

TEAM MILWAUKIE 2024-2027

STRATEGIC PLAN

MILWAUKIE MOMENTUM

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Team Milwaukie,

In 2022, I had an idea: What if we created a strategic plan just for *us*, the people who show up every day to power the City of Milwaukie?

From 2016 to 2020, staff had helped community members chart their direction through a community visioning and comprehensive planning process. But that same direction was lacking for our organization and our staff. With a new budget on the horizon, it was time to clarify what matters most to Team Milwaukie and what we need to do internally to deliver the things our community expects and deserves.

Pulling together a 3-year comprehensive strategic plan in less than 8 months? Impossible! But Team Milwaukie never shies away from a challenge. And with a little grit and a whole lot of heart, we came together and *pulled it off*.

Each team member's fingerprints are somewhere on this document. In total, we spent more than 20 hours in collaborative workshops, received more than 220 survey responses and comment forms, and had dozens of impactful small group conversations to co-create this strategy. I am so grateful for the time, energy and great suggestions you all contributed.

The following pages lay out a whole suite of priorities, objectives, and tactics that move us toward our new, clearly defined organizational north stars. But beyond what's in in the strategy itself, equally invaluable are the lessons I learned about our team over the last several months:

- **Innovation is our middle name.** Who needs fancy consultants—we have loads of expertise and creativity in-house we can harness to move our city forward.
- **We are one city, and we want to start acting like it.** We heard over and over that the most valuable part of this process was getting to collaborate with your colleagues across departmental lines.
- **Team Milwaukie cares about seeing our community thrive.** Whether or not it's a direct part of their day job, employees across the city share an interest in being part of revitalizing our town.

I commit to keeping the dialogue going throughout the implementation of *Milwaukie Momentum* so I can continue to hear and learn more from each of you.

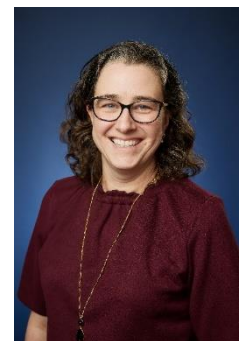
I'm so excited to see how we make headway on this plan's ambitious priorities. As Millie the Goose reminds us, with Team Milwaukie, the sky is truly the limit.

With gratitude,



Ann

P.S. None of this could have happened without the Strategic Plan steering committee or incredible leadership from Assistant City Manager Emma Sagor. Thank you all.



MILWAUKIE MOMENTUM

Introduction

Why create a strategic plan?

Every day, 155 full and part-time employees report to work for the City of Milwaukie. These dedicated people maintain our roads and pipes, keep our streets safe, plan and design new projects, and support the great quality of life in this vibrant community.

Team Milwaukie is doing tremendous work, but resources—time, money and people—are not infinite. As our community grows and changes, we need to check in and ask what we should create, change, and grow to best meet the needs of today and tomorrow.

Between 2017 and 2019, hundreds of Milwaukians helped craft a [community vision and Comprehensive Plan](#), which chart a direction for Milwaukie’s growth and development. These formative documents have guided policy and projects since their adoption. But until now, the city had not yet translated that long-range vision into a short-range strategy for the organization.

That’s what *Milwaukie Momentum* is: a 3-year roadmap for Team Milwaukie that articulates what we’re doing, why we’re doing it and how it moves us forward.

DEVELOPMENT PROCESS



We will use the strategic plan to:

- Inform budget decision making
- Guide departmental work and staff planning
- Support transparent reporting on performance and outcomes
- Drive improvements that make the City of Milwaukie an employer of choice and exemplary public institution

HOW TO READ THE STRATEGIC PLAN



The strategic plan is comprised of several interconnected parts:

- **The NORTH STARS:** Vision, Mission and Values
- **The ROADMAP:** Priorities, Objectives and Tactics
- **The ACCOUNTABILITY STRATEGY:** Performance measures

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Section 1: Our North Stars

Our vision, mission and values define the direction of the organization. The vision statement, written to complement the community’s vision, explains where the organization is heading; the mission statement summarizes our shared purpose and core services; and the values statements explain how city staff work together and who we want to be as an organization.

Section 2: Our 2024-2027 Roadmap

Our 3-year roadmap is centered around priorities Team Milwaukie feels are essential to live out city values, deliver on our mission, and advance toward the city’s vision. Priorities are broad, desired results we will aim to achieve by the end of the plan. Each priority is underpinned by three more specific objectives and performance measures to track progress toward achieving those outcomes. Finally, tactics are the shorter-term actions that we will complete to deliver on our objectives and priorities.

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Section 3: Holding Ourselves Accountable

Our accountability strategy ensures this plan will not sit on the shelf. The strategic plan steering committee—an advisory group made up of representatives from each city department—collaboratively developed this strategy for tracking progress on plan implementation, evaluating outcomes, and making sure we walk our talk as an organization. *[Note: This strategy is forthcoming]*

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Connection to Milwaukie’s Equity Plan
On Dec. 12, 2023, city council passed [Resolution 60-2023](#), supporting a multi-year equity plan. We have integrated the actions from that equity plan into *Milwaukie Momentum* to reinforce our commitment to equity, collaboration and accountability.

Within this document, tactics identified with this symbol derive from the equity plan. The full plan is included as an appendix. For more information, contact Gabriela Santoyo-Gutierrez, equity & inclusion coordinator.



SECTION 1: TEAM MILWAUKIE'S NORTH STARS

Vision

Team Milwaukie is a **diverse and resilient** city government, **delivering effective public services** that make our community a **great place to be**.

Milwaukie's Community Vision:

"In 2040, Milwaukie is a flourishing city that is entirely equitable, delightfully livable, and completely sustainable."

[Read the full statement.](#)

Mission



We serve as stewards of our living and built environment to help create a safe and welcoming community for all

Values

We strive to be:

- **ACCOUNTABLE.** We build trust through transparency and take responsibility.
- **ACCESSIBLE.** We are responsive and remove barriers to participation.
- **EFFICIENT.** We use resources wisely to deliver work effectively.
- **COLLABORATIVE.** We work together, seek multiple perspectives and lead with empathy.
- **EQUITABLE.** We acknowledge history, meet people where they are and reduce disparities.

SECTION 2: 2024-2027 ROADMAP

In fall 2023, staff across the city weighed in on the top priorities they want to see Team Milwaukie tackle over the next three years. Employees provided feedback through departmental workshops, two all-staff retreats at Clackamas Community College, and three online surveys.

While each department faces unique challenges and is focused on different types of service delivery, the following priorities reflect four overarching themes that transcended all our planning conversations. All corners of the city organizational chart will play a part in advancing these priorities and achieving the measurable objectives within each.

The following pages explain more about why each priority will support Team Milwaukie’s vision, mission and values; what specific tactics the city will take on to make a difference on that priority; and a starting list of proposed performance measures we will use to track progress (these will continue to be refined over the first quarter of plan implementation). Tactics are generally ordered by when they will be undertaken—there are fewer tactics identified for 2025 and 2026 at this moment. We intend to review and refresh these tactics lists at least annually.

<p>Priority 1: Support Our Employees</p>	<p>Priority 2: Work Smarter Together</p>
<ul style="list-style-type: none">• Objective 1.A: Retain staff and promote career development• Objective 1.B: Prioritize employee wellbeing• Objective 1.C: Train staff to meet growing and changing demands	<ul style="list-style-type: none">• Objective 2.A: Review and improve technology and processes to better deliver city services• Objective 2.B: Improve collaboration and communication across departments and levels of the organization• Objective 2.C: Coordinate public engagement to leverage resources and reach underrepresented voices
<p>Priority 3: Revitalize Milwaukie</p>	<p>Priority 4: Help Milwaukians Most in Need</p>
<ul style="list-style-type: none">• Objective 3.A: Invest in our downtown and waterfront as part of the Urban Renewal Area• Objective 3.B: Support economic development by fostering partnerships and neighborhood hubs• Objective 3.C: Celebrate our unique community identity through city communications and events	<ul style="list-style-type: none">• Objective 4.A: Expand services for those experiencing crisis• Objective 4.B: Use data to prioritize investments where needs are the greatest• Objective 4.C: Build relationships with organizations serving vulnerable communities

PRIORITY 1

Support Our Employees

WHY THIS?

For Team Milwaukie to be a “*diverse and resilient city government*,” as called for in our vision, we need to attract and invest in an exceptional workforce.

Team members identified opportunities for the city to better train staff, and make Milwaukie an inclusive and healthy place to work. This priority is focused on measurably improving the employee experience, so more people want to join, stay with or recommend Team Milwaukie.

MAIN VALUES ADVANCED:

- Collaboration
- Equity
- Accessibility

OBJECTIVES





1.A Retain staff and promote career development

1.B Prioritize employee wellbeing

1.C Train staff to meet growing and changing demands



Priority 1: Support Our Employees

Tactics	Related objectives	Lead and supporting teams	Timing
Create an internal leadership development academy to help staff learn about other departments and develop leadership skills	1.A, 1.B, 1.C, 2.B	HR, City Manager's Office	2025
Increase collaborative decision making in and between departments using adopted values and priorities	1.B, 2.A, 2.B	Department Directors, Strategic Plan Steering Committee, HR	2024
Implement more regular staff surveys to track employee engagement metrics and inform employee support priorities, at least annually	1.A, 1.B	HR	2024
 Implement a standardized and robust equity training and learning calendar, including monthly equity chats, department-focused workshops, online trainings and "equity talks" guest speaker series	1.C, 2.B, 4.B, 4.C <i>*Tactic also included in city's Equity Plan</i>	Equity and Inclusion	2024
 Update and improve awareness of the city's ethics and equity reporting line and how staff can use it	1.A, 1.B <i>*Tactic also included in city's Equity Plan</i>	Equity and Inclusion, Finance, IT, OCR, City Manager's Office	2024
 Hold monthly equity and inclusion drop-in hours at all city facilities (City Hall, JCB, PSB, and Library)	1.A, 1.B, 1.C <i>*Tactic also included in city's Equity Plan</i>	Equity and Inclusion	2024
 Hold monthly employee resource groups (ERGs) and formalize policy for establishing and hosting ERGs	1.A, 1.B <i>*Tactic also included in city's Equity Plan</i>	Equity and Inclusion	2024
Train managers on how to conduct yearly stay interviews and develop individual development plans as part of coaching	1.A, 1.B	HR, Management Team	2024
Document growth opportunities and career development tracks for positions in multi-classification job families	1.A, 1.C	HR	2024

Create systems to support coverage during periods of short staffing	1.A, 1.B, 2.B	HR, Public Works, Police, Administration, Library, Community Development	2025
Improve in-facility or in-area wellness and mindfulness resources available to staff (e.g., basketball hoops, stretching rooms, access to local fitness facilities, mental health support)	1.B	HR, Facilities, Wellness Committee	2025
Prepare total compensation statements for each employee	1.A	HR	2025

POTENTIAL KEY PERFORMANCE MEASURES | Support Our Employees

Objective	Starting Point Key Performance Measures
1.A Retain staff and promote career development	<ul style="list-style-type: none"> • Margin of difference between average Milwaukie salary and average from 10 comparator cities (HR data) • Overall staff turnover rate and turnover rate of staff who identify as BIPOC (HR data) • Percentage of employees who feel training and development activities are helping them to develop their career (Employee survey) • Percentage of employees who say they plan to look for a job outside of the city within the next two years (Employee survey)
1.B Prioritize employee wellbeing and staff retention	<ul style="list-style-type: none"> • Percentage of employees who feel they achieve a good balance between their work and private life (Employee survey) • Percentage of employees who report liking the kind of work they do (Employee survey) • Number of overtime hours worked (HR data) • Percentage of employees who report feeling comfortable bringing their full selves to work (Employee survey)
1.C Train staff to meet growing and changing demands	<ul style="list-style-type: none"> • Percentage of employees who feel they could take time off and their responsibilities could be covered (Employee survey) • Percentage of employees who feel they get the training they need to do their job well (Employee survey) • Hours of training completed (NeoGov)

PRIORITY 2

Work Smarter Together

WHY THIS?

Team Milwaukie’s vision describes an organization that “[delivers] effective public services.” As technology evolves, demands change and our community grows, we must ensure we are maximizing every dollar and every minute.

Team members highlighted opportunities for our city to work *smarter* in the years ahead, improving services for our constituents and working conditions for our employees.

MAIN VALUES ADVANCED:

- Efficiency
- Collaboration
- Accountability
- Accessibility
- Equity

OBJECTIVES




2.A. Review and improve technology and processes to better deliver services

2.B. Improve collaboration and communication across departments and levels of the organization

2.C. Coordinate public engagement to leverage resources and reach underrepresented voices



Priority 2: Work Smarter Together

Tactics	Related objectives	Lead and supporting teams	Timing
Update the city’s organizational chart and develop a list of services by department	2.B, 1.A	HR, Strategic Engagement Team, OCR	2024
Conduct an audit of standard operating procedures (SOPs) to identify regulatory requirements, existing procedures, and documentation gaps, and prioritize SOPs for update and improvement	2.A	Department Directors in conjunction with staff	2024
Inventory software systems/subscriptions and hardware assets and make a forward-looking strategy to tackle integration and duplication issues	2.A, 2.B	IT, all teams	2024
 Create an engagement database of community members/businesses/organizations that all staff can access and use to document relationships	2.C <i>*Tactic also included in city’s Equity Plan</i>	Strategic Engagement Team, GIS, Community Engagement Forum	2024-25
Create and maintain a shared citywide engagement calendar	2.C	Strategic Engagement Team	2024
 Update the city’s community engagement guide to include an equity framework for designing effective, equitable engagement strategies	2.C, 4.B, 4.C <i>*Tactic also included in city’s Equity Plan</i>	Equity and Inclusion, Strategic Engagement Team	2024
 Collaboratively craft a strategy for engaging underrepresented groups on priority citywide efforts, including Neighborhood Hubs, the Transportation System Plan, and Capital Improvement Plan update	2.C, 3.B <i>*Tactic also included in city’s Equity Plan</i>	Equity and Inclusion, Strategic Engagement Team, Community Development	2024-27
Implement an internal communications strategy, including a more robust, interactive intranet to	2.A, 2.B, 1.C	Strategic Engagement Team, IT, HR, Library	2024-2025

support better internal communication and document standard SOPs			
Hold staff trainings on critical software systems and implement intentional cross-training	2.A, 2.B, 1.C	IT, OCR, Asset Management Coordinator	2024/2025
Establish a technology and process governance committee responsible for documenting city processes and prioritizing process improvement projects	2.A, 2.B, 2.C	City Manager's Office, IT	2025
Refresh the city's public website, improving back-end interface and usability	2.A, 2.B, 2.C, 3.C	Strategic Engagement Team, all teams	2025/2026

POTENTIAL KEY PERFORMANCE MEASURES | Work Smarter Together

Objective	Starting Point Key Performance Measures
2.A. Review and improve technology and processes to better deliver services	<ul style="list-style-type: none"> Percentage of employees who feel they have the resources they need to do their job well (Employee survey) Percentage of community members who feel city staff are efficient (Community survey) Number of processes documented and added to central process library Number of reviews/audits performed by the technology and process governance committee
2.B. Improve collaboration and communication across departments and levels of the organization	<ul style="list-style-type: none"> Percentage of employees who feel people across the city collaborate effectively to get the job done (Employee survey) Percentage of employees who report they know what is going on around the city (Employee survey)
2.C. Coordinate public engagement to leverage resources and reach underrepresented voices	<ul style="list-style-type: none"> Number of community members and organizations cataloged in an engagement database Number of individual and organizational partnership meetings held Number of engagement activities held specifically focused on reaching underrepresented groups

PRIORITY 3

Revitalize Milwaukie

WHY THIS?

Team Milwaukie’s vision speaks to the community being “a great place to be.” Our staff feel called to this work because their efforts help Milwaukie become a place people want to live, visit, do business in, or come to have fun.

This priority speaks to actions we can take to foster Milwaukie’s unique identity and celebrate its story. Whether we are physically building infrastructure, putting on events, or upholding policies that keep our city livable, we all have a role to play in Milwaukie’s revitalization.

MAIN VALUES ADVANCED:

- Collaboration
- Accountability
- Accessibility
- Equity

OBJECTIVES




3.A. Invest in our downtown and waterfront as part of the Urban Renewal Area

3.B. Support economic development by fostering partnerships and neighborhood hubs

3.C. Celebrate our unique community identity through city communications and events.



Priority 3: Revitalize Milwaukie

Tactics	Related objectives	Lead and supporting teams	Timing
 Refresh the city's annual events calendar and events program to celebrate Milwaukie's identity and support community groups in putting on multicultural celebrations	3.C, 4.C <i>*Tactic also included in city's Equity Plan</i>	Strategic Engagement Team, Equity and Inclusion, OCR, Library, MPD	2024
Support the establishment of a local business alliance	3.B, 3.C	Community Development, URA/MRC, Strategic Engagement Team, Finance	2024
 Create and implement a youth engagement strategy	3.C, 2.C, 4.C <i>*Tactic also included in city's Equity Plan</i>	Strategic Engagement Team, Equity and Inclusion, Community Engagement Forum, OCR, Library	2024
 Support and amplify local minority-owned businesses	3.B	Strategic Engagement Team, Community Development, Finance	2024-27
Increase downtown safety and appeal, including through right-of-way maintenance responsibilities	3.A, 4.A, 3.C	Community Development, Urban Renewal Area (URA)/Milwaukie Redevelopment Commission (MRC) MPD, Public Works	2025
Help connect local businesses to financial assistance and grant opportunities	3.B	Community Development, URA/MRC Strategic Engagement Team, Finance	2025
Create more outdoor covered spaces as part of URA investment and parks	3.A	Community Development,	2025

		URA/MRC, Public Works	
Invest in improvements to Milwaukie Bay Park within the city's control and budget to increase access, safety, and accessibility	3.A, 3.C	City Manager's Office, Public Works, Community Development	2026

POTENTIAL KEY PERFORMANCE MEASURES | Revitalize Milwaukie

Objective	Starting Point Key Performance Measures
3.A. Invest in our downtown and waterfront as part of the Urban Renewal Area	<ul style="list-style-type: none"> • Number of businesses operating in downtown Milwaukie • Number of safety incidents related to sidewalks/crosswalks in downtown • Number of event permits issued downtown or in Milwaukie Bay Park • Dollars invested in the Urban Renewal Area (MRDC)
3.B. Support economic development by fostering partnerships and neighborhood hubs	<ul style="list-style-type: none"> • Dollars invested across Milwaukie neighborhoods tied to neighborhood hub policy changes • Dollars invested in infrastructure to support neighborhood hubs • Number of businesses associated with a local business alliance
3.C. Celebrate our unique community identity through city communications and events.	<ul style="list-style-type: none"> • Number of people attending city events. • Demographics of people attending city events. • Number of people engaging with the City of Milwaukie social media accounts

PRIORITY 4

Help Milwaukians Most in Need

Team Milwaukie's role as stewards of our community calls us to look out for those who need help the most. Each department has ways they can be a part of creating "a safe and welcoming community for all."

This priority focuses on initiatives that address growing crises facing our community members while equipping staff with skills, resources, and training that better enable us to support our fellow Milwaukians.

WHY THIS?

MAIN VALUES ADVANCED:

- Collaboration
- Accountability
- Accessibility
- Equity

OBJECTIVES





4.A. Expand services for those experiencing crisis


4.B. Use data to reduce barriers and invest where needs are the greatest.

4.C. Build relationships with organizations serving vulnerable communities.



Priority 4: Help Milwaukians Most in Need

Tactics	Related objectives	Lead and supporting teams	Timing
Conduct outreach with community members, service providers, and agency partners to fully understand ways the city is positioned to best help people in crisis	4.A, 4.B, 4.C	Behavioral Health, Library, Equity and Inclusion	2024
Compile and share a community resource list that staff and community members can use	4.A, 4.C, 2.C	Behavioral Health, Library, Equity and Inclusion	2024
 Relaunch internal Equity Committee as a partner in implementing the city's equity plan alongside the Equity Steering Committee	4.B, 4.C, 1.B, 1.C <i>*Tactic also included in city's Equity Plan</i>	Equity and Inclusion	2024
 Ensure staff are aware of increase utilization of language translation and interpretation support resources	4.A, 4.C, 1.C, 2.A <i>*Tactic also included in city's Equity Plan</i>	Equity and Inclusion, Strategic Engagement Team	2024
 Build relationships with trusted leaders and organizations in and around the community who serve Milwaukians of marginalized identities and cocreate strategies for ongoing and mutually beneficial engagement	2.C, 4.A, 4.B, 4.C	Equity and Inclusion, Strategic Engagement Team, Community Development, Library	2024-27
Train staff on de-escalation and crisis management techniques	4.A, 4.C, 1.C	Behavioral Health, Library , all teams with duties that require public interaction	2024-25
 Support implementation of a 23-hour stabilization center and emergency cooling/warming shelters	4.A, 4.C <i>*Tactic also included in city's Equity Plan</i>	City Manager's office, Community Development, Equity and Inclusion, Library, MPD	2024-2025
Ensure staff are aware of volunteer opportunities in the community and clarify policies around staff participation during work hours	4.A, 1.B, 1.C	Strategic Engagement Team, Equity and Inclusion, HR	2025

 Create community data dashboards that track critical equity and public safety indicators and help inform city decision making	4.B, 2.A, 2.C <i>*Tactic also included in city's Equity Plan</i>	Equity and Inclusion, Strategic Engagement Team, MPD	2024-25
Create a collaborative strategy for what facilities and teams will budget for and provide supplies for people in need, and make sure this strategy is communicated across all departments	4.A, 4.C	Behavioral Health, Facilities, Equity and Inclusion	2025
Implement more public toilets, including considering where and when toilets at city-owned and maintained facilities can be used by members of the public	4.A, 3.A	Facilities, Community Development, Behavioral Health	2026 (budget permitting)

POTENTIAL KEY PERFORMANCE MEASURES | [Help Milwaukians Most in Need](#)

Objective	Starting Point Key Performance Measures
4.A. Expand services for those experiencing crisis	<ul style="list-style-type: none"> • Number of people served by Milwaukie's behavioral health services • Number of individuals served by new shelters in Milwaukie • Number of hours new shelters were operational in Milwaukie per year • Number of service provider meetings held at the library
4.B. Use data to reduce barriers and invest where needs are the greatest.	<ul style="list-style-type: none"> • Number of staff trained on how to apply an equity framework to their decision making • Number of applications of the equity framework documented across departments • Number of equity performance indicators developed and included on a public dashboard
4.C. Build relationships with organizations serving vulnerable communities.	<ul style="list-style-type: none"> • Number of referrals made by city staff to local service organizations. • Number of community-based organizations cataloged in an engagement database • Number of relationship building and partnership meetings held • Number of hours community organizations spend in city buildings