that employees who are paid more than the existing purchasing agent and who are not as well qualified to handle purchasing are spending time on this function while their own work is set aside. It will be necessary to have one person in Finance assigned the job of coordinating all of the paperwork and issuing payment. This may be a full-time job, as it was in the past. Technology can increase the efficiency of this process.

Consistency with city policy : Would result in a significant change in past practice.

Legal considerations: There is no way to assure compliance with state purchasing statutes, rules, and procedures. There could be increased likelihood of problems and mistakes having legal consequences with a decentralized process.

Budgetary impacts: Net 1982-83 savings $6500
Immediate savings totaling $42,500 will result from elimination of both Purchasing Agent position budgeted at $25,800 in 1982-83 and Clerk Typist II position budgeted at $16,700 in 1982-83. However, these have to be weighed against the loss of time (noted above) and lack of efficiency in purchasing. Even if the reduction of the number of departments from 7 to 4 reduced by one-half the loss resulting from decentralized purchasing , it would still be $36,000 after allowing for the inflation in the value of goods and services involved between 1980-81 and 1982-83.

Options for budget reductions
Purchasing Agent

IV E (40)

Option #3 (continued)

Budgetary impacts...continued.

Purchasing Agent position	$25,800	1980-81 projected loss of revenue	$60,000
Clerk Typist II position	$16,700		
	$42,500		
		2 yr. inflation factor	x 20%
			+ $12,000
			$72,000
			÷ 2
			$36,000

$42,500 - 36,000 = 6,500 effect of fewer departments

RECOMMENDATION: Option # 2 is recommended.
The city can achieve short term savings by elimination of totally centralized purchasing, although at the risk of long-term costs. The status quo option is much preferable for the city if funding were available. Option # 2 is much more cost-effective than Option # 3.

OPTIONS FOR BUDGET REDUCTIONS

IV E (41)

AREA: BUILDING DIVISION

BACKGROUND INFORMATION: Loss of revenues from building permit and plan check fees and budget projections for 1982-83 require serious consideration in the analysis of this division.

Actual revenues for July through October 1981 are $8,323 while estimated revenues for that same period were $20,000 ! Building fees increased an average of 50% on November 1, 1981, but revenues will still be substantially below projection.

In order to balance our revenue/expenditure situation, the Assistant Building Inspector was laid off effective November 30. 1981. It is anticipated that the division will "break even" on June 30, 1982 (see attached memorandum dated November 20, 1981).

Based on that November 20, 1981 analysis, estimated income (conservative) from building permits would be (adding 10% increase in value of construction) as follows:

10 months @ $3120 plus 10% =		$34,320	
2 months @ $3900 plus 10% =		8,580	
Total est. Bldg. Fees		$42,900	
1981-82 General Fund monies	+	9,079	
Total Est. available		$51,979	or $52,000

Option #1 - Status quo.

Beneficial and adverse effects: This option will maintain service of division as budgeted in 1981-82 including both Building Official and Assistant Building Inspector positions. There will always be at least one person on duty and provides rapid plan review and timely inspections.

Consistency with city policy: No change.

Legal considerations: None.

Budgetary impacts: Net 1982-83 loss - ($25,500)
Refer to November 20, 1981 memorandum attached.

1981-82 Budget =		$69,079	
12% inflation =	+	8,289	
1982-83 est. budget =		$77,368	
Projected total revenues =	-	$42,900	
Projected revenue deficit =		$34,468	
1981-82 General Fund monies =	-	$ 9,079	
Net additional General Fund monies needed for "status quo"		$25,389	or $25,500

OPTIONS FOR BUDGET REDUCTIONS

IV E (92)

BUILDING DIVISION (continued)

Option #2 - Eliminate Assistant Building Inspector position.

Beneficial and adverse effects: In this option the general fund monies needed to balance the Building Division 1982-83 budget would not exceed the 1981-82 amount. Adverse effects include slower time in processing permits (at least doubled); less timely inspections; department closed when building official is sick, on annual leave or attending mandated training.

Consistency with city policy: While there is not stated city policy this option represents a significant change from past practice in staffing and level of service. It is, however, a change that is already, at least temporarily, in effect as of November 30, 1981.

Legal considerarions: The primary legal concern is a new state law requiring all building fees to be reinvested in building activities. If revenues were to increase significantly, beyond the amount of the deficit to be covered with general fund monies, this income could not be used or loaned for other general fund services.

Budgetary impacts: Net 1982-83 savings = $2,650
Refer to November 20, 1981 memorandum attached.

1981-82 Budget		$69,079
Less Asst. Bldg. Inspector position	-	25,032
Adjusted 1981-82 budget		$44,047
12% inflation	+	$ 5,286
1982-83 Budget est.		$49,333
Projected total revenues	-	42,900
Projected revenue deficit to be covered by General Fund monies		$ 6,433
1981-82 General Fund monies		$9,079
Less projected revenue deficit		6,433
Net General Fund savings		$2,646 or $2,650

Option #3 - Combine building and fire inspection in Public Works Department. This option is not under consideration at this time. This could be a long term consideration. There is potential for gain in eliminating overlaping services/inspections.

OPTIONS FOR BUDGET REDUCTIONS

IV E (43)

BUILDING DIVISION (continued)

Option #4 - Transfer all building operations to County Building Department.

Beneficial and adverse effects: There are no real beneficial effects of this option to note. Adverse effects include:

1. Loss of local control.
2. Building permit information is the key to engineering, planning and fire review. Without the key, these programs would have to expend time checking with the County Building Dept. regarding projects in the city, pick up and deliver projects at the county for city review.
3. Problem with control on site improvements now tied to final occupancy permits.
4. County doesn't enforce dangerous building code (demolition/condemnation).
5. County doesn't use Chapter 70, excavation and fill permits.
6. Citizens would have to travel to County Building Dept. to get permits, applications, etc.
7. Lack of local control could be detrimental to economic stimulus and growth.
8. County is a disinterested "third party".
9. Loss of local records of all commercial/industrial projects.

Consistency with city policy: This option would be a major change in policy regarding building and would also constitute a departure from a general practice of maintaining local control over procedures whenever possible.

Legal considerations: Loss of local control could result in increased liability exposure.

Budgetary impacts: Gross* 1982-83 savings = $6,433

For projected one person division:

Est. 1982-83 expenditures	$49,333
Revenues lost	42,900
Gross* savings	6,433

*Lost staff time checking with county and following up on permits is not estimatable at this time and could offset 'gross savings'.

RECOMMENDATION: Option #2 is recommended. Option 2 is realistically a "break-even" operation. It maintains local control lost in option 3 and is more cost efficient than option 3. It provides for a process more responsive to citizens. It can assist economic growth and is easily expandable through a part-time or contract assistant should revenues grow beyond the deficit being covered by General Funds and volume of work warrant it.

IV E
44

MEMORANDUM

TO: DICK BAILEY, CITY MANAGER PRO TEM DATE: NOVEMBER 20, 1981

FROM: STEVEN HALL, PUBLIC WORKS DIRECTOR

SUBJECT: BUILDING DIVISION FINANCIAL REVIEW

Attached is a corrected funding analysis for the Building Division. After the memo of 18 November was sent to you it was discovered that 1/2 of the Construction Inspector's salary was incorrectly being charged to the Building Division. As you will note the difference is substantial and the outlook for the Building Division is not quite as bleak as first suspected.

The Assistant Building Inspector will be released from position the end of the day on 30 November 1981. Based on that factor and a conservative look at revenues and expenditures through 30 June 1982, it is estimated that total needs from General Fund will be about $9,500. Actual budget for 1981-82 is $9,079, which leaves additional revenues from the General Fund set at about $500.

It is anticipated that building fund revenues will accelerate at a higher rate than projected. I will take all precautions to minimize dollar impact during the remainder of this fiscal year.

Please destroy the memo dated 18 November and the detail sheets which were attached to it so as to avoid any further confusion.

cc: Gordon Erickson
Finance Director

Jim Mishler
Building Official

IV/E (45)

BUILDING DIVISION - FUNDING ANALYSIS

MONTH	INCOME	EXPENDITURES	ADJUSTMENT	NET	GENERAL FUND
1 July'81	0	0	0	0	9,079 (1)
July	1,168	4,650	0	3,482 (-)	5,597
August	2,147	5,247	1,120 (2)	1,980 (-)	3,617
Sept.	1,965	6,978	1,120 (2)	3,893 (-)	276 (-)
Oct.	3,043	6,444	1,120 (2)	2,281 (-)	2,557 (-)
TOTAL July-Oct	8,323	23,319	3,360	11,636 (-)	-
AVERAGE July-Oct	2,081	4,990 (3)	-	-	-
Nov.	3,120 (4)	4,990	-	1,870 (-)	4,427 (-)
Dec.	3,120 (4)	2,774 (6)	-	346	4,081 (-)
Jan.	3,120 (4)	2,774 (6)	-	346	3,735 (-)
Feb.	3,120 (4)	2,774 (6)	-	346	3,389 (-)
March	3,120 (4)	2,774 (6)	-	346	3,043 (-)
April	3,900 (5)	2,774 (6)	-	1,126	1,917 (-)
May	3,120 (4)	2,774 (6)	-	346	1,571 (-)
June	3,900 (5)	2,774 (6)	-	1,126	445 (-)
Estimated TOTAL	34,843	47,727	3,360	9,524 (-)	445 (-)

NOTES:

1. General Fund Revenues in 1981/82 budget
2. Correction, 1/2 Construction Inspector incorrectly charged to Building.
3. Expenditures less adjustment
4. July thru Oct. average + 50% increase in fees.
5. Note 4 plus 25% increase in building activity as per records 1976 - 1981.
6. Four month average less assistant Building Inspector costs.

Net Savings, cut Assistant Building Inspector - 30 November 1981

IV E (46)

Salary - Fringes	(Annual)	$26,590.00	
	(monthly)	2,216.00	
	(Hourly)	12.78	
Salary Savings (7Mo's @ $2216		15,512.00	+
Payback annual ($12.78/hr)(130½ hrs)		1,668.00	(-)
C.T.O. (12.78)(1.5)(12½hrs)		235.00	(-)
Miscellaneous line items (7 mo's)			
1. Operating materials $(\frac{1}{2})(\$2850)(\frac{7}{12})$		831.00	+
2. Repair/Maint. $(\frac{1}{2})(\$550)(\frac{7}{12})$		160.00	+
Net savings (7 months)		$14,600.00	
Net savings per month		2,086.00	

IV E 47

OPTIONS FOR BUDGET REDUCTIONS

AREA: LEGAL DEPARTMENT

BACKGROUND INFORMATION: The Legal Department presently consists of the City Attorney, City Prosecutor and two Clerk Typist II's. The City Prosecutor is currently a part-time contract position. One secretary is half-time and the other full-time. The City Attorney and his secretary are located in City Hall. The City Prosecutor and his secretary work out of the Police Department.

The City Attorney provides legal advise for the City Council, staff and appointed commissions, prepares ordinances, contracts, opinions and other legal documents and represents the city in court. The City Prosecutor represents the city in Municipal Court. Effective January 1, 1982, the Prosecutor and his secretary will be laid off. We have made certain changes in the court procedure to accomodate the loss of the Prosecutor, but there still are about 100 cases pending which will require an attorney to represent the city.

Although it is not reflected in the budget, 1/2 of the City Attorney's secretary's time is devoted to clerical work for the administrative office. She also acts as secretary to the Traffic Safety Commission.

Option #1 - Status quo.

Beneficial and adverse effects: This option maintains the Legal Department at its current level, i.e., the City Attorney and one full-time Clerk Typist II. The City Attorney will have to pick up the Prosecutor's duties, unless the Prosecutor's contract is extended.

Reductions in other departments and loss of key personnel will mean service reductions in all areas. Loss or reduction of other services could result in more citizen complaints, claims and litigation and additional need for legal services.

Any reorganization of the city administration could result in grievances, appeal of layoffs and other personnel-related problems which an outside attorney would have difficulty dealing with.

Labor negotiations will be more difficult this year than any other, because of budgetary constraints. The possiblity of arbitration and litigation makes an in-house counsel desirable.

Budgetary limitations along with specific services needs, such as downtown redevelopment, require creative solutions, with resulting legal complications. It would be an advantage to have experienced full-time legal advice on these matters.

OPTIONS FOR BUDGET REDUCTIONS

IV E (48)

LEGAL DEPARTMENT

Option #1 (continued)

The city has operated several years with a full-time attorney and has learned to depend on immediate availability of legal advice. It would be extremely difficult to adjust to part-time legal services, especially if most of the inquiries had to be made over the phone. The Council and staff would have a difficult time making the adjustment.

Recent court cases, especially federal civil rights litigation, substantially expand the city's liability in certain areas. The possibility exists for more suits and larger judgments in the future. There will be a greater need for a full-time attorney.

The city will soon select a new City Manager, who may not be familiar with problems peculiar to Milwaukie. It would be advantageous if the new manager had an in-house counsel to turn to for immediate assistance.

Apparently at some point in the past, the city determined there was a need for a full-time attorney. The need has not changed-- in fact, additional factors now exist, as mentioned above, which require in-house counsel.

Under the Alternative Management Plan the Office of the City Attorney would be supervised directly by the City Council with a liaison relationship with the City Manager.

Consistency with city policy: No change.

Legal considerations: None.

Budgetary impacts: No 1982-83 savings.

Personal services	$73,000	
M & S	8,000	
Capital outlay	1,000	
Total budget - Option #1		$82,000

Option #2 - Part-time Legal Department. This option would reduce the two full-time positions to two half-time positions. The Attorney and his secretary would only be in the office on certain days and there would be a corresponding reduction in service. Some of the duties of the Legal Department would be transfered to other departments and there would not be an attorney available at all times to answer questions.

OPTIONS FOR BUDGET REDUCTIONS

LEGAL DEPARTMENT

IV E (49)

Option #2 (continued)

Consistency with city policy: There is no policy regarding legal staffing. This option maintains the practice of having an attorney on salary but at a reduced level of service.

Legal considerations: There is no requirement for a full-time attorney. However, this option may mean that some problems would not be addressed as early as possible and could result in additional liability for the city.

Budgetary impacts: Net 1982-83 savings: $36,000
Attorney's and secretary's salaries would be reduced to slightly more than half. M & S would be reduced by one-third.

Personal services	$40,000	
M & S	5,000	
Capital outlay	1,000	
Total budget - Option #2		$46,000

Option #3 - Contract legal services. This option would eliminate the position of City Attorney as an employee and allow the Council to retain an attorney in private practice for city legal services. Depending on the retainer agreement, the city could conceivably have no personal, M & S or capital outlay expense. However, legal services would be sharply reduced. For the amount shown, the city can expect attendance at Council and Planning Commission meetings, review of contracts and other documents (probably by return mail) and legal advice by phone. No office time would be included. Additional services would be charged at an hourly rate. See Option #1 for a more detailed description of services available with a full-time attorney that would not be available or only at additional cost under this option.

Consistency with city policy: This option would require a change in the practice of having an attorney on staff.

Legal considerations: As long as City Council appoints the attorney, there is no problem with Charter or city ordinances. Reduction in services may result in increased liability.

Budgetary impacts: Net 1982-83 savings: $58,000
Personal expenses, materials and capital outlay would be eliminated.

Personal services		$ 0
M & S		
Retainer	$18,000	
Add'l. services	5,000	
Misc. expense	1,000	
Capital outlay		0
Total Budget Option # 3		$24,000

OPTIONS FOR BUDGET REDUCTIONS

IV E (50)

LEGAL DEPARTMENT (continued)

Option #4 - Part-time attorney/contract attorney. This option is a combination of the last two above. The positions of Attorney and Clerk Typist II would first be reduced to half-time for 6 months and then eliminated in favor of a contract arrangement. This would allow us to better prepare for the loss of in-house counsel by providing a transition period.

Consistency with city policy: See Options #2 and #3.

Legal considerations: See Option #2 and #3 above.

Budgetary impacts: Net 1982-83 savings: $46,000

Personnel expenses		$20,000
M & S		
Retainer	$9,000	
Add'l. services	3,000	
Misc. expenses	3,000	
Capital outlay		1,000
Total budget - Option #4		$36,000

RECOMMENDATION: Option #3 is recommended. This option is recommended only because of the savings it would provide. The corresponding reduction in the level of service has serious impacts which must be taken into account in making a decision. However, this seems to be the only financially feasible alternative in the short run.

OPTIONS FOR BUDGET REDUCTIONS

IV E (51)

AREA: MUNICIPAL COURT

BACKGROUND INFORMATION: The court staff includes a Supervising Court Clerk and a Clerk Typist III, both of whom are primarily involved in records keeping functions. Although the court is now working only with minor traffic violations, there are jury trials scheduled through the end of April to clear up a backlog of cases docketed before the policy change. The court staff is currently dealing with a slightly below-average level of traffic citations, because of the reduced staff level at the Police Department. By June, 1982, when the two new officers are trained, this level is expected to increase.

ALTERNATIVES:

Option #1 - Status quo funding.

Beneficial and adverse effects: This option maintains the municipal court at its current level. Computerization could increase the efficiency of this process.

Consistency with city policy: No change

Legal considerations: None

Budgetary impacts: No 1982-83 savings.

Option #2 - Reduce Clerk Typist III position to 1/2 time.

Beneficial and adverse effects: This option reduces the court staff by rescheduling 1/2 of the Clerk Typist III to a steno pool that will handle overload typing from throughout City Hall and perhaps other departments as well.

The court staff can handle the now reduced traffic ticket work load with 1 1/2 people. The steno pool will allow a more efficient use of the Clerk Typist III's time, while not negatively impacting the general court functions, particularly if part of the processing of traffic citations can be computerized.

Consistency with city policy: The major change in city policy has already been implemented. This option would alter the staffing pattern to fit the new policy.

Legal considerations: None

Budgetary impacts: No 1982-83 savings as the same level of staffing is retained overall, only reassigned.

OPTIONS FOR BUDGET REDUCTIONS

IV E (53)

MUNICIPAL COURT (continued)

Option #3 - Eliminate Clerk Typist III from court; reduce Clerk Typist III to half-time and reassign to the Steno Pool.

Beneficial and adverse effects: This option reduces the court staff to one person and would only be feasible if the processing of traffic citations is computerized. Reducing the Clerk Typist III position to half-time and assigning it to the Steno Pool provides the same level of clerical support as discussed in Option 2.

Consistency with city policy: See Option #2.

Legal considerations: None

Budgetary impacts: Net 1982-83 savings = $9,900
The savings would result from reducing the full-time Clerk Typist III position in court to half-time in the Steno Pool. No revenues would be lost.

1982-83 Est. Court Clerk III position	$19,000
1982-83 Est. 1/2 Steno/Clerk III position	- 9,100
Net Savings	$ 9,900

RECOMMENDATION: Option #3 is recommended. This option is possible if, and only if, there is a computerized procedure developed for handling traffic citations.

This option supports the proposed Alternative Management Progam by reducing staffing in an area where there is a decreased need due to policy change and, to computerization. The Steno Pool will assist in replacing clerical support that may be lost in other areas such as legal, planning, fire and purchasing under other options.

OPTIONS FOR BUDGET REDUCTIONS

IV E (5-3)

AREA: PARKS AND RECREATION DIVISION

BACKGROUND INFORMATION: The Parks and Recreation Division has been in a continuing downward spiral. Initially, the part-time secretary was lost and finally all part-time summer aides were lost in the last budget cycle. This has caused several operational changes which include:

1. Termination of North Clackamas reservation system.

2. Cancellation of all city-sponsored leagues (softball and basketball), tournaments, and Fall Fest.

3. Reduction of hours. North Clackamas Park is open (now 40 hours, 5 days per week; previously 73 1/2 hours, 7 days per week in summer).

4. Considerable reduction of maintenance during summer months, due to loss of park aides.

5. Parks and Recreation Superintendent's time has been diverted to maintenance of facilities, with minor portion of time in recreation-oriented programs.

ALTERNATIVES:

Option #1 - Status quo funding for Parks and Recreation

Beneficial and adverse effects: Under this option, division would be transferred to General Services Department so activities between Building and Grounds Maintenance, Center and Library could have closer interfacing. This option will maintain division as now described in background. Experience within that format has indicated need to further reduce open hours to 32 at North Clackamas Park as some maintenance activities require an empty park (e.g.mowing fields, activity areas). Only minimal recreation activities could be programmed and maintenance is reduced. About 1/2 of Superintendent's time would be expended in maintenance activities.

Consistency with city policy: No change from policy implemented during last budget process.

Legal considerations: The only legal consideration is a potential conflict with the North Clackamas Park deed which states that the property must by "used and kept open for public park and recreational purposes" and "maintained with at least the same facilities at at least the same level as now provided by Clackamas County."

Budgetary impacts: No 1982-83 savings.

An additional $2650 in revenue would be lost due to the termination of the North Clackamas Park reservation system.

Options for budget reductions
Parks

IV E (54)

Option #2 - Replace Parks and Recreation Superintendent position with Groundskeeper.

Beneficial and adverse effects: This option would retain two Caretakers. Supervision would be transferred to Public Works maintenance, under Public Works Supertintendent. This option will totally eliminate all city involvement in recreation programs and North Clackamas reservation system. It would take about 10% of Construction and Maintenance Foreman's and 5% of Public Works Superintendent's time to supervise and oversee park maintenance crew, which must be charged to the general fund. as these positions are supported with enterprise funds. There appear to be no major beneficial effects.

Consistency with city policy; Elimination of all recreation is a major policy departure for the city, albeit one which the division has been spiraling toward due to this year's budget cuts.

Legal Considerations: See option #1

Budget impacts: Net 1982-83 savings= $240. The Parks and Recreation Superintendent position would be budgeted at $34,530 for 1982-83. A Caretaker position would be budgeted at $28,880 for a savings of $5650. However, the anticipated costs of Public Works supervision would be $5410 providing a net savings of $240 for 1982-83.

Parks and Recreation Supt. position		$34,530	
Caretaker Salary	-	$28,880	
			5,650
5% Public Works Supt. position		$ 2070	
10% Constr. & Maint. Foreman position	+	$ 3340	
			- 5,410
			240

Option #3 - Move toward greater cost recovery in Parks and Recreation Division

Beneficial and adverse effects: This option would increase fees which are park-related (see attachment): maintain positions of Parks and Recreation Superintendent and two Caretakers and reinstate 2 summer Park Aides, and transfer the division to the General Services Department. Past history has been to establish fees which would repay the city crew's time to clean up for a group, or pay for umpires' fees and balls/trophies. The city has never charged fees which include such items as administration, repair or replacing of deteriorating facilities. This option will return program level and increase level of maintenance over current year, but not to 1980-81 levels, and allow North Clackamas Park to be open for 56 hours per week. This option will still require the Superintendent to devote at least 12 hours per week to pure maintenance activities.

IV E
55

Options for budget reductions
Parks

Consistency with city policy: This option represents a change in the philosophy by which parks fee levels have been set.

Legal considerations: See Option # 1

Budget impacts: Net 1982-83 savings = $4750
The salaries for two Park Aides for four months are budgeted at $6250 for 1982-83. The potential additional revenue from increased fees would be $11,000 for a net savings of $7500.

Increase reservation fees 50%	$1500
Reduce fee waivers	500
City operate snack shack ($4000 income less $2000 labor - 1 person/10 weeks)	2000
Increase recreation program fees	7000
Potential revenue increase	$ 11,000

See attached sheets for additional details on increased fees.

$11,000 - 6250 = 4750

Under this option, a potential of $27,500 in revenues would be raised in a division that would be budgeted at $118,000; in other words, the division would raise 23% of its needs in 1982-83. This compares with $16,220 in revenue and $122,579 in expenses budgeted for 1981-82 or 13% of its needs.

Option # 4 - Delete Parks and Recreation Superintendent and add four (4) full time temporary park aides for summer months.

Beneficial and adverse effects: This option would retain two caretakers. Supervision would be transferred to Public Works maintenance, under Public Works Superintendent. This option will totally eliminate all city involvement in recreation programs and North Clackamas reservation system. It would take about 10% of Construction and Maintenance Foreman's and 5% of Public Works Superintendent's time to supervise and oversee park maintenance crew, which must be charged to the General Fund, as these positions are supported with enterprise funds. The North Clackamas Park would be open a maximum of 56 hours per week in summer (4 months) and 32 hours per week in winter. There appear to be no major beneficial effects, except financial as noted below.

IV E 56

Consistency with city policy: Elimination of all recreation is a major policy departure for the city, albeit one which the division has been spiraling toward due to this year's budget cuts.

Legal considerations: See Option# 1

Budget impacts: Net 1982-83 savings = $16,620
The Parks and Recreation Superintendent position is budgeted at $34,530 for 1982-83. Four park aides' positions would be budgeted at $12,500 for a savings of $22,030; however, the costs of Public Works supervision would be $5410 resulting in a net gain of $16,620 for 1982-83.

Parks and Rec. Supt. salary	$34,530
Four Park Aides' salary (4 months)	$12,500
	$22,030
5% Public Works Supt. salary	$2070
10% Constr. & Maint. Foreman salary	$3340
	$5410

RECOMMENDATION: Option #4 is recommended.
Option #4 is the most cost-effective, providing a reasonable level of service for less net expense. It does not retain recreation services for the citizens of Milwaukie nor a park reservation system. This option is compatible with the proposed Alternative Management Program. This will require a policy change deleting recreation programming.

IV E
(57)

MEMORANDUM

November 24, 1981

TO: STEVE HALL
PUBLIC WORKS DIRECTOR

FROM: RANDY WESTRICK
PARKS & RECREATION SUP'T

SUBJECT: ALTERNATIVE FUNDING APPROACHES

Attached are alternative funding and staffing levels for the Parks & Recreation Department. The attached figures are estimates based on past participation. Except for the concession figures they should be fairly reliable. The estimate on concessions could vary as a result of several factors including: weather, nature of the contract, the placement of concession outlets within the park, and others.

If you need further information please contact me.

IV E (58)

SUMMERTIME SCHEDULE ALTERNATIVES

3 Caretaker/groundskeepers*

#1 C/g Mon-Fri; 7:30 a.m. to 4 p.m.
#2 C/g Fri-Mon; 11 a.m. to 9:30 p.m.
#3 C/g Mon, Fri; 12:30 p.m. to 9 p.m.
Tues-Thurs; 7:30 a.m. to 4 p.m.

*32 hours NCP operation

2 Caretaker/groundskeepers, Sup't*

#1 C/g Mon-Fri; 7:30 a.m. to 4 p.m.
#2 C/g Fri-Mon; 11 a.m. to 9:30 p.m.
Sup't Mon-Fri; 7:30 a.m. to 4 p.m.

*32 hours NCP operation
Sup't spends mornings in field

2 Caretaker/groundskeepers, 1 Park Aide, Sup't*

#1 C/g Mon-Fri; 7:30 a.m. to 4 p.m.
#2 C/g Fri-Mon; 11 a.m. to 9:30 p.m.
PA Mon-Fri; 7:30 a.m. to 4 p.m.
Sup't Mon-Fri; 7:30 a.m. to 4 p.m.

*32 hours NCP operation
Sup't spends mornings in field

2 Caretaker/groundskeepers, 2 Park Aides, Sup't*

#1 C/g Mon-Fri; 7:30 a.m. to 4 p.m.
#1 PA " " " " " " "
#2 C/g Fri-Mon; 11 a.m. to 9:30 p.m.
#2 PA Mon-Fri; 12:30 p.m. to 9 p.m.
Sup't Mon-Fri; 7:30 a.m. to 4 p.m.

*56 hours NCP operation
Sup't spends three hours per week in field.

2 Caretaker/groundskeepers, 3 Park Aides, Sup't*

#1 C/g Mon-Fri; 7:30 a.m to 4 p.m.
#1 PA " " " " " "
#2 C/g Fri-Tues; 12:30 a.m. to 9 p.m.
#2 PA Mon-Fri; 7:30 a.m. to 4 p.m.
#3 PA Wed-Fri; 12:30 p.m. to 9 p.m.
Sat-Sun; 7:30 a.m. to 4 p.m.

*73½ hours NCP operation (regular hours)
Sup't only in field to supervise or to fill in.

IV E (59)

PARKS & RECREATION DEPARTMENT REVENUE ALTERNATIVES

Below is an analysis of potential revenue sources for the parks and recreation department. While these figures represent only 10-15% of the department's operating expenses, they can be looked upon as providing the funds to hire our summer Park Aide staff and provide services at acceptable levels.

PARK USER FEES (reservation system)

1980-81 Revenues	Revenue Potential
$3,020	±$4,000*
	±$4,500**

*Represents a 25% increase in all use fees at NCP.
Individual fees would be:

A Frame -	$70
½A Frame -	35
B Section -	25
C Section -	25
Ball fields -	30
Horse Arena -	20

**Represents a 50% increase in all use fees at NCP.
Individual fees would be:

A Frame -	$82.50
½A Frame -	41.25
B Section -	30
C Section -	30
Ball fields -	37.50
Horse Arena -	22.50

An additional $250 - $500 could be realized if the fee waiver program were limited to school district use only. This would require a change in policy by PARC which currently authorizes fee waivers for a variety of other community service groups and causes.

NORTH CLACKAMAS PARK CONCESSION

1980-81 Revenues	Revenue Potential
-0-	±$4,000*

*This is based on the city realizing $400/week Memorial Day thru Labor Day. It does not include potential income which could be realized during soccer season.

INCREASED RECREATION PROGRAM PARTICIPATION FEES

1980-81 Revenues	Revenue Potential
$13,200	$20,380*

IV E 60

*Increased fees based on: 1. Inclusion of individual participant fees to supplement team sponsor fees; 2. Raising team sponsor fee by 15% to cover administration and overhead. Currently it is department policy to budget only direct expenses.

Impact on fees follows. These figures are based on 1980-81 rates.

$ 2.00/participant for in district residents
$ 10.00/participant for out of district residents

$235.75/team for softball
$276.00/team for basketball

CONCLUSION

TOTALS

1980-81 Revenues	Potential Revenues
$16,220	$28,880

These increased fees represent a drastic departure in operating philosophy for the Parks & Recreation Department and the Parks And Recreation Commission. With guidance from PARC the Department has always attempted to keep fees as low as possible while charging participants only direct costs.

OPTIONS FOR BUDGET REDUCTIONS

IV E (C1)

AREA: FIRE ADMINISTRATION

BACKGROUND INFORMATION: Until recently the administrative staffing pattern for the Fire Department has been Fire Chief, Assistant Chief/Fire Marshal, Fire Inspector and two Battalion Chiefs. The current staffing pattern is Fire Chief, Assistant Fire Chief-Operations, Assistant Fire Chief-Prevention, and Inspector.

Option #1 - Status quo funding.

Beneficial and adverse effects: This would maintain two Assistant Chiefs; one for operations and one for prevention. Even though this option would maintain the current staffing level some adjustments will have to be made because of the death of Al Jones who was qualified in both code enforcement and suppression. This is not the case today.

In order to maintain even an approximate status quo the existing Fire Inspector will have to be re-classified to Fire Marshal and line personnel will be re-assigned to pick-up inspection responsibilities.

This option provides adequate staffing in all areas and has no adverse effects.

Legal considerations: None.

Budgetary impacts: Net 1982-83 increased cost ($8,400)
An increased cost to the department of approximately $8,400. This amount provides for reclassification of Fire Inspector to Fire Marshal and a 5% differential for line personnel who work a 40 hour week as inspector.

Options #2 - Eliminate one Assistant Chief position.

Beneficial and adverse effects: This option would require the remaining fire staff to carry an extra burden and some things would not be done in a timely fashion. The department has operated this way in the past and from a management perspective it created a poorly run organization.

If this option is chosen some reorganization of responsibility will be necessary along with some incentive compensation.

The benefits of this option are that it requires the Fire Dept. to adjust to the same financial constraints as other city departments. It provides impetus for cost-effective reorganization. The adverse effects are that this option creates a lack of direct leadership from Fire Administration. However, direct leadership may be compensated for by reorganization of responsibilities.

OPTIONS FOR BUDGET REDUCTIONS

FIRE ADMINISTRATION (continued)

IV E (63)

Legal considerations: None.

Budgetary impacts: Net 1982-83 savings $32,000
This decrease reflects a savings in the loss of the Assistant Chief position less approximately $8,000 in distributive incentives to line personnel for picking up administrative duties.

RECOMMENDATION: Option #2 is recommended. This option is recommended because it provides the largest 1982-83 savings. It provides for savings in the Fire Department without directly effecting the manning levels although there would be indirect reductions as a result of the responsibilities of the eliminated Assistant Chief position being placed on other staff.

IV fc (63)

OPTIONS FOR BUDGET REDUCTIONS

AREA: COMMUNITY SERVICE OFFICERS

BACKGROUND INFORMATION: The intent of the Community Service Officer positions is to relieve the regular uniform police officers of minor and miscellaneous duties, provide relief dispatch capabilities, assist with routine records functions, provide animal control and parking control service, and perform other routine duties as assigned. These positions represent an attempt to provide operational law enforcement experience to persons interested in law enforcement careers, as well as to eliminate the obvious diseconomy of having sworn officers perform routine activities. Resources for these positions were diverted from one dispatcher, one parking control, and one-half clerical position, all vacant.

ALTERNATIVES:

Options #1 - Status quo.

Beneficial and adverse effects: Five Community Service Officer positions would be filled. They are all half-time positions. There would be sufficient manpower to have a significant impact on the areas listed above.

Legal considerations: None.

Budgetary impacts: No 1982-83 savings.

Option #2 - Eliminate 2 of the 5 half-time Community Service Officer positions.

Beneficial and adverse effects: This option would result in fewer hours of flexible support time being available. Existing personnel would be required to perform somewhat more of the routine activities and dispatch would lose some relief capability.

Legal considerations: None.

Budgetary impacts: Net 1982-83 savings $15,804
The savings are the costs of the salaries and benefits for the two eliminated half-time positions. Revenue impacts, if any, are difficult to establish and have not been included.

RECOMMENDATIONS: Option #2 is recommended. This option is recommended because of the savings it will provide in a time of serious financial crisis. It will result as noted in a reduction of service particularly in combination with the option recommended regarding animal control.

IV E (64)

SUMMARY RECOMMENDATION FOR BUDGET REDUCTIONS FEASIBLE UNDER THE PROPOSED ALTERNATIVE MANAGEMENT PROGRAM

A summary of all of the specific recommendations regarding 1982-83 budget reductions indicates that a total of $336,924 could be saved by accepting all of these recommendations. If the recommendation to establish a General Services Department is accepted this amount is reduced by $7700 to $329,224. This amount is approximately $20,776 less than the estimated $350,000 that must be cut from the 1982-83 budget to cover lost revenues and keep property tax increases under $1 next year. The remaining $20,776 would have to be made up by cuts in materials and services during the budgeting process. This savings picture is somewhat different from the original information offered in the material presented to the Budget Committee on October 29, 1981 because of the inclusion of revenue losses in determining net savings and because time was spent in researching many additional options. Attached is a summary sheet outlining the recommended options and net savings.

The total services of the city government under the Alternative Management Program and recommended budget reductions would be a much more streamlined and efficient operation in many respects although certainly not without significant reductions in services to the citizens. It is, however, a configuration which attempts to retain at least the basic core of all services and an acceptable level of services in public safety without placing an unbearable burden on the tax payer.

IV E (65)

OPTIONS FOR BUDGET REDUCTIONS
SUMMARY RECOMMENDATIONS

AREA	RECOMMENDATION	1982-83 NET SAVINGS
Police Animal Control	Option # 3 - Eliminate Animal Control Officer position; Utilize Community Service Officers Program	$27,000
Center	Option # 2 - Eliminate funding if county levy fails and contract with with Loaves and Fishes	$114,500
Library	Option # 2 - Eliminate 1 library Aide position	$12,300
Planning	Option # 2 - Eliminate Associate Planner; Upgrade Clerk Steno and contract	$21,950
Fire Clerical	Option # 2 - Reduce Clerk III position to 1/2 FTE	$9,500
Purchasing	Option # 2 - Combine Purchasing Agent and Clerk II position	$16,700
Building	Option # 2 - Eliminate Assistant Building Inspector position	$ 2,650
Legal	Option # 3 - Contract legal services	$58,000
Court	Option # 3 - Eliminate Clerk Typist III and transfer 1/2 FTE Clerk to steno pool	$9,900
Parks	Option # 4 - Delete Parks & Rec. Supt. and add 4 summer park aides	$16,620
Fire Administration	Option # 2 - Eliminate one Asst. Fire Chief position	$32,000
Police CSO Program	Option # 2 - Eliminate 2 of the 5 half time Community Service Officer positions	$15,804
	1982-83 savings from recommended budget reductions	$336,924
	Increased costs due to Alternative Management Plan	- 7,700
	Net 1982-83 savings from all recommendations	$329,224

Note: The number of positions recommended for elimination is 14 (11 fulltime positions; 6 half-time positons or the equivalent of 3 more fulltime positions). This does not include the Assistant Building Inspector already laid off. There would be two contract employees and 4 summer park aides hired.

IV E (6)

OPTIONS FOR BUDGET REDUCTIONS

OTHER ALTERNATIVES: There are other alternatives that could be considered in determining the policy changes that will be necessary to produce a balanced general fund budget in 1982-83. Among these alternatives are a street lighting fee, franchising water and sewer operations, reducing the legal services contract, eliminating the Fire Department emergency rescue vehicle and attempting to limit salary increases. None of these alternatives are recommended by staff at this time. Below is brief discussion of each alternative.

STREET LIGHTING FEE: As indicated in Steve Hall's memo of December 2, 1981 which is attached, a street lighting fee has the potential of saving $180,000 in the general fund by charging an average family an estimated $4 per month for street lights. This fee can be seen as charging users for the cost of a service or as an alternative form of taxation, one that is not eligible for income tax deductions or property tax relief.

FRANCHISING WATER AND SEWER OPERATIONS: This alternative as indicated in Steve Hall's memo of December 9, 1981, could produce savings in the general fund of varying amounts but the water and sewer user would bear the cost of these savings in increased rates which are not income tax deductible or subject to property tax relief.

REDUCING LEGAL SERVICES: The legal services contract can be set at any amount below the $24,000 recommended but this action will produce a corresponding reduction in service.

ELIMINATING THE EMERGENCY RESCUE VEHICLE: Elimination of this service would result in approximately $225,000 in savings in the Fire Department as six Firefighter positions could be eliminated. However, this would result in rescue calls being responded to using the more expensive to operate and slower fire truck. It would be in contradiction to the wishes of the many people who have helped raise money to purchase the emergency rescue vehicle.

ATTEMPTING TO LIMIT SALARY INCREASES: An attempt could be made to limit the amount of salary increases for 1982-83 negotiated with the labor unions. This would help significantly to create a break in the upward spiral of inflationary wage costs. Wage increases account for such a large amount of money in the general fund budget that limiting them could reduce the necessity for layoffs to a much smaller number of positions. It should be noted that such a limit could effect motivations and productivity at a time when efficiency will be badly needed. See attached memorandum regarding management compensation.

CITY OF MILWAUKIE
M E M O R A N D U M
PUBLIC WORKS DEPARTMENT

IV E (67)

DATE: December 2, 1981

TO Dick Bailey
City Manager Pro-tem

FROM: Steven Hall
Public Works Director S.M.Hall

SUBJECT: Street lighting
Alternative funding report

Attached is a report of possible alternative funding for the City's street lighting program as requested by the City Council

If you have any questions or need clarification on items listed please let me know.

SMH:js

cc: Gordon Erickson

-MILWAUKIE-OR

3 DEC 81 15: 54

December 2, 1981 IV E (68)

STREET LIGHTING

ALTERNATIVE FUNDING

BACKGROUND

The City of Milwaukie initiated a street lighting program in the early 1970's. The intent was to offset installation, maintenance and operation costs with the franchise fee from Portland General Electric.

With dwindling resources, failing budgets and inflation it has become openly apparent that all phases of City Government has to be carefully reviewed and analyzed. The supposition of this report is that total street lighting is of value for individual safety but is a costly item. The current monthly cost is about $15,000, or $180,000 annually and the estimate of PGE's annual franchise fee is $184,300.

ASSUMPTIONS

As an initial comparison, the City of Milwaukie serves approximately 5200 customers with water. About 5% of the customers are commercial or industrial users and about 99% of the users are within the City limits. For the purpose of this analysis, a 10% uncollectable rate will be used. A single family unit will be assigned a weight of 1 and all commercial/Industrial accounts assigned a weight of 2. The "weighting" assumption is for estimated frontage for given situations, e.g. single family lot average frontage 75 ft, Industrial/commercial average frontage 150 ft. Base year is 1982/83.

PRELIMINARY ANALYSIS

A. Financial Needs

1.	Annual P.G.E. Payment (81/82)	$180,000
2.	12% inflation estimate	21,600
3.	Annual P.G.E. Estimated payment (82/83)	$201,600
4.	System additions, replacement (10%)	20,200
5.	Management/accounting costs (5%)	10,200
6.	TOTAL DIRECT COSTS	$232,000
7.	10% uncollectable revenues	23,000
8.	Annual estimated revenue needs	$255,000
9.	Monthly estimated revenue needs	21,250

B. Chargeable units available (estimate)

1.	Single family (5200)(95%)*(99%)°(1 unit)	$ 4,890
2.	Commercial/Ind. (5200)(5%)*(99%)°(2 units)	510
	Total Estimated Units	$ 5,400

* % of total 5200 users that are this type

° % of total 5200 users that live in city

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C. Estimated single family bill

Cost per unit $\frac{\$21,250}{5400}$ = $4.00 ±

SUMMARY

It is estimated that a street lighting district or utility could sustain all estimated operating expenses at a single family monthly rate of $4.00 per month. This would provide for an additional cash flow in the general fund of about $180,000 to $200,000 for 1982/83.

This is not a new source of revenue but another method of charging citizens and businesses for a special privilege. An individual homeowner would pay $4.83 per month for an individual 70 watt sodium vapor fixture per month from PGE. If a pole was required, the cost per month would increase $2.63 per month.

This is presented for Council consideration as the Council has requested alternatives.

It must be understood that this is a rough surface review and would require considerable time to refine the figures in this report.

Steven M. Hall

Steven M. Hall, P.E.
Public Works Director

CITY OF MILWAUKIE
M E M O R A N D U M
PUBLIC WORKS DEPARTMENT

IV K (70)

DATE: December 9, 1981

TO City Council

FROM: Steven Hall
Public Works Director S. M. Hall

SUBJECT: Budget Alternatives
Utility Divisions

The possibility of a "Franchise Fee" for city utilities (water and sewer) has been discussed as a method of adding to the General Fund. This again comes to a policy decision by the City Council.

It must be understood that the water and sewer rates would have to increase to compensate for the revenues lost for such an additional financial burden. This could be classified as "Robbing Peter to pay Paul", as one method and philosophy of assessing costs is replaced by another.

As an example, PGE has a franchise fee which is based on 3½% of previous year's gross revenues. Using that as an example, potential "revenues" could be:

Water	1981/82 projected water sales		$698,000
	3½% "Franchise" potential	=	24,000
Sewer	1981/82 projected sewer charges		$820,000
	CCSD sewage treatment charge (est)		470,000
	Net sewer charge revenues		$350,000
	3½% "Franchise" potential		12,000
Total potential based on PGE contract			$ 36,000

SUMMARY

1. City can levy a "franchise" fee
2. Utilities already paying 6% for support of Finance, Legal, City Manager, etc.
3. Utilities paying total cost of accounting clerk in Finance Department.
4. Rates would have to increase to offset revenue loss.

SMH:js

MEMORANDUM

IV E (1)

December 11, 1981

TO: MAYOR AND CITY COUNCIL

FROM: CITY MANAGER PRO TEM

SUBJECT: MANAGEMENT COMPENSATION

During the discussions regarding the Alternative Management Program, one of the areas of concern that has continually been brought up is the necessity to eliminate potentially hazardous increases in the budget for fiscal year 1982-83. In contemplating various alternatives, the staff has come to the realization that management salaries must come under careful scrutiny, if the public is to perceive a credible effect on the part of city administration to hold the line on the municipal budget generally.

Therefore, it seems that there is only one viable option regarding management salaries: 1) that management salaries be frozen in place as of June 30, 1982, with only consideration given in special instances, with the understanding that in order to avoid compression between union personnel and management personnel, that should union personnel receive an increase in wages and benefits that would affect the relationship within the organizational structure, that management personnel would also be given the average of that increase given the three unions.

Another area that must be addressed is some process for distinguishing the relative value of management personnel in directing the operations of the city, as opposed to the contractual rights to wages and benefits of the union personnel. The city must make some effort to provide at least one singular benefit for management personnel that is not available to unions. The rationale for this is that management personnel often give more of themselves in terms of dedication, hours and loyalty to the city than their pay check could ever conceivably compensate them for. Therefore, it is my recommendation that in lieu of additional raises for the 1982-83 fiscal year (if the unions agree to accept no additional raises) that management personnel be given the added benefit of medical benefits paid by the city to continue from a time of retirement until eligible for Medicare/Medicaid. It is also my recommendation that this benefit be made available beginning December 31, 1981, so that Dorothy Farrell may have the advantage of this program in her retirement. I make this a part of my recommendation for two reasons: 1) in compensation to Dorothy for her many years of service, loyalty and dedication, and 2) to provide a readily distinguishable incentive for continued employment of current management personnel.

I do not believe the management personnel of the city would begrudge a wage freeze during the current economic crisis, as has been

IV E (72)

evidenced by their discussions with me, if they see some overt effort on the part of the Council to recognize the loyalty that I have seen in the last few months.

If you have any questions regarding this recommendation, I will be most happy to discuss it with you.

Richard D. Bailey
City Manager Pro Tem

12/11/81 df

IV fc
(73)

OPTIONS FOR BUDGET REDUCTIONS: PHASED IMPLEMENTATION

INTRODUCTION: Many of the budget reduction options can be implemented on a phased basis prior to the start of fiscal year 1982-83. Phased implementation will allow for savings in the 1981-82 budget. These savings in combination with the savings already accruing from unfilled positions will provide funding for the technological equipment necessary to provide an acceptable level of services under the Alternative Management Program and the recommended budget reductions. Another use of all or part of such savings is to increase the carryover in the 1982-83 budget thereby reducing the amount of tax revenue necessary to balance the general fund.

Bascially the philosophy behind phased implementation is that if a position must be eliminated July 1, 1982 is there any necessary reason why it cannot be eliminated sooner to enable the purchase of equipment to make the remaining employees' work more efficient and effective. For all of the recommended options a recommended implementation date is shown on the attached sheet and the 1981-82 savings are indicated. Based on this information a recommended time line has been drawn up. For these recommended options the 1981-82 savings totals $49,837.

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OPTIONS FOR BUDGET REDUCTIONS
PHASED IMPLEMENTATION

AREA	RECOMMENDATION	RECOMMENDED IMPLEMENTATION DATE	1981-82 NET SAVINGS
Police Animal Control	Option #3 - Eliminate Animal Control Officer position, Utilize Community Service Officers program	2-1-82	$8,559
Comments:	Implementation of this option is dependent on hiring the Community Service Officers.		
Center	Option #2 - Eliminate funding if county levy fails & contract with Loaves & Fishes, Inc.	6-1-82/7-1-82	$3,173
Comments:	Two months would be allowed for contract negotiations and transition if the levy fails before eliminating most staff and costs; Center Director and 1/2 Clerk II would remain until 7-1-82 to conclude 1981-82 Human Services program for which an AAA grant has been received and to complete transition.		
Library	Option #2 - Eliminate 1 Library Aide position	7-1-82	$ 0
Comments:	This reduction could not be implemented until 7-1-82 to leave as little gap as possible between circulation staff reduction and the installation of the computerized circulation system.		
Planning	Option #2 - Eliminate Associate Planner, upgrade Clerk Steno position and contract as below	2-1-82	$4,481
Comments:	Costs include upgrading the Clerk Steno position to Planning Aide and a contract for Assistant Planner.		
Fire	Option #2 - Reduce Clerk III position to 1/2 FTE	2-1-82	$3,276
Comments:	This option assumes that a records management system will be implemented. While there will be a gap between the staff reduction and the technology implementation, this can be accommodated if it is not too many months.		

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OPTIONS FOR BUDGET REDUCTIONS
PHASED IMPLEMENTATION (continued)

AREA	RECOMMENDATION	RECOMMENDED IMPLEMENTATION DATE	1981-82 NET SAVINGS
Purchasing	Option #2 - Combine Purchasing Agent & Clerk II positions	4-1-82	$2,380
Comments:	This option assumes that computerized programs to assist with purchasing and inventory control can be in place by 4-1-82.		
Building	Option #2 - Eliminate Assistant Building Inspector position	7-1-82	$ 0
Comments:	In effect this option has already been implemented with no net savings due to a sharp decrease of revenues in this division.		
Legal	Option #3 - Contract Legal services	5-1-82/ 7-1-82	$4,030
Comments:	The adverse effects of implementing this option could be mitigated, at least in part, by a fairly late implementation date which would allow for the full-time attorney to resolve some of the more pressing problems, such as labor neogotiations, orienting a new city manager and difficulties arising from reorganization. Moreover, it would be wise to implement this option in stages, going to a half-time attorney and half-time clerk 5-1-82 and to a contract arrangement 7-1-82.		
Court	Option #3 - Eliminate Clerk Typist III & transfer 1/2 FTE Clerk to Steno Pool	5-1-82	$2,803
Comments:	This option assumes that a word processing system to process traffic citations would be in place by 5-1-82.		
Parks	Option #4 - Delete Parks and Recreation Superintendant & add 4 Summer park aides	2-1-82/ 6-1-82	$6,625
Comments:	The net savings in this option includes savings from eliminating the P & R Superintendant on 2-1-82 less the cost of hiring the 4 Aides on 6-1-82 the last month of FY 1981-82.		

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OPTIONS FOR BUDGET REDUCTIONS
PHASED IMPLEMENTATION (continued)

AREA	RECOMMENDATION	RECOMMENDED IMPLEMENTATION DATE	1981-82 NET SAVINGS
Fire Administration	Option #2 - Eliminate 1 Ass't. Fire Chief position	4-1-82	$8,010

Comments: The net savings in this option includes savings from eliminating 1 Assistant Chief position less the cost of incentives for assuming administrative responsbilities. The 4-1-82 implementation date will allow sufficient time to make necessary adjustments.

Police CSO Program	Option #2 - Eliminate 2 of the 5 half-time Community Service Officer positions	2-1-82	$6,500

Comments: None of the five authorized CSOs have been hired yet. The three not eliminated by this option should be hired 2-1-82 to mitigate in part the loss of the Animal Control Officer.

TOTAL NET 1981-82 SAVINGS	$49,837

Note: Position elimination savings have been calculated including the costs of vacation time accrued.

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OPTIONS FOR BUDGET REDUCTIONS
PHASED IMPLEMENTATION (continued)

AREA	RECOMMENDATION	RECOMMENDED IMPLEMENTATION DATE	1981-82 NET SAVINGS
Fire Administration	Option #2 - Eliminate 1 Ass't. Fire Chief position	4-1-82	$8,010

Comments: The net savings in this option includes savings from eliminating 1 Assistant Chief position less the cost of incentives for assuming administrative responsbilities. The 4-1-82 implementation date will allow sufficient time to make necessary adjustments.

Police CSO Program	Option #2 - Eliminate 2 of the 5 half-time Community Service Officer positions	2-1-82	$6,500

Comments: None of the five authorized CSOs have been hired yet. The three not eliminated by this option should be hired 2-1-82 to mitigate in part the loss of the Animal Control Officer.

TOTAL NET 1981-82 SAVINGS $49,837

Note: Position elimination savings have been calculated including the costs of vacation time accrued.

ALTERNATIVE MANAGEMENT PLAN AND OPTIONS FOR BUDGET REDUCTIONS: PHASED IMPLEMENTATION TIME LINE

FISCAL YEAR 81-82

JAN 1	FEB 1	MAR 1	APR 1	MAY 1	JUNE 1	FISCAL YEAR 82-83 JULY 1
Establish Gen. Services Dept. and appoint head Transfer Police Support Services Mgr. to Adm. Services Transfer 1/2 FTE Court Clerk Typist III to Steno Pool	Eliminate Animal Control Officer; hire 3 CSOs Reduce Fire Dept. Clerk Typist III to 1/2 FTE Eliminate Assoc. Planner; upgrade Steno Clerk to Planning Aide and contract Eliminate Parks & Recreation Supt. Eliminate Asst. Fire Chief		Eliminate Accts. Payable Clerk Typist II and combine position with Purchasing Agent	Reduce City Attorney and Clerk Typist II to 1/2 FTE Eliminate 1/2 FTE Court Clerk Typist III	Eliminate Center staff and most operating costs except for Human Services program Hire 4 summer Park Aides	Eliminate Center Directer and 1/2 FTE Clerk Typist II Eliminate City Attorney and Clerk Typist II Eliminate Library Aide Eliminate Asst. Bldg. Inspector (actually effective 11/30/81)

III
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MEMORANDUM

December 11, 1981

TO: MAYOR AND CITY COUNCIL

FROM: CITY MANAGER PRO TEM

SUBJECT: RESPONSES TO THE PROPOSED ALTERNATIVE MANAGEMENT PROGRAM

Attached are responses to the proposed Alternative Management Program which you have asked to have included with this material.

First are the memoranda requested by Councilor Graf, from department heads, detailing their response to the proposal. Second are the letters received from city advisory bodies, community organizations and citizens regarding this matter. Finally, we have included the nine responses received to date to the questionnaire entitled "Important Issues Facing the City," which was sent to all Key Communicators in late November.

Richard D. Bailey
City Manager Pro Tem

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MEMORANDUM

December 11, 1981

TO: MAYOR AND CITY COUNCIL

FROM: FIRE CHIEF

SUBJECT: ALTERNATIVE MANAGEMENT PROGRAM

At the last Council meeting at which the Alternative Management Program was discussed by the Council, the Council requested that each department head prepare a memorandum regarding their feelings on the proposal. Therefore, I would like to take this opportunity to direct my comments to you, not as I have been doing in the last three months, as your City Manager Pro Tem, but speaking as your Fire Chief.

The Alternative Management Program as is presented to you offers a unique opportunity for the city administration to be more responsive not only to the desires of the community but responsive to those philosophies that create quality management programs. As Fire Chief, I welcome the opportunity to participate to a greater extent with other department heads in the development of a city-wide management team. I feel this concept is beneficial not only to the Fire Department but to the city at large.

However, I do, as Fire Chief, have some difficulties with elements of the program. Those elements are specifically: 1) The potential for elimination of an Assistant Chief's position. Although I understand the reasons for this proposal, and I understand that alternative organizational configurations can be developed as a result of this loss, I find it tragic that we must consider this type of reduction in the first place. The loss of an Assistant Fire Chief would create a void in the leadership of the Fire Department that will have to be filled by a reassignment of duties to line personnel. It is my belief that we do have line personnel that can well fill such a leadership role; however, there is a potential conflict between union and management loyalties. 2) My concern that we are not planning for future fire protection realities in the City of Milwaukie. This is expressed specifically in our budget preparation work, in that we are not currently planning in any organized way to meet the fire problem of the future. It is difficult for any emergency service to provide the quality of service desired by the community when adequate dollars are not made available. The requests of the citizenry, it seems, continue to go up, while the available dollars to provide the necessary manpower and equipment to meet those requests continue to go down. Although this is a sad state of affairs, it must be recognized and handled. In conclusion, it is my belief that the Alternative Management Program and the options for budget reductions listed therein provide only a beginning, and that beginning will be

measured in the type and quality of support the city receives from its citizens. But it must be understood that beginnings must continue, and at some future date be finalized. It is my hope that during that continuous process that the City Council and Budget Committee give very serious consideration to planning for the future fire protection of our city, and in so doing, provide the tools necessary for the accomplishment of the Fire Department's mission.

Richard D. Bailey
Fire Chief

12/11/81 df

-MILWAUKIE-OR

3 DEC 81 13:53

CITY OF MILWAUKIE
M E M O R A N D U M
PUBLIC WORKS DEPARTMENT

IV E (80)

DATE: December 2, 1981

TO City Council

FROM: Steven Hall
Public Works Director S. M. Hall

SUBJECT: Proposed reorganization
Public Works impacts

The City Council has requested that individual department heads respond as to the impact of the reorganization on their individual divisions.

To begin my comments, I must remind the City Council of the cuts which have already seriously impacted the Milwaukie Public Works Division. This current budget has required the cuts of several positions which include the following:

> Two Civil Engineering Assistants, Code Enforcement Officer, four part time summer Park Aids, part time Parks Secretary, several Utility Workers and, most recently due to loss of revenues, the Assistant Building Inspector. Also, to make up for the deficit occasioned by the additional raise granted the Employees Association as per their contract, an additional Utility Worker I has been deleted from the Public Works Division.

These impacts have had their consequence in our struggle to reorganize in an attempt to still provide basic services to the public.

The proposed reorganization can have several additional far reaching impacts on the Public Works Division. I think it must be noted that something has to be done to minimize the impacts of future cuts on the entire city. Also, it must be reiterated that the Public Works Division exclusive of a portion of the Building Department and the Parks Department are self sustaining with revenues from State Gas Tax, water and sewer revenues. The cuts in this years budget totally removed all general fund support of the remaining Public Works Divisions, administration, engineering, street, water, sewer and equipment maintenance. The one exception to that rule is a small amount of revenue sharing which has been programmed for match to federal grants for signalization and improvements on city streets.

I will comment on the potential effect of each of the proposals for reorganization:

1. Elimination of staff attorney and replace with contract for outside attorney.

   The Public Works Department relies heavily upon the City Attorney for day to day information as we deal with the public and with many items which require special expertise in the legal field.

IV
E (81)

Going to a contract attorney will require the Public Works Division to do a majority of the research with our already limited staff, thus limiting our time further which can be appropriated directly to public works functions.

2. Decentralize purchasing, eliminate Purchasing Agent.

   The Purchasing Agent has been of immense help to the Public Works Division as we are one of the largest purchasers of equipment and supplies due to the nature of our work. The Purchasing Agent has done a lot of the "leg work and research" and detailing of purchasing for individual items for the divisions of Public Works. The elimination of this position and decentralization of purchasing will again add to the work load of our individual departments as we will be required to do our own research and provide the purchase background for approval of the City Manager. Again, as previously, this takes valuable time from internal operations and requires more staff time in the areas previously covered by the Purchasing Agent.

3. Alternative for Park and Recreation to provide for maintenance only.

   This will transfer the entire maintenance operations from under the Park and Recreation Superintendent directly to our field operation and the control of the Public Works Superintendent and Construction and Maintenance Foreman. This will detract time from these two individuals as they will have to oversee, supervise and plan for the work of this newly added department if this option is in fact put into effect. Again, a reduction in time available for what we consider our normal operations.

4. The creation of a central pool of labor in the administrative services will provide some relief to the Public Works Division. This relief will be primarily in the area of grants research and application. At this point in time, it is not known as to how the personnel functions will operate through the potential reorganization.

Although these comments are negative, it must be understood that further cutbacks produce negative results in the ability to provide services. As previously stated, the hopeful result of the reorganization is to minimize those negative impacts and distribute them more evenly throughout the divisions of the City of Milwaukie governmental structure. It is a fact that funds are dwindling and the tax payers willingness and ability to pay increased taxes are becoming more and more a problem.

IV E (82)

To face those inevitable problems facing not only our city but other cities, county and states and federal government, we must look to new and different ways of providing services to the citizens.

Overall, in all honesty, I cannot say that the Public Works Division has gained over the past year or will gain through the next year but I am hopeful that whatever steps the City Council takes will allow the government to function as well as possible under the conditions provided and restraints placed upon each division.

It is imperative that the City Council and citizens of Milwaukie understand that this year is not business as usual and next year will more than likely be even less "business as usual" as the City staff continues to cope with the potential changes we are facing in the future.

As Dick said, all of us at staff level are not in total agreement with the overall proposal but are in agreement that we must try something and this is our best attempt at that try.

Thank you for this opportunity to express my personal thoughts in relation to my division only.

SMH:js

AGENDA ITEM # IV 483

December 10, 1981

MEMORANDUM

TO: City Council

FROM: Gordon Erickson, Finance Director

SUBJECT: Comments on Alternative Management Plan Options

I feel that the recommended options are vitally necessary to enable changes to take place within our operations. Coordinated and controlled from a centralized but diverse management group we could take advantage of options that are not available within a single department. With the six million dollars of operations we have in a year, we are a business. I would like to see decisions made that include both political and business results.

In many ways, even approaching a decision to change is difficult. Those changes will be difficult, and I am sure, will not be implemented exactly as currently described. It may sound funny but, even the turtle has to stick his neck out to make progress.

The advantages in a General Services Department would allow me and my staff to concentrate more on our financial duties. The Office of Administrative Services will provide a way to implement system changes more quickly and with a feeling that additional support can be obtained when it is needed. A Comptroller's office is the result of a recommendation I made three months ago. I see us becoming able to provide much more business data to make decisions, instead of analyzing each need as it arises.

The Steno Pool will be serving the City Manager, General Services and Administrative Services initially. Not addressed here is the need for a telephone receptionist or a change in our telephone system. The time needed to fulfill this one position will have an impact on all departments in City Hall when we are unable to obtain additional CETA personnel.

Adopting a team approach as a management tool is using the resources and knowledge of staff at the most opportune time. I feel this will provide some of the best growth and interaction through departments that we can obtain. In other places I've worked, there was a predominate use of committees to gather the knowledge and provide interaction and this one can be a good too.

IV-2 (89)

Technological enhancements are the most vital part of the overall program. Much of what is currently accomplished does not provide timely and usable data to all that need it. While technology cannot provide great savings, I know we can benefit by accomplishing some of the following:

1. An automated scheduling and calendar system in the Municipal Court.
2. Budget production, with an understanding of the impacts if a significant cost or revenue changes.
3. Projection of financial projection data on a routine basis.
4. Reports comparing current years to prior years.
5. Word processing instead of typing, correcting, and retyping.

In summation, I feel there is more to gain by taking action than to lose from the status quo.

Gordon Erickson

IV E (85)

M E M O R A N D U M

TO: Dick Bailey, Interim City Manager

FROM: Ron Schanaker, Police Chief

DATE: December 10, 1981

SUBJECT: REORGANIZATION AND BUDGET CUTS

I fully support the reorganization of city departments as presented to the City Budget Committee and Council. There are many advantages to this move, as presented in other documents, that should assist city operations in administration, fiscal control, and in meeting the expectations of the community. One of the principal advantages of having four department heads is the formation of a management team. This will provide the city manager with a broad base of information, thereby enhancing the decision-making process. The success of team management lies in the cooperative efforts of the team members in mutually assisting one another for the betterment of the organization and the community. And of course, the team will only succeed and be used to its fullest extent if a manager, with a participatory management philosophy, is directing their efforts.

Support Services Manager

Reorganization will have some negative impacts on the police department. The transfer of the support services manager to the administrative services unit will have a dramatic effect on the department. The position of support services manager is not that of an assistant to the police chief, but as a manager of one of the two divisions within the police department. The effective and ongoing supervision of police dispatchers and clerks will be drastically impacted with some of the present supervisory duties being shifted to a police sergeant on a part time basis. The administrative support within the department will also be diminished and affect such areas as planning and research, policy development and assisting various members within the organization with technical support.

Some support services will be returned to the police department through the services of the administrative services unit assigned to the city manager's office. The other duties presently performed by the support services manager will be spread to other staff personnel within the police department. It is obvious that the level of support and supervision will suffer in the process, in light of the fact that these assignments will be added to other staff with an already full schedule of duties.

City Attorney
The elimination of the city attorney will have some negative impact upon the police department. There will be additional time and effort spent on legal research by department members, which is now presently provided by the city attorney. There is also the potential of increasing the liability exposure of the city by not having readily available legal counsel. Another area of concern would be the increased amount of time for legal opinion responses due to an off-site city attorney.

Purchasing
Reduction of the staff in the purchasing department will, by necessity, increase the amount of time required in processing purchase orders. There will also be a requirement for the department to research products and suppliers prior to submission of the purchase orders.

Community Service Officers
The elimination of two community service officer positions from the proposed budget will have an adverse impact upon police operations. The intent of the community service officer position is to relieve the regular uniform police officer of minor and miscellaneous duties. In view of the fact that law enforcement services in our community are increasing, in addition to the demands of the citizens, some program of relief must be pursued. The original outline of hours, in which the community service officer will be relieving police officers, were sufficient to dramatically relieve the officer. Reducing this assistance will obviously increase the work load of the police officer thereby impacting upon the service provided to the citizens.

Animal Control
The loss of the animal control position, and the retention of animal control duties, will increase the responsibilities of the community service officers and the police officers. In the event that the animal control officer and two community service officers are deleted from the budget, a conscious decision must be made to reduce the level of animal control within our community. The police department will not be able to perform the present level of animal control and will primarily respond to emergency animal conditions with routine animal control activities occurring as time permits.

Technological Enhancements
A key element of the alternative management plan is the use of technology where it is a multiplier of productivity. The police department has reviewed existing microcomputer based systems and they could have a tremendously positive impact on police operations. Programs are available for records management, investigations, mandatory reports, and general operations,

which might result in a significant mitigation of the impacts discussed above. Police operations involve the collection, storing, recalling, correlating and analysis of vast amounts of information. We are convinced that manual systems, and the human mind, are significant limitations to our ability to process information and to advance our effectiveness.

Conclusion

This long list of negative impacts is not to say that I would not support these cuts in light of the fiscal problems facing the community. In the event these positions are deleted from the budget, a concerted effort must be made to inform the citizens of our community that some city services will not be forthcoming or they will be greatly delayed.

RCS:jh

CITY OF MILWAUKIE

IV E (88)

PLANNING DEPARTMENT
in the City Hall • phone 659-5171

MEMORANDUM

TO: CITY COUNCIL MEMBERS
FROM: TOPAZ FAULKNER, PLANNING DIRECTOR
SUBJECT: REORGANIZATION PLAN
DATE: DECEMBER 11, 1981

My first inclination is to defend the Planning Department against any cuts, however, I also feel an obligation to step back and view the needs of the City as a whole.

I have recommended reducing the Associate Planner's position to a half-time Assistant Planner's position and increasing the Secretary's position to Planning Aide. I cannot suggest further cuts for the Planning Department at a time when land use actions have not declined, and when the workload does not demand a full-time Associate Planner.

MILWAUKIE-OR
1 DEC 81 11:45

It is my feeling, a similar kind of compromise should be made if at all possible, to maintain the Purchasing Agent and Parks and Recreation Superintendent. (i.e. Combining the Clerk Typist and Purchasing Agent into one position; maintaining the Parks and Recreation Superintendent as a half-time position, thereby preserving these important functions.) At this time, I do not see the advantages of eliminating the Purchasing Agent and the Parks and Recreation Superintendent.

The recommendation to reorganize these departments will develop better efficiency for every department head as we work together as a team. A team approach must filter throughout the system to provide the best service we can with a reduced Staff.

December 10, 1981

IV E (89)

MEMO TO: Joy Burgess, Mayor
FROM: Marilyn Thompson, Library Director
RE: Demotion of the Library to Division Status

I believe it will not be in the best interests of the library to demote it to divisional status. There would be no cost savings but instead additional expenses caused by the following kinds of problems.

The head of the General Services Department will be quite busy heading up General Services, running the Planning Department and assisting with the business of the City Manager. Her time will be extremely limited. I assume all library requests and business would be channeled through this additional person in their transit to the City Manager and back to the library. The imposition of a new layer of bureaucracy will increase the opportunity for errors, miscommunication, and certainly further slow down an already sluggish process. Now it takes at least one week to get a purchase order from the Finance Department whether or not it is marked "rush". Imagine the extra time it will take to funnel everything through another already overburdened person.

The present Planning Director would not, I believe, interject herself into the book selection process, questioning why we want this title or that, or do we really need such an expensive set of reference works; however, someone else in the G. S. position might attempt such censorship, which in no way is their responsibility.

In view of the fact that the library's budget is reviewed by the Library Board of Trustees, the Finance Department and the City Manager and that all purchases are also reviewed by the City Manager and overseen by the Finance Department, I do not believe it is necessary or productive to interject another person in this process.

There will be additional delays in getting approval for any action with the interjection of another desk across which the memos and requests must pass for approval.

There will be communication gaps. One could not expect a person untrained in professional library matters to understand the details necessary to make decisions, or properly explain the workings of the library to other city staff, the city council and the public. The library is a department whose functions are extremely detailed and intricate, for example the impact of budget cuts etc. can best be explained by a librarian not an expert in a totally unrelated field. Such an arrangement would be unfair to the library and particularly unfair to the head of General Services who would attempt to speak for the library without having the prerequisite knowledge which can only be gained through experience and schooling.

The Library Director would no longer have access to vital channels of communication. For instance, if I had not been present at the Department Head meeting when the Cable TV Committee was proposed, I would not have been appointed to it. The library will miss future opportunities to make its needs known and to contribute to the planning for the whole city. The same holds true for the Microform Committee which concluded that, of all the city departments the library had top priority for a new microfiche reader-printer. If I had not been a department head I would not have been appointed to that committee. The Library Director will no longer sit on the city-wide disciplinary committee, yet my responsibility for personnel matters requiring discipline within my department will not have decreased. I will no longer be a party to policy making conversations, and decisions that effect us all. The library would no longer have a direct voice in Department Head Meetings.

The wages of the entire library staff will be held at an even lower level in the future through this demotion. The library staff wages are pegged to the Director's salary. If I am not a department head, then I will not be compared to department heads in other cities when it is time to do a survey of salaries earned in similar cities. Holding library salaries at a low level will lead to rapid staff turnover, a problem we do not have now.

It has been suggested that the Library Director should get an increase in salary if the library is demoted, in order to make the Director's wages compatible with peer employees in other departments. Thus, any argument I make against the demotion of the library is also an argument against my own salary increase. I sincerely believe it is not in the best interests of the library to place it further away from the source of power and information.

"If the administrator is secure in a position that has favorable status in relation to other department heads--for example, the director of finance, the director of public works, and the planning director--effective communications about present needs and future requirements will flow freely among departments." (This assumes that those department heads are all functioning as we recognize them today before any demotions).

"However, the overwhelming majority of chief administrators are well satisfied with their choice of librarianship as a career. The degree of satisfaction appears to correlate with position in the hierarchy of the organization. This is not suprising in view of the fact that salary, status, autonomy, and decision making power are directly related to supervisory responsibilities." (Altman, Ellen, ed. with International City Management Assn. Local Public Library Administration, 2nd ed. Chicago: American Library Assn. 1980. p. 32).

Five city libraries were polled in the county, all of them are departments. The Clackamas County Library is a division of a governmental structure much larger than that of any city in the county.

As a part of this reorganization and as a separate issue it has been suggested that even more positions be removed from the library. The library will lose most of its custodian's time in this reorganization. He still has a little time to do some of the handyman work which the Public Works Department stopped doing for us about 1979 as their workload increased. For instance, he fixed the spring in one of the book drop boxes, one can guess how much it would have cost to have it transported to a shop for repair. The library sees more use from the public than City Hall, or the Police and Fire buldings and therefore requires more cleaning time. It has been proposed that he clean the City Hall as well as the Police and Fire buildings.

If a Library Aide is removed there will be a noticeable impact on all other library functions. There will be less staff for the circulation desk, longer lines, longer waits for those telephoning the library, more errors on the records for fines, lost books, registrations, slower turn around time for new library cards, reduced capacity to train the pages, volunteers, and CETA employees, a lower dip in morale. There is insufficient staff to assume all of these tasks, many will remain undone.

Compare our situation to that of a centipede with many legs; if one is removed the damage is minimal, however if you remove a dog's leg he has lost 25% of his capacity ---perhaps more if it is a front leg.

Please see the first page of the July-September quarterly report for a list of service reductions that have already been made this fiscal year.

IV E (91)

To lose one of the Senior Librarians is unthinkable, in other words we would have either no services for the adult patrons or no services for the children (who make up about 40% of the total circulation). The clerical staff cannot substitute for the professional librarians, if they could there would be no need for people to attend library school to get a masters degree in the subject. With the loss of either of these services both our registrations and our circulation will drop and consequently our library serial tax levy money which is dependent upon registrations. (2/3 of the library's funding comes from the levy, not city funds). Every library of similar size in the county has professional librarians who provide these services.

Remember the library is more than a depository for novels and romance paperbacks. We are the resource for the accumulated knowledge of the past and the money saving information of the present. Only through the guidance of trained professionals can the correct bit of data be delivered to the specific library user whose needs may include stock market reports, serious research for a book, a city department doing research on growth patterns, bankers, businessmen, tax consultants, students, teachers, etc. All use the library including those who need help in making career decisions or are writing a resume. We would not be a library without either of these highly trained specialists.

Examples of our work load:

Our October "in city" registrations were 5,371, "out of city" registrations were 8,718.

Circulation for October was 16,210 compared to last October which was 15,481. Even with reduced hours it continues to climb slightly. It would really increase if our hours were back to normal.

Positions removed from the 1981-82 budget approved by the City Manager.

Library Assistant -- Elsie Martin
Clerk Typist III -- Jane Hall
Circulation Clerk -- Tina Sabin
1/3 Custodian -- Don Doman

Positions requested but not filled

Circulation Clerk -- Michael Still CETA PSE
the city could not follow through with an effort
to adopt this position.
Page -- Additional hours.

The slide-tape show on the library will be shown at the December 17th Budget Committee Meeting. If anyone would like to see it again or if you miss this meeting please let me know and I will be glad to show it (659-3911) free donuts.

Please call if you have any questions.

Sincerely,

Marilyn Thompson

Marilyn Thompson

MT:mm
Enclosed
Brochure on the Library
1980-81 Annual Report Flyer
1st page of 1st Quarter Report 1981-82.

LEDDING LIBRARY OF MILWAUKIE
1981-82 FIRST QUARTER REPORT
JULY-AUGUST-SEPTEMBER

IV E (92)

HIGHLIGHTS:

In order to insure the passage of the 1981-82 city budget on September 15, 1981, $60,218 was cut from the library budget which had been approved by the city manager in July. The budget passed with a vote of 1074 to 531.The library budget for 1981-82 including fringe benefits is $325,495. In order to attain this level of budgeting the following reductions in library service were necessary:

Hours open to the public were cut from 55½ to 34½.
Elsie Martin was demoted from library assistant to library aide.
Tina Sabin was bumped to a circulation clerk and later demoted to a part-time page.
Jane Hall clerk typist III was permanently transferred to the Police Department.
Don Doman custodian is required to clean the City Hall and occasionally the Police Dept. Dept.
Some of the staff voluntarily shared their page hours with demoted persons.
Materials and services were cut including the book budget.
No funds were available for furniture, typewriters or other equipment except for regular payments on the copy machine.

Here is a detailed list of service reductions:

One story hour a week Thursday afternoon instead of three.
Limit reference service to when Joe is there or when someone else can allow time for it.
Eliminate court referrals and mental health volunteers unless highly skilled.
Accept only skilled CETA workers.
Circulate popular periodicals 1 week as pamphlets; do not process a periodical unless it is popular.
No more sorting gift books, just store them.
Have a volunteer type the appraisal letters.
Charge the public the full price for interlibrary loan postage and insurance.
Eliminate 1st notices, the phone call, 2nd notice. Have only the bill. Investigate a collection agency for overdue materials.
Don't record the fine on the fine card until it gets into bills.
Discard fine cards that do not have the price of the book recorded on it, ie, if it is only for a fine. Destroy these cards.
Circulation desk can put people on hold for 5 min, or so until they take care of the people at the desk.
No telephone reference except when the librarian is there.
Periodicals will be filed in the boxes by title only.
Paperbacks will be filed in order by 1st letter of author's last name.
No bread delivery from the park's Dept. for the ducks.
No section for new books. -- Reduction of typing & pulling book cards.
No matrix record keeping for the entire staff.
Drastic reduction in number of paperbacks cataloged.
Set up a paperback exchange for the romances.
Reduce typing load (handwritten reports on permanent file).
No more Friday bank deposits. Just on Tuesday.
Cut hours -- Staff comes at 12:00 on Monday open to the public at 2:00 till 9. Tuesday - Saturday 8:30AM to 5:30PM.
We had to print and distribute new bookmarks showing our hours.

The Clackamas County Commissioners wrote a letter to all city managers stating that if municipal library budgets were reduced disproportionately to reductions in other city departments there could be a withholding of a portion of their Library Serial Tax Levy allocation.

MEMORANDUM IV E (93)

December 11, 1981

TO: CITY COUNCIL

FROM: JO DURAND, ADMINISTRATIVE ASSISTANT

SUBJECT: PROPOSED ALTERNATIVE MANAGEMENT PROGRAM AND RECOMMENDED OPTIONS FOR BUDGET REDUCTIONS

In response to Councilor Graf's request for memoranda from department heads regarding the proposed Alternative Management Program and recommended options for budget reductions, I want first to say that I strongly support the concept of reorganization. I believe that the overall concept is a good one. Establishing a General Services Department will create a more orderly arrangement than the existing conglomeration of departments, ranging in size from 2 to 13 employees, and programs, such as Community Services, which have no clear place within the organization.

I believe the plan for Administrative Services is very workable and will improve the resources available to all departments (except, perhaps, for police). The goal of equalization of management compensation will result in a simplified compensation plan which is certainly desirable and the direction being taken by many administrations. The management team concept could be most valuable under a city manager who wanted and had the ability to foster its development. The creation of a steno pool is badly needed. It would organize what already exists somewhat in practice, with the legal department secretary often assisting with administrative typing needs.

Finally, improvements in the equipment and processes by which many city tasks are accomplished is badly needed to improve the quality of work produced, to decrease the repetitiveness of some tasks and to reduce future staffing needs to meet demands for increased levels of service. In sum, I believe the Alternative Management Program will provide a better organizational structure for the City of Milwaukie than the structure that exists today.

The recommended options for budget reductions are, of course, much more difficult to support. While I clearly understand the gravity of the financial situation the city faces, it is very difficult to recommend reductions that are not at all in the city's best interests if funding were available. It is equally difficult to choose the lesser of such evil evils.

As the former Director of The Milwaukie Center and the current administrative supervisor of this program, I am extremely distressed by the necessity for recommending the elimination of its funding should the proposed county senior services serial

levy fail. I believe that much valuable service could be lost under the suggested contract arrangement. I wish that there was the time needed for this young program to grow toward self-sufficiency. It is a shame for area seniors and for the city to have invested so much in the development of this program to now see it decline. I, of course, hope the serial levy will pass. It is the best, the most equitable solution for the problem of sharing the cost for the senior program among the entire area, inside and outside the city, which benefits from it. If it does not I can understand the need to move toward a contract with Loaves and Fishes, Inc., but I am hard pressed to accept it.

The loss of the recreation program for the city is a loss that must equal that of the elimination of the Center in reducing the quality of life in the City of Milwaukie. Again, I can see the necessity but find the reality hard to accept.

As personnel director, one of my responsibilities as Administrative Assistant to the City Manager, I find all of the recommended reductions difficult, for I will deal directly with the employees affected, know about their families, their struggles to find alternative employment. Morale problems and the liability exposure the layoff process creates are other factors I must consider. Yet it is very clear to me that if not these particular employees, a like number of other employees will have to be laid off, creating similar problems.

Finally, the loss of full-time legal services is again a reduction that it is clear to me is not in the city's long-range best interests. These may be financial times that do not permit consideration of the city's long-range best interests, but surely our failure/inability to do so in this matter, as with our capital needs and other matters, must eventually spell disaster for the city.

More important than my feelings about the proposed Alternative Management Program and recommendations for budget reductions is my concern that decisions be made in these matters as soon as possible. To leave the organization and the individuals involved in limbo in the face of such major changes is in many ways the worst fate of all.

I appreciate the opportunity to share with you my concerns.

Sincerely,

Jo Durand

Jo Durand
Administrative Assistant

12/11/81 df

IV E 95

November 12, 1981

Joy Burgess, Mayor
City Hall
Milwaukie, Oregon

Dear Mrs. Burgess,

The Friends of the Milwaukie Center have expressed serious concerns at recent meetings over the announcement regarding the future of the Center. We ask that the City Council and Budget Committee give serious consideration to the possible outcomes of the proposed elimination of city funding prior to initiating such an action.

The suggestion that the city completely dissolve its financial relationship with the Center leaves many elderly Milwaukie residents disturbed and dismayed. Especially those who have come to depend on the many essential services provided by the Center staff and numerous volunteers.

We understand the budgetary problems facing the council and budget committee at this time. However, the council needs to carefully assess the implications of eliminating funding for one of Milwaukie's strongest assets. The Center provides Milwaukie with an identity - a city that extends a caring attitude toward its elderly residents.

Of all the programs affected by the recent announcement from the city manager, the Milwaukie Center is the most heavily impacted. The city council most certainly cannot support a proposal that transfers the city's economic problems onto the backs of Milwaukie's senior citizens.

We urge you to support continued city funding for the Milwaukie Center and its operations.

Sincerely,

Catherine Boyles

Catherine Boyles, President
Friends of The Milwaukie Center

Note: At the last general meeting, the Friends of The Milwaukie Center voted unanimously to send this letter showing our concern.

IV-E (96)

Clackamas County Senior Citizens Council, Inc.

Mailing Address:
P. O. Box 102
-MILWAUKIE-OR
Marylhurst, OR 97036

Room 207, O'Hara Hall
Marylhurst Center
635-3802 or 635-6774

18 NOV 81 11:53

TO: MILWAUKIE CITY COUNCIL BUDGET COMMITTEE

FROM: CLACKAMAS COUNTY SENIOR CITIZENS COUNCIL

Dear Milwaukie City Council Budget Committee:

We, at Senior Council, are most concerned about the acting city manager, Dick Bailey's, proposal to trim the city budget. We would like to address ourselves to one particular part of Mr. Bailey's proposal, that part pertaining to the Milwaukie Center.

Surely, you are aware that the Milwaukie Center has one of the most respected reputations among senior centers in the county. In its short history, it has become a main resource center within the county. It has cooperated with a wide variety of groups and individuals to provide the best possible services to Milwaukie area seniors.

The Center is organized and the staff make everyone feel comfortable. This is not true of all Senior Centers. In no other center is the director as accessible as in the Milwaukie Center. This really adds to the over-all welcoming atmosphere and encourages groups to want to offer programs there, this, of course, in turn, provides Milwaukie Seniors with the most variety in programs and services.

More specific to Senior Council's needs are the very necessary services we offer through the Milwaukie Center. The Center is organized in such a way that it was possible for us to offer our Grocery Delivery Service through there. The level of cooperation was such that the Milwaukie area Grocery Delivery Service is are most successful effort. Hundreds of deliveries have been made to the elderly in Milwaukie. This not only is good publicity for Senior Council, but more directly, for the Milwaukie Center. Senior Council also coordinates efforts in volunteer recruitment, probably one of the most important functions in these "budget cutting" times. This volunteer recruitment has combined our energies to provide such needed programs as Telephone Reassurance, Friendly Visiting, and Advocacy/Outreach. The Center Staff also helped us sponsor our first Housing Workshop which was televised as a television documentary. All of these programs further the need, not only for Senior Council's existence, but more importantly, for the Milwaukie Center's existence.

We feel that Mr. Bailey's proposal is not in the best interest of Milwaukie area seniors, and ultimately, in the best interest of the city of Milwaukie. In the short run, you may save some money, but it will work against you in the long run. When economic times are hard, the elderly are the first and hardest hit. Especially in these times, your compassion and concern are so needed. Please consider this proposal long and hard. If you approve it, it will adversly affect many many elderly people in the Milwaukie area. We encourage you to make the needed budget cuts in other areas and leave the Milwaukie Center as it is now.

Sincerely, Chris Farley

DEPARTMENT OF TRANSPORTATION

UNITED STATES COAST GUARD AUXILIARY

(AUTHORIZED BY CONGRESS 1939)

THE CIVILIAN COMPONENT OF THE U.S. COAST GUARD

IV E 97

Nov. 18,1981

Mayor Joy Burgess
City Council Milwaukie

Our organization the U. S. Coast Guard Auxiliary Flotilla 72 use the Milwaukie Center for meetings twice a month. We also conduct our Boating Saftey Classes at the Center which is free to anyone in the area.

At these classes we instruct boaters on the safe operation of boats, good seamanship, navigational aids, legal requirements and etc. What they learn at our classes could save their lives and needless property damage.

In your budget crises we hope you will keep in mind how important it is to have such a place as the Milwaukie Center available for uses such as ours. The public also needs the other adult education classes that are held at the center.

Thank you for takeing the time to read our letter.

Commander William Miller
Wm. E. Miller, FC.
U.S. Coast Auxiliary
Flotilla 72

DEDICATED TO PROMOTING RECREATIONAL BOATING SAFETY

IV E (98)

M E M O R A N D U M

TO: City Council

FROM: Senior Citizens Advisory Commission

RE: Alternative Management Program

The members of the Senior Commission commend the city manager for the creditable effort to reorganize the city government with the aim of economy of operation.

However, we urge that the Council act slowly in implementing the specific suggestions. Each item requires study of the actual amount saved, taking into consideration revenue generated from park reservations and Center reservations (which would cease under the plan as presented), contract costs, training costs etc.

The Milwaukie Center is the most valuable piece of real estate the city owns, and the city should give its support to ensure the best use of the property. The Center is the focal point for senior services, not only for nutrition but for the kinds of mental and physical stimulation that keep our seniors a vital part of the community.

We have reservations about a department head being able to handle the additional duties of designated city manager. This arrangement can also lead to emphasis on one department at the expense of the others during that period as designated city manager.

Budget constraints must be faced. But quality of living including parks and recreation, library and senior services cannot be overlooked as responsibilities of a city.

Gail Roach (WW)
Gail Roach, Secretary
Senior Citizens Advisory Commission

-MILWAUKIE-OR

24 NOV 81 11:47

M E M O R A N D U M

IV E (99)

November 24, 1981

TO: Milwaukie City Council
Budget Committee

FROM: Milwaukie Center Advisory Board

SUBJECT: Alternatives for funding The Milwaukie Center

The nine members of The Milwaukie Center Advisory Board, at our meeting November 20, came to the unanimous decision that some means must be found to keep the Center under the direct administration of the City of Milwaukie. We recognize that these are difficult times, but see a possibility that some creative work can be done toward finding a way for Milwaukie to support the Center as it has in the past, rather than contracting the facility out to Loaves and Fishes as has been suggested. Loaves and Fishes is an extremely important part of the Center organization, doing untold good with Meals on Wheels and the daily lunch program. It also has other valuable programs, hundreds of volunteers, and their services at the Center are certainly irreplaceable.

However, the Center is a most valuable asset for the City, financially and as a matter of civic pride. It has the possibility of further meeting taxpayers' needs when the building is expanded and can include a wider range of age groups. The City has special ties with Clackamas Community College and North Clackamas School District which benefit the Center and are tax-funded. If the county senior levy passes, the problem will be solved. Until then, the Advisory Board asks that the funding be included in the budget and that these ideas be considered:

* A local senior service levy, if the county levy does not pass.
* Raising users' fees to the level of similar centers and rental premises in the area. This item will shortly be recommended by our group, in any case.
* Charging a clean-up deposit, perhaps to be returned if rooms are left in proper condition. There have been breakage and cleaning problems.
* In view of rising energy costs, Loaves and Fishes could contribute to the maintenance expenses of the building, through monthly rent or percentage of the heating, cooling and electrical bills. Necessary paper products are also expensive. At present, the City is the only source of funds.

It is the consensus of the Center Advisory Board that City staff and Loaves and Fishes do not duplicate services, and that both are necessary. We

urge the Budget Committee to recommend the amount necessary in the budget ($127,600, current budget plus estimated 13% inflation) to keep in place the programs now in operation at the Center.

Committee for the Advisory Board

Helen Kappler
Cathryn Boyles
Janet Witter
Janel Warren

Helen Kappler
Cathryn Boyles
Janet Witter
Janel Warren

IV E (101)

10903 S.E. Home
Milwaukie, OR
November 8, 1981

Budget Committee
City Council
Milwaukie, Oregon

As a volunteer who has witnessed the remarkable growth of programs for the benefit of all residents of Milwaukie and as a taxpayer who has not yet reached senior status, I have enjoyed working at the Milwaukie Center with people who have been enthusiastic about working toward citizen involvement for a better community life.

The Milwaukie Center is the biggest asset the City has for improving the lives of its citizens not just physicially but intellectually and emotionally, through its classes and other opportunities provided for meeting and working with others who are interested in enriching their own lives as well as helping others. The number of enthusiastic volunteers who have been recruited is awe-inspiring. Through my association with these dedicated people, the professional as well as the volunteer, the City has become a living community and not just a tax-or-fee-collecting-machine.

The Loaves and Fishes program is to be admired for its achievement but it is a program strictly for seniors. Many of us are not ready for that category and many more wish to avoid any connection. The Center has initiated programs to provide ways for the generations to complement each other. I am shocked to hear that all these efforts could be fruitless. Surely every effort must be made to save this life-giving resource for the City.

Hopefully,

Carolyn Troychak

Carolyn Troychak

-MILWAUKIE-OR

.2 NOV 81 8:43

MILWAUKIE-OR

NOV 81 8:43

IV E (102)

4413 S.E. Jackson St.
Milwaukie, OR
November 9, 1981

Budget Committee
City Council
Milwaukie, Oregon

I have lived in Milwaukie for thirty-six years. I have volunteered much of my time in promoting aid for the retarded, activities for young people through 4-H and scouting, better cooperation and understanding between church and public schools and participation in local affairs. I have watched my children, my many nieces and nephews and friends grow up and marry here, many to remain, others to come back. My interest is still for all age groups.

I am now a senior - gladly volunteering my time for the City that made a thriving Community Center possible. Through the Human Resource office, I see a wonderful communication system growing, my elderly neighbors being cared for, and desperate families being helped. Through the combined efforts of the City and Loaves and Fishes. Milwaukie has the greatest asset I have seen it acquire in recent years. I had visualized for future a place here for our young as well as for seniors.

Can you not reconsider and keep the Center in your city budget? Surely Loaves and Fishes cannot take on more than they are doing and still give the wonderful service we so praise, and surely the good will, the intellectual opportunity for continued growth, the reawakening to the needs of others, a friendly cooperative attitude of citizens will reap great rewards in future.

Giving the Center away looks a bit like passing the buck or throwing the baby out with the bath.

Sincerely yours,

Hurlene Rager

Hurlene Rager

DWYER MEMORIAL HOSPITAL
AND MEDICAL CENTER

10150 S.E. 32nd Ave.
Milwaukie, Oregon 97222
503/659-6111

A nonprofit community service organization
JCAH accredited

IV E (103)

Joy Burgess, Mayor
Milwaukie City Hall
10722 S.E. Main
Milwaukie, Oregon 97222

Dear Joy,

We wish to express our appreciation for the use of the Milwaukie Center for our monthly community health lectures.

The lectures are held the fourth Monday, September through June, with the exception of December when it is held on the third Monday.

Prior to this year, we held the lectures in our conference room. However, the community's response to these lectures was overwhelming and we had to find a larger facility for them.

We are pleased to have our lectures on a regular schedule in one location that has good access for the elderly and the handicapped.

We hope that you will continue to provide funds in your budget for the Milwaukie Center so community groups and organizations can use the facility to meet the needs of the community.

Thank you for your consideration.

Robert E. Wagner
Administrator

-MILWAUKIE-OR

11 DEC 81 148 25

-MILWAUKIE-OR **CITY OF MILWAUKIE**

IV c 104

LEDDING LIBRARY
10660 S.E. 21st Avenue
phone 659-3911

7 DEC 81 16: 06

December 5, 1981

Mayor Joy Burgess and the City Council
Milwaukie City Hall
Milwaukie, Oregon

Dear Mayor Burgess and Members of the Council:

The members of the Library Board have met and discussed the proposed changes in the city organization. We are sure that you are interested in our response to how we see this affecting the library.

We are concerned that the head of the General Services Department will be too busy with a variety of duties, so that even with the best of intentions, there will be added delays in taking care of business between the library, the city manager, and the finance department. It seems to us that there is an added layer of bureaucracy, and no economy has been achieved. Communication would be less direct and more difficult. Other cities seem to give the library department status.

Since the library has some very practical interests in Cable TV and Microform, there should be a direct relationship with the city planning in these areas, and not just indirectly through the General Services Department.

We are also disturbed at the possibility of further cuts in library staff as budget planning goes on. If a Senior Librarian is lost, there will be very noticeable results--no reference service, or no children's services for example, as clerical staff cannot replace them. Clerical staff is needed to do the book work dealing with our rising circulation. The computer system on which we are embarked should in the future reduce some clerical work but not until it is established and running. Recessions bring increased use of libraries, and despite our shorter hours, our circulation has been increasing. Our portion of the county serial levy for libraries is dependent on our maintaining a library that provides services people need and maintaining our circulation and registrations.

Our library serves the community in ways which win votes from satisfied citizens. We must be careful not to make impossible the services our citizens need. We hope that you will take these ideas under consideration.

Very truly yours,

Julie Brown, Chairman

Evelyn Cooper

Fred E. [illegible]

Horace Dick

Samuel D. McVean

IV E (105)

November 30, 1981

City Council Members,

I understand you will be considering cost cutting measures for the Planning Department as part of an overall plan to reduce city expenditures.

As a past member and past president of the Planning Commission I strongly urge you to give a high priority to the effective, yet efficient functioning of the department.

It will probably be necessary to reduce some costs but I feel the present staffing level is very cost effective and already has the acceptable minimum number of personnel.

Current staffing insures continuity of operations in this critical- post comprehensive plan adoption period. Any personnel cuts would significantly degrade the planning process, reduce effectiveness to an unacceptable level, and destroy many of the goals we have worked very hard to achieve.

I believe probably all past members of the Planning Commission share these sentiments, as well as the numerous citizens who testified in countless public hearings supporting the commissions goals and the comprehensive plan.

-MILWAUKIE-OR

1 DEC 81 16: 45

Sincerely,

Thomas C. Foeller

Thomas C. Foeller

IV E (106)

AGENDA ITEM #:

DATE: November 10, 1981

COUNCIL SUMMARY

FROM: Randy Westrick
Parks & Recreation Sup't

SUBJECT: PARC response to Alternative Management Program.

BACKGROUND INFORMATION: At its November 9, 1981 meeting PARC reviewed the Alternative Management Program currently being considered by City Council. Attached is a copy of the Commission's reactions.

ALTERNATIVES CONSIDERED: None. This is being submitted for the Council's information. Members of PARC will be on hand at the next Council meeting to discuss their concerns.

-MILWAUKIE-OR

12 NOV 81 8:44

MEMORANDUM

IV E (107)

November 10, 1981

TO: CITY COUNCIL

FROM: PARKS AND RECREATION COMMISSION

SUBJECT: ALTERNATIVE MANAGEMENT PROGRAM

INTRODUCTION

The Milwaukie Parks and Recreation Commission has reviewed the alternative management program and we agree with the concept of reorganizing the city's administrative structure. This program is a step toward streamlining city operations. We have concerns regarding the implications this program has on community service programs, and specifically, the Parks & Recreation Department. We believe other funding organizational potentials exist which provide efficient operation while maintaining the effectiveness of the department.

PARKS AND RECREATION COMMISSION CONCERNS

1. The program creates a void in city services by not providing for adequate administrative functions or responsibility for community services, such as, park development and recreation opportunities, library services, senior services, etc.

2. Potential savings minimal and possibly non-existent if true cost of an additional caretaker and loss of revenue from reservation fees ($3,000 in 1981) considered.

3. The program does not provide for the orderly and organized use of parks for the more than 40,000 park users expected next season.

4. Eliminates popular sports programs which will not be picked up by neighboring communities' already over-burdened recreation departments. (see accompanying letters)

5. Does not provide better management or control of parks and recreation opportunities.

6. This program significantly reduces the possibility of carrying out park master planning and development.

7. Needed staff experience, expertise, and advocacy for park and recreation opportunities would be eliminated.

8. Diminishes the importance of park planning and quality recreation opportunities to a level below comparable Oregon cities and below the level specified in the Milwaukie Comprehensive Plan.

IV E (108)

9. A diminished role of a parks and recreation department in the city structure creates a potential which could adversely affect future economic development of Milwaukie by creating a second-class city.

10. Discriminates against families and children and their needs for adequate parks and recreation opportunities.

11. The program will create an even larger gap between accepted national standards for parks and what is actually available in Milwaukie.

12. The possibility of a coordinated volunteer services program is eliminated. (see attached VIP program)

PROPOSED ALTERNATIVES

1. Include in any reorganization plan an administrative responsibility for community services including but not limited to parks and recreation, senior services, and library services.

2. Recognize the importance of the maintenance and development of parks and recreation opportunities as a vital city service.

3. Consider submitting a serial levy to the voters for the continuation of park programs.

4. Consider increasing the Parks & Recreation Department's responsibility for fund raising and providing revenue generating activities. (see attached report)

5. Study other cities efforts toward organization and financing of parks and recreation departments and other essential community services.

SUMMARY

The Parks And Recreation Commission agrees that City operations must be streamlined. As the economy tightens, everyone must economize. We would like to encourage the City Council to consider alternatives which do not cripple the city's ability to carry on basic community service functions.

Hopefully, we have illustrated our reaction to the proposed reorganization plan. The Parks And Recreation Commission would like to be involved in the consideration of any reorganization plan which may develop.

Larry Mura

Larry Mura, PARC Chairman

THE CITY OF
PORTLAND
OREGON

DEPARTMENT OF
PUBLIC SAFETY
CHARLES JORDAN
COMMISSIONER

BUREAU OF PARKS
AND PUBLIC
RECREATION
WILLIAM V. OWENS
SUPERINTENDENT

409 S.W. NINTH
PORTLAND, OR 97205
(503) 248-4315

IV E (109)

November 9, 1981

Mr. Larry Mura,
Chairman
Milwaukie Parks and Recreation Commission

Dear Mr. Mura:

I have been advised that there is a possibility that the Milwaukie Parks and Recreation Department is eliminating the position that coordinated the Athletics programs in the City of Milwaukie.

This would create an adverse situation with the Portland Bureau of Parks Athletic Program, and with our policy that any Athletic team that participates in our competitive Athletic Program, must have 70% of their team residency in the City limits of Portland, would eliminate any Milwaukie Teams from participating in our program.

The position that the Milwaukie Parks had in the Budget, has done an excellent job of establishing Athletic Programs in the Milwaukie Department, and I would encourage not eliminating this position from your budget.

Respectfully,

Paul Keenan

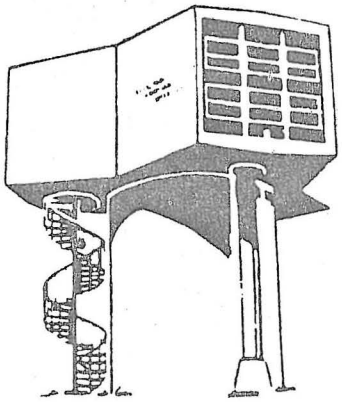
Paul Keenan
Program Manager
Athletics
Portland Bureau of Parks & Recreation

PK:h

IV 2 (110)

City of Gladstone

GLADSTONE, OREGON 97027



656-5223

November 9, 1981

City of Milwaukie
Park & Recreation Commission
Larry Mura, Chairperson
10722 S. E. Main Street
Milwaukie, Oregon 97222

Dear Larry,

Randy Westrick requested the following information regarding our sports league. The City of Gladstone operates as part of the Tri-Cities Sports Program except in the case of softball. Because of an agreement reached last year with Randy, we included Milwaukie residents in our women's softball league and treated them as in-district residents. In return, we were guaranteed a field one night per week throughout the playing season. Without the guarantee of Milwaukie's field, we would again limit our league to ten (10) teams and limit the residency to Oregon City, Gladstone and West Linn. Our residency is determined by points: one point for each player who lives in the Tri-City area and two points for an in-district sponsor. In the event that we have to cut teams from the league, the cuts are made based on the number of points a team has.

Our basketball league is a church league of the Tri-City League. In-district churches may enter and all players must be active members of the church who sponsors their team.

I hope this is the information that you needed.

Sincerely,

CITY OF GLADSTONE

Dee L. Vanderbout
Recreation Director

DLV/vh

NOVEMBER 9,1981

IV
E
III

TO: LARRY MURA

SUBJECT: BASKETBALL PROGRAM

IT IS THE POLICY OF THE CITY OF OREGON CITY THAT IN ORDER TO PARTICIPATE IN ANY ADULT OR YOUTH SPORTS PROGRAM, YOU MUST LIVE WITHIN THE SCHOOL DISTRICT.

IF THE CITY OF MILWAUKIE DROPS ITS RECREATIONAL PROGRAM, THERE IS NO WAY THAT THE CITY OF OREGON CITY COULD PICK UP THEIR PARTICAPATES IN THEIR PROGRAM.

Les Pakulak

LES PAKULAK
PARKS AND RECREATION DIRECTOR
CITY OF OREGON CITY

LP:ss

IV E (112)

Milwaukie VIP* Program

*Volunteers In Parks

In order to better manage volunteer participation in Milwaukie Parks & Recreation Department facilities and activities programs the following program has been proposed. This program will help in recruiting, screening, evaluating, rewarding, and keeping volunteer participants in department operations. An outline of the program follows:

I. Job Descriptions

Detailed job descriptions and titles will be developed for as many volunteer positions as possible.

II. Application forms.

An application form to be completed by individuals or groups wishing to volunteer will be developed. This will aid staff in accounting for volunteer projects, tracking progress of the volunteer, and recognizing the efforts of volunteers.

III. Volunteer accomplishment sheets.

This portion of the program will indicate each project a volunteer has accomplished and will aid staff in rewarding deserving accomplishments.

IV. Time Sheets

Each volunteer will be required to record his or her time. This will help staff account for volunteer staff time.

V. Identification Patches.

Each volunteer will be issued a VIP patch which identifies them as a Milwaukie volunteer.

VI. Performance Evaluation & Training

Each volunteer will receive a training session commensurate with the job assigned. Also, each volunteer will be evaluated in a constructive manner regarding the effectiveness of his or her efforts.

VII. Awards

Each effort by a volunteer will be thanked and awarded. A hierarchy of awards will be established based on hours of service and value of project to the city.

MEMORANDUM

IV E (113)

IV

November 10, 1981

TO: PARC

FROM: RANDY WESTRICK
PARKS & RECREATION SUP'T

SUBJ: POTENTIAL REVENUE GENERATING PROGRAMS

Below is an analysis of potential revenue generating park and recreation programs. I have compared projected 1982-83 figures with 1980-81 figures due to the budget cutbacks and program reorganizations implemented this fiscal year.

PARK USER FEES

Increase all user fees by 25% and eliminate the fee waiver policy for all groups other than North Clackamas School District. The city currently uses school district facilities at no charge. For this reason the city should reciprocate this courtesy and not charge the school district for use of city facilities.

1980-81 Revenues	1982-83 Revenues (projected)
$3,000	$4,000

NORTH CLACKAMAS PARK CONCESSION CONTRACT

Additional revenue could be realized by better utilizing the Snack Shack and other opportunities. This could be done by contracting with a service club or individual for this service.

1980-81 Revenues	1982-83 Revenues (projected)
-0-	$5,000

INCREASED RECREATION PROGRAM PARTICIPATION FEES

This would entail institution of two new budgeting practices: 1. Inclusion of individual player fees to supplement team sponsor fees; 2. Include budgeting of overhead expenses at a rate of 15% of total sponsor fee. At present only direct expenses have been assessed to program users.

1980-81 Revenues	1982-83 Revenues (projected)
$14,245	$20,380*

*Includes - $2.00/participant for in district residents
$10.00/ participant for out of district residents.

This fee program could not be placed into effect without hiring a summer temporary crew. Costs follow:

IV
E
(114)

NCP Open Noon to Dusk

2 Park Aides for four months - cost: $6,400

NCP Open All Daylight Hours

3 Park Aides for four months - cost: $9,600

OTHER POTENTIAL PROGRAMS

Other potential revenue programs do exist. These include park entry fees and selling advertising on ball field fencing at NCP. It should be noted that the Parks & Recreation Department is open to and searching for new revenue ideas.

IV E (115)

IMPORTANT ISSUES FACING THE CITY

If you have read about the alternative management proposal, what is your response to it? To reducing the number of departments? To decentralizing purchasing? To a team approach to management?

Decentralizing purchasing is a mistake. Why do things the more expensive way?
A team approach to management is a fiction not possible to achieve.
Reducing the departments is no great economy & just reduces communication.

Do you feel Milwaukie voters will approve a tax increase for 1982-83? How much? Why or why not?

Taxes rose sharply this year not because of Milwaukie, and I fear tax increases will come hard especially if the state reduces its portion. We need a new tax base so more of our costs will receive state aid (if any is left)

Stop the state or increase tax authority - reduction in property tax relief

What alternative sources of funding do you think are feasible to support city services? Higher user fees yes for Senior/Community Center, Park, etc.? Special levies to support specific services, e.g. police, fire, yes parks, center? Higher license fees? Other? Local levy for streets.

The city needs a larger business & industrial base and should seek it by annexation when possible.

What philosophy do you think the city should use in making needed budget cuts? Across the board? Exempt certain departments? Eliminate whole programs? Re-organization where possible to increase efficiency? Purchase equipment (e.g. for data processing) to increase efficiency? Other? All city services must share necessary cuts. Nothing is sacred. If data processing is an economy, use it. Try to maintain services.

I doubt this does much but to some dissidents, might be a step to

We have too many apartment dwellers to do away with parks & recreation, for example.

What other suggestions do you have that you believe would save the city money and still provide essential services to our citizens?

I don't think as easy money is easy now. If inflation slows down, so must wage increases, but we must be competitive with similar cities or lose experienced staff.

Please return to:
Jo Durand, Administrative Assistant
10722 SE Main Street
Milwaukie, OR 97222

11/24/81

C 81 11:52 LWAUKIE-OR

IV E (116)

IMPORTANT ISSUES FACING THE CITY

If you have read about the alternative management proposal, what is your response to it? To reducing the number of departments? To decentralizing purchasing? To a team approach to management? The proposal has merit. However, it is in conflict with the city charter. Consolidating dept would possibly be more efficient and in the long run reduce costs. Decentralizing purchasing is contrary to proven saving resulting from mass purchases. The team approach to management is a method that should employed in any well run organization.

Do you feel Milwaukie voters will approve a tax increase for 1982-83? How much? Why or why not? Yes. I believe with the proper approach the voters will approve a limited and necessary increase. The amount will depend on many parameters. Demonstrating the need and with a united front, this includes less grand standing by the city council, the results shoudd be positive.

What alternative sources of funding do you think are feasible to support city services? Higher user fees for Senior/Community Center, Park, etc.? Special levies to support specific services, e.g. police, fire, parks, center? Higher license fees? Other?

Increasing certain service fees has merit. Again who are we penalizing? Special levies for specific services is very desireable. A meaningfull reduction of city gov't expenses coupled with and information survey to justify need services may be the way togo.

What philosophy do you think the city should use in making needed budget cuts? Across the board? Exempt certain departments? Eliminate whole programs? Reorganization where possible to increase efficiency? Purchase equipment (e.g. for data processing) to increase efficiency? Other? Maximization of resources. Establish priority lists. Reorganize of need be. Use a weighted method in making budget cuts.. Across the board cuts are generally not successfull. Priorities must be established. Remove politics from the process (a real chore). Automate wherever feasible.....

What other suggestions do you have that you believe would save the city money and still provide essential services to our citizens? Since the major cost of gov't is personnel costs, a tightening the the bargaining process and possible reduction and retrenchment may be the only alternative. Delay of certain capitol improvements. Delay equipment purchases. However, as I, look at my property tax statement I find that the city schools and county take a hefty chunck. The city takes very little.

Please return to:
Jo Durand, Administrative Assistant
10722 SE Main Street
Milwaukie, OR 97222

Kenneth J. Levstone
11973 SE 35th Ave
Milwaukie, Or 97222
654 1788

11/24/81

IV E
117

IMPORTANT ISSUES FACING THE CITY

If you have read about the alternative management proposal, what is your response to it? To reducing the number of departments? To decentralizing purchasing? To a team approach to management?

NOT SURE, SINCE I AM UNFAMILIAR WITH PRESENT INTERNAL ORGANIZATION. IT SOUNDS GOOD ON THE SURFACE.

Do you feel Milwaukie voters will approve a tax increase for 1982-83? How much? Why or why not?

THE VOTERS WILL APPROVE THE TAX LEVY, BUT NOT ON THE 1ST AND 2ND TRY AND NOT WITHOUT MUCH BUDGET CUTTING OR EDUCATION OF THE PUBLIC BY THE CITY.

What alternative sources of funding do you think are feasible to support city services? Higher user fees for Senior/Community Center, Park, etc.? Special levies to support specific services, e.g. police, fire, parks, center? Higher license fees? Other?

- HIGHER USER AND LICENSE FEES ARE A MUST.
- SPECIFIC LEVIES USUALLY ARE PERCEIVED BY THE PUBLIC AS EXTRA TAXES. THEY WILL FEEL MORE HEAVILY TAXED AND CONFUSED.
- CITY MUST CHANGE ATTITUDE ABOUT GROWTH AND CHANGE, AND BECOME FAR MORE AGGRESSIVE IN TERMS OF SEEKING REVENUE & DEVELOPMENT OF INDUSTRY & COMM.

What philosophy do you think the city should use in making needed budget cuts? Across the board? Exempt certain departments? Eliminate whole programs? Re-organization where possible to increase efficiency? Purchase equipment (e.g. for data processing) to increase efficiency? Other?

[illegible] IF THEY ARE NECESSARY. BUT [illegible] CUT AND NOT MADE SUCH TO PLEASE THE ELECTORATE. IF A WHOLE PROGRAM IS BAD, CUT IT. IF A SERVICE IS ESSENTIAL AND IN FACT UNDER FUNDED, INFORM THE PUBLIC. REORGANIZE ONLY IF MORE EFFICIENT AND COST EFFECTIVE.

What other suggestions do you have that you believe would save the city money and still provide essential services to our citizens?

THE CITY NEEDS TO FIND OUT WHAT CITIZENS FEEL ARE ESSENTIAL SERVICES. PUBLIC NEEDS TO REALIZE THEY MUST PAY FOR WHAT THEY RECEIVE. CITY SHOULD SEEK TO FIND APPROPRIATE WAYS TO INCREASE REVENUES, NOT JUST CUT BUDGETS. A CITY WHICH STOPS GROWING WILL SOON BE A DEAD CITY.

Please return to:
Jo Durand, Administrative Assistant
10722 SE Main Street
Milwaukie, OR 97222

11/24/81

Taken by telephone
12/1/81 by Jo Durand

IV E (18)

IMPORTANT ISSUES FACING THE CITY

If you have read about the alternative management proposal, what is your response to it? To reducing the number of departments? To decentralizing purchasing? To a team approach to management?
Husband and I agreed with proposal, especially reducing # of dept.'s and decentralizing purchasing.

Do you feel Milwaukie voters will approve a tax increase for 1982-83? How much? Why or why not?
Doesn't support high money measures
Doesent get good services out of cities- wishes there was only 1 vote.
people don't like to keep going to polls $798-1086 tax increase this year.

What alternative sources of funding do you think are feasible to support city services? Higher user fees for Senior/Community Center, Park, etc.? Special levies to support specific services, e.g. police, fire, parks, center? Higher license fees? Other?
Doesn't like Sr. priority at Center, does approve highter user fees. not special levies, especially not for police, fire...Yes on higher license fees!! Dont fool people by putting police and parks together.

What philosophy do you think the city should use in making needed budget cuts? Across the board? Exempt certain departments? Eliminate whole programs? Re-organization where possible to increase efficiency? Purchase equipment (e.g. for data processing) to increase efficiency? Other?
Keep dog catcher
Across the board, exempt police and fire
resents water bill increase, street cleaning infrequent, uneven

What other suggestions do you have that you believe would save the city money and still provide essential services to our citizens?
Cut down on paper work
sorry Bailey doesn't want Manager job.

Larry and Marlene Brandt, 49th Logus Road , phone- 659-3859

Please return to:
Jo Durand, Administrative Assistant
10722 SE Main Street
Milwaukie, OR 97222

11/24/81

DEC 81 10:5 MILWAUKIE-OR

IV & (119)

IMPORTANT ISSUES FACING THE CITY

If you have read about the alternative management proposal, what is your response to it? To reducing the number of departments? To decentralizing purchasing? To a team approach to management? The proposal is interesting, but I wonder if anybody would really be in charge under a Team Approach.

Do you feel Milwaukie voters will approve a tax increase for 1982-83? How much? Why or why not? I believe voters realize that inflation and other factors necessitate a larger tax rate in Milwaukie. To get voters to approve an increase to maintain the present or even a lower level of services will require unity and putting aside petty differences. I am encouraged by the greater sense of unity I think I see on the Council.

What alternative sources of funding do you think are feasible to support city services? Higher user fees for Senior/Community Center, Park, etc.? Special levies to support specific services, e.g. police, fire, parks, center? Higher license fees? Other? I believe special levies are going to be necessary to maintain police and fire protection without cutting other necessary services for city government.

What philosophy do you think the city should use in making needed budget cuts? Across the board? Exempt certain departments? Eliminate whole programs? Re-organization where possible to increase efficiency? Purchase equipment (e.g. for data processing) to increase efficiency? Other? The council, as the duly elected representative of the city, has to determine priorities - whether exempting certain departments or eliminating full programs or engaging in reorganization or other matters to help efficiency.

What other suggestions do you have that you believe would save the city money and still provide essential services to our citizens? I do not point a finger at any city employee or department, but I think every one of us have to try to be more productive in what we do, whether we work for a government body or private enterprise.

Dale M. Harlan

DALE M. HARLAN
2202 SE Lake Rd., Milwaukie, OR 97222

Please return to:
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DEC 81 10:56 MILWAUKIE-OR

IV E (20)

IMPORTANT ISSUES FACING THE CITY

(1) If you have read about the alternative management proposal, what is your response to it? To reducing the number of departments? To decentralizing purchasing? To a team approach to management?

(2) Do you feel Milwaukie voters will approve a tax increase for 1982-83? How much? Why or why not?

(3) What alternative sources of funding do you think are feasible to support city services? Higher user fees for Senior/Community Center, Park, etc.? Special levies to support specific services, e.g. police, fire, parks, center? Higher license fees? Other?

(4) What philosophy do you think the city should use in making needed budget cuts? Across the board? Exempt certain departments? Eliminate whole programs? Re-organization where possible to increase efficiency? Purchase equipment (e.g. for data processing) to increase efficiency? Other?

(5) What other suggestions do you have that you believe would save the city money and still provide essential services to our citizens?

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1) I'm pleased that the City of Milwaukie is considering reorganization, however, I view the proposed alternative management plan a very quick and dirty option that should be quickly eliminated. The number of departments is less important to me than how they fit in a hierarchical structure. Someone or some department needs to have the responsibility for purchasing of equipment over a set amount in order to assure appropriate bidding procedures are followed and to avoid misuse of public funds. I support the team concept of management but there still needs to be a chief executive officer responsible to the City Council.

2) A qualified "Yes"! The same dollar amount of comparable cities in the State of Oregon. Because I believe voters in Milwaukie are not that much different than voters in other cities--they want good roads, good planning, good parks, good police and fire and health protection, attractive and multi-purpose municipal facilities, and community and cultural opportunities.

3) We must begin lobbying the state legislature for increased revenue sharing and a state sales tax. I'm against special levies because they only further fragment the resources available. Incentives for donations of land, buildings, materials and time should be considered.

4) For mid-year cuts of less than 10 per cent I believe all cuts should be across the board. I believe it is the Budget Committee's responsibility to adopt a reasonable budget and present it to the voters, based on the information from staff and to the best of their knowledge. I don't believe there is a clean answer to whether it is best to eliminate programs, reorganize, or purchase special equipment. It needs to go through an open political process.

5) In the short run I see only across the board cuts and reduced level of services. In the long run I'd like to see a broadening of the economic base, pressure on the state and county governments for a fair share of the returning federal dollars and a helluva good job of motivating all city employees to do their jobs effectively and efficiently because they are important.

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IV E (122)

IMPORTANT ISSUES FACING THE CITY

If you have read about the alternative management proposal, what is your response to it? To reducing the number of departments? To decentralizing purchasing? To a team approach to management?

Reduce number of departments; also number of employees, in addition To those already laid off.

Do you feel Milwaukie voters will approve a tax increase for 1982-83? How much? Why or why not?

No. Too high now.

What alternative sources of funding do you think are feasible to support city services? Higher user fees for Senior/Community Center, Park, etc.? Special levies to support specific services, e.g. police, fire, parks, center? Higher license fees? Other?

No special levies. Basic tax to cover police and fire und street lights, State gas Tax to be used only for streets. Our sewer and water fees already high enough to cover those se... User fees to cover cost of operating library, park, community center, e...

What philosophy do you think the city should use in making needed budget cuts? Across the board? Exempt certain departments? Eliminate whole programs? Re-organization where possible to increase efficiency? Purchase equipment (e.g. for data processing) to increase efficiency? Other?

Across The board. Reduce library to 3 days a week. Cut salary of head librari... Reorganize departments if it increases efficiency.

What other suggestions do you have that you believe would save the city money and still provide essential services to our citizens?

City managers and department heads salaries completely out of line. Taxpayers cannot afford such high-priced people. Hold The line on all employee wages except department hea... which should be reduced.

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I'm sure you are aware that Taxpayers are fed up with taxes. No matter To whom I've spoken, taxes are a sore spot.

Jo

IV E (123)

IMPORTANT ISSUES FACING THE CITY

If you have read about the alternative management proposal, what is your response to it? To reducing the number of departments? To decentralizing purchasing? To a team approach to management?

It is obvious that the tax payers lack confidence on governmental management.

Do you feel Milwaukie voters will approve a tax increase for 1982-83? How much? Why or why not?

Voters - elderly - limited income - measuring things against old standards

What alternative sources of funding do you think are feasible to support city services? Higher user fees for Senior/Community Center, Park, etc.? Special levies to support specific services, e.g. police, fire, parks, center? Higher license fees? Other?

No

With tax payers going down we must increase consumer (User) income. I'm against levies because of fragmentation.

What philosophy do you think the city should use in making needed budget cuts? Across the board? Exempt certain departments? Eliminate whole programs? Re-organization where possible to increase efficiency? Purchase equipment (e.g. for data processing) to increase efficiency? Other?

No

No exemption as it causes fragmentation.

What other suggestions do you have that you believe would save the city money and still provide essential services to our citizens?

Good management including good public relations and advertising

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