OCTOBER 2013

Mill Valley City Council
Priority Projects Status Report

The City Council has an adopted a Mission Statement, Core Values and Key Issues. In February 2012, the Council identified 19 Priority Projects adopted in the 2012-2014 budget.

The City Council met in a special meeting in April 2013 to review progress and to explore areas of interest for continued attention and new project areas. The City Council agreed on a list of 8 Priority Projects for the coming fiscal year which carries forward a number of on-going projects and adds a few new tasks to address areas of community need and interest.

This document lists these Priority Projects and tracks progress on each project.

Mission Statement:

The mission of the City of Mill Valley is to provide a full range of municipal services to residents and businesses in accordance with the General Plan and City Council policy and direction. City staff shall deliver those services in an efficient, effective and courteous manner with a commitment to operational excellence.

The mission of the Mill Valley City Council is to serve faithfully the residents and businesses of Mill Valley and nurture the City's overall quality of life. The Council does this by setting policy for the City and direction for Mill Valley's City Manager and its Boards and Commissions, at all times guided by values core to Mill Valley's heritage.

Core Values:

- The health and safety of residents.
- Preservation of a vibrant community that respects Mill Valley's unique character and heritage.
- Prudent fiscal policies and practices.
- Preservation of the community's high quality of life.
- A healthy natural environment with emphasis on conservation, open space, climate protection and sustainability.
- A balanced, inclusive, and open approach to policy-making and city leadership.
- Citizen participation that promotes open communication, mutual respect, and the development of community leaders.
- Economic vitality with an emphasis on small and local serving businesses.
- Operational excellence.

The Key Issues before the Mill Valley City Council are:

1. Emergency preparedness with a focus on fire, flood and earthquake.
2. Environmental conservation and sustainability, with a focus on climate protection.
3. Land use and housing - residential and commercial development with emphasis on affordable housing for workforce, elderly, and low-income residents.
4. Traffic mitigation, multimodal transportation and parking.
5. Infrastructure maintenance and enhancement.
6. Attraction and retention of local serving businesses.
7. Budget management and mitigating fiscal impacts of the state and local economy.
8. Effective two way communication between City staff/Council and the community.
9. Excellence in customer service.
10. Cultivation of community leadership and citizen participation on government commissions, boards and committees.

City of Mill Valley 2012-2014 Priority Projects:

1. Adopt new Sewer Rate structure.
2. General Plan Update: 1) Adopt the MV2040 General Plan, and 2) Adopt a Policy and Program Implementation Schedule.
3. Miller Avenue. Develop and adopt: 1) Financing Plan, 2) Implementation Plan, 3) Interim Improvement Plan, 4) Initiate interim improvements.
4. Watershed Management and Flood Control.
5. Pursue Environmental Sustainability initiatives: Single use plastic bag ban, Zero Waste policies, EVC Stations.
6. Zoning Ordinance Update.
7. Adopt revised operating terms for MVRS (garbage) franchise.
8. Adopt Pension Reform and OPEB Cost Containment Policy: 1) Evaluate and implement as appropriate OPEB prefunding opportunities and options, and 2) Establish a Public Employees Retirement System (PERS) rate buffer reserve.
9. Chamber of Commerce Professional Services Agreement;
10. Develop and adopt a long-term Financial Plan.
11. Customer Service evaluation.
12. Participate in LAFCO consolidation efforts related to SASM.
13. Evaluate and implement organizational improvements.
14. Evaluate Art Commission needs and implement solutions.
15. Evaluate success of current communication plan and adjust as appropriate.
16. Evaluate, develop and adopt administrative and managerial procedures and policies.
17. Evaluate and implement shared service opportunities.
18. Develop facilities joint use agreements with MVSD.
19. Consideration of Parking Advisory Committee recommendations.
20. Adoption and implementation of Golf Course Advisory Committee recommendations.
21. FY 2014/2016 Budget preparation and adoption.
22. Develop and implement educational and regulatory programs and construction projects to supplement existing efforts to address inflow and infiltration (I&I) contributions to the sewer system.
23. Maintain efforts regarding major street renovation projects and coordinate construction timing and communication efforts regarding the Blithedale Avenue and Miller Avenue projects.

		Key Issues									
	2012-2014 Priority Projects	**Emergency Preparedness**	**Environmental Conservation and Sustainability**	**Land Use and Housing Issues**	**Traffic, Multimodal Transportation and Parking**	**Infrastructure Maintenance and Enhancement**	**Support Mill Valley Businesses Community**	**Manage City Budget**	**Effective Two-Way Communication**	**Excellence in City Government and Customer Service**	**Cultivation of Leaders and Citizen Participation**
1	Adopt new Sewer Rate structure		x			x	x	x		x	x
2	General Plan Update	x	x	x	x	x	x	x	x	x	x
3	Miller Avenue		x		x	x	x				x
4	Watershed Management and Flood Control	x	x			x					x
5	Pursue Environmental Sustainability Initiatives		x	x	x	x		x		x	x
6	Zoning Ordinance Update		x	x	x		x			x	x
7	Adopt Revised Operating Terms for MVRS (Garbage) Franchise		x			x	x	x		x	
8	Pension Reform and OPEB Policy and Implementation							x		x	
9	Chamber Service Agreement						x	x		x	
10	Develop and Adopt a Long-term Financial Plan							x		x	
11	Customer Service Evaluation								x	x	
12	Participate in LAFCO Consolidation Efforts									x	
13	Further Evaluate and Implement Organizational Improvements							x		x	
14	Evaluate Art Commission Needs and Implement Solutions									x	x
15	Evaluate Success of Current Communication Plan and Adjust								x	x	
16	Administrative and Managerial Procedures and Policies									x	
17	Evaluate and Implement Shared Service Opportunities							x		x	
18	Develop Facilities Joint Use Agreements with MVSD					x		x		x	
19	Consideration of Parking Advisory Committee Recommendations				x	x	x	x		x	
20	Adoption and Implementation of Golf Course Advisory Committee Recommendations		x			x		x	x	x	x
21	FY 2014/2016 Budget Preparation and Adoption	x	x	x	x	x	x	x	x	x	x
22	Educational and Regulatory Programs and Projects to Address I&I Contributions to the Sewer	x	x			x		x			
23	Street Renovation Projects – Timing and Outreach Efforts		x		x	x			x		

2012 – 2014 Priority Projects Status Update:

Please note: A check mark "✓" reflects tasks accomplished and a red arrow "⇨" reflects coming actions tied to each of the priority projects.

1. ✓ **Adopt new Sewer Rate structure**
   - ✓ April 2, 2012 – Council approved Ordinance Establishing the New Sewer Rate.
   - ✓ July 19, 2012 – Second Reading and Adoption of Ordinance Establishing the New Sewer Rate.

2. **General Plan Update: 1) Adopt the MV2040 General Plan, 2) Adopt a Policy and Program Implementation Schedule, 3) Housing Element Implementation.**
   - ✓ April 18, 2012 – GPAC Kick-Off Meeting.
   - ✓ April 2012 – Speaker Series.
   - ✓ June 2012 – Working Group Meetings Begin.
   - ✓ August 2012 – GPAC reviews Working Group Progress Reports.
   - ✓ September/October 2012 – GPAC reviews approach to Housing Element and participates in Housing Walking Tour.
   - ✓ November 2012 – Final Working Group Meetings.
   - ✓ November/December 2012 – GPAC Reviews of Natural Environment, Community Vitality, Arts and Culture Goals, and Mobility Policies and Programs.
   - ✓ December 2012 – GPAC directs staff to draft preliminary General Plan for review.
   - ✓ January 2013 - Preliminary Draft 2009-2014 Housing Element released for public review, and discussed at GPAC meetings.
   - ✓ January/February 2013 – GPAC Reviews Draft Housing Element.
   - ✓ February 2013 – First review of Housing Element by HCD (60 day review)
   - ✓ April 2013 – GPAC Final Review of Draft General Plan.
   - ✓ May 2013 – Final GPAC meeting and final review of Housing Element. City announces preparation of the Draft Environmental Impact Report (EIR) for the General Plan. Updated Draft 2009-2014 Housing Element released for public review and discussed at GPAC meetings. City announces preparation of Environmental Impact Report for General Plan, including Housing Element.
   - ✓ June 2013 - Second review of Housing Element by HCD underway with requested 30-day expedited review.
   - ✓ July 10, 2013 - August 26, 2013 – Public Comment Period on MV2040 Draft Documents. Release of General Plan Draft EIR, MV2040 General Plan and 2009-2014 Housing Element to begin 45-day public comment period.
   - ✓ July 2013 – Second review of Housing Element by HCD (30 day review).
   - ✓ July 22, 24, 25, 2013 - Planning Commission hearings on General Plan, Housing Element and GP Draft EIR.
   - ⇨ September 16, 30 and October 7, 2013 – City Council hearings on General Plan, Housing Element and Final EIR. City Council will consider certifying the environmental review and formal adoption of the General Plan and Housing Element at the October 7, 2013 City Council meeting.
   - ⇨ January/February 2014 – An implementation work plan will be developed based on the final General Plan and will be brought to City Council for review and approval.
   - ⇨ Ongoing – Implementation Plan will be reviewed annually by the City Council as part of the Council Work Program and Budget process. An implementation work plan will be a part of the final General Plan for the City Council for review and approve as part of adoption. This implementation plan will be the primary means for assessing the annual progress of the General Plan (including the Housing Element), and will also help to set the City's Priority Projects.

3. **Miller Avenue. Develop and adopt: 1) Financing Plan, 2) Implementation Plan, 3) Interim Improvement Plan, 4) Initiate Interim Improvements.**
   - ✓ Spring 2012 – Refine financing plan with staff of Transportation Authority of Marin.

- ✓ November 2012 – Develop request for qualifications for design services, financing plan and implementation phasing plan.
- ✓ December 2012 – Issue RFQ for design, financing and phasing plan services.
- ✓ March 2013 – City Council authorization of contract for design services, financing plan and phasing plan services. Presented interim improvement plan.
- ⇨ October 2013 – Present financing, and phasing plan to City Council. Interim improvements will begin on Miller Avenue in the Passage (between Millwood and Sunnyside).
- ⇨ November 2013 – City Council kick-off ceremony.
- ⇨ Winter 2013/14 – Interim improvements finished and put in service.
- ⇨ Winter 2013 – Final design of sewer and storm drain improvements.
- ⇨ Winter 2013 and ongoing – Develop and implement a communication strategy with residents, businesses, etc.
- ⇨ May 2014 – Construct Sewer and Storm Drain improvements.
- ⇨ Aug 2014 – Final Design Passage and Marsh Rooms Streetscape.
- ⇨ June 2015 – Construct Passage and Marsh Rooms Streetscape.
- ⇨ Winter 2014 – Final design of Gateway, Main Street, and Parkway Rooms Streetscape.
- ⇨ Summer 2016 – Construct Gateway and Mainstreet improvements.
- ⇨ June 2017 – Construct Parkway improvements.

4. Watershed Management and Flood Control

- ✓ May 2013 – Update of Southern Marin Watershed Program (SoMaWP) and Stetson Engineer's report to be introduced to City Council.
- ⇨ November 2013 – Community meeting to introduce SoMaWP and Stetson Report.
- ⇨ January 2014 – City Council direction regarding SoMaWP and Stetson Report recommendations.

5. Pursue Environmental Sustainability initiatives:
Single use plastic bag ban

- ✓ December 2012 – Court decision on County's Ordinance pending.
- ✓ February 28, 2013 – Marin County Hazardous and Solid Waste JPA Board of Directors approved the development of a Model Single Use Bag Ordinance and Associated CEQA Analysis.
- ✓ March 2013 – The Marin Manager's Association agreed to advance the Plastic Bag Regulation in a coordinated and comprehensive manner through the participation of a model and uniform ordinance and supporting EIR to be managed by the Marin County Hazardous and Solid Waste JPA.
- ✓ March 18, 2013 – Update to City Council on recommended next steps and timing.
- ✓ June 25, 2013 – California First District Court of Appeals issued an opinion upholding the Marin Superior Court decision that said the use of an exemption from the CEQA review process was appropriate.
- ✓ August 2013 – City Council discussed and reviewed draft ordinance.
- ✓ September 3, 2013 – City Council conducted first reading to establish regulations and restrictions for single-use plastic bags.
- ⇨ October/November, 2013 - Second reading to formally adopt the single-use plastic bag ordinance.
- ⇨ November 2013 – CEQA process concludes through the Marin County Hazardous and Solid Waste JPA.
- ⇨ April 2014 – City Council evaluates the effectiveness of the ordinance and potential to expand regulations.

✓**Zero Waste policies**

- ✓ March 5, 2012 – The City adopted a Zero Waste resolution and new Demolition and Construction Debris Ordinance consistent with the Countywide model ordinance.
- ✓ July 2013 – City responded to County of Marin Civil Grand Jury Reports regarding waste: *Holding the Bag* and *Garbology.* City received Zero Waste grant for public education, coordination with schools, and portable recycling bins for events.
- ✓ September 2013 – Zero Waste Marin launched foodscraps outreach campaign.

✓ **Electric Vehicle Charging Station**

- ✓ April 2012 – Grant acceptance and budget adjustment to pilot an EVCS in the Hauke Park lot.
- ✓ February 2013 – Finalize partner agreements and design.
- ✓ March/April 2013 – Bid project.
- ✓ July 2013 – Installation completed.
- ✓ September 2013 – Dedicated charging station.
- ⇨ Ongoing – Staff is evaluating sites for more Electric Vehicle Charging Stations along the 101 corridor.
- ⇨ November 2013 - Installation of two, non-public, dual-output Electric Vehicle Charging Stations behind the Public Safety Building for the use of City-owned electric vehicles.

✓ **Electric Vehicle Procurement for City Fleet**

- ✓ June 2012 – Budget action at staff's recommendation to phase out large, inefficient former police vehicles as general City-purpose and employee carpool vehicles.
- ✓ May 2013 – Mill Valley leased four all-electric vehicles at a reduced cost through a partnership with several private sector companies.

Renewable Energy Projects

- ✓ January 22, 2013 – The City approved a resolution authorizing an MOU with the Sustainable Energy and Economic Development (SEED) Fund to identify and pursue potential solar energy projects on City facilities.
- ✓ September 2013 – Timeline and list of SEED projects have been identified and included in a collaborative RFP issued by San Rafael.
- ⇨ October 2013 – Responses are due on timeline and list of SEED projects.
- ⇨ December 2013 (tentative) – SASM Board and City staff will discuss evaluation of biogas management alternatives.

6. Zoning Ordinance Update

- ✓ July 23, 2012 – Planning Commission recommended approval of amendment to the Zoning Ordinance regarding Second Dwelling Units and Floor Area Ration (FAR) regulations.
- ✓ Throughout 2012 – Planning Commission discussed amendments to Commercial Zoning Districts and regulations; deliberations continuing.
- ✓ March 2013 – City Council consideration of Second Dwelling Unit and FAR Zoning Ordinance amendments.
- ✓ June 2013 – Amendments to implement 2009-2014 Housing Element underway.
- ✓ July 15, 2013 – FAR and Second Unit amendments discussed by City Council with direction for further revision for future action.
- ✓ September 16, 2013 – FAR/Second Unit Ordinance introduced by City Council.
- ⇨ October 7, 2013 – Second reading FAR/Second Unit Ordinance.
- ⇨ October 2013/February 2014 – Zoning Ordinance amendments to Commercial and Residential Districts and other related changes to implement 2009-2014 Housing Element.

7. Adopt revised operating terms for MVRS (garbage) franchise

- ✓ April 2012 – Formal Rate Review by the R3 Consulting Group.
- ✓ July 2, 2012 – City Council Approved Resolution Authorizing an Increase of 2.81%.
- ✓ July 2012 – Refuse franchise agreement subcommittee, comprised of Councilmembers Moulton-Peters and Marshall, the City Manager and the Finance Director formed.
- ✓ Winter 2012 – Staff reviewed the MVRS franchise agreement as well as recently approved revised agreements with other cities served by MVRS to develop recommendations for amendment to our franchise agreement.
- ⇨ October 2013 – Committee will develop recommended amendments to agreement and discuss with MVRS.
- ⇨ November 2013 – Revised agreement will be presented to Council for action.

8. **Adopt Pension Reform and OPEB Cost Containment Policy and 1) Evaluate and implement as appropriate OPEB prefunding opportunities and options, and 2) Establish a Public Employees Retirement System (PERS) rate buffer reserve.**
   - ✓ June 18, 2012 – Council established a committee comprised of the Vice-Mayor Berman, Councilmember Mouton-Peters, the City Manager, and the Finance and Human Resources Director to review the City's current pension and Other Post Retirement Benefits (OPEB).
   - ✓ September 2012 – January 2013 – Committee meetings.
   - ✓ Early 2013 – Committee provided a briefing to the City Council for discussion and direction.
   - ✓ March 2013 – Commission and prepared actuarial report regarding OPEB.
   - ✓ April 2013 – Committee recommendations presented to City Council for adoption of policy resolution and implementing strategy and timeline.
   - ✓ May 2013 – Council adopted Resolution Establishing Policies to Contain and Reduce Costs Associated with the City's Pension and OPEB.
   - ✓ July 2013 – A $200,000 PERS Rate Reserve was approved in the 2013/14 revised Budget along with funding for an OPEB pre-funding study. Contract executed to evaluate OPEB prefunding options and advantages.
   - ⇨ October 2013 – Presentation to City Council on OPEB prefunding options and advantages report presentation.

9. ✓ **Chamber of Commerce Professional Services Agreement**
   - ✓ September 18, 2012 – City Council Approved Authorization of Professional Services Agreement (PSA) with the Mill Valley Chamber of Commerce.
   - ✓ March 2013 – Six-month update to City Council.
   - ✓ June 2013 – City Council approved new three-year agreement.
   - ✓ July 2013 – Lease agreement signed.
   - ⇨ June 2014 – Annual update to City Council.

10. **Develop and Adopt a long-term Financial Plan**
    - ⇨ November 2013 – Conclude evaluation of OPEB prefunding analysis and determine prefunding options.
    - ⇨ November 2013 – Present to City Council an outline of the elements anticipated for inclusion in the long-term financial plan for direction and consent.
    - ⇨ February 2014 – Develop 10-year forecast of revenues and operating expenditures.
    - ⇨ April-May 2014 – Present 10-year Financial Plan to the City Council for discussion and adoption.

11. **Customer Service Evaluation**
    - ✓ December 2012 – City Manager and Planning and Building Director meet with representatives from Chamber of Commerce to discuss scope of Chamber-sponsored customer survey of 2012 commercial building permit applicants.
    - ✓ April 2013 – Confirmed Council direction in conjunction with annual Strategic Planning Retreat.
    - ✓ July 2013 – Planning and Building staff and Chamber of Commerce Board Chair discuss evaluation of Building services with recent users focus group.
    - ✓ August 2013 – Focus groups conducted.
    - ⇨ October 2013 - Follow-up meeting with Chamber representative to review focus group findings.
    - ⇨ November 2013 - Report findings and recommendations to Council.

12. ✓ **Participate in LAFCO consolidation efforts related to SASM**
    - ✓ May7, 2013 – Vote to consolidate fails and LAFCO Board concludes process.

13. **Further evaluate and implement organizational improvements**
    - ✓ June 2012 – Adopted budget reflects reorganization of DPW and Recreation Departments.
    - ✓ August 2012 – Retirement of Waste Water Treatment General Manager and consolidation of Waste Water Treatment (SASM) Department with DPW.
    - ✓ Summer/Fall 2012 – Evaluate and implement internal reorganization of Library staffing structure to create four distinct divisions. Developed new job descriptions.

- ✓ January – March 2013 – Evaluated staffing needs in Planning and Building Department and conducted recruitment and reclassification.
- ✓ August 2013 – Recruitment process policies adopted.
- ✓ February - September 2013 – Management Academy.
- ⇨ On-going – Development of new Personnel Rules.

14. Evaluate Art Commission needs and implement solutions

- ✓ July 2012 – Adopted budget transfers budgetary responsibility of Commission to Recreation Department.
- ✓ October 2012 – Recreation Director assumes principal staff role to Commission with administrative assistance from Recreation staff.
- ✓ April/May 2013 – Recreation Director provided recommendations for Commission needs and direction in strategic planning and preparation of a Strategic Plan development schedule.
- ✓ August 20 2013 – Final Commission review of Commission Strategic Plan, FY 13-14.
- ⇨ October 21, 2013 – Present Strategic Plan to City Council.
- ⇨ November 3, 2013 - Art Commission will host the "Arts & Culture Symposium," a round table discussion for major stakeholders in the Mill Valley arts community and an "Arts Open House" for members of the public.

15. Evaluate success of current communication plan and adjust as appropriate

- ✓ December 2012 – Staff committee established to compile the elements of our existing communication efforts and evaluate effectiveness and develop recommendations regarding a comprehensive communication plan.
- ✓ July 2013 – Recommendations from staff committee presented to City Manager.
- ⇨ Fall 2013 – City Manager to present proposed City Communications Plan for City Council adoption.

16. Evaluate, develop and adopt administrative and managerial procedures and policies

- ✓ September 2012 – Revised IT policy developed and implemented.
- ✓ August 2013 – Recruitment process policies adopted.
- ⇨ On-going – Numerous assignments underway to update and/or develop necessary administrative and managerial procedures and policies, including Personnel, Volunteer, Special Events, Naming of Public Spaces, and Communications.

17. ✓ Pursue and implement shared service opportunities

- ✓ July 2012 and on-going – Working through the Marin Manager's Association to identify opportunities for shared services.
- ✓ July 2012 and on-going – Working with the Superintendent of the Mill Valley School District (MVSD) to identify opportunities for shared services.
- ✓ Spring 2013 - Fire Department met with neighboring fire agencies to assess options relative to enhancing shared fire prevention services such as plan-checking and inspections.

18. Develop facilities joint use agreements with MVSD

- ✓ November 2012 – Discussing opportunities with MVSD for use agreements.
- ✓ April - July 2013 – Draft use agreements and begin negotiations with School District.
- ⇨ October - November 2013 – Present agreements as appropriate to Parks and Recreation Commission for input and recommendation.
- ⇨ November 2013 – Presentation to City Council for adoption.
- ⇨ On-going - Collaboration between the City and MVSD on joint use and asset sharing.

19. Consideration of Parking Advisory Committee recommendations.

- ✓ October 23, 2012 – Parking Advisory Committee kick-off meeting. Committee discussed and confirmed areas of focus, developed initial action plan and set meeting schedule.
- ✓ November and December 2012 and January 2013 – Parking Advisory Committee met and discussed a proposed policy purpose statement and parking topic areas.
- ⇨ Winter 2013 – Resume Committee meetings.
- ⇨ November 2013 – Present recommendations to City Council.

20. Adoption and implementation of Golf Course Advisory Committee recommendations.

- ✓ August 7, 2013 – Recommendations from Golf Course Advisory Committee presented to Parks and Recreation Commission.
- ✓ September 3, 2013 – Recommendations from the Parks and Recreation Commission presented to City Council.
- ✓ September 11, 2013 – Parks and Recreation Commission adopted rate adjustment for golf course green fees and considers priority projects for golf course improvements FY 13-14.
- ⇨ October 4, 2013 – Parks and Recreation Commission Retreat to include strategic planning session to establish Action Plan for ongoing golf course improvements.

21. FY 2014/2016 Budget preparation and adoption.

- ⇨ January 2014 – Planning and development of the 2014-2016 Two Year Budget and Work Plan will commence.
- ⇨ February/March 2014 – City Council starts planning retreat and develops budget goals and identifies priority projects.
- ⇨ March/April 2014 – Public meeting on draft budget.
- ⇨ May 2014 – The proposed 2014-2016 Year Budget and Work Plan will be presented to Council for review and adoption.

22. Develop and implement educational and regulatory programs and construction projects to supplement existing efforts to address inflow and infiltration (I&I) contributions to the sewer system.

- ✓ July 2012 – Facilitated sewer inspections and lateral repair through provision of a contract price and coordination with City's CIP contractor. Outreach to residents on streets included in CIP area of lateral repair grant and loan opportunities.
- ✓ August/September 2013 – Inspection of all laterals on sewer CIP and repairs to failed portions within right of way.
- ⇨ February 2014 – Develop a sewer lateral ordinance to provide enforcement mechanism for maintenance of sewer laterals.
- ⇨ Ongoing – Outreach to residents of benefit and funding availability for lateral repair.

23. Maintain efforts regarding major street renovation projects and coordinate construction timing and communication efforts regarding the Blithedale Avenue and Miller Avenue projects.

- ✓ April 2013 – Implement interactive road-closure map on website to better communicate traffic impacts to the community.
- ✓ May 2013 – Outreach mailed to all 94941 residents, customized notices to E. Blithedale residents and businesses, vertical banners and press releases to alert the community to traffic impacts during construction.
- ✓ June 2013 – Meeting with Miller Avenue businesses to receive input and develop a business survey for development of the Miller Ave. implementation plan and construction scheduling.
- ⇨ October 2013 – Develop and implement communication and outreach program for Miller Avenue Streetscape Project.