



**Work Session**

**WS**

**Milwaukie City Council**



**MINUTES**  
MILWAUKIE CITY COUNCIL  
www.milwaukieoregon.gov

**WORK SESSION**  
OCTOBER 21, 2014  
City Hall Conference Room

**Mayor Ferguson** called the work session to order at 5:00 p.m.

**Council Present:** Council President Hedges and Councilors Scott Churchill, Mark Gamba, and Mike Miller

**Staff Present:** City Manager Bill Monahan, Administrative Specialist Scott Stauffer, Assistant to the City Manager Mitch Nieman, Community Development Director Steve Butler, Public Works Director Gary Parkin, Planning Director Denny Egner, Associate Planner Vera Kolias, and Engineering Director Jason Rice

**City Manager's Report**

**Mr. Monahan** reviewed of the agenda and discussed the effort to fill vacant police officer positions and the possibility of hiring an additional officer.

**Councilor Churchill** and **Council President Hedges** expressed their approval of hiring an additional officer and acknowledged that police staffing would even out by January.

**Mr. Monahan** noted that funding was available to support hiring an additional officer and discussed the 2014 Ed Zumwalt Volunteer of the Year Award nomination process.

**Community Development Update**

**Mr. Butler** noted that the Riverfront Park in-water work deadline was approaching and he discussed a meeting with Clackamas County officials regarding park access points. He said the current master plan called for two access points and that additional design work from the engineering contractor David Evans and Associates (DEA) would have to be submitted to the Oregon Department of Transportation (ODOT).

**Councilor Gamba** and **Council President Hedges** discussed the county and ODOT concerns regarding road safety. They explained that there had been a misunderstanding about the number of access points that could be eliminated and they discussed reconfiguring the park to improve access after the park was done.

**Mr. Butler** recommended that Council consider the financial impacts of constructing two access points at the October 23, 2014, Study Session.

**Council President Hedges** remarked that two access points would make maneuvering boat trailers a nightmare, and **Mr. Butler** added that there was currently no way for pedestrians to get across the narrow bridge from the southern overflow parking lot.

**Mayor Ferguson** reported that County Commissioner Paul Savas had offered to help the City identify funding for additional pedestrian and vehicle bridge work.

The group discussed the financial impact of building two access points.

**Mr. Butler** announced the upcoming Four Parks Master Planning sessions, and provided brief updates on the Tree City USA program, a heritage tree program, the 17<sup>th</sup> Avenue Multiuse project, and the McBrod Street waterline replacement project.

**Mr. Monahan** noted the legal and code enforcement issues regarding the privately owned railroad in the proposed work area around McBrod Street.

**Mr. Butler** reported that the Adams Street project contractor had come in under budget and noted that the agreement would be submitted for Council consideration in March with the goal of completing the project by the end of June.

**Mr. Egner** discussed recent and upcoming Planning Commission agenda topics including the recommendation to remove the 21<sup>st</sup> Avenue Extension from the Comprehensive Plan, a variance request for a house at 37<sup>th</sup> Avenue and Harvey Street, several Moving Forward Milwaukie (MFM) code related issues, and a proposed code amendment to allow for eating establishments along 32<sup>nd</sup> Avenue. He announced upcoming MFM and Monroe Street Greenway project open houses and workshops.

**Mr. Butler** and **Mr. Egner** reported that Council would be meeting with a developer interested in the Triangle Site, and they provided an update on Reliable Credit's plan to build an employee parking lot on Main Street.

### **Emergency Management Program**

**Mr. Parkin** introduced Linda Hedges, the City's Community Emergency Response Team (CERT) Coordinator, and provided an update on the City's emergency management program. He reported that members of the staff were required to complete National Incident Management System (NIMS) training and he described the semi-annual citywide Emergency Operation Center (EOC) exercises.

**Councilor Gamba** inquired about post-earthquake staff EOC reporting protocols, and **Mr. Parkin** replied that staff reported to the EOC based on the need not necessarily on a call to report and added that staff are instructed to report to their closest EOC facility.

**Councilor Gamba** expressed concern about the City's physical infrastructure being fixed after an emergency, and **Mr. Parkin** remarked that many members of the Public Works staff live in or very near the City and could respond in an emergency.

**Councilor Churchill** suggested compiling a list of EOC personnel from other agencies who live in the City, and **Mr. Parkin** agreed that would be useful information.

**Ms. Hedges** reported that the Basic Earthquake Emergency Communication Node (BEECN) program had been included in grant funding requests and she described BEECN's work to establish an emergency communication system and to assemble equipment at locations around the City. She said the program hopes to develop a training curriculum so that volunteers can be recruited by next summer.

**Councilor Gamba** asked if there was a difference in using radios versus satellite phones. **Ms. Hedges** replied that the biggest cost was prepaid minutes, and **Mr. Parkin** estimated the cost of a satellite phone would be \$1,500 or less.

The group discussed the seismic status and automatic shut-off system of the water tower located at 40<sup>th</sup> Avenue and Harvey Street. **Mr. Parkin** reported that staff had recently determined the structure was not likely to catastrophically fail in an earthquake.

**Councilor Miller** asked if staff that live in the City had been assigned to a BEECN area to respond to in an emergency. **Mr. Parkin** said that the NIMS model does not assign staff to specific areas and added that the Public Works staff knows the City very well.

**Council President Hedges** inquired about the differences in volunteer training for the BEECN and CERT programs. **Ms. Hedges** said that they were two separate recruitment processes, and **Mr. Parkin** added that BEECN required less training.

**Councilor Gamba** asked if the City maintained a list of hazardous material storage areas, and **Ms. Hedges** replied that the county maintained such a list within its hazard mitigation plan which the City participates in as part of the inter-agency response team.

The group noted that EOC documents are kept in paper for use in power outages and that emergency response agencies keep and maintain power generators. The group discussed the City's access to large-scale emergency water filters.

**Ms. Hedges** discussed purchasing a small-scale water filter for each BEECN location, and **Mr. Parkin** noted that the City could pursue grant funding to purchase a large-scale emergency water filter. He also reported that the City had requested to host one of the regionally located large-scale water filters.

**Councilor Churchill** and **Ms. Hedges** discussed purchasing satellite phones and identifying unreinforced masonry buildings (UMB) which do not hold-up in earthquakes.

**Mr. Parkin** said staff would seek supplemental funding for BEECN and EOC exercises.

#### Economic Development Update

**Mr. Butler** said the goal of economic development was to retain and expand business. He reported that staff receives daily inquiries about development sites and he reviewed possible code changes and business process improvements aimed at building the City's relationships with businesses. He noted the City's regional economic development partners including Clackamas Community College and Greater Portland, Inc. (GPI).

**Ms. Kolas** and **Councilor Churchill** discussed the creation of an employment and business tracking database that would be kept confidentially on GPI servers.

The group discussed what business data should be tracked and Council provided input to staff on which businesses should be asked for feedback on City services.

**Council President Hedges** asked what advertising was in place to attract businesses to Milwaukie, and **Mr. Butler** noted that the City had partnered with other agencies and would be highlighting the benefits of doing business in Milwaukie on the City's website.

**Mr. Egner** suggested that the grand opening of the light rail line would be a good opportunity to highlight local businesses, and **Mr. Butler** remarked that anecdotal evidence confirmed a positive image of the City as a good place to do business.

**Mayor Ferguson** noted that TriMet, GPI, and the North Clackamas Chamber of Commerce (NCCC) all worked to promote the City around the region.

**Mr. Butler** reported that staff had attended NCCC, GPI, Rotary, and Clackamas County Economic Development Commission (EDC) meetings to build regional relationships.

**Council President Hedges** asked if the City partnered with Portland International Airport (PDX), and **Mr. Butler** agreed that connecting with transportation networks was important and noted the City's work with the Portland Development Commission (PDC).

**Mayor Ferguson** discussed partnering with GPI and Metro to connect the City with businesses around PDX in the hope that they may consider relocating to Milwaukie.

**Councilor Churchill** suggested staff contact Portland Incubator Experiment (PIE) to see if that group's models might drive growth in Milwaukie.

**Mr. Butler** discussed a City-organized business leader forum and ways the City works with regional partners to spotlight opportunity sites. He announced that the EDC had made the North Industrial Area (NIA) its top priority and said that Council would consider potential NIA projects at the November 4, 2014, Work Session.

**Mayor Ferguson** commented that he was glad the City had the right staff in place to support the City's role with GPI.

**Mayor Ferguson** adjourned the work session at 6:47 p.m.

Respectfully submitted,



Scott S. Stauffer, Administrative Specialist II

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# MILWAUKIE

*Dogwood City of the West*



## Memorandum

To: City Council

From: Steve Butler, Community Development Director  
Denny Egner, Planning Director  
Jason Rice, Engineering Director

CC: Mitch Nieman, Assistant to the City Manager

Date: October 21, 2014

Re: Community Development Department Projects - City Council Update for 10/21/14 Work Session

### Parks & Sustainability

- Milwaukie Riverfront Park
- Four Parks Master Planning
- North Clackamas Parks & Rec. District
- City Swale/Median Maintenance Contracts
- Sustainability Plan
- Tree City USA
- Public/Government Access

### Engineering

- Adams Street Connector
- 17<sup>th</sup> Avenue Multiuse Trail
- McBrod Waterline
- Stanley Avenue Stormwater
- Sidewalk Enhancement Program

### Planning

- Annexations
- Land Use and Development Review
- Light Rail Permitting
- Moving Forward Milwaukie: Enhancing Our Commercial Districts
- Grants

### Community Development

- Kellogg Ped/Bike Bridge
- Monroe Street Neighborhood Greenway
- Economic Development
- Residential Parking Permit Program
- Building Department Items

### Parks & Sustainability

#### **Milwaukie Riverfront Park**

- On Monday, October 20<sup>th</sup>, Milwaukie staff and Councilor Hedges met with County Staff to discuss options for eliminating the exit at Washington in order to minimize conflicts with pedestrians on the City's Kellogg Bridge.
- The County was not receptive to Milwaukie's ideas and preferred the current approach design.
- What this means – City staff will need to hire David Evans & Assoc and a Transportation Engineer (as previously discussed at a prior CD Summary) to advance the design to contain ODOT's requirements for McLoughlin. This process will take approximately two months and paving within ODOT's ROW will likely take place next spring; when weather allows. This final decision by the County carries budget implications as well. Staff would like to talk briefly with about this issue during Thursday's Study Session to keep Council abreast of the financial status of the project.

#### **Four Parks Master Planning**

- The next public meetings will be: Balfour Park (11/3); Kronberg Park (11/5); & Bowman-Brae Park (11/6)

#### **Tree City USA and Similar Programs**

- The PARB is currently considering various options, such as Tree City USA and a Heritage Tree program.

### Engineering

#### **17<sup>th</sup> Avenue Multiuse Trail**

- The Design Acceptance Package (30% plans) from HHPR are now under Staff review.
- Information gained by this package will be distributed and discussed during the following events:
  - Open House: October 27<sup>th</sup>, 5-7pm at City Hall
  - Ride Along: October 30<sup>th</sup>, 9-11:30am

- Comments from these events, as well as for Staff review, will be collected and provided to Council at the November 4<sup>th</sup> Work Session.

#### **McBrod Waterline**

- This year's Capital Improvement Plan (CIP) calls for replacement of a deficient water main in McBrod Avenue.
- After receiving advice from our Legal Staff to delay any projects on McBrod due to pending litigation, staff will be postponing the McBrod waterline project and supplementing it with the 17<sup>th</sup> Avenue waterline project which was originally planned for 2017 in the current CIP.
- This will have no impact to the current budget, nor will it require a supplemental budget transfer.

#### **Adams Street Connector**

- Engineering Staff is currently preparing a contract for signature by Walker/Macy for the modifications agreed to by the City and Metro. Once signed, City Staff along with Metro and Walker/Macy will meet to confirm the work that is being tasked. These changes are expected to be complete by year end.
- The **project schedule** will then be as follows: bid in mid-February; in front of Council for contract award in March; begin construction in April; and wrap up in June.

### **Planning**

#### **Land Use and Development Review**

- Planning Commission –
  - On October 14, the Planning Commission recommended approval of CPA-14-01, a legislative application to remove the 21<sup>st</sup> Ave Extension from the Comprehensive Plan. The Council hearing is scheduled for November 18.
  - The Planning Commission is scheduled to hear the Type III Variance application for the house at 9925 SE 37<sup>th</sup> (SE 37<sup>th</sup> & SE Harvey) on November 25.
  - The Planning Commission will continue to review draft downtown plan and code amendments for Moving Forward Milwaukie during October and November. Next week's worksession will focus on design standards.
- Design and Landmarks Committee – The DLC met on October 6 and discussed proposed downtown code amendments for Moving Forward Milwaukie.
- Staff initiated a code text amendment to allow eating establishments to be an outright permitted use on three business properties in the vicinity of SE 32<sup>nd</sup> Ave and Olsen St. The change is intended to legitimize the coffee house/café in that area. A public hearing on the change will be held before the Planning Commission in late November or early December.

#### **Moving Forward Milwaukie: Enhancing Our Commercial Districts**

- Downtown: A public open house regarding proposed downtown code changes is scheduled for October 29 at 6:00 at the Masonic Lodge downtown. A postcard notice for the event was mailed to almost 700 addresses in the downtown and the surrounding neighborhoods. The Planning Commission's first public hearing on the amendments is tentatively scheduled for November 25. The Planning Commission has held 2 worksessions and will hold 2 more on the draft amendment before the first public hearing.
- Central Milwaukie: The City's consultant team is preparing a final draft concept plan for Central Milwaukie, which will be presented to the PAC in November or December. A public event is being scheduled for discussion of the land use and transportation plan and draft Comprehensive Plan and code amendments.

### **Community Development**

#### **Monroe Street Neighborhood Greenway**

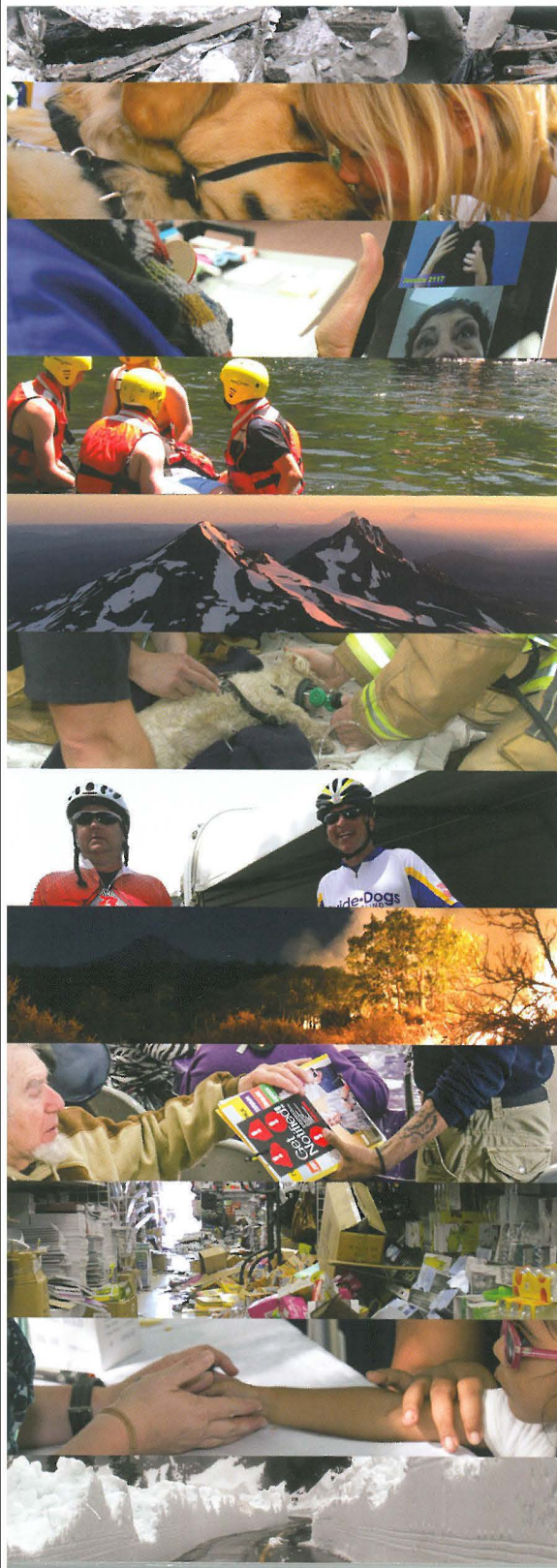
- The next PAC meeting is scheduled for October 29, and the first public workshop is scheduled for December 3. The first public information mailing was sent out October 10 to property owners and residents along Monroe Street.
- Donald Hammang stepped down from the PAC as a representative of the Hector Campbell NDA. The NDA has appointed Kirk Iverson to fill that spot, with Rebekah Phillips remaining as an alternate.

#### **Economic Development –** There will be a presentation later on during today's work session agenda

- Downtown Triangle Site: Looking to set up meeting times for next week with Kevin Cavanaugh, with a Council presentation at the Nov. 4 Work Session/

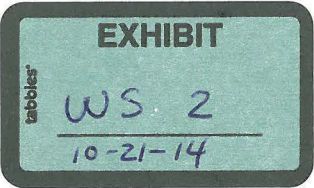
#### **Reliable Credit's Proposed Employee Parking Lot**

- On October 9, staff deemed the application for the parking lot incomplete; the applicant's engineer is compiling a response, so staff believes that a complete application will be submitted shortly.
- Staff would like to discuss its latest findings with the Council soon (perhaps at the 10/23 SS).



2015

# Emergency Preparedness Calendar



This calendar was printed with funds provided by the U.S. Department of Homeland Security and the following partners:





## MILWAUKIE CITY COUNCIL WORK SESSION

City Hall Conference Room  
10722 SE Main Street  
www.milwaukieoregon.gov

**REVISED AGENDA**  
**OCTOBER 21, 2014**

	<b>Page #</b>
A light dinner will be served.	
<b>1. 5:00 p.m. City Manager's Report</b> Staff: Bill Monahan, City Manager	
<b>2. 5:30 p.m. Emergency Management Program</b> <ul style="list-style-type: none"><li>• Ongoing Training</li><li>• Basic Earthquake Emergency Communication Node (BEECN)</li></ul> Staff: Gary Parkin, Public Works Director	<b>1</b>
<b>3. 6:00 p.m. Economic Development Update</b> Staff: Steve Butler, Community Development Director Dennis Egner, Planning Director Vera Kolas, Associate Planner	<b>31</b>
<b>4. 6:20 p.m. RiversWest Small Crafts Center Location Search</b> Staff: Steve Butler, Community Development Director	<b>40</b>
<b>5. 6:50 p.m. Adjourn Work Session</b>	

### Meeting Information

The time listed for each item is approximate; the actual time each item is considered may change due to the length of time devoted to the previous item. The Council may vote in Work Session on non-legislative issues.

### Public Notice

Executive Sessions: The Milwaukie City Council may meet in Executive Session immediately following adjournment pursuant to ORS 192.660(2). All Executive Session discussions are confidential and those present may disclose nothing; representatives of the news media may attend as provided by ORS 192.660(3) but must not disclose any information discussed. Executive Sessions may not be held for the purpose of taking final actions or making final decisions and they are closed to the public.

The Council requests that mobile devices be set on silent or turned off during the meeting.

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**MILWAUKIE CITY COUNCIL  
AGENDA ITEM SUMMARY**

Agenda Item: **WS 2.**  
Meeting Date: **10-21-14**

Title: **Emergency Management**

Prepared By: Gary Parkin  
Department Approval: Public Works Director  
City Manager Approval: Bill Monahan  
Approval Date: October 7, 2014

**ISSUES BEFORE COUNCIL**

This is a report for information only, presenting the status of the Emergency Management.

**STAFF RECOMMENDATION**

For Council to understand the need to support emergency management and ensure that the City is able to provide adequate emergency response. That Council recognizes the equipment and training needs over the next several years to achieve the appropriate level of readiness.

**KEY FACTS & INFORMATION SUMMARY**

The Public Works Department (Gary Parkin) assumed the emergency management role of Emergency Manager for the City in January 2014. The role was previously held by the Police Department (Captain Rash). Much work was done by Captain Rash to document the City's emergency preparedness plans and procedures with a comprehensive update of the Emergency Operations Plan. Now the elements of the plan need to be implemented through staff training, planning and development of City resources.

One of the needs is to coordinate City staff emergency efforts with citizen efforts. Along those lines, the City's Emergency Manager has been meeting monthly with two citizen volunteers, Mary Weick and Linda Hedges. An initial effort was to write and submit a grant proposal seeking funding from Homeland Security to fund equipment and training for a disaster response program named "Beacon". The proposal did not garner the desired funding but going through the process was helpful as a learning experience and increased the appreciation and understanding of the group.

The group is now looking to move forward with the Beacon program. The idea behind Beacon is to prepare and identify ready emergency communication sites for citizens. In case of a disaster that incapacitates communications capabilities (cell towers down, power out, roads heavily blocked), citizens can come to a Beacon site to report damage, request aid, learn what is happening and what is being done, find out which shelters are open and available to them, and where services are available. Staffed with trained volunteers, the Beacon sites will be set up following a large-scale disaster and will operate until the communication networks are back in place. A jump start to the Beacon program is provided by the Island Station NDA who already

purchased disaster response equipment following the tough winter storms of 2008-2009, and by the Hector Campbell NDA who has set aside \$1500 from their City grant program to purchase Beacon equipment. The City will look to supplement the program with funds appropriated during the anticipated supplemental budget.

Another item being looked at to improve the City's ability to communicate during a major disaster would be the addition of a couple of satellite phones. The satellite phones would provide for reliable communications with outside agencies from City's Emergency Operations Center (EOC). Funding for this communication need was included with the Beacon program in the unsuccessful Homeland Security grant application. Additional work is being done to determine what equipment is necessary to provide adequate signal strength for the radio communications from the Beacon locations and the Citizen Emergency Response Team (CERT) team to the EOC, City Hall or Public Works.

There are five identified Red Cross shelter locations within the City limits: Eagles Wings Ministries, American Legion, St. John the Evangelist Episcopal Church, Milwaukie Presbyterian Church and the Milwaukie Center. To be identified as Red Cross shelters these organizations have entered into agreements with the American Red Cross and would be operated in accordance with the Red Cross's procedures for either short-term or long-term shelter locations. Obviously these shelters would not be anywhere close to sufficiently house our population in the case of an event on the scale of Katrina. The close proximity of Portland and Clackamas County will present issues with sheltering residents. A discussion with both Clackamas County and Multnomah County Emergency Managers needs to take place.

The City of Milwaukie will continue to collaborate with Clackamas Fire District #1 and North Clackamas School District to ensure that lines of communication are open, mutually acceptable protocols are in place and that all that we can do to prepare to work together is completed. Clackamas County Emergency Management has been responsive and provides training and guidance. City staff meets regularly with the County and other local jurisdictions.

There has been a considerable amount of community support for emergency preparedness. Some of the neighborhood associations, the American Legion, Public Safety Advisory committee (PSAC) and the Milwaukie Public Safety Foundation, as well as individuals such as Alicia Hamilton, Mary Weick, Charles and Jo Anne Bird and Linda Hedges have all assisted the City through their personal efforts to guide readiness projects. The CERT Team is in its fifth year, with 49 members and is still recruiting and training twice monthly. CFD#1 is offering its next Basic CERT training Saturdays October 18th, 25th and November 1st.

October 16th was the National Great Shakeout, a national earthquake awareness project sponsored by FEMA and promoted to communities to use for a way to get their citizens to plan ahead for an earthquake disaster. The City's EOC was activated and the American Legion Shelter Team called out and opened their shelter for operation. This collaborative testing of capabilities is essential to maintain both staff and volunteer readiness.

Work Plan:

Issues:

(1) Regular funding for equipment. A \$5,000 line item in the next budget would help boost communications capacity. This would allow for training, the purchase and

maintenance of communication equipment such as satellite phones, booster antennae and the purchase of Beacon equipment and storage.

(2) Training for staff is critical. Basic training for every staff member has been completed but additional more in-depth training would be valuable as well. Certainly essential personnel such as specific police and public works staff and members of the City Manager's office should receive advanced training provided by Homeland Security. Many times this training is not available locally so some training budget needs to be provided, perhaps \$5000 per annum.

(3) The Emergency Operations Plan that was developed and approved by Council in 2011 should to be updated.

#### Next Steps:

(1) Meet with County Emergency Management staff to review the State Playbook for Disaster Response. This is a recently released State of Oregon Emergency Management checklist of steps for Counties and Cities to take in the order in which they should be completed. Undoubtedly this will lead to further updates to the City's EOP.

(2) Continue the planning and implementation of the Beacon program. Guidelines, training and volunteer recruitment will follow the acquisition of equipment by Hector Campbell NDA. The goal is to have this program able to test drill by June 2015.

(3) Continue to provide and obtain basic ICS and NIMS training for all City staff. More in-depth training will be provided to essential personnel where required.

(4) Conduct a minimum of two EOC drills each year to test our ability to appropriately respond and to highlight any further training or operational needs.

(5) Update the EOP by June 2015 and bring it to Council for approval.

(6) Incorporate in the 2016-18 budget sufficient emergency management funds to bring the City's equipment up to date, including satellite phones, booster antennae and Beacon equipment.

(7) Continue to support the CERT program and the organizations that are certified as Red Cross shelter sites.

(8) Work with the Public Safety Advisory Committee to promote community education on preparedness for disasters.

(9) Continue to work with NCSD and CFD#1 as well as County staff to assure that we successfully collaborate in planning.

#### **OTHER ALTERNATIVES CONSIDERED**

N/A

#### **CITY COUNCIL GOALS**

Beacon is in long list within budget, check latest list

**FISCAL NOTES**

The current budget provides \$1,000 in the Public Works Administration budget for emergency management (to provide for administrative costs). \$20,000 in funding for the Beacon project will be requested through the supplemental budgeting process this year.

**ATTACHMENTS**

1. Chapter 1 of the City's Emergency Operations Plan (EOP)
2. Grant application information
3. Map showing proposed Beacon City coverage

# 1

## Introduction

### 1.1 General

This Emergency Operations Plan (EOP) establishes guidance for the City of Milwaukie's (City's) actions during response to, and short-term recovery from, major emergencies or disasters. It promulgates a framework within which the City will combine technical capabilities and resources, plus the sense, judgment, and expertise of its emergency response personnel, department directors, and other decision makers. Specifically, this EOP describes the roles and responsibilities of the City's departments and personnel when an incident occurs, and it establishes a strategy and operating guidelines that support implementation of the National Incident Management System (NIMS), including adherence to the concepts and principles of the Incident Command System (ICS).

The City views emergency management planning as a continuous process that is linked closely with training and exercises to establish a comprehensive preparedness agenda and culture. This EOP will be maintained through a program of continuous improvement, including ongoing involvement of City departments and of agencies and individuals with responsibilities and interests in these plans.

### 1.2 Purpose and Scope

#### 1.2.1 Purpose

The City EOP provides a framework for coordinated response and recovery activities during an emergency. This plan is primarily applicable to extraordinary situations and is not intended for use in response to typical, day-to-day, emergency situations. This EOP complements the Clackamas County (County) EOP, the State of Oregon (State) Emergency Management Plan (EMP), and the National Response Framework (NRF). It also identifies critical tasks needed to support a wide range of response activities.

This plan is not intended for day-to-day emergency responses in the City, but rather expands on the day-to-day emergency management concepts. The efforts that would be required for normal functions will be redirected to disaster incident tasks. The incident management process is intended to create a unified incident command that provides input into the decision-making process but assigns actual decision making to an agreed upon individual. Decisions will be delegated as far

1. Introduction

down the chain of hierarchy as possible to allow personnel to exercise discretionary authority in problem solving.

**1.2.2 Scope**

The City EOP is intended to be invoked whenever the City must respond to an unforeseen incident or planned event, the size or complexity of which is beyond that normally handled by routine operations. Such occurrences may include natural or human-caused disasters and may impact the City itself, neighboring cities, unincorporated areas of the County, or a combination thereof. Notwithstanding its reach, this plan is intended to guide only the City’s emergency operations, complementing and supporting implementation of the emergency response plans of the various local governments, special districts, and other public- and private-sector entities within and around the City but not supplanting or taking precedence over them.

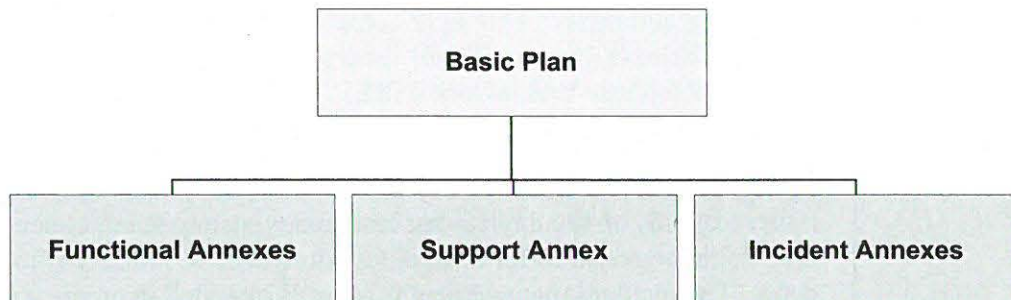
The primary users of this plan are elected officials, department heads and their senior staff members, emergency management staff, leaders of local volunteer organizations that support emergency operations and others who may participate in emergency response efforts. The general public is also welcome to review non-sensitive parts of this plan to better understand the processes by which the City manages the wide range of risks to which it is subject.

**1.2.3 Plan Organization**

The City EOP is composed of three main elements:

- Basic Plan (with Appendices)
- Functional Annexes (FAs)
- Support Annex (SA)
- Incident Annexes (IAs)

**Figure 1-1 City of Milwaukie EOP Plan Organization**



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**1. Introduction****1.2.3.1 Basic Plan**

The purpose of the Basic Plan is to:

- Provide a description of the legal authorities upon which the City has structured its Emergency Management Organization (EMO), including the emergency declaration process, activation of mutual aid agreements, and request for resources and emergency spending powers.
- Describe the context under which the City will respond to an incident, including a community profile and discussion of hazards and threats facing the community.
- Assign and describe roles and responsibilities for the City's employees tasked with emergency preparedness and response functions.
- Describe a concept of operations for the City that provides a framework upon which the City will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- Describe the City's emergency response structure, including activation and operation of the City Emergency Operations Center (EOC) and implementation of ICS.
- Discuss the City's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

**1.2.3.2 Functional Annexes**

The Basic Plan is supplemented by FAs, SAs and IA). The FAs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. In the event of an incident for which the City's capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways, and resource request procedures for seeking additional support from County agencies are clearly defined in each annex. For the purposes of this EOP, information regarding common management functions performed by the City and supporting agencies and organizations are streamlined into four FAs. The FAs, which supplement the information in the Basic Plan are:

- FA 1 – Emergency Services
- FA 2 – Human Services
- FA 3 – Infrastructure Services
- FA 4 – Recovery Strategy.

1. Introduction

The fourth functional annex, Recovery Strategy, identifies the City’s roles and responsibilities for ensuring the short-term protection of the community’s life, health, and safety and for supporting response missions such as fire suppression. Additionally, it helps to guide the community’s long-term efforts to regain normal functions, such as commerce and employment, public transportation, and the use of structures such as buildings, bridges, and roadways.

Tables 1-1 through 1-4 show the relationship between the City’s FAs and the Emergency Support Functions (ESFs) in County, State, and Federal plans, as defined by the NRF. City emergency personnel should be familiar with the County’s EOP and ESF structure and understand how the City’s response would coordinate with the County during an emergency event.

<b>Table 1-1 City Functional Annex 1 – Emergency Services</b>	
<b>County ESFs</b>	<b>City Function</b>
ESF 2 – Communications	Emergency Communications Systems Alert and Warning
ESF 4 – Firefighting	Fire Services
ESF 5 – Emergency Management	Emergency Management (EOC Operations)
ESF 7 – Logistics Management and Resource Support	Resource Management
ESF 8 – Public Health and Medical Services	Emergency Medical Services
ESF 9 – Search and Rescue	Search and Rescue
ESF 10 – Oil and Hazardous Materials	Hazardous Materials Response
ESF 13 – Public Safety and Security	Law Enforcement
ESF 15 – External Affairs	Emergency Public Information
NOTE: Additional functions included in the Emergency Services Annex may include:	
<ul style="list-style-type: none"> <li>▪ Evacuation and Population Protection</li> </ul>	

<b>Table 1-2 City Functional Annex 2 – Human Services</b>	
<b>County ESFs</b>	<b>City Function</b>
ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	Mass Care Emergency Assistance Housing Human Services
ESF 8 – Public Health and Medical Services	Public Health Environmental Health
ESF 11 – Agriculture and Natural Resources	Animals in Disaster

1. Introduction

<b>Table 1-2 City Functional Annex 2 – Human Services</b>	
<b>County ESFs</b>	<b>City Function</b>
NOTE: Additional functions included in the Human Services Annex may include:	
<ul style="list-style-type: none"> <li>▪ Volunteer and Donations Management</li> <li>▪ Worker Health and Safety</li> </ul>	

<b>Table 1-3 City Functional Annex 3 – Infrastructure Services</b>	
<b>County ESFs</b>	<b>City Function</b>
ESF 1 – Transportation	Transportation
ESF 3 – Public Works and Engineering	Infrastructure Repair and Restoration
ESF 12 – Energy	Energy and Utilities
NOTE: Additional functions included in the Infrastructure Services Annex include:	
<ul style="list-style-type: none"> <li>▪ Debris Management</li> </ul>	

<b>Table 1-4 City Functional Annex 4 – Recovery Strategy</b>	
<b>County ESFs</b>	<b>City Function</b>
ESF 14 – Long-Term Community Recovery	Damage Assessment Public Assistance Individual Assistance

During a major emergency or disaster affecting the County or a portion thereof, City departments and special districts may be asked to support the larger response. Request for such assistance would come from County Emergency Management. Table 1-5 outlines the ESFs each agency/organization may be requested to support.

<b>Table 1-5 City Coordination with County ESFs</b>															
Key: P – Primary S – Support	1 – Transportation	2 – Communications	3 – Public Works and Engineering	4 – Firefighting	5 – Emergency Management	6 – Mass Care, Emergency Assistance, Housing, and Human Services	7 – Logistics Management and Resource Support	8 – Public Health and Medical Services	9 – Search and Rescue	10 – Oil and Hazardous Materials	11 – Agriculture and Natural Resources	12 – Energy	13 – Public Safety and Security	14 – Long-Term Community Recovery	15 – External Affairs
	<b>City of Milwaukee</b>														
Mayor/City Council					S										S
City Manager’s Office					S	S	S	S			S			P	P

1. Introduction

	1 – Transportation	2 – Communications	3 – Public Works and Engineering	4 – Firefighting	5 – Emergency Management	6 – Mass Care, Emergency Assistance, Housing, and Human Services	7 – Logistics Management and Resource Support	8 – Public Health and Medical Services	9 – Search and Rescue	10 – Oil and Hazardous Materials	11 – Agriculture and Natural Resources	12 – Energy	13 – Public Safety and Security	14 – Long-Term Community Recovery	15 – External Affairs
<b>Key:</b> P – Primary S – Support															
Community Development Department					S		S								S
Community Services Department			S		S		S								S
Engineering Department					S		S								S
Finance Department					S		P								S
Human Resources Department					S		S								S
IST Department		P													
Planning Department					S		S								S
Police Department	S	S	S		P	S	S	S	P	S	S	S	P	S	S
Public Works Department	P	S	P		S		S			S		P		S	
<b>Clackamas County</b>															
C-COM		P													
Health, Housing and Human Services						S	S	P			P				
Emergency Management					S	S	S				S	S		S	S
Transportation and Development	P	S	S				S			S		S	S	S	
Sheriff's Office		S					S		S	S			S	S	
<b>Local Special Districts</b>															
Clackamas County Fire District #1	S	S		P	P	S	S	S	P	P					S
North Clackamas School District 12 and Oregon City School District 62	S					S	S								
<b>Other Agencies and Organizations</b>															
Ambulance Services (AMR)	S							S							
American Red Cross (Oregon Trail Chapter)						P	S								

1. Introduction

**Table 1-5 City Coordination with County ESFs**

	1 – Transportation	2 – Communications	3 – Public Works and Engineering	4 – Firefighting	5 – Emergency Management	6 – Mass Care, Emergency Assistance, Housing, and Human Services	7 – Logistics Management and Resource Support	8 – Public Health and Medical Services	9 – Search and Rescue	10 – Oil and Hazardous Materials	11 – Agriculture and Natural Resources	12 – Energy	13 – Public Safety and Security	14 – Long-Term Community Recovery	15 – External Affairs
<b>Key:</b> P – Primary S – Support															
ARES/RACES		S													
Community Emergency Response Team (CERT)			S		S				S				S		
Electricity (Portland General Electric)												P			
Garbage (Mel Deines, Waste Management, Deines Brothers, Pearl Deines, Wichita Sanitary, Oak Grove Disposal, Clackamas Garbage)							S								
LOCOM (Dispatch for City)		P													
Medical Facilities including local hospitals and medical clinics						S		S							
Natural Gas (NW Natural Gas)												P			
North Clackamas Chamber of Commerce		S												S	
Oregon Department of Transportation	S														
Phone companies		S													
Propane (AmeriGas)												P			

**1.2.3.3 Incident Annexes**

Additionally, IAs are included with the Basic Plan to provide tactical information and critical tasks unique to specific natural and human-caused/technological hazards that could pose a threat to the City. Incident types are based on the hazards identified in the most recent Hazard Identification and Vulnerability Assessment conducted for the County.

1. Introduction

<b>Table 1-6 City Incident Annexes (IAs)</b>	
<b>Annex</b>	<b>Hazard</b>
IA 1	Severe Weather (including Landslides)
IA 2	Flood (including Dam Failure)
IA 3	Major Fire
IA 4	Earthquake/Seismic Activity
IA 5	Volcano/Volcanic Activity
IA 6	Hazardous Materials (Accidental Release)
IA 7	Transportation Accidents

*Note: Resource shortages and civil disobedience are considered secondary risks during any emergency situation.*

If the County EOP is implemented during an incident or Countywide emergency declaration, the City will adopt command and control structures and procedures representative of the County’s response operations in accordance with the requirements of NIMS and ICS, as necessary.

**1.2.4 Plan Activation**

Once promulgated by the City Manager, the EOP is in effect and may be implemented in whole or in part to respond to:

- Incidents in or affecting the City.
- Health emergencies.
- Life-safety issues city-wide.

An Emergency Declaration is not required to implement the EOP or activate the EOC. The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an Incident Commander (IC).

**1.3 Relationship to Other Plans**

**1.3.1 Federal Plans**

**1.3.1.1 National Incident Management System**

Homeland Security Presidential Directive 5 directed the Secretary of Homeland Security to develop, submit for review by the Homeland Security Council, and administer a National Incident Management System. NIMS, including ICS, enhances the management of emergency incidents by establishing a single comprehensive system and coordinated command structure to help facilitate a more efficient response among departments and agencies at all levels of government and, if necessary, spanning jurisdictions.

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**1. Introduction****1.3.1.2 National Response Framework**

The NRF is a guide to how State and Federal government should conduct all-hazards response. It is built upon scalable, flexible and adaptable coordination structure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

The NRF organizes the types of response assistance a state is most likely to need into 15 ESFs. Each ESF has a primary agency assigned for maintaining and coordinating response activities.

**1.3.2 State Plans****1.3.2.1 State of Oregon Emergency Management Plan**

The Oregon EMP is developed, revised, and published by the Director of Oregon Emergency Management (OEM) under the provisions of Oregon Revised Statutes (ORS) 401.270, which are designed to coordinate the activities of all public and private organizations that provide emergency services within the State and to provide for and staff a State Emergency Coordination Center (ECC) to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services system within the State of Oregon. The Director of OEM advises the Governor and coordinates the State's response to an emergency or disaster.

The Oregon EMP consists of three volumes:

- *Volume I: Preparedness and Mitigation* consists of plans and guidance necessary for State preparation to resist a disaster's effects. Sections include disaster hazard assessment, the Emergency Management Training and Exercise Program, and plans to mitigate (or lessen) a disaster's physical effects on citizens, the environment, and property.
- *Volume II: Emergency Operations Plan* broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the EMO; contains FAs that describe the management of functional areas common to most major emergencies or disasters, such as communications, public information, and others; and contains hazard-specific annexes.
- *Volume III: Relief and Recovery* provides State guidance, processes, and rules for assisting Oregonians with recovery from a disaster's effects. It includes procedures for use by government, business, and citizens.

Activation and implementation of the Oregon EMP (or specific elements of the plan) may occur under various situations. The following criteria would result in activation of the EMP, including the EOP:

**1. Introduction**

- The Oregon Emergency Response System receives an alert from an official warning point or agency, indicating an impending or probable incident or emergency.
- The Governor issues a “State of Emergency.”
- A statewide disaster is imminent or occurring.
- Terrorist activities or weapons of mass destruction incidents are occurring or imminent.
- An alert, site emergency, or general emergency is declared at the Washington Hanford Nuclear Reservation in Washington State or at the research reactors at Oregon State University or Reed College.
- A community emergency (or other appropriate Chemical Stockpile Emergency Preparedness Program Emergency Classification Level) occurs involving the Umatilla Chemical Depot.
- A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities.
- A geographically limited disaster requires closely coordinated response by more than one State agency.
- An affected city or county fails to act.

**1.3.3 County Plans****1.3.3.1 Clackamas County Emergency Operations Plan**

The County EOP is an all-hazard plan describing how the County will organize and respond to events that occur in individual cities, across the County, and in the surrounding region. The plan describes how various agencies and organizations in the County will coordinate resources and activities with other Federal, State, local, tribal, and private-sector partners. Use of NIMS/ICS is a key element in the overall County response structure and operations.

The County EOP Basic Plan describes roles, responsibilities, and concepts of operations, command, and control, while clearly defining escalation pathways and legal authorities involved with critical decision making and resource allocation by local and County governments. The 15 ESF annexes supplement the information in the Basic Plan and are consistent with the support functions identified in State and Federal plans. Each ESF serves as an operational-level mechanism for identifying primary and support entities to maintain capabilities for providing resources and services most likely needed throughout all phases of an emergency. In addition, the County EOP contains IAs to provide tactical information and critical tasks unique to specific natural and human-caused/technological hazards that could pose a threat to the County.

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**1. Introduction**

If capabilities or resources prove limited or unavailable to the City during an emergency or disaster, escalation pathways and resource request procedures for seeking additional resources through County, State, or Federal agencies are clearly defined in each County ESF.

**1.3.4 City Plans****1.3.4.1 Continuity of Operations and Continuity of Government Plans**

The City has formalized a City Continuity of Operations (COOP) plan. This plan may be used in conjunction with the EOP during various emergency situations. The COOP and Continuity of Government (COG) plans detail the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. These plans identify essential functions of local government, private-sector businesses, and community services and delineate procedures to support their continuation. COOP/COG plan elements may include, but are not limited to:

- Identification and prioritization of essential functions.
- Establishment of orders of succession for key positions.
- Establishment of delegations of authority for making policy determination and other decisions.
- Identification of alternate facilities, alternate uses for existing facilities, and, as appropriate, virtual office options, including telework.
- Development of interoperable communications systems.
- Protection of vital records needed to support essential functions.
- Management of human capital.
- Development of a Test, Training, and Exercise Program for continuity situations.
- Devolution of Control planning.
- Reconstitution and resumption of normal operations.

**1.3.4.2 Natural Hazard Mitigation Plan**

A Natural Hazards Mitigation Plan (NHMP) was adopted by the City of Milwaukie on June 2009. The NHMP was developed as an addendum to the Clackamas County NHMP in an effort to increase the community's resilience to natural hazards. The addendum focuses on the natural hazards that could affect

1. Introduction

the City, including floods, landslides, wildfires, severe storms, earthquakes, and volcanoes.

*See Chapter 2 for a more detailed hazard analysis.*

**1.4 Authorities**

**1.4.1 Legal Authorities**

In the context of this EOP, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. This plan is issued in accordance with, and under the provisions of, ORS Chapter 401, which establishes the authority for the highest elected official of the City Council to declare a state of emergency.

The City conducts all emergency management functions in a manner consistent with NIMS. Procedures supporting NIMS implementation and training for the City have been developed and formalized by the City EMO.

As approved by the City Manager, the Police Department has been identified as the lead agency in the EMO. A representative from the City Police Department has been given the collateral title of Emergency Manager and has the authority and responsibility for the organization, administration, and operations of the EMO. The Emergency Manager may delegate any of these activities to designees as appropriate.

Table 1-7 sets forth the Federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

<b>Table 1-7 Legal Authorities</b>	
<b>Federal</b>	
–	<u>Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness</u>
–	<u>Homeland Security Presidential Directive 5: Management of Domestic Incidents</u>
–	<u>Homeland Security Presidential Directive 8: National Preparedness</u>
–	<u>National Incident Management System (NIMS)</u>
–	<u>National Response Framework (NRF)</u>
–	<u>Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006</u>
–	<u>Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.</u>

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<b>Table 1-7 Legal Authorities</b>
<b>State of Oregon</b>
<ul style="list-style-type: none"> <li>- <u>ORS 401. Emergency Management and Services</u></li> <li>- <u>ORS 402. Emergency Mutual Assistance Agreements</u></li> <li>- <u>ORS 403. 9-1-1 Emergency Communications System; 2-1-1 Communications System; Public Safety Communications System</u></li> <li>- <u>ORS 404. Search and Rescue</u></li> <li>- <u>ORS 431. State and Local Administration and Enforcement of Health Laws</u></li> <li>- <u>ORS 433. Disease and Condition Control: Mass Gatherings; Indoor Air</u></li> <li>- <u>ORS 476. State Fire Marshal; Protection From Fire Generally</u></li> <li>- <u>ORS 477. Fire Protection of Forests and Vegetation</u></li> <li>- <u>State of Oregon Emergency Operations Plan</u></li> </ul>
<b>Clackamas County</b>
<ul style="list-style-type: none"> <li>- Board Order #2008-154, September 2008</li> <li>- Code Section 6.03</li> <li>- Resolution 2005-26, February 2005</li> </ul>
<b>City of Milwaukie</b>
<ul style="list-style-type: none"> <li>- Ordinance 1864, codified as Milwaukie Municipal Code Chapter 1.15; 1999. Adoption of the Emergency Operations Plan</li> <li>- Resolution 36-2005; 2005. Adoption of the National Incident Management System</li> </ul>

**1.4.2 Mutual Aid and Intergovernmental Agreements**

State law (ORS 401.480 and 401.490) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

*See individual FAs for Existing Mutual Aid Agreements.*

Copies of these documents can be accessed through the Emergency Manager. During an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

**1.5 Emergency Powers**

**1.5.1 City of Milwaukie Disaster Declaration Process**

The City Manager (or designee), as authorized by the City Code, may declare that a state of emergency exists. This declaration is in effect until the City Manager or

**1. Introduction**

other authorized person terminates the state of emergency when the emergency, or threat of emergency, no longer exists.

OEM has set forth the following criteria necessary in declaring a local emergency:

- Describe the circumstances impacting an identified area.
- Identify the problems for which assistance is needed.
- Clearly state what has been done locally to respond to the impact and needs.

**1.5.2 Clackamas County Declaration Process**

Clackamas County Code provides that the Board of County Commissioners (BCC) may declare a state of emergency when they determine that such a state exists. At the earliest practical opportunity, the BCC may adopt a written declaration of emergency and make it a part of the County’s official records. If circumstances prohibit the timely action of the BCC, the Chair of the BCC may declare a state of emergency provided that the approval of a majority of the BCC is sought and obtained at the first available opportunity. Upon declaration of emergency, the Chair of the BCC is empowered to assume centralized control of, and have authority over, all departments, divisions, and offices of Clackamas County in order to implement the emergency provisions outlined in Clackamas County Code Chapter 6.03.

**1.5.3 Lines of Succession**

Table 1-8 provides the policy and operational lines of succession during an emergency for the City.

<b>Table 1-8 City Lines of Succession</b>	
<b>Emergency Coordination</b>	<b>Emergency Policy and Governance</b>
Emergency Manager	Mayor
City Manager	City Council in order of succession
Public Works Director	City Manager

Each City department is responsible for pre-identifying staff patterns showing a line of succession in management’s absence. Lines of succession for each department can be found in the COOP. All employees should be trained on the protocols and contingency plans required to maintain leadership within the department. The City Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the City are responsible for developing and implementing COOP/COG plans to ensure continued delivery of vital services during an emergency.

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**1. Introduction****1.5.4 Request, Allocation, and Distribution of Resources**

Resource requests and emergency/disaster declarations must be submitted by the City Emergency Manager to the County Emergency Management Director according to provisions outlined under ORS Chapter 401.

The IC is responsible for the direction and control of the City's resources during an emergency and for requesting additional resources required for emergency operations. All assistance requests are to be made through County Emergency Management via the County EOC. County Emergency Management processes subsequent assistance requests to the State.

In the case of emergencies involving fires threatening life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The Clackamas County Fire District #1 (CCFD1) Fire Chief will assess the status of the incident(s) and, after determining that all criteria have been met for invoking the Conflagration Act, notify the State Fire Marshal via the Oregon Emergency Response System. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

**1.5.5 Financial Management**

During an emergency, the City is likely to find it necessary to redirect City funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the City Council. If an incident in the City requires major redirection of City fiscal resources, the City Council will meet in emergency session to decide how to respond to the emergency funding needs, declare a State of Emergency, and request assistance through the County as necessary.

Expenditure reports should be submitted to the Finance Department and managed through the Finance Director to identify budgetary shortfalls. The Human Resources Department will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing Federal Emergency Management Agency (FEMA) Public Assistance reimbursement requests. During activation of the City EOC, financial management will be handled by the Finance Section, which will be staffed by the Finance Department.

**1.5.6 Liability Issues**

Liability issues and potential concerns among government agencies, private entities, and other response partners, and across jurisdictions, are addressed in existing mutual aid agreements and other formal memoranda established for the City and its surrounding areas.

## 1. Introduction

## 1.6 Safety of Employees and Family

All department heads (or designees) are responsible for the safety of employees. Employees should attempt to make contact with their supervisors and managers within the first 24 hours following an incident. Emergency 911 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOP plans will establish alternate facilities and staff locations, as applicable. Notification procedures for employee duty assignments will follow required procedures established by each agency and department.

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to performing the overall response activities required to protect the City and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while they provide health and medical services during a pandemic or other type of public health emergency.

Currently, plans formally addressing the safety and protection of medical personnel and response staff during a biological incident and/or contagious outbreak have not been developed. Safety precautions and personal protective equipment decisions will be specific to the type of incident and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

If necessary, the Oregon Occupational Safety and Health Administration may provide assistance and guidance on worker safety and health issues. Information about emergency procedures and critical tasks involved in a biological emergency incident or disease outbreak is presented in ESF 8 of the County EOP.

While all City agencies and employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. Each employee is expected to develop family emergency plans to facilitate family safety and self-sufficiency, which in turn will enable employees to assume their responsibilities to the City and its citizens as rapidly as possible.

Processes that support employees and their families during emergency situations or disasters will be further developed through ongoing COOP and COG planning.



**STATE HOMELAND SECURITY GRANT  
PROGRAM**

**PROJECT PLANNING WORKSHEET**

**MAY 2014**



# STATE HOMELAND SECURITY PROJECT PLANNING WORKSHEET

## Overview

This worksheet is for applicants applying for the FY2014 State Homeland Security Grant Program (SHSGP) funding in compliance with FY2014 Application Instructions and Grant Guidance. This worksheet must be completed in full and provide a detailed budget as identified in the application instructions. No more than seven (7) worksheets may be turned in per county or tribe.

## Project Information:

(See page 8 of application instructions)

<b>1. County or Tribe:</b>
Clackamas County

<b>2. Project Name:</b>
Milwaukie communication improvement for neighborhoods to EOC and beyond

<b>3. Total Federal Funding Requested:</b>
\$21,000

## Investment Justification

(See page 8 of application instructions)

<b>4. Identify State IJ:</b>
4. Citizen Preparedness

**Baseline: New or Ongoing Project**

**Capabilities that will be created or enhanced by the project.**

(See pages 8 and 9 of application instructions)

<b>5. Project Phase: (Place an "X" in the corresponding box)</b>	<b>(Point Value = 5)</b>
<p><input type="checkbox"/> Sustaining or maintaining a core capability acquired with Federal funding</p> <p><input type="checkbox"/> Sustaining or maintaining a core capability acquired without Federal funding</p> <p><input checked="" type="checkbox"/> Developing or acquiring a new core capability (new capabilities must be deployable)</p>	
<p>Description of Capabilities:</p> <ol style="list-style-type: none"><li>1. Supplies EOC staff with reliable P-25 compliant communication equipment via satellite phones for external communication with other agencies following an emergency or disaster.</li><li>2. Identifies sites across the City for EOC to communicate with neighborhoods which will enhance City response capability</li><li>3. Encourages City-citizen collaboration in emergency preparedness planning and response</li></ol>	

## **Project Description:**

**Provide a detailed description of this project.**

(See page 9 of application instructions)

<b>6. Description of Project:</b>	<b>(Point Value = 30)</b>
<p>This EOC communications improvement is a collaborative effort between the City of Milwaukie and citizen volunteers with the objective to prepare and staff communication sites that would enable neighborhoods to communicate with the City's EOC following a catastrophic event during which road and technology infrastructure is damaged.</p> <p>The neighborhood located sites concept is based on the City of Portland's BEECN program (Basic Earthquake Emergency Communication Node). The sites are designed to provide a line of communication between neighborhoods and the EOC using P-25 compliant portable radios following the anticipated Cascadia Subduction Zone earthquake that experts predict will strike the Pacific Northwest and which would likely disrupt existing cell phone networks, 911 capabilities and infrastructure such as roads and bridges.</p> <p>Caches of equipment necessary to provide communication with officials and to provide aid to residents will be stored at pre-identified secure locations on either City or partner-owned properties. As soon as is practical following the earthquake, trained volunteers will retrieve the equipment, set up and staff the locations.</p> <p>The sites will operate during daylight hours for the period of time required for the City to re-establish operational capacity and again be able to access all areas of the city. Volunteers could report property damage, report specific assistance requests from first responders, obtain significant news information to disseminate and report for volunteer assistance to others.</p> <p>The City's professional capacity for emergency response would be limited to those staff able to reach their assigned EOC or operations posts. (Many staff live outside the city and would encounter collapsed bridges, culverts and roads between their homes and the City.) The assistance of this trained corps of volunteers around the entire city supports our emergency operations plans to respond to our citizens needs by using trained volunteers and will nearly double our available personnel.</p> <p>The EOC communication is improved with the addition of P-25 compliant satellite phones. Satellite phones provide a most reliable form of communication capable of reaching short and long range points of emergency contact. They can communicate with regular telephony systems anywhere in the world or next door. They are simple to use and maintain with little training needed.</p> <p>This project meets the priorities of the State by including and training volunteers from</p>	

the whole community in planning for and enabling focused response to a disaster.

This communications project aligns with the Oregon Statewide Communication Interoperability Plan as shown in the following locations:

Page 1, under the Training and Exercises paragraph:

Conduct training and education activities to demonstrate the benefits of a robust communications network

Page 2, under the Outreach and Information Sharing paragraph:

Continuously identify and understand changing State and local communications needs and capabilities

More specific information about this proposal's concept is available at the website for the Portland, Oregon BEECN program which the communication sites are based on:

<http://www.portlandoregon.gov/pbem/59630?>

### **Equipment or Services**

**Equipment or services to be purchased for the project.**

(See page 9 of application instructions)

**7. Project Outputs:**

**(Point Value = 10)**

Output will be improved communication between citizens and the City's EOC. Most of the equipment (all but the satellite phones) is to provide six communication bases located throughout the City with caches of equipment to support neighborhood response to the EOC. The satellite phones will provide improved communication from the EOC to other EOCs and others outside the City:

Six tents with sides and weights (6)

Twelve folding chairs (12)

Six sets of hi-viz safety vests, flashlights and operational supplies (6)

Six first aid kits (6)

Two P-25 compliant satellite phones (2)

Six P-25 compliant portable radios (6)

Six movable storage cases (6)

Six lockable storage sheds (6)

## **Capabilities**

### **Capabilities that will be created or enhanced by the project.**

(See page 10 of application instructions)

#### **8. Project Outcomes:**

**(Point Value = 15)**

- Improved City communication capabilities with citizens and other EOCs and outside agencies.
- Equipped sites across neighborhoods that will be used as gathering points to disseminate and report essential information from and to the City's EOC.
- Larger base of trained citizen volunteers who are equipped and well placed to respond from several areas around the City.

These outcomes mitigate the risk of communication breakdown in the event of a large-scale disaster such as an earthquake. They also improve the ability of the EOC to understand what is happening in the neighborhoods and provide help to the public.

## **State Strategy:**

### **Identify all goals and objectives in the State Homeland Security Strategy supported by this project.**

(See page 10 of application instructions)

#### **9. Project Goals and Objectives:**

**(Point Value = 5)**

Goal 6: Enhance Oregon's Citizen Corps (CC) and Voluntary Organization based programs statewide.  
 Objective 4: Incorporate citizen preparedness into local training and exercises.

**Proposed Funding by Solution Area:**

Provide the Proposed Funding amount to be obligated from this project towards Planning, Organization, Equipment, Training, and Exercises (POETE). (Please provide amounts for all that apply) (See page 11 of application instructions)

10. Proposed Funding:		(Point Value = 5)
Solution Area	Amount of Proposed Funding \$	Funds dedicated to LETPA*
	SHSP	
Planning	\$0	\$0
Organization	\$0	\$0
Equipment	\$20620	\$0
Training	\$330	\$0
Exercises	\$50	\$0
<b>Total Proposed Funding:</b>	<b>\$1</b>	<b>\$78</b>

\* If applicable, provide the proposed funding amount that is expected to be obligated towards Law Enforcement Terrorism Prevention Activities (LETPA).

**Core Capabilities:**

Select all Core Capabilities supported by this Project. (Place an "X" in the corresponding boxes)

(See page 11 of application instructions)

11. Project Core Capabilities:		(check all that apply)
<input type="checkbox"/> Access Control and Identity Verification	<input checked="" type="checkbox"/> Operational Communications	
<input checked="" type="checkbox"/> Community Resilience	<input checked="" type="checkbox"/> Operational Coordination	
<input type="checkbox"/> Environmental Response/Health and Safety	<input type="checkbox"/> Planning	
<input checked="" type="checkbox"/> Infrastructure Systems	<input checked="" type="checkbox"/> Public Information and Warning	
<input checked="" type="checkbox"/> Intelligence and Information Sharing	<input type="checkbox"/> Screening, Search, and Detection	
	<input type="checkbox"/> Situational Assessment	

- |   |  |
|---|--|
| <input type="checkbox"/> Interdiction and Disruption      | <input type="checkbox"/> Threats and Hazard Identification |
| <input type="checkbox"/> On-Scene Security and Protection |  |

**Milestones:**

**Identify Milestones by quarter, with start and end dates, which will be achieved within the period of performance.**

(See page 11 of application instructions)

<b>12. Project Milestones:</b>		<b>(Point Value = 15)</b>	
<b>Quarter</b>	<b>Milestones</b>	<b>Start Date (mm/yyyy)</b>	<b>End Date (mm/yyyy)</b>
<b>1</b>	Identify each neighborhood location, secure use agreements as needed, complete protocol for deployment and use of communication equipment <input type="checkbox"/>	10/2014	12/2014
<b>2</b>	Source and purchase equipment, develop regular training in the use of satellite phones	01/2015	03/2015
<b>3</b>	Complete storage of equipment in permanent neighborhood locations, recruit and train a minimum of two volunteers for each neighborhood location	04/2015	06/2015
<b>4</b>	Execute one exercise of neighborhood site set-up and operation including communication with EOC	7/2015	9/2015

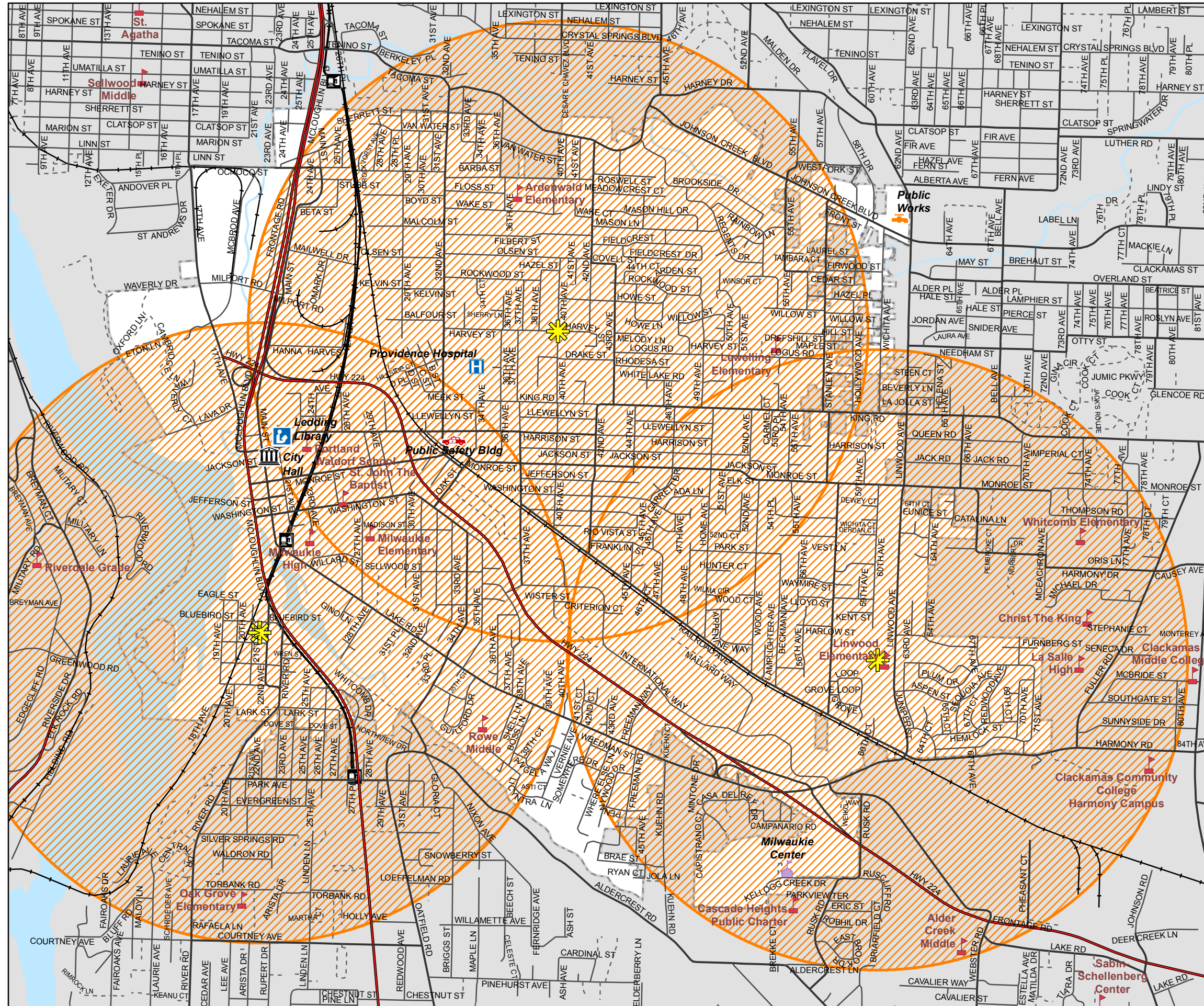
**Sustainment:**



**Identify how you will sustain the project.**

(See page 12 of application instructions)

<b>13. Sustainment:</b>	<b>(Point Value = 15)</b>
<ul style="list-style-type: none"><li>• Recruitment on a continuous cycle for volunteers for the neighborhood communication sites</li><li>• Protocol and operations training for volunteers that will be conducted by the City at least twice a year</li><li>• Volunteers will commit to a three year period of service following their successfully completed initial training</li><li>• City staff will include the use of satellite phones in bi-annual EOC exercises</li><li>• City to fund the service payment for satellite phones and the replenishment of site supplies</li></ul>	

Attachment 3

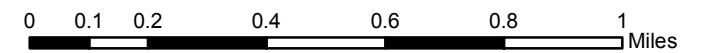


-  Possible Locations
-  1 Mile Radius

Data Sources: City of Milwaukie GIS  
Metro Data Resource Center

The information depicted on this map is for general reference only. The City of Milwaukie cannot accept any responsibility for errors, omissions or positional accuracy. There are no warranties, expressed or implied, including the warranty of merchantability or fitness for a particular purpose, accompanying this product. However, notification of errors would be appreciated.

GIS Coordinator  
City of Milwaukie  
6101 SE Johnson Creek Blvd.  
Milwaukie, OR 97206





MILWAUKIE CITY COUNCIL  
STAFF REPORT

**WS 3.**  
**10/21/14**

**To:** Mayor and City Council

**Through:** Bill Monahan, City Manager

**Subject:** **Economic Development Program Update**

**From:** Steve Butler, Community Development Director  
Dennis Egner, Planning Director  
Vera Kolas, Associate Planner

**Date:** October 13, 2014, for October 21, 2014 Worksession

**ACTION REQUESTED**

None. The Economic Development team wants Council to be familiar with current ongoing activities, planned future activities, and the progress on the previously presented action plan.

**HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**

A timeline of recent actions and discussions regarding the Economic Development program are presented below.

**April 15, 2014:** Staff provided Council with a proposed approach for establishing an Economic Development program, including current ongoing activities as well as the proposed approach for the creation of an overall Economic Development strategy for the city.

**March 3, 2014:** Council was briefed on the activities of the Clackamas County Business and Economic Development team (CC BED). Council provided comments and asked questions regarding the state of the economy both in the City and in the County.

**January 21, 2014:** Council was briefed on the activities of Greater Portland, Inc., a partnership of businesses, organizations, and government agencies that targets retention, expansion, and recruitment of businesses. Council approved a trial membership in the organization.

**BACKGROUND**

Milwaukie has a history of working diligently to encourage economic development and to foster relationships between the City, residents, and the business community. The Moving Forward Milwaukie (MFM) initiative is a recent example.

With the upcoming opening of the Portland-Milwaukie Light Rail Transit station in downtown, there is a renewed development interest in the area. The MFM project has helped to explore redevelopment options and the project is now focused on making the necessary code changes that will eliminate code barriers. In response to interest in the downtown, the Economic

Development team has been proactively working with new businesses and helping to market and promote the downtown as a great place to do business.

In addition, the team's efforts have addressed redevelopment opportunities in the City's manufacturing and business-industrial zones. Empty and underutilized warehouse space presents an immediate opportunity for small and large firms to locate in Milwaukie and staff has worked to bring these opportunities to the attention of site selectors, companies, and developers.

Last April, staff presented a proposed Economic Development Program to the Council (a copy of the program is attached). Recent activities to implement the program are summarized below.

**1. Business Response Activities** The Co Star Group is a commercial real estate information company that maintains the industry's largest database of verified, continuously updated listings across all commercial types. Staff at CC BED provides a monthly update Co Star list of Milwaukie properties to the City; City staff updates the in-house spreadsheet and uses the list as a source of information when responding to inquiries about available space in the city.

- Available Space Inquiries  
Recent inquiries include two separate inquiries about downtown space for breweries, downtown restaurant space, and space for a dog groomer, boarding, and pet supply business. Maximum effort has been used to provide clear information regarding the permit process and outlining all steps as a way of streamlining the review process.
- Business Registrations  
In general, staff takes a positive, business-friendly perspective and has worked cooperatively with the business community to approve business registrations.

Recent new businesses:

- Bowling Directions Pro Shop
- Trellis Counseling
- Bloom Garden Supply
- Oakley Electric
- Charles Faram, Inc.
- Greg Smith Equipment Sales, Inc.
- Union Floor Company
- Clearwater Exteriors, LLC

## **2. Proactive Activities**

- Business Outreach  
Dialogue with Existing Businesses – City staff has met with the following businesses to establish contacts, learn about the company and its goals, and discuss how the City can assist:
  - Precision Castparts (PCC)
  - Classic Exhibits
  - Zoe Outfitters
  - Molly Muriel

- RanTech
  - Providence Hospital
  - Enchante
  - Windhorse Coffee & Tea
  - K.Marie
  - Blount International (planned)
  - Advantis (planned)
  - Oeco, LLC (planned)
  - OLCC (planned)
- Establish and Continue Existing Partnerships  
Staff continues to actively participate with, and attend meetings of, key organizations in the region to develop good working relationships:
    - Clackamas County Economic Development Commission
    - Clackamas County Economic Development Practitioners Roundtable
    - Greater Portland, Inc.
      - Small Cities Consortium
      - Economic Development Professionals Roundtable
    - North Clackamas Chamber of Commerce – Public Policy Committee
    - Milwaukie Rotary
    - Clackamas Small Business Development Center

### 3. Future Activities

- Milwaukie Economic Development Summit  
Staff is planning a summit/workshop in early 2015 that will be facilitated by senior staff from the Clackamas County Business and Economic Development Team. The intent is to create a forum for business leaders and key City personnel; key outcomes include:
  - Share specific economic data for Milwaukie, the "economic history" of the city
  - Identify Milwaukie's strengths and opportunities
  - Identify economic development goals and priorities
  - Conduct break-out sessions: key industries, geography, and business size that directly focus on businesses
- North Industrial Area  
Staff has been working with the CC BED on a cooperative effort to define a redevelopment strategy for the North Industrial Area. This area has been identified as a high priority by the Clackamas County Economic Development Commission.

### CONCURRENCE

N/A

### FISCAL IMPACTS

No additional fiscal impacts for current and on-going work. Short-term and Additional activities and the Expanded Program are dependent upon having Planning staff available for this work.

**WORK LOAD IMPACTS**

In order to effectively manage and maintain the proposed Economic Development Program, it will require the equivalent of approximately 0.5 FTE of staff time.

**ALTERNATIVES**

N/A

**ATTACHMENTS**

1. Economic Development Program

**ECONOMIC DEVELOPMENT PROGRAM  
April 2014**

**I. CURRENT AND ONGOING ACTIVITIES**

**A. Collect and Analyze Data**

1. Inventory of Available Development Sites

Maintaining an updated list of available properties (both land and buildings) for sale and lease is a key component for an Economic Development Program. When a potential business is looking at Metro Portland for a location, having basic site information about available properties in Milwaukie is necessary. An up to date list of available properties is critical to assist a company who is looking to locate in the City or relocate into a new or larger space within the City. There are a couple of different ways to maintain such a list. These include maintaining internet links to existing online inventories and maintaining an in-house spreadsheet for in-person inquiries.

Staff has identified sources for this information to streamline information-gathering and inventory maintenance and has already developed a list of available properties:

- a. CC BED Employment Lands Asset Mapping:  
<http://www.clackamas.us/business/asset.html>
- b. Co Star: The Co Star Group is a commercial real estate information company that maintains the industry's largest database of verified, continuously updated listings across all commercial types including office, industrial, multifamily, retail, flex, hospitality and land. Staff at CC BED will provide a monthly updated Co Star list of Milwaukie properties to the City; City staff will update the in-house spreadsheet.
- c. Oregon Prospector: Maintained by Business Oregon, Oregon Prospector is an online searchable mapping tool that allows interested firms to find available industrial properties and local demographic, economic, and business data for locations that fulfill their business needs. <http://oregonprospector.com/>

2. List of Current Businesses

Staff has developed a draft list of current businesses. Having an updated list of current businesses in Milwaukie is critical for a number of reasons:

- At its most basic level, an updated list gives the City a foundation upon which to recognize the importance of our commercial/industrial partners. Knowing and understanding our commercial/industrial base allows the City to analyze our mix of businesses, identify key industry clusters, and facilitate good working relationships with our businesses. The list will allow staff to successfully work to retain, attract, and assist businesses in the community.
- Knowing who our largest employers are ensures that the City is familiar with the business and its leadership and is able to develop a dialogue so that partnerships are developed. Good public-private partnerships benefit everyone.

- Knowing our small businesses and their specific needs will help the City identify needed resources that are specific to small businesses, including training and networking opportunities.

### 3. Identification of Industry Clusters

Industry clusters are geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field that are present in a region or community – a critical mass. Competitive success is typically enjoyed by the businesses within the cluster. One might expect that in a global economy, location would no longer be a major source of competitive advantage; but in practice, location remains central to competition.

The Harvard Business School Institute for Strategy and Competitiveness explains how clusters affect competition in three broad ways: first, by increasing the productivity of companies based in the area; second, by driving the direction and pace of innovation; and third, by stimulating the formation of new businesses within the cluster. Geographic, cultural, and institutional proximity provides companies with special access, closer relationships, better information, powerful incentives, and other advantages that are difficult to tap from a distance. Competitive advantage lies increasingly in local things-- knowledge, relationships, and motivation.

Staff is currently working to identify our own local industry clusters. Through this effort we can help support and promote those businesses. A recent Clackamas County analysis shows that existing Milwaukie companies are part of the following identified clusters: Advanced Manufacturing, Food and Beverage Processing, and Film and Media Production. Our ability to analyze and work with these businesses and clusters will benefit both the City and the companies. Staff recommends working carefully with both Greater Portland, Inc. and CC BED on this aspect of the Program.

## **B. Outreach**

### 1. Business Outreach

- a. Dialogue with Existing Businesses – Currently, City staff occasionally interacts with existing businesses, usually in response to a specific situation or request.
- b. Business Welcome Packet – Currently, the City sends a letter when new businesses locate in Milwaukie. The City should continue to send a packet of information with key staff contacts, calendar of events and promotions, information regarding code compliance, zoning, parking, permitting, etc. It is important that new businesses are welcomed, acknowledged, and are given any relevant information both to minimize confusion or frustration, but also to provide support and resources. Further, the City has developed a packet for prospective businesses and site selectors that provides key information about the City, various economic development initiatives and a community profile.

### 2. Establish and Continue Existing Partnerships

There are several key organizations in the region that serve as partners and resources for the City in its economic development efforts. It is important that staff continue to

actively engage with these organizations and develop good working relationships with them. Examples of these organizations that the City has already worked with include:

- a. Clackamas County Business and Economic Development
- b. Greater Portland, Inc.
- c. North Clackamas Chamber of Commerce
- d. Small Business Development Center

## II. **SHORT-TERM and ADDITIONAL ACTIVITIES**

Short-term and additional activities are those activities that staff believes can be accomplished by July 1, 2014. Some of the activities listed here are new initiatives that are also on-going, and some are expansions of existing activities intended to provide a more robust service.

### 1. Establish the Business Assistance Team (BAT)

The BAT is a group of City officials that will work on various business assistance efforts.

BAT objectives include:

- a. Be the clear point of contact identified on all communications to minimize confusion and duplication of effort.
- b. Create networking opportunities.
- c. Mobilize quickly to assist new businesses – site identification for businesses seeking locations; facilitate application and development process to streamline the process and minimize unknowns; connect to other resources; identify incentives.
- d. Identify training opportunities and resources for Milwaukie small businesses.

### 2. Business Outreach

- a. Establish an On-going Dialogue with Existing Businesses – the intent of this initiative is to actively reach out to businesses and companies in the City on an ongoing basis to both introduce staff to them and to get to know their operations. This provides staff the information needed to highlight the City's successful key businesses. Milwaukie has several very successful and well-known national and international traded sector companies – the City ought to be very familiar with them. It is important for businesses to be considered part of the community; personal meetings can help make that connection.
- b. Establish a Business Roundtable – this initiative has been conceived as quarterly listening sessions between key City staff and participating companies and businesses. Too often, government is not familiar with the needs of private sector enterprise and vice versa. Staff believes these roundtables can help foster good relationships between the business community and City government, address issues, identify needs and solutions for all parties, and support collaboration.

### 3. Communication and Marketing

Enhance the City's Economic Development Website – Consistently update the Economic Development webpage; include available site inventory information, lists of businesses, incentives and programs, links to resources, etc.

#### 4. Economic Development Workshop

Staff intends to sponsor a workshop that will be facilitated by senior staff from the Clackamas County Business and Economic Development Team. The intent is to create a forum for business leaders and key City personnel to identify:

- Milwaukie's strengths and opportunities.
- Economic Development goals.
- Roles and responsibilities of economic development partners.

### III. **EXPANDED PROGRAM**

#### **A. Outreach**

##### Communication and Marketing

A clear and consistent message is critical to this program. Ideas include:

- a. Quarterly Newsletter – Develop a newsletter that focuses on new development, business and investment as well as emerging opportunities in Milwaukie. It would feature economic development related information such as details on new companies coming to Milwaukie; business expansions; major commercial, residential or other developments; and initiatives that support Milwaukie's growth. Example: City of Canby Fall 2013 Newsletter:  
<http://www.canbybusiness.com/newsletter/Fall2013CanbyInSpotlightNewsletter.pdf>
- b. Conduct a Branding effort
- c. Expanded and improved marketing materials that reflect the City's branding effort and visioning process

#### **B. Economic Development Strategy**

An economic development strategy involves establishing policy and engaging in a robust planning process. The strategy is intended to guide public actions and influence private actions aimed at improving Milwaukie's economy. The strategy will identify short and long-term strategies to maintain economic strength and information about the business climate and opportunities in the City. The strategy will also examine challenges and opportunities for major employment areas and key industry clusters. Based on the strengths and advantages the City offers, detailed strategies with associated action steps will be developed to guide economic development efforts for the future.

Identified components of this strategic planning process are:

##### 1. Milwaukie Economic Development Summit

The summit will be a facilitated economic development discussion where both community leadership and the greater community is invited to participate. Objectives will include: information sharing about the City's existing commercial/industrial base; seeking consensus on the City's goals for overall Economic Development; Moving Forward Milwaukie project updates; etc.

##### 2. Identify the Vision

The vision statement defines the desired economic future for Milwaukie. The process will include asking questions such as: What do we want? and How do we get there? and What do we want to be known for?

3. Economic Opportunities Analysis (EOA)

The EOA is an analysis of the long-term supply and demand for employment land. This work addresses statewide planning goal #9. The EOA consists of four sections:

- a. Trends, Opportunities & Market Factors: documents existing conditions and current trends in employment that will serve as a basis for a future employment forecast.
- b. Long Range Employment Forecast (Demand): presents the 2010-2035 employment forecast and resulting demand for employment land
- c. Buildable Land Inventory (Supply)
- d. Policy Alternatives: identifies opportunities for policy changes, public investments, development incentives, and other public interventions to help accommodate employment growth.

4. Comprehensive Plan update

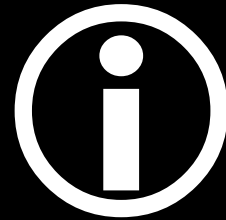
Periodic updates of the Comprehensive Plan are mandated by the State of Oregon. It is the intent for much of this work in the Economic Development Strategy to become part of the comprehensive plan update.

5. Economic Development Advisory Committee/Task Force

Develop a standing Economic Development Advisory Committee or an Ad-Hoc Task Force formed specifically to work on the Economic Development Strategy.



This Packet has been **Revised**  
This Report has been **Removed**



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