

# MILWAUKIE ***MOMENTUM***

2024-2027 Organizational  
Strategic Plan

Council Update  
May 20, 2024

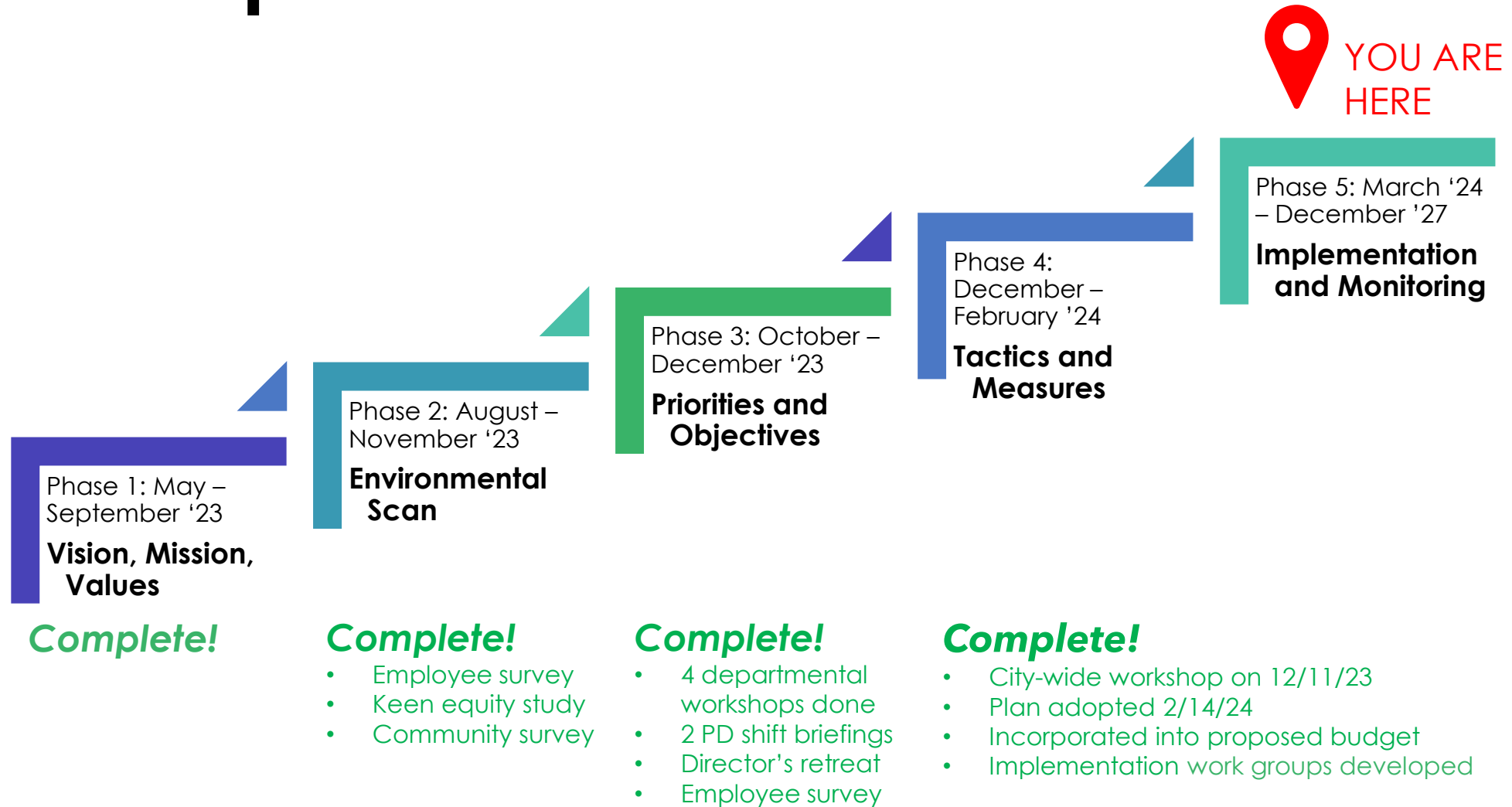




# Why did we create a strategic plan?

- + Align community vision with city operations
- + Help navigate trade-offs and resource constraints
- + Tap into what makes people want to work for and stay at City of Milwaukie

# Development Process



# 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.**

## MISSION

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

## VALUES

At the City of Milwaukie, we strive to be:

- **Accountable**
- **Accessible**
- **Efficient**
- **Collaborative**
- **Equitable**

## 2024-2027: Priorities and Objectives

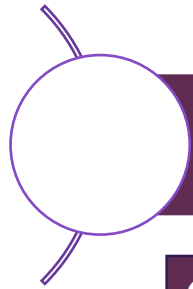


Support our employees

Work smarter together

Revitalize Milwaukee

Help Milwaukeeans most in need



# Support our employees

## Objectives:

1A. Retain staff and promote career development

1B. Prioritize employee wellbeing

1C. Train staff to meet growing and changing demands

## + Example tactics:

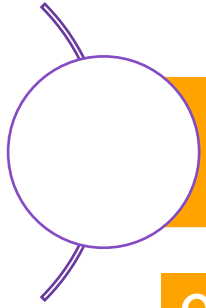
Increase collaborative decision making in departments using values/priorities

Train managers on coaching skills

Document growth tracks for positions in multi-classification job families

Create coverage plans for periods of short staffing

Improve wellness and mindfulness resources available for staff (e.g., basketball hoop, fitness facilities, stretching rooms)



# Work smarter together

## Objectives:

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

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

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

## + Example tactics:

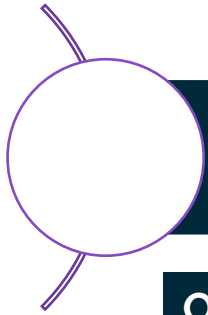
Audit SOPs and identify critical gaps

Inventory software and hardware systems and make a forward-looking technology strategy

Create a stakeholder database that all staff can access

Hold trainings on critical software and implement intentional cross-training

Refresh the city website



# Revitalize Milwaukie

## Objectives:

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

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

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

## + Example tactics

Refresh the city's events program

Implement a youth engagement strategy

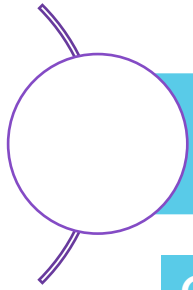
Connect local businesses to financial assistance and grant opportunities

Increase downtown safety and appeal

Create more outdoor covered spaces

Invest in Milwaukie Bay Park





# Help Milwaukians most in need

## Objectives:

4A. Expand services for those experiencing crisis

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

4C. Build relationships with organizations serving vulnerable communities

## + Example tactics:

Train staff on de-escalation and crisis management techniques

Support implementation of cooling, warming, and 23-hour stabilization centers

Build relationships with organizations serving Milwaukians of marginalized identities

Increase utilization of language access resources

# Work groups launching this month!

## Responsibilities include:

- Prioritizing tactics
- Tracking progress
- Troubleshooting roadblocks
- Making recommendations to leadership
- Refining and reporting on performance measures

***Collaborating with implementation leads on all the above***



# Work group rosters

<b>Department</b>	<b>Support our Employees Work Group</b>	<b>Work Smarter Together Work Group</b>	<b>Revitalize Milwaukie Work Group</b>	<b>Help Milwaukians Most in Need Work Group</b>
<i>Group Sponsor</i>	<b>Brandi Leos</b>	<b>Joseph Gardner</b>	<b>Joseph Briglio</b>	<b>Brent Husher</b>
City Admin	<b>Joyce White</b>	<b>Jon Hennington</b>	<b>Emilie Bushlen</b>	<b>Hannah Wells</b>
Library	<b>Fida Hurlock</b>	<b>Elysa Foxman</b>	<b>Melissa Perkins</b>	<b>Kelly Lamm</b>
Community Development	<b>Patrick McLeod</b>	<b>Josh Neath</b>	<b>Ben Green</b>	<b>Vera Kolas</b>
Public Works	<b>Tony Lairson</b>	<b>Peter Passarelli</b>	<b>Michael Harman</b>	<b>Kaleena Hughes</b>
Public Safety	<b>Brian Smith</b>	<b>Zane Odem</b>	<b>Kathryn Meier</b>	<b>Tim Cleary</b>



# **Holding ourselves accountable:**

## *Reporting strategy*

- + **Quarterly:** Status updates at All Hands meetings
- + **Semi-annually:** Representatives of the work groups present recommendations at Directors' retreats
- + **Annually:** Comprehensive reports, including data for performance measures
- + **Ongoing:** All information published on the employee intranet

# Questions for Council

- + How would you like to be involved in the work to develop equity performance indicators?
- + How frequently and in what format would you like updates on *Milwaukie Momentum*?