

**CITY OF MILWAUKIE
CITY COUNCIL WORK SESSION
JUNE 14, 1999**

The work session began at 5:30 p.m. in the Public Safety Building Community Meeting Room.

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

Staff present: City Manager Bartlett; Assistant City Managers Bennett and Richards; Planning Director Rouyer; Program Services Coordinator Herrigel; and Brenda Bernards, Metro.

Information Sharing

1. **Councilor Marshall** announced he and Lancaster were going to participate in the Boy Scout "Dunk Tank" at Festival Daze.
2. **Councilor Lancaster** discussed Portland's Farmers' Market and the feasibility of a mid-week market in downtown Milwaukie.
3. **Councilor King** discussed the proposed year-round Volkswalk route in Milwaukie.
4. **Councilor Kappa** told the City Council that Milwaukie was being considered as a target area for the Metro Policy Advisory Committee outreach effort. He understood Metro was interested in speaking not only with Councils, but also advisory boards and neighborhood associations.

Solid Waste Rate Review

Herrigel presented the staff report that provided information on the solid waste haulers' rates of return. Based on the 12.2% rate of return before taxes for the calendar year 1998, no rate increase was requested by either staff or the haulers. Clackamas County guidelines state that if the operating margin is between 8% and 12%, then rates are not adjusted up or down.

Councilor Lancaster asked how the rate structure coincided with recycling.

Herrigel responded that recycling is incorporated in the actual collection and the revenue generated. Recycling does not even approach paying for itself. She added that rates are relatively standard throughout the region.

Councilor King asked if there was any new information on commingling recyclables.

Herrigel believed that the process was waiting for the City of Portland to decide on the type of material sort it wants to use.

Councilor Kappa asked how many jurisdictions would be deciding on commingling.

Herrigel said Washington and Clackamas Counties, the Cities of Portland and Gresham, and perhaps Troutdale and Wood Village would likely participate.

Herrigel added that Waste Management trucks have been modified with a new logo after the merger and wanted to clarify that Milwaukie does not have a new hauler.

Councilor Lancaster thought it would be positive to have an article in the *Pilot* about solid waste rates holding steady.

Title 3 Update

Rouyer provided the staff report. She noted the draft letter to Mike Burton from Mayor Tomei requesting a time extension resulting from staff transitions. The goal is to request that Metro allow an extension from the current compliance deadline of December 31, 1999, to July 1, 2000.

Councilor Marshall asked if there would be a problem in requesting additional time if needed.

Rouyer reviewed the tasks and believed the City could ask for more time if necessary.

Councilor Marshall explained that he made his suggestion so planning staff could put more time into other priority issues. He understood the City of Milwaukie was ahead of the curve at this time. If this Council deemed that there were other issues it wanted the planning staff to work on, he felt it would be appropriate to ask for a longer extension. He believed Title 3 was still a moving target.

Councilor Lancaster felt it was important to convey to Metro that the City was making consistent progress and not constantly deferring decisions.

Bennett felt staff was about two-thirds of the way to reconciling the existing regulations with Title 3. Erosion control and the Natural Resource Zone in the Comprehensive Plan address nearly the same issues.

Councilor Kappa discussed the inter-relationship between Title 3, the tree ordinance, the subdivision ordinance, and the riverfront/downtown plan.

The group agreed to authorize Mayor Tomei to sign the letter to Mike Burton seeking an extension to July 1, 2000, in a motion during the regular session. The group also agreed to evaluate the need for more time as the process continues and issues arise.

Regional Center/Town Center Considerations

Bennett provided the staff report which sought Council direction on the City's request to be re-designated a Special Town Center from a Regional Center. Information from Metro staff indicates that the request is not likely to be granted. The January 19, 1999, letter that the Council approved for the Mayor's signature did not indicate what action Milwaukie wanted to happen if the requested re-designation was turned down.

The major impact of the being re-designated as a Town Center would be losing points in transportation funding. Bennett estimated the City would lose between 5 and 20 points in technical ranking depending on the category. The decision on the Regional Center vs. Town Center does not affect Milwaukie's ability to control the boundary of the Center. She suggested it might be a good idea to pull some of the single-family residences out of the boundary.

Bernards commented that there were at least ten Town Centers that have an equal or more compelling argument for the "special" designation, so Metro staff cannot recommend the "special" designation. The January letter did not give any other options if the redesignation request was denied, so she requested the City Council clarify that point to Metro Council.

Bennett said City staff recommends that Bernards go forward with the Special Town Center designation request. If the Metro Council rejects the request, then Metro staff needs to know if Milwaukie wants to be a Town Center or remain a Regional Center.

Councilor Kappa discussed the job targets and clarified that employment does not have to be in the Center itself and could be in the north industrial or other commercial areas.

Bernards said the City would have to plan for the employment capacity. If there is less housing inside the Center, the City will have to ask for an exception to the mixed use target.

Bartlett said, during the last discussion of the Special Town Center designation, the City did not believe it would mean too much in the Joint Policy Advisory Committee Priorities 2000 process. Now that he has seen the process work, he recommended that Milwaukie request becoming a Regional Town Center. The City controls what it is through its Comprehensive Plan and its vision document, so Milwaukie would not lose points in the transportation projects. In addition to

projects along Hwy. 99E and 224, work needs to be done on Harrison Street, King Road and 42nd Avenue, Lake Road, Monroe Street, Logus Road, and Railroad Avenue. These streets will need some kind of safety, boulevard, or main street improvements.

Mayor Tomei was concerned about getting fewer points and fewer transportation dollars.

Bartlett said the City will just have to work harder because of the competition for transportation funding in the region.

Councilor Kappa asked how the points related to dollars and cents.

Bennett said it is an issue of where a project ends up in the first cut. It will take longer and be harder to fund projects if the City is not at the top of the list. She added that there were twenty-nine Town Centers in the region.

Mayor Tomei asked if Metro would require anything more of the City of Milwaukie as a Regional Center than it would a Town Center.

Bernards understood the City was not asking for a reduction in its targets. She added that the RUGGOs allow Regional Centers to evolve over time. Metro is mostly interested in seeing a boost in employment numbers. The same holds true for all of Clackamas County because of a very real job shortage.

Councilor Lancaster asked if employment was not something separate from the designation.

Bennett said it was not really relevant to the designation.

Councilor Lancaster recalled there was a fundamental flaw in the computation of the employment targets.

Bernards believed the disagreement was in how the numbers were calculated in the capacity analysis.

Councilor Lancaster asked, if Milwaukie were under a Regional Center designation, would there typically be a higher performance expectation?

Bernards referred to transportation funding and said that higher densities also gather more points. It is not just being a Regional Center. Milwaukie's densities are in the Regional Center range. Milwaukie, though, is low on jobs. What is being done on the waterfront is moving toward a regional draw, and the work on McLoughlin Boulevard will help connect the water to the town. Metro believes the TGM grant will assist in connecting the downtown and the riverfront. She thought Milwaukie was already moving toward what a Regional Center is,

although it may be smaller and have a different draw. The Town Center, since Milwaukie is not proposing to change the work it has done, is more of a name change than a substantive-type of change. Milwaukie can call its downtown what it wants in its plans even though it is called a Regional Center on the Metro maps.

Councilor Kappa said job numbers is a chronic problem in Clackamas County, and he asked how the City could be penalized.

Bernards said she did not believe there was a penalty. There are large portions of Milwaukie that were not examined for job potential, so Metro is saying it does not believe the City is done looking for opportunities. The alternative would be to ask for a 50% target reduction.

Bartlett commented that staff's work load prevented it from completing the north industrial area study.

Mayor Tomei understood the fear was that, if Milwaukie had the Metro designation, it would somehow be required to have more density. Milwaukie clearly wants to stay a small town.

Bernards indicated the planning exercise provided sufficient density which seemed to be satisfy the citizens at the time. The downtown can address the density targets, and it is up to the cities to determine the boundaries. The job shortfall needs to be dealt with under either designation. Densities and jobs are connected in the overall regional picture.

Councilor King noted that Bernards had mentioned six-story structures in Hillsboro and asked if the City of Milwaukie had anything that high in any of its zoning.

Bernards said the six stories in Hillsboro were in one small area. She believed Milwaukie's highest structure was four stories.

Bennett said, in a sense, the City indicated it would implement the Regional Center Master Plan as a Town Center. If Milwaukie is not changing the Plan, all that is being changed is the designation.

Bernards pointed out the Plan provides guidelines and not hard rules, and the vision is Milwaukie's choice, not Metro's.

Councilor Marshall heard Bernards' point that the process was one of evolution, and allocations may change in the next round of transportation funding. Residents sent a clear message, which is why the current Council is seated, that they want Milwaukie to remain a small, suburban community. People have said time and time again that they want to be a Town Center, and for that reason, he

did not believe it was prudent for this Council to base its long-term community vision on the short-range goal of transportation funding. He had spoken with Andy Cotugno and Rod Sandoz, and both confirmed that of the forty technical points, 2040 compliance was allotted five. Transportation funding is a moving target, and the criteria could easily change in two years. The Council voted in favor of being a Town Center once, and it was only through negotiation and compromise that the City requested the Special Town Center designation. He felt the City Council should send a clear message to Metro and the community that Milwaukie will stay a small Town Center.

Councilor Kappa was concerned that money would be lost in future talks with entities such as ODOT.

Councilor Marshall said the point was valid, but Milwaukie got funding for McLoughlin Boulevard because the region realized something needed to be done. Milwaukie also has two Regional Centers within a ten-mile radius, and each will, in time, need transportation improvements. Milwaukie is the gateway, so he could think of no reason that the City would not get funding for its segment.

Councilor Lancaster said, if there were ten communities that could make a compelling case to be a Special Town Center, that might indicate the need for another tier in the rating system. The region may need to look to a more fair approach that would include a new classification. He understood the new Metro Council wants to be more flexible and approachable.

Councilor Kappa commented that ODOT offered one McLoughlin Boulevard scenario, and that might be the only option Milwaukie would have as a Town Center. Perhaps the new Metro Council might be open to considering new designations.

Bernards said the redesignation request is still at staff level and has not gone to the Metro Council. Her staff report would not recommend the special designation, but the Metro Council makes the final decision.

Bennett said staff would still forward Milwaukie's request to the Metro Council, but there still needs to be an option if the proposal is rejected.

Councilor Marshall said the City Council already made its decision on being a Town Center.

Mayor Tomei and **Councilor Kappa** agreed the City would lose points for transportation funding and believed this was an edge that was owed to the citizens.

Mayor Tomei thought the City Council needed to be practical by being a Regional Center. Milwaukie can still be a small town as the citizens were promised. The designation will not impinge upon Milwaukie's developing as it sees appropriate.

Councilor Kappa requested that Cotugno's comments be provided in writing.

Councilor Marshall discussed the two-year review period during which time regional transportation needs and dynamics would be evaluated.

Councilor Lancaster recalled that funds would be awarded within the designations based on merit.

Bennett said the money is all in one big pot, and the technical scoring and density establishes the project cut list.

Councilor Lancaster asked how the region could possibly be served if a street like McLoughlin Boulevard, one of the worst in the region, was not improved because it did not get enough points.

Councilor Kappa responded that McLoughlin Boulevard will be redone, but ODOT may make the improvements without the City's input relative to the riverfront/downtown plan.

Councilor King understood the funds for McLoughlin Boulevard were already allocated. She asked, if the City of Milwaukie changes how it wants McLoughlin Boulevard to look through its riverfront/downtown plan, if the ODOT money would be available for the new design.

Bennett said the money has to be committed in three years, so the City needs to make sure the project is designed within that time period. Whether ODOT will be open to the designs under consideration is unknown at this time. She did not believe already-funded projects would be impacted by a re-designation.

Bartlett said he determined by the scoring matrix that the City benefited from its current Regional Center designation.

It was moved by Councilor Marshall and seconded by Councilor Lancaster to reaffirm the position that, if the City of Milwaukie is not given its requested Special Town Center designation, then wants to be designated a Town Center.

Councilor King was concerned that there were no guarantees that the Regional Center designation would not impact Milwaukie's planning and densities.

Mayor Tomei reminded the group that Burton told the City Council that Milwaukie would not be required to change its density. He said publicly that is it was all Milwaukie's choice.

Motion passed 3 - 2 with the following vote: Councilor King, Councilor Lancaster, and Councilor Marshall aye; Mayor Tomei and Councilor Kappa nay; no abstentions.

The item will be considered on the regular session agenda for formal action.

Councilor King suggested staff prepare a second letter to Metro recommending an additional tier to address Special Town Centers.

Bennett said the City Council could direct staff to do so, but the consequence could be re-opening the entire 2040 process.

Councilor Kappa said he would not be opposed to re-opening the *2040 Plan* because he had serious concerns with the urban reserves.

Councilor Marshall added that the purpose of the targets was to determine what needed to be done with the Urban Growth Boundary.

Bernards commented that Milwaukie might need to lobby other cities to get support for the Special Town Center designation.

Work Session Open Forum

Councilor King discussed the idea of having a citizen open forum during one Council work session each month. The purpose would be to have a dialogue between the full Council and its citizens.

Bartlett said there would be certain topics, such as land use applications and labor management issues that could not be discussed.

The group discussed potential citizen attendance and how to structure the sessions.

Councilor Marshall provided draft amendments to the 1999 Agenda Forecast.

Councilor Kappa asked if union members could make presentations.

Bartlett responded union members could discuss general management issues.

The group agreed:

- First open forum on July 19 work session agenda.
- Handouts at meeting listing issues that may and may not be discussed in that type of forum.
- Advertise the sessions in *The Pilot* with a list of appropriate and inappropriate topics.
- Limit sessions to 30 minutes.

Council Goals Work Plans

Bartlett discussed how critical it was to have a strategic plan. He reviewed the packet that included a summary of neighborhood visions and draft Council goals that incorporated individual member's comments.

Councilor Marshall said this related to his earlier questions regarding the agenda forecast and available staff time.

Councilor Kappa did not want to step too far back from the regional issues.

Councilor Marshall felt it was important to work closely with the boards and commissions so they could take on some of the responsibilities for carrying out Council's goals. He felt this would also raise the level of involvement and challenge the members.

Councilor Kappa believed board and commission roles would feed off the kinds of services the City determines it will provide. The City needs to continue finding ways to provide better service while holding down the costs. This may mean that some services are contracted.

Councilor Marshall understood Councilor Kappa to say this had to do with the vision statement. For example, if there is a regional water issue, Citizens Utility Advisory Board (CUAB) members could attend the meetings and report to the City Council.

Councilor Lancaster said the goals speak to the implementation of the vision statement. The boards and commissions need to be given direction on how they function in order to sustain the Council goals.

Bartlett said the vision and mission statements need to build a broader participation process including boards and commissions and the Neighborhood District Associations (NDA). He suggested an evening or Saturday session to get public input on the document.

The group agreed the session need to take place this summer and directed staff to determine several dates.

Councilor Kappa suggested inviting Milwaukie's Metro Councilor to the session.

Councilor Marshall said the City Council needs to meet with its boards and commissions on a regular basis. It was not his goal to add more staff time. He felt the benefit of allowing the board and commission members to do more of the work would outweigh the risks. Other issues, such as the Citizen Involvement Committee and the Tree Ordinance, also need to be addressed.

The group discussed staff attendance at the board and commission meetings. **Mayor Tomei** believed it was important to have a staff person present in order to close the loop and provide communication to the City Council.

Bartlett suggested that board and commission members could be responsible for doing significant research work. He noted that the Traffic Safety and Transportation Board (TSTB) had almost completed its Neighborhood Traffic Management Program review and would be ready for a new assignment. He suggested the Board work on tying up the loose ends of the School Trip Safety Program (STSP) so the next round of projects could begin.

Councilor Lancaster recommended the boards be given specific charges to be accomplished within an identified timeframe.

Bartlett discussed the benefits of giving work or problem solving groups a limited time in which to make a recommendation.

Mayor Tomei suggested giving the TSTB 90-days to make a recommendation on the STSP after the NTMP revisions were completed.

The group discussed the importance of forming groups around identified problems.

Councilor King liked the idea of getting NDA members involved in short-term problem solving with the advisory groups.

Councilor Lancaster suggested that the Citizen Involvement Committee (CIC), in addition to running the neighborhood grant program, act as a clearing house for these types of ad hoc committees.

Bartlett said staff could begin work on a CIC ordinance. He discussed identifying implementable pieces within the long-range plan.

Bartlett reviewed the draft goals and asked for Council input on his interpretation of the objectives.

The group referred to staff report page WS.8.8. **Councilor King** felt it was important to emphasize the City wishes to involve both citizens and youth in its programs.

The group discussed compatibility of Council and Neighborhood District Association (NDA) goals. **Councilor Kappa** felt the goal needed to be written in a way that showed the Council was together with its boards and commissions and its neighborhoods. To him, it was written in a way that implied that everything needed to be compatible with Council goals.

Councilor Lancaster suggested the goal be written "Encourage support board, commission, and neighborhood goals that are consistent compatible with Council goals...." The group accepted that amendment.

Bartlett referred to the downtown/riverfront goal on staff report page WS.8.7. He explained that the objectives were essentially from the Crandall contract. The objectives relating the Jr. High School Site Plan, Kellogg Treatment Plant, and implementing actions were outside the scope of the current contract.

Councilor Marshall wanted clarification on the movement to remove the treatment plant. When does the process begin?

Bartlett said the process has already begun.

Councilor Marshall asked if it was really prudent for Clackamas County to be investing \$3 million in odor control if it intends to close the facility.

Mayor Tomei assured Marshall that the neighbors communicated they did not want any improvements made that would extend the life of the plant. The initial Clackamas County proposal was scaled back. The document she read indicated there was nothing in the County's current proposal that would keep the plant open longer.

Bartlett discussed diverting heavy industrial wastes to Tri-Cities. It is conceivable that implementation of the \$3 million odor control project should be slowed long enough to find out if the diversion of food processing wastes takes away some of the odor and brings the plant down below operating limits. There are general assurances from County staff that the timing will be such that the District will not be extending the life of the facility. It is important to make sure that the City does not get caught up in the argument that it should reimburse the District because the County spent \$3 million on a facility with a ten-year life.

Councilor Marshall asked for Council concurrence on reactivating the Milwaukie Junior High Community Center Steering Committee. The Committee members were Sharon Van Horn, Gary Michael, Irene Park, Kathleen Butler, and others including himself. There seems to be some consensus that this group should begin meeting again to plan on how the property can be acquired for public use.

Bartlett suggested an ad hoc planning committee that would begin meeting in the fall. He suggested representation from the Historic Milwaukie Neighborhood District Association (NDA). The current work scope with Crandall is funded through 2001, and acquisition and planning for this property is high on the list of things the City wants to do.

The Council concurred with reactivating this Committee and that staff would re-establish the contacts.

Councilor Kappa was concerned that another committee was being created before the Council had adopted its Vision, Mission, and Goals in addition to another setting up another project for staff to handle. He was concerned about the timing. Additionally, he believed that the problem of crossing McLoughlin Boulevard was the primary concern at this point of the project.

Bartlett said the initial Committee was a political action group formed around the objective of finding a party interested in purchasing the property. As a result of this activity, the City began negotiating with the School District to purchase the property for public use. He discussed the March Presidential Primary and the November General Election in 2000. If the City does put forth a money measure, it will have to be on one of these ballots.

The group discussed the Capital Improvement Plan (CIP) presentations to the neighborhoods to find out how residents would prioritize projects. There seemed to be support from the neighborhoods for the "smorgasbord" approach to capital projects.

Mayor Tomei referred to staff report page WS.8.8 and said she did not agree with increasing the NDA grants up to a total of \$10,000 per neighborhood.

Councilor Lancaster had made the suggestion that the grants be increased by \$1,000 annually up to a total of \$10,000 for qualified uses such as neighborhood beautification, not parties.

Bartlett suggested that the Citizen Involvement Committee could improve the grant criteria. Gregory will come before the City Council in August with a proposal for new criteria.

Bartlett referred to staff report page WS.8.6 and asked if there were any revisions.

Councilor Marshall asked for clarification of the term "design review process."

Bartlett understood the objective was to develop ordinances and a Design Review Board or Committee. There will be a different design review process for the downtown which may or may not be the same board or committee.

Councilor Marshall said design review could also be considered a performance review which is structured around meeting certain criteria while not being too specific.

Bartlett said he would prepare a resolution adopting goals for the Council's July 6, 1999, meeting. Then the Mission, Vision, and Goals process would begin with components of the adopted goals communicated to groups such as the Junior High Site Committee. He would work with Crandall to add downtown/riverfront-related goal activities to his scope of work.

Bartlett provided information for the June 15 executive session and a staff report on the neighborhood appeal fee waiver.

Councilor Marshall discussed re-allocating priorities in upcoming work sessions, and he suggested a work session to make up for the July 5 holiday. On the July 19 work session, he recommended eliminating the American Cancer Society presentation. He also suggested that the North Clackamas Parks and Recreation District (NCPRD) and Milwaukie Downtown Development oral presentations were not a priority, and reports should be submitted in writing.

Bartlett said the Citizens Utility Advisory Board (CUAB) was working on storm and sanitary sewer rate increases. He suggested that if the board has thoroughly reviewed the topic, then the item should go on as a public hearing without work session time. The topic, however, may be moved back to January depending on discussions with Oak Lodge and Clackamas County. The group agreed to have a work session only if requested by the advisory board.

The Park and Recreation Board will meet with the Council in work session on August 2 and the Traffic Safety and Transportation Board (TSTB) on August 16. The group discussed presentations and the desire for making them as succinct as possible.

The group agreed to have the American Cancer Society presentation on July 19 and limit it to 20 minutes.

Bartlett said there was an annexation code on the August 3 agenda to address Elk Rock Island and those citizens who are requesting annexation. The sewer rate will stay on the September 20 agenda. Councilor King reminded staff that Michael Jordan needed to be contacted so he could be introduced to the public during a regular session. The MDDA contract should be up for adoption at the July 6 meeting. The Riverfront Board/Crandall Arambula work session was tentatively scheduled for October 18 depending on Festival Daze input.

The work session ended at 8:50 p.m.

Pat DuVal

Pat DuVal, Recorder

**CITY OF MILWAUKIE
CITY COUNCIL WORK SESSION AGENDA
JUNE 14, 1999**

MILWAUKIE PUBLIC SAFETY BUILDING

Community Meeting Room
3200 SE Harrison

WORK SESSION – 5:30 p.m.

Discussion Items:

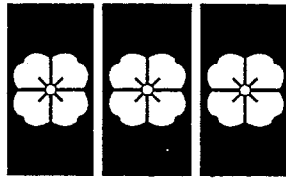
	<u>Time</u>	<u>Topic</u>	<u>Presenter</u>
1.	5:30 p.m.	Information Sharing	Group
2.	6:00 p.m.	Solid Waste Rate Review	Herrigel
3.	6:30 p.m.	Regional Center/Town Center Considerations	Bennett & Rouyer
4.	7:00 p.m.	Title 3 Update	Bennett & Rouyer
5.	7:30 p.m.	Regional Water Consortium	Councilor Kappa (tentative)
6.	7:45 p.m.	Metro Policy Advisory Committee (MPAC) Outreach Subcommittee	Councilor Kappa
7.	8:00 p.m.	Work Session Open Forum Time	Councilor King
8.	8:15 p.m.	Council Goals Work Plans	Bartlett & Council
8.	9:15 p.m.	Adjourn	

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

At the end of the work session, the Council may hold an Executive Session under the authority of Oregon Revised Statutes 192.660 as needed.

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dial TDD 786-7555.*

The Council requests that all pagers and cell phones be either set on silent mode or turned off during the meeting.



MILWAUKIE

To: Mayor and City Council
Through: Dan Bartlett, City Manager *DB*
Charlene Richards, Assistant City Manager *CR*
From: JoAnn Herrigel, Program Services Coordinator
Subject: Garbage and Recycling Rates
Date: June 4, 1999

Action Recommended

Review the rate of return and the attached comparative residential, commercial and drop box rates for solid waste and recycling . No rate increase is being requested.

Background

Review of the financial data submitted to the City by the haulers shows a 12.2 % rate of return before taxes for the twelve-month period including January through December 1998. This is 2.1 % lower than the rate of return reported for January through December of 1997. The rate of return allowed by the City provides for reinvestment in capital equipment and facilities and a reasonable profit for the business. The City also considers the prevailing benchmark for rate of return established by Clackamas County. The rate guidelines in Clackamas County state that if the Operating Margin is in the range of 8%-12% then no adjustment up or down will be made. Staff does not recommend a rate change this fiscal year and no rate increase has been requested by the haulers.

Over the next year, two important actions may have an impact on garbage rates in Milwaukie. First, the City will be considering implementing a recycling collection program which would entail mixing of recycled materials (called commingling) by the resident at the curb. Some investment in new equipment by the haulers may result if this change takes place.


The second action that may impact rates is the recent re-negotiation of the Metro contract with Waste Management for disposal of solid waste at Arlington landfill. The re-negotiation will save Metro \$60 million over the life of the 10 year contract with Waste Management. However, Metro Council has yet to determine how these savings should be handled. The tip fee may be reduced, passing these savings on to the customer. However, other options are being considered which would maintain the tip fee at its current level. The savings would then be distributed to internal programs at Metro. Discussions will begin on this topic in a few weeks.


CONFIDENTIAL
FINANCIAL DATA - CONSOLIDATED SUMMARY
MILWAUKIE RATE REVIEW - 1999 (FYE 1998)

	12/13/98	12/31/98	12/31/97	12/31/97
	CONSOLIDATED	CONSOLIDATED	CONSOLIDATED	CONSOLIDATED
	\$	%	\$	%
MILWAUKIE GROSS REVENUE	3,154,895	100.0%	3,258,547	100.0%
MILWAUKIE EXPENSES				
Employee Related:	[879,893]	[27.9%]	[786,690]	[24.1%]
Direct	585,618	18.6%	543,085	16.7%
G & A	294,275	9.3%	243,605	7.4%
Vehicle & Equip. Related:	[540,954]	[17.1%]	[483,952]	14.9%
Fuel	43,667	1.4%	45,210	1.4%
Repair/Maint.	167,705	5.3%	152,993	4.7%
Depreciation	121,834	3.9%	144,786	4.4%
Insurance	105,066	3.3%	62,792	1.9%
Interest/Lease	47,730	1.5%	31,586	1.0%
Garage, Parking, Lic., Tax	47,286	1.5%	37,831	1.2%
Supplies/Bins	7,666	0.2%	8,754	0.3%
Subcontracts	15,775	0.5%	11,751	0.4%
Disposal	1,073,190	34.0%	1,204,769	37.0%
Franchise Fees	99,026	3.1%	93,769	2.9%
Safety & Training	9,574	0.3%	5,367	0.1%
General & Administrative:				
Office: Rent (Bldg. & Equip.)	7,312	0.2%	4,632	0.1%
Depreciation	10,606	0.3%	12,456	0.4%
Repairs & Maintenance	2,228	0.1%	1,417	0.0%
Cleaning	281	0.0%	962	0.0%
Supplies	9,322	0.3%	9,694	0.3%
Postage	6,329	0.2%	5,774	0.2%
Promo. & Education	15,464	0.5%	13,788	0.4%
Professional Fees	15,824	0.5%	55,488	1.7%
Insurance	3,570	0.1%	299	0.0%
Telephone/Utilities	24,360	0.8%	17,493	0.5%
Prop. Tax, Lic., Fees	7,809	0.2%	4,089	0.1%
Dues & Subscriptions	9,621	0.3%	5,227	0.1%
Prof. Mtgs. & Seminars	4,897	0.1%	462	0.0%
Bad Debt	8,141	2.4%	17,032	0.5%
Route Purchase	7,081	0.2%	11,243	0.3%
Interest/Amort., (other)	15,077	0.5%	27,772	0.9%
Miscellaneous	42,553	1.3%	42,652	1.3%
TOTAL EXPENSES	2,808,892	89.0%	2,816,778	86.4%
ADJ. TO EXPENSES L.16	-37,824	-1.2%	-22,223	
ALLOWABLE EXPENSES	2,771,068	87.8%	-1,229	
NET BEFORE TAXES	383,827	12.2%	2,793,326	85.7%
RETURN ON REVENUE	12.2%		465,221	14.3%
NET RECYCLING COST	-403,238	-12.8%		14.3%
NET YD. DEBRIS PROFIT (LOSS)	27,939	0.9%	-368,719	-11.3%
			25,156	0.8%



TO: Milwaukie City Council

THROUGH: Dan Bartlett, City Manager 

FROM: Martha Bennett, Assistant City Manager 
Alice Rouyer, Planning Director

SUBJECT: Metro 2040 Designation for Milwaukie

DATE: June 4, 1999

Action Requested

Additional Council direction on Milwaukie's designation in the Metro 2040 Plan.

Background

On January 19, Mayor Tomei, with Council approval, wrote Metro to request that the Milwaukie Regional Center be redesignated as a "Special Town Center." In the letter, we informed Metro that we were not requesting a change to any of our housing, density, or employment targets, nor did we plan to alter our mixed-use areas in the core area. We requested the "Special" designation in recognition of the fact that we would be, as Mayor Tomei has put it, an overachieving Town Center. That is, we are planning for more people and jobs than required by a Town Center. The "special" designation would mean that we would retain our status as a regional center for the purposes of transportation funding.

Staff has been working with Metro staff on this request for several months. Metro staff has informed us that they will likely recommend against the "Special" Town Center designation. In our discussions, Metro staff have told us that there are several other jurisdictions that could make an equally compelling case that their Town Centers meet a higher standard than required and should also receive higher priority for transportation and other assistance dollars. In addition, in the 2040 plan, Metro deliberately selected only a few Regional Centers to prioritize areas for development, for assistance, and for transportation funding.

In our letter requesting the Special Town Center designation, we did not identify what Milwaukie would prefer to be designated if the Special Town Center request is denied. Metro would like to receive a letter from us indicating whether we would prefer to retain our Regional Center designation or be redesignated as a town center.

Discussion

The major impact of changing from a Regional Center to a Town Center designation appears to be in our status for transportation funding. Metro is also seeking some additional federal funds to assist communities with certain types of development, and Regional Centers will also receive priority for these funds.

On certain transportation projects, Milwaukie could lose between 5 and 20 points in the technical ranking. For example, in our ranking on the McLoughlin Boulevard project, changing from a Regional Center to a Town Center would mean the project would have received 75 points in the technical scores instead of 95. This would mean that it would move from being the second boulevard project to the thirteenth. The Lake Road Multimodal project would have received 48 points instead of 62, moving from the seventh ranked project to the eleventh.

I have attached copies of the ranking sheets from the recent MTIP process for two types of transportation funding. The first page is the actual technical ranking as it took place during this round. The second page reflects staff's best guess of the technical score if we are redesignated as a Town Center.

The other major difference between a Regional Center and a Town Center according to Metro staff is that Regional Centers will likely have "regional" attractions. For example, Clackamas Town Center is a regional attraction in the Clackamas Regional Center.

In our discussions, Metro staff indicated there will be some additional work that Milwaukie needs to do whether we are a Regional Center or a Town Center. For example, under our current plans, we only meet 50 percent of our employment target, which is independent of our designation. We will need to do some additional work to determine whether we have potential for additional employment. Metro staff has told us that the additional employment does not have to be in the area that is designated as the Regional Center or Town Center. For example, either of our industrial areas might be able to support more jobs.

In addition, we asked Metro whether a Regional Center or Town Center designation affects our ability to modify the boundaries of the center. They have informed us that Milwaukie retains control over the boundary, no matter what our designation is. So if the Council wants to pursue removal of any areas, for example the single-family residential neighborhoods, it will remain under your control.

Based on the discussion at the June 14, 1999 Council Work Session, staff will prepare a letter to Metro for your consideration at your June 15, 1999 Regular Session.

RANKING OF BOULEVARD PROJECTS WITH MILWAUKIE AS REGIONAL CENTER

Priorities 2000 Projects: Nominations Summary Boulevard Design Projects					Use Factor			Safety		Supports 2040 Growth Concept		Cost Effectiveness
Agency	Code	Project Title	Federal Funds Requested (\$millions)	Total Project Points	Design Features to Calm Auto Traffic	Features to Enhance Alternative Modes		Project Removes Alternative Mode Hazards	Factors Drawing Alternative Modes	Serves High/Primary Land Uses	Serves Mixed Use Development	
						Widen Sidewalks Points	Design Features to Enhance Non-Auto Modes					
<i>Total points possible for each scoring category</i>				100	10	5	10	10	10	20	20	15
Gresham	mb11	Division Street - Cleveland to Birdsdales	\$3.589	95	10	5	10	10	10	20	20	10
ODOT	cbl3	McLoughlin Boulevard - Harrison to SP Railroad	\$1.800	95	10	5	10	10	10	20	15	15
Gresham	mb12	Stark Street - Stark to 188 th	\$1.539	90	10	5	10	10	10	20	15	10
Portland	pbl3	West Burnside - Burnside Bridge to NW 23 rd	\$0.269	86	7	0	10	7	7	20	20	15
Portland	pbl2	Gateway RC	\$2.691	85	10	0	10	10	10	20	15	10
Portland	pbl1	Hawthorne Boulevard - SE 20 th to 55 th	\$2.692	83	10	3	10	5	10	20	15	10
Portland	pbl4	Barbur Boulevard - Naito Parkway to SW 65 th	\$0.882	80	3	5	10	5	7	15	20	15
Washington Co	wbl1	Cornell Road - Trail Avenue to Saltzman	\$1.800	80	10	5	10	10	10	15	5	15
Clackamas Co	cbl1	Harmony Road - 82 nd to Fuller	\$2.500	80	10	5	10	10	10	20	0	15
Lake Oswego	cbl4	"A" Avenue - State Street to Third	\$2.700	77	10	5	10	7	10	20	5	10
Portland	pbl5	South Portland - I-405/Barbur/Hamilton/river	\$5.382	77	5	5	10	7	10	20	20	0
West Linn	cbl2	Willamette Drive - "A" Street to McKillican	\$1.082	77	10	5	10	7	10	10	10	15
Washington Co	wbl5	Scholls/Oleson/BH Intersection	\$1.080	75	7	3	10	10	10	15	5	15
Forest Grove	wbl4	Forest Grove TC	\$1.211	67	10	5	10	7	10	5	5	15
Washington Co	wbl6	Hall Boulevard Extension - Cedar Hills to Hocken	\$4.170	66	10	3	10	3	10	20	5	5
Comelius	wbl2	Baseline/Adair Street - 10th to 20 th	\$4.541	65	10	5	10	10	10	10	5	5
Lake Oswego	cbl6	Boones Ferry - Washington to Madrona	\$1.350	57	7	5	5	3	7	15	0	15
Beaverton	wbl3	Murray Extension - Scholls to Barrows	\$6.387	43	5	3	5	3	7	15	5	0
Lake Oswego	cbl5	Boones Ferry - Mercantile to Kruse Way Place	\$0.266	27	0	0	0	0	7	15	5	0

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RANKING OF BOULEVARD PROJECTS WITH MILWAUKIE AS A TOWN CENTER

Priorities 2000 Projects: Nominations Summary Boulevard Design Projects					Use Factor			Safety		Supports 2040 Growth Concept		Cost Effectiveness
Agency	Code	Project Title	Federal Funds Requested (\$millions)	Total Project Points	Design Features to Calm Auto Traffic	Features to Enhance Alternative Modes		Project Removes Alternative Mode Hazards	Factors Drawing Alternative Modes	Serves High/Primary Land Uses	Serves Mixed Use Development	
						Widen Sidewalks Points	Design Features to Enhance Non-Auto Modes					
<i>Total points possible for each scoring category</i>				100	10	5	10	10	10	20	20	15
Gresham	mb1	Division Street - Cleveland to Birdsdales	\$3.589	95	10	5	10	10	10	20	20	10
ODOT	cb13	McLoughlin Boulevard - Harrison to SP Railroad	\$1.800	95	10	5	10	10	5	10	10	15
Gresham	mb2	Stark Street - Stark to 188 th	\$1.539	90	10	5	10	10	10	20	15	10
Portland	pb13	West Burnside - Burnside Bridge to NW 23 rd	\$0.269	86	7	0	10	7	7	20	20	15
Portland	pb2	Gateway RC	\$2.691	85	10	0	10	10	10	20	15	10
Portland	pb1	Hawthorne Boulevard - SE 20 th to 55 th	\$2.692	83	10	3	10	5	10	20	15	10
Portland	pb4	Barbur Boulevard - Naito Parkway to SW 65 th	\$0.882	80	3	5	10	5	7	15	20	15
Washington Co	wb1	Cornell Road - Trail Avenue to Saltzman	\$1.800	80	10	5	10	10	10	15	5	15
Clackamas Co	cb1	Harmony Road - 82 nd to Fuller	\$2.500	80	10	5	10	10	10	20	0	15
Lake Oswego	cb4	"A" Avenue - State Street to Third	\$2.700	77	10	5	10	7	10	20	5	10
Portland	pb5	South Portland - I-405/Barbur/Hamilton/river	\$5.382	77	5	5	10	7	10	20	20	0
West Linn	cb2	Willamette Drive - "A" Street to McKillican	\$1.082	77	10	5	10	7	10	10	10	15
Washington Co	wb5	Scholls/Oleson/BH Intersection	\$1.080	75	7	3	10	10	10	15	5	15
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Washington Co	wb6	Hall Boulevard Extension - Cedar Hills to Hocken	\$4.170	66	10	3	10	3	10	20	5	5
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Lake Oswego	cb6	Boones Ferry - Washington to Madrona	\$1.350	57	7	5	5	3	7	15	0	15
Beaverton	wb3	Murray Extension - Scholls to Barrows	\$6.387	43	5	3	5	3	7	15	5	0
Lake Oswego	cb5	Boones Ferry - Mercantile to Kruse Way Place	\$0.266	27	0	0	0	0	7	15	5	0

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RANKING OF RECONSTRUCTION PROJECTS WITH MILWAUKIE AS REGIONAL CENTER

Priorities 2000 Projects: Nominations Summary Road Reconstruction Projects					Pavement Condition		Supports 2040 Growth Concept		Improves Unsafe Location	Cost Per Million Vehicle Miles	
Agency	Code	Project Title	Federal Funds Requested (\$millions)	Total Project Points	Current Condition	Future Condition	Serves High Priority Land Uses	Serves Mixed Use Development			
<i>Total points possible for each scoring category</i>					100	15	10	20	20	20	15
Portland	PR10	Naito Parkway: NW Davis/SW Market	1.500	80	8	10	20	20	14	8	
Portland	PR3	NW 23 rd Ave: Burnside/Lovejoy	0.825	78	0	10	20	20	20	8	
Portland	PR5	SE Holgate Blvd: SE 42 nd /SE 52 nd	0.797	76	8	10	20	10	20	8	
Portland	PR6	SW Market/Clay: Naito Parkway/SW 12 th	3.663	70	0	10	20	20	20	0	
Portland	PR7	SE Washington St: 82 nd /109 th	1.087	69	0	10	20	10	14	15	
Portland	PR4	SE 39 th Ave: Powell/Holgate	1.340	68	0	10	20	10	20	8	
Milwaukie	CR3	Lake Road: Oatfield/Hwy 224	1.525	62	0	10	20	10	7	15	
Clack Co	CR2	Johnson Creek Blvd: 36 th /45 th	1.076	60	8	10	10	10	14	8	
Portland	PR8	NE Cully Blvd: Prescott/Killingsworth	0.403	58	0	10	10	10	20	8	
Portland	PR2	SE Stark St O'Lay: 122 nd /146 th	1.352	55	0	10	20	10	0	15	
Portland	PR9	Hayden Is Dr: N Center Ave/N Farr St	1.440	54	0	10	20	10	14	0	
Portland	PR1	Bybee Boulevard O'Xings	5.235	35	15	10	10	0	0	0	
West Linn	CR1	Willamette Falls Dr: 10 th /Sunset	3.314	17	0	10	0	0	7	0	
Total			\$23.557								

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RANKING OF RECONSTRUCTION PROJECTS WITH MILWAUKIE AS REGIONAL CENTER

<i>Priorities 2000 Projects: Nominations Summary</i> Road Reconstruction Projects					Pavement Condition		Supports 2040 Growth Concept		Improves Unsafe Location	Cost Per Million Vehicle Miles
Agency	Code	Project Title	Federal Funds Requested (\$millions)	Total Project Points	Current Condition	Future Condition	Serves High Priority Land Uses	Serves Mixed Use Development		
<i>Total points possible for each scoring category</i>				100	15	10	20	20	20	15
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Portland	PR3	NW 23 rd Ave: Burnside/Lovejoy	0.825	78	0	10	20	20	20	8
Portland	PR5	SE Holgate Blvd: SE 42 nd /SE 52 nd	0.797	76	8	10	20	10	20	8
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Portland	PR7	SE Washington St: 82 nd /109 th	1.087	69	0	10	20	10	14	15
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Milwaukie	CR3	Lake Road: Oatfield/Hwy 224	1.525	62	0	10	20	10	7	15
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Portland	PR8	NE Cully Blvd: Prescott/Killingsworth	0.403	58	0	10	10	10	20	8
Portland	PR2	SE Stark St O'Lay: 122 nd /146 th	1.352	55	0	10	20	10	0	15
Portland	PR9	Hayden Is Dr: N Center Ave/N Farr St	1.440	54	0	10	20	10	14	0
Portland	PR1	Bybee Boulevard O'Xings	5.235	35	15	10	10	0	0	0
West Linn	CR1	Willamette Falls Dr: 10 th /Sunset	3.314	17	0	10	0	0	7	0
Total			\$23.557							

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TO: Milwaukie City Council

THROUGH: Dan Bartlett, City Manager *DB*

FROM: Martha Bennett, Assistant City Manager *MB*
Alice Rouyer, Planning Director

SUBJECT: Request for Extension on Title 3

DATE: June 4, 1999

Action Requested

Council authorization for the Mayor to sign a letter requesting a time extension from Metro for implementation of Title 3.

Background

Attached is a draft letter to Metro requesting that they grant a time extension for compliance with Title 3, the section of the Regional Functional Plan that governs streams, wetlands, and waterways. The current deadline for Title 3 compliance is December 31, 1999. Staff would like the City to request this extension for two reasons.

First, our experience with the last round of amendments for Functional Plan Compliance suggests that we need to build in more time for public involvement. We had planned to be done with the first round of functional plan amendments by February 16, 1999, but Council actually adopted the amendments the first week in April. We needed more time to identify and resolve significant policy questions. Staff believes that there will be some parts of Milwaukie that are significantly affected by Title 3, and we need to build in enough time to resolve key community issues.

Second, we are fully staffed for the first time in five months. We now have enough staff to undertake Title 3, but we will still have a significant load of current planning activities, and we plan to also begin work on Urban Forestry and other code amendments this fall. Therefore, we will have to balance our Title 3 work with other department priorities.

The City already has several of the elements of Title 3 in place, so we do not believe that implementing this code will be a huge policy shift. We do have a significant amount of work to do to integrate the new requirements with our current code, and the new regulations may change our approach to some areas of the community. The draft letter outlines the work we believe needs to be done as part of this process

June 15, 1999

Mike Burton, Executive Officer
Metro
600 NE Grand Avenue
Portland, Oregon 97232-2736

Re: Report on Title 3 and Request for a Time Extension to July 1, 2000

Dear Mr. Burton:

This letter provides Metro with a report on existing plans and policies and a request for a time extension on the City of Milwaukie's work towards complying with Title 3 of the Metro Urban Growth Management Functional Plan (the Functional Plan). The City of Milwaukie places a high priority on water quality, flood management and fish and wildlife conservation as described in the Functional Plan, and our decision makers are anxious to begin this work.

Report and Evaluation of Existing Plans and Policies

The following report and enclosures are submitted as required in Section 3.07.820.G of the Functional Plan. Milwaukie currently recognizes the beneficial uses, functions and values of natural resources through three regulatory measures:

1. Milwaukie Zoning Code (sections 320 and 322); Natural Resource Overlay and Willamette Greenway, and Natural Resource Overlay Map;
2. Erosion Control Program as implemented by our Public Works department; and
3. Flood Zone building standards.

These existing programs provide the assurance that natural resources will be protected in the interim as we develop our local regulations in compliance with Title 3. As we indicated in our Functional Plan Compliance Report dated August 19, 1998, the Metro Water Quality Resource

and Flood Management Area map (Title 3 map) and the Milwaukie Natural Resource Overlay Map are very similar. The existing Natural Resource Overlay Map covers more land area than the Title 3 map since it identifies entire parcels. The Natural Resource Overlay zone in our Zoning Code provides for a public hearing process and professional assessment of impact and mitigation for development on any property with the Natural Resources designation. The Willamette Greenway section in the Zoning Code provides for buffers and a public hearing process. In accordance with Metro Code 3.07.820.G., I am enclosing excerpts from our Compliance Report from last August which provide a more detailed evaluation of our existing regulations. I am also enclosing a copy of our Natural Resource Overlay Map.

Request for Time Extension

Title 8 of the Functional Plan (Metro Code 3.07.810.B.) specifically requires that "cities and counties are required to amend their comprehensive plans and implementing ordinances to comply with sections 3.07.310-.340 of Title 3 within 18 months [December 18, 1999] ..."

Although we are strongly committed to implementing Title 3 as soon as possible, we anticipate that we will not be able to meet the December 18, 1999, deadline set in the Functional Plan for adoption of implementation measures to comply with Title 3. The City therefore requests approximately a 170 day time extension from the Metro Council until July 1, 2000, to complete its implementation of Title 3 regulatory measures.

The primary reason we are asking for this extension is a series of recent staff transitions. The city was without a permanent Planning Director from February through May 1999. Susan Heiser, our Planning Director who carried out the Functional Plan Compliance process, resigned in February 1999. Martha Bennett, our new Assistant City Manager, initiated a national search

for the best qualified Planning Director. Our new Planning Director, Alice Rouyer, began work on June 1, 1999. The City now has the appropriate personnel in place to carry out both day-to-day and long-range planning functions of a medium sized city, including implementation of Title 3. We will begin our work on Title 3 immediately. Due to the recent staff transitions, the complexity of the new standards, and the need to adequately involve the public and property owners (including avoiding public hearings during the month of December) the requested extension provides a more realistic timeframe to complete the adoption of new plan and policy language.

As you can see from the preliminary schedule below, we anticipate getting to public hearings at the Planning Commission and City Council in May and June 2000. The following list provides the steps we anticipate in completing the Title 3 work:

Task	Approximate Timing
Establish Project Management Team (PMT)	July 1999
Prepare a detailed memorandum on applicable regulations and regulatory approaches	July 1999
Meeting #1 with PMT	August 1999
Prepare materials for Work session #1	August 1999
Joint CC/PC/Public Work Session #1	September 1999
Draft revisions to applicable Code sections:	October 1999
Meeting #2 with PMT including legal counsel	November 1999
Prepare for Public open house	November 1999
Hold Open House for general public	Early December 1999
Meeting #3 with PMT	January 2000
Revise draft code language	January 2000
Prepare materials for work session #2	January 2000
CC/PC/ Public Work Session #2	February 2000
BM 56 Notice	April 2000
Public Outreach to affected property owners	April 2000
Prepare final draft report including final code amendments	March 2000-April 2000
Planning Commission Public Hearing/Action	May 2000

The City appreciates the work that your staff has provided during the Functional Plan implementation process, we look forward to their continued assistance. If you or your staff has any questions, please call the City's Planning Director, Alice Rouyer, at (503) 786-7654.

Mike Burton
Title 3 Report
Page 4

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Sincerely,

Carolyn Tomei
Mayor, City of Milwaukie

Enc.

cc: Dan Bartlett, City Manager
Martha Bennett, Assistant City Manager
Alice Rouyer, Planning Director
Jim Coleman, Ramis Crew et al.
Brenda Bernards, Metro Growth Management

Excerpt from the Milwaukie Functional Plan Compliance Report, August 19, 1998

Title 3

Timing: Amendments must be made by December 1999, Status of Compliance due to Metro in June 1999. City plans to make amendments by February 2000.

3A/4B Adopt Water Quality Map and Vegetated Buffer Standards

1. Amend Zoning Map to include Title 3 Water Quality Resource Area maps, replace Natural Resource map in Comprehensive Plan with Title 3 map (or reference to map). Obtain Title 3 map layer from Metro.
2. Amend Natural Resource, Section 322 to include Title 3 Buffer Table and other standards.
3. Adopt the Metro Model Ordinance provisions into the Zoning Ordinance where applicable (Natural Resource Overlay, Conditional Uses and Variances) and into the Subdivision Ordinance where applicable.
4. Initiate a Stormwater Design Manual to address Erosion Control, Water Quality, and other design standards to assure adequate construction standards and Best Management Practices can be enforced.

4A/B. Performance Measures

5. Remove riverfront area from Title 3 Map per Metro criteria (within Town Centers or Regional Centers) and providing downtown destination.
6. Adopt Model Ordinance Language to address flood protection issues.
7. Review current City construction standards.

4D. Establish Implementation Tools

8. Requires city to allow transfer of development rights from areas indicated by map.
9. Recommended - Review subdivisions and partitions designated by Water Quality Resource Areas map for possible conditions.



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

June 10, 1999

To: Mayor and City Council
From: Dan Bartlett, City Manager *Dan*
Re: Council Goals

Action Requested

Review Council Draft Goals Summary (3 page document).

Background

At the June 1, 1999, Council meeting, Councilor Marshall distributed the attached thoughts. The most important thing to gaining focus and developing a common purpose is to operate from a strategic plan. (See article: Manager's memo.)

Staff has been developing a Summary Of The Neighborhood Visions and action plans for Council Goals. These documents need to go through a formal adoption process, then serve as the framework for a joint communication effort between, Council, Neighborhood Leaders, and staff.

The Summary Of The Neighborhood Visions can serve as a document from which neighborhoods, boards and commissions, Council, and staff can build a new City Vision. This can be timed with the efforts of the County Commissioners to develop a County Vision, starting with the Timothy Lake discussion happening later this month.

The Council Goals can be adopted on July 6, 1999, to direct staff activity for Fiscal Year 1999-2000. This Goals and Objectives and then be reviewed and modified once the Vision and Mission of the City can be reviewed and adopted. These documents can then be formatted into a Strategic Plan.

Attachments: Councilor Marshall's Thoughts
Manager's Memo
Summary of Neighborhood Visions
Draft Summary of Council Goals
Action Plans
Council Goals Worksheet and Votes
Status Report on 1999-1999 Council Goal

cc: File -- cm2/hd

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

Jeff M.
6/1/99

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2

For sometime now I have been struggling with the myriad of issues we are faced with as City Councilors of a relatively small Town. While I always told myself I would only work on Issues that pertained directly to the Town of Milwaukie or it's citizens. Weeks go by and I can't fault anyone for the issues we do address. I have this underlying sense that we continue to move forward on issues that require us to actually take a step back, if you will. These include but are not limited to:

- 1) This Councils "Vision/ Mission" Statement.
 - a. How can we move ahead on critical decisions if we haven't defined our Mission.
 - b. How can we plan for the future (15/30 yr.'s) if we don't have a Vision.
(Or Downtown for that matter)
 - c. How can we set Policy for our Community without This critical reference tool.

- 2) A paradigm shift in the way this Council operates and interfaces with Board & Commissions, The City Manager & Staff. Remember TEAM building. Were not through.
 - a. The City Manager & Council need to be more of a collaborative team, we need to Have our separation of responsibilities, much of this is a very gray area. While The City Managers job is technically administrative and not political, the political success of the cities Administration bears on the TEAM work of Council & Manager. And while Councils job is Political, it's success bears on the successful collaboration and implementation done by the Administration.
 - b. Our boards and Commission are a valuable resource, that is not utilized to it's full Potential. However a. needs to be worked on before we can move on this item.
 - c. Staff needs to be able to "Work" with council/ councilor(s) this is part of the "Collaboration" that will make a TEAM. Where adults we need to operate as such.
 - c. "The Sum is Greater Than The Parts" "The Greatest Rewards go to Those Than Take A Risk." "Unless you're the Lead Dog the View Remains the Same"

Manager's memo

Breathing life into your nonprofit board

BY BETH COLE

When Jerry's local community foundation invited him to serve on its board, he cheerfully agreed, since he strongly believed in its mission. After a full year, he is having serious doubts about his decision. "We have made no progress with any of our committees, and it seems like all we do at our meetings is rehash the same old issues over and over again," he recently told me with exasperation. "What can we do to move forward?"

Does this sound familiar? In my 18 years of working with nonprofit boards, I have found few that run as smoothly as they might, free from the kinds of frustrations confronting Jerry.

TURNING APATHY INTO ACTION

Problem: Lack of focus. Staff members who are expected to handle too many areas of responsibility with no sense of priority waste time and energy. **Solution: Create a strategic plan.** Suggest that all board members and staff meet to clarify the nonprofit organization's mission and to prioritize short- and long-term goals. Hire a consultant, if necessary. Many will gladly volunteer their services.

Problem: Lack of commitment. If your board is constantly canceling its meetings due to lack of a quorum—a common problem—you have deeper troubles. Board members quickly lose interest when meetings are unorganized, needlessly long, or scheduled at inconvenient times, and when committee work is static, never changing from month to month.

Solution: Hold effective meetings. Let members decide when to meet. Appoint a timekeeper to keep meetings on track. Conclude each one with a summary and distribute the next meeting's agenda. Most importantly, recognize that people

are more committed to an organization when they have invested time, money, energy, or talent. If board members are not being asked to contribute in some way, they ultimately will feel unrecognized and unappreciated.

Problem: Too much activity; too few results. Gene, an incoming board president, will preside over 18 board members and 10 committees—overtaxing the members and diluting their efforts.

Solution: Less is more. Ask yourself three questions when

ing steps of action for everyone, including absentee members.

Problem: Inadequate funding. For the majority of nonprofit groups, this is their most critical problem. Too many rely solely on their annual campaign for operational income, paying little attention to capital campaigns and planned giving.

Solution: Create a balanced approach. Analyze past donor records and establish a fund development plan to fit the short- and long-term needs of your organiza-



Give them something to cheer about—revive your nonprofit board with new solutions to old problems.

evaluating committees: Does it fit the mission? Does it raise money or awareness? Does it involve members or new volunteers? If the answer to any of these questions is "no," dismantle or reorganize the committee.

Problem: Overwork of the few. Patty told me she was tired of being one of the only board members who did anything for her nonprofit organization. "It's always the same few who volunteer," she complained.

Solution: Ask! Don't wait for volunteers. If you're rejected, analyze the objections. Drop the activity when faced with apathy. Never leave a meeting without establish-

tion. Ensuring that your plan targets all three approaches can solve continual cash flow problems.

There is much to be gained by saying yes to a board appointment for a nonprofit organization that you truly care about. But after you do, be wise. Participate actively. Troubleshoot early. Communicate openly. By caring about the health of your nonprofit, you will help make your community a better place to live—and enrich your own life along the way.

• *Beth Cole, owner of Professional Impact Communications, is a past president of the Rotary Club of Broken Bow, Nebraska, U.S.A.*

Safety & Crime Prevention

Standardize collaboration and communication between the Police and the neighborhoods in the form of neighborhood watch, citizen patrols, traffic safety education and enforcement, graffiti abatement, school safety programs and community policing.

Parks & Recreation

Preserve, make safe and acquire more land for parks, natural area restoration, open spaces and places for organized neighborhood activities, exercise or peaceful contemplation. Riverfront open spaces and parkland should be accessible to all citizens.

Transportation, Circulation and Pedestrian Access

Direct regional flow-through traffic and truck traffic away from neighborhoods. Traffic calming solutions should address problems identified by the neighborhoods. City, regional, and state transportation planning staff should work with neighborhoods and schools on transportation planning and traffic calming to balance auto circulation and rail passage with safe pedestrian and bicycle access. Develop a trail system that connects the community.

Environmental Concerns

Preserve and restore wildlife habitats in the neighborhoods through wetlands restoration, open space acquisition, point-source pollution reduction or elimination and a tree ordinance. Raise awareness of environmental concerns through education and require or provide incentives for sustainable development. Design for minimal impervious surfaces and maximum compatibility with the natural environment.

Property Maintenance

Property upkeep and neighborhood pride is vital for strong neighborhoods. Neighbors should work with Code Compliance staff to identify and solve code problems. Provide volunteer or grant assistance to neighbors who cannot afford to or are physically unable to bring properties into compliance on their own. Encourage pride-building activities such as garden clubs, landscaping incentives and holiday lighting contests.

Housing

Preserve and maintain existing housing stock and rehabilitate historic structures. Consider redevelopment of lots with dilapidated housing that is beyond repair. Expect and Improve maintenance of neglected rental units. Design review guidelines for new construction should be developed to preserve neighborhood character and reduce the negative impacts of infill development.

Communication

Open, constructive and frequent communication between City leadership, staff, residents and businesses should be a mutual commitment. Involve more people in the issues and the development of policies that affect them. Solve problems together, share responsibility for implementing solutions.



Summary of Neighborhood Visions

Community Level Human Services

Human services and community building activities that support families and youth should be encouraged. Inspire volunteerism and involvement by all ages. Facilitate and support access to the arts, alternative education options, and community gathering places.

Land Use and Zoning

Create design guidelines and improve design review procedures to mitigate the negative impacts of flag lots and infill development. Preserve open spaces and encourage cohesive neighborhoods. Ensure neighborhood review of development activity that has local impact. Limit commercial uses in residential areas to neighborhood-service level intensity.

Historic Preservation

Preserve Milwaukie History and continue to discover and document community history through the neighborhoods. Encourage audio and visual recordings, collection of maps and memorabilia and the preservation of stories, customs, places and structures for future generations of Milwaukians.

Economic Development

Encourage economic development in the downtown area to create an aura of friendly gathering, local spending and employment opportunities. Support neighborhood businesses that provide close-in services so auto-dependency is reduced. Make policy that directs the flow of dollars into and within Milwaukie. Approve home-based businesses that are discreet and compatible with the surrounding neighborhood.

Infrastructure

Existing drainage, traffic management, pedestrian and bicycle safety, water, sewer and lighting problems should be identified and addressed through better communication and partnership between the City staff, Neighborhood residents and City leadership. Adequate infrastructure should precede or accompany new development.

Cultural Resources

Nourish and inspire local cultural resources: arts, music, history, farmer's markets, museums, dance and other community endeavors that build pride, celebrate talent, enrich the lives of our citizens and contribute to community identity.



City Council Goals 1999-2004 Strategic Direction

Goal: Support community environmental sustainability (livability) through review of zoning and subdivision ordinances; establishing a design review process; implementing an urban forestry program; and acquiring open space and trails property while it is available.

Objectives

- ◆ Modify Zoning and Subdivision Ordinance to enhance neighborhood livability.
- ◆ Develop and Adopt Neighborhood Design Review Ordinance, including a Design Review Board or Committee
- ◆ Adopt and Implement Urban Forestry Ordinance and Management Plan, becoming a Tree City USA within two years.
- ◆ Acquire Open Space, Park and Trail Properties NOW while it is available.
- ◆ Increase Code Enforcement Activity

Goal: Continue efforts toward development of the downtown and riverfront through a planning process, acquisition of key properties, and construction of key public projects to support a long-term public private partnership.

Objectives

- ◆ Develop and adopt Downtown Plan
- ◆ Develop and adopt Riverfront Plan
- ◆ Develop and adopt Streetscape Plan
- ◆ Develop and adopt Downtown Design Standards
- ◆ Develop and adopt Downtown Development Plan
- ◆ Develop Milwaukie Junior High School Re-use and Site Plan
- ◆ Develop a Plan to relocate Kellogg WasteWater Treatment Plant within 10 years.
- ◆ Initiate Implementing Actions for All Plans

Goal: Support board, commission and neighborhood goals that are compatible with council goals which includes continued funding of neighborhood grants; creating a Citizen Involvement Board; encouraging more youth involvement; and supporting neighborhood visions.

Objectives

- ◆ Continue Grant Funding for Neighborhoods, including increasing allocations by \$1,000 up to a total of \$10,000 per year per neighborhood.
- ◆ Develop Action Plans and Funding Proposals to support Neighborhood Visions.
- ◆ Develop and adopt a Citizen Involvement Board Ordinance.
- ◆ Develop and implement programs, which encourage more Youth Involvement in City matters.
- ◆ Review and Update Board and Commission Responsibilities.

Communications Plan

ID	i	Task Name	Duration	May					June					July					August				September		
				25	2	9	16	23	30	6	13	20	27	4	11	18	25	1	8	15	22	29	5	12	
1		Complete Audit of Existing City Communications Procedures	14 days	[Task Bar]																					
2	■	Analyze Existing Procedures and Recommend New One	10 days																						
3		Estimate Fiscal Impact of New Procedures	4 days																						
4		Prepare Draft Communications Plan for Management Team Rev	7 days																						
5	■	Management Review	7 days																						
6	■	Incorporate Management Revisions	3 days																						
7	■	Present Plan for Council Review	1 day																						
8		Council Revisions	3 days																						
9	■	Adopt Communications Plan	1 day																						

Project: Communications Plan Date: Thu 6/10/99	Task	Summary	Rolled Up Progress
	Split	Rolled Up Task	External Tasks
	Progress	Rolled Up Split	Project Summary
	Milestone	Rolled Up Milestone	

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Functional Plan Phase II

ID	Task Name	Duration	Start	Finish	Qtr 4, 1999	Qtr 1, 2000	Qtr 2, 2000	Qtr 3, 2000
1	DESIGN PROJECT STRATEGY	31 days	Fri 10/1/99	Fri 11/12/99				
2	identify participants, issues, resources, constraints	31 days	Fri 10/1/99	Fri 11/12/99				
3	define relationships & process	31 days	Fri 10/1/99	Fri 11/12/99				
4	declare deliverables	31 days	Fri 10/1/99	Fri 11/12/99				
5	establish detailed schedule	31 days	Fri 10/1/99	Fri 11/12/99				
6	CONDUCT INTELLIGENCE GATHERING	30 days	Mon 11/15/99	Fri 12/24/99				
7	get background information and data	30 days	Mon 11/15/99	Fri 12/24/99				
8	prepare maps	30 days	Mon 11/15/99	Fri 12/24/99				
9	coordinate task efforts w/ County	30 days	Mon 11/15/99	Fri 12/24/99				
10	DESIGN PUBLIC INVOLVEMENT STRATEGY	21 days	Mon 12/27/99	Mon 1/24/00				
11	evaluate need for BM 56 notice	21 days	Mon 12/27/99	Mon 1/24/00				
12	design NDA involvement	21 days	Mon 12/27/99	Mon 1/24/00				
13	schedule hearings and meetings	21 days	Mon 12/27/99	Mon 1/24/00				
14	identify & assess outreach resources and means	21 days	Mon 12/27/99	Tue 1/25/00				
15	DEVELOP MAPPING OPTIONS	30 days	Tue 1/25/00	Mon 3/6/00				
16	present options to Council and Commission	30 days	Tue 1/25/00	Mon 3/6/00				
17	EXECUTE PUBLIC INVOLVEMENT STRATEGY	30 days	Tue 3/7/00	Mon 4/17/00				
18	conduct meetings, get feedback	30 days	Tue 3/7/00	Mon 4/17/00				
19	modify proposal as desired	30 days	Tue 3/7/00	Mon 4/17/00				
20	HOLD PUBLIC HEARINGS FOR ADOPTION	90 days	Tue 4/18/00	Mon 8/21/00				
21	conduct joint work session	90 days	Tue 4/18/00	Mon 8/21/00				
22	conduct 2 Planning Commission public hearings	90 days	Tue 4/18/00	Mon 8/21/00				

Project: FUNCTIONAL PLAN PROJ-M
Date: Thu 6/10/99












Task		Summary		Rolled Up Progress	
Split		Rolled Up Task		External Tasks	
Progress		Rolled Up Split		Project Summary	
Milestone		Rolled Up Milestone			

Functional Plan Phase II

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ID	Task Name	Duration	Start	Finish	Qtr 4, 1999	Qtr 1, 2000	Qtr 2, 2000	Qtr 3, 2000
23	conduct 2 City Council public hearings	90 days	Tue 4/18/00	Mon 8/21/00				

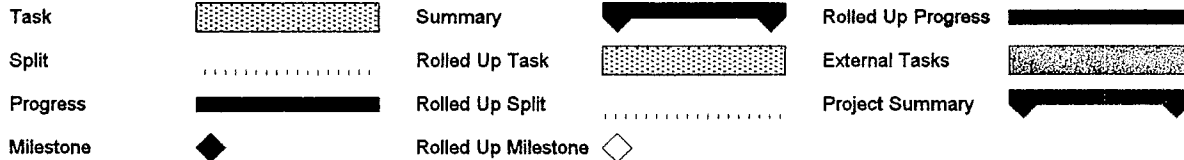
Project: FUNCTIONAL PLAN PROJ-M
Date: Thu 6/10/99

Task		Summary		Rolled Up Progress	
Split		Rolled Up Task		External Tasks	
Progress		Rolled Up Split		Project Summary	
Milestone		Rolled Up Milestone			

Improve Development Code

ID	Task Name	Duration	Start	Finish	Predecessors	Qtr 1, 2000	Qtr 2, 2000	Qtr 3, 2000	Qtr 4, 2000	Qtr 1, 2001
1	Identify highest priority code c	66 days	Mon 8/2/99	Mon 11/1/99						
2	Staff review of problem sec	30 days	Mon 8/2/99	Fri 9/10/99						
3	Meet with Land Use Chairs	0 days	Wed 9/15/99	Wed 9/15/99						
4	Planning Commission Wor	0 days	Tue 10/12/99	Tue 10/12/99						
5	City Council Work Session	0 days	Tue 10/19/99	Tue 10/19/99	4					
6	Finalize prioritized list	10 days	Tue 10/19/99	Mon 11/1/99	5					
7	Coordinate short list of code cha	10 days	Tue 11/2/99	Mon 11/15/99	6					
8	Develop draft code changes	20 days	Tue 11/16/99	Mon 12/13/99	7					
9	Seek Public Input on draft cha	33 days	Mon 1/3/00	Wed 2/16/00						
10	Open House	20 days	Mon 1/3/00	Fri 1/28/00						
11	Neighborhoods	20 days	Mon 1/3/00	Fri 1/28/00						
12	Land Use Chairs	1 day	Wed 2/16/00	Wed 2/16/00						
13	Adopt Code Revisions	118 days	Thu 2/17/00	Tue 8/1/00						
14	Develop final proposed cod	30 days	Thu 2/17/00	Wed 3/29/00	12					
15	Provide notice to DLCD/Me	30 days	Thu 3/30/00	Wed 5/10/00	14					
16	Ballot Measure 56 Notice	1 day	Thu 4/20/00	Thu 4/20/00						
17	Planning Commission Hear	16 days	Tue 5/23/00	Tue 6/13/00						
18	City Council Hearing	1 day	Tue 7/18/00	Tue 7/18/00	17					
19	Council adoption	0 days	Tue 8/1/00	Tue 8/1/00	18					
20	Implement New Code	20 days	Tue 8/1/00	Mon 8/28/00						
21	Codify Changes	20 days	Tue 8/1/00	Mon 8/28/00	19					
22	Revise procedures to imple	20 days	Tue 8/1/00	Mon 8/28/00	19					

Project: Improve Development Code
Date: Thu 6/10/99

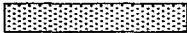












Improve Development Code

ID	Task Name	Duration	Start	Finish	Predecessors	Qtr 1, 2000	Qtr 2, 2000	Qtr 3, 2000	Qtr 4, 2000	Qtr 1, 2001
23	Begin process again (step 1)	1 day	Tue 8/29/00	Tue 8/29/00 22						

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Project: Improve Development Code
Date: Thu 6/10/99

Task		Summary		Rolled Up Progress	
Split		Rolled Up Task		External Tasks	
Progress		Rolled Up Split		Project Summary	
Milestone		Rolled Up Milestone			

Library Futures Project

ID	Task Name	Duration	Start	Finish	1999				2000				2001				2002			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Hire Consultant	130 days	Wed 3/3/99	Tue 8/31/99																
2	Draft RFP	26 days	Wed 3/3/99	Wed 4/7/99																
3	Final RFP	6 days	Wed 4/7/99	Wed 4/14/99																
4	Approval for funding	32 days	Fri 4/16/99	Mon 5/31/99																
5	RFP opens & Closes	32 days	Tue 6/15/99	Wed 7/28/99																
6	Review RFPs	7 days	Mon 8/2/99	Tue 8/10/99																
7	Interview Consultants	5 days	Wed 8/11/99	Tue 8/17/99																
8	Select Consultant	10 days	Wed 8/18/99	Tue 8/31/99																
9	Problem Definition	353 days	Fri 2/5/99	Tue 6/13/00																
10	Patron Surveys	78 days	Fri 2/5/99	Tue 5/25/99																
11	Patron Surveys Hand Out	1 day	Fri 2/19/99	Fri 2/19/99																
12	Stop Accepting Completed Surveys	1 day	Fri 2/26/99	Fri 2/26/99																
13	Patron Survey Data Entry	18 days	Fri 2/5/99	Tue 3/2/99																
14	Patron Survey Analysis	60 days	Wed 3/3/99	Tue 5/25/99																
15	SWOT process	74 days	Wed 9/1/99	Mon 12/13/99																
16	Develop SWOT process	14 days	Wed 9/1/99	Mon 9/20/99																
17	Hold SWOT meetings all jurisdictions	60 days	Tue 9/21/99	Mon 12/13/99																
18	General Surveys/Focus Groups/Other Instruments	104 days	Wed 9/1/99	Mon 1/24/00																
19	Develop General Survey/Focus Group/Other Instrument/s	14 days	Wed 9/1/99	Mon 9/20/99																
20	Implement Survey/Focus Groups/Other Instrument/s	30 days	Tue 9/21/99	Mon 11/1/99																
21	Review Results of Gen'l Survey/Focus Grps/Other Instruments & S\	60 days	Tue 11/2/99	Mon 1/24/00																
22	Develop Problem Statement/Possible Solutions	101 days	Tue 1/25/00	Tue 6/13/00																
23	Draft Problem Statement/Possible Solutions	16 days	Tue 1/25/00	Tue 2/15/00																
24	Brief Elected and Appointed Officials	26 days	Mon 2/21/00	Mon 3/27/00																
25	Hold Public Forums/Focus Groups	30 days	Tue 3/28/00	Mon 5/8/00																
26	Finalize Problem Statement/Draft Possible Solution Results	26 days	Tue 5/9/00	Tue 6/13/00																

Project: Library Futures Committee
Date: Thu 6/10/99

Task		Milestone		Rolled Up Split		External Tasks	
Split		Summary		Rolled Up Milestone		Project Summary	
Progress		Rolled Up Task		Rolled Up Progress			

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Library Futures Project

ID	Task Name	Duration	Start	Finish	1999				2000				2001				2002			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
27	Criteria for Success	20 days	Wed 6/14/00	Tue 7/11/00																
28	Review Problem Statement & Possible Solutions/Draft Criteria	20 days	Wed 6/14/00	Tue 7/11/00																
29	Alternative Solutions	230 days	Wed 7/12/00	Tue 5/29/01																
30	Brainstorm	1 day	Wed 7/12/00	Wed 7/12/00																
31	Compare against Success Criteria	16 days	Wed 7/12/00	Wed 8/2/00																
32	Select Possible Solutions for Success Criteria of all Participants	16 days	Thu 8/3/00	Thu 8/24/00																
33	Brief Elected and Appointed Officials	43 days	Fri 8/25/00	Tue 10/24/00																
34	Hold Public Forums	30 days	Wed 10/25/00	Tue 12/5/00																
35	Finalize list of Solutions -- could be several to meet needs of the various	35 days	Wed 12/6/00	Tue 1/23/01																
36	Economic Feasibility Study/Legislative Action	90 days	Wed 1/24/01	Tue 5/29/01																
37	Election Measures	157 days	Mon 4/1/02	Tue 11/5/02																
38	Review and adoption of Resolutions for Action by Elected Bodies	85 days	Mon 4/1/02	Fri 7/26/02																
39	File Notice of Measure and submit Voters' Pamphlet Explanatory Stmt	1 day	Thu 9/5/02	Thu 9/5/02																
40	Last Day to file measure arguments for Voters' Pamphlet	1 day	Mon 9/9/02	Mon 9/9/02																
41	Election (Ballots Out & Election Day)	14 days	Thu 10/17/02	Tue 11/5/02																

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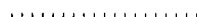



Project: Library Futures Committee
Date: Thu 6/10/99

Task		Milestone		Rolled Up Split		External Tasks	
Split		Summary		Rolled Up Milestone		Project Summary	
Progress		Rolled Up Task		Rolled Up Progress			

Parks and Open Spaces

ID	Task Name	Duration	Start	Finish	Qtr 4, 1998				Qtr 1, 1999			Qtr 2, 1999			Qtr 3, 1999			Qtr 4,
					Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
1	POST Acquisition Program	9.4 wks	Mon 3/29/99	Tue 6/1/99														
2	Draft Proposed Program	12 days	Mon 3/29/99	Tue 4/13/99														
3	Review by CM & ACM	4 days	Wed 4/14/99	Mon 4/19/99														
4	Review by City Attorney	5 days	Mon 4/26/99	Fri 4/30/99														
5	Memo to Council/PARB	6 days	Mon 5/3/99	Mon 5/10/99														
6	Council/PARB joint worksession	1 day	Mon 5/17/99	Mon 5/17/99														
7	Staff final program	4 days	Tue 5/18/99	Fri 5/21/99														
8	Council adopt program	1 day	Tue 6/1/99	Tue 6/1/99														
9	Refinement Process	58.6 wks	Mon 9/7/98	Tue 10/19/99														
10	Stakeholder Interviews	42.8 wks	Mon 9/7/98	Wed 6/30/99														
11	City Staff	10 days	Mon 5/3/99	Fri 5/14/99														
12	NCPRD Staff	43 days	Mon 5/3/99	Wed 6/30/99														
13	NDA leadership	1 day	Wed 6/2/99	Wed 6/2/99														
14	PARB (FY 99-00 priorities)	21.2 wks	Mon 9/7/98	Mon 2/1/99														
15	meetings w/NDA	53 days	Mon 9/7/98	Wed 11/18/98														
16	draft issues & priorities	12 days	Thu 11/19/98	Fri 12/4/98														
17	draft solutions	21 days	Mon 12/7/98	Mon 1/4/99														
18	presentation to Council	10 days	Tue 1/19/99	Mon 2/1/99														
19	City Council (worksession)	1 day	Mon 5/17/99	Mon 5/17/99														
20	Analysis	4.6 wks	Mon 5/31/99	Wed 6/30/99														

Project: POST99
Date: Thu 6/10/99

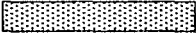










Task		Summary		Rolled Up Progress	
Split		Rolled Up Task		External Tasks	
Progress		Rolled Up Split		Project Summary	
Milestone		Rolled Up Milestone			

Parks and Open Spaces

ID	Task Name	Duration	Start	Finish	Qtr 4, 1998				Qtr 1, 1999			Qtr 2, 1999			Qtr 3, 1999			Qtr 4,
					Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
21	refinement area boundary	23 days	Mon 5/31/99	Wed 6/30/99														
22	Citizen workshops	4.2 wks	Tue 7/6/99	Tue 8/3/99														
23	public meetings	21 days	Tue 7/6/99	Tue 8/3/99														
24	PARB	4 wks	Mon 8/9/99	Fri 9/3/99														
25	public hearing	11 days	Mon 8/9/99	Mon 8/23/99														
26	recommendation to Council	10 days	Mon 8/23/99	Fri 9/3/99														
27	Council Review	6.4 wks	Mon 9/6/99	Tue 10/19/99														
28	worksession	2.2 wks	Mon 9/6/99	Mon 9/20/99														
29	public hearing	1.4 wks	Mon 9/27/99	Tue 10/5/99														
30	adopt refinement plan	7 days	Mon 10/11/99	Tue 10/19/99														
31	confidential tax lot map	7 days	Mon 10/11/99	Tue 10/19/99														

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Project: POST99
Date: Thu 6/10/99

Task		Summary		Rolled Up Progress	
Split		Rolled Up Task		External Tasks	
Progress		Rolled Up Split		Project Summary	
Milestone		Rolled Up Milestone			

Title 3 Compliance Process

ID	Task Name	Duration	Start	Finish	Predecessors	Qtr 4, 1999	Qtr 1, 2000	Qtr 2, 2000	Qtr 3, 2000	Qtr 4, 2000															
1	Analysis of Current Status	74 days	Wed 6/2/99	Mon 9/13/99																					
2	Compare Existing Codes w	20 days	Wed 6/2/99	Tue 6/29/99																					
3	Update Natural Resources	10 days	Wed 6/30/99	Tue 7/13/99	2																				
4	Planning Commission Revi	1 day	Tue 7/20/99	Tue 7/20/99	3																				
5	City Council Review Directl	1 day	Mon 8/2/99	Mon 8/2/99																					
6	Develop Complete outlin	30 days	Tue 8/3/99	Mon 9/13/99	5																				
7	FEMA	30 days	Tue 8/3/99	Mon 9/13/99																					
8	Metro	30 days	Tue 8/3/99	Mon 9/13/99																					
9	Mitigation/Buffering	30 days	Tue 8/3/99	Mon 9/13/99																					
10	Metro concurrence with Policy A	30 days	Tue 9/14/99	Mon 10/25/99	6																				
11	Public Involvement/Outreach	98 days	Wed 11/17/99	Fri 3/31/00																					
12	Open House	1 day	Wed 11/17/99	Wed 11/17/99																					
13	NDA Outreach	65 days	Wed 12/1/99	Tue 2/29/00																					
14	LUC Chairs	21 days	Tue 2/1/00	Tue 2/29/00																					
15	PC/CC Work sessions	23 days	Wed 3/1/00	Fri 3/31/00	14																				
16	Complete Code Revisions	171 days	Tue 10/26/99	Tue 6/20/00																					
17	Draft Code	71 days	Tue 10/26/99	Tue 2/1/00	10																				
18	Revise Code after outreach	18 days	Wed 3/1/00	Fri 3/24/00																					
19	Notice to Metro/DLCD	32 days	Mon 3/27/00	Tue 5/9/00	18																				
20	BM 56 Notice	27 days	Mon 4/3/00	Tue 5/9/00																					
21	PC Hearings	11 days	Tue 5/9/00	Tue 5/23/00																					

Project: Title 3 Compliance
Date: Thu 6/10/99












Task		Summary		Rolled Up Progress	
Split		Rolled Up Task		External Tasks	
Progress		Rolled Up Split		Project Summary	
Milestone		Rolled Up Milestone			

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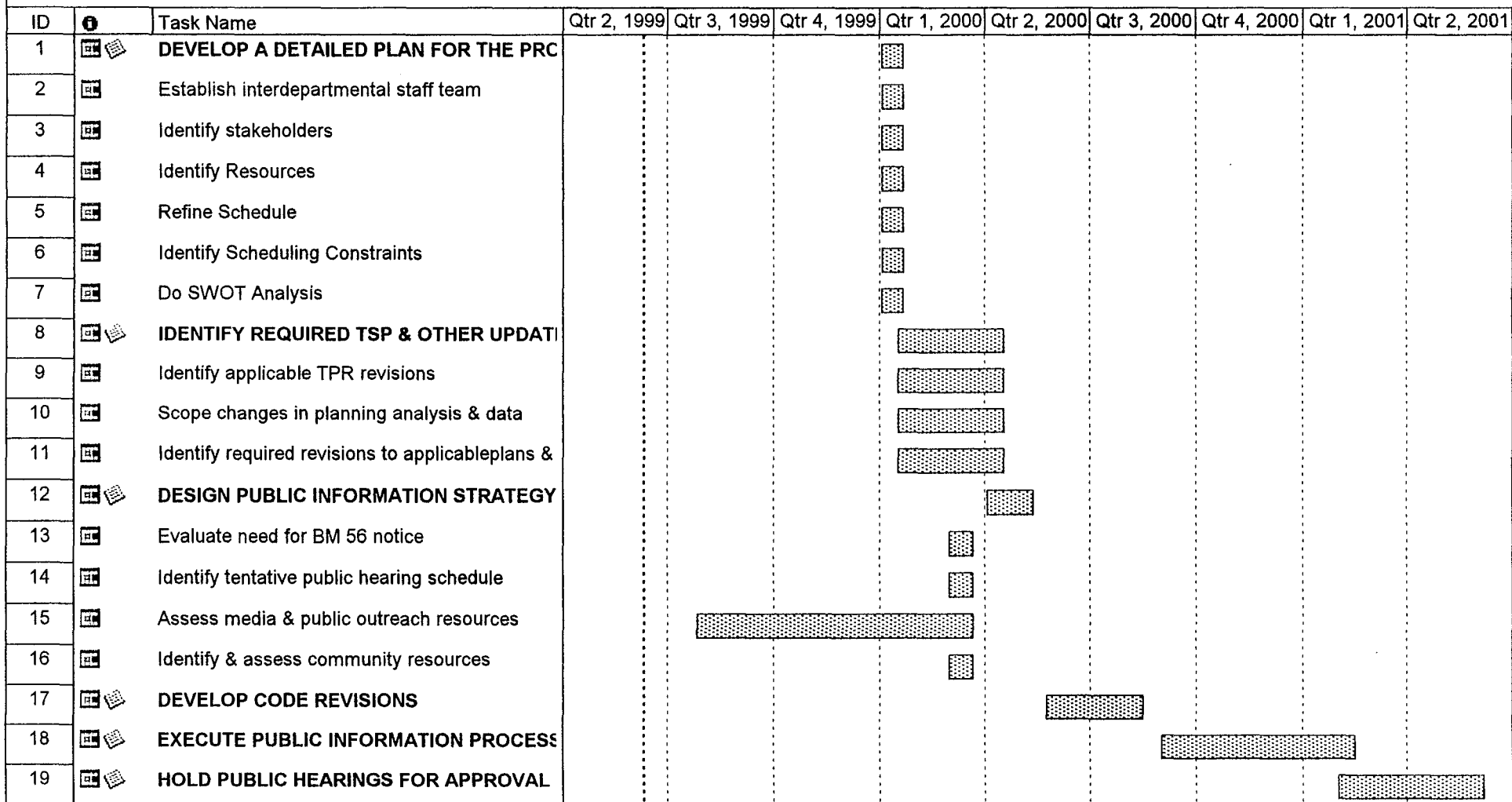
Title 3 Compliance Process

ID	☐	Task Name	Duration	Start	Finish	Predecessors	Qtr 4, 1999	Qtr 1, 2000	Qtr 2, 2000	Qtr 3, 2000	Qtr 4, 2000
22	☐	CC Hearings	11 days	Tue 6/6/00	Tue 6/20/00						☐
23	☐	CC Adoption	1 day	Tue 6/20/00	Tue 6/20/00						—

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Project: Title 3 Compliance Date: Thu 6/10/99	Task		Summary		Rolled Up Progress	
	Split		Rolled Up Task		External Tasks	
	Progress		Rolled Up Split		Project Summary	
	Milestone		Rolled Up Milestone			

Transportation Impact Code Revisions



Project: Project manager Date: Thu 6/10/99	Task	Summary	Rolled Up Progress
	Split	Rolled Up Task	External Tasks
	Progress	Rolled Up Split	Project Summary
	Milestone	Rolled Up Milestone	

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Urban Forestry Plan

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ID	Task Name	Duration	Start	Finish	Qtr 4, 1999	Qtr 1, 2000	Qtr 2, 2000	Qtr 3, 2000	Qtr 4, 2000	Qtr 1, 2001
1	Review Requirements for Tree C	10 days	Mon 6/14/99	Fri 6/25/99	6/14	6/25				
2	Conduct research on tree progr	15 days	Mon 6/14/99	Fri 7/2/99	6/14	7/2				
3	Read/Review Draft Ordinance	15 days	Mon 6/14/99	Fri 7/2/99	6/14	7/2				
4	City Attorney Review on Existing	19 days	Tue 7/6/99	Fri 7/30/99	7/6	7/30				
5	Write Staff report to Council	5 days	Mon 8/2/99	Fri 8/6/99	8/2	8/6				
6	Present imp. Program/policy que	0 days	Mon 8/16/99	Mon 8/16/99	8/16					
7	Select Consultant for Urban For	30 days	Mon 8/2/99	Fri 9/10/99	8/2	9/10				
8	Evaluate options for citizen advis	35 days	Mon 8/16/99	Fri 10/1/99	8/16	10/1				
9	Seek Council direction/approval	0 days	Tue 10/19/99	Tue 10/19/99	10/19					
10	Solicit applications for citizen ad	30 days	Tue 10/19/99	Mon 11/29/99	10/19	11/29				
11	Appoint citizen advisory body	26 days	Tue 11/30/99	Tue 1/4/00	11/30	1/4				
12	Complete first draft of urban fore	85 days	Mon 9/13/99	Fri 1/7/00	9/13	1/7				
13	Solicit public involvement on urb	40 days	Mon 1/10/00	Fri 3/3/00	1/10	3/3				
14	Complete urban forestry plan	20 days	Fri 3/3/00	Fri 3/31/00	3/3	3/31				
15	Draft code revisions to implemer	30 days	Mon 4/3/00	Fri 5/12/00	4/3	5/12				
16	Notice period to DLCD and Metr	45 days	Mon 5/15/00	Fri 7/14/00	5/15	7/14				
17	Planning Commission Hearing	0 days	Tue 7/25/00	Tue 7/25/00	7/25					
18	City Council Hearing/code adopt	0 days	Tue 8/15/00	Tue 8/15/00	8/15					
19	Prepare RFP/solicitation for arb	20 days	Mon 4/3/00	Fri 4/28/00	4/3	4/28				
20	Select arborist for day-to-day tas	40 days	Mon 5/1/00	Fri 6/23/00	5/1	6/23				
21	Revise internal procedures/appli	30 days	Mon 6/26/00	Fri 8/4/00	6/26	8/4				

Project: Urban Forestry Date: Thu 6/10/99	Task		Rolled Up Task		External Tasks	
	Progress		Rolled Up Milestone		Project Summary	
	Milestone		Rolled Up Progress			
	Summary		Split			

Annexation Project

ID	Task Name	Duration	Start	Finish	Qtr 4, 1999	Qtr 1, 2000	Qtr 2, 2000	Qtr 3, 2000	Qtr 4, 2000
1	Meet with City Council	1 day	Mon 4/19/99	Mon 4/19/99					
2	Implement new Annexation Code	109 days	Tue 4/20/99	Wed 9/22/99					
3	Complete first draft of code	25 days	Tue 4/20/99	Mon 5/24/99					
4	Revise draft code	15 days	Tue 5/25/99	Tue 6/15/99					
5	Send notice to DLCD and N	3 days	Wed 6/16/99	Fri 6/18/99					
6	Notice Period for DLCD and	45 days	Mon 6/21/99	Mon 8/23/99					
7	Hold Planning Commission	1 day	Tue 8/24/99	Tue 8/24/99					
8	Hold City Council Public He	20 days	Wed 8/25/99	Wed 9/22/99					
9	Create Implementing Form:	20 days	Tue 5/25/99	Tue 6/22/99					
10	Establish Annexation Fees	45 days	Tue 7/20/99	Tue 9/21/99					
11	Resolve issues related to Uns	30 days	Tue 6/1/99	Tue 7/13/99					
12	Get realistic est. of extensic	20 days	Tue 6/1/99	Mon 6/28/99					
13	Seek Council Approval of s:	1 day	Tue 7/6/99	Tue 7/6/99					
14	Draft letter to Clackamas C:	5 days	Wed 7/7/99	Tue 7/13/99					
15	Develop Public Outreach Infor	55 days	Thu 7/1/99	Fri 9/17/99					
16	Write piece on benefits of ε	30 days	Thu 7/1/99	Thu 8/12/99					
17	Graphic layout of piece	10 days	Fri 8/13/99	Thu 8/26/99					
18	Printing of piece	15 days	Fri 8/27/99	Fri 9/17/99					
19	Develop Long Range Annexati	150 days	Wed 9/1/99	Mon 4/10/00					
20	Analyze areas within "Dual	60 days	Wed 9/1/99	Mon 11/29/99					
21	Analyze other areas within	60 days	Fri 10/1/99	Mon 1/3/00					
22	Negotiate with Clackamas (90 days	Tue 11/30/99	Mon 4/10/00					
23	Negotiate with CCSD #1	90 days	Tue 11/30/99	Mon 4/10/00					
24	Negotiate with Clackamas i	90 days	Tue 11/30/99	Mon 4/10/00					
25	Negotiate with other affecte	90 days	Tue 11/30/99	Mon 4/10/00					
26	Meet with affected property	90 days	Tue 11/30/99	Mon 4/10/00					

Project: Annexation Code and Process
Date: Thu 6/10/99

Task		Milestone		Rolled Up Split		External Tasks	
Split		Summary		Rolled Up Milestone		Project Summary	
Progress		Rolled Up Task		Rolled Up Progress			

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Board and Commission Review

WS. 8 24

ID	Icon	Task Name	Duration	Start	Finish	Predecessors	Qtr 1, 2000	Qtr 2, 2000	Qtr 3, 2000	Qtr 4, 2000
1		Review Current Status, including	45 days	Mon 8/2/99	Fri 10/1/99					
2		Evaluate additional advisory	20 days	Mon 10/4/99	Fri 10/29/99					
3	RM	Coordinate Tree Commissi	20 days	Mon 10/4/99	Fri 10/29/99	1				
4		Citizen Participation Comm	20 days	Mon 10/4/99	Fri 10/29/99	1				
5		Describe options for restructurin	25 days	Mon 11/1/99	Fri 12/3/99	4				
6		Outreach	50 days	Mon 12/6/99	Fri 2/11/00					
7	RM	Meet with affected advisory	30 days	Mon 1/3/00	Fri 2/11/00	5				
8		Meet with NDAs	40 days	Mon 12/6/99	Fri 1/28/00	5				
9	RM	Hold Town Meeting	0 days	Wed 2/9/00	Wed 2/9/00	8				
10		Narrow Options	20 days	Wed 2/9/00	Tue 3/7/00	9				
11	RM	Adopt new structure/charges	0 days	Tue 3/21/00	Tue 3/21/00					
12		Solicit applications for new board	30 days	Tue 3/21/00	Mon 5/1/00	11				
13	RM	Appoint new members	0 days	Tue 5/16/00	Tue 5/16/00					

Project: Boards and Commissions Revi
Date: Thu 6/10/99

Task		Summary		Rolled Up Progress	
Split		Rolled Up Task		External Tasks	
Progress		Rolled Up Split		Project Summary	
Milestone		Rolled Up Milestone			

Code Enforcement Review

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ID	Task Name	Duration	Start	Finish	Qtr 3, 1999				Qtr 4, 1999	
					Jun	Jul	Aug	Sep	Oct	Nov
1	Assign Revisions by Area of Specialization	1 day	Wed 6/16/99	Wed 6/16/99						
2	Scope out Code for extent of revision work	5 days	Wed 7/14/99	Tue 7/20/99		■				
3	Establish Public Input Mechanism for Revision Process	1 day	Wed 7/14/99	Wed 7/14/99		└─┘				
4	Submit Recommendations to Management	1 day	Mon 7/26/99	Mon 7/26/99		└─┘				
5	Incorporate Management Revisions	2 days	Mon 8/2/99	Tue 8/3/99		└─┘				
6	Send through Legal Review	7 days	Mon 8/9/99	Tue 8/17/99		■				
7	Propose Revisions for Council Review	1 day	Mon 8/23/99	Mon 8/23/99		└─┘				
8	Incorporate Council Revisions	5 days	Tue 8/24/99	Mon 8/30/99		■				
9	Resend through Legal Review	7 days	Tue 8/31/99	Wed 9/8/99		■				
10	Public Notice Period	30 days	Thu 9/9/99	Wed 10/20/99		■				
11	Public Hearing(s)	2 days	Tue 10/26/99	Wed 10/27/99				■		
12	Adopt Revisions	1 day	Tue 11/9/99	Tue 11/9/99				└─┘		
13	Amortization Scheme	10 days	Wed 11/10/99	Tue 11/23/99				■		

Project: CERT Team Ordinance Revis Date: Thu 6/10/99	Task	■	Summary	▾	Rolled Up Progress	■
	Split	Rolled Up Task	■	External Tasks	■
	Progress	■	Rolled Up Split	Project Summary	▾
	Milestone	◆	Rolled Up Milestone	◇		

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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
- 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 Milwaukie 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

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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

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.

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

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

Michelle add NDA Vision summary or summaries

Current:

City of Milwaukie Community Vision Summary:

By the year 2015- Milwaukie is a culturally and economically diverse city that capitalizes on its role as a transportation and economic hub in the region. Milwaukie's established and stable neighborhoods connect to an expanded civic, commercial and cultural center. A mix of

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employment opportunities incorporates new technology and efficiently uses the city's human and natural resources. The riverfront, city center and other neighborhood and employment centers are connected by a greenspace network. The city is easily walkable. Residents and visitors alike enjoy the vibrancy of healthy commercial districts, high quality schools, innovative urban design, and safe and attractive public spaces.

MISSION

Current:

The mission of the City of Milwaukie is to maintain Milwaukie as a good place to live and work, which is clean, safe, responsive and provides quality services.

The City will have a commitment to achieving and maintaining:

- the sense of place, history and future that defines Milwaukie and distinguishes it from other areas;
- a livable, safe environment including preservation and enhancement of both built and physical environments; and
- a private and public partnership which provides for the maximization of business and individual opportunities.

Larry's Suggestion:

- **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

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- 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

Current Labor Management Compact:

Our mutual value statement recognizes that Milwaukie employees are competent, confident, and contribute to the success of the organization. This will be accomplished through:

Customer Service: Each employee is approachable and willing to listen to all sides. Looks for a variety of solutions using creative means to improve customer service and productivity. Goes to the customer for assessment of what the customer wants and understands the customer's definition of service level, and how it is provided, the quality and the quantity.

A Milwaukie employee exhibits:

Teamwork, a means for improved quality services and products, through collaborative team efforts and by assisting within each employees area of expertise or if needed, by referring to the appropriate source for response.

Quality by consistently showing a high degree of accuracy, neatness, completeness, thoroughness, and excellent products and services.

Reliability by ensuring that every request receives a response. Additionally, each employee keeps the commitments made to

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external and internal customers, including fellow team members and supervisors. Time frames and processes (no surprises) are communicated and timelines for job assignments are met. All telephone calls are returned no later than next work day.

Integrity by doing the right thing even when no one is looking, being honest in actions and words, and remaining aware of each employee's impact on the perceptions of others.

Respect by acknowledging the rights and values of each individual. Employees treat customers with dignity and respect through verbal and non-verbal communication.

Safety by performing tasks in accordance with established safety procedures and by keeping up-to-date with changes in safety policies and procedures. Employees are willing to let someone know when there is a safety issue.

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1999-2004 GOALS

- ❖ Continue efforts toward development of the downtown and riverfront through a planning process, acquisition of key properties, and construction of key public projects to support a long-term public private partnership.

GOAL: Development of the downtown and riverfront	4 votes
<ul style="list-style-type: none"> 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. <p>Notes: Tangible process results.</p>	<p>Carolyn Tomei - Most important <i>Dan will extract a time line from Crandall document and other sources</i></p>
<ul style="list-style-type: none"> McLoughlin Boulevard improvements postpone 	
<ul style="list-style-type: none"> Museum 	

	✓	Parks -- Jr. High property/riverfront
		Riverfront – Do we need to revisit Riverfront Plan
2 VOTES	✓✓	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

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	✓	Sewage Treatment – Analysis of long-term options
		Sewage Treatment – Short issue summary
		Sewage Treatment – Who are partners?

		Downtown – Growth Regional or Town Center?
		Downtown – McMennimans?

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- ❖ Support board, commission and neighborhood goals that are compatible with council goals which includes continued funding of neighborhood grants; creating a Citizen Involvement Board; encouraging more youth involvement; and supporting neighborhood visions.

<p>GOAL: Support of board, commission and neighborhood goals that are compatible with council goals: Incorporation of community desires and involvement</p> <p>Notes:</p> <p>Jeff Marshall - Have in place Citizen Involvement Board.</p> <p>How Council use Boards and Commissions as a resource.</p>	<p>3 VOTES</p>
<p>Review and Update Board And Commission Responsibilities</p>	
<ul style="list-style-type: none"> • Change the Park and Recreation Board (PARB) to the PAR Commission. Their charge would be to facilitate the acquisition of Parkland and Implement the Urban Forestry Program, including the necessary hearings from tree permits. <p>Notes:</p> <p>Rob Kappa may be Planning Commission. ASAP</p>	<p>2 VOTES</p> <p><i>Martha will handle this in the Urban Forestry timeline and goals.</i></p> <p><i>Need an options analysis for PARB, Planning commission or separate commission.</i></p>
<ul style="list-style-type: none"> • In order to improve our community pride and citizen involvement we need to <u>create the "Community Citizen involvement, communication and input Brd.</u> 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 <u>clearinghouse for volunteers.</u> A central entity to request volunteers or to volunteer. 	<p>4 VOTES</p> <p><i>Charlene, & Michelle to take a first pass on structure and timeline. Contact Jeff for more of his ideas, if necessary</i></p>

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<p>Notes: Jeff and Mary Idea. Delegating to Board & Commissions.</p>	<p>Jeff Marshall - Most Important.</p>
<p>To facilitate the creation of this involvement board I propose we eliminate the current Traffic Safety and Transportation Board.</p>	<p>Martha and Dan will develop alternatives along with Charlene & Michelle at a future Exc. Team meeting</p>
<p>Finally the citizens "whatever" board will oversee the processing and distribution of grant monies.</p> <p>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.</p> <p>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.</p> <p>Notes: Totally refined new selection board effective quick targeted carry over from year to year. Fix NDA problems thru NDA. Fund Community building.</p>	<p>Charlene, & Michelle to take a first pass on structure and timeline. Contact Jeff for more of his ideas, if necessary</p>
<ul style="list-style-type: none"> • Develop recognition for volunteer service. 	<ul style="list-style-type: none"> • 1 VOTE • Pat Duvall to schedule and structure each of 4 years with help from???
<ul style="list-style-type: none"> • Continue funding of Neighborhood Office. 	<ul style="list-style-type: none"> • 1 VOTE

<ul style="list-style-type: none"> • Continue grant funding. This will be important over the next 5 yrs. <u>NDA grants will increase \$1000 a year. To \$10,000 a year.</u> All persons from the city that do <u>volunteer work</u> within or for the welfare of the <u>citizens of the city will be eligible for credit to their NDA for grant monies.</u> 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. <p>Notes: Code Enforcement and design through NDA funding.</p>	<ul style="list-style-type: none"> • Done • 4 VOTES • Done for 99-00 • Need to restructure for 00-04 • Michelle & Jan to join the Exec. Team to brainstorm ideas shoot arrows at mine. • Larry Lancaster - Most Important
<ul style="list-style-type: none"> • Help NDAs to qualify for non-profit status. 	<ul style="list-style-type: none"> • Michelle and Jan
<p>GOAL: Encourage more youth involvement in city matters.</p>	<ul style="list-style-type: none"> • 3 VOTES • Charlene and her team to come up with a program for 99-04
<ul style="list-style-type: none"> • Establish youth advisory positions on appropriate boards. 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Support a youth center in our area. 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Encourage activities that foster cross-generational communication. 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Establish city links into schools.(speakers bureaus, high school visioning, input to downtown development etc.) 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Volunteer pool 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • After school programs 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Advocacy centers 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Get youth back into the community 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • Youth center in Jr. High to serve kids of all ages during all non-school hours 	<ul style="list-style-type: none"> •

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<ul style="list-style-type: none">• Offer a variety of programs -- both fun and educational	<ul style="list-style-type: none">•
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- ❖ Support community environmental sustainability (livability) through review of zoning and subdivision ordinances; establishing a design review process; implementing an urban forestry program; and acquiring open space and trails property while it is available.

<p>GOAL: Support environmental sustainability (Livability).</p>	<p>3 VOTES</p>
<p>Long term goal #1, a Quality Community, without a doubt</p>	
<ul style="list-style-type: none"> • the first thing we need to do is address <u>our zoning and subdivision Ordinance</u>. Now! <p>Notes: Planning Commission pick critical changes for periodic review not later than 2003</p>	<p>6 VOTES</p> <p><i>Martha and Alice to develop work program through 03 periodic review</i></p>
<ul style="list-style-type: none"> • Establish A Design Review Board Or Committee 	<p>5 VOTES</p> <p><i>Martha and Alice to develop work program</i></p>
<ul style="list-style-type: none"> • Establish a Design Review Board. 	
<ul style="list-style-type: none"> • Design Review committee on housing 	
<ul style="list-style-type: none"> • King Road Commercial area 	
<ul style="list-style-type: none"> • Design Review Committee NOW! 	
<ul style="list-style-type: none"> • be achieved by a <u>Design Review Commission</u>. Our standards should be by performance rather than by specifics. 	
<ul style="list-style-type: none"> • Design review assures quality housing that fits the character of each neighborhood 	
<ul style="list-style-type: none"> • Development and design standards / guidelines 	
<ul style="list-style-type: none"> • Maintenance & Appearance Standards 	<p><i>Code Enforcement Team to develop ordinance review work</i></p>

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	<i>plan and schedule</i>
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✓✓✓	<p>Tree Ordinance – Just do it!</p> <p>Note:</p> <p>Mary King - Most Important</p> <p>Have tree ordinance - have it off the table.</p>
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<ul style="list-style-type: none"> • Implement the urban forestry program. * <p>Note:</p> <p>Tie to Boards and Commissions using PARB for Tree Board</p>	<p>5 VOTES</p> <p><i>Martha's Team to Develop work plan and proposals</i></p>
<ul style="list-style-type: none"> • and to <u>implement The Urban Forestry Plan -- Tree Ordinance.</u> 	
<ul style="list-style-type: none"> • Pass Urban Forestry ordinance to protect Milwaukie trees and encourage planting on public and private land 	
<ul style="list-style-type: none"> • Educational component shows importance of urban forest and how to deep it healthy 	
<ul style="list-style-type: none"> • Acquire open space and path property NOW while it is available.* 	<p>3 VOTES</p> <p><i>Charlene's Team to develop Work Plan: Part done and presented 5/17</i></p>
<ul style="list-style-type: none"> • Some open spaces 	
<ul style="list-style-type: none"> • Elk Rock Island and Jack's Park 	
<ul style="list-style-type: none"> • 32nd Avenue park for Ardenwald 	
<ul style="list-style-type: none"> • In order to facilitate the purchase of no less than <u>2, preferably 5 acres of Park land per year</u> for the next Five years, 	
<ul style="list-style-type: none"> • Buy as much park land as possible as soon as it becomes available 	
<ul style="list-style-type: none"> • Improve parks so they can be used by all ages in all neighborhoods 	

• Annex Elk Rock Island	1 VOTES <i>Martha & Swanson to develop proposal using Ken Martin ASAP</i>
• Increase level of enforcement.	3 VOTES <i>Code Enforcement Team to develop ordinance review work plan and schedule</i>
• Tighten, enforce, and educate.	
• Develop incentive programs.	

★	●	Comment:
	✓ 1 VOTE	Annexation <i>Martha & Swanson to develop proposal using Ken Martin ASAP</i> Notes: Rob Kappa - Most Important. Rob - Have a plan; be a player. Work Session on annexation tied to Riverfront and Sewage Treatment move. Work Session before meeting with Boards and Commissions.
		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

GOAL: HOUSING	
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<ul style="list-style-type: none"> Some low income and subsidized housing interspersed with other price ranges 	<p>1 VOTE</p> <p><i>Martha & Alice to address in Zoning & Comp Plan review</i></p>
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<p>GOAL: Increase citizen/customer, employee satisfaction.</p> <p>Notes: Carry over</p>	<p>1 VOTE</p> <p><i>Charlene to develop annual programs and target reviews for all years from 99-04</i></p>
<ul style="list-style-type: none"> Make commitments, keep them! Return phone calls, make follow-up calls!! 	<ul style="list-style-type: none"> !!!!
<ul style="list-style-type: none"> City employees committed to good customer relations and providing excellent service 	<p>1 VOTE</p>
<ul style="list-style-type: none"> Positive reinforcement and recognition. 	<p>1 VOTE</p>
<p><u>City Services in General</u></p>	
<ul style="list-style-type: none"> Competent, efficient, happy staff providing great services to citizens, with high standards and expectations 	<p>1 VOTE</p>

<p>GOAL: COMMUNICATIONS: Continuous effective communication</p> <p>Notes: Option Report</p>	<p>2 VOTE</p> <p><i>Grady and Michelle to complete Communications Plan for Council adoption. Get a Work Plan in Project.</i></p>
<ul style="list-style-type: none"> Continue funding "The Pilot" <p>Notes: Given!!</p>	
<ul style="list-style-type: none"> Support increasing number of citywide events. <p>Notes: Riverfront.</p>	<p>1 VOTE</p>
<ul style="list-style-type: none"> Continually improve 2-way communication with citizens, providing updated information 	<p>1 VOTE</p>

about the City and regional issues in the <i>Pilot</i> , <i>Oregonian</i> , and Channel 12	
<ul style="list-style-type: none"> 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 	2 VOTE
<ul style="list-style-type: none"> Phone service -- information lines -- like <i>Oregonian</i> 	1 VOTE

SUGGESTIONS FOR COUNCIL	
<ul style="list-style-type: none"> New vision statement. 	1 VOTE <i>Dan to develop work plan for review with Exec. Team, Michelle and Alice</i>
<ul style="list-style-type: none"> Apply environmental ethics in decision making. 	1 VOTE <i>Dan to develop work plan to share information and develop program around ISO 1400</i>
<ul style="list-style-type: none"> Develop and sign a cooperative council agreement 	2 VOTE Done
<ul style="list-style-type: none"> Schedule more open-ended work sessions. 	<i>To be completed in review of balance of 99 schedule</i>
<ul style="list-style-type: none"> Have staff develop a list of what's pending. 	<i>Dan and Pat D. to develop listing</i>
<ul style="list-style-type: none"> Increase lobbying efforts at state and county levels. 	
Deal with the paper flood.....especially 6 line pages.	1 VOTE <i>Laura to develop schedule for Council Lap tops</i>
<ul style="list-style-type: none"> <u>Governmental Organization and Structure</u> 	
<ul style="list-style-type: none"> Strong, competent Council working as a team with common goals and viable, practical strategies to achieve them 	

<ul style="list-style-type: none"> Strong competent City Manager and staff committed to helping Council achieve their goals 	
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General Intergovernmental Relations	
<ul style="list-style-type: none"> Garner respect and trust from our community, Clackamas County, Metro, and other cities 	
<ul style="list-style-type: none"> <u>County</u> 	
<ul style="list-style-type: none"> Have a strong, active, informed voice -- not adversarial but advocating for our citizens and demanding equity 	<p>3 VOTE</p> <p><i>Pat to develop a tentative schedule from 99-04 of months targeted for meetings with BCC at least 3 per year.</i></p>
<ul style="list-style-type: none"> <u>Neighboring Cities</u> 	
<ul style="list-style-type: none"> Join with neighboring cities to be a united front in dealing with the County, Metro and state 	<p>1 VOTE</p> <p><i>DRB to outline Clackamas Cities and Mayors & Managers process.</i></p>
<ul style="list-style-type: none"> Be a leader 	<p>1 VOTE</p> <p><i>Work Program to include Leadership Training for Council each year. This year NLC Program at Welches</i></p>
<ul style="list-style-type: none"> <u>Special Districts</u> 	

Directions to staff

GOAL: Performance based budgeting	VOTES
<ul style="list-style-type: none"> A balanced budget <p>Notes: Given administrative directive clearly defined. Not a buzz word deal!!</p>	<p>1 VOTES</p> <p><i>Jan and Dan to Develop Proposal and Work Plan to complete Springbrook transition and then move to Performance Budget</i></p>

<p>Avoid taking staff time that is not contributing to goal accomplishment. Show citizens what they get for their \$.</p>	
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<p>GOAL: Public Safety</p>	<p>1 VOTE <i>Brent to develop COPs Work Plan and update for 99-04</i></p>
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<p>GOAL: Dependable infrastructure</p>	<p>1 VOTES <i>Exec. Team and Jan to complete CIP, and Funding strategy work plan. Jan to take first pass at schedule for update of document as it stands now, target a Fall review with Budget Committee, then build in an annual refinement process.</i></p>
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City Council Goals From April 4, 1998

Status Report: June 15, 1999

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

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Complete Urban Service Agreements		
Participate in citizen involvement process with special districts and adjoining cities.	Council, Citizens	Fall 1998 <i>Completed Winter 1999 Status Memo's attached</i>
Prepare draft urban service agreements.	City Manager, Departmental Staff, City Attorney	January 1999 <i>Draft Planning Agreement Prepared. Others delayed for Planning & Vision Process.</i>
Objective: Consider annexing dual interest areas	Council	
Review Urban Growth Management Agreement	Council, Community Development Director, City Attorney	January 1999 Done Draft Annexation Ordinance completed and under review. Coming to Council in near future.
Conduct public involvement process	Council, City Staff	February-April 1999 Delayed for Annexation Ordinance

WS. 8 46

Prepare Annexation Documents	Community Development, City Attorney	January-May 1999 Delayed for Annexation Ordinance
File with Boundary Commission or County Commissioners	City Recorder	May 1999 Delayed for Annexation Ordinance

TO: SB 122 Citizens' Group
FROM: Mike Swanson
DATE: June 1, 1999
RE: Update

A couple of months have passed since you met and recommended the Draft Intergovernmental Agreement and North Clackamas Consortium process. This memo is intended to update you on the progress made so far.

First, the additional parties you requested be added to the process have been invited, and they are attending the manager meetings. They are: Water Environment Services (formerly Clackamas County Service District 1), Mt. Scott Water District, Boring Fire District, and Damascus Water District.

Second, we have approached Clackamas County with the Draft Intergovernmental Agreement and have asked them to join in this effort. To date we have been discussing the County's participation with Commissioner Mike Jordan and County Administrator Steve Rhodes. While we do not have a final answer, the direction the discussions have taken has been positive.

The next step in the County's process will be a discussion and deliberation at the Board level. That discussion is presently scheduled to take place on June 9. It would be helpful if you could call any or all of the Board members (Bill Kennemer, Larry Sowa, and Mike Jordan) and express your support of the agreement and process. Their number is 655.8581. If you prefer, you can express your support by e-mail to the Board. Their e-mail address is bcc@co.clackamas.or.us. The June 9 meeting will be an important step in their decision about whether or not to participate. Your input will be important.

Again, thank you for your participation throughout the process leading to the draft agreement. As we proceed through the next steps, we will keep you informed. In the meantime, if you have any questions, please do not hesitate to call me at 699.7780.

WS. 8 48

TO: SB 122 Managers
FROM: Mike Swanson
DATE: June 1, 1999
RE: May 28, 1999 Meeting

This memo is intended to briefly recap the May 28 meeting. The members present were: Bruegman, Hoffman, Jutila, Squires, Brandon, Bartlett, Thomas, and Klingbale. Also present were Commissioner Jordan and myself.

I opened the meeting with a brief report about the meeting John Egge and I had with Commissioner Jordan and Steve Rhodes. John and I had discussed the Citizens' Group process with Mike and Steve, and we provided them with the Draft Agreement and a list of the values and strategies developed by the citizens. We also stressed that the local government group was determined to do something and that the proposed Consortium was strongly supported by the citizens and managers. We requested that the County join in the process by agreeing to sign the Agreement. Mike and Steve agreed that they would carry the information back to the Board, and that they would like to move something forward.

Mike then reported on his internal discussions with the Board. The County is considering a visioning process throughout Clackamas County. He said that the process architecture was not determined and that the Consortium might be a viable way to proceed. It had not yet been determined whether or not to break the County into logical units for planning purposes, but the Draft Agreement presented that as an option that would be considered. It was his intention that the overall process be further discussed at the upcoming Timothy Lake Conference. The Board will be discussing a proposed visioning process at its June 9 retreat.

I agreed to send an informational piece to each of the Citizen Group members. It will also encourage them to contact Board members to express support for the Consortium concept.

Our next meeting is scheduled for June 28, 1999 at 9:00 A.M. at Oak Lodge Sanitary District offices. Also, please be sure that you discuss the Draft Agreement and Consortium with any of your elected officials attending the Timothy Lake Conference.

I have also attached a copy of the memo I sent to the Citizen Group members.

✓	✓✓✓✓	Citizen Involvement -- Put together a monthly newsletter <ul style="list-style-type: none"> • Mayor and Council comments • page for each NDA • go to each household by mail • include Council meeting summary • upcoming events
✓	✓	Citizen involvement
✓		Citizen Involvement -- Establish Citizen Involvement Commission
	✓✓	Citizen Involvement -- Telephone hotline -- 2-way incoming and outgoing about what's happening, complaints, thoughts, etc.
	✓	Citizen Involvement -- Regular work sessions with NDAs
		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 -- 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 -- Why didn't a greater % of people vote?
		Citizen Involvement -- Would NDAs still have their own publications and/or costs to communicate

ACTION PLAN

Draft Action Plan for Council Goal: Citizen Involvement

1. **Put together a monthly newsletter** (assuming this will replace the current PILOT rather than add to it:

Objective: to create a newsletter that includes Mayor and Council Comments,

A page/column for each NDA, council meeting summaries, and upcoming events.

Action	Who	Due Date
Research and Report on Cost/Format/Distribution Options	Information Specialist	<i>Done September 98</i>
Determine budget for Newsletter and Choose Format/Distribution Model	Public Information Officer/City Manager/Council	<i>In progress, eval period Sept 98 - Dec 98</i>
Develop Production Schedule	Information Specialist /NDAs/Council	<i>Done Sept 98</i>
Implement New Production Schedule	Information Specialist	<i>Done Sept 98 Subject to change. Evaluation March 1, 1999 Confirmed 8 page format March 16, 1999</i>

1. Establish Citizen Involvement Commission Do they still want to do this?

Objective: to create a commission of citizens that contributes ideas, methods, effort and experience toward enhancing citizen involvement in the community.

Action	Who	Due Date
Research and Report on Other Communities' Citizen Involvement Commissions	Public Involvement Officer	Jan 99 Delayed to next fiscal year.
Determine Role and Duties of Citizen Involvement Commission	Council	Feb 99 Delayed to next fiscal year.
Advertise Commission Positions	Public Involvement Officer	March - April 99 Delayed to next fiscal year.
Interview Commission Applicants	Council	April-May 99 Delayed to next fiscal year.
First Meeting of Citizen Involvement Commission	Commission Involvement Commission (CIC) Members, Staff Liaison	July 99 (to coincide w/ new fiscal year. Delayed to next fiscal year.
Present CIC's 1 st year plan to Council	CIC	September 99 Delayed to next fiscal year.

1. Telephone Hotline - 2 way (incoming/outgoing) about what's happening, complaints, thoughts, etc. Do they still want to do this?

Objective: to establish an interactive voice-operated information system for citizens to obtain timely information and contribute their feedback pertaining to local government issues and events.

Action	Who	Due Date
Research and Report on Hotline Info System Options (Internal and Contracted)	Public Information Officer, RIM staff	August 15 <i>This was a significant cost item. New phone system cut from budget requests.</i>
Choose System	CIC, Council	September 1
Collect and Format Info System	CIC, Public Information Officer, RIM staff, System Vendor, Other Staff/Officers as content requires.	October 1
Develop Maintenance plan and reporting standards for Info System	Public Information Officer/ RIM Staff/System Vendor	October 1
Campaign to Promote System	Public Information Officer/System Vendor	September 15 – Oct 1
System Implementation		October 1

1. Regular Work Sessions with NDAs Do they still want to do this?

Objective: To ritualize regular, meaningful communication between neighborhood leaders and city government officials.

Action	Who	Due Date
Determine Procedural Options/Constraints for agenda, public meetings, decision-making rules etc.	Neighborhood Services Coordinator/City Attorney/City Manager	June 15 <i>Meetings held with Ardenwald and Lewelling NDA's</i>
Determine appropriate frequency	City Council/NDAs	June 15
Present Format/Process for Joint Sessions at First Session	City Attorney/City Manager	July 1 (or whenever first joint session is scheduled)
Coordinate Quarterly Joint Sessions	Neighborhood Services Coordinator	On-going <i>1/4ly NDA Chairs Meetings being held</i>
Do it	Council/NDAs	Frequency to be determined Future Session to be evaluated. Summer events planned by NDA's.

		Council to be advised of dates and locations.
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✓	✓	Comp Plan Review
		Comp Plan -- Slow down growth
		Comp Plan – NDA analysis; refer maximum density

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Conduct a Comp Plan Review	Planning Department	Periodic Review Due – June 2003
Conduct a Council and Planning Commission Work Session on the existing Comp. Plan.	City Council/ Planning Commission/ Planning Staff	June – July 1999 <i>Delayed for new Planning Director</i>
Develop a list of issues for review	City Council/PC	June – July 1999 <i>Delayed for new Planning Director</i>
Assign staff to develop position papers	Planning Staff	July 1999 – March 2000
Hold Planning Commission Hearings	PC/ Planning Staff	April – May 2000
Hold City Council Hearings	CC/ Planning Staff	May – June 2000
Adopt Comp. Plan Changes	City Council	June 2000
Objective: NDA analysis; refer maximum density	Neighborhood Services/ Planning Department	To Be Determined In progress via NDA Infill workshops? <i>NDA workshop held and follow-up meetings held with several NDA's</i>
Complete Neighborhood Visions	Neighborhood Services Coordinator/NDAs	January 99 <i>In process</i>
Develop Livability Indicators	Neghoborhood Services Coordinator/NDAs	TBD Feb – March 99 <i>Delayed for new Planning Director</i>
Conduct a Council and Planning Commission Work Session	City Council/ PC/ Neighborhood Secrives Coordinator/ Planning Staff	TBD
Assign staff to develop position	Planning Staff/	TBD

papers		
Hold Planning Commission Hearings	PC/ Planning Staff	TBD
Hold City Council Hearings	CC/ Planning Staff	TBD
Adopt Comp. Plan Changes	City Council	TBD

✓✓✓	Council works as a team – not pursue individual interests
✓	Council -- Pictures at City Hall – all City Buildings

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Council works as a team		
Conduct Council Retreat to discuss ground rules and procedure	Council, Management Team	September 1998 <i>Done Winter 1999</i>
Objective: Council -- Pictures at City Hall – all City Buildings		
Get Cost Estimate	City Recorder	April 17 Delayed, In Process June 1999

Estimated Costs:
\$400-1,000

✓✓✓	Customer Service Attitude -- Image for City Government
	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"> • how information is conveyed • employees standing around • be courteous • dialogue with neighbors

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Ensure that all employees demonstrate a Customer Service Attitude		
Interview Council to determine	Consultant or City	<i>Done</i>

known problems	Manager	
Review existing Customer Service Training with Council	Asst. City Manager	
Develop revised Customer Service Training	Asst. City manager and City Manager	<i>Done</i>
Add training to Milwaukie University Courses	Asst. City Manager	<i>Done January through March 99</i>
Verify that all employees have attended basic or refresher training	Asst. City Manager	<i>Done April 99</i>

Estimated Costs: approximately \$6,100 for 6 employee sessions and 1 Council session , including notebooks

		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

ACTION PLAN

ACTION	WHO	DUE DATE
Objective:	Leave this one for a Council activity	

	✓✓	Image -- Create a marketable image; develop marketable image for City
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ACTION PLAN

ACTION	WHO	DUE DATE
Objective:	Council Activity	

✓		Light Rail – Ways to educate public
	✓	Light Rail – Information and debate panel
	✓	Light Rail – Public opinion poll

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Ensure that Milwaukie		

Citizens have adequate information about the Light Rail Decision		
Plan a Town Hall Meeting on Light Rail with speakers from both sides of the issue	Neighborhood Services Coordinator	<i>DONE</i>
Conduct Town Hall Meeting	City Council, Tri-Met, Metro, City staff	<i>DONE</i>

✓✓	Park and open space umbrella
✓✓	Park and Recreation Board Goal 2 years – set up a quick purchase process
✓✓	Parks -- more creative way to approach acquisition
✓	Parks -- Concentrate on buying park land instead of improving
✓	Parks -- Jr. High property/riverfront
✓	Parks -- Set up fund to buy property within weeks
✓	Parks -- Work on Teen Center
	Parks -- Define what is being done for kids and families
	Parks -- Snapshot of benefits of staying in NCPRD

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Ensure that all potential park and open space land for acquisition is reviewed and processed for purchase in the least amount of time with one access point.		
Research alternative funding sources and estimate timelines	Charlene Richards	May 4 - May 15, 1998
Worksession with City Council	Charlene Richards City Council	May 26, 1998 Revised – held June 9, 1998 Done
Develop alternatives and present to PARB for recommendation to Council	Charlene Richards PARB	April 1999 (PARB) May 99
Finalize land acquisition process for Council adoption	Charlene Richards City Attorney	In-process June, 1999
Council adopt new land acquisition process	City Council	<i>Public Hearing June 1, 1999</i> June 15, 1999

Commence using new process	City Staff/Contractors	July 1, 1999
Objective:		

Estimated Costs:

		Regional Government – recognize partnerships
	✓✓	Regional Government – Take a strong role with County and Metro
	✓	Regional Government -- Deal with SB 122 – consolidated services
		Regional Groups – Be a strong member; for example Metro

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Complete Urban Service Agreements		
Participate in citizen involvement process with special districts and adjoining cities.	Council, Citizens	Fall 1998 <i>Done thru SB 122 Group Three meetings of appointed citizens</i>
Prepare draft urban service agreements.	City Manager, Departmental Staff, City Attorney	January 1999 SB 122 Group preparing draft.
Objective: Take a strong role with County and Metro		
Conduct a work session on intergovernmental issues	Council and Management Team	October 1998 <i>Metro Councilors met with Council</i>
Assign Council Members to open committee assignments	Council	<i>Done</i>

	✓✓	Riverfront – expand riverfront plan to include sewage treatment plant; share information with County
	✓✓	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
		Riverfront – Do we need to revisit Riverfront Plan

	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

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Expand riverfront plan to include sewage treatment plant		
Hold a Work Session to define where we are and where we want to go.	Council, City Manager, Asst. City Manager, Parks Board, Planning Commission	May 19, 1998 August 3, 1998 <i>Done at Council Level</i>
Conduct a request for proposal or request for qualifications to conduct Master Planning Process	Asst. City Manager	July-September 1998 <i>DONE</i>
Conduct a public involvement process to develop a Master Plan	Consultant, Asst. City Manager	October 1998-February 1999 <i>In Process</i>
Adopt the Master Plan	Parks Board, Planning Commission, City Council	March-April 1999 <i>Current schedule through December 1999</i>
Objective: Give staff clear direction on how to work with businesses re: niche concept		
Hold joint work session with MDDA and Council	Council, MDDA, City Staff	<i>Done</i>
Develop additional action plan actions and City position paper		<i>Draft contract tendered to MDDA, Mayor and City Manager to negotiate with MDDA President and Director June 1999.</i>

Estimated Costs:
\$18,000

✓	Sewage Treatment – Analysis of long-term options
	Sewage Treatment – Short issue summary
	Sewage Treatment – Who are partners?

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Analysis of long-term options		
Assessment of options w/CCSD#1	PW	May-Jun 98 <i>In-Process</i> <i>Series of problem solving meetings schedule with CCSD#1 and Oak Lodge May 27, 1999 to August 19, 1999</i>
Assessment of options with Oak Lodge	PW	<i>Jul-Aug 98</i> <i>In-Process</i>
Options Presentation to Council & Council Direction	PW	Sep-Oct 98 <i>Council discussed CCSD#1 Letter</i>
Agreement w/ affected parties on goals and timeline	Council	Nov 98-Jun 99 <i>Delayed till completion of problem-solving meetings</i>
Coordination w/ CUAB	PW	Nov 98 - Jun 99 <i>Delayed till completion of problem-solving meetings</i>
Agreement w/ affected parties on preferred option and timeline	Council	Jul 99-Jun 00 <i>Delayed till completion of problem-solving meetings</i>

Estimated Costs: \$30 - \$50 million

✓	Streets – More curbs and sidewalks
	Streets – Do something now!
	Streets – Fill holes at EOP
	Streets -- Facilitate Public Works Projects <i>[moved from a stand alone egg to this category]</i>

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: More curbs and sidewalks		
Assess current C/SW situation	PW	Oct 98 (Inventory Complete) <i>Done</i>
Options for C/SW construction standards & Council direction	PW	Nov 98 (Proposed for 2-1-99 work session) <i>Delayed by City Manager for Internal Coordination</i>
Options for financing C/SW construction & Council direction	PW	Dec 98 (Proposed for 2-1-99 work session) <i>Delayed by City Manager for Internal Coordination</i>
Options for C/SW construction & Council direction	PW	Dec 98 <i>Delayed by City Manager for Internal Coordination</i>
Coordination w/ NDAs & Schools on C/SW construction options	PW	Jan - Mar 99 <i>Delayed by City Manager for Internal Coordination. Roswell Street Grant Obtained</i>
Five Year Plan for C/SW construction and Council approval	PW	Mar - May 99 <i>Delayed by City Manager for Internal Coordination</i>

Estimated Costs: Curb/sidewalk improvements - \$50/LF; Curb only - \$15/LF; (assumes a Type C concrete curb and 5' wide concrete sidewalk); Storm Improvements (in conjunction with curb and sidewalk improvements) - \$30-\$50/LF.

✓✓	Traffic – Jump start TSTB
	Traffic – Extend/widen streets for 3' - 5' bike/ped lane
	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

ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Jump start TSTB		
Obtain quorum	Council	Apr 98

		<i>Done</i>
Hold first meeting w/ new members	TSTB, Staff	June 98 <i>Done</i>
Council direction to TSTB	Council	June 98 <i>Done</i>
Determine TSTB annual goals	TSTB	Sep 98 <i>Done</i>
Semi-annual report to Council	TSTB	Dec 98/Jun 99 <i>Meeting with TSTB May 25, 1999</i>

✓✓✓	Tree Ordinance – Just do it!
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ACTION PLAN

ACTION	WHO	DUE DATE
Objective: Adopt a City Tree Ordinance or [<i>Become a "Tree City"???</i>]		
Conduct a Council Work Session on the Existing Draft Ordinance to determine what needs to be done next	Council	May 5, 1998 <i>R-O-W Ordinance Adopted</i>
Complete City Attorney Review of draft Tree Ordinance	City Attorney	May - June 1998 <i>Delayed for new Planning Director, in Summer 1999 Work Plan</i>
Develop a Budget Decision Package with enough funds to qualify for a Tree City USA designation	City Manager	<i>Done</i>
Complete Neighborhood District Association reviews of the final Ordinance	Neighborhood Services and others.	June - September 1998 <i>Delayed for new Planning Director, in Summer 1999 Work Plan</i>
Hold Public Hearing and Adopt Ordinance	Council	September 1998 <i>Delayed for new Planning Director, in Summer 1999 Work Plan</i>
Recruit Board members	Mayor and Council	October 1998 <i>Delayed for new Planning Director, in Summer 1999 Work Plan</i>
Start Board meeting process	Assigned staff	October 1998 <i>Delayed for new Planning Director, in Summer 1999</i>

		<i>Work Plan</i>
Begin Public Education Program	Assigned staff	October - December 1998 <i>Delayed for new Planning Director, in Summer 1999 Work Plan</i>
Begin Urban Forest Inventory	Assigned staff	Novemeber 1998 to ??? <i>Delayed for new Planning Director, in Summer 1999 Work Plan</i>
Begin Ordinance Enforcement	Assigned staff	January 1999 - ongoing <i>Delayed for new Planning Director, in Summer 1999 Work Plan</i>

Estimated Costs:

At this time, a rough estimate of achieving a Tree City USA designation would be \$40-60,000. The Arbor Foundation expects an expenditure of \$2.00 per capita to qualify along with an Ordinance or Urban Forestry Commission.