



## MEMORANDUM CITY OF TUALATIN

**TO:** Honorable Mayor and Members of the City Council  
**FROM:** Sherilyn Lombos, City Manager  
**DATE:** January 23, 2009  
**SUBJECT:** Special Work Session for January 27, 2009

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**Work Session will begin at 6:00 p.m.**  
***We will be meeting at the Library Community Room***  
***A taco salad bar from Taco del Mar will be available for dinner.***

The following items will be discussed at the special work session:

**6:00 p.m. (30 min) – Five-year financial forecast.** At the Council meeting of February 23, we will be having a mid-year budget review and a 5-year forecast discussion; however, prior to reviewing the goals you outlined at the retreat, I thought it important to set the context with a little preview of the 5-year forecast including revenue and expenditure trends.

**6:30 p.m. (90 min) – Council Retreat Follow-up.** The time and energy you spent at the retreat in November setting out your vision, long term goals and actions was very productive and useful. As a staff, we reviewed the work product and under the action items, added some departmental information. We also put the actions on a timeline. At this retreat follow-up meeting, we will spend some time checking in to make sure everyone congeals around the vision, strategic focus areas, long-term goals and basic operating principles. Then the bulk of the time will be spent discussing the specific two-year performance objectives – making sure there is agreement on the priority and the resources needed to carry them out. Attached is the Strategic Management document (that includes all of the work you did at the retreat) and an excel spreadsheet with the proposed timelines / priorities that staff has assigned to each action item.

*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 50<sup>th</sup>.  
*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



