

**CITY OF MILWAUKIE
CITY COUNCIL WORK SESSION
JANUARY 4, 1999**

Mayor Tomei opened the work session at 5:45 p.m. in the Public Safety Building Community Meeting Room.

Present were Councilors King, Lancaster, and Marshall.

Staff Present: City Manager Bartlett and Assistant City Manager Bennett.

Information Sharing

1. **Councilor Lancaster** discussed the PERS program and asked if the increasing number of retirements affected the City. Bartlett indicated Finance Director Gehlen was assigned with evaluating the situation.
2. **Councilor Lancaster** asked if the City had addressed same sex couple benefits. Bartlett said Assistant City Manager Richards was working with CCIS to outline procedures and determine required documentation.
3. **Councilor Lancaster** discussed cable television, and Bartlett said those issues would be discussed with counsel in executive session.
4. **Councilor Lancaster** asked how much the City pays for Tri-Met services. He noted other cities, Sandy for example, provide their own bus service and asked if Milwaukie should consider it also. Bartlett said the amount is based on payroll taxes, and he would research those figures under current regulations. It would not be feasible for Milwaukie, a relatively large inner ring city, to provide its own bus service.
5. **Councilor Lancaster** referred to an article in the December 1998 League of Oregon Cities Newsletter regarding the Governor's "Livability Challenge" funds proposed in his 1999 - 2001 budget. He felt Milwaukie had a chance at some of the funds. Bartlett added that Milwaukie was designated a Community Solutions community.
6. **Councilor Lancaster** had received calls about the notices sent to Milwaukie residents regarding Functional Plan Compliance. The group agreed it wished to have prior information on this type of mailing. Bennett discussed Ballot Measure 56 notification requirements.
7. **Councilor Lancaster** referred to the League Newsletter and information on applying for an All-American City designation through the National League of Cities. He suggested the City of Milwaukie try for the award. Bartlett said

Neighborhood Services Coordinator Gregory had information on the program that she could share. The group discussed the expense and effort that would go into the undertaking.

8. **Councilor Lancaster** asked if the League video, *Right of Way: Protecting the Public's Lifeline* was available. Bartlett has a copy to show during a Council work session.
9. The group was interested in making e-mail available to the City Council in their homes.
10. **Councilor King** discussed acquiring park property and the City's having first right of refusal on large parcels.
11. **Mayor Tomei** and **Councilor King** agreed to attend an upcoming Metro meeting on the South Willamette River Crossing Study, and Councilors Lancaster and Marshall will attend if possible.
12. **Bartlett** announced the Mayors and Managers group was preparing for the Clackamas Cities meeting hosted by the City of Milwaukie on January 28. Mayor Tomei felt there needed to be a focus on transportation funding. Bartlett said there were several proposals for sharing gas tax funds between urban and rural areas. The group discussed the importance of cities getting a fair share for street improvements. Utility providers will also likely go before the legislature regarding franchise fees.

Strategic Direction Plan

Bartlett reviewed a proposal for a strategic direction process to assist Council in goal setting and budget adoption. The Milwaukie High School Langford Team underscored the importance of communication in its recent problem-solving work with City employees.

The questions would be "Where are we now?" and "Where are we trying to go?" He suggested an internal process with each operating unit identifying its strengths, weaknesses, opportunities, and threats and outlining the impact of mandates. Boards and commissions and neighborhoods would be asked the same questions to provide public direction. He will continue the second year of the unmet needs process with the neighborhoods. Finally, Council will legislatively adopt a Strategic Directions Report which provides guidance to the budget adoption.

Councilor Marshall asked when the Neighborhood Vision and board and commission information would be interjected in the process.

Bartlett outlined a tentative process in which the City Council would listen to presentations by each Neighborhood District Association (NDA) and board and commission chair.

Councilor Lancaster commented the Council would determine what resources were left after mandates were met and go forward in that direction.

Bartlett stressed the importance of managing and maintaining momentum in strategic planning.

Councilor Marshall asked what would make this strategic planning process different from those done in the past. Maintaining momentum is the most important and difficult element to sustain.

Mayor Tomei felt there would be a qualitative difference because the process would include input from each neighborhood and City department.

Council Retreat

The group agreed the retreat location would be Skamania Lodge from January 29 through January 30.

Councilor Marshall discussed the agenda and requested that Bartlett spend some time talking about his experience with the City. Bartlett said he would share that idea with Peg Caliendo, consultant. The group discussed other team and communication skill building exercises. Council was hopeful that Kappa would attend and provide his input to the team.

Mayor Tomei felt it was important for the Council to work together and plan for the next ten to fifteen years.

Councilor Lancaster added that the City was at a critical crossroad, and this Council will be setting a course and direction that will have impact on the future of the community. The group had already established that, although it may differ in opinion, it would move forward to the benefit of the City. There is a lot of negativity about government, and it is important to let people know what is being done and when results will be seen.

Preliminary Downtown/Riverfront Contract

Bartlett and Bennett will meet with George Crandall this week. The School District recently awarded the contract for modifications to Rowe Junior High, but the City will not be able to take possession of Milwaukie Middle School until the addition and move to Rowe is complete.

At this time, he was proposing the first activity to be downtown area planning. Key groups would include the Milwaukie Downtown Development Association (MDDA) Board, Niche Committee, and businesses in addition to conducting a public involvement process. In January 2000, he anticipated the Council would adopt design standards and a streetscape plan.

The next phase would be analyzing the Milwaukie Middle School site. **Bartlett** discussed the Community Service Overlay (CSO) application process.

Mayor Tomei felt the Junior High site was integral to the project and asked if it should not be planned in conjunction with the downtown area.

Bartlett explained the streetscape and design standards would have to be designed prior to the CSO application. Crandall may want to conduct a simultaneous public involvement process for the downtown area and the junior high school site. The funding plan to develop the school site would take place in late 2000. The City of Pendleton recently completed a similar renovation and spent about \$3.5 million including seismic and ADA upgrades. Portland State University or private firms may wish to participate in the project. Construction on that site would not begin until 2003.

Councilor Marshall recommended the City look for funding sources as early in the process as possible. He sensed there were people outside the downtown core who would be willing to participate and contribute to the project. He added that establishing a Design Review Committee was high on his goal setting agenda.

Councilor Marshall asked if there would be an advantage to offering a bonus for early completion of portions of the project, and **Councilor Lancaster** felt it would be more applicable to offer an incentive if the consultant successfully maintained project momentum.

Bartlett said he and Bennett would discuss some options with Crandall.

Councilor Lancaster asked about insurance coverage amounts in the draft contract, and Bartlett said coverage amounts complied with state statute.

Councilor Lancaster discussed contract termination with cause and asked if expenses could be recovered.

Bartlett said, in theory, the full contract amount would not have been expended and could be applied to another contract.

Councilor Lancaster referred to item #20 -- Warranties and asked how the City would know it was getting the best workmanship and materials.

2019

Bartlett said such contracts rely on professional judgement and skills. If there are problems, both sides would normally look to expert witnesses.

Mayor Tomei announced the Council would meet in executive session pursuant to ORS 192.660 to consult with legal counsel.

The work session ended at 7:17 p.m.

Pat DuVal

Pat DuVal, Recorder

**CITY OF MILWAUKIE
CITY COUNCIL WORK SESSION AGENDA
JANUARY 4, 1999**

MILWAUKIE PUBLIC SAFETY BUILDING

Community Meeting Room
3200 SE Harrison

WORK SESSION – 5:30 p.m.

Discussion Topics:

1. Council Information Sharing (30 minutes)
2. Strategic Direction Plan
3. Council Retreat
4. Preliminary Downtown/Riverfront Contract

EXECUTIVE SESSION

At the end of the work session, the Council will hold an Executive Session under the authority of Oregon Revised Statutes 192.660 to consult with legal counsel.

The Council may vote in work session on non-legislative issues.

*For assistance/service per the Americans with Disabilities Act (ADA)
dial TDD 786-7555.*



*** MEMORANDUM ***

December 23, 1998

To: Mayor and City Council
From: Dan Bartlett, City Manager *Dan*
Re: Setting a Strategic Direction

Action Requested

I would like Council to consider this proposal for a Strategic Direction Process and provide comment concerning the schedule and activities.

Background

The December 1998 issue of *Management Review*, included the results of a survey by Caliper, a human resources consulting firm. The following table shows the survey results reported on the three best and three most difficult aspects of being a leader:

Three Best Aspects of Being a Leader		Most Difficult Aspects of Being a Leader	
Creating the right vision	45%	Maintaining momentum	44%
Surrounding yourself with the right people	41%	Developing your staff	43%
Managing Change	40%	Surrounding yourself with the right people	38%

With the elections over, I feel that it is a good time for Council to take time and set a long-term strategic direction. This would be "creating the right vision" for the City to pursue over the next two to four years. I am proposing that we follow a simplified "Strategic Planning" model.

This would utilize processes defined in several books:

Strategic Planning for Local Governments, ICMA, 1993

Strategic Planning for Public and Nonprofit Organizations, John Bryson, 1991

Strategic and Economic Development Planning, The Local Government Institute, 1989

These resources layout a process that involve various groups to give advice to Council. The purpose is to determine "Where we are" and "Where we want to go." This is graphically depicted in the attached 1982 chart by Susan B. Phillips.

The next attachment is a timeline of the proposed process. I would suggest that the process involve:

Internal Direction process where each operating unit looks at their Strengths, Weaknesses, Opportunities, and Threats (SWOT's) and their Goals and Mandates.

Public Direction process that includes Board and Commission Goals and Neighborhood Visions

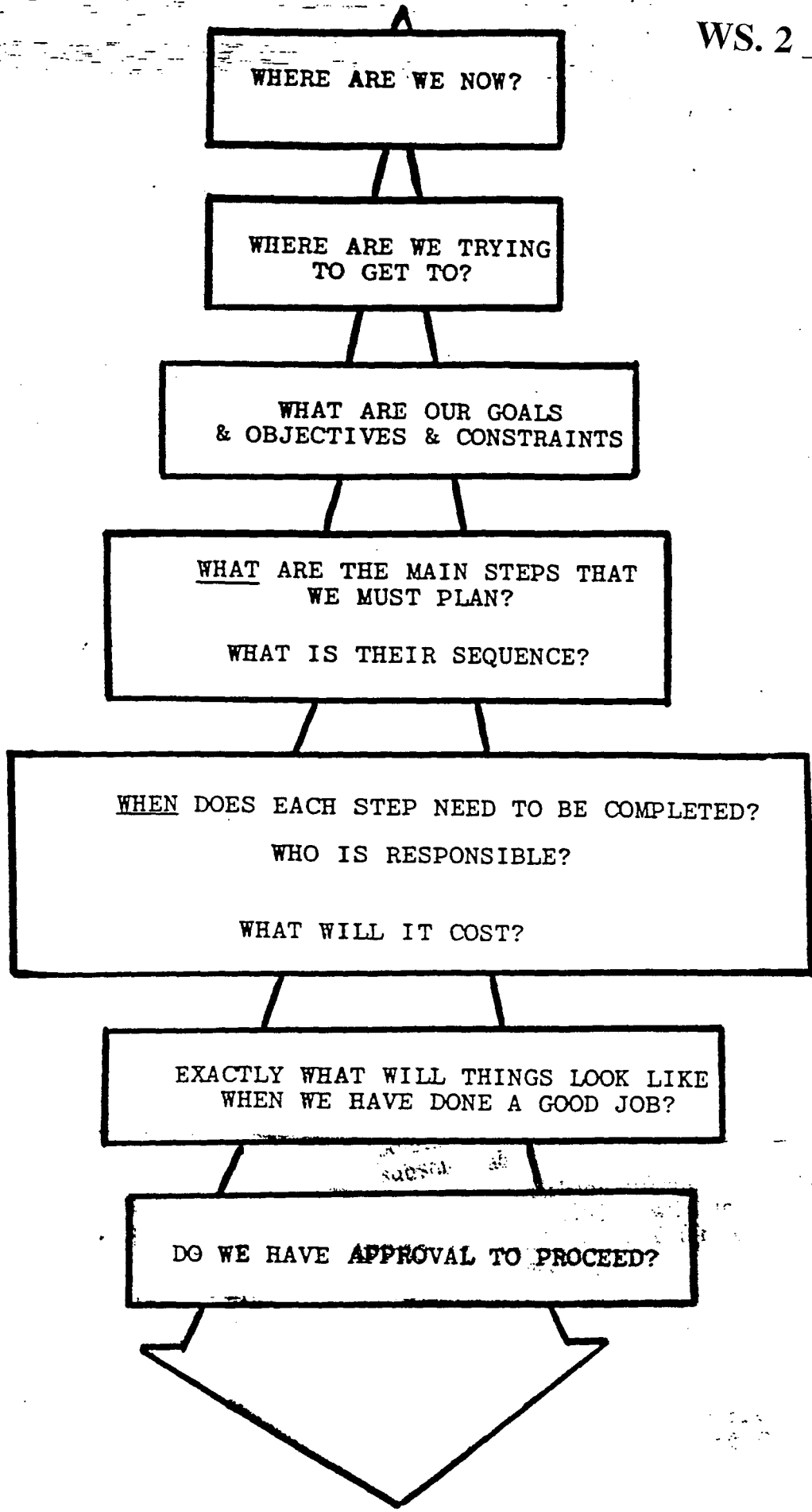
Finally, Council's Legislative process that ties these other processes together and provides direction for the Budget Process.

Once Council has heard from employees, Boards and Commissions, and Neighborhoods, then Council could use the Strategic Planning Worksheet to describe each Councilors ideal vision for Milwaukie. In February Council would set their strategic direction for Milwaukie.

At the January 4, 1999, work session staff needs to know:

- if Council wants to pursue this process;
- if the groups identified are appropriate; and
- if the timelines are acceptable.

cc: File - cm2190/hd



ID	Task Name	Duration	December					January					February					March					April					May					June		
			29	6	13	20	27	3	10	17	24	31	7	14	21	28	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13				
1	Internal Direction Process	26 days																																	
2	Department SWOT	26 days																																	
3	Department Goals and Ma	26 days																																	
4	Public Direction Process	34 days																																	
5	Board and Commission Gc	34 days																																	
6	Neighborhood Visions	34 days																																	
7	Neighborhood Un-Met Nee	34 days																																	
8	Legislative Direction and Mer	27.5 days																																	
9	Council Team Building	0 days																																	
10	Council Pre Goal Setting	1 day																																	
11	Council Goals	10.5 days																																	
12	Budget Preparation	142 days																																	
13	Department CIP Preparatic	45 days																																	
14	Department Budget Prepar	45 days																																	
15	Internal CIP Review	17 days																																	
16	Internal Budget Review	17 days																																	
17	City Managers Budget Proj	10 days																																	
18	Public Budget Review	1 day																																	
19	Budget Committee Proces	23 days																																	
20	Adopt Budget	1 day																																	
21	Strategic Directions Report	20 days																																	

Project: strategic direction Date: Thu 12/17/98	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			

WS.2
4

**STRATEGIC PLANNING:
A HOW-TO MANUAL FOR LOCAL GOVERNMENT**

Introduction

Most public strategic planning processes are born out of a strong desire to pro-actively and positively influence the future direction of the community. The essence of the public strategic planning process involves finding out what the community can realistically become, and then planning and implementing strategic actions to make that happen.

What Is Public Sector Strategic Planning?

The public strategic planning process is a systematic way to manage change and create the best possible future for your jurisdiction. It is a creative process for identifying and accomplishing the most important actions in view of strengths, weaknesses, opportunities and threats (SWOTs).

Strategic planning is not always labeled "strategic", nor is it easily defined. It can be distinguished from other kinds of planning by its specific methodology, as well as by key points.

- * It is a focused process that concentrates on selected visions or issues.
- * It explicitly considers major events and changes occurring outside the organization and jurisdiction.
- * It considers resource availability, not only financial, but organizational and political.
- * It assesses strengths and weaknesses.
- * It is action-oriented, with strong emphasis on practical results.

While traditional kinds of planning consider the "destination", expressed in goals and projects, strategic planning also considers the "itinerary" and "roadmap" to assure that all variables required to successfully arrive at the destination are met. Strategic planning puts the "how" into long range planning. It is a process of articulating and achieving a dream, tempered by reality.

Strategic planning does not replace functional planning or budgeting. Instead, strategic planning can help to integrate activities, assuring that a common purpose and a common sense of direction guides them. It helps tie all the agency's functional plans (e.g. Land Use Policy Plan, Park and Open Space, Recreation Services, Water, Sewer, Transportation, Housing, etc.) together.

At the least, strategic planning can give a community a clearer picture of its own unique identity and potential. At its best, strategic planning is planning for results, and carrying out the plan will have positive results now and for decades to come.

There are a number of variations to the strategic planning process. Most variations include several basic steps:

1. Scanning the Environment to identify key factors and trends important for the future, and assessing how those forces will influence community events and impact the organization.
2. Conducting a Resource Audit to take inventory of the managerial, operational, fiscal and political resources of the local government and community, as well as the strengths, weaknesses, opportunities and threats within the operating environment and the community at large.
3. Developing a vision of the desired future and "beginning with the end in mind" to establish the direction for strategy development.
4. Selecting issues and developing strategies to achieve the desired vision tempered by external and internal analyses of the forces, opportunities and constraints affecting realization of the vision.
5. Developing an implementation plan to consider timetables, resource allocation, and responsibilities for carrying out strategic actions.
6. Monitoring results to ensure that strategies are carried out, and adjusting them as necessary to achieve success.

Why Strategic Planning?

The strategic planning process will not only help you to improve the choices you are already making, but it will also help you develop shared values and visions for your future.

The "Year 2000" or other strategic planning timeframe will provide a critical tool in the arsenal of local decision-making, a tool that can launch new initiatives in response to a rapidly changing environment. These initiatives can result in generating new revenues -- such as fostering economic development; or curtailing existing expenditures -- such as redefining public responsibilities; or otherwise investing in improving the quality of community life.

Done correctly, there will be a number of benefits from the strategic planning process:

- * It will focus attention on fundamental matters, not just brush fires. It helps us accomplish the truly important.
- * It will contribute to community education and consensus building.
- * It will help develop a shared vision that extends past "the next election."
- * It will better position the organization to take advantages of its strengths and seize opportunities.
- * It will help identify and evaluate resources, not only fiscal, but organizational and political.
- * It will shed new light on important issues.
- * It will provide a mechanism for public-private cooperation.

Fundamental Principles

At the outset of the strategic planning effort, consideration should be given to a number of fundamental guiding principles and actions that tend to increase the probability of success of the strategic planning process:

- * Change is a threat when it is done to us. Change is an opportunity when it is done by us. Without involvement, there will be little commitment.
- * Use of coercive power results in equal resistance and reaction.
- * You can't win if you aren't at the table.
- * Perceptions are important.
- * Get all assumptions and issues on the table.
- * Seek to understand before you seek to be understood.
- * Get all the data you can on an issue.
- * "A" (where we are) and "B" (where we want to go) are always being redefined. Thus, acquiring and sharing information is essential to successful strategic planning. We plan to learn. Thus, the strategic planning process members must be willing to always learn and acquire information.

- * Consider all alternatives before jumping to conclusions.
- * Look at disagreements as opportunities to get new points of view.
- * Get everyone to participate and seek commitment to making the process work for the good of the community.

Three Alternative Approaches to strategic planning

There are a variety of alternative approaches to establishing a successful strategic planning work effort. This Manual details three approaches for your consideration and use. The steps, forms, etc. used to undertake each process are shown on the following pages. The three alternatives include:

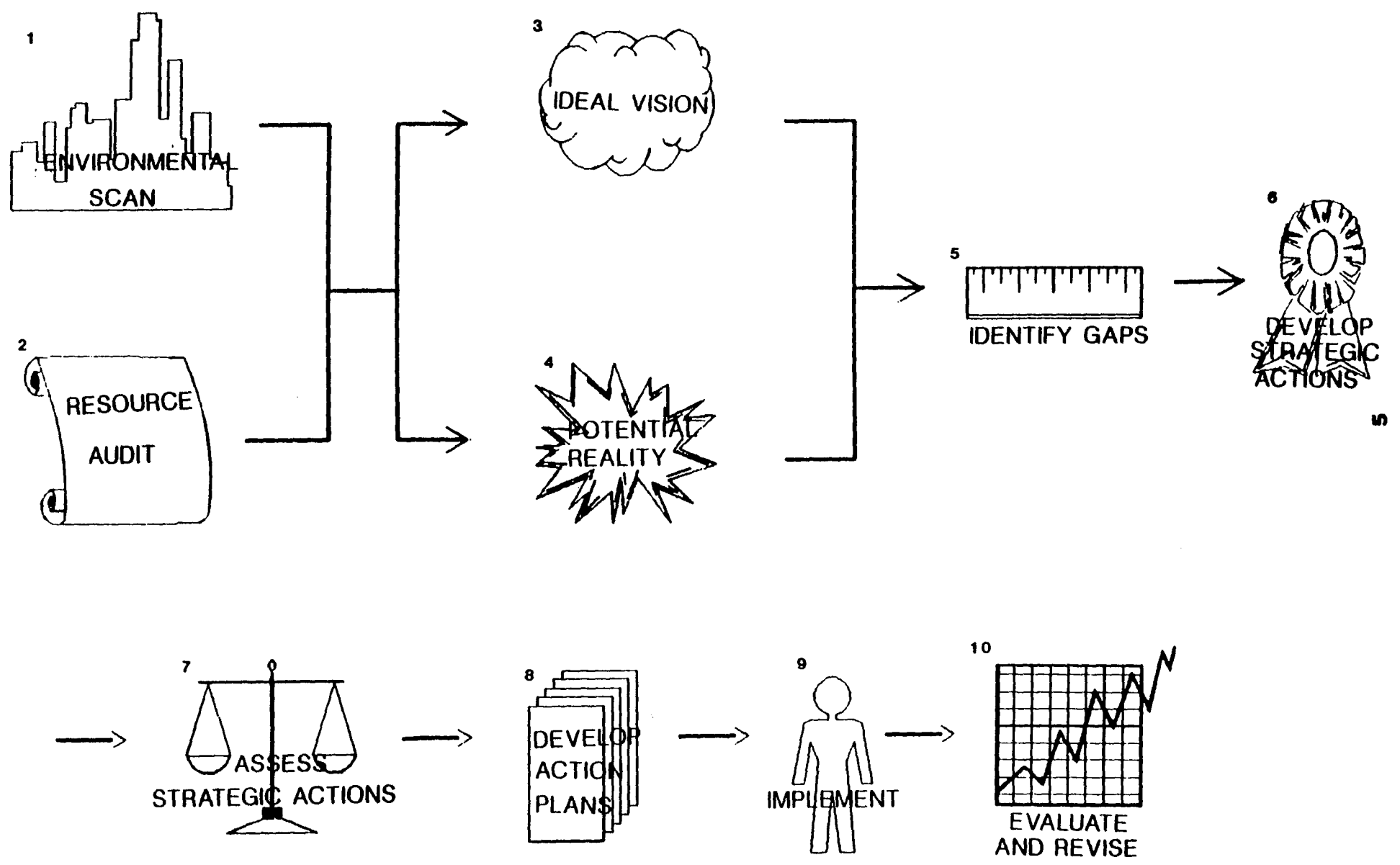
Alternative "A". Alternative "A" follows the traditional strategic planning model most often used by both the private and public sectors. This process involves organizing, scanning the environment, selecting key issues, developing mission statements, conducting external and internal analyses, developing goals and strategies, developing action plans, implementing, and monitoring.

Alternative "B". Alternative "B" is a variation of the traditional model and is highly recommended. This alternative is distinctive in that it "begins with the end in mind" and focuses on creating and realizing a desired vision of your jurisdiction in the year 2000 (or other appropriate planning period) in the essential aspects of community life. The process answers three basic questions. What do we want our city/county/district, etc. to be like in the year 2000? What will it be like in the year 2000 if we don't do anything? And, if we don't like the differences, what can and will we realistically do to bridge the gap between the desired vision and the potential reality?

Alternative "C". Alternative "C" is a process which utilizes most elements of the traditional model, but focuses solely on economic development. This is an excellent process to use when the thrust of strategic planning is directed toward economic development issues, or in conjunction with other alternatives.

It is highly recommended that one of the following three approaches, or a variation thereof, be used in your strategic planning efforts. A review of case studies of other local government strategic planning exercises has revealed that the most successful strategic planning projects have incorporated most, if not all, of the elements described.

STRATEGIC PLANNING PROCESS



**STRATEGIC PLANNING PROCESS
ALTERNATIVE "B"**

Before reviewing alternative "B", readers should have familiarized themselves with the general information on strategic planning found in the introductory material and in alternative "A". Some of the necessary background information is not repeated here.

STEP 1

Using available data, the task force (with staff and/or consultant assistance) compiles and prepares an "environmental scan" of the external environment, i.e. looks outside the community and city hall at the key influences on the town. The scan would look at past, present and forecasted trends, opportunities and constraints, and their impact on the community and its ability to effect positive change.

STEP 2

Using the same staff or consultant assistance, a "resource audit" would be completed to inventory the community's strengths and weaknesses. The resource audit would look inside the community and local government at the resources of the community in terms of organizational capacity, financial capacity and community interest.

STEP 3

The strategic planning task force would complete the following strategic planning exercise:

1. To begin, each Committee member takes time to create his/her personal desired vision of the community in the year 2000 in each of the strategic areas below (Use Form marked "Strategic Planning Worksheet").

STEP 4

1. After all Committee members have created their individual vision, committee meetings are held to review and discuss the various visions of committee members and define a composite vision of the community in each of these areas: (Note: Use "Strategic Planning Worksheet" Form).
 - A. Population (daytime and nighttime)
 - B. City Boundaries (N,S,E,W)
 - C. Central Business District (CBD) In General
 - (1) Types and Mix of Office and Manufacturing
 - (a) New Office and Manufacturing

- (2) Types of Retail
 - (a) New Retail
- (3) Types of Service Industries (Business, legal, finance, Insurance, R.E., government)
 - (b) New Service Industries
- D. Parks, Recreation, and Open Space
- E. General Community Facilities
 - (1) City Hall
 - (2) Police
 - (3) Fire
 - (4) Community Center
 - (5) Library
 - (6) Other
- F. New Single Family Housing (Location & Price Range)
- G. New Multi-Family Housing (Type and Location)
- H. City Services in General
 - (1) Expanded or New
 - (2) Eliminated
 - (3) Contracted
 - (4) Reduced
- I. General City Infrastructure (Water, Sewer, Streets)
 - (1) Condition
 - (2) Improvements
 - (3) New
- J. General External Factors
 - (1) Public/Private Partnerships
 - (2) Business/Resident Relations
 - (3) General Inter-Governmental Relations
 - (a) County
 - (b) Neighboring Cities
 - (c) Special Districts (fire, library, utilities)
 - (d) Regional Agencies
 - (e) School Districts
 - (4) Things To Avoid
- K. General Organizational Climate
 - (1) Governmental organization and structure
 - (a) Citizen participation
 - (2) Community Values

STEP 5

After the Committee has developed a consensus vision of the community in the year 2000 (or other planning time frame), the Committee would publish the vision throughout the community for review and comment. After Committee review of comments received, the Committee prepares and adopts a final recommended Vision Statement for the community in the year 2000 (or other appropriate planning time frame). The Committee transmits the Vision Statement to the local governing body for adoption.

STEP 6

The local governing body would hold a public hearing to get additional public comment on the proposed vision. Based on the public input, the governing body would adopt a vision statement of the community by resolution.

STEP 7

After Council adoption of a 2,000 vision (or other period), the Committee would review each of the adopted Strategic Planning areas, and ask themselves:

- A. What do we really anticipate the community will be like in the year 2,000 if left to natural forces (without any intervention)?
- B. Is there a gap between the desired vision of the community in the year 2,000 and this anticipated future?
- C. What specific actions can be taken to close the gap in light of the community's strengths, weaknesses, opportunities and constraints?

STEP 8

After general discussion, the Committee would continue the strategic planning process, by undertaking the following planning exercises: (Note: See attached examples).

- A. Using the "Strategic Action Form", the Committee (or appropriate subcommittee) develops strategic actions to realize the particular element of the 2000 vision.
- B. The Committee prioritizes those elements of the "vision" to work on first.
- C. Using the "Strategic Action Assessment Sheet", the Committee assesses the success potential of the various strategic actions and amends strategic actions as needed.
- D. Using the "Strategic Action Planning Form", the Committee (or appropriate subcommittee) develops an implementation plan for each recommended strategic action.

STEP 9

The strategic planning task force (committee) circulates the implementation plan throughout the community for review and comment. After Committee review of comments received, the Committee prepares and adopts a final recommended implementation plan for the strategic planning project.

The Committee then transmits the strategic plan to the local governing body for consideration and adoption.

STEP 10

The local governing body holds a public hearing to get additional public comment on the proposed plan. Based on the public input, the local governing body adopts a Strategic Plan by Resolution.

STEP 11

After adoption of a strategic plan, the local government budgets for and/or begins implementation of those elements of the plan requiring public financing, and facilitates the implementation of elements funded privately or through other public agencies.

Sample forms and completed examples of the strategic planning process described in Alternative "B" are included on the following pages.

STRATEGIC PLANNING WORKSHEET

Instructions: Please describe your ideal vision of the community in the year _____ for each of the areas described below:

A. Population (Day time and Night time)

B. Boundaries (North, South, East, West)

C. Central Business District (CBD) In General

(1) Types and Mix of Office and Manufacturing

(a) New Office and Manufacturing

(2) Types of Retail

(a) New Retail

Strategic Planning Worksheet
Page 2

(3) Types of Service Industries (Business, legal, finance,
Insurance, R.E., government)

(b) New Service Industries

D. Parks, Recreation and Open Space

E. General Community Facilities

(1) City Hall

(2) Police

(3) Fire

Strategic Planning Worksheet
Page 3

(4) Community Center

(5) Library

(6) Other

F. New Single Family Housing (Location & Price Range)

G. New Multi-Family Housing (Type and Location)

H. City Services in General

(1) Expanded or New

Strategic Planning Worksheet
Page 4

H. City Services in General Cont.
(2) Eliminated

(3) Contracted

(4) Reduced

I. General City Infrastructure (Water, Sewer, Streets)

(1) Condition

(2) Improvements

Strategic Planning Worksheet
Page 5

I. General City Infrastructure Cont. (Water, Sewer, Streets)
(3) New

J. General External Factors

(1) Public/Private Partnerships

(2) Business/Resident Relations

(3) General Inter-Governmental Relations

(a) County

(b) Neighboring Cities

Strategic Planning Worksheet
Page 6

(3) General Inter-Governmental Relations Continued
(c) Special Districts (fire, library, utilities)

(d) Regional Agencies

(e) School Districts

(4) Things To Avoid

Strategic Planning Worksheet
Page 7

K. General Organizational Climate

(1) Governmental organization and structure

(a) Citizen participation

(2) Community Values



*** M E M O R A N D U M ***

December 28, 1998

To: Mayor and City Council

From: Dan Bartlett, City Manager *Dan*

Re: Downtown Riverfront Project

Action Requested

I am forwarding the attached draft contract and schedule for your information. I will go through the tentative schedule, briefly, at your January 4, 1999, Work Session.

Background

Council has directed staff to proceed with a contract to complete the tasks outlined in the Request for Qualifications. Martha and I will be meeting with George Crandall on January 6, in order to start negotiating this agreement.

I expect this to be the master agreement for the planning phases of the project. As we move toward actual design and engineering, I expect that Crandall Arambula will want to execute the traditional American Institute of Architects contract form for each project. We have worked with that contract form and that should not be a problem.

The draft schedule/scope of work is a rough first pass without Crandall Arambula's input. This lays out a six-year process by quarter. At the work session, I will provide more detail on how I see this project's timing, based on the funds we currently have budgeted.

I have attempted to address both the Downtown and Riverfront during this period. Project highlights include:

- ❖ Drafting a more refined Public Involvement Process for Council review at your February 1, 1999 Work Session
- ❖ Developing a Consolidate Downtown Master Plan with a Streetscape Element and Design Review Element for adoption at Council's December 21, 1999, meeting.
- ❖ Developing a plan for the Junior High site for adoption on November 7, 2000. This would be ready well in advance of the September 2003, date on which we could begin construction at the site.
- ❖ Completing a preliminary Master Plan document for the Riverfront that would allow some projects to be completed during 1999 construction season.

cc: File -- cm2191/hd

MILWAUKIE CITY HALL
 10722 SE MAIN STREET
 MILWAUKIE, OREGON 97222
 PHONE: (503) 786-7555 • FAX: (503) 652-4433

CITY OF MILWAUKIE, OREGON

PERSONAL SERVICES CONTRACT

THIS AGREEMENT made and entered into this 19 th day of January, 1999 by and between the CITY OF MILWAUKIE, a municipal corporation of the State of Oregon, hereinafter called CITY, and Crandall Arambula, PC, hereinafter called CONTRACTOR.

WITNESSETH:

WHEREAS, CITY has need for the services of a company with the particular training, ability, knowledge, and experience possessed by CONTRACTOR, and

WHEREAS, the City Council has determined that Crandall Arambula, PC, is qualified and capable of performing the professional services as CITY does hereinafter require, under those terms and conditions set forth:

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the parties agree as follows:

1. SERVICES TO BE PROVIDED:

CONTRACTOR agrees to complete work which is detailed in CONTRACTOR's response to the RFP which is attached as EXHIBIT "A", as modified by the negotiated scope of work attached as EXHIBIT "B", and by this reference made a part hereof.

2. EFFECTIVE DATE AND DURATION:

This agreement shall become effective upon the date of execution, and shall expire, unless otherwise terminated or extended, on June 30, 2001, whichever comes first. All work DEFINED IN EXHIBIT "B", under this agreement shall be completed prior to the expiration of this agreement.

3. COMPENSATION:

CITY agrees to pay CONTRACTOR up to \$ [amount] for performance of those services provided herein. CITY also agrees to reimburse CONTRACTOR for expenses identified in EXHIBITS "A & B" attached hereto and by this reference made a part hereof. Payments by CITY to CONTRACTOR shall be based upon the following applicable terms:

- i. Payment will be made in installments based on CONTRACTOR's invoice, subject to the acceptance of the City Manager.
- ii. Payment by CITY shall release CITY from any further obligation for payment to CONTRACTOR. The services are services performed or expenses incurred as of the

date of the statement of services. Payment shall not be considered acceptance or approval of any work or waiver of any defects therein.

- iii. The CITY certifies that sufficient funds are available and authorized for expenditure to finance costs of this contract.

4. OWNERSHIP OF WORK PRODUCT:

CITY shall be the owner of and shall be entitled to possession of any and all work products of CONTRACTOR which result from this agreement, including any computations, plans, correspondence or other pertinent data and information gathered by or computed by CONTRACTOR prior to termination of this agreement by CONTRACTOR or upon completion of the work pursuant to this agreement. CONTRACTOR shall provide final designs and "as built" drawings in electronic format suitable for conversion to the Cities Geographic Information System and Computer Aided Drafting programs. The type of electronic media for transfer is to be mutually agreed to by the parties.

5. ASSIGNMENT/DELEGATION:

Neither party shall assign, sublet or transfer any interest in or duty under this agreement without the written consent of the other and no assignment shall be of any force or effect whatsoever unless and until the other party has so consented. If CITY agrees to assignment of tasks to a subcontractor, CONTRACTOR shall be fully responsible for the acts or omissions of any subcontractors and of all persons employed by them, and neither the approval by CITY of any subcontractor nor anything contained herein shall be deemed to create any contractual relation between the subcontractor and CITY.

6. STATUS OF CONTRACTOR AS INDEPENDENT CONTRACTOR:

CONTRACTOR certifies that:

- i. CONTRACTOR acknowledges that for all purposes related to this Agreement, CONTRACTOR is and shall be deemed to be an independent contractor as defined by ORS 670.700, and not an employee of CITY, shall not be entitled to benefits of any kind to which an employee of CITY is entitled and shall be solely responsible for all payments and taxes required by law; and, furthermore, in the event that CONTRACTOR is found by a court of law or any administrative agency to be an employee of CITY for any purpose, CITY shall be entitled to offset compensation due, to demand repayment of any amounts paid to CONTRACTOR under the terms of this Agreement, to the full extent of any benefits or other remuneration CONTRACTOR receives (from CITY or third party) as a result of said finding and to the full extent of any payments that CITY is required to make (to CONTRACTOR or to a third party) as a result of said finding.
- ii. The undersigned CONTRACTOR hereby represents that no employee of the City of Milwaukie, or any partnership or corporation in which a CITY employee has an interest, has or will receive any remuneration of any description from CONTRACTOR, either directly or indirectly, in connection with the letting or performance of this contract, except as specifically declared in writing.

If this payment is to be charged against Federal funds, CONTRACTOR certifies that he is not currently employed by the Federal Government and the amount charged does not exceed his normal charge for the type of service provided.

CONTRACTOR and its employees, if any, are not active members of the Oregon Public Employees Retirement System and is not employed for a total of 600 hours or more in the calendar year by any public employer participating in the Retirement System.

- iii. CONTRACTOR certifies that it currently has a City of Milwaukie Business License or will obtain one prior to delivering any services under this agreement.

7. **INDEMNIFICATION:**

CITY has relied upon the professional ability and training of CONTRACTOR as a material inducement to enter into this Agreement. CONTRACTOR warrants that all its work will be performed in accordance with generally accepted professional practices and standards as well as the requirements of applicable federal, state and local laws, it being understood that acceptance of a CONTRACTOR's work by CITY shall not operate as a waiver or release.

CONTRACTOR agrees to indemnify and defend City of Milwaukie, its officers, agents and employees and hold them harmless from any and all liability, causes of action, claims, losses, damages, judgments or other costs or expenses including attorney's fees and witness costs and (at both trial and appeal level, whether or not a trial or appeal ever takes place) that may be asserted by any person or entity which in any way arise from, during or in connection with the performance of the work described in this contract, except liability arising out of the sole negligence of the CITY and its employees. Such indemnification shall also cover claims brought against the City of Milwaukie under state or federal worker's compensation laws. If any aspect of this indemnity shall be found to be illegal or invalid for any reason whatsoever, such illegality or invalidity shall not affect the validity of the remainder of this indemnification.

It is understood by Contractor that in the event Contractor through their action or inaction injures, damages or otherwise diminishes the value of property owned by the City (beyond that incident to normal wear and tear), Contractor agrees to pay City upon written demand by the City, the amount necessary to restore, repair or replace said property. Contractor further agrees that in the event City has monies owing to Contractor on this project or otherwise, Contractor agrees City may retain any amount City reasonably deems necessary to cover any costs associated with the damage, injury or diminished value until Contractor either pays the City or other arrangements satisfactory to the City are made. In the event said arrangements cannot be made within thirty (30) days of the City's written notice, the City may set-off any or all of the disputed amount from any amounts owed.

8. **INSURANCE:**

CONTRACTOR and its subcontractors shall maintain insurance acceptable to CITY in full force and effect throughout the term of this contract. Such insurance shall cover all risks arising directly or indirectly out of CONTRACTOR's activities or work hereunder, including the operations of its subcontractors of any tier. Such insurance shall include provisions that such insurance is primary insurance with the respect to the interests of CITY and that any other insurance maintained by CITY is excess and not contributory insurance with the insurance required hereunder.

The policy or policies of insurance maintained by the CONTRACTOR and its subcontractor shall provide at least the following limits and coverages:

<u>Types of Insurance</u>	<u>Limits of Liability</u>
General Liability	Each occurrence, \$500,000
General Aggregate	\$500,000 (indicate if CLAIMS MADE OR

OCCURRENCE)

Automobile Liability
covering any vehicle
used on CITY business

Combined singular limit \$500,000, or
bodily injury, \$200,000 per person and
\$500,000 per occurrence

Property damage

Per occurrence, \$250,000

Proof of insurance shall be provided before work commences to:

City Recorder
City of Milwaukie
10722 SE Main Street
Milwaukie, OR 97222

Ten days cancellation notice shall be provided CITY by Certified mail to the City Recorder at the address listed above in event of cancellation or non-renewal of the insurance.

9. WORKERS' COMPENSATION INSURANCE COVERAGE:

CONTRACTOR, its subcontractors, if any, and all employers working under this agreement are subject employers under the Oregon Workers' Compensation Law and shall comply with ORS 656.017, which requires them to provide workers' compensation coverage for all their subject workers.

CONTRACTOR's insurance policy shall contain provisions that such policies shall not be canceled or their limits of liability reduced without thirty (30) days prior notice to CITY. A copy of each insurance policy, certified as a true copy by an authorized representative of the issuing insurance company, or at the discretion of CITY, in lieu thereof, a certificate in form satisfactory to CITY certifying to the issuance of such insurance shall be forwarded to:

City Recorder
City of Milwaukie
10722 SE Main
Milwaukie, Oregon 97222

Such policies or certificates must be delivered prior to commencement of the work.

The procuring of such required insurance shall not be construed to limit CONTRACTOR's liability hereunder. Notwithstanding said insurance, CONTRACTOR shall be obligated for the total amount of any damage, injury, or loss caused by negligence or neglect connected with this contract.

10. METHOD OF GIVING NOTICE, SUBMITTING BILLS AND MAKING PAYMENTS:

All notices, bills and payments shall be made in writing and may be given by personal delivery or by mail. Notices, bills and payments sent by mail should be addressed as follows:

CITY:

Accounts Payable
City of Milwaukie
10722 SE Main
Milwaukie, Oregon 97222

CONTRACTOR:

Crandall Arambula, PC
520 SW Yamhill, Roof Suite 4
Portland, Oregon 97204

and when so addressed, shall be deemed given upon deposit in the United States mail, postage prepaid. In all other instances, notices, bills and payment shall be deemed given at the time of actual delivery. Changes may be made in the names and addresses of the person to whom notices, bills and payments are to be given by giving notice pursuant to this paragraph.

11. MERGER:

This writing is intended both as a final expression of the agreement between the parties with respect to the included terms and as a complete and exclusive statement of the terms of the agreement. No modification of this agreement shall be effective unless and until it is made in writing and signed by both parties.

12. TERMINATION WITHOUT CAUSE:

At any time and without cause, CITY shall have the right in its sole discretion, to terminate this agreement by giving written notice to CONTRACTOR. If CITY terminates the contract pursuant to this paragraph, it shall pay CONTRACTOR for services rendered to the date of termination.

13. TERMINATION WITH CAUSE:

If CONTRACTOR fails to perform any of its obligations under this contract, within the time and in the manner provided, or in the event of any of the following: insolvency of CONTRACTOR; voluntary or involuntary petition in bankruptcy by or against CONTRACTOR; appointment of a receiver or trustee for CONTRACTOR; or an assignment for benefit of creditors of CONTRACTOR, or otherwise violates any of the terms of this Agreement, CITY may terminate the Agreement by giving CONTRACTOR written notice stating the reason for the termination. If CITY terminates pursuant to this paragraph, CONTRACTOR shall be entitled to receive as full payment for all services satisfactorily rendered and expenses incurred, an amount which bears the same ratio to the total fees specified in the Agreement as the services satisfactorily rendered by CONTRACTOR bear to the total services otherwise required to be performed for such total fee; provided, that there shall be deducted from such amount the amount of damage, if any, sustained by CITY due to the breach of the Agreement by CONTRACTOR. Damages for breach shall be those allowed by Oregon law, reasonable and necessary attorney fees, and other costs of litigation at trial and upon appeal.

A. CITY may terminate this agreement effective upon delivery of written notice to CONTRACTOR, or at such later date as may be established by CITY, under any of the following conditions:

- I. if CITY funding from federal, state, local, or other sources is not obtained and continued at levels sufficient to allow for the purchase of the indicated quantity of services. This agreement may be modified to accommodate a reduction in funds.
- II. if federal or state regulations or guidelines are modified, changed, or interpreted in such a way that the services are no longer allowable or appropriate for purchase under this agreement.
- III. if any license or certificate required by law or regulation to be held by CONTRACTOR, its subcontractors, agents and employees to provide the services required by this agreement is for any reason denied, revoked or not renewed.
- IV. if CONTRACTOR becomes insolvent, if voluntary or involuntary petition in bankruptcy is filed by or against CONTRACTOR, if a receiver or trustee is appointed for CONTRACTOR, or if there is an assignment for the benefit of creditors of CONTRACTOR.

Any such termination of this agreement under paragraph (A) shall be without prejudice to any obligations or liabilities of either party already accrued prior to such termination.

B. CITY, by written notice of default (including breach of contract) to CONTRACTOR, may terminate the whole or any part of this agreement:

- I. if CONTRACTOR fails to provide services called for by this agreement within the time specified herein or any extension thereof, or
- II. if CONTRACTOR fails to perform any of the other provisions of this agreement, or so fails to pursue the work as to endanger performance of this agreement in accordance with its terms, and after receipt of written notice from CITY, fails to correct such failures within ten (10) days or such other period as CITY may authorize.

The rights and remedies of CITY provided in the above clause related to defaults (including breach of contract) by CONTRACTOR shall not be exclusive and are in addition to any other rights and remedies provided by law or under this agreement.

If CITY terminates this agreement under paragraph (B), CONTRACTOR shall be entitled to receive as full payment for all services satisfactorily rendered and expenses incurred, an amount which bears the same ratio to the total fees specified in this agreement as the services satisfactorily rendered by CONTRACTOR bear to the total services otherwise required to be performed for such total fee; provided, that there shall be deducted from such amount the amount of damages, if any, sustained by CITY due to breach of contract by CONTRACTOR. Damages for breach of contract shall be those allowed by Oregon law, reasonable and necessary attorney fees, and other costs of litigation at trial and upon appeal.

14. ACCESS TO RECORDS:

CITY shall have access to such books, documents, papers and records of CONTRACTOR as are directly pertinent to this Agreement for the purpose of making audit, examination, excerpts and transcripts.

15. FORCE MAJEURE:

Neither CITY nor CONTRACTOR shall be considered in default because of any delays in completion and responsibilities hereunder due to causes beyond the control and without fault or negligence on the part of the parties so disenabled, including but not restricted to, an act of God or of a public enemy, civil unrest, volcano, earthquake, fire, flood, epidemic, quarantine, restriction, area-wide strike, freight embargo, unusually severe weather or delay of subcontractor or supplies due to such cause; provided that the parties so disenabled shall within ten (10) days from the beginning of such delay, notify the other party in writing of the causes of delay and its probable extent. Such notification shall not be the basis for a claim for additional compensation. Each party shall, however, make all reasonable efforts to remove or eliminate such a cause of delay or default and shall, upon cessation of the cause, diligently pursue performance of its obligation under the agreement.

16. NON-WAIVER:

The failure of CITY to insist upon or enforce strict performance by CONTRACTOR of any of the terms of this contract or to exercise any rights hereunder, should not be construed as a waiver or

relinquishment to any extent of its rights to assert or rely upon such terms or rights on any future occasion.

17. NON-DISCRIMINATION:

CONTRACTOR agrees to comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations. CONTRACTOR also shall comply with the Americans with Disabilities Act of 1990, ORS 659.425, and all regulations and administrative rules established pursuant to these laws.

18. EXTRA (CHANGED) WORK:

Only the City Manager may authorize extra (and/or changed) work. Failure of CONTRACTOR to secure Manager's authorization for extra work shall constitute a waiver of and all right to adjustment in the contract price or contract time due to such unauthorized extra work and CONTRACTOR thereafter shall be entitled to no compensation whatsoever for the performance of such work.

19. ERRORS:

CONTRACTOR shall perform such additional work as may be necessary to correct errors in the work required under this agreement without undue delays and without additional cost.

20. WARRANTIES:

All work shall be guaranteed by CONTRACTOR for a period of one year after the date of final acceptance of the work by the owner. CONTRACTOR warrants that all practices and procedures, workmanship and materials shall be the best available unless otherwise specified in the profession. Neither acceptance of the work nor payment therefore shall relieve CONTRACTOR from liability under warranties contained in or implied by this contract.

21. ATTORNEY'S FEES:

In case suit or action is instituted to enforce the provisions of this contract, the parties agree that the losing party shall pay such sum as the Court may adjudge reasonable attorney fees and court costs, including attorney's fees and court costs on appeal.

22. APPLICABLE LAW:

CONTRACTOR shall comply with all federal, state, and local laws and ordinances applicable to the work under this agreement, including those set forth in ORS 279.310 to 279.320.

23. CONFLICT BETWEEN TERMS:

It is further expressly agreed by and between the parties hereto that should there be any conflict between the terms of this instrument in the proposal of the contract, this instrument shall control and nothing herein shall be considered as an acceptance of the said terms of said proposal conflicting herewith.

24. AUDIT:

CONTRACTOR shall maintain records to assure conformance with the terms and conditions of this agreement, and to assure adequate performance and accurate expenditures within the contract period. CONTRACTOR agrees to permit City of Milwaukie, the State of Oregon, the federal government, or their duly authorized representatives to

audit all records pertaining to this agreement to assure the accurate expenditure of funds. Any independent audit report of CONTRACTOR's activities or finances prepared for CONTRACTOR shall be submitted to the CITY of Milwaukie's Finance Director.

25. SEVERABILITY:

In the event any provision or portion of this Agreement is held to be unenforceable or invalid by any court of competent jurisdiction, the remainder of this Agreement shall remain in full force and effect and shall in no way be affected or invalidated thereby.

26. COMPLETE AGREEMENT:

This agreement and attached exhibits constitutes the entire agreement between the parties. No waiver, consent, modification, or change of terms of this agreement shall bind either party unless in writing and signed by both parties. Such waiver, consent, modification, or change if made, shall be effective only in specific instances and for the specific purpose given. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this agreement. CONTRACTOR, by the signature of its authorized representative, hereby acknowledges that he has read this agreement, understands it and agrees to be bound by its terms and conditions.

IN WITNESS WHEREOF, CITY has caused this agreement to be executed by its duly authorized undersigned officer and CONTRACTOR has executed this agreement on the date hereinabove first written.

CITY (CITY OF MILWAUKIE)

By: _____ Dan R. Bartlett, City Manager

CONTRACTOR (CRANDALL ARAMBULA, PC)

By: _____ George M. Crandall, FAIA, Principal

ID	Task Name	1999				2000				2001				2002				2003				2004			
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
1	NEGOTIATE CONTRACT AND PRELIMINARY SCOPE	[Task bar spanning Q4 1999 to Q4 2000]																							
2	Meet with City Manager and Assistant City Manager	[Task bar spanning Q4 1999 to Q1 2000]																							
3	Develop preliminary scope of work	[Task bar spanning Q4 1999 to Q1 2000]																							
4	Final Contract	[Task bar spanning Q4 1999 to Q1 2000]																							
5	Council Approval	[Task bar spanning Q4 1999 to Q1 2000]																							
6	DETERMINE AN APPROPRIATE PUBLIC INVOLVEM	[Task bar spanning Q1 2000 to Q4 2000]																							
7	Prepare Draft Overall Project Public Involvement P	[Task bar spanning Q1 2000 to Q2 2000]																							
8	Review Draft with Council	[Task bar spanning Q1 2000 to Q2 2000]																							
9	Periodic Project Status Review with Council	[Task bar spanning Q1 2000 to Q4 2000]																							
20	DOWNTOWN AREA PLANNING	[Task bar spanning Q4 1999 to Q4 2004]																							
21	CONSOLIDATE DOWNTOWN MASTERPLAN EL	[Task bar spanning Q4 1999 to Q4 2000]																							
22	Review Relevant Documents	[Task bar spanning Q4 1999 to Q4 2000]																							
23	Review prior Downtown Plans	[Task bar spanning Q4 1999 to Q4 2000]																							
24	Review Town Center 2040 Plan	[Task bar spanning Q4 1999 to Q4 2000]																							
25	Review Scott Park Mitigation Plan	[Task bar spanning Q4 1999 to Q4 2000]																							
26	Review South/North Transit Center Plan	[Task bar spanning Q4 1999 to Q4 2000]																							
27	Review Comprehensive Plan and Zoning	[Task bar spanning Q4 1999 to Q4 2000]																							
28	Meet with Key Stakeholders	[Task bar spanning Q4 1999 to Q4 2000]																							
29	Meet with MDDA Niche Committee	[Task bar spanning Q4 1999 to Q4 2000]																							
30	Meet with MDDA Board	[Task bar spanning Q4 1999 to Q4 2000]																							
31	Meet with Key Downtown Businesses	[Task bar spanning Q4 1999 to Q4 2000]																							
32	Conduct Public Involvement Process invt	[Task bar spanning Q4 1999 to Q4 2000]																							

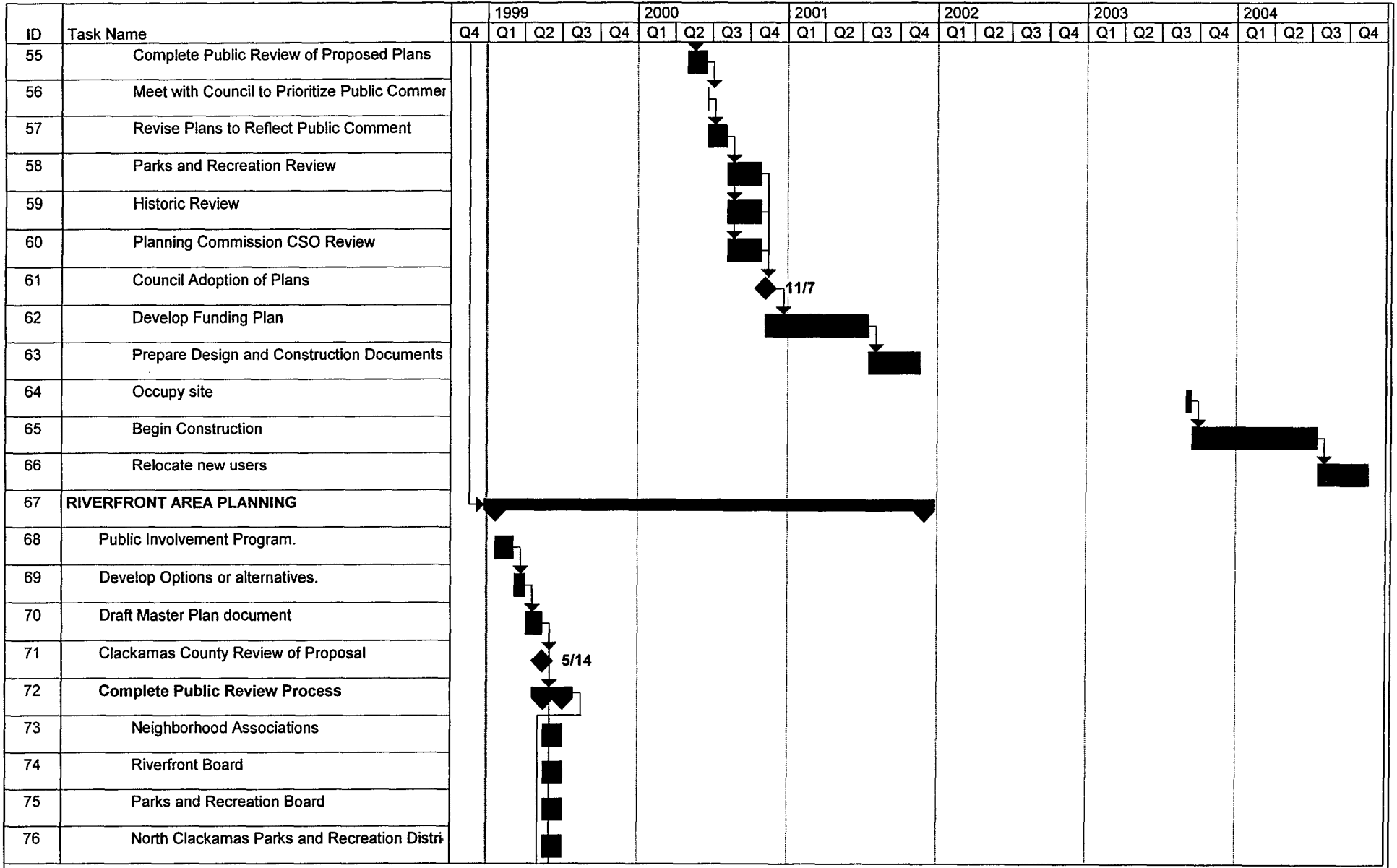
1/19

Crandall Arambula

Project: DowntownRiverfront Date: Mon 12/28/98	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			

ID	Task Name	1999				2000				2001				2002				2003				2004				
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
33	Develop alternative Concepts																									
34	Conduct Public and Advisory Group Review																									
35	Review Concepts with Planning Commission																									
36	PREPARE A STREETScape PLAN FOR TH																									
37	Prepare Draft Document for Comment																									
38	Conduct Preliminary Review																									
39	Modify Document per Comment																									
40	Coduct Public Involvement Process																									
41	Process through Planning Commission																									
42	City Council Adoption																									
43	PREPARE DESIGN STANDARDS AND/OR C																									
44	Prepare Draft Document for Comment																									
45	Conduct Preliminary Review																									
46	Modify Document per Comment																									
47	Coduct Public Involvement Process																									
48	Process through Planning Commission																									
49	City Council Adoption																									
50	ANALYZE RE-USE OF FORMER MILWAUKIE JI																									
51	Review School District File on Building																									
52	Conduct Public Involvement Process																									
53	Develop Building Plan																									
54	Develop Site Plan																									

Project: DowntownRiverfront Date: Mon 12/28/98	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			

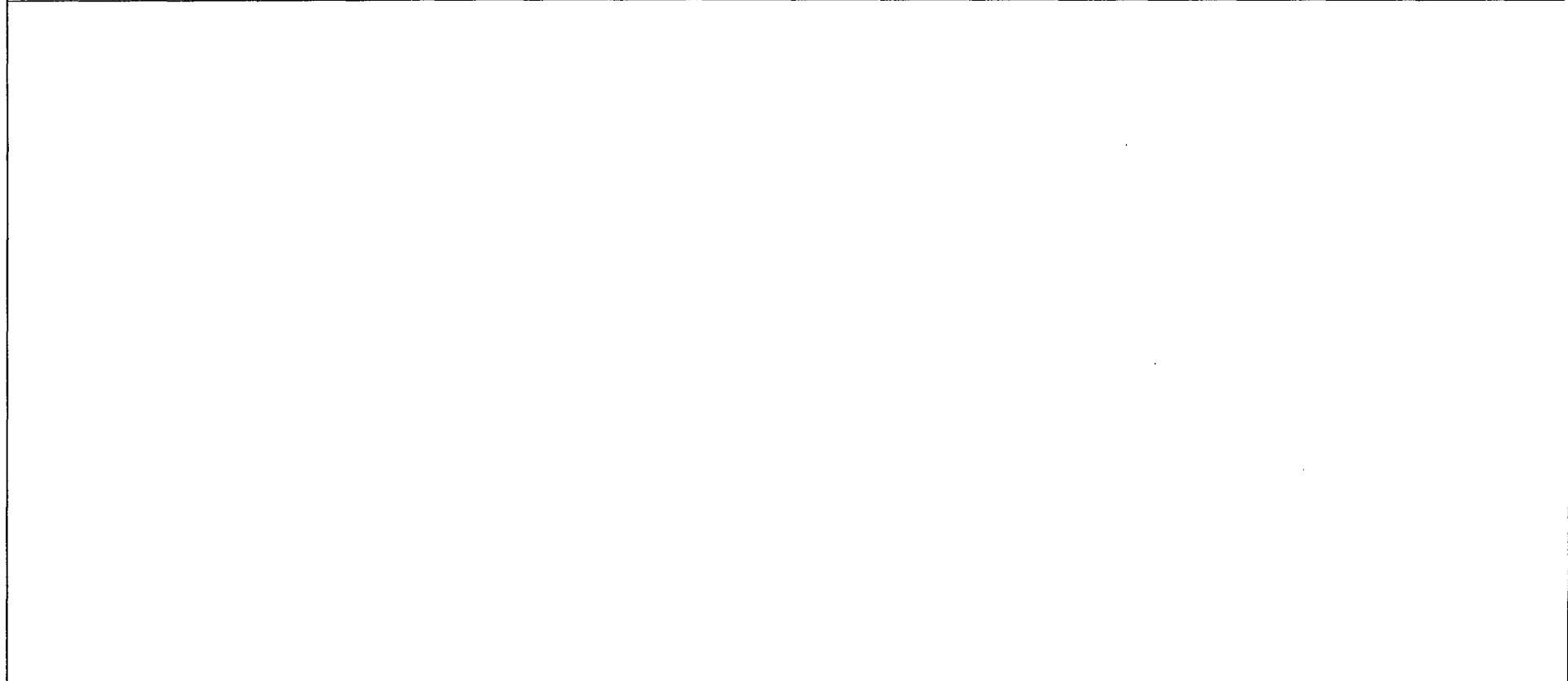


Project: DowntownRiverfront Date: Mon 12/28/98	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			

ID	Task Name	1999				2000				2001				2002				2003				2004				
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
77	Complete Master Plan Documents																									
78	Adoption Process																									
79	Parks and Recreation Board																									
80	Planning Commission																									
81	City Council																									
82	First Year Projects																									
83	Develop preliminary project plans																									
84	Prioritize project plans																									
85	Develop Project review and Permit Document																									
86	Obtain Approvals and Permits																									
87	Prepare Bid Documents																									
88	Bid Projects																									
89	Construct Projects																									
90	Second Year Projects																									
91	Develop Funding Plan																									
92	Develop preliminary project plans																									
93	Prioritize project plans																									
94	Develop Project review and Permit Document																									
95	Obtain Approvals and Permits																									
96	Prepare Bid Documents																									
97	Construct Projects																									
98	Third Year Projects																									

Project: DowntownRiverfront Date: Mon 12/28/98	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			

ID	Task Name	1999					2000				2001				2002				2003				2004			
		Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
99	Develop preliminary project plans										■															
100	Prioritize project plans										■															
101	Develop Project review and Permit Document										■															
102	Obtain Approvals and Permits										■															
103	Prepare Bid Documents										■															
104	Construct Projects																									



Project: DowntownRiverfront Date: Mon 12/28/98	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			