



TUALATIN CITY COUNCIL SPECIAL WORK SESSION MINUTES OF JANUARY 27, 2009

PRESENT: Mayor Lou Ogden; Councilors Chris Barhyte, Monique Beikman, Joelle Davis, Jay Harris, Donna Maddux, and Ed Truax; Sherilyn Lombos, City Manager; Brenda Braden, City Attorney; Mike McKillip, City Engineer; Doug Rux, Community Development Director; Don Hudson, Finance Director; Dan Boss, Operations Director; Carina Christensen, Assistant to the City Manager; Paul Hennon, Community Services Director; Nancy McDonald, Human Resources Director; Kent Barker, Chief of Police; Abigail Elder, Library Manager; Eric Underwood, Development Coordinator; Ginny Kirby, Recording Secretary

ABSENT: [* denotes excused]

[Unless otherwise noted, MOTION CARRIED indicates all in favor.]

A. CALL TO ORDER

Mayor Ogden called the meeting to order at 6:06 p.m.

B. PRESENTATIONS, ANNOUNCEMENTS, SPECIAL REPORTS

Five-year Financial Forecast

Don Hudson, Finance Director, gave a PowerPoint presentation addressing the 5-year plan (see attached copy of presentation slides). The reasons the City does a 5-year plan are: 1) Stimulate long-term "big picture thinking", 2) Raise/identify specific issues, 3) Impose discipline, and 4) Provide guidance for the budget process.

The Assumptions - General being made are: 1) No population growth, 2) Maintenance of effort planning (continue doing what we are currently doing/no new programs/no additional positions), 3) Capital outlay for replacement of existing assets (per replacement schedules).

The Assumptions – General Fund (GF) Revenues:

Revenues categorized by major GF revenue sources

- Property taxes – 3%
- Franchise fees – 8% first year; 4% thereafter
- Library levy (WCCLS) – 2%
- Transfers – 3.5%
- Others – 2%

Mayor Ogden asked why the increase in franchise fees. Mr. Hudson noted fees have increased over the past few years, mainly due to rate hikes.

The Assumptions – GF Expenditures:

Personnel Costs (approx 74% of GF budget)

Salaries – 6%

Health insurance – 10%

PERS – 0% next 2 years; 3% thereafter

Payroll taxes – 6%

Materials and Services

3.5% base assumption

Periodic review process (larger increased in early years)

Capital Outlay – 5%

Councilor Barhyte questioned the 3% for PERS and what the City would do if it rises quickly in the next few years; staff will make a call to PERS to ask for better numbers and get back to Council with that information.

GF Revenue and Expenditures

Mr. Hudson summarized the revenues, expenditures, and net revenue figures for the next five fiscal years. Discussion followed. Councilor Maddux questioned when the City last had an actual net revenue. Further discussion followed regarding how the City used to do the budgeting compared to the current process.

GF Contingency / Reserves

This was the next slide. It was noted that contingency equals 3% of total expenditures; reserves equals 12% of total expenditures.

Other Funds

Engineering and Building and Operations, personnel expense assumptions same as GF Assumptions built upon unfunded capital projects

Engineering and Building:

Revenues projected to decrease approximately 3.4% and remain constant for remaining years

Transfer from utility and capital funds increase 3.5% in first 2 years and decrease beginning year 3

Materials and Services expenditures increase 3.5%

Building Division contingency remains at 6 months of expenses

Reserves decrease each year

Operations:

Transfers from other funds increase 3.5%

Other revenues increase 3%

Materials and Services increase 3.5%, except in Water Division (due to increase costs for ASR)

Capital outlay expenditures related to scheduled replacement vehicles and unimproved roadway maintenance (Operations Center master plan capital not included)

Reserves continue to decrease, ending in year 4

Utility Funds:

Revenues remain flat (due to assumption of no population increases)

No water rate increases assumed (increases in sewer & storm drain rates projected for local rate to supplement CWS rate, under CWS rate model)

No transfers to development (SDC) funds assumed for non-SDC projects

Contingencies remain, but unfunded projects not included

Road Gas Tax:

No revenue growth from projected FY 08/09 actual receipts
Current year projected materials & services remaining flat, will allow for minimal capital projects in year 1, but expenditures exceed revenues in the following years

Road Utility Fund:

Flat revenue projection due to population growth assumption
Maintains funding for pavement maintenance, sidewalk/tree and reverse frontage programs
Maintains contingency funds for road maintenance

Capital Development (SDC) Funds:

SDC revenues down due to slowdown in construction
No new projects on SDC lists projected

Summary

- 1) Salaries and benefits continue to be approximately 75% of total expenditures
- 2) Current revenue sources are not sufficient to cover projected expenditures and capital needs
- 3) GF reserves remain at 12% of expenditures for first 2 years and then starts to fall below the recommended level

Mr. Hudson stated that many factors will influence assumptions used over the timeframe of the plan.

Councilor Harris questioned possible solutions to 75% of the budget going to salaries and benefits – could contracting out be a potential answer, depending upon the particular situation. Discussion followed. Ms. Lombos noted that staff will come back to Council for further budget discussion before Budget Committee meets; probably in April. Mayor Ogden expressed concerns towards the timeline and decisions that need to be made. Ms. Lombos said there will be a mid-year budget discussion at the February 23 Council meeting.

Councilor Barhyte felt it may be helpful for Council to have another discussion(s) regarding projections and possible actions. Concerns were expressed to not overreact, but to also be careful about under-reacting, as well. Councilor Davis noted that one thing the State is looking at is not giving COLA for the next biennium; it may be possible to look at that possibility for the City. She then asked about the possibility of a motel/hotel tax. A restaurant tax was also mentioned as a possibility. Discussion followed. A special study session will be scheduled, most likely in March, to discuss budget issues further.

Council Retreat Follow-up

Ms. Lombos said she would like to confirm the first few pages of the Strategic Management document, "A Vision for the Future", covering the vision, strategic focus areas, and goals (copy attached). She questioned if Council wanted something added about visually appealing; consensus was yes... "*Aesthetically pleasing surroundings*" was added to the list.

Ms. Lombos reviewed Strategic Focus Areas, Proposed Long-term Goals, and Basic Operating Principles. Councilor Maddux asked what exactly was meant by "Pursuing social sustainability" (Basic Operations Principles). After brief discussion, it was stated that social means community.

Goal Implementation Action Plans was the next topic reviewed. Ms. Lombos went over each goal to make sure Council either approved the existing document or would like changes/additions.

Goal No. 1 – Enhance mobility and achieve reduction of congestion throughout the City. Ms. Lombos reviewed the 11 objectives, the following revisions were made:

1. No monies needed other than staff time.
2. Change *Money needed to complete* from none to *Lots to implement*
3. Okay after brief discussion
4. Discussion regarding timing of signals. I-5 with a “low noise” mix
5. Expand local transit service (not to start/build our own, but to advocate with TriMet). Councilor Beikman noted that TriMet is working on this for businesses and employees – not expanded service for residents. It was decided to add: strategic, collaborative with other partners. Developing options and advocating for expanding local service. *Other Departments Involved* – add Chamber of Commerce and Tualatin Tomorrow.

Council stated that 6. through 11. were fine as read.

Goal No. 2 – Manage development, redevelopment, and projected change that will occur within the City to maintain Tualatin’s quality and what the citizens value as a community.

After Ms. Lombos reviewed the 11 objectives, Council agreed with 1. through 11. as read.

Goal No. 3 – Achieve economic vitality in all sectors of the community and ensure a sustainable economic and revenue base for the City.

Ms. Lombos read all seven objectives; Council thought all were good as stated.

Goal No. 4 – Enhance the City’s quality of life; seek to make Tualatin a great city.

After reviewing the six objectives, Council felt no changes were needed.

Goal No. 5 – Preserve Tualatin’s unique and important natural features and resources.

Ms. Lombos reviewed all five objectives; Council agreed all were okay.

Goal No. 6 – Ensure people feel safe in our community.

The eleven objectives were read; Council made no revisions.

Goal No. 7 – Seek marked achievements and maintain established green sustainability standards and criteria.

Ms. Lombos reviewed the five objectives; Council felt no revisions were needed.

Goal No. 8 – Continue to develop and expand opportunities for citizen awareness and active civic involvement in Tualatin, both at the community and neighborhood levels.

The six objectives were reviewed; no changes were made.

Ms. Lombos stated that the next steps included affirming that this is a valid guidepost for staff as the City goes through the budget process; also understanding there are challenges in achieving these goals. Staff will bring back progress reports to Council.

Mayor Ogden said there seemed to be three categories on the goal list: on-going (already started), could be done if money available, and questionable issues that involve finding money and staff/resources to accomplish. Discussion followed regarding possible modifications to the goal list. Mayor Ogden asked that staff come back with a list that shows what can be done and those things that can't could possibly be moved to the "parking lot" area; not completely forgotten. Discussion continued on clarification of timeframes listed.

Councilor Davis asked for clarification on some of the objectives listed under Goal No. 5 and whether they needed to be listed separately. Brief discussion followed. Mayor Ogden expressed concern with regard to getting the community involved in conversations regarding the Urban/Rural Reserves program; not sure they realize what is going on right now and the decisions that must be made. Ms. Lombos said she felt Council needs to have more in-depth discussions regarding Urban Renewal and CURD. It was noted that the Tualatin Tomorrow Forum (April 30, 2009) may be a good time to get information dispersed to the public.

Ms. Lombos said staff will bring back another discussion on goals that will focus on resources. She noted that her plan is to put the 8 categories of goals in the budget document. It was suggested that the information be made available on the City's website. It was also suggested that information on the entire plan be brought back to Council at least twice a year.

Mayor Ogden asked if Council would like to schedule non-agenda meetings, possibly quarterly, to discuss issues. Discussion followed. It was decided to try it once, with time limits (possibly just 90 minutes in length), each Councilor has an opportunity to speak, and it would be a stand-alone event.

C. CITIZEN COMMENTS

Not applicable.

D. CONSENT AGENDA

Not applicable.

E. PUBLIC HEARINGS - *Legislative or Other*

Not applicable.

F. PUBLIC HEARINGS - *Quasi-Judicial*

Not applicable.

G. GENERAL BUSINESS

Not applicable.

H. ITEMS REMOVED FROM CONSENT AGENDA

Not applicable.

I. COMMUNICATIONS FROM COUNCILORS

None.

J. EXECUTIVE SESSION

None.

K. ADJOURNMENT

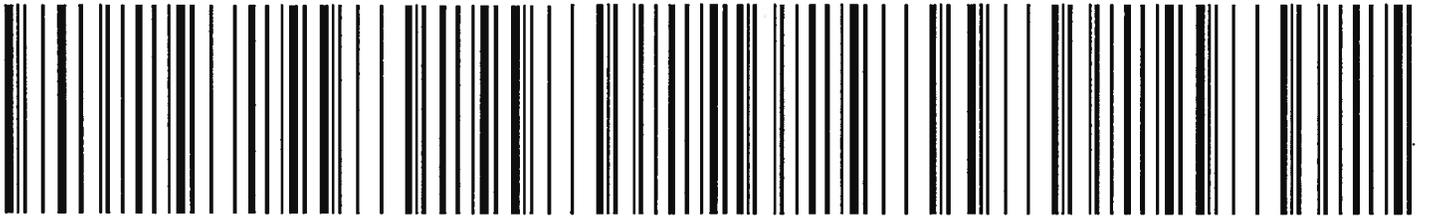
Meeting adjourned at 8:35 p.m.

Sherilyn Lombos, City Manager

Recording Secretary

A handwritten signature in blue ink, appearing to read "Ginny Kirby", written over a horizontal line.

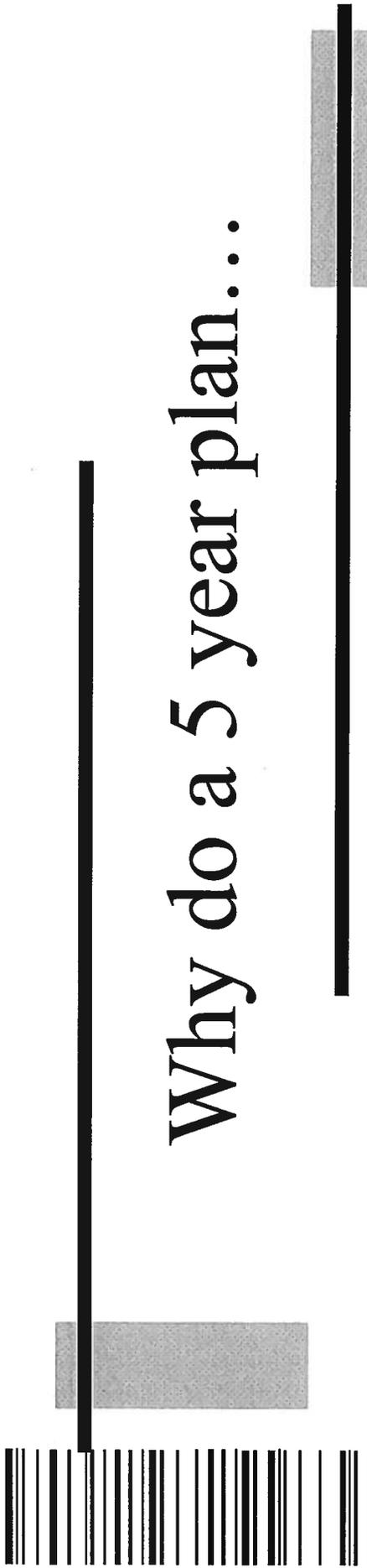
Attachments: PowerPoint Slides – Five-Year Financial Forecast
Strategic Management document, "A Vision for the Future"



City of Tualatin

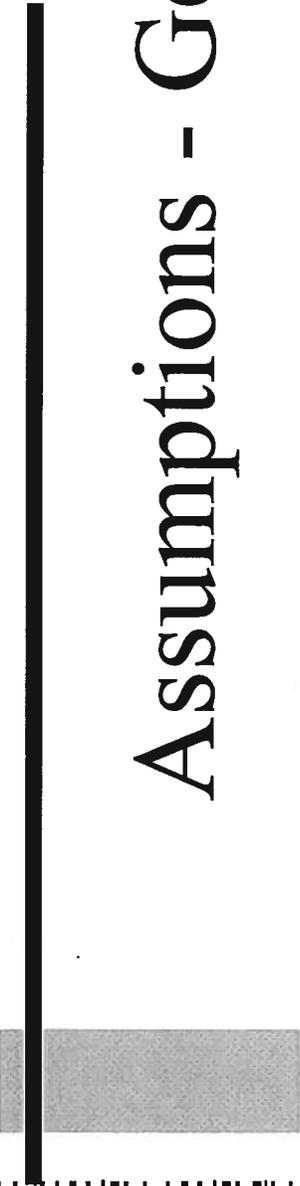


Five Year Plan
Fiscal Year 2010 – 2014



Why do a 5 year plan...

- ◆ Stimulate long-term, “big picture” thinking
- ◆ Raise/identify specific issues
- ◆ Impose discipline
- ◆ Provide guidance for budget process
 - Budget process assumptions/direction likely to differ from planning model
- ◆ Caution: Crystal ball using current assumptions, not meant to paint gloom and doom picture



Assumptions - General



- ◆ No population growth
- ◆ Maintenance of effort planning
 - Continue doing what we are doing today, with no new programs or additional positions
- ◆ Capital outlay for replacement of existing assets, per replacement schedules
 - Does not include master plan capital projects

Assumptions – GF Revenues

- ◆ Revenues categorized by major GF revenue sources
 - Property Taxes – 3%
 - Impact of Urban Renewal Districts
 - Franchise Fees – 8% first year, 4% thereafter
 - Library Levy (WCCLS) – 2%
 - Assumes renewal of levy
 - No participation in Clackamas County Library District
 - Transfers – 3.5%
 - Others – 2%

Assumptions – GF Expenditures

- ◆ Personnel Costs (roughly 74% of GF Budget)
 - Salaries – 6% (contractual cost of living allowances and step increases)
 - Health Insurance – 10%
 - PERS – 0% next two years, 3% thereafter
 - Payroll taxes – 6%
- ◆ Materials and Services
 - 3.5% base assumption
 - Periodic review process - larger increases in early years
- ◆ Capital Outlay – 5.0%

GF Revenue & Expenditures

	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Revenues					
Property Taxes	\$ 5,944,405	\$ 6,645,845	\$ 6,712,303	\$ 6,913,672	\$ 7,121,083
Franchise Fees	\$ 2,458,080	\$ 2,556,403	\$ 2,658,659	\$ 2,765,006	\$ 2,875,606
WCCLS Library Levy	\$ 1,181,495	\$ 1,205,124	\$ 1,229,227	\$ 1,253,811	\$ 1,278,888
Transfers	\$ 1,935,474	\$ 2,003,215	\$ 2,073,328	\$ 2,145,894	\$ 2,221,001
Other Revenue	\$ 1,925,529	\$ 1,964,040	\$ 2,003,321	\$ 2,043,387	\$ 2,084,255
Total Revenues	\$ 13,444,983	\$ 14,374,628	\$ 14,676,838	\$ 15,121,771	\$ 15,580,832
Expenditures					
Salaries	\$ 7,163,472	\$ 7,593,280	\$ 8,048,877	\$ 8,531,809	\$ 9,043,718
Benefits	\$ 3,173,112	\$ 3,348,297	\$ 3,573,234	\$ 3,816,449	\$ 4,079,589
Materials and Services	\$ 3,458,353	\$ 3,645,802	\$ 3,529,996	\$ 3,546,842	\$ 3,667,443
Capital Outlay	\$ 374,056	\$ 392,759	\$ 412,397	\$ 433,017	\$ 454,668
Total Expenditures	\$ 14,168,993	\$ 14,980,137	\$ 15,564,503	\$ 16,328,117	\$ 17,245,418
Net Revenue (Expenditure)	\$ (724,010)	\$ (605,510)	\$ (887,665)	\$ (1,206,346)	\$ (1,664,586)

GF Contingency/Reserves

	2009 - 2010	2010 - 2011	2011 - 2012	2012 - 2013	2013 - 2014
Ending Cash Balance	\$ 3,420,669	\$ 2,815,159	\$ 1,927,494	\$ 721,148	\$ (943,438)
Contingency	\$ 425,070	\$ 449,404	\$ 466,935	\$ 489,844	\$ -
Reserves	\$ 1,700,279	\$ 1,797,616	\$ 1,460,559	\$ 231,305	\$ -
Unappropriate Fund Balance	\$ 1,295,320	\$ 568,139	\$ -	\$ -	\$ -

Contingency = 3% of total Expenditures
 Reserves = 12% of total Expenditures



Other Funds

- ◆ Engineering & Building and Operations, personnel expense assumptions same as GF
- ◆ Assumptions built upon unfunded capital projects
 - Capital projects will need to be reviewed for funding through rate increases or other available funds

Other Funds – Engineering & Building

- ◆ Revenues projected to decrease approx 3.4% and remain constant for remaining years
- ◆ Transfers from utility and capital funds increase 3.5% in first two years and decrease beginning in year 3
- ◆ Materials and Services expenditures increase 3.5%
- ◆ Building Division contingency remains at 6 months of expenses
- ◆ Reserves decrease each year

Other Funds – Operations Fund

- ◆ Transfers from other funds increase 3.5%
- ◆ Other revenues increase 3%
- ◆ Materials and Services increase 3.5%, except in Water Division, due to increase costs for ASR
- ◆ Capital outlay expenditures related to scheduled replacement vehicles and unimproved roadway maintenance. Operations Center master plan capital not included
- ◆ Reserves continue to decrease, ending in year 4

Other Funds – Water/Sewer/Storm Drain

- ◆ Revenues remain fairly flat, due to assumption of no population increases
- ◆ No water rate increases assumed. Increases in sewer and storm drain rates projected for local rate to supplement CWS rate, under CWS rate model
- ◆ No transfers to development (SDC) funds assumed for non-SDC projects
- ◆ Contingencies remain, but unfunded projects not included.

Other Funds – Road Gas Tax

- ◆ No revenue growth from projected FY 08/09 actual receipts
- ◆ Current year projected materials and services, remaining flat, will allow for minimal capital projects in year 1, but expenditures exceed revenues in the following years



Other Funds – Road Utility Fund

- ◆ Flat revenue projection, due to population growth assumption
- ◆ Maintains funding for pavement maintenance, sidewalk/tree and reverse frontage programs.
- ◆ Maintains contingency funds for road maintenance



Other Funds – Capital Development (SDC) Funds

- ◆ SDC revenues down due to slowdown in construction.
- ◆ No new projects on SDC lists projected

Summary

- ◆ Salaries and benefits continue to be around 75% of total expenditures
- ◆ Current revenue sources are not sufficient to cover projected expenditures and capital needs
 - Additional revenue sources will need to be explored
 - Capital projects will need to be analyzed for available funding sources
- ◆ General Fund reserves remain at 12% of expenditures for first two years and then starts to fall below the recommended level

Welcome
to the City of Tualatin

A Vision for the Future

In the Year 2018, the City of Tualatin enjoys:

- vibrant neighborhoods and neighborhood connections.
- being focused around the Tualatin River.
- downtown mixed-use development.
- multi-modal transportation options including enhanced pedestrian and bike-friendly opportunities and other transit options.
- being a family-oriented city with safe schools.
- a community/recreation center that provides activities and acts as a gathering place for residents of all ages.
- vibrant parks and natural spaces that includes a dog park and greenway trails that provide seamless movement throughout the city.
- expanded healthcare facilities and excellent healthcare options within Tualatin.
- additional connections between I-5 and highway 99W to ease traffic congestion and divert truck traffic from Tualatin-Sherwood Road.
- a vibrant Town Center.
- being a community dedicated to protecting and enhancing its tree canopy.
- a population of between 30,000 and 35,000.

(note from staff: what about “visually appealing?”)

Strategic Focus Areas

The following strategic focus areas will shape the nature and quality of the future envisioned for the City of Tualatin:

- Transportation
- Well-managed development and redevelopment
- The community's economic vitality
- Quality recreational, leisure, and cultural amenities
- Strong civic engagement by its citizens and neighborhoods
- Preservation of the community's natural resources; i.e., river, green spaces, etc.
- Sustaining a safe community
- Environmental sustainability.

PROPOSED LONG-TERM (5-YEAR) GOALS

(These long-term goals are related to the Strategic Focus Areas listed above. All goals are considered equally important; numbering is for identification purposes only).

- Goal No. 1: Enhance mobility and achieve reduction of congestion throughout Tualatin.
- Goal No. 2: Manage development, redevelopment, and projected change that will occur within the city to maintain Tualatin's quality and what the citizens value as a community.
- Goal No. 3: Achieve economic vitality in all sectors of the community and ensure a sustainable economic and revenue base for Tualatin.
- Goal No. 4: Enhance the city's quality of life; seek to make Tualatin a great city.
- Goal No. 5: Preserve Tualatin's unique and important natural features and resources.
- Goal No. 6: Ensure people feel safe in our community.
- Goal No. 7: Seek marked achievements and maintain established green sustainability standards and criteria.
- Goal No. 8: Continue to develop and expand opportunities for citizen awareness and active civic involvement in Tualatin, both at the community and neighborhood levels.

BASIC OPERATING PRINCIPLES

The Tualatin City Council and Management Team are committed to the following Basic Operating Principles in their continuous pursuit of excellence in leadership and management for the City of Tualatin:

- Providing good governance and community leadership.
- Achieving economic sustainability in all the City's undertakings and programs.
- Ensuring environmental sustainability throughout the Tualatin community.
- Pursuing social sustainability.
- Achieving effective intergovernmental relationships with entities with whom the City of Tualatin must partner in achieving programs that benefit both the city and the surrounding regional community.

GOAL IMPLEMENTATION ACTION PLANS

The information below reflects short-term (2-year) Specific Performance Objectives to be pursued toward the achievement of each of the eight long-term goals.

Goal No. 1.

Enhance mobility and achieve reduction of congestion throughout the City of Tualatin.

Two-Year Performance Objectives:

1. Complete the alternative selection process for the I5-99W connector project.
Department assigned: Engineering & Building
Priority: Currently working on
Other departments involved: Community Development, Manager's Office, Legal
Money needed to complete: None – staff time
2. Develop and implement a traffic signal operation/optimization plan.
Department assigned: Engineering & Building
Priority: Doable in a 2-year time frame
Other departments involved: None
Money needed to complete: None
3. Optimize travel time on Tualatin-Sherwood Road between Avery and I-5.
Department assigned: Engineering & Building
Priority: Currently working on
Other departments involved: Police
Money needed to complete: None from City (County, MTIP, State)
4. Follow regional transportation issues.
Department assigned: Engineering & Building
Priority: Currently working on / ongoing
Other departments involved: Community Development, Community Services (bike lanes, trails, etc.), Operations (utility funding), Legal
Money needed to complete: None
5. Expand local transit service.
Department assigned: Community Development
Priority: Currently work on / ongoing
Other departments involved: Engineering
Money needed to complete: Unknown (\$50,000-\$80,000 for shuttle; \$\$ implications for TriMet)

6. Evaluate truck issues; i.e., through routes, right-lane only, etc.
Department assigned: Engineering & Building
Priority: Doable in a 2-year period
Other departments involved: Legal, Police, Operations
Money needed to complete: None

7. Update on/off street bike/pedestrian plans.
Department assigned: Community Services
Priority: Doable in 2-year time frame; see Park & Recreation Master Plan Update (4.1)
Other departments involved: Community Development, Legal, Engineering, Operations, Police
Money needed to complete: see 4.1 – Park & Recreation Master Plan

8. Complete feasibility study for a bike and pedestrian bridge near 50th.
Department assigned: Community Services
Priority: Doable in 2-year time frame
Other departments involved: Legal, Engineering & Building, Operations, Police
Money needed to complete: Already funded (\$10,000)

9. Complete the Tonquin Trail Master Plan.
Department assigned: Community Services
Priority: Currently working on
Other departments involved: Engineering & Building, Operations, Police, Community Development
Money needed to complete: None

10. Participate in metropolitan area discussion about establishment of a regional system for trails and natural areas.
Department assigned: Community Services
Priority: Currently working on / ongoing
Other departments involved: Legal, Finance, Operations, Community Development
Money needed to complete: None

11. Develop train horn noise reduction funding mechanism.
Department assigned: Engineering & Building
Priority: Currently working on
Other departments involved: Engineering & Building, Manager's Office, Finance
Money needed to complete: \$4 - \$5 million

Goal No. 2.

Manage development, redevelopment, and projected change that will occur within the city to maintain Tualatin's quality and what the citizens value as a community.

Two-Year Performance Objectives:

1. Complete the Town Center Plan.
Department assigned: Community Development
Priority: Currently working on
Other departments involved: Engineering & Building, Operations, Community Services, Police, Finance
Money needed to complete: \$40,000 (applied for state grant)
2. Complete and adopt the Southwest Concept Plan.
Department assigned: Community Development
Priority: Currently working on
Other departments involved: Engineering & Building, Operations, Community Services, Police, Finance
Money needed to complete: None
3. Develop and adopt the South Tualatin Concept Plan.
Department assigned: Community Development
Priority: Currently working on
Other departments involved: Engineering & Building, Operations, Community Services, Police, Finance
Money needed to complete: \$90,000 (\$360,000 already funded) – can cost share with Wilsonville
4. Adopt the periodic review work plan (including the Transportation System Plan).
Department assigned: Community Development
Priority: Doable in a 2-year time frame
Other departments involved: Manager's Office, Community Services, Engineering & Building, Police, Operations
Money needed to complete: None
5. Adopt phase II of the tree program (street trees).
Department assigned: Community Development
Priority: Currently working on
Other departments involved: Community Services, Engineering & Building, Legal, Operations, Manager's Office
Money needed to complete: None

6. Adopt phase III of the tree program (new development – protecting stands of groves and trees, cutting restrictions, heritage tree program). May have some overlap with 5.5.
Department assigned: Community Development
Priority: Doable in a 2-year time frame
Other departments involved: Community Services, Operations, Engineering & Building, Legal, Manager’s Office
Money needed to complete: None

7. Adopt phase II of fence regulations (freeway fences, vision clearance, fence materials).
Department assigned: Community Development
Priority: Doable in a 2-year time frame
Other departments involved: Engineering & Building, Legal, Manager’s Office
Money needed to complete: None

8. Update “Tool Boxes” to align with focus areas (Municipal Code, Development Code, Public Works Code). Tied in with periodic review and other planning policy implementation – these pieces come as the others are adopted
Department assigned: Legal
Priority: Tied in with other pieces
Other departments involved: Everyone
Money needed to complete: None

9. Review the historic ordinance.
Department assigned: Community Development
Priority: Currently working on
Other departments involved: Legal, Manager’s Office
Money needed to complete: None

10. Monitor the Urban/Rural Reserves program throughout 2009.
Department assigned: Community Development
Priority: Currently working on
Other departments involved: Engineering & Building, Legal, Community Services, Manager’s Office
Money needed to complete: None

11. Adopt a Central Urban Renewal Plan.
Department assigned: Community Development
Priority: Currently working on
Other departments involved: Legal, Engineering & Building, Community Services, Finance
Money needed to complete: \$30,000

Goal No. 3.

Achieve economic vitality in all sectors of the community and ensure a sustainable economic and revenue base for the City.

Two-Year Performance Objectives:

1. Develop an economic development opportunity analysis (work element of period review).
Department assigned: Community Development
Priority: Doable in a 2-year time frame
Other departments involved: Engineering & Building, Community Services, Finance
Money needed to complete: \$70,000
2. Develop and implement a marketing plan.
Department assigned: City Manager's Office
Priority: Doable in a 2-year time frame
Other departments involved: Finance and all others
Money needed to complete: \$20,000
3. Evaluate the feasibility of enterprise zones.
Department assigned: Community Development
Priority: Doable in a 2-year time frame
Other departments involved: Finance, Legal
Money needed to complete: \$10,000
4. Evaluate current and new revenue sources for the City of Tualatin.
Department assigned: Finance
Priority: On-going
Other departments involved: All departments
Money needed to complete: None
5. Develop a community conversation strategy focused on educating residents about: city services, growth management, finances (taxes)
Department assigned: City Manager's Office
Priority: Doable in a 2-year time frame
Other departments involved: All departments
Money needed to complete: \$20,000
6. Analyze a Southwest Urban Renewal plan (TS&G area).
Department assigned: Community Development
Priority: Doable in a 2-year time frame
Other departments involved: Finance, Legal, Engineering & Building, Community Services
Money needed to complete: \$50,000

7. Review tools to deal with residential blight within the City of Tualatin.
Department assigned: Community Development
Priority: Doable in a 2-year time frame
Other departments involved: Police, Engineering & Building, Legal, Community Services
Money needed to complete: None

Goal No. 4.

Enhance the City's quality of life; seek to make Tualatin a great city.

Two-Year Performance Objectives:

1. Update the Park and Recreation Master Plan.
Department assigned: Community Services
Priority: Doable in a 2-year time frame
Other departments involved: Everyone
Money needed to complete: \$150,000

2. Increase recreation and cultural programming (including the Commons, rivers, fields and facilities).
Department assigned: Community Services
Priority: Doable in a 2-year time frame
Other departments involved: Finance, Operations
Money needed to complete: \$100,000

3. Secure supplemental funding for deferred park maintenance (*and renovations*).
Department assigned: Community Services
Priority: Currently working on / doable in a 2-year time frame
Other departments involved: Finance, Operations, Legal
Money needed to complete: None (for study); \$10,000 to enact

4. Evaluate feasibility of water activities in Commons Lake; i.e., wading, swimming.
Department assigned: Community Services
Priority: Achievable in 3-5 years
Other departments involved: Operations, Engineering & Building, Community Development
Money needed to complete: \$15,000

5. Increase visible art in the City of Tualatin, including: public and private buildings, overpasses, entrances (gateways).
Department assigned: Community Services
Priority: Doable in a 2-year time frame
Other departments involved: Operations, Legal, Finance, Community Development, Engineering & Building
Money needed to complete: \$30,000

6. Complete pathway construction where joint opportunities exist with utilities.
Department assigned: Community Services
Priority: Doable in a 2-year time frame
Other departments involved: Operations, Engineering & Building, Legal, other agencies (CWS, ODOT)
Money needed to complete: \$900,000

Goal No. 5.

Preserve Tualatin's unique and important natural features and resources.

Two-Year Performance Objectives:

1. Develop council's vision for the river and creeks.
Department assigned: Community Services & Community Development
Overlaps with/refer to Park & Rec Master Plan (4.1) and Town Center Plan (1.1), perhaps CURD (1.11)
2. Identify Tualatin River stakeholders.
Department assigned: Community Services & Community Development
Overlaps with/refer to Park & Rec Master Plan (4.1) and Town Center Plan (1.1), perhaps CURD (1.11)
3. Engage in conversations with stakeholder's reference to the council's vision for the river and creeks.
Department assigned: Community Services & Community Development
Overlaps with/refer to Park & Rec Master Plan (4.1) and Town Center Plan (1.1), perhaps CURD (1.11)
4. Pursue purchase of riverfront property as available.
Department assigned: Community Services
Priority: Currently working on / ongoing
Other departments involved: Engineering & Building, Operations, Legal
Money needed to complete: Unknown
5. Review the development code to ensure preservation of green spaces and trees in development and redevelopment areas (suggest possible amendments to City Codes).
Department assigned: Legal
Tied to Phase III of tree program (1.6), Park & Rec Master Plan (4.1)

Goal No. 6.

Ensure people feel safe in our community.

Two-Year Performance Objectives:

1. Create a community feedback mechanism to determine residents' safety concerns.
Department assigned: City Manager's Office
Priority: Doable in a 2-year time frame
Other departments involved: Police
Money needed to complete: \$25,000

2. Conduct traffic study on four additional intersections to determine photo red light needs.
Department assigned: Engineering & Building
Priority: Currently working on
Other departments involved: Police
Money needed to complete: None

3. Explore safe routes to schools program and funding options.
Department assigned: Engineering & Building & Community Services
Priority: Doable in a 2-year time frame
Other departments involved: Operations, Community Development, Police, Volunteers
Money needed to complete: \$20,000

4. Evaluate a Tualatin K-9 program.
Department assigned: Police
Priority: Doable in a 2-year time frame
Money needed to complete: None

5. Develop a cooperative approach to safety between the Tigard-Tualatin School District and the City of Tualatin (addressing the school drugs and alcohol use issues).
Department assigned: Police
Priority: Ongoing
Other departments involved: School District, other Police agencies
Money needed to complete: None

6. Evaluate a retention program/policy for the Tualatin Police Department to maintain full staffing levels.
Department assigned: Human Resources
Priority: Doable in a 2-year time frame
Other departments involved: Police
Money needed to complete: None to evaluate; Unknown to implement

7. Review Youth Peer Court.
Department assigned: Finance
Priority: Doable in a 2-year time frame
Other departments involved: Legal, Police, Community Services/YAC
Money needed to complete: None to review / evaluate. Unknown cost to implement

8. Increase security presence in the City's parks.
Department assigned: Police
Priority: Doable in a 2-year time frame
Other departments involved: Operations, Community Services, Volunteers
Money needed to complete: \$40,000 to unknown

9. Explore creation of a Citizen Police Academy.
Department assigned: Police
Priority: Currently working o
Money needed to complete: None

10. Explore Police/Youth Mentoring Programs; a.k.a. Activity League, etc.
Department assigned: Police
Priority: Doable in a 2 year time frame
Other departments involved: Community Services, Volunteers
Money needed to complete: None

11. Inventory of lighting for streets, parks and trails throughout the City of Tualatin.
Department assigned: Operations
Priority: Doable in a 2-year time frame
Other departments involved: Engineering & Building, PGE, Community Services
Money needed to complete: None

Goal No. 7.

Seek marked achievements and maintain established green sustainability standards and criteria.

Two-Year Performance Objectives:

1. Create a City organizational sustainability plan.
Department assigned: City Manager's Office
Priority: Doable in a 2-year time frame
Other departments involved: All
Money needed to complete: Unknown

2. Define what environmental sustainability means and is in the City's operations.
Department assigned: City Manager's Office
Priority: Doable in a 2-year time frame
Other departments involved: Operations, all others
Money needed to complete: None

3. Review the city's codes for opportunities to insert sustainability
Department assigned: Legal
Tied to 7.1 and 7.2.

4. Continue to support the Partners for a Sustainable Washington County Community (PSWCC) board and programs for sustainability in existing uses (commercial, residential, industrial, etc.).
Department assigned: City Manager's Office
Priority: Currently working on / ongoing
Other departments involved: Operations
Money needed to complete: \$5,000

5. Take advantage of what other groups and programs are doing relative to environmental sustainability issues.
Department assigned: City Manager's Office
Priority: Currently working on / ongoing
Other departments involved: All departments / green team
Money needed to complete: None

Goal No. 8.

Continue to develop and expand opportunities for citizen awareness and active civic involvement in Tualatin, both at the community and neighborhood levels.

Two-Year Performance Objectives:

1. Support and promote double the number of National Night Out Events in summer 2009.
Department assigned: Police
Priority: Currently working on
Other departments involved: All departments
Money needed to complete: \$500
2. Explore and develop a Geographic Neighborhood Program (city to act as facilitator).
Department assigned: City Manager's Office
Priority: Doable in a 2-year time frame
Other departments involved: Engineering & Building, Community Development, Community Services
Money needed to complete: Unknown
3. Implement regular Meet-n-Greet Program.
Department assigned: Council / City Manager's Office
Priority: Doable in a 2-year time frame
Money needed to complete: Unknown
4. Explore and implement opportunities to educate and promote civic involvement (advisory committees, etc.) with a "how to get involved" component.
Department assigned: City Manager's Office
Priority: Doable in a 2-year time frame
Other departments involved: Volunteers, Community Services
Money needed to complete: \$5,000
5. Explore Face Book page.
Department assigned: City Manager's Office
Priority: Doable in a 2-year time frame
Other departments involved: Website/GIS, Community Services/Library, IS, Police
Money to complete: Unknown
6. Explore and expand media/TV opportunities and program resources (e.g., Tualatin Tomorrow as a 30-minute show).
Department assigned: City Manager's Office
Priority: Doable in a 2-year time frame (exploration)
Other departments involved: All departments, MACC, TVCTV
Money needed to complete: Unknown

