

**CITY OF MILWAUKIE  
CITY COUNCIL WORK SESSION  
MARCH 20, 1999**

The goal setting work session started at 9:00 a.m. in the Public Safety Building Community Meeting Room.

Present: Mayor Tomei and Councilors Kappa, King, Lancaster, and Marshall.

**Council Goal Setting**

**Bartlett** reviewed the process in which he had grouped the Councilors' individual goals as presented at the March 10 work session. Each Councilor was asked to vote on the most important goals in addition to those steps or activities seen as most important in attaining the goal. The purpose of the exercise was to develop a strategy from which a five-year strategic plan could be developed.

Those goals receiving the most comments based on what was submitted in the individual goal exercise were:

1. Development of the downtown and riverfront
2. Support of board, commission, and neighborhood goals that are compatible with Council goals
3. Support environmental sustainability (livability)
4. Communications
5. Encourage more youth involvement in city matters – the group agreed this goal would more appropriately be grouped with #2 above.

**Performance Based Budgeting**

The group discussed performance based budgeting.

**Councilor King** noted a speaker at a recent League of Oregon Cities session had talked about the amount of staff time it took to implement this type of program.

**Councilor Lancaster** said this type of program was important to him because those involved take the time to clarify values and make an investment in organizational goals. Performance based budgeting provides a way to measure how an organization is doing. He felt this goal was valuable because it could help re-establish trust in the local government.

**Councilor Kappa** suggested going one step further and applying that type of measure to the City Council.

**Councilor Marshall** assumed performance-based measuring would take a lot of front-end time. If done properly, it could be a long-range planning tool and be very beneficial in the future.

**Bartlett** cautioned that the underlying infrastructure needed to be there. The measures need to be built on employee input and relevant measures. One problem with performance-based budgeting is how the state interfaces with its local governments.

### Annexation

**Bartlett** said annexation only got one vote and asked if that was because other Councilors believed that activity was a given.

**Councilor Marshall** suggested combining annexation with environmental sustainability/livability.

**Councilor Kappa** said removing the Kellogg Treatment Plant was critical to riverfront expansion, but he did not believe it could be accomplished without annexing. It will be a political issue in that those living in unincorporated areas would see no personal benefit and would fight removing the plant because of the expense.

**Bartlett** discussed the importance of support from the Clackamas County Board of Commissioners.

**Councilor Kappa** said future annexation would give Milwaukie a greater voice and lend validity to the City Council.

**Mayor Tomei** saw information when she was on the Planning Commission about how expensive it is to annex and referred to the Johnson Creek Blvd. annexation.

**Bartlett** suggested a work session with the City Attorney on the Urban Growth Management Agreement and status of Dual Interest Areas A and B.

**Councilor Kappa** suggested a work session on annexation strategy before meeting with the County Commissioners.

**Councilor Marshall** was not opposed the annexation, but he maintained it could be a subgoal of environmental sustainability and livability.

**Councilor Kappa** asked the annexation goal not be made a subset of another goal until a better understanding was developed. He understood that County Commissioners Jordan and Sowa wanted local jurisdictions to come to them with annexation plans.

**Bartlett** said general intergovernmental relations might be included in the area of Council suggestions rather than being a standalone goal. He understood from the City Attorney that the Metropolitan Policy Advisory Committee (MPAC) had just gotten through its final revision of the Boundary Commission annexation protocol. The City will either need to complete its 122 agreements or at least have them defined.

**Councilor Marshall** supported annexation unless it meant that Milwaukie citizens would be obligated to finance infrastructure costs.

**Councilor Kappa** felt it was important for boards, commissions, and neighborhoods to take active roles in the region.

**Increase Citizen/Customer, Employee Satisfaction**

This item got one "goal" vote and three "activity" votes.

**Councilor Lancaster** felt this was an ongoing process.

**Councilor Marshall** said one important thing that he wanted to come out of that issue was that employees return calls in one day so citizens do not feel they are being ignored.

**Councilor Lancaster** agreed it was important for City employees to meet or exceed citizen expectations.

**Councilor King** said the City of Beaverton has a 24-hour call return policy, and **Bartlett** said Milwaukie has a similar policy. It is important for Councilors to give him feedback when they hear of citizens not getting the kind of service they expect.

**Councilor Kappa** suggested City tours so citizens can get a better understanding of City functions.

**Councilor King** wanted to make sure employees had the opportunities and tools to carry out this level of responsiveness without being overloaded.

**Bartlett** added all City employees would have attended Customer Service training sessions by the end of March.

The group discussed the April 5 work session during which Peg Caliendo could continue the team building and communication exercises she started during the Council retreat.

### Communications

This item got two goal votes. **Bartlett** said staff was preparing a budget package for improvements to Government Channel 12 and a future budget package for information lines similar to *The Oregonian's*.

**Councilor King** encouraged town halls on a semi-annual basis because of the wonderful suggestions they bring out. **Bartlett** discussed the events for the Riverfront/Downtown Plan which would be the major focus for 1999.

**Councilor Marshall** suggested increasing the number of pages in *The Pilot*. He felt there were many ways to more fully utilize that publication.

**Bartlett** said Wheeler was working on a communications plan budget package.

### Support Environmental Sustainability/Livability

This goal got the most votes and included establishing a design review committee, acquiring open space and path property, and annexing Elk Rock Island.

**Councilor Marshall** suggested that the Tree Ordinance and Urban Forestry elements be tied to the board and commission goals and recommended making the Park and Recreation Board (PARB) a commission.

**Bartlett** suggested the Park and Recreation Board ordinance be amended so that permits could still be obtained at the Johnson Creek facility, and staff would periodically attend the Board/Commission meetings to address tree issues. He explained that the City Attorney has not reviewed the Tree Ordinance because of some very costly Municipal Court code enforcement cases and property acquisition issues.

**Councilor King** was hoping to hire an additional Code Compliance Officer, and **Bartlett** suggested as an alternative would be to refer to an increased level of enforcement.

**Councilor Kappa** asked if it was possible for the Milwaukie Downtown Development Association to be responsible for parking enforcement. **Bartlett** suggested a work session to define that work process. The City needs to determine the cost benefit of the MDDA taking over parking enforcement.

**Councilor Marshall** asked if it was unrealistic to include police personnel in code enforcement, and **Bartlett** responded that one officer is already focusing on removing abandoned vehicles from City streets.

## 2181

**Councilor Lancaster** felt it was critical for the public to understand budget issues and let people know if they want improvements they will have to be more accepting of bond measures and local improvement districts.

**Bartlett** commented that the Zoning Ordinance could phase into urban forestry. These would be twelve- to twenty-four month projects, and the periodic review would need to be completed no later than 2003.

**Councilor Kappa** believed the subdivision ordinance was critical to the neighborhoods' attaining their visions and goals.

**Bartlett** suggested tweaking the problem areas because periodic review is so close. Milwaukie needs a development code with clear, objective standards.

**Councilor Marshall** said an item receiving that many "activity" votes was nearly a goal. He suggested directing the Planning Commission to select those items it feels are critical to sustaining neighborhood values. The City Council can chose from that list and continue through the process.

**Bartlett** said that was a different type of assignment. The last period review process took about 3-1/2 years. He suggested looking at model city codes that included other elements such as housing and recycling.

### Support Board, Commission and Neighborhood Goals Compatible with Council Goals

Items under this goal were to increase Neighborhood District Association (NDA) grants and create a Citizen Communication/Involvement Board.

**Councilor Kappa** suggested a board and commission review project.

**Bartlett** said that was a nine-month project and suggested implementing Marshall's PARB recommendation now.

**Councilor Marshall** agreed that should be done as soon as possible. He felt the Council needed to act like managers of its boards and commissions and delegate more tasks.

**Bartlett** suggested the Council meet with its boards and commissions once the goals and strategic directions were established. That would be the appropriate time to reconcile any differences between Council direction and board goals and work plans.

**Councilor Kappa** was concerned about piecemealing projects to boards and commissions and giving potentially confusing signals about accomplishing Council as well as neighborhood goals. He added for clarification that commissions hear public testimonies on issues that can be appealed to the City Council.

**Councilor Marshall** said one of the reasons he suggested the PARB be changed to a board was so it could schedule public hearings.

**Councilor King** asked if a City Attorney attended all commission meetings.

**Bartlett** said the City Attorney staffs the Planning Commission meetings full time because case law and criteria have become much more legalistic.

**Bartlett** returned to the goals and said that neighborhood office funding was a given, and staff would look at ramping up neighborhood grants.

**Mayor Tomei** was concerned about increasing grant amounts when the City was generally pulling in its belt.

**Councilor Lancaster** had some specific ideas about improving code enforcement and design issues through the neighborhoods.

**Councilor Marshall** also suggested using neighborhood money to leverage grants.

The group discussed streamlining the grant application and award process.

### **Development of the Downtown and Riverfront**

The group agreed this goal was a given.

### **Next Step**

Each Councilor was given a dot to place on the goal he/she believed was the most important to be accomplished in the next year.

**Councilor Kappa** said annexation was key to the City's dealing with regional issues. In order to increase the City's tax base, it was important to develop a strategic annexation plan.

**Mayor Tomei** voted for the development of the downtown and riverfront because she felt something tangible needed to be accomplished with one year.

**2183**

**Councilor Marshall** felt changing the Park and Recreation Board to a commission to deal with the tree ordinance was essential. He also supported the Community Citizen Involvement Board.

**Councilor Lancaster** voted for an expanded grant program with a well defined selection process. Additional funds would be targeted to code enforcement and property maintenance projects.

**Bartlett** said he would take this information, review the votes, and refine the draft goals.

### Riverfront Board

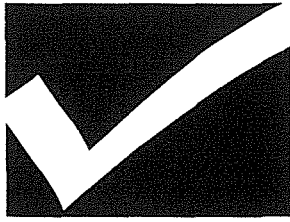
**Bartlett** reminded Council that the Riverfront Board was scheduled for its first meeting on March 22.

The Council agreed it was important for the Board to understand its importance as communicators in the long-term implementation of the plan. They might even use their personal energy to look at pulling in other regional and state resources. Bartlett agreed there were community and advisory board members who could represent the City when it was not appropriate for staff to do so.

The group discussed re-building the City's vision based on those of the neighborhoods.

The work session ended at 11:35 a.m.

  
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Pat DuVal, Recorder



# City Council Council Goal Setting

3/20/99  
9:00 AM to 12:25 PM  
CMR, PSB

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**Please bring:** Draft Goals & Strategic Direction Notebook

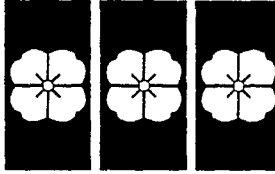
## ----- Agenda Topics -----

Quick Review of Agenda & Process	Dan Bartlett	15
Review of Proposed Goals	Council	20
Preliminary Voting on Priorities	Council	20
Break		15
Discuss Highest Ranking Goals	Council	120
Next Steps	Dan Bartlett	15

## Other Information

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C I T Y O F



MILWAUKIE

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

March 16, 1999

To: Mayor and City Council  
From: Dan Bartlett, City Manager *DB*  
Re: Council Goal Setting Process

Action Requested

Please review the attached materials to prepare yourself for Saturday's session.

Background

Attached to this memo are two documents:

1. Last year's Goals; and
2. A rough Draft of this year's Goals

On Saturday, I plan to run a session much like last April's. You will have a few (3) BIG Orange dots for your most important -- high priority goals. You will have 15 smaller dots for less important goals or activities under goals, which are important to you.

There will be big chart sized sheets prepared from last year's goals and your newly proposed goals. You will then vote.

Staff will tabulate your votes, and then you will discuss the results. We will then clarify your intent, and then staff will prepare a draft goal document for your review on April 5.

On April 5, you will review the goals, Council Rules, and a Communication Agreement. Depending on the progress at that meeting, the resulting documents could be adopted by Council on April 20, or May 4.

cc: File -- goalscoverm

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MILWAUKIE, OREGON 97222  
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**City Council Goal Setting Session  
April 4, 1998  
Action Items by Major Heading Group**

Key:

★ = orange dot

● = all other dots

✓ = one vote

★	●	Comment:
	✓	Annexation
		Annexation – affordable
		Annexation – cost effective
		Annexation – don't compromise livability
		Annexation – marketable image; market Milwaukie as a desirable place; what is incentive?
		Annexation – services equal to or better than County
		Budget – re-establish cost effective proposals
✓	✓	Citizen involvement
		Citizen Involvement -- Create a citizen group that helps staff and Council ensure that citizens will be involved
		Citizen Involvement -- Discussion of brainstorming method
✓		Citizen Involvement -- Establish Citizen Involvement Commission
		Citizen Involvement -- Get people to apply for boards
		Citizen Involvement -- Incorporate partners who currently in business of communication (NCPRD, Milwaukie Center, etc.) to help defray costs
		Citizen Involvement -- NDA Chairs into an advisory committee under the board and commission structure
		Citizen Involvement -- NDA time at Council meetings – 3-5 minute reports; three at each session
		Citizen Involvement -- NDAs to have some responsibility for public involvement. Are we adding another layer of government?
		Citizen Involvement -- Newsletter medium valid? <u>Pilot</u> has low readership.
✓	✓✓✓✓	Citizen Involvement -- Put together a monthly newsletter <ul style="list-style-type: none"> <li>• Mayor and Council comments</li> <li>• page for each NDA</li> <li>• go to each household by mail</li> <li>• include Council meeting summary</li> </ul>

★	●	Comment:
		• upcoming events
	✓✓	Citizen Involvement -- Telephone hotline -- 2-way incoming and outgoing about what's happening, complaints, thoughts, etc.
		Citizen Involvement -- Why didn't a greater % of people vote?
		Citizen Involvement -- Would NDAs still have their own publications and/or costs to communicate
		Comp Plan -- NDA analysis; refer maximum density
		Comp Plan -- Slow down growth
✓	✓	Comp Plan Review
	✓	Council -- Pictures at City Hall -- all City Buildings
	✓✓✓	Council works as a team -- not pursue individual interests
		Customer Service -- All employees know what is going on with the Council -- way the citizens can count on what is happening
		Customer Service Attitude <ul style="list-style-type: none"> <li>• how information is conveyed</li> <li>• employees standing around</li> <li>• be courteous</li> <li>• dialogue with neighbors</li> </ul>
	✓✓✓	Customer Service Attitude -- Image for City Government
		Downtown -- Growth Regional or Town Center?
		Downtown -- McMennimans?
		Fun -- City Spirit
	✓	Fun -- Start each meeting with humor -- Council talent show
	✓	Fun -- Ways to have fun
	✓✓	Image -- Create a marketable image; develop marketable image for City
	✓	Light Rail -- Information and debate panel
	✓	Light Rail -- Public opinion poll
✓		Light Rail -- Ways to educate public
	✓✓	Park and open space umbrella
	✓✓	Park and Recreation Board Goal 2 years -- set up a quick purchase process
	✓	Parks -- Concentrate on buying park land instead of improving
		Parks -- Define what is being done for kids and families
	✓	Parks -- Jr. High property/riverfront
	✓✓	Parks -- more creative way to approach acquisition
	✓	Parks -- Set up fund to buy property within weeks
		Parks -- Snapshot of benefits of staying in NCPRD
	✓	Parks -- Work on Teen Center
		Regional Government -- recognize partnerships
	✓✓	Regional Government -- Take a strong role with County and

★	●	Comment:
		Metro
	✓	Regional Government -- Deal with SB 122 -- consolidated services
		Regional Groups -- Be a strong member; for example Metro
	✓	Regular work sessions with NDAs
		Riverfront -- Do we need to revisit Riverfront Plan
	✓✓	Riverfront -- expand riverfront plan to include sewage treatment plant; share information with County
		Riverfront -- Is redevelopment of downtown responsibility of government? Or should MDDA develop concept? Should government facility concept?
		Riverfront -- Poll citizens in what they want and what they will buy into
	✓✓	Riverfront -- revisit Comp Plan; mixed use or service scenario; design review if mixed use
	✓	Riverfront/Downtown -- Council has never given staff clear direction on how to work with businesses re: niche concept
	✓	Sewage Treatment -- Analysis of long-term options
		Sewage Treatment -- Short issue summary
		Sewage Treatment -- Who are partners?
		Streets -- Do something now!
		Streets -- Fill holes at EOP
	✓	Streets -- More curbs and sidewalks
		Streets -- Facilitate Public Works Projects <i>[moved from a stand alone egg to this category]</i>
		Traffic -- Extend/widen streets for 3' - 5' bike/ped lane
	✓✓	Traffic -- Jump start TSTB
		Traffic -- less tolerance on exceeding speed limit
		Traffic -- Mandatory driver education for violators
		Traffic -- OR 99E improvements downtown
		Traffic -- Revisit NTMP rule regarding speed: (85/5; 85/10)
		Traffic -- Calming
	✓✓✓	Tree Ordinance -- Just do it!

DRAFT

# COUNCIL GOALS

Setting Policy and Direction  
for the Maximum Benefit  
of all Milwaukie Citizens

## VISION STATEMENT

New vision statement.

### **Create and Maintain a Quality Local Government in Partnership With it's Citizens**

- ☑ Provide stable, high quality services at an affordable price
- ☑ Encourage and receive substantial and ongoing resident participation
- ☑ Maintain high levels of trust and ownership from the community

It is a fun place to be -- lively, progressive, accepting, beautiful -- a city that values all its residents and workers and its natural resources -- a proud Tree City USA

### Population

- All ages and income ranges living throughout the City. Downtown area is active and safe 24-hours a day with people living there and enjoying the area

### Central Business District (CBD)

- Vibrant, beautiful, successful with a variety of businesses drawing people of all ages and backgrounds from all of Milwaukie and region
- Underground utilities
- Design review assures visual beauty.
- Many people living here in a wide variety of housing types over retail.
- Clean, safe, attractive transit center draws customers to CBD.
- Traffic-calmed, tree-lined, pedestrian-safe McLoughlin Boulevard links CBD to riverfront

# DRAFT

- World class riverfront draws people of all ages from whole region for a variety of activities -- strollers, picnicking, watching wildlife, canoeing, swimming, and people watching

## Types and Mix of Office

- Many offices in the CBD in upper floors close to transit center and throughout the City in appropriate zones -- especially medically-oriented around Milwaukee Providence Hospital
- Office/home businesses in residential area not discouraged

## New Manufacturing

- Lots of new manufacturing where appropriately zoned without negative effect on neighborhood and environment
- Employing all ranges of ages and abilities, paying decent wage

## Types of Retail

- All types of retail in appropriately zoned areas throughout the City
- In CBD, a wide range of types, concentrating on arts and entertainment
- No big box retail anywhere in City

## New Retail

- Meets a variety of needs of residents so they don't have to drive to malls outside the City -- especially grocery stores, variety stores, hardware, bakery

## Types of Service Industries (business, legal, finance, insurance, R.E., government)

- All types -- especially those that offer good wages and provide services residents need
- Bring City departments back to CBD so more City services are available in a recognizable central location

## New Service Industries

- Be open to those that are clean, good neighbors paying decent wages
- Protect industrial land to provide more jobs and a greater tax base

## DRAFT

20+ years from now I would like to see Milwaukie known as a Quality Community. In general, my vision would be along the lines of what we think of areas like Eastmoreland, West Linn, Alameda Ridge, and Willamette Blvd. area near the University of Portland.

20+ years from now, I want Milwaukie to be known for an abundance of Park and Open Spaces, enhanced by a healthy Urban Forest. With cleared, contributing streams that flow to a Sewer Plant-less Willamette River.

I would like to see Milwaukie Downtown & Riverfront as a unique palace to visit and if chosen to live. My vision is for the people in the Metro Area to someday say, "this Council and our citizens" had the "Vision" and Courage to make a significant contribution to our Region.

The citizens take pride in their community and participate at many levels including Volunteerism, NDAs, boards and commissions, and local Government. There is an overall feeling of our community being able to do for itself, and local Government has learned to leverage the resources of the community to give its citizenry what it wants and needs.

- Milwaukie is a destination, not a drive through

## MISSION

- **Build Trust in City Government**
  - Make all processes as open as possible
  - Communicate at every possible level
  - Continuously educate and invite participation
- Maintain and enhance small town personae as a safe, peaceful, friendly place to live, work, play, raise families, and grow old
- **Show Value in Everything We Do**
  - Develop realistic expectations
  - Quantify the return on investment
  - Provide exceptional customer service
- **Business/Resident Relations**
  - Expand and improve so Milwaukie is seen as a great place to live, raise a family and do business

## DRAFT

- City departments are seen as friendly to residents and businesses -- helpful and facilitative

# VALUES

- ⊕ Honesty
- ⊕ Integrity
- ⊕ Fairness
- ⊕ Responsibility
- ⊕ Clearly defined roles
- ⊕ Accurate representation
- ⊕ Effective continuous communication

## DRAFT

# GOAL IMPLEMENTATION

### **GOAL: Performance based budgeting**

- A balanced budget

### **GOAL: Public Safety**

- Well funded fire and police
- Fire
  - Consider benefits of merger with Fire District #1
  - Maintain and enhance fire services throughout the City

#### Community Policing

- Portland line -- concern for fire and police response
- Continue philosophy of community policing through Neighborhood Watch, Block Homes/Safe Homes, Foot Patrol
- Look for innovative ways to involve citizens to keep their neighborhoods safe from crime
- \$500,000 in federal grants
- Continue to provide training to our police officers and invest in new technology when appropriate
- Continue fleet updating by replacing older vehicles with newer ones every three years
- Move crime prevention position to a civilian position
- Prepare for annexation issues; be competitive with larger agencies for police officers (pay, training, etc.)
- Look to expand police force; keep officers -- do not let Milwaukie PD become a pass-through agency
- Support the SARA philosophy
- Traffic and pedestrian safety

## DRAFT

- Home Avenue speed and traffic an issue
- Truck traffic on Lake Road
- Public right-of-way issues
- Continue police programs, especially COPS
- Ensure that citizens feel safe and that crime rate continues to fall
- Police will respond in timely, efficient and effective manner

### **GOAL: Dependable infrastructure**

- More sidewalks
- Railroad Avenue a big issue
- Water runoff
- City Hall
  - Beautify City Hall as an important historical site
  - Restore some "modernization"
  - Use fire hall for Community Development or other City services
- Community Center
  - Variety of services provided in Jr. High to all citizens, from preschool to seniors
  - Use schools as community center after school hours, weekends, and summer
  - Offer satellite senior center programs in all community centers
  - Possibly offer after school child care for latchkey kids
- Library
  - Maintain high quality
  - Expand -- possibly to Jr. High site

# DRAFT

- Other
  - Kellogg Sewage Treatment plant site -- with citizens and consultant -- make plans for how this site could be used -- possibly a public/private development
- General City Infrastructure
  - Assure adequate, safe and reasonably-priced water
  - Remove Kellogg plant and explore partnership with Oak Lodge Sanitary District
  - Increase SDCs for all three services
- Infrastructure Condition
  - Deteriorating streets, poor storm drainage, lack of curbs, gutters, sidewalks and street trees
- Infrastructure Improvements
  - Develop long-term plan and explore funding for infrastructure
  - Build bike and pedestrian path to connect parks, neighborhoods, school, and retail areas throughout the City
- New Infrastructure
  - Prepare for increased population and traffic in next 20 years

## **GOAL: Development of the downtown and riverfront**

- I would like to see Milwaukie Downtown & Riverfront as a unique palace to visit and if chosen to live. My vision is for the people in the Metro Area to someday say, "this Council and our citizens" had the "Vision" and Courage to make a significant contribution to our Region.
- McLoughlin Boulevard improvements postpone
- Museum

## DRAFT

### **GOAL: Support of board, commission and neighborhood goals that are compatible with council goals: Incorporation of community desires and involvement**

Review and update board and commission responsibilities.

Review and Update Board And Commission Responsibilities

- Change the Park and Recreation Board (PARB) to the PAR Commission. Their charge would be to facilitate the acquisition of Park land and Implement the Urban Forestry Program, including the necessary hearings from tree permits.
- In order to improve our community pride and citizen involvement we need to create the "Community Citizen involvement, communication and input Brd. This board will wear many hats, however the overriding theme is community involvement. One of the primary charges for this group will be to act as a clearinghouse for volunteers. A central entity to request volunteers or to volunteer.

To facilitate the creation of this involvement board I propose we eliminate the current Traffic Safety and Transportation Board.

Finally the citizens "whatever" board will oversee the processing and distribution of grant monies.

Of course I wouldn't want to limit their charge. Which brings me to another part of this same goal #2. The City Council need to rethink how it approaches and interfaces with our boards and commissions. We need to spend more time with them and utilize them to help us with our work. By interfacing with them and delegating to them it will allow us more time to peruse other agenda items.

The distance that we are currently operating at is not healthy. I submit these folks are looking for constructive things to do and could be very helpful if we changed our approach, operating style.

- Develop recognition for volunteer service.
- Develop strategy for filling positions.
- Strengthen and Support NDAs  
(Where rumor stops and communication starts!)
- Continue funding of Neighborhood Office.
- Continue grant funding.  
This will be important over the next 5 yrs. NDA grants will increase \$1000 a year.

## DRAFT

To \$10,000 a year. All persons from the city that do volunteer work within or for the welfare of the citizens of the city will be eligible for credit to their NDA for grant monies. This could and should include Boards & Commissions and Councilors, for if these people weren't doing those things they would be actively involved (or more involved) with their NDA.

- Consider use of block homes to bring message closer to each neighborhood.
- Help NDAs to qualify for non-profit status.
- Support NDA membership drives. Include apartments and businesses.
- Support NDAs as they move to accomplish their visions.
- NDA "Traffic Safety" committee structure.

MINI UNIVERSITIES providing classes and workshops on topics such as:

- How to communicate with neighbors
- How to build consensus
- Meeting etiquette
- Grant writing
- Home repair
- Preserving history
- Disaster readiness
- Cultural diversity
- Gardening, etc
- Environmental education
- GATHERINGS, CLUBS AND CULTURAL EVENTS
  - Talent shows
  - Garden clubs
  - Sports teams
  - Musical entertainment

## DRAFT

- Parades
- Neighborhood Watch groups
- \*\*\*\*\*WALKING CLUBS!!!!
- HUMAN SERVICES OPPORTUNITIES/HANDS ON HELPING
- History very important (record on CD or tapes)
- Citizen Participation
  - Encourage and enhance
  - Build community consensus and develop goals
- Neighborhood Identity Enhancement
- Continue to support Neighborhood District Associations (NDA) with staff and grants
- Search for new ways to encourage participation in NDAs and boards and commissions
- Ensure that participation is meaningful and rewarding
- Build civic pride
- NDAs important link with the Council, City and citizens
- 

### **GOAL: Support environmental sustainability (Livability).**

Long term goal #1, a Quality Community, without a doubt

- Establish A Design Review Board Or Committee
  - Establish a Design Review Board.
  - Design Review committee on housing
  - King Road Commercial area
  - Design Review Committee NOW!

## DRAFT

- be achieved by a Design Review Commission. Our standards should be by performance rather than by specifics.
- Design review assures quality housing that fits the character of each neighborhood
- Development and design standards / guidelines
- Maintenance & Appearance Standards
- 
- Implement the urban forestry program. \*
  - and to implement The Urban Forestry Plan -- Tree Ordinance.
  - Pass Urban Forestry ordinance to protect Milwaukie trees and encourage planting on public and private land
  - Educational component shows importance of urban forest and how to keep it healthy
- Acquire open space and path property NOW while it is available.\*
  - Some open spaces
  - Elk Rock Island and Jack's Park
  - 32<sup>nd</sup> Avenue park for Ardenwald
  - In order to facilitate the purchase of no less than 2, preferably 5 acres of Park land per year for the next Five years,
  - Buy as much park land as possible as soon as it becomes available
  - Improve parks so they can be used by all ages in all neighborhoods
  - Annex Elk Rock Island
  - New outdoor pool at Milwaukie Jr. High School site
  - More Parks and Open Spaces
  - More open spaces for drainage and buffers between single & multi-family housing
  - More parks and recreational opportunities

# DRAFT

- 
- Link neighborhoods, downtown and attractions through walking and bike paths.
- Adopt standards in planning and other departments that support environmental sustainability.
- Support the Johnson Creek Watershed Council with limited monetary subsidies and continued in-kind contributions.
- Use neighborhood associations to educate citizens on environmental issues.
- Code Enforcement -- Effective Code Enforcement
  - (Neighborhood Pride)
  - Tighten and enforce city codes.
  - Hire additional, full time, code enforcement employee.\*
  - Tighten, enforce, educate.
  - Develop incentive programs.
  - Provide avenues for assistance towards compliance.
  - Work closely with NDAs.
  - Education, publicity, and code enforcement assure good property maintenance in all neighborhoods
- Hwy. 224 noise issues
- the first thing we need to do is address our zoning and subdivision Ordinance. Now!
  - Appropriate & limited flag lot development
- We must also proceed with caution as we acknowledge the mandates of the Functional Plan. Just because Metro says its so doesn't mean it has to be that way. We have heard from our citizenry large lots, open spaces and parkland are resources they want. Our charge is not to make the "hard decision to force this unwanted and expensive mandate on them, rather we're to stand up for their needs and tell Metro what we will accept for our community and how we will maintain our difference and identity.
  - Large-lot homes must be kept

## DRAFT

- Lastly I would like us to consider a program that encourages revitalization of existing housing stock, without the chop-chop of our large lot resources. Along with a block by block, who would like sidewalks and curbs and are you willing to form and LID to facilitate this program. This survey could include storm drains and streetlights also.

### **GOAL: Increase citizen/customer, employee satisfaction.**

- Continue open, two-way communication as a top priority.
  - Customer/citizen satisfaction (staff expectations)
  - Communicate openly in language understandable to citizens.
  - Leave property as it was, better if possible.
  - Treat citizens with courtesy, respect and understanding.
  - Educate! Educate! Educate!
  - Make commitments, keep them! Return phone calls, make follow-up calls!!
- General Organizational Climate
  - Friendly, competent, assured, efficient, happy staff
  - City employees committed to good customer relations and providing excellent service
- Employee satisfaction
  - If we expect the best, we must provide the best.
  - Open communication between all employees and with council.
  - Provide training in customer relations, how to deal with unhappy citizens.
  - Positive reinforcement and recognition.
  - Match person to the job requirements.
  - Clearly defined job descriptions.
  - Job growth and advancement opportunities.

#### City Services in General

## DRAFT

- Competent, efficient, happy staff providing great services to citizens, with high standards and expectations
- Staff is well-supported and well paid
- City of Milwaukie is known as a great place to work, and people want to stay because they know they are appreciated by their supervisors, Council, and community

### GOAL: COMMUNICATIONS: Continuous effective communication

- Continue funding "The Pilot"
  - Consider adding youth and senior news, letters to Editor, code and policy explanations, good news, family corner, rumor control section, volunteer clearing house.
- Hold 'Town Halls' on a semi-annual basis.
- Support increasing number of city wide events.
- Make better use of cable access
- Make sure employees are well informed early and updated often. (Council, too.)
- Consider city-wide monthly theme or citizen focus.
- Use lawn signs and signs in city vehicles for city messages.
- Schedule two all-neighborhood meetings a year.
- Develop a welcome wagon type kit containing history, expectations, codes, regulations, etc. to give to ALL new citizens, including apartments and businesses.
- Schedule regular communication with the council. (Association reports)
- Provide a speakers bureau for NDA use.
- Provide easy ways for NDAs to establish partnerships
- Continually improve 2-way communication with citizens, providing updated information about the City and regional issues in the *Pilot*, *Oregonian*, and Channel 12
- Use Channel 12 twenty-four hours a day -- updating information, interviewing Council and City staff, doing video tours of City facilities, letting citizens know how the City is run

## DRAFT

- Video downtown, businesses, riverfront, neighborhoods, etc.
- Council members may act as hosts
- List phone numbers for information and update
- Phone service -- information lines -- like *Oregonian*

### **GOAL: Encourage more youth involvement in city matters.**

- Establish youth advisory positions on appropriate boards.
- Support a youth center in our area.
- Encourage activities that foster cross generational communication.
- Establish city links into schools.(speakers bureaus, high school visioning, input to downtown development etc.)
- Volunteer pool
- After school programs
- Advocacy centers
- Get youth back into the community
- Youth center in Jr. High to serve kids of all ages during all non-school hours
- Offer a variety of programs -- both fun and educational

### **GOAL: Future for Milwaukie Center**

-- credit issues for seniors/internet computer training

### **GOAL: HOUSING**

- New Single-Family Housing
  - In all neighborhoods and all price ranges
- New Multi-Family Housing
  - In all areas of the City so zoned, but especially concentrated in the Central City, close to transit

## DRAFT

- Some low income and subsidized housing interspersed with other price ranges

### **GOAL: Contracting for City Services**

- Examine and consider if appropriate and if level of service would suffer
- Public/Private Partnerships
  - Encourage partnership especially downtown, riverfront, Jr. High, and Kellogg Plant sites

### **General Intergovernmental Relations**

- Garner respect and trust from our community, Clackamas County, Metro, and other cities
- County
  - Have a strong, active, informed voice -- not adversarial but advocating for our citizens and demanding equity
- Neighboring Cities
  - Join with neighboring cities to be a united front in dealing with the County, Metro and state
  - Be a leader
- Special Districts
  - Be a strong, active player (especially with Fire District #1)
  - Be willing to join/merge when it is in our best interest
- Regional Agencies
  - Metro
    - Take a strong, active role
    - Council and staff need to stay involved and be well-informed
- School Districts
  - Be supportive

## DRAFT

- Encourage and assist them in opening schools for community use

### **SUGGESTIONS FOR COUNCIL**

- New vision statement.
- Apply environmental ethics in decision making.
- Develop and sign a cooperative council agreement
- Schedule more open-ended work sessions.
- Have staff develop a list of what's pending.
- Increase lobbying efforts at state and county levels.
- Deal with the paper flood.....especially 6 line pages.
- Governmental Organization and Structure
  - Strong, competent Council working as a team with common goals and viable, practical strategies to achieve them
  - Strong competent City Manager and staff committed to helping Council achieve their goals

### **Things to Avoid**

- Appearing negative
- Alienating staff, citizens, other government entities, businesses and each other (Council)
- Appearing to be sticking our heads in the sand regarding changes that will be happening in the next 20 years
- Negative attitude of Council, staff, local businesses, citizens