# Regular Session

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# Milwaukie City Council

MILWAUKIE CITY COUNCIL
REGULAR SESSION

City Hall Council Chambers
10722 SE Main Street
www.milwaukieoregon.gov

# AGENDA
**JUNE 7, 2016**

2,223rd Meeting

**1. CALL TO ORDER** **Page #**
Pledge of Allegiance

**2. PROCLAMATIONS, COMMENDATIONS, SPECIAL REPORTS, AND AWARDS**

**3. CONSENT AGENDA**
These items are considered routine, and therefore, will not be allotted discussion time on the agenda; these items may be passed by the Council in one blanket motion; any Councilor may remove an item from the "Consent" agenda for discussion by requesting such action prior to consideration of that part of the agenda.

| | | |
|---|---|---|
| **A.** | **City Council Meeting Minutes:**<br>**1. April 19, 2016, Regular Session;**<br>**2. April 21, 2016, Study Session;**<br>**3. May 3, 2016, Work Session;**<br>**4. May 3, 2016, Regular Session; and**<br>**5. May 17, 2016, Work Session.** | **2** |
| **B.** | **Approval of the Successor Collective Bargaining Agreement with the Milwaukie Police Employees Association (MPEA) – Resolution** | **29** |
| **C.** | **Contract with Lake Oswego Communications (LOCOM) – Resolution** | **32** |
| **D.** | **Energy Saving Performance Construction Agreement – Resolution** | **44** |
| **E.** | **Contract for Water Meter Reading Services – Resolution** | **137** |
| **F.** | **Jurisdictional Transfer of 99E Frontage Road between SE Milport Road and SE Ochoco Street - Resolution** | **166** |
| **G.** | **Oregon Liquor Control Commission (OLCC) Application for the Sunny Corner Market, 5010 SE Monroe Street – Change of Ownership** | **184** |
| **H.** | **Certify Results of the May 17, 2016, Primary Election – Resolution** | **185** |

**4. AUDIENCE PARTICIPATION**
The presiding officer will call for citizen statements regarding City business. Pursuant to Milwaukie Municipal Code (MMC) Section 2.04.140, only issues that are "not on the agenda" may be raised. In addition, issues that await a Council decision and for which the record is closed may not be discussed. Persons wishing to address the Council shall first complete a comment card and submit it to the City Recorder. Pursuant to MMC Section 2.04.360, "all remarks shall be directed to the whole Council, and the presiding officer may limit comments or refuse recognition if the remarks become irrelevant, repetitious, personal, impertinent, or slanderous." The presiding officer may limit the time permitted for presentations and may request that a spokesperson be selected for a group of persons wishing to speak.

**5. PUBLIC HEARING**
Public Comment will be allowed on items under this part of the agenda following a brief staff report presenting the item and action requested. The presiding officer may limit testimony.

**A. State Revenue Sharing – Resolutions** **188**
Staff: Casey Camors, Finance Director

**B. Bonded Debt Levy Changes** **195**
Staff: Casey Camors, Finance Director

**C. Adopting the BN 2017-2018 Budget – Resolution** **197**
Staff: Casey Camors, Finance Director

**D. Master Fee Schedule Update – Resolution** **596**
Staff: Casey Camors, Finance Director

**E. Financial Policies Update – Resolution** **670**
Staff: Casey Camors, Finance Director

**F. Authorization to Issue Library Bonds – Resolution** **704**
Staff: Casey Camors, Finance Director

## 6. OTHER BUSINESS

These items will be presented individually by staff or other appropriate individuals. A synopsis of each item together with a brief statement of the action being requested shall be made by those appearing on behalf of an agenda item.

**A. Urban Renewal Plan Update** **713**
Staff: Denny Egner, Planning Director

**B. Downtown Wayfinding System Plan** **787**
Staff: Vera Kolias, Associate Planner

**C. Federal Emergency Management Agency (FEMA) – Hazard Mitigation Grant - Resolution** **797**
Staff: Chuck Eaton, Engineering Director

**D. Council Reports**

## 7. INFORMATION

## 8. ADJOURNMENT

### Public Notice

Executive Sessions: The Milwaukie City Council may meet in Executive Session immediately following adjournment pursuant to ORS 192.660(2). All Executive Session discussions are confidential and those present may disclose nothing; representatives of the news media may attend as provided by ORS 192.660(3) but must not disclose any information discussed. Executive Sessions may not be held for the purpose of taking final actions or making final decisions and they are closed to the public.

The Council requests that mobile devices be set on silent or turned off during the meeting.

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| Regular Session Agenda Item No. | 3 |
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# Consent Agenda

**MINUTES**
MILWAUKIE CITY COUNCIL
www.milwaukieoregon.gov

**REGULAR SESSION**
APRIL 19, 2016
City Hall Council Chambers

**Mayor Gamba called the 2,220th meeting of the City Council to order at 6:07 p.m.**

Council Present: Council President Lisa Batey and Councilors Scott Churchill, Wilda Parks, and Karin Power

Staff Present: Assistant to the City Manager Mitch Nieman, City Recorder Pat DuVal, City Attorney Peter Watts, Community Development Director Alma Flores, Finance Director Casey Camors, Planning Director Denny Egner, Sustainability Director Clare Fuchs, Associate Planner Brett Kelver, and Building Official Samantha Vandagriff

## CALL TO ORDER

Pledge of Allegiance.

## PROCLAMATIONS, COMMENDATION, SPECIAL REPORTS AND AWARDS

### A. Milwaukie High School (MHS) Outstanding Student Achievement Award for April 2016 to Emily McCarty

**Mark Pinder**, MHS Principal, introduced Ms. McCarty and noted her achievements particularly in the areas of scholarship, volunteerism, and athletics.

Mayor Gamba and the Councilors congratulated Ms. McCarty and inquired about her academic and extracurricular activities and career plans.

### B. National Building Safety Proclamation

**Ms. Vandagriff** read the proclamation naming May 2016 as *National Building Safety Month* in the City of Milwaukie.

### C. Air Quality Update

**Mayor Gamba** introduced Nina DeConcini, Department of Environmental Quality (DEQ) Region Administrator; and Brian Boling, DEQ Laboratory Program Manager; and Aaron Johnson and Jay Khetani, Precision Castparts Corp. (PCC).

**Ms. DeConcini** provided a brief recap of the context and set the stage for this update. The last time she was before the Milwaukie City Council, DEQ had not done any monitoring, and she had stated that DEQ was not proceeding with renewal of PCC's air quality permits until the regulatory reform was completed. The new program, Cleaner Air Oregon, would take into consideration health and risk based information for industrial facilities that impacted local communities. The Brentwood Darlington Community hosted a meeting, and there was a request to monitor both soil and air quality around PCC. DEQ was still in the process of developing a soils sampling plan that it would communicate with the community and public health partners. PCC had informed DEQ earlier that it intended to install pollution control equipment on some of its processes, which DEQ was pleased to hear. The community believed that monitoring should take place before that equipment was installed. DEQ worked diligently to install its monitoring instruments to get a before snapshot. There were many regulatory intersects with PCC, so Ms. DeConcini provided an update of both PCC and McClure Industries in hard copy and electronically on DEQ's website.

**Mr. Boling** addressed ongoing monitoring at PCC and what it took to establish and monitor both air and soil. In the case of PCC, DEQ was doing fence line monitoring. Three stations were deployed around the facility after studying wind direction and speed from a meteorological station on top of McClure. It was found that the flow was from east to west along the canyon area of Johnson Creek. The deployments were placed to determine what was contributed by PCC and was a follow up to the moss study. The US Forest Service (USFS) collected moss in the area and identified nickel along with arsenic, so the follow up monitoring looked at the air concentration. The moss takes in the metals which either accumulate or go down into the moss. The air monitoring looked at air concentrations and human health impacts. DEQ also does receptor monitoring, a national program to measure air toxics, near homes and schools. The monitoring equipment filters are collected daily for a period of 30 days and taken to the lab in Hillsboro for analysis and determination of long term impacts. There was also a concern about styrene in the area, so a volatiles monitoring instrument would be installed just east of the potential source and perhaps one in between. He discussed the funding issues faced by DEQ and the limitation on available equipment. DEQ was borrowing equipment from the Environmental Protection Agency (EPA) so that more monitoring can be done.

**Council President Batey** asked if Eastside Plating in that same general area was being monitored.

**Mr. Boling** replied that DEQ had not done direct monitoring at that location.

**Ms. DeConcini** added that based on its most recent inspections, Eastside Plating was in compliance with state and federal regulations and that there had been no violations since 1998. There had been no citizen complaints for the past five years.

**Councilor Churchill** asked about plume discharge and how DEQ would know if it was monitoring in the right location.

**Mr. Boling** replied that DEQ looked at the wind pattern data and whether the air was coming from a heated source. PCC did not have a heated source, and staff confirmed that a lot lays low in that canyon. There was a different wind pattern on the bluff, and he felt the monitors were in the right location.

**Councilor Churchill** asked if manufacturing cycles for the past few months could be taken into consideration to determine if there were any changes in processes before the monitoring took place.

**Ms. DeConcini** said DEQ would request that information from PCC.

**Mayor Gamba** asked if monitors could be installed at the smoke stack to determine what was actually being emitted rather than fence line testing.

**Ms. DeConcini** replied that DEQ was looking at that as part of the regulatory overhaul. She discussed Oregon's clean air benchmarks with the goal of no more than one excess cancer risk in 1 million people compared to the general population. Other states do take into account the localized impact, which Oregon's program did not at this time prior to rulemaking and potential legislation.

**Councilor Power** was concerned about the time lag between collecting data and release of information. She asked if there were real time monitors that could identify spikes as they occurred.

**Mr. Boling** replied that in the case of greenhouse gas monitors, the information was available in real time. In the case of metals there was a real time instrument, but it was very expensive. Part of the time delay was the analysis that needed to occur and the time to determine the health impact using a longer term data set. Oregon benchmarks that assessed cancer risk, for example, was a one year test period.

**Ms. DeConcini** discussed standards and added that the benchmarks were set at a very protective level.

**Councilor Power** felt there should be a less costly way to access real time data.

**Mr. Boling** explained the difficulties of analyzing data in real time. The challenge with volatile organic compounds (VOC) and metals was the low level analysis of what human health impacts might be in the long term.

**Council President Batey** asked for comments about water quality including groundwater and Johnson Creek.

**Ms. DeConcini** replied that the City of Portland administered the PCC permit program and acted as DEQ's agent. She provided a document showing the environmental intersects that included water quality; however, she would prefer that Portland responded to Milwaukie directly.

**Mayor Gamba** suggested inviting the Bureau of Environmental Services (BES) to the May 19 study session on water quality.

**Councilor Power** asked how local governments could advocate for DEQ so it could do its job more effectively, and she noted the reduced staffing level.

**Mr. Boling** discussed the statewide lab that did all air, water, and land quality and the monitoring equipment that was moved around the state. He talked about staffing levels with employees being deployed to the highest priority locations.

**Ms. DeConcini** added that the regulatory overhaul would help identify staffing needs. She appreciated the City's involvement.

**Councilor Power** suggested that if people wanted to push for more funding they should express their support as budgets were considered at the legislative level.

**Mayor Gamba** invited representatives from PCC to provide their comments.

**Aaron Johnson**, General Manager, PCC Structurals' Large Parts Campus on Johnson Creek Blvd and **Jay Khetani**, Vice President of Communications. Mr. Johnson read his comments into the record and would then invite questions. PCC employed 2,800 people in the Portland region and took its obligation to operate safely and responsibly very seriously. PCC made flight critical parts for every aircraft engine in the sky today, and the company knew exactly what metals are used to achieve the necessary performance characteristics.

Air quality has been on everyone's minds in the past couple of weeks. **Mr. Johnson** assured the City Council and the audience that PCC understood the importance of a neighborhood that was a safe environment to live, work, and raise a family. He briefly addressed some of the concerns that had been raised. PCC did not use arsenic or cadmium in its metals and predominantly used low toxicity nickel alloys. PCC used elemental chromium in its metals, and an extremely small percentage of the chromium converts to hexavalent chromium when high heat was applied. PCC Structurals has extensive air emissions control systems including hexavalent chromium. The scheduled system improvements would increase the capture rate.

**Mr. Johnson** said PCC was in full compliance with its permits and was audited by the Oregon DEQ. PCC invested years in analysis and engineering studies to ensure that the controls employed the best technology available. $17 million had been invested on additional improvements between 2014 and 2016, although the existing controls were highly effective. PCC would submit a request to DEQ to reduce the maximum permitted emission for the upcoming permit renewal. The investments also included $4.2 million for a stormwater facility to capture and treat all rain water at the Johnson Creek facility. He added that the industrial wastewater was not routed to Johnson Creek.

**Mr. Johnson** reported that PCC had established a website and posted relevant documents containing the most current information. A public community meeting was scheduled for May 25 to provide information and respond to questions.

**Councilor Churchill** asked about the indoor air quality sampling and if Mr. Johnson was willing to share that information with DEQ.

**Mr. Johnson** replied that PCC hired a third party industrial hygienist, but he was not prepared at this time to share that data. That information was shared with Oregon Occupational Safety and Health Administration (OSHA), so he felt he could probably share it with DEQ.

**Mayor Gamba** asked Mr. Johnson to discuss the new devices for air emissions and stormwater.

**Mr. Johnson** said the first project which had been completed was the addition of high efficiency particulate air (HEPA) filters on the exhaust of the baghouse to remove small dust particles. A baghouse captures and removes dust from the air using fabric filters which removes about 99% of the dust. Cyclone prefilters were installed which used centrifugal force to remove about 90% of the large particles before they reach the baghouse. PCC upgraded its stormwater filtration system to improve the current process of removing contaminants before the runoff reached the City of Portland's stormwater system and Johnson Creek. Virtually all organics would be captured. There were springs and a pond at a higher elevation, and a lift system would be installed that would divert the water around the PCC property and go directly into the Portland system.

**Councilor Power** understood this stormwater investment would capture virtually all of the pollutants before going into the Portland system. She asked which pollutants were not being captured currently.

**Mr. Johnson** replied that from discontinued practices there were polychlorinated biphenyl (PCB) and chlorinated solvents. There was testing and the stormwater system went through extensive cleaning. The discontinued practices left some things behind that could migrate into the stormwater system. He and Mr. Khetani discussed runoff filtration systems. Mr. Johnson said all evidence indicated the threat was low, but conditions would improve with the stormwater system.

**Councilor Churchill** asked Mr. Johnson if he would be willing to talk to DEQ and share how manufacturing cycles had changed over time.

**Mr. Johnson** said he would include exact timelines. **Mr. Khetani** wanted to clarify that PCC would have discretion to change practices during the monitoring process to be sensitive to customer needs.

**Councilor Power** discussed the wastewater treatment plant as a major odor source and a long time source of frustration for those living near it. She commented on the success of the Kellogg Good Neighbor Committee (KGNC) and asked if PCC had considered doing something that.

**Mr. Khetani** replied that PCC had historically been an organization focused on its work and had not engaged with the media and the community. Clearly community concerns were making PCC think about taking actions to be more transparent and engaging the community. He did not feel that PCC was prepared to make a contractual commitment at this time but encouraged residents to attend the May 25 community meeting to begin the dialogue.

## CONSENT AGENDA

**It was moved by Council President Batey and seconded by Councilor Power to approve the consent agenda as presented.**

**A. City Council Meeting Minutes:**

**1. March 29, 2016, Study Session; and**
**2. April 5, 2016, Work Session.**

**Motion passed with the following vote: Councilors Parks, Power, Churchill, and Batey and Mayor Gamba voting "aye." [5:0]**

## AUDIENCE PARTICIPATION

**Mayor Gamba** reviewed the procedure for audience participation.

**Mr. Nieman** reported that City Council received comments on solarization, but no staff response was necessary.

**Meg VanBuren**, South Portland Air Quality, read a statement regarding PCC's citizen engagement. The community was pleased that the company was communicating with residents and expected ongoing communication regarding any proposed solutions. The community wanted complete information on any previous emissions and controls. The community expected PCC to install world class pollution controls that used the best available technology. The community looked forward to a dialogue with PCC about emergency prevention and response. She discussed major incidents that had occurred at the large parts campus including the May 2011 release of a toxic cloud of gas that resulted in a hazardous material incident. PCC attributed the incident to a PGE power failure, but it did not appear steps were taken to install backup generators. It was expected that PCC would take community concerns seriously and respond promptly. She expected third party verification of any solutions and hoped PCC would invest the resources to establish and maintain a neighborhood advisory committee to facilitate communication and increase transparency.

**Jacob Sherman**, South Portland Air Quality, addressed some of the issues that DEQ had raised with regards to the human health risk permitting and pointed out that DEQ could have taken these steps years ago. Some people felt this had more to do with cultural issues than funding issues. With regard to the Oregon benchmark and looking for more than one excess cancer risk, there was 2014 data available that showed PCC was named one of the top 20 toxic air polluters in the country. There were 90 excess cancer risks in 1 million. The same questions could be asked about McClure Industries which received hundreds of complaints from the community about air quality odors prior to its permit renewal in 2010. He would encourage continued community advocacy.

**Mr. Johnson** said there were backup generators on site but could not speak directly to the power outage event at this time.

**Daniel Newberry**, Executive Director, Johnson Creek Watershed Council, a community based, nonprofit organization that did stream restoration. In the past couple of weeks, his organization had been contacted by DEQ and Portland BES about water quality issues. DEQ commissioned a study in 2014 that looked at several sources of pollution in the sediment in the vicinity of PCC that showed a pattern of polychlorinated biphenyl (PCB) and several heavy metal contaminants. He was glad to hear that PCC was doing some onsite mitigation, and he recommended redoing that study after recent storm events to determine if pollutants were still coming out. He also encouraged DEQ to investigate Milwaukie's drinking water supply. Mr. Newberry asked PCC when the PCB process changed.

**Mr. Johnson** replied that PCC stopped using the electrical switch gear that the PCBs came from in the early 1990's, and there was significant cleanup on the remedial sites.

**Charles Snyder**, Milwaukie resident, referred to the letter from PCC Structurals and suggested that PCC was concerned that there was some risk to the company's profits. His family wanted a safe place to live, and he felt PCC should be held to the highest standards. PCC employees and executives should be comfortable living next door to the facility. He, too, would like investigations of the water supply. He did not trust corporations to take into account the environment or the public good and hoped there would be some way to move from the focus on profits.

**Julie Reardon**, Brentwood Darlington District, asked about the letter that went out to residents and hexavalent chromium emission figures. She thanked everyone in the community for their involvement and taking time to fight for change and accountability. As a society, the country had strayed too far from meeting the basic needs of humanity and putting people on the frontlines of toxic exposure. The community was here to challenge the status quo. She hoped the City Council would invest its political power to affect change. Instead of looking at profit margins, one should preserve people's health and safety as the most valuable assets.

**Victor Hungerford**, Ardenwald resident, said his family was growing its own food, but he was concerned about the quality of the air. He understood PCC was a significant employer in the area. As a father and someone who wanted to live the rest of his life in this area, he wanted to know that it was safe. Change could happen, and it was good to know that PCC was willing to open up to the community. He urged setting an example for children and not simply accepting the status quo.

**Anne Trudeau**, South Portland Air Quality, did not live near PCC, but there were people she cared who did. In 2002, her mother who was an environmental activist passed away. She had given Ms. Trudeau a copy of *Living Downstream* written by Sandra Steingraber. There has been a steady stream of lies and distortions from PCC and our regulatory agencies. Those living around PCC had undergone continuous assault. PCC talked about installing stormwater controls but neglected to mention this was not a voluntary action. PCC was licensed as a foundry that processed arsenic and cadmium, and she planned to speak with DEQ to get that information. She understood this was a self-reported list.

**Ms. DeConcini** said she would look at the hazardous air pollutant that PCC used in its license which was enforceable. It would be an important validation component of the current monitoring.

**Mr. Johnson** added that PCC did do not use arsenic and cadmium in the metals. It would be in the recipe for the type of alloy provided by the customer. All material safety data sheets (MSDS) were reviewed, and arsenic and cadmium were not listed as a component of any recipe. Arsenic and cadmium were found in the Portland area, and if found in the baghouses, the levels would be very low. The PCBs were legacy.

**Steve Meyer**, Portland resident, asked about the use of hydrochloric acid and asked if PCC was self-insured. There were other plants in the region, and he asked why they were only focusing on the main Portland plant.

**Ms. DeConcini** said DEQ was focusing on this plant because of the moss study and hot spots identified for nickel and arsenic.

**Mr. Meyer** discussed other PCC locations and contamination flowing into Johnson Creek. He noted a number of former employees who had become ill.

**Mayor Gamba** recessed the regular session at 7:56 p.m. and reconvened the regular session at 8:00 p.m.

**Albert Zayha**, Portland resident, said PCC had facilities in California and other areas with stricter air quality requirements. The company could upgrade its Oregon facilities to meet similar requirements and still maintain its profits. He noted a conflict between what has been reported by DEQ and PCC and asked who could be trusted. The moss had spoken, but the monitors were in another location.

**Mr. Boling** explained when DEQ did metals monitoring the instrument provided a number of metals at the same time and provided results on a suite of metals in the sampling plan. He discussed the moss maps which used interpolation of where the samples were collected. DEQ placed its monitors to determine what was happening directly around PCC. DEQ was collaborating with U.S. Forest Service and working diligently to transfer knowledge and understand where there may be potential issues.

**Debra Taevs**, Portland resident, said her husband, an industrial engineer, understood PCC was installing HEPA filters. He was concerned that the size of the particles being filtered would likely be too small to be caught by the filters. She and others were interested in the specifications of the equipment being installed the names of the manufacturers. She also expressed concern about monitoring irritants like nitric acid.

**Mr. Johnson** said cobalt was being collected but not the acids.

**Heather Sparks**, Milwaukie resident, could smell a horrible, toxic plastic odor at least three or four times a week. She did not feel her daughter could play outside and was concerned about growing her own vegetables. She was also very concerned about the Milwaukie water supply because of the toxins going into Johnson Creek, and she asked if there had been any discussion of using the Bull Run water supply.

**Joan McClellan**, Portland resident, understood that all airplanes used PCC parts and expressed some concern about the company's being a security risk. Concerned residents were organizing a forum at a local church prior to the PCC event. She was concerned about pollution and her family's health and livelihood. She was also involved with the community forum Police and Citizens Working Together to Improve Relationships on April 24.

**Joel Iboa**, Beyond Toxics located in Eugene, said loopholes in regulations had allowed many manufacturers in residential areas to release heavy metals. Many concerned citizens would like to shutdown these facilities. Recent efforts by PCC and other polluters in the face of scrutiny were merely a Band-Aid. He believed the State should have a comprehensive air permitting program with stack emission tests at the site, fence line, and community monitoring. Currently, facilities were awarded permits with certain benchmarks; however, DEQ did not currently regulate cumulative air impacts. He urged everyone to consider the burden of toxic waste.

**A. Declare a Housing Emergency – Ordinance and Resolution**

**Ms. Flores** provided the staff report in which the City Council was requested to adopt an Emergency Ordinance authorizing the City Council to declare a housing emergency and adopt a Resolution declaring a housing emergency. She discussed housing related issues in the City of Milwaukie that were outlined in the staff report, and she provided relevant home sale and rental data.

**Mr. Watts** said the first action would be to grant the City Council the legislative authority to declare the emergency, and the second would be to adopt the Resolution. He discussed the Ordinance related to no cause evictions and how it differed from the regulations adopted by the City of Portland.

**Misty Collard**, Milwaukie resident, said she worked with low income families to find affordable housing. This region had the lowest vacancy level in the nation, and people are being asked to move from their units. She urged the Milwaukie City Council adopt the legislation. Wages and Social Security were not commensurate with the increasing rents, and renters were not given sufficient time to find other suitable units. She was concerned about the ability of communities who adopted this type of legislation to enforce. Portland currently charged the equivalent of three months' rent which she believed was administered through Code Enforcement. Ms. Collard also encouraged support of programs that assisted first time homebuyers.

**Patty Jay**, Steen Court resident, said she received a 60-day notice of a no cause eviction. She had always paid her rent on time, and she and her sons had been good tenants. As a veteran she was eligible for the Rapid Rehousing Program. She hoped to be a catalyst for change because she did not want to leave Milwaukie or Clackamas County.

**Councilor Power** supported the actions because she herself found it difficult to find a home in her own community which she saw as a red flag. She felt adding the time restrictions would be very helpful to families and reduce stress levels.

**Mayor Gamba** said this was a small step to address affordable housing and encouraged that Milwaukie advocate at the State level and work with entities that could increase the housing stock in the City.

**Council President Batey** supported the requested actions but felt the City Council needed to have a discussion about the length Ordinances generally. She encouraged staff and fellow Councilors to substantiate the language of proposed Ordinances.

**It was moved by Councilor Parks and seconded by Councilor Power to approve the first and second readings by title only and adoption of the ordinance authorizing the City Council to declare a housing emergency under specified circumstances, defining duration and City Council powers during a housing emergency and declaring an emergency. Motion passed with the following vote: Councilors Parks, Power, Churchill, and Batey and Mayor Gamba voting "aye." [5:0]**

**Mr. Nieman** read the Ordinance two times by title only.

**Ms. DuVal polled the Council with Councilors Parks, Power, Churchill, and Batey and Mayor Gamba voting "aye." [5:0]**

> **ORDINANCE No. 2117:**
>
> **AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, AUTHORIZING THE CITY COUNCIL TO DECLARE A HOUSING EMERGENCY UNDER SPECIFIED CIRCUMSTANCES, DEFINING DURATION AND CITY COUNCIL POWERS DURING A HOUSING EMERGENCY AND DECLARING AN EMERGENCY.**

**It was moved by Councilor Power and seconded by Councilor Parks to approve the resolution declaring a housing emergency pursuant to Ordinance No. 2117. Motion passed with the following vote: Councilors Parks, Power, Churchill, and Batey and Mayor Gamba voting "aye." [5:0]**

> **RESOLUTION No. 46-2016:**
>
> **A RESOULTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, DECLARING A HOUSING EMERGENCY PURSUANT TO ORDINANCE NO. 2117**

**D. Establishing a New Milwaukie Municipal Code (MMC) Chapter 5.60 Relating to No Cause Eviction – Ordinance**

**Ms. Flores** provided the staff report in which the City Council was requested to adopt an emergency Ordinance to create MMC Chapter 5.60 which would establish a minimum time period of 90 days for no cause evictions of residential tenants. She read excerpts from Oregon Revised Statutes (ORS) Chapter 90, the Residential Landlord and Tenant Act, and provided statistics on local housing needs. The notice period was not increased in the case of for cause evictions

The group discussed appropriate terminology, and **Mr. Watts** advised that would not be a problem. **Council President Batey** discussed her amendments that clarified language in two sections of the proposed Ordinance.

**It was moved by Council President Batey and seconded by Councilor Parks to approve the first and second readings by title only and adoption of the ordinance relating to renter protections, establishing new code chapter 5.60 and declaring an emergency with two minor amendments in sections 1 and 2. Motion passed with the following vote: Councilors Parks, Power, Churchill, and Batey and Mayor Gamba voting "aye." [5:0]**

**Mr. Nieman** read the Ordinance two times by title only with the amendments.

**Ms. DuVal polled the Council with Councilors Parks, Power, Churchill, and Batey and Mayor Gamba voting "aye." [5:0]**

**ORDINANCE No. 2118:**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, RELATING TO RENTER PROTECTIONS, ESTABLISHING NEW CODE CHAPTER 5.60 AND DECLARING AN EMERGENCY.**

## PUBLIC HEARING

### A. Code Amendments for Short-Term Rentals, Vacation Rentals, Bed and Breakfasts, and Related Changes – Ordinance

**Mayor Gamba** called the public hearing on the legislative Zoning Ordinance amendment initiated by the City of Milwaukie to order at 9:07 p.m.

The purpose of the hearing was to consider an Ordinance to adopt proposed amendments to the Zoning Ordinance to allow and regulate short-terms rentals, vacation rentals, bed and breakfasts, and related changes associated with commercial lodging uses.

This was a legislative decision by the City Council and was based on the following standards: the statewide planning goals; applicable federal or state laws or rules; any applicable plans and rules adopted by Metro; applicable Comprehensive Plan policies; and applicable provisions of implementing ordinances.

**Mayor Gamba** reviewed the order of business in the conduct of the hearing. The City Council decision was the final decision of the City. All testimony and evidence was directed toward the applicable substantive criteria. Failure to address a criterion or raise any issue with sufficient detail precluded an appeal based on that criterion or issue. Any party with standing could appeal the decision of the City Council to the State Land Use Board of Appeals (LUBA) according to the rules adopted by that Board. Persons with standing are those who submitted written comments or testified and signed the City Council Attendance sign-up sheet.

No members of the City Council declared a potential or actual conflict of interest as defined in ORS §244. No member of the audience challenged any Council member's ability to participate in the decision.

Staff Presentation: **Mr. Egner** provided the staff report in which the City Council was requested to approve application ZA-2015-003 and Findings of Approval. He reviewed the proposed regulations which were developed through a series of workshops and the Planning Commission recommendation. Part of the proposed regulations addressed short term rentals that included Airbnbs where a property owner lived in the house on a permanent basis for at least 270 days per year. The proposal was to allow this type of rental in all zones where a residential use was allowed and treated as an accessory use to a residential unit. The Planning Commission recommended that at any given time they could be rented to two different parties when hosted. These would be treated and regulated like a home occupation. The proposal allowed the use of a guest house or an accessory dwelling unit (ADU) on the property. The owner would be required to register as a business with the City to ensure that all building and fire code requirements were met.

**Mr. Egner** reviewed the vacation rental regulations when the owner was absent for more than 95 days per year. These would be rented to a single party and were a conditional use in a residential zone and the Downtown Mixed Use (DMU) zone and would require a hearing before the Planning Commission. The proposal would permit

vacation rentals in the General Mixed Use (GMU), Neighborhood Mixed Use (NMU), Commercial (G-C), and Limited Commercial (C-L) zones. The rationale was that hotels and motels were allowed in those zones. Bed and Breakfast was the other type of rental in which three or more parties may rent rooms in the facility. They would be allowed as a conditional use in low, medium, and high density zones and permitted in commercial and mixed use zones.

**Mr. Egner** described the proposed changes to hotel and motel regulations. In addition to being prohibited in low and medium density residential zones, they would also be prohibited in R-1 and R-2 zones. They would be a conditional use in R-1-B and C-L zones. Hotels and motels would be permitted in mixed use and G-C zones.

**Mr. Egner** reviewed the new home occupation standards for short term rentals. An owner has to live on the property for no less than 270 days. There could be one short term rental at a time for a duplex property, and one rental party at a time. Building and fire code requirements must be met, and the owner must have obtained a business registration with the City of Milwaukie.

**Mr. Egner** reviewed the key Planning Commission issues. There was testimony from housing advocates concerned about affordable housing and compliance with statewide Planning Goal #10 who later submitted correspondence stating that the supplemental findings addressed their issues with Goal #10 and affordable housing. Parking was discussed at the Planning Commission, and members felt it could be addressed through the home occupation or conditional use processes. There had also been discussion of how many parties could occupy a short term rental and the number of rooms that could be rented in hosted situations.

**Council President Batey** noted that the issue of taxation had been discussed in work session.

**Mr. Egner** replied that issue would be worked out with the Finance Director and addressed separately. The 270 days of owner occupancy did not need to be consecutive, and he commented that it could be difficult to document and enforce.

Correspondence: Louise Dix and Jennifer Bragar, Fair Housing Council of Oregon and Housing Land Advocates, 1221 SW Yamhill Street, Portland, OR 97205. They stated that staff seemed to have thoroughly addressed their concerns related to Goal 10 obligations.

**Mayor Gamba** reviewed the conduct of the hearing.

Testimony in Support:

**Cid Blase**, Island Station resident, had a B&B in her home and received a notice about a year ago that she was out of compliance. She attended the meetings and spoke before the Planning Commission regarding the required parking space which was eventually removed. She thought the Planning Commission was thoughtful, and she supported the recommendation. She urged that the checklist being developed be clear and succinct. She thought short term rentals could help people purchase homes in Milwaukie.

**Mr. Watts** made several clarifying remarks related to the State's transient lodging tax.

**Ms. Blase** commented on Airbnb taxes.

**James Knight**, Historic Milwaukie resident, had testified at the Planning Commission and sent emails to the Milwaukie City Council. He supported most of the amendments but asked why there were restrictions on the amount of time one had to be living in his or her home. He would prefer the number of days lower and noted that Portland only required that it be the primary residence. The City of Portland established a tax because it was pushed by hotel lobby. He recommended that the business fee not be too high. He discussed the need for an inspector and expressed concerns with code enforcement and felt he was being targeted.

Neutral Testimony: None.

Testimony in Opposition: None.

Staff Response: **Mr. Egner** said the reason for the limit on the number of days was to ensure that it was an accessory use to the primary residence and not a commercial enterprise independent of the house. He addressed the fire life safety issue that assured that the building was safe. By authorizing this he felt the City had some responsibility. He would check into the Portland question about the number of days the homeowner had to occupy the home.

**Council President Batey** recommended given the hour that the hearing be continued.

**It was moved by Council President Batey that the hearing on File #ZA-2015-003 be continued to the date certain of May 17, 2016, and to keep the public testimony open. Motion died for lack of a second.**

**Councilor Power** was prepared to adopt the Planning Commission's recommendation, and **Councilor Churchill** agreed.

Close Public Hearing:

**It was moved by Councilor Power and seconded by Councilor Churchill to close the public hearing. Motion passed with the following vote: Councilors Parks, Power, Churchill, and Batey and Mayor Gamba voting "aye." [5:0]**

Council Discussion:

**Council President Batey** saw a lot of tension between this package and emergency housing regulation just adopted. She believed approving short term rentals was an opening for taking more housing off the market. She thought 95 days was long, but she was willing to go with the Planning Commission's recommendation. Allowing for ADUs to be used as rentals took them out of the housing equation when the City Council supported more middle housing. The allowance of permitted short term rentals in the mixed use areas would also take housing out of the equation, and she gave the example of units on the Murphy site that could be turned into year round vacation rentals. She felt taxes should be addressed at the time these regulations were adopted and requested more information on the County taxes. She saw this as allowing too much housing to be taken out and used for short term rentals. She had some anxiety about the two parties because it would increase the intensity of use but was alright with the idea that it could be handled through code enforcement and business licensing. She thought there were too many loopholes in the code amendment which she felt ran counter to the Council's decision on emergency housing.

**Councilor Parks** had not heard of a big groundswell of those who would like to rent out their houses or rooms. She was not seriously concerned that the amendments would replace long term available housing stock.

**Council President Batey** said there were many studies showing that Airbnb has reduced housing in areas like The Pearl. She was concerned about condos in the South Downtown that would be very appealing to rent. It was not only about availability but also about driving up costs.

**Decision by Council:**

**It was moved by Councilor Churchill and seconded by Councilor Power to approve the first and second readings by title only and adoption of the ordinance amending Title 19 Zoning to allow and regulate short-term rentals, vacation rentals, and bed and breakfasts, and make related changes associated with commercial lodging uses (File #ZA-2015-003).**

**Mayor Gamba** addressed Council President Batey's concerns about buildings that could be all rented out.

**Mr. Egner** explained in the Downtown that there could be an individual who occupied a condo or some other type of housing unit who could rent out a bedroom or vacate the unit for a month and rent it out. If the individual wanted to make it available for a vacation rental, then the individual would have to go through the conditional use process. In the Central Milwaukie commercial districts the vacation rentals were permitted outright.

**Mayor Gamba** asked if there was a way to amend the language so that only a certain number of units could be vacation rentals.

**Mr. Egner** replied that could be done.

**Motion passed with the following vote: Councilors Parks, Power, and Churchill and Mayor Gamba voting "aye" and Council President Batey voting "no." [4:1]**

**Mr. Nieman** read the Ordinance one time by title only.

**Mayor Gamba** announced that since the vote was not unanimous, the second reading and adoption would be scheduled for the May 3, 2016, regular session.

**Mayor Gamba** recessed the regular session at 9:36 p.m. and reconvened it at 9:48 p.m.

## OTHER BUSINESS

### E. Adoption of Supplemental Budget – Resolution

**Ms. Camors** provided the staff report in which the City Council was requested to adopt the Resolution adjusting the 2015 – 2016 biennium budget by adopting the supplemental budget and revising appropriations. Significant conditions included funding the Sustainability Director position in the City Manager's Office, the emergency temporary repair of the Kellogg Creek Bridge, and legal costs related to code enforcement. Staff was not requesting additional authority but rather shifting funds.

**It was moved by Council President Batey and seconded by Councilor Parks to approve the resolution adjusting the budget for the 2015-2016 Biennium by adopting this Supplemental Budget and revising appropriations. Motion passed with the following vote: Councilors Parks, Power, Churchill, and Batey and Mayor Gamba voting "aye." [5:0]**

> **RESOLUTION No. 47-2016:**
>
> **A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, ADJUSTING THE BUDGET FOR THE 2015-2016 BIENNIUM BY ADOPTING THIS SUPPLEMENTAL BUDGET AND REVISING APPROPRIATIONS.**

### E. Adoption of Solar Goals for the City of Milwaukie – Resolution

**Ms. Fuchs** provided the staff report in which the City Council was requested to adopt a Resolution setting a goal to triple the amount of solar energy produced in the City of Milwaukie by 2021 and to authorize staff to promote and facilitate a residential solar program for interested citizens modeled after the "Solarize" format. She described the benefits of the program and the process. Optional items of the "solarize" program were the ability to charge a small fee to defray program administration and project management. Another option was to include weatherization for those who did not wish or could not afford to go solar. She briefly discussed the option of buying into community solar. The final option was to include an apprenticeship program for chosen installation vendors to help create jobs in the community.

**Charlie Fisher**, Environment Oregon, supported the Resolution to help get clean energy on the grid and to help cities take action to promote clean energy and reduce carbon emissions.

**Terry Tomei**, Elemental Energy, believed in solar and encouraged the City Council to adopt the proposed Resolution. He saw many homeowners who wanted to go solar and needed more support through a program like this to make it happen.

**Robert Sandberg**, Light Source Energy, noted that in his Mt. Tabor Neighborhood many people had installed solar. Solarize helped make installation more affordable for homeowners. He was currently working on a proposal for a Milwaukie non-profit building at King Road and Linwood Avenue.

**Council President Batey** suggested that Mr. Sandberg contact Northwest Housing.

**Meghan Barrier**, Oregon Solar Energy Industries Association (OSEIA), said this was a great way to raise awareness of renewable energy and encouraged the City Council to adopt the Resolution. She was an experienced solar project manager and offered her support.

**Virginia Maxam**, Milwaukie resident, spoke in support of the program. She was impressed with the City Council and its integrity, intelligence, and thoughtfulness on a variety of issues addressed at this meeting. The Clean Energy Bill passed in March, and cities across Oregon were considering the "solarize" program.

**Crista Whittington**, Milwaukie resident, supported solar and this program for the reasons already stated.

**James Knight**, Milwaukie resident, spoke in support for the adoption of the Resolution and wanted to be well informed about the program and how to participate.

**Craig Ernst**, Milwaukie resident, said he, Ms. Barrier, and others wanted to be a resource to the program. Milwaukie had an opportunity to become known statewide for its solar program and becoming a solarized community.

**It was moved by Council President Batey and seconded by Councilor Parks to approve the resolution authorizing the establishment of a "Solarize" program and setting solar energy goals.**

**Councilor Churchill** said he would support the "solarize" program and acknowledged citizen concerns about the cost and the feeling that it was more important to repair City streets.

**Motion passed with the following vote: Councilors Parks, Power, Churchill, and Batey and Mayor Gamba voting "aye." [5:0]**

> **RESOLUTION No. 48-2016:**
>
> **A RESOULTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, AUTHORIZING THE ESTABLISHMENT OF A "SOLARIZE" PROGRAM AND SETTING SOLAR ENERGY GOALS.**

### F. Neonicotinoid Insecticides – Resolution

**Mr. Nieman** provided the staff report in which the City Council was requested to adopt a Resolution supporting the elimination of the use of neonicotinoid pesticides in Milwaukie that were toxic to honey bees and other pollinators. Park and Recreation Board (PARB) Chair Lisa Gunion-Rinker had provided a list of local nurseries that did not use neonicotinoids or other similar insecticides. He noted that the North Clackamas Parks and Recreation District (NCPRD) sourced product from eleven neonicotinoid-free nurseries. He discussed the management plan and other agencies involved.

**Mayor Gamba** said this action would be more far reaching after discussions with NCPRD and the North Clackamas School District (NCSD 12). The Oregon Department of Transportation (ODOT) and the Oregon Liquor Control Commission (OLCC) were not contacted. The group discussed those County agencies involved. Mayor Gamba offered to reach out to those who had not been contacted.

**Sharon Selvaggio**, Northwest Center for Alternatives to Pesticides, commended the City of Milwaukie for proposing this Resolution. Neonicotinoids harm bees and other wildlife and are known for large, dramatic die offs, but there are also sub lethal impacts. She urged the City Council to adopt the Resolution.

**Denise Baker**, Milwaukie resident, commended the City Council on all of the issues it considered at this meeting including the proposed ban on neonicotinoids which were harmful to humans as well. She provided links regarding the dangers of chemicals including glyphosates. She referred to an Oregon Occupational Safety and Health Administration (OSHA) regulation stating that warning signs should be placed after the application of chemical fertilizers and herbicide that included glyphosates.

**Council President Batey** thought this was a poster child for a too lengthy Resolution. She did not feel a Resolution should be adopted that bound other agencies without consulting them.

**It was moved by Councilor Churchill and seconded by Councilor Parks to approve the resolution to eliminate the use of neonicotinoid pesticides which are toxic to honey bees and other pollinators. Motion passed with the following vote: Councilors Parks, Power, and Churchill and Mayor Gamba voting "aye" and Council President Batey voting "no." [4:1]**

**RESOLUTION NO. 49-2016:**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, TO ELIMINATE THE USE OF NEONICOTINOID PESTICIDES WHICH ARE TOXIC TO HONEY BEES AND OTHER POLLINATORS.**

**G. Approve Expedited Annexation of the Property Located at 9404 SE Stanley Ave – Ordinance**

**Mr. Egner** provided the staff report in which the City Council was requested to approve the expedited annexation for the property located at 9404 SE Stanley Avenue.

**It was moved by Councilor Power and seconded by Councilor Churchill to approve the first and second readings by title only and adoption of the ordinance annexing a tract of land identified as Tax Lot 1S2E30AD05200 and located at 9404 SE Stanley Avenue into the City Limits of the City of Milwaukie (File #ZA-2016-001). Motion passed with the following vote: Councilors Parks, Power, Churchill, and Batey and Mayor Gamba voting "aye." [5:0]**

**Mr. Nieman** read the Ordinance two times by title only.

**Ms. DuVal polled the Council with Councilors Parks, Power, Churchill, and Batey and Mayor Gamba voting "aye." [5:0]**

**ORDINANCE No. 2119:**

**AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, ANNEXING A TRACT OF LAND IDENTIFIED AS TAX LOT 1S2E30AD05200 AND LOCATED AT 9404 SE STANLEY AVENUE INTO THE CITY LIMITS OF THE CITY OF MILWAUKIE (FILE #A-2016-001).**

**H. Council Reports**

**Mayor Gamba** announced upcoming community events including the Milwaukie Earth Day Volunteer Event and Arbor Day Celebration; the Milwaukie Film Series 2016 and 5th Watershed Film Event; Prescription Drug Take Back and Document Shredding; the Urban Renewal Open House; and a number of non-profit Plant Sales around town on May 7.

**Council President Batey** announced the opening day of the Milwaukie Sunday Farmers Market and the first First Friday of 2016.

## ADJOURNMENT

**It was moved by Councilor Churchill and seconded by Councilor Parks to adjourn the regular session. Motion passed with the following vote: Councilors Parks, Power, Churchill, and Batey and Mayor Gamba voting "aye." [5:0]**

**Mayor Gamba** adjourned the regular session at 10:58 p.m.

Respectfully submitted,

_____

Pat DuVal, Recorder

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**STUDY SESSION**
APRIL 21, 2016
City Hall Conference Room

**Mayor Mark Gamba called the Study Session to order at 6:41 p.m.**

Council Present: Council President Lisa Batey and Councilors Scott Churchill and Wilda Parks

Excused: Councilor Karin Power

Staff Present: City Recorder Pat DuVal, Assistant to the City Manager Mitch Nieman, Community Development Director Alma Flores, Associate Planner Vera Kolias, and Engineering Director Chuck Eaton

## Update with Municipal Court Judge Kimberly Graves

**Judge Graves** discussed the Court's adoption of the State of Oregon's uniform trial court rules which address disability accommodations, trial dates, and default rulings. She talked about issues related to Commercial Driver Licenses (CDLs).

**Mayor Gamba**, **Judge Graves**, and **Councilor Parks** discussed a recent Appeals Court decision affecting citations for people using their cell phones while driving.

**Judge Graves** expressed concern about the effectiveness of truancy court and reported that the number of citations issued by Milwaukie schools had gone up.

The group discussed truancy citations and the impact of a family's socio-economic circumstances on a student's ability to attend class.

**Judge Graves** reviewed the truancy citation process and reported that for the first time all elementary, middle, and high schools in Milwaukie participated in truancy court.

The group expressed an interest in identifying why the number of truancy citations had increased and **Judge Graves** noted she would report to Council in summer 2016.

## Wayfinding Systems Plan

**Ms. Kolias** introduced Susan Jurasz and Peter Reedijk, wayfinding systems consultants with Sea Reach, Ltd.

**Ms. Jurasz** provided an overview of the wayfinding project and creation process, and noted that Sea Reach, Ltd. was working on Trolley Trail signage as well.

**Mr. Reedijk** discussed functional and design elements of a wayfinding system and described the public outreach process.

The group discussed the northern gateway to the Trolley Trail and coordinating the City's wayfinding system with the Trolley Trail signage.

**Ms. Jurasz**, **Mr. Reedijk**, and **Ms. Kolias** reviewed feedback received at a wayfinding open house and noted that the public could comment on the wayfinding system design options online, at City Hall, and at Sunday Farmers Markets.

The group discussed the open house feedback and the images used to exemplify Downtown Milwaukie.

**Ms. Jurasz** presented a map showing gateways to Downtown Milwaukie as identified by open house participants. **Mr. Reedijk** and **Mayor Gamba** commented on the separation of downtown from Riverfront Park.

**Mr. Reedijk** remarked on the limited view of Milwaukie that Waldorf School parents get when dropping-off and picking-up their children.

**Ms. Kolias** noted that open house participants had observed the need to connect downtown to the Hwy 224 area. **Mr. Nieman** and **Council President Batey** described the temporary signage used on Hwy 224 for the Sunday Farmers Market.

**Councilor Churchill** suggested that signage should announce the downtown area further out on main thoroughfares than where the downtown actually begins.

**Councilor Churchill** and **Council President Batey** remarked on the connection between the residential and downtown areas of the Historic Milwaukie Neighborhood.

**Council President Batey** suggested that consultants should meet with the Arts Committee to discuss the public art element of the project.

The group commented that the wayfinding system should draw visitors from points of interest in the industrial areas to downtown.

**Mr. Reedijk** discussed the importance of mapping the downtown area and the possibility of developing a wayfinding application (app) for mobile devices. **Ms. Jurasz** and **Councilor Parks** commented on the different layers of information that could be included in a wayfinding app. **Mr. Nieman** reported that the City was working to develop a Geographic Information System (GIS) mapping application.

**Bicycle and Pedestrian Accessibility Program**

**Mr. Eaton** and **Angel Falconer**, Public Safety Advisory Committee (PSAC) Chair, introduced themselves. **Mr. Eaton** reviewed previous Council and PSAC discussions regarding a bicycle and pedestrian accessibility program. He explained the Americans with Disabilities Act (ADA) prioritization system used to identify priority 1 and priority 2 projects and introduced a set of maps showing the location of prioritized ADA, Master Plan, and Transportation System Plan (TSP) projects.

The group noted priority 1 projects around the former Hector Campbell Elementary School and connectivity projects around Lewelling Elementary School.

**Mr. Eaton** asked for Council feedback on the prioritized projects and map and confirmed that staff had surveyed all of the identified projects for ADA compliance.

The group noted several errors related to Master Plan projects on the map, and discussed the prioritization of connectivity projects in the Lewelling Neighborhood.

**Mayor Gamba** and **Ms. Falconer** noted that the identified ADA projects did not cover all identified Safe Routes to Schools (SRS) projects. They noted that only Linwood Elementary School currently had a SRS plan and that all schools in the City were working with PSAC to develop SRS plans.

**Mr. Eaton**, **Ms. Falconer**, and **Mayor Gamba** discussed identifying and prioritizing ADA and SRS projects to seek funding and set completion timelines. **Mayor Gamba** suggested that SRS projects should be priority 1 recommended projects, and **Mr. Eaton** noted the potential for complaint-driven projects being added to the project list.

The group discussed project elements and issues related to the Harmony Road, Linwood Avenue, and Railroad Avenue intersection. It was noted that the intersection was currently outside City Limits and that Clackamas Community College (CCC) had approached staff regarding the City annexing the CCC Harmony Road campus.

**Mr. Eaton** asked if SRS pedestrian access projects should be given priority 1 recommended status. **Council President Batey** expressed her support for giving SRS projects a priority 1 recommended status.

**Mr. Eaton** asked if there were any projects missing from the priority 1 projects map.

The group discussed the City Limits around North Clackamas Park and the priority level of projects on River Road, Main Street, 29th Avenue, Van Water Street, Logus Road, and 43rd Avenue. They noted that ADA rules give higher priority to projects that connect parks and schools than projects that connect housing and commercial areas.

**Ms. Falconer** asked if the Logus Road and 43rd Avenue projects should be priority 1 recommended projects. **Council President Batey**, **Councilor Parks**, and **Mayor Gamba** expressed support for designating the projects as priority 1 recommended.

**Council President Batey**, **Mr. Eaton**, and **Councilor Parks** discussed the differences between priority 1 and priority 2 projects, and noted that priority listings could change.

**Mayor Gamba** remarked that a greenway project would trigger the construction of new sidewalks. **Mr. Eaton** commented that most priority 1 projects had sidewalks and discussed the types of projects that trigger ramp and sidewalk construction.

**Council President Batey**, **Mr. Eaton**, and **Mayor Gamba** discussed the prioritization of ADA projects on River Road and 22nd Avenue. **Council President Batey** suggested that the River Road project should be prioritized over 22nd Avenue.

**Mr. Eaton**, **Mayor Gamba**, and **Ms. Falconer** noted that the difference between a priority 1 and a priority 1 recommended project was budgetary, and that ADA projects do not necessarily require sidewalks. They cited streets in the Ardenwald Neighborhood that did not have sidewalks and discussed the importance of factoring in daily vehicle volume and traffic speed in determining which projects to prioritize.

The group noted that 29th Avenue had been identified as a greenway project and that parts of the Wichita Street greenway used to be outside City Limits. They discussed the daily vehicle traffic volume threshold and safety requirements for greenways.

**Mr. Eaton** and **Ms. Falconer** noted that some TSP and greenway projects were not listed as ADA prioritized projects and asked if Council had any other questions.

**Mayor Gamba**, **Mr. Eaton**, and **Council President Batey** discussed right-of-way (ROW) connection projects and slot easements in the Ardenwald Neighborhood.

**Mayor Gamba** asked about connectivity gaps not covered by ADA or SRS projects.

**Ms. Falconer** summarized that Council would like SRS walk zones to be identified on the ADA projects map, and for the 43rd Avenue and Logus Road, and River Road projects to be changed to priority 1 recommended status.

**Councilor Churchill**, **Mayor Gamba**, and **Mr. Eaton** discussed revising the maps to be more user-friendly for public presentations.

**Mr. Eaton** discussed the priority 1 projects map and the challenges of existing barriers and non-compliant sidewalks on 32nd Avenue, Harrison Street, and King Road.

The group discussed accessibility issues related to street grades and sidewalk slopes. They considered whether or not a failing ramp was better than having no ramp, and what type of construction project triggered the installation of ramps. **Mr. Eaton**, **Mayor Gamba**, and **Mr. Nieman** remarked on the sidewalks along Lake Road.

**Mr. Eaton** discussed ADA compliance issues around Downtown Milwaukie and reported that ramps and sidewalks on Main and Washington Streets and 27th Avenue would be rebuilt in 2016. He reported that Scott Street was a priority 2 project, the Springwater Corridor connection was a priority 1 project, and that there would be light construction work in the North Milwaukie Industrial Area in 2017.

**Council President Batey** and **Mr. Eaton** discussed how often ADA plans needed to be reviewed and when they could be revised.

**Mayor Gamba**, **Mr. Eaton**, and **Council President Batey** remarked on the possible financial benefit of designating a project as a greenway instead of an ADA project.

**Mr. Eaton** reported that it would cost $10 million to complete all priority 1 and priority 1 recommended projects, of which $2.5 million would be for ramps. He reported that the Monroe Street Neighborhood Greenway project, from Central Milwaukie to Linwood Avenue was projected to cost $4.6 million, and that the 19th Avenue and Sparrow Street Neighborhood Greenway was estimated to cost $2 million. **Mayor Gamba** and **Mr. Eaton** discussed 19th Avenue and Sparrow Street Greenway project cost factors.

The group discussed the path and street grade elements of the Railroad Avenue project and the benefits of identifying greenway projects separately from the ADA list.

**Mayor Gamba** and **Mr. Eaton** discussed funding and prioritizing active transportation infrastructure projects over time. **Mr. Eaton** and **Ms. Falconer** noted that there was no set number of years required to complete ADA projects.

**Council President Batey** and **Mayor Gamba** remarked on the estimated project costs as reported by staff for priority 1 projects.

**Mr. Eaton** reported that 726 ADA ramps needed to be built in the City. There were 559 existing ramps in the City, 346 of which did not currently meet ADA requirements. He discussed the need for Council to consider the involvement of the Street Surface Maintenance Program (SSMP) in doing projects that trigger ramp construction.

**Mayor Gamba** and **Council President Batey** discussed the timing of adopting a single transportation plan that included all SSMP, TSP, ADA, SRS, and greenway projects.

**Councilor Churchill** summarized that the question for Council to consider was whether the SSMP or an ADA program would pick up the cost of ramp work. **Mr. Eaton** noted the potential fiscal impact of ramp work on the SSMP program.

**Mayor Gamba** and **Mr. Eaton** discussed the financial benefits and Oregon Bureau of Labor and Industries (BOLI) requirements of hiring contractors or a City crew to do sidewalk work.

**Councilor Churchill** expressed support for letting the SSMP program do asphalt work and an ADA program work on identified accessibility projects. **Mayor Gamba** and **Mr. Eaton** discussed the fee-based funding approach for the SSMP and an ADA program.

**Mr. Eaton** summarized that Council supported keeping the SSMP separate from ADA projects and that staff would present to Council costs for separate asphalt and ADA projects. **Mayor Gamba** asked Mr. Eaton to also provide an estimate for the total cost of doing all paving and concrete work with a City crew.

The group noted differences in BOLI and non-BOLI project wages and the requirement to hire certain percentages of women and minority contractors. They discussed Clackamas County support for transportation funding.

**Mr. Eaton** confirmed he had received the feedback he needed from Council and noted that the ADA project map would be revised and reviewed by the PSAC and Citizens Utility Advisory Board (CUAB) before presented to Council again.

The group discussed how to solicit public input on a new ADA program fee.

**Mayor Gamba** and **Mr. Eaton** remarked on the inclusion of SRS projects on the ADA project map and in the financial estimates.

**Mayor Gamba** and **Mr. Nieman** distributed a revised Council Agenda Forecaster.

**Mayor Gamba adjourned the Study Session at 8:58 p.m.**

Respectfully submitted,

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Scott Stauffer, Administrative Specialist III

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**WORK SESSION**
MAY 3, 2016
City Hall Conference Room

**Mayor Gamba called the Work Session to order at 4:00 p.m.**

Council Present: Council President Lisa Batey and Councilors Scott Churchill, Wilda Parks, and Karin Power

Staff Present: City Manager Bill Monahan, City Recorder Pat DuVal, Assistant to the City Manager Mitch Nieman, Human Resources Director Gary Rebello, Finance Director Casey Camors, Rights of Way (ROW) Coordinator Reba Crocker, and Community Development Director Alma Flores

**Mr. Rebello** provided copies of the proposal from Waldron and Company, Tigard, for the City Manager recruitment. He also provided a list of other possible executive search firms.

**Mr. Monahan** suggested an interview panel in mid-August. The group discussed the process, the level of public involvement, and the pros and cons of going with a sole source. **Councilor Parks** thought it was a fair cost factor.

It was Council consensus to utilize Waldron and Company for the City Manager recruitment. **Mr. Rebello** would schedule the representative to attend the next Council meeting on May 17 and start the process.

**Mr. Monahan** discussed the Kronberg Park Path and suggested adding it to the May 19 Study Session agenda.

## Introduction to ROW

**Ms. Crocker** reviewed her experience with Clackamas County and other organizations. She provided a definition of rights of way. Her focus was on utility providers that use the rights of way, and to protect the City's home rule authority to ensure it receives fair compensation. She asked for City Council support in amending the Municipal Code and described the process for updating the code. The current Code did not give the City authority to charge utility providers for using the rights of way if they were doing so by riding on other providers networks. She would have Code amendments to Council in January 2017. She discussed an audit process. She noted that, in general, current franchises would be in place until expiration and would not be affected by the Code change. She discussed her analysis of current franchises and business taxes.

It was Council consensus to move forward with the project.

## Intergovernmental Agreement (IGA) with Clackamas County for Solid Waste Rate Setting

**Ms. Crocker** and **Rick Winterhalter**, Clackamas County, provided information on the IGA compensating Clackamas County in the amount of $3,500 for services provided for solid waste rate setting. **Ms. Crocker** discussed his knowledge of the system and the value in taking advantage of Mr. Winterhalter's expertise.

It was Council consensus to move forward with the IGA.

**Mayor Gamba** recessed the Work Session at 4:32 p.m. and reconvened the Work Session at 4:48 p.m.

## Economic Opportunity Analysis

**Ms. Flores** and **Jerry Johnson**, Johnson Economics, provided an update on the City's Economic Opportunities Analysis (EOA).

**Mr. Johnson** presented the background and approach of the project, as well as key statistics about Milwaukie. He discussed wages, migration patterns, and development pressures. He summarized what the statistics and patterns meant for Milwaukie. The group discussed the industries and specializations in Milwaukie, as well as economic drivers of job growth in the area. The group also discussed the marijuana industry related to manufacturing and processing.

**Mr. Johnson** discussed areas in Milwaukie such as food processing; metals and machinery; health services and continuing care; business, professional, and information services; warehouse / distribution; and maker manufacturing / amenity retail. Finally, he discussed the next steps, including employment forecasts, land need forecast, buildable land inventory, and reconciliation.

**Council President Batey** asked at what point would there be decisions for Council. **Ms. Flores** understood the EOA was a background element to the Comprehensive Plan, and Council could adopt pieces as it moved forward, or it could be rolled into the economic development policies that go through a community engagement process that would then be adopted. She discussed the importance of goals to help move forward with the Strategic Plan. She recommended voting at the end when reports would be completed.

**Councilor Parks** asked about the EOA in relation to the North Milwaukie Industrial Area (NMIA) project. **Ms. Flores** said a lot of this information would aid the NMIA plan to provide a better understanding of what was happening in that area. The NMIA plan would dive deeper, but the EOA was helpful as well.

**Council President Batey** noted there would need to be more discussions about marijuana.

**Mayor Gamba adjourned the Work Session at 5:49 p.m.**

Respectfully submitted,

_____

Amy Aschenbrenner, Administrative Specialist II

**MINUTES**
MILWAUKIE CITY COUNCIL
www.milwaukieoregon.gov

**REGULAR SESSION**
MAY 3, 2016
City Hall Council Chambers

**Mayor Gamba called the 2,221st meeting of the City Council to order at 6:00 p.m.**

Council Present: Council President Lisa Batey and Councilors Scott Churchill, Wilda Parks, and Karin Power

Staff Present: City Manager Bill Monahan, City Attorney Dan Olsen, City Recorder Pat DuVal, Planning Director Denny Egner, and Senior Planner David Levitan

## CALL TO ORDER

Pledge of Allegiance.

## PROCLAMATIONS, COMMENDATION, SPECIAL REPORTS AND AWARDS

### A. Poppy Day Proclamation

**Scott Southard** and **Karen Chaney**, American Legion Post 180, expressed their gratitude for the proclamation and provided a background of the program**.** Ms. Chaney presented poppies to the Council members. **Mayor Gamba** read the proclamation naming May 30, 2016, as *Poppy Day* in the City of Milwaukie.

### B. Municipal Clerks Week Proclamation

**Ms. DuVal** introduced the topic and thanked her staff in the Office of the City Recorder. **Mayor Gamba** read the proclamation naming the week of May 1 – 7, 2016, as *Municipal Clerks Week* in the City of Milwaukie. Council presented Ms. DuVal with flowers and thanked her for all she has done for the City for three decades.

## CONSENT AGENDA

**It was moved by Council President Batey and seconded by Councilor Power approve the consent agenda as presented.**

**A. City Council Meeting Minutes:**

**1. April 5, 2016, Regular Session;**
**2. April 19, 2016, Work Session.**

**B. Resolution 50-2016: A Resolution of the City Council of the City of Milwaukie, Oregon, Authorizing the Chief of Police to enter into an Intergovernmental Agreement (IGA) with Clackamas County for use of the Community Corrections Work Crews.**

**C. Resolution 51-2016: A Resolution of the City Council of the City of Milwaukie, Oregon, Authorizing the City Manager to sign a two year contract (with the option of two, 2 year extensions) with Redflex Traffic Systems.**

**D. Approve an Oregon Liquor Control Commission (OLCC) Application for Zappo's Pizza – 6114 SE King Road – Change of Ownership.**

**Motion passed with the following vote: Councilors Power, Churchill, Batey, and Parks and Mayor Gamba voting "aye." [5:0]**

## AUDIENCE PARTICIPATION

**Mayor Gamba** reviewed the audience participation procedures.

**Mr. Monahan** said there was no follow up from the April 19, 2016, meeting by Staff, but there was quite a bit of participation at the meeting that was still ongoing.

**Ray Bryan**, Historic Milwaukie resident, expressed his support for the opening of the bridge to Kronberg Park.

**Sara Hunt**, Historic Milwaukie resident, commented on an incident with a Milwaukie Police Officer and the need to communicate and develop a sense of trust with the community.

**Gary Klein**, Historic Milwaukie resident, discussed Earth Day and the opening of the bridge. He hoped to have a path that would continue from the bridge to the Island Station Neighborhood.

**Mayor Gamba** noted that he had added the Kronberg Park path discussion to the Council Study Session on May 19. North Clackamas Parks & Recreation District (NCPRD) representatives would attend the meeting to talk about capital planning, and the City Attorney would talk about liability issues.

## PUBLIC HEARING

None scheduled.

## OTHER BUSINESS

### A. Code Amendments for Short-Term Rentals, Vacation Rentals, Bed and Breakfasts, and Related Changes – Ordinance, 2nd Reading (File #ZA-2015-003)

**It was moved by Councilor Power and seconded by Councilor Parks to approve the second reading by title only and adoption of the Ordinance to amend Title 19 Zoning to allow and regulate short-term rentals, vacation rentals, and bed and breakfasts, and make related changes associated with commercial lodging uses (File #ZA-2015-003). Motion passed with the following vote: Councilors Churchill, Parks, and Power and Mayor Gamba voting "aye," and Council President Batey voting no. [4:1]**

**Mr. Monahan** read the ordinance once by title only.

**Ms. DuVal** polled the Council: **Councilors Churchill, Parks, and Power and Mayor Gamba voting "aye," and Council President Batey voting no. [4:1].**

> **ORDINANCE No. 2120:**
>
> **AN ORDINANCE OF THE CITY OF MILWAUKIE, OREGON, TO AMEND TITLE 19 ZONING AND REGULATE SHORT-TERM RENTALS, VACATION RENTALS, AND BED AND BREAKFASTS, AND MAKE RELATED CHANGES ASSOCIATED WITH COMMERCIAL LODGING USES (FILE #ZA-2015-003).**

### B. Community Visioning Process Update

**Mr. Egner** introduced Senior Planner **David Levitan**. **Mr. Levitan** provided a brief background of the visioning process. The City had issued a Request for Proposal (RFP) for consultant assistance to develop a community vision; several firms were interested. He explained the outreach process with the City Manager's Office and other City departments. He discussed Attachment 3 of the Staff Report which illustrated the relationship between the community visioning process and the Comprehensive Plan. He noted the Technical Advisory group had recently met for the first time; the group would

provide a foundation to help portray what the community wants in Milwaukie 20 years from now.

**Mr. Levitan** wanted to establish a steering committee and an advisory group that would be involved in the process and represent the larger community. He discussed looking into the forming of a Comprehensive Plan Committee. He was seeking Council input on the visioning committee selection process and structure.

**Mr. Egner** discussed the desire to begin the recruitment process. He explained the importance of thinking about the desired criteria when selecting people for the visioning committee. There should be an effort to include diversity in age, gender, race, socio-economic status, and more.

**Council President Batey** understood Mr. Egner was looking at a steering committee made up of staff and a couple of Councilors, as well as a bigger public advisory group.

**Councilor Power** asked about committee fatigue.

**Mayor Gamba** reiterated the importance of the visioning process including younger residents who intend to raise their families in Milwaukie. The group discussed the need for inclusion, diversity, and brining in new voices and viewpoints.

**Mayor Gamba** summarized the idea to include representatives from the different neighborhoods, not necessarily Neighborhood District Association (NDA) members. **Mr. Levitan** discussed a possible recruitment process. **Council President Batey** noted the challenge to spur applications, and the group discussed outreach. The group discussed opening positions for people in Milwaukie's Urban Growth Management Area (UGMA).

**Mr. Levitan** noted similar advisory committees were made up of 15 people. Information and applications could be provided at the Milwaukie Famers Market community booth. The group discussed reaching out to schools and other locations.

**Mr. Egner** said they would take Council's comments and create a recruitment flyer and start the process.

### C. Council Reports

**Councilor Power** toured El Puente at Milwaukie Elementary and watched as Officer Wells delivered bikes to students.

**Council President Batey** noted posters for Sunday Parkways and the May plant sales.

**Mayor Gamba** thanked all volunteers who came out for Earth Day, the dedication of the bike pedestrian bridge, and the Arbor Day tree planting. More than 300 people donated their time to clean up the area. He discussed May NDA elections, First Friday on May 6, and the Milwaukie Plant sales on May 7. He noted the Dive Less / Save More guided Art Walk and Trivia on May 22. He said the 18th season of Milwaukie Sunday Farmers Market has begun. He also discussed the Bike More Challenge for the month of May.

**Council President Batey** noted May 7 was Free Comic Book day, the opening of the new downtown bike store The Missing Link, the Cha Cha Cha fundraiser for Annie Ross House, and the Milwaukie Lions Club dinner to benefit backpack buddies.

## ADJOURNMENT

**It was moved by Councilor Parks and seconded by Councilor Power to adjourn the Regular Session. Motion passed with the following vote: Councilors Power, Churchill, Batey, and Parks and Mayor Gamba voting "aye." [5:0]**

**Mayor Gamba adjourned the regular session at 7:28 p.m.**

Respectfully submitted,

_____

Amy Aschenbrenner, Administrative Specialist II

**MINUTES**
MILWAUKIE CITY COUNCIL
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**WORK SESSION**
MAY 17, 2016
City Hall Conference Room

**Mayor Gamba called the Work Session to order at 3:30 p.m.**

Council Present: Council President Lisa Batey and Councilors Scott Churchill, Wilda Parks, and Karin Power

Staff Present: City Manager Bill Monahan, City Recorder Pat DuVal, Human Resources Director Gary Rebello, Public Works Director Gary Parkin, Engineering Director Chuck Eaton, Sustainability Director Clare Fuchs, and Community Development Director Alma Flores

Media: Raymond Rendleman, Pamplin Media

## City Manager Recruitment Discussion

**Mr. Rebello** introduced Heather Gantz of Waldron Executive Search Services. **Ms. Gantz** provided information on the process and expectations. She discussed the timeline and position profile, and how to establish the next steps. She reviewed the 4-stage process which included backgrounding and deciding what was wanted in terms of a City Manager, done through individual interviews with City Council and department directors; looking for consistency and common themes; doing direct outreach; and seeking referrals. She noted that if there was a desire to do a national search, it could be taken from the City Council as a body. She would prepare an ad table and work with Mr. Monahan and Mr. Rebello. The group discussed a relocation package. The downside would be a lack of familiarity with Oregon land use and budget laws. She discussed the presentation stage that would be done in executive session to determine who to invite for interviews. She asked that City Council guide her in the right direction of whom to contact for background information. She discussed priority and minimum qualifications.

**Mr. Monahan** suggested May 31 from 6 – 8 p.m. for a kickoff meeting.

**Mayor Gamba recessed the Work Session at 4:08 p.m. and reconvened the Work Session at 4:56 p.m.**

## Electric Charging Stations

**Ms. Fuchs** provided information on electric charging stations. She noted the City had had a Level 1 station across from City Hall since 2008. She had several questions that she wanted to research. She asked Council, if more stations were added, should people be allowed to park in street charging stations if they were not charging a vehicle.

**Mayor Gamba** discussed the feasibility of metering the parking space and upgrading the station to a Level 2. The group discussed the costs involved with charging stations.

**Councilor Power** suggesting adding the location of the station to charging information materials, so the public knew it was there, and upgrading to a Level 2 station and then collecting usage data.

**Ms. Fuchs** said in order to be financially viable, the company either needed donated property or to charge for the installation. She noted the size, as shown in attachment 6

of the staff report, and the limited places where it would be possible. It would also need a sign board to make it financially feasible.

**Mayor Gamba** agreed a Level 2 station should be installed and then collect data.

**Ms. Fuchs** said the station was separately metered by Portland General Electric (PGE).

**Councilor Power** noted that if the City had a development partner, the site would need to be reevaluated, due to parking being at a premium. **Ms. Fuchs** would like to price other vendors and return to City Council. **Mayor Gamba** discussed the need to have a bike rack closer to the charging station.

**Downtown Opportunity Sites – Development Options**

**Ms. Flores** introduced Jerry Johnson of Johnson Economics, and Megan Gibb and Patrick McLaughlin of the Metro Transit Oriented Development (TOD) Program.

**Ms. Flores** discussed the Cash Spot Site and the Harrison Main Street Site—formerly known as the Texaco Site.

**Mr. Johnson** discussed the general rationale for market intervention, residual land values, development forms, and construction costs.

**Mr. McLaughlin** provided background on Metro's TOD program. The purpose of the program was to implement the 2040 Growth Concept by investing in compact mixed use projects near high frequency transit. Goals included vibrant communities, safe and reliable transportation, clean air and water, and equity. He explained the program approach and funding sources. He discussed eligible sites, current project areas, and investments. He noted some results of the projects that included additional housing units and regulated affordable units and positive impacts on the environment and the economy. Example TOD projects included 4th and Main in Hillsboro, Oregon, and North Main Village in Milwaukie, Oregon.

**Council President Batey** asked about the impact of additional development in the area after a project. **Ms. Gibb** noted there were many factors involved, and that while cities typically reported an increase in spending in the local district, there was no specific measure of direct project contribution.

**Mr. Johnson**, **Councilor Power**, and **Mayor Gamba** discussed the funding and profit margin of the Hillsboro development.

**Mr. Johnson** discussed North Main Village in Milwaukie, noting that some pieces had worked better than others. **Mayor Gamba** noted the problem with the requirement to pay System Development Charges (SDCs) in the retail spaces. **Mr. Johnson** and **Councilor Power** commented on the space and design issues of the retail spaces.

**Ms. Flores** asked which type of development the City Council would like to have. She noted different criteria and design aspects such as affordable housing and parking. She asked which public-private partnerships (PPP) tools the City should make available for the development of the sites, as well as what the City's role should be in the process.

**Councilor Churchill**, and **Councilor Power** noted there would be a lot of discussion on this matter, and **Mayor Gamba** wanted to hear proposals before deciding.

**Mr. Johnson** said Council could identify design elements as scoring criteria.

**Councilor Churchill**, **Councilor Power**, and **Councilor Parks** discussed the importance of the development fitting in with the character of downtown Milwaukie.

**Mayor Gamba** said his scoring criteria included an activated rooftop, a passive construction structure, and a percentage of workforce housing. He clarified an active rooftop could include a green roof, solar panels, or a café.

**Council President Batey** added that parking needed to be discussed. She noted that structured parking could also be used as a year-round farmers market.

**Ms. Flores** thought the Cash Spot Site would be on a faster track than the Harrison Main Street Site, due to the complexity of the Main Street Site.

**Ms. Gibb** and **Mr. McLaughlin** discussed the project design process.

**Councilor Churchill** agreed that parking was a key element and discussed the various impacts of losing the current parking spaces.

**Mayor Gamba** thought the public agreed that if the area that had become the City's plaza was replaced by a building that did not add much value, it was not worth it. Therefore, the type of project was important.

**Council President Batey** did not agree with **Councilor Churchill**, she would like to see some workforce housing, and she was okay with 5 stories.

**Ms. Flores** said she could come back to Council with language that would help facilitate the conversation moving forward.

**Ms. Gibb** noted the land value would have to come into play. **Mayor Gamba** asked for the land value of the Harrison Main Street Site; the group noted the City had owned it for a long time. **Ms. Flores** said an appraisal would be done as part of the process.

**Ms. Flores** asked Council what the City's role should be, and noted it was typical to be the seller. The Council again agreed it depended on the proposal.

**Mayor Gamba** and **Ms. Gibb** discussed Bureau of Labor and Industries (BOLI) wages.

**Council President Batey** said the Cash Spot site should be compatible with the South Downtown Plaza and plans.

**Wastewater Rate Considerations**

**Mr. Parkin** and Citizens Utility Advisory Board (CUAB) Chair Vince Alvarez discussed the purpose of the report and reviewed the CUAB work plan. In terms of rates, treatment made up approximately 64%, and he discussed keeping up with infrastructure needs. He handed out the budget to City Council.

**Mr. Alvarez** reviewed the budget, noting the changes, which included increased connections. He explained the expense would be borne by the builders.

**Mr. Parkin** discussed the percent of increase; Water Environment Services (WES) improvements were a little less costly than anticipated.

**Mr. Alvarez** said it was time to make adjustments; the CUAB felt that a 4% increase was sufficient.

**Mr. Parkin** introduced CUAB member Edward Simmons. Mr. Parkin reviewed the work plan. The group had reviewed the Capital Improvement Plan (CIP) and new street / sidewalk enhancement program development with Engineering. He noted this was based on a calendar year plan.

**Mayor Gamba** was interested in looking at the stormwater system and exploring treatment and incentivizing new construction.

**Mayor Gamba adjourned the Work Session at 6:11 p.m.**

Respectfully submitted,

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Amy Aschenbrenner, Administrative Specialist II

MILWAUKIE CITY COUNCIL
**AGENDA ITEM SUMMARY**

Agenda Item: **RS 3. B.**
Meeting Date: **June 7, 2016**

Title: **Approval of the successor collective bargaining agreement with MPEA**

Prepared By: Gary Rebello, Human Resources Director

City Manager Approval: Bill Monahan
Approval Date: June 7, 2016

**ISSUES BEFORE COUNCIL**
To pass a motion authorizing the Mayor, City Manager and Human Resources Director to enter into an agreement with Milwaukie Police Employee's Association (MPEA) for a two year collective bargaining agreement.

**STAFF RECOMMENDATION**
Staff recommends approval of the motion

**KEY FACTS & INFORMATION SUMMARY**

The collective bargaining agreement with MPEA is set to expire June 30, 2016. A new two year agreement has been negotiated by the City and MPEA bargaining teams. The agreement has been ratified by the Union membership.

**OTHER ALTERNATIVES CONSIDERED**
None

**CITY COUNCIL GOALS**

**FISCAL NOTES**
The collective bargaining agreement came in on budget.

**ATTACHMENTS**
1. MPEA tentative agreement summary
2. Resolution

Milwaukie Police Employee's Association (MPEA)
Summary of Tentative agreement
Ratified by Association Membership May 16, 2016

| | |
|---|---|
| Article 1: Compact | Current Contract Language |
| Article 2: Recognition | Current Contract Language |
| Article 3: Management Rights | Current Contract Language |
| Article 4: Employee Rights | Clarified fulltime status relative to the Affordable Care Act |
| Article 5: Association Rights | Current Contract Language |
| Article 6: Non-Discrimination | Current Contract Language |
| Article 7: Hours of Work | Current Contract Language |
| Article 8: Wages | 2.5% COLA effective 7/1/2016; 2.5% COLA effective 7/1/2017 (budgeted) |
| Article 9: Additional Compensation | 5% SRO assignment pay (new); 10% DPSST Advance Certification incentive pay (was 9%) |
| Article 10: Overtime | Minor language clarification |
| Article 11: Seniority | Current Contract Language |
| Article 12: Vacation and Holidays | Current Contract Language |
| Article 13: Leaves | Language clarification OFLA bereavement leaves; eliminated Appendix D Sick Leave Donation (refer to City Policy); extended leave without pay reduced to from 18 to 12 months |
| Article 14: Benefits | Changed to lower cost Regence PPO and Kaiser HMO medical plans; changed employer/employee premium split from 85/15 to 95/5 (slight City cost savings); increased City's deferred compensation contribution from 2.0% to 2.5% (budgeted) |
| Article 15: Layoff and Recall | Clarified definition of seniority (by classification) |
| Article 16: Discipline and Discharge | Minor language clarification |
| Article 17: Grievance | Current Contract Language |
| Article 18: Effect of Personnel Policies | Current Contract Language |
| Article 19: Savings | Current Contract Language |
| Article 20: term of Agreement | July 1, 2016 – June 30, 2018 |

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, authorizing the Mayor, City Manager, and Human Resources Director to enter into an agreement with the Milwaukie Police Employee's Association (MPEA) for a two year collective bargaining agreement.**

**WHEREAS,** the City is honorably served by the men and women represented by MPEA; and

**WHEREAS,** the current contract between the City and MPEA expires on June 30, 2016; and

**WHEREAS,** the City and representatives of MPEA, in consultation with the City Council, have negotiated a new two-year contract.

**Now, Therefore, be it Resolved** by the City Council of the City of Milwaukie, Oregon, that the Mayor, City Manager, and Human Resources Director are authorized to sign on behalf of the City to enter into an agreement with MPEA for a two-year collective bargaining agreement.

Introduced and adopted by the City Council on **June 7, 2016**.

This resolution is effective on **June 7, 2016**.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Pat DuVal, City Recorder

City Attorney

MILWAUKIE CITY COUNCIL
**STAFF REPORT**

Agenda Item: **RS 3. C.**
Meeting Date: **June 7, 2016**

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **Renewal of IGA Between City of Milwaukie and City of Lake Oswego for Emergency Dispatch Services**

From: Chief Steven Bartol

Date: June 7th, 2016

**ACTION REQUESTED**
Authorize the renewal of the Intergovernmental Agreement with the City of Lake Oswego to provide emergency dispatch services for the City of Milwaukie.

**HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**
The City of Milwaukie has had an IGA with the City of Lake Oswego to provide dispatch services since 2002. Several renewals have been signed since that time. Our most recent IGA expires in June of 2016. Staff is recommending that we sign a new two year agreement allowing the City of Lake Oswego to continue in that role.

**BACKGROUND**
At the direction of the 2002 Milwaukie Budget Committee, Milwaukie staff opened dispatch consolidation discussions with the City of Lake Oswego in order to determine if there would be any cost savings associated with consolidation of our two centers. Until that time the City of Milwaukie had run its own emergency dispatch center for both police and fire. The center employed six dispatchers, one dispatch supervisor and provided 24 hour emergency communications.

In May of 2002, the City of Lake Oswego provided preliminary cost summary for combined dispatch services to the City of Milwaukie to include technology upgrades such as the implantation of Mobil Dispatch Terminals (MDT's) in the police cars. The proposal projected a $700,000 savings over 5 years.

In December of 2002 Council signed a resolution authorizing then City Manager Mike Swanson to enter a five year intergovernmental agreement for dispatch services. Our dispatchers were transferred to the City of Lake Oswego and our center was closed.

In 2008, at the end of the initial five year period, the intergovernmental agreement was renewed by City Manager Mike Swanson for an additional five years.

In June of 2013, Council authorized City Manager Bill Monahan to renew the intergovernmental agreement for an additional 3 years. This contract expires in June of 2016.

In August of 2015, LOCOM Director Leslie Taylor and I presented information to Council on issues related to emergency communications systems in Portland, Washington County and Clackamas County. We provided info on how both the Portland radio system (known as BOEC) and the Clackamas County System (known as C800) were reaching end of life and were in desperate need of replacement. We explained how Portland had already undergone the upgrade, and how C800 was in the process of putting forth a bond to replace their system. We further explained our unique position in that we currently use the BOEC system, but desire to move to the C800 System. We informed council that if we did not move to the C800 system, we would need to pay for a new dispatch console in the center that would be compatible with the BOEC upgrades. We estimated this console would cost approximately $150,000.

The Council agreed that if the C800 bond were to pass, it would make sense for the City of Milwaukie to take advantage of the opportunity to move from the BOEC system to the C800 System.

In this proposed IGA, included as "Attachment 1", there are three modifications. The first is language clean up regarding the distribution of 911 taxes which are used to offset the total payment due to LOCOM. These changes have been reviewed by the finance departments and City Attorney's for both cities. Both entities agree that this new language better represents the actual practice of distribution.

The second is in the language around moving from BOEC to C800. This language indicates that if we choose to remain with BOEC and not join C800, the City of Milwaukie will pay for the console needed to remain on the BOEC system.

On May 17th, 2016, Clackamas County Voters passed the C800 Emergency Communications Bond, ballot measure 3-476. As discussed in the August work session, the Police Department will start the process of leaving the BOEC radio system to join the C800 radio system. Although this means we will not have to purchase the new console, within approximately two years we will need to start the process of upgrading our current handheld and vehicle radios to be compliant with the new C800 System (estimated time frame to complete new C800 System). There is money included in the bond to reimburse the City of Milwaukie for up to 50% of the cost of each emergency service radio we purchase. We will be working with the C800 group in the coming months to identify the process and possible group purchasing opportunities.

The third modification this year is related to the term of the contract. In past years the IGA with LOCOM has been a three or five year contract. We requested a two year contract this time in order to better coincide with our biennium budget process.

**FISCAL IMPACTS**

Year one of the contract is $560,611, less the 911 Taxes. Year two will see a 3% increase to $577,429 less the 911 taxes.

**WORK LOAD IMPACTS**
Other than the coordination needed to switch systems, no additional work impacts.

**ALTERNATIVES**
None identified at this time.

**ATTACHMENTS**
1. Proposed intergovernmental agreement between the City of Lake Oswego and the City of Milwaukie for emergency dispatch services.
2. Resolution authorizing the City Manager to sign the Intergovernmental Agreement.

**INTERGOVERNMENTAL**

**COOPERATIVE AGREEMENT**

**PUBLIC SAFETY COMMUNICATIONS SERVICES**

THIS AGREEMENT is made and entered into by and between the CITY OF LAKE OSWEGO, an Oregon municipal corporation (hereinafter "Lake Oswego"); and the CITY OF MILWAUKIE, an Oregon municipal corporation (hereinafter "Milwaukie")

**WITNESSETH:**

RECITALS.

1. Lake Oswego operates through its Police Department, Communications Division, a public safety dispatching facility (hereinafter "LOCOM Center") to provide public safety dispatching services to fire and police departments of Lake Oswego and, by this agreement, Milwaukie.

2. The parties acknowledge that they have authority to execute this cooperative intergovernmental agreement pursuant to the terms of their respective municipal charters and pursuant to ORS 190.010.

NOW THEREFORE, it is agreed by and between the parties hereto as follows:

1. Description and Duration of Services to be Provided. Lake Oswego, through LOCOM Center, shall provide public safety dispatching services for Milwaukie's Police Department for the period of July 1, 2016 through June 30, 2018, unless this agreement is terminated earlier as provided in Section 11, below. The dispatching services include:

- 24-hour-per-day answering of emergency telephone lines (including 9-1-1 calls) for fire, police, and emergency medical service requests;
- radio communications with police personnel regarding emergency and routine police matters;
- Dispatching and other services for law enforcement purposes as set forth in Exhibit "A".

2. Control. The manner of LOCOM Center's performance of dispatch services, including but not limited to the establishment of standards of personnel performance, the hiring, supervision and discipline of LOCOM Center employees, and all other matters incident to LOCOM Center's performance of such services shall be under the exclusive authority of Lake Oswego.

3. Obligation of Lake Oswego to Provide Labor and Equipment. Lake Oswego shall supply all labor, supervision, equipment and supplies necessary to maintain the services to be rendered hereunder, except as provided in Section 7, below.

4. Obligation of Milwaukie for MSAG and GIS. Milwaukie shall continue to provide MSAG (Master Street Address Guide) and GIS information for Milwaukie's street system to Clackamas County.

5. Consideration.

A. Annual Contract Amount. On or before January 1 of each year, Milwaukie shall pay to Lake Oswego the Base Annual Contract Amount set forth below for that current fiscal year, less a sum equal to Milwaukie's estimated total 9-1-1 tax distribution from the State of Oregon ("State") for the previous fiscal year ("Previous Year Tax Receipts"). The amount of the Previous Year Tax Receipts is used as an estimate of the current year's tax receipts, which will ultimately be determined and credited by corresponding payment adjustments under Sections 5.B and 5.C of this Agreement.

| | | Base Annual Contract Amount[1] for Fiscal Year |
|---|---|---|
| Year 1 | 2016-2017 | $560,611.00 |
| Year 2 | 2017-2018 | $577,429.00 |

The amount paid to Lake Oswego directly by Milwaukie each fiscal year pursuant to this Section 5A shall be further adjusted as described in Section 5C below to ensure that it is ultimately reduced by a sum equaling Milwaukie's actual 9-1-1 tax distribution from the State for that fiscal year ("Actual Current Year Tax Receipts"), which have been assigned to Lake Oswego pursuant to Section 5B below.

B. Assignment of 9-1-1 Tax Receipts. Milwaukie hereby assigns its 9-1-1 tax disbursements directly to Lake Oswego for the duration of this Agreement, and shall direct the State 9-1-1 Office to pay all of Milwaukie's 9-1-1 tax disbursements directly to Lake Oswego for the duration of this Agreement.

C. Payment of Difference of Previous v. Current 9-1-1 Tax Receipts.

The Base Annual Contract Amount is an estimate and Lake Oswego does not receive the State 9-1-1 tax disbursements until after Milwaukie has made its payment. Therefore, Milwaukie's actual payment in addition to actual 9-1-1 tax disbursements may exceed or be less than the Base Annual Contract Amount specified above. On or before January 1 of the fiscal year following the fiscal year for which payment was made under Section 5.A:

i. If the Actual Current Year Tax Receipts received by Lake Oswego from the State for the fiscal year for which payment was made under Section 5.A are less than the amount of the Previous Year Tax Receipts deducted under Section 5.A, Milwaukie shall pay Lake Oswego a sum equaling the amount by which the deducted amount of those Previous Year Tax Receipts exceeds those Actual Current Year Tax Receipts;

ii. If Actual Current Year Tax Receipts received by Lake Oswego from the State for the fiscal year for which payment was made under Section 5.A. are more than the amount of the Previous Year Tax Receipts deducted under Section 5.A, Lake Oswego shall pay Milwaukie a sum equaling the amount by which those Actual Current Year Tax Receipts exceed the amount of those deducted Previous Year Tax Receipts.

[1] The Base Annual Contract Amount includes funding to assist with improvements in technology and replacement of dispatch equipment.

6. Adjustment of Base Annual Contract Amount.

In the event Milwaukie's calls for service in fiscal year 2016-17 exceed 15% over the previous fiscal year, Lake Oswego shall notify Milwaukie in writing by July 30, 2017, or, at Lake Oswego's option, such earlier time as it appears to Lake Oswego likely that the calls for service for fiscal year 2016-17 will exceed 15% over the prior fiscal year.

Within 15 days following notification under this section, the parties shall meet in good faith to discuss the financial impact to Lake Oswego to respond to the anticipated additional calls for service for fiscal year 2017-18. The parties shall endeavor to reach agreement upon an adjustment amount to the Base Annual Contract Amount in Section 5(A) above for fiscal year 2017-18 to provide fair compensation to Lake Oswego for the additional costs incurred in responding to the calls for service and dispatch.

If the parties are unable to agree upon an adjustment to the Base Annual Contract Amount within 30 days following the notification described above, either:

a. The parties may mutually agree to arbitration, in such manner as they agree, to establish the amounts of adjustment; or

b. Either party may unilaterally terminate this Agreement effective 180 days following written notice of the decision to terminate. If either party elects this option, the amounts due for the applicable year pursuant to Sections 5 above shall be paid, pro rata, to the termination date.

7. Use of Compatible Equipment. For the duration of this Agreement:

Milwaukie shall operate on the Clackamas 800 MHz trunked radio system. In the event Milwaukie does not operate on the Clackamas 800 MHz system, Milwaukie will be responsible for all costs associated with procuring a dispatch console, warranty, and software licensing and support. The LOCOM Center will accept responsibility for connectivity and general repair issues.

Lake Oswego shall provide the information technology support services identified in Exhibit B.

Milwaukie shall be responsible for its own purchases of mobile data computer (MDC) approved hardware, installation, and ongoing data connection costs.

Milwaukie shall work with Lake Oswego IT prior to adding any additional software to their MDC to ensure compatibility with the MDC interface and software.

8. LOCOM Center User Board. For the duration of this Agreement, Milwaukie shall participate as a member of the LOCOM Center User Board.

9. Limitation of Liability. Subject to the limitations of the Oregon Tort Claims Act ORS 30.260 et seq., and the Oregon Constitution, Lake Oswego hereby covenants and agrees to hold and save Milwaukie and all of its officers, agents, and employees harmless from all claims whatsoever that might arise against Milwaukie, its officers, agents, or employees as a result of the performance of the duties to be performed by Lake Oswego by the terms of this agreement. By so doing, Lake Oswego, its officers and employees, shall not be deemed to have assumed any liability for acts of Milwaukie or of any officer, agent, or employee thereof, and Milwaukie hereby covenants and agrees to hold and save Lake Oswego and all of its officers and employees harmless from all claims whatsoever that might arise against Lake Oswego, its officers or

employees, by reason of any act of Milwaukie, its agents, officers, and employees. For this purpose, employees of the LOCOM Center shall be deemed to be employees of Lake Oswego not as agents or employees of Milwaukie.

10. Provision of Information. Milwaukie shall provide the LOCOM Center with, and will update as necessary, maps of Milwaukie with addresses, a 24-hour emergency telephone number list for on-call city personnel, known residential and business emergency contact numbers, current building and development site information, a copy of the City of Milwaukie's City ordinances, emergency information for emergency operations center (EOC) personnel and any other pertinent information deemed necessary by Lake Oswego to effectively perform dispatching duties.

11. Termination of Agreement. Lake Oswego may terminate this Agreement at any time for non-payment of any sum when due as required by Section 5 of this Agreement. Otherwise either party may terminate this agreement effective July 1, 2017, provided written notice is given to the other party by January 1, 2017.

12. Non-appropriation. Lake Oswego may terminate this Agreement, in whole or in part, upon thirty (30) days written notice to Milwaukie, in the event that Lake Oswego fails to receive funding, appropriations or other expenditure authority at levels sufficient to perform the services set forth in this Agreement.

13. Amendment Provisions. The terms of this Agreement may be amended by mutual Agreement of the parties. Any amendment shall be in writing, shall refer specifically to this agreement, and shall be executed by the parties.

14. Notice. Any notice under this agreement shall be in writing and shall be effective when actually delivered or when deposited in the mail, registered or certified, addressed to the parties as follows:

Lake Oswego: City Manager
City of Lake Oswego
P. O. Box 369
Lake Oswego OR 97034

Milwaukie City Manager
City of Milwaukie
P. O. Box 48
Milwaukie OR 97068

IN WITNESS WHEREOF, the parties have set their hands and affixed their seals as of the date and year hereinabove written.

| **CITY OF MILWAUKIE** | **CITY OF LAKE OSWEGO** |
|---|---|
| _____ | _____ |
| Name Title | Name Title |
| _____ | _____ |
| Date | Date |

APPROVED AS TO FORM:

_____
Milwaukie City Attorney

APPROVED AS TO FORM:

_____
David Powell,
Lake Oswego City Attorney

EXHIBIT A

LAW ENFORCMENT DISPATCH ACTIVITIES

LOCOM Center provides for each member department a full public safety call answering and dispatching service by dual certified dispatchers who:

1. Answer, screen, transfer, and call take 9-1-1 calls.
2. Answer police department non-emergency telephone calls 24 hours a day.
3. Screen telephone calls to determine: the nature of the call, location of the incident, pertinent information.
4. Provide dispatching of appropriate resources.
5. Provide dispatching of additional cover units and other needed resources for field units.
6. Keep the officers' status and document all officers' activities. Monitor officers' safety by checking their status, using department directed pre-set time guidelines.
7. Provide on-site department access to all activities and documentation maintained on the computer aided dispatch system.
8. Generate and direct computer-aided dispatch briefing bulletins up to three times in each 24 hour period to each agency at shift change while on the Northrop Grumman CAD System. This is subject to change when a new CAD system is installed.
9. Provide all authorized field units' direct availability into the Portland, Clackamas County, state, and national computer systems (RegJIN-Regional Justice Information Network, CLASS-Clackamas Law Enforcement Support System, LEDS-Oregon Law Enforcement Data System, DMV-Department of Motor Vehicles, NCIC-National Crime Information Center, and CCH-Computerized Criminal History.)
10. Verify and confirm all warrants, stolen and other "hits" by telephone and teletype.
11. Compose and send all time critical teletype messages using the state and national computerized files.
12. Make telephone calls for field units as required.
13. Act as an interface between field units and other public safety agencies.
14. Maintain after hours numbers for emergencies and other call outs for agency employees.
15. Provide dispatching for community service officers and other support functions.
16. Maintain the warrant file for municipal court service.
17. Provide dispatching for animal control officers if requested by a member department.
18. Provide dispatching for Public Works employees after hours as needed.

19. Monitor existing alarms currently on the system, but the LOCOM Center will not accept any new accounts.

EXHIBIT B

INFORMATION TECHNOLOGY SUPPORT SERVICES

Lake Oswego shall provide the following services in support of the City of Milwaukie's MDC program:

1. Provide MDC computer specifications and vendor ordering information.
2. Pick up MDC from Milwaukie Information Systems and Technology (IST) staff once tagged and return to Milwaukie IST when removed from service for final disposition.
3. Define, configure, install and maintain computer image(s) that support Lake Oswego's MDC operations.
4. Name MDC with City of Milwaukie asset tag ID (e.g. MDXXX.)
5. Configure and install Lake Oswego supported anti-virus software.
6. Configure and install any special hardware or software applications desired by City of Milwaukie that support Police operations that are also approved by Lake Oswego. Connecting significant hardware capability to the MDC may result in additional support cost to be negotiated separately.
7. Coordinate installation of MDC into Police vehicles.
8. Procure, install, configure and support MDC air cards that provide connectivity to CAD.
9. Provide updated listing of MDC placement by vehicle to City of Milwaukie IST staff to include
    a. Air card number, air card make/model, and MDC assignment.
    b. Software license assignment for Milwaukie specific applications.
10. Provide MDC configuration and support in compliance with CJIS-Criminal Justice Information Services and LEDS standards.
11. Provide all MDC and user support including connectivity troubleshooting during normal business hours and provide after-hours trouble reporting procedures.
12. Coordinate hardware repair with vendor, out of warranty repairs will be the financial responsibility of the City of Milwaukie.

City of Milwaukie shall provide the following services in support of the MDC program:

1. Order, purchase and track all MDC hardware; record serial numbers and affix City of Milwaukie asset tag
2. Order, purchase and provide software licenses and volume license keys not provided by Lake Oswego
3. Properly dispose of decommissioned MDC hardware

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, AUTHORIZING THE CITY MANAGER TO SIGN AN INTERGOVERNMENTAL AGREEMENT WITH THE CITY OF LAKE OSWEGO EMERGENCY COMMUNICATIONS CENTER (LOCOM) TO PROVIDE THE CITY OF MILWAUKIE WITH EMERGENCY COMMUNICATION SERVICES.**

**WHEREAS,** City of Milwaukie does not have the infrastructure or personnel to provide emergency communications independently; and

**WHEREAS,** The City of Lake Oswego has agreed to provide 24-hour emergency communication services to the City of Milwaukie; and

**WHEREAS,** The City of Milwaukie and the City of Lake Oswego benefit from having an Intergovernmental Agreement in place to describe the terms and conditions under which these emergency services communications will be provided.

**NOW, THEREFORE, BE IT RESOLVED** that the City Manager is authorized to execute an Intergovernmental Agreement with the City of Lake Oswego Communications Center to provide 24-hour emergency services communications for the City of Milwaukie.

Introduced and adopted by the City Council on June 7th, 2016.

This resolution is effective on June 7th, 2016.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Pat DuVal, City Recorder

City Attorney

MILWAUKIE CITY COUNCIL
**STAFF REPORT**

Agenda Item: **RS 3. D.**
Meeting Date: June 7, 2016

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **Entering the implementation phase of the Energy Saving Performance Contracting Process**

From: Gary Parkin, Public Works Director

Date: May 24, 2016 for the June 7, 2016 Regular Session meeting

**ACTION REQUESTED**
This report seeks City Council authorization to move forward with the Energy Savings Performance Contract (ESPC) process for energy saving projects and painting the elevated water tower. Council authorization provides for the City Manager to sign and enter into the Energy Services Agreement (attachment 2) that covers the implementation phase of the process.

**HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**

**5-19-16:** City Council Study Session – Informative report providing an update on the project.

**10-20-15:** City Council Regular Session – Informative report providing an update on the project development progress. City Council gave permission to continue with the development of the ESPC moving to the proposal phase.

**3-17-2015:** City Council Regular Session – City Council provided permission to proceed to the evaluation phase of the Energy Savings Performance Contract (ESPC) process authorizing the City Manager to sign the Project Development Agreement

**9-16-2014:** City Council Work Session – Staff provided information on the ESPC process. Council provided guidance to move forward to the Request for Qualifications (RFQ) phase for Pre-Approved Energy Services Companies (ESCO).

**BACKGROUND**
At the City Council Study Session on May19th Council received a briefing on the projects that remained after the evaluation and project development phases of the Energy Savings Performance Contract (ESPC) process. Those projects are $539,166 worth of building related systems with $25,452 in energy savings, and $67,550 in utility incentives. The projects proposed include:

- Strategic lighting improvements throughout City buildings
- Programmable thermostats for the fleet shop
- Retrofit of air handler at the Library
- HVAC controls upgrades at all City buildings

In addition, the full recoat of the interior and overcoat of exterior of the elevated reservoir at a cost not to exceed $1,422,713 including a full 2-year and a 10-year corrosion protection warranties for the interior, and full 2-year and 15-year corrosion protection warranties for the exterior surface coatings. Preliminary adhesion testing indicated that it is possible to encapsulate the existing lead paint by overcoat. This option excludes the tower's structural base, which was painted recently during the seismic upgrade.

One question raised by Council concerned the lighting and HVAC projects to be done in the library. Council wanted to ensure that work completed by the Energy Services Agreement (ESA) would not be thrown away with the remodeled library.

The HVAC work (air handler replacement) may be needed prior to the completion of the remodeling. Lighting under the ESPC may be incorporated into the design of the remodeled library. Rather than remove the projects from the ESA, it was pointed out that the contract allows for reducing the scope (removing projects). Our mutual intent as stated in the meeting will be to remove the library work items if desired. Leaving the projects in the ESA for now provides flexibility to adjust to future conditions.

**CONCURRENCE**
The Facilities and Water divisions of the Public Works Department participated in-depth in the evaluation phase of these projects.

The City attorney reviewed the contract (attachment 2).

**FISCAL IMPACTS**
The water reservoir painting work is included in the upcoming budget. Discussion with the Finance Director determined that the building related work will be placed in the Facilities budget in a supplementary update.

**WORK LOAD IMPACTS**
Project management and coordination will be provided by Ameresco.

The City Water division will provide functional assistance with the reservoir painting and Facilities will provide oversight as the building systems are worked on.

**ALTERNATIVES**

1. Move forward to implementation. Move to implement projects that are operationally and fiscally desirable.
2. Stop the ESPC process at this proposal phase. The Project Development Agreement obligates the City to proceed with those projects with a payback period of 15 years or pay for the cost of the evaluation (up to $29,000).

**ATTACHMENTS**
1. Resolution
2. Energy Services Agreement by and between the City and Ameresco

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, AUTHORIZING THE CITY MANAGER TO ENTER INTO AN ENERGY SERVICES AGREEMENT WITH AMERESCO.**

**WHEREAS,** City Council provided permission to proceed to the evaluation phase of the Energy Savings Performance Contract (ESPC) process authorizing the City Manager to sign the Project Development Agreement with Ameresco; and

**WHEREAS,** worthy projects were verified that will provide energy savings; and

**WHEREAS,** using the contracting expertise of Ameresco is advantageous for the recoating of the City's elevated reservoir; and

**WHEREAS,** City Council heard a presentation at the May 19, 2016 study session and prioritized projects for completion;

**Now, Therefore, be it Resolved** that City Council authorizes the City Manager to enter into an Energy Services Agreement with Ameresco to complete the projects determined through the ESPC process.

Introduced and adopted by the City Council on June 7, 2016.

This resolution is effective on June 7, 2016.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Pat DuVal, City Recorder

City Attorney

**Ameresco Draft 5/11/16**

**ENERGY SERVICES AGREEMENT**

**BY AND BETWEEN**

**CITY OF MILWAUKIE**

**AND**

**AMERESCO, INC.**

DRAFT

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DRAFT

**ENERGY SERVICES AGREEMENT**

**BY AND BETWEEN**

**CITY OF MILWAUKIE**

**AND**

**AMERESCO, INC.**

**THIS ENERGY SERVICES AGREEMENT** (the "Agreement") is entered into on April 9, 2015, by and between City of Milwaukie having its principal place of business located at 6101 SE Johnson Creek Boulevard, Milwaukie, OR 97206 (hereinafter referred to as "Customer") and Ameresco, Inc., having its principal place of business at 111 Speen Street, Suite 410, Framingham, MA 01701 (hereinafter referred to as "Ameresco"). The parties to this Agreement shall be collectively referred to as the "Parties" and individually as a "Party."

**WHEREAS,** Customer issued a Request for Proposals December 18, 2014 (the "***RFP***") seeking proposals from qualified energy service companies to provide performance-based services for the design and execution of an energy consumption reduction plan including acceptance of payment for such services via guaranteed cost savings accrued as a result of plan implementation;

**WHEREAS,** Ameresco has prepared and issued a Proposal to Customer, in response to the RFP;

**WHEREAS,** Customer wishes Ameresco to perform a project ("***Project***") consisting of certain energy conservation services and installations as set forth on Attachment B (as amended and/or otherwise modified from time to time as provided herein, the "***Scope of Services***") at Customer's facilities described in Attachment A (the "***Property***"), and Ameresco wishes to perform such services; and

**WHEREAS,** Customer owns and controls the Property.

**NOW, THEREFORE,** in consideration of the covenants, representations, warranties, and mutual promises and agreements contained herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereby agree as follows:

## SECTION 1 SCOPE OF SERVICES

(a) Work: Upon Ameresco's receipt of a "Notice To Proceed," substantially in the form attached to this Agreement as Attachment E, Ameresco shall furnish all labor, materials and equipment and perform all work (the "***Work***") required for the completion of the Scope of Services, including installation of the energy conservation and facility improvement measures ("***ECM***(s)"), included in the Scope of Services, as such Scope of Services may be modified in accordance with the terms of this Agreement. Customer and Ameresco shall mutually plan the scheduling of the installation of the ECM(s), so as to minimize disruption of the daily routine of Customer's personnel.

(b) Disposal: As part of the Scope of Services Ameresco shall (i) be responsible for the disposal of all non-hazardous equipment and materials which are rendered useless and removed as a result of the installation of the ECMs and (ii) cause all lamps which are classified as hazardous wastes by the rules and regulations of the U.S. Environmental Protection Agency (40 CFR Parts 260 through 279) and PCB-contaminated ballasts, if any, which have been rendered useless and removed as a result of the installation of the ECMs to be disposed of. All other existing PCB-contaminated ballasts, lamps and any other hazardous materials, however, shall remain the sole responsibility of Customer and Ameresco

shall assume no liability whatsoever in connection with their removal, transportation and disposal.

(c) Asbestos and Lead Paint:

(i) Asbestos: Ameresco's Scope of Services is predicated on the viability of the Project without Ameresco encountering or disturbing asbestos or being required to perform any asbestos abatement or taking any other action with respect to asbestos. Customer hereby represents and warrants to Ameresco that there is no asbestos or other hazardous material in any area wherein Ameresco shall be performing the Scope of Services. If: (a) Ameresco encounters any friable asbestos which is in the vicinity of the Project that is not identified in the Scope of Services, (b) Ameresco determines that its work will result in the disturbance of asbestos containing material, or (c) Ameresco determines that the presence of asbestos containing material may impede Ameresco's work, Ameresco shall notify Customer of the same and Customer shall: (x) at its cost, cause the asbestos to be lawfully removed, enclosed, encapsulated or otherwise abated in accordance with applicable laws, rules and regulations; (y) at its cost, provide written test reports showing that asbestos in that area has been properly removed, enclosed encapsulated or otherwise abated in accordance with applicable laws rules and regulations; or (z) abandon the Project and terminate this Agreement. If Ameresco cannot determine whether any particular material contains asbestos, Customer, upon Ameresco's written request, shall either: (i) at Customer's cost, lawfully perform tests or cause tests to be performed in order to determine whether such material contains asbestos and/or whether there are unacceptable levels of airborne particulate material containing asbestos and provide such test report to Ameresco; or (b) abandon the Project and terminate this Agreement. Under no circumstances shall Ameresco be required to handle asbestos. If Ameresco encounters asbestos that materially affects the Scope of Services or the Project schedule, Ameresco, at its option, may demobilize and cease construction in the area affected by the presence of asbestos until such time as Customer elects and performs one of the options afforded Customer as described in this Subsection. If Customer does not promptly take action, as provided herein, or notifies Ameresco that it shall not take such action, Ameresco may, at its option, either remove the affected area from its Scope of Services (and make commensurate adjustments to its rights and obligations) or terminate this Agreement in its entirety. Customer shall be responsible for payment of the portion of Scope of Services implemented prior to termination. Customer shall be responsible for any and all costs (including termination) incurred by Ameresco that relate to the presence of asbestos.

(ii) Lead Paint: Ameresco's Scope of Services is predicated upon Ameresco not encountering or disturbing lead paint or being required to perform abatement or providing any notice or taking any other action with respect to lead paint, except for lead paint removal and/or abatement detailed in the Scope of Services attached hereto as Attachment B (the ECM-MIL-G1: Elevated Tank Coating Scope). Customer hereby represents that there is no exposed lead paint in any area in which Ameresco shall be performing the Scope of Services, except as contemplated by the ECM-MIL-G1 Scope of Work. Other than as included in the ECM-MIL-G1 Scope of Work, if Ameresco encounters lead paint in any area where it is to perform the Scope of Services, which services shall require disturbing lead paint, and Ameresco reasonably believes that such paint may be lead paint, Customer, upon Ameresco's written request, shall either (a) at Customer's cost, lawfully perform tests or cause tests to be performed in order to determine whether such paint contains lead and shall provide a test report to Ameresco; or (b) abandon the Project and terminate this Agreement.

If such test report demonstrates the presence of lead paint or, other than as included in the ECM-MIL-G1 Scope of Work, Ameresco reasonably believes that performing its services under this Agreement is likely to cause the disturbance of lead paint in such a manner as to require Ameresco to provide any notification or take any actions pursuant to any federal, state or local laws, rules, or regulations and Ameresco notifies Customer of the same, Customer shall: (x) at its cost, cause the lead paint to be lawfully removed, or otherwise abated in accordance with applicable laws, rules and regulations; or (y) abandon the Project and terminate this Agreement. Other than as included in the ECM-MIL-G1 Scope of Work, under no circumstances, shall Ameresco be required to perform services, which cause the disturbance of lead paint. If, other than as included in the ECM-MIL-G1 Scope of Work, lead paint materially affects the Project Schedule, Ameresco, at its sole option, may demobilize and cease construction in the area affected by the presence of lead paint until such time as Customer has elected and performs one of the options afforded Customer as described in this Subsection. If Customer does not promptly take action as provided herein or notifies Ameresco that it shall not take such action, Ameresco may, at its sole option, either remove the affected area from its Scope of Services (and make commensurate adjustments to its rights and obligations) or terminate this Agreement in its entirety. Customer shall be responsible for payment of the portion of Scope of Services implemented prior to such termination. Customer shall be responsible for any and all costs (including termination) incurred by Ameresco that relate to the presence of lead paint other than as included in the ECM-MIL-G1 Scope of Work.

(d) Compliance With Law: Ameresco shall, at its expense, comply with and obtain all applicable licenses and permits required by federal, state and local laws in connection with (i) the installation of the ECMs and (ii) the operation and/or maintenance of the ECMs (to the extent that Ameresco agrees to perform such operations and/or maintenance services). In the event that Ameresco cannot procure any such license or permit in light of a requirement that Customer is required to do so, the Parties shall work jointly to obtain such permit or license.

(e) Taxes: Customer represents that it is a tax exempt entity and that it shall cooperate with Ameresco and provide Ameresco with appropriate resale exemption documentation so that Ameresco may attempt to establish that it is not obligated to pay taxes, fees and assessments or other charges of any character which may be imposed or incurred by any governmental or public authority as an incident to title to, or operation of the ECM(s) which would otherwise be levied upon or in respect to said interest component or of the ECM(s). Notwithstanding the foregoing, Customer shall pay (or, if applicable, reimburse Ameresco for the payment of) all property, sales taxes, use taxes or other fees and assessments associated with Scope of Services. Customer shall have no liability for taxes measured by the net income of Ameresco.

(f) Monitoring, Measurement and Verification: To the extent provided for in Attachment G, Ameresco will supply such ongoing monitoring, measurement and verification services (the "**M&V Services**") during the Term at a cost to Customer as set forth in Section 4 and Attachment I.

(g) Duties, Obligations and Responsibilities of Ameresco:

(i) All labor furnished under this Agreement shall be competent to perform the tasks undertaken, all materials and equipment provided shall be new and of appropriate quality and the completed work shall comply in all material respects with the requirements of this Agreement.

(ii) Ameresco shall maintain the Project site in a reasonably clean condition during the

performance of the Scope of Services.

(iii) Ameresco shall regularly clean the Project site of all debris, trash and excess material or equipment generated by Ameresco's construction work hereunder.

(iv) Ameresco shall permit Customer or any of its representatives to enter upon the Project site to review or inspect construction work, provided, in each case, the Customer and/or its representatives coordinate such review or inspection with Ameresco and agree to comply with all applicable federal, state and local safety laws, rules and regulations, including, without limitation, those promulgated by the U.S. Department of Labor Occupational Safety & Health Administration.

(v) Ameresco shall provide equipment manuals, as-built drawings and other appropriate information regarding equipment installed hereunder to Customer at or about the time of delivery of the Delivery and Acceptance Certificate (as provided in Section 4).

(vi) Ameresco shall provide the training described in Attachment H. Such training is included in the Contract Cost unless included as a separate cost in Attachment I.

**SECTION 2 Ownership of ECM(s)**

Ownership and title to each ECM or portion thereof, as applicable, shall automatically pass to Customer upon Ameresco's receipt of both (i) the executed Substantial Completion Certificate (Attachment D(3)), or each Percent Complete Acknowledgement Certificate (Attachment D(2)), (including Customer payment certification) delivered pursuant to Section 4 for such ECM or portion thereof, and (ii) the indefeasible payment in full of all of Customer's payment obligations to Ameresco pursuant to such Substantial Completion Certificate or Percent Complete Acknowledgement Certificate for such installed ECM or portion thereof. Prior to satisfaction of the conditions set forth in (i) and (ii) in the previous sentence with respect to an ECM or portion thereof, title to each ECM or portion thereof shall remain in the name of Ameresco. If, notwithstanding the intent of the Parties, Customer is deemed to hold title to any or all of the ECMs or portion thereof prior to the satisfaction of the conditions set forth in (i) and (ii) above, as security for the payment in full of the Customer's obligations with respect to each such ECM or portion thereof, Customer hereby assigns, transfers and grants to Ameresco a security interest in such ECMs. Customer hereby authorizes Ameresco to file, from time to time, Uniform Commercial Code financing statements in such jurisdictions as may be necessary to perfect and maintain its security interest in such ECMs. If requested by Ameresco, Customer agrees to execute and deliver all further instruments and documents and take all further action that may be necessary in order to create, perfect and protect Ameresco's security interest in the ECMs and hereby irrevocably appoints Ameresco as Customer's attorney-in-fact with full power to sign such instruments and documents. Upon delivery of the Substantial Completion Certificate and satisfaction of clause (ii) above for each ECM, Ameresco's interest in the related ECMs shall be released and terminated, in each case without further action on any Party's part.

**SECTION 3 Financing and Ability to Pay**

(a) By its execution of this Agreement, Customer hereby represents and warrants to Ameresco that Customer has adequate funds for payment of the Contract Cost, and for any portions which Customer may need to borrow, Customer intends to enter into a separate financing through a bond issuance, lease purchase, or similar structure ("***Financing***") with a third party finance company or other third party entity.

(b) Customer agrees and acknowledges that its obligation to make the payments to Ameresco set forth in this Agreement are in no way contingent on the effectiveness of the Financing.

**SECTION 4 Contract Cost; Monthly Progress Payments**

(a) Subject to the terms of this Agreement, Ameresco shall perform the Scope of Services at a contract cost of ONE MILLION NINE HUNDRED FIFTY ONE THOUSAND SEVEN HUNDRED FIFTEEN AND 00/100 DOLLARS ($1,951,715) (subject to adjustment as provided in Section 8, the "***Contract Cost***").

(b) Upon execution of this Agreement and delivery by Customer to Ameresco of the Notice to Proceed, substantially in the form attached to this Agreement as Attachment E, Customer shall pay Ameresco ten percent (10%) of the Contract Cost for mobilization. Thereafter, Ameresco shall submit invoices to Customer for monthly progress payments to Ameresco based upon the percentage of the Project construction and equipment procurement completed at the end of each month, so that Ameresco is paid the percentage of the Contract Cost that is commensurate with the percentage of completion of the Scope of Services. A Percent Complete Acknowledgement Certificate in the form attached hereto as Attachment D (2) will be executed by Customer during each month of the construction period showing the percent complete and monthly payment due. Customer shall make payment to Ameresco, within thirty (30) days after the submission of each such invoice. Customer shall not unreasonably withhold, condition or delay the execution and delivery of any Percent Complete Acknowledgement Certificate.

(c) Upon Substantial Completion of the installation of an ECM, Ameresco will deliver to Customer a Substantial Completion Certificate in the form of Attachment D (3). Within five (5) calendar days after receipt of each Substantial Completion Certificate, Customer shall complete, execute and deliver to Ameresco each such Substantial Completion Certificate. As used in this Agreement the term "***Substantial Completion***" shall mean that each subject ECM has been installed by Ameresco, and, if such ECM is equipment, such equipment is then operating in a manner such that Customer is deriving beneficial use thereof. A Delivery and Acceptance Certificate, in the form of Attachment D(1), shall be executed by Customer upon Substantial Completion of the installation of the final ECM. Customer shall not unreasonably withhold, condition or delay the execution and delivery of any Substantial Completion Certificate or the Delivery and Acceptance Certificate.

(d) Within thirty (30) calendar days following the first day of each Guarantee Year, as such term is defined in Section 6, Customer shall pay Ameresco the additional amounts set forth on Attachment I, Measurement and Verification Fee Schedule, as an annual fee for measurement and verification services.

(e) All payments made by Customer under this Agreement shall be made in accordance with the provisions of any Prompt Payment Act applicable to Customer. All amounts not paid to Ameresco on or before the due dates specified in Subsections 4(b) and (d), shall accrue interest at the Prime rate of interest as published in the Wall Street Journal for major banks, or such lower rate as is prescribed by applicable law.

**SECTION 5 Term**

This term of this Agreement (the "***Term***"), shall begin on the date first above written and shall remain

in effect through the "***Guarantee Period***" as such term is defined in Attachment C, unless terminated prior to such date, as provided for in this Agreement. At any time after the date of the Delivery and Acceptance Certificate, Customer may terminate this Agreement upon sixty (60) days prior written notice to Ameresco, provided that Customer has paid to Ameresco all amounts due as set forth in Section 4 (including, without limitation, pro-rata portions thereof accrued under Sections 4(b), (d) and (e), in Attachment I and pursuant to any Change Order). Termination of this Agreement shall also terminate the Guarantee Period. Anything in this Agreement to the contrary notwithstanding, Customer shall not be relieved of its obligation to pay Ameresco when due all amounts which accrued prior to such termination.

**SECTION 6 Savings Guarantee**

To the extent set forth in Attachment C, and solely in accordance with Attachment C, Ameresco guarantees that the "***Annual Savings***" (as defined below) to be achieved as a result of installation and operation of the ECMs shall equal or exceed the ***Guaranteed Savings*** (as defined in Attachment C) over the "***Guarantee Period***" (as defined in Attachment C). The first "***Guarantee Year***"shall be the consecutive twelve (12) month period beginning with the first day of the month following the date of Substantial Completion of the ECMs.

For purposes of this Savings Guarantee, the following assumptions and provisions shall apply:

(a) Ameresco guarantees that the Guaranteed Savings will be achieved by operation and beneficial use of all ECMs taken in the aggregate, but does not guarantee the savings amount achieved by each ECM individually.

(b) The total savings achieved by the combined ECMs, determined as provided in the M&V Plan, including any "***Agreed Upon Savings***" as such term is defined in the M&V Plan, shall be deemed the total "***Annual Savings***". Agreed Upon Savings amounts shall be deemed achieved upon Substantial Completion of the ECMs. Calculation of the Annual Savings, inclusive of Agreed Upon Savings, shall be performed under, and governed by, the methods, formulas, and procedures described in the Measurement and Verification Plan set forth in Attachment G (the "***M&V Plan***").

(c) As it relates to the Annual Savings and this Savings Guarantee, the term "***Guarantee Year***" shall mean the consecutive twelve (12) month period beginning with the first day of the month following the date of Substantial Completion of the ECMs, and each similar twelve (12) month period thereafter.

(d) Ameresco's obligations in respect of this Savings Guarantee are subject to Customer performing all of its maintenance, repair, service and other obligations under this Agreement, including, without limitation, maintenance of the Standards of Service and Comfort set forth in Attachment J, if any, which may affect achievement of the Guaranteed Savings. If Customer fails to perform its obligations under this Agreement or interferes with, or permits any third party to take any action which, in the reasonable opinion of Ameresco, may prevent the achievement of the Guaranteed Savings under this Agreement, Ameresco may, after providing Customer thirty (30) days advance notice, adjust the Annual Savings amount during the period in which such savings were affected to reflect the impact such actions had on same. Ameresco's rights set forth herein shall not be in limitation of any other rights it is entitled to by law or under this Agreement. Any disputes regarding achievement of Guaranteed Savings or any M&V Report delivered pursuant to Attachment G shall

be resolved in accordance with the dispute resolution provisions of Section 13.

**SECTION 7 Right of Entry/Space**

During the Term of this Agreement, Customer shall provide Ameresco and its employees, agents and subcontractors access to the Property for the purpose of fulfilling Ameresco's obligations under this Agreement. Customer shall provide rent free space for the installation and operation of the ECM(s) and shall protect such items and equipment in the same careful manner that Customer protects the Property.

**SECTION 8 Changes in Services**

(a) The Scope of Services may be changed only by agreement of the Parties evidenced by execution of a "Change Order" substantially in the form attached to this Agreement as Attachment F, including the quantity, quality, dimensions, type or other characteristics of the ECMs. During the Term hereof, either Customer or Ameresco may suggest that other energy efficiency measures and facilities be added to the Scope of Services, in which case the parties shall endeavor to agree upon any new ECMs to be installed and may either amend this Agreement or execute a Change Order for the installation, financing and commissioning of any such new ECMs. Nothing in this paragraph shall obligate either party to proceed with installation of any ECMs which are not part of the original Scope of Services or evidenced by execution of a Change Order.

(b) Should Ameresco encounter subsurface or latent physical conditions at the site which differ materially from those indicated in the Scope of Services or from those ordinarily encountered and generally recognized as inherent in work of the character provided for in this Agreement, Ameresco shall give written notice to the Customer before any such condition is disturbed or further disturbed. The Customer will promptly investigate and, if it is determined that the conditions materially differ from those which Ameresco should reasonably have been expected to discover or anticipate, the Customer shall either (a) approve such changes in the Scope of Services as are necessary, with a corresponding adjustment in the Annual Guaranteed Savings Amount; or (b) abandon the Project and terminate this Agreement, , provided that Customer has paid to Ameresco all amounts due as set forth in Section 4 (including, without limitation, pro-rata portions thereof accrued under Sections 4(b), (d), (e) and Attachment I and pursuant to any Change Order).. If such differing conditions cause an increase or decrease in Ameresco's cost or time of performance, and the parties agree upon a change in the Scope of Services, the parties shall negotiate an equitable adjustment to Ameresco's cost and/or time for performance, as the case may be and a Change Order shall be issued and executed by the Customer to reflect such adjustment(s).

(c) If at any time prior to Substantial Completion of an ECM, Ameresco determines that an ECM is not commercially viable, Ameresco may, at its option, remove such ECM from the Scope of Services and from the Property. In such event, Ameresco shall refund to Customer the portion of the Contract Cost attributable to such ECM and the Annual Guaranteed Savings Amount will be reduced by an amount equal to the portion of the Annual Guaranteed Savings Amount attributable to such ECM.

(d) If Ameresco and the Customer agree to an adjustment of the Contract Cost and the contract schedule established for the Scope of Services, such an agreement shall be effective immediately upon execution of a Change Order.

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**SECTION 9** **Warranties**

Ameresco hereby agrees as follows:

(a) Ameresco warrants that the Work and all materials and equipment to be installed in the Project shall be free from defects in materials and workmanship arising from normal usage on an ECM by ECM basis for a period of one (1) year from the date of Substantial Completion of such ECM. Any manufacturers' warranties which exceed this one (1) year period shall be assigned to Customer to the extent allowed by the manufacturer. This section does not apply in any way to the Savings Guarantee.

(b) EXCEPT AS PROVIDED IN THIS SECTION 9 OR SPECIFICALLY PROVIDED FOR IN ATTACHMENT B HERETO, AMERESCO MAKES NO WARRANTIES OR REPRESENTATIONS OF ANY KIND, WHETHER STATUTORY, WRITTEN, ORAL OR IMPLIED, INCLUDING WITHOUT LIMITATION, WARRANTIES AS TO THE VALUE, DESIGN, AND CONDITION OR FITNESS FOR USE OR PARTICULAR PURPOSE AND MERCHANTABILITY, REGARDING THE WORK, THE ECM(s) OR THE EQUIPMENT.

**SECTION 10** **Customer's Responsibilities**

(a) Operations: Customer shall operate all equipment installed hereunder in accordance with the manufacturer's recommendations and the manuals supplied to Customer by Ameresco.

(b) Standards of Service and Comfort: Customer shall operate the ECMs and the Property in a manner that shall provide the Standards of Service and Comfort provided for in Attachment I.

(c) Maintenance: Customer shall, at its expense, repair, operate and maintain the Property in good working condition during the Term of this Agreement. Customer shall maintain, repair and operated, at Customer's expense: (i) all equipment and other components included as part of the ECMs, and (ii) all other equipment which is attached thereto and/or is integral to the proper functioning of the ECMs.

(d) Malfunctions: Customer shall notify Ameresco immediately in the event of any malfunction in the operation of the ECM(s) or the equipment installed hereunder.

(e) Protection of ECMs: Except in the case of emergency, Customer shall not remove, move, alter, turn off or otherwise significantly alter the operation of the equipment installed hereunder or the operation of the ECMs, or any individual part thereof, without the prior approval of Ameresco, which approval shall not be unreasonably withheld. After receiving Ameresco's written approval, Customer shall proceed as instructed. Customer shall act reasonably to protect the ECMs from damage or loss, if, due to an emergency; it is not reasonable to notify Ameresco before acting. Customer agrees to protect and preserve the facility envelope and the operating condition of all ECMs, mechanical systems, and other energy consuming systems located on the Property.

(f) Monitoring System: Customer shall not move, modify or otherwise alter the energy management system/building automation system (EMS/BAS), temporary data loggers, or any other data collection or measurement and verification system (collectively, the "***Monitoring System***") installed as part of the ECM(s) or any component thereof without the written

consent of Ameresco unless such action is in accordance with operating manuals and procedures provided by Ameresco.

(g) Adjustment to Baseline: If, in the reasonable opinion of Ameresco, Customer does not reasonably operate, maintain, repair or otherwise protect the ECMs and/or maintain the Property in good repair and good working condition, then Ameresco may equitably adjust the baseline, as referenced in Attachment G, for any increased energy usages at the Property.

(h) Changes to Property or Addition of Equipment: Customer shall notify Ameresco in writing at least thirty (30) days prior to making any changes to the Property that could reasonably be expected to affect the energy usage on the Property, such as changes in the hours or days or time of year that the Property is occupied or operated, the number of occupants, the activity conducted, the equipment, the facilities, the size of the Property etc. Customer shall also notify Ameresco regarding material increases over time in numbers and usage of "plug in" devices such as computers and printers. If Ameresco receives such notification or otherwise determines that such a change has occurred, it may make appropriate revisions to the Attachments to reflect any adjustment to the baseline or the Annual Guaranteed Savings Amount. Ameresco may also make retroactive adjustments to the baseline or calculation of Annual Savings if Customer has not provided timely notice and any payments shall be retroactively reconciled to reflect the changed baseline.

(i) Energy Usage Data: Customer shall make available to Ameresco, on an ongoing basis for the Term of this Agreement, copies of all energy bills, energy usage data, and any and all other such data maintained by Customer, including remote access to the Monitoring System or Customer's network server for purposes of collecting such data, as may be requested by Ameresco, which are required for it to perform all of its obligations under this Agreement.

(j) Insurance and Risk of Loss or Damage: Without limiting any of its obligations or liabilities under this Agreement, Customer shall, at its expense, provide and maintain at all times during the Term of this Agreement, sufficient insurance against the loss, theft of or damage to the ECM(s), related equipment, and all equipment installed hereunder, for the full replacement value thereof. Customer's Commercial General Liability insurance shall be primary for any property damage or bodily injury during the performance of the Work.

Upon Substantial Completion of an ECM, Customer assumes all risk of loss of or damage to such ECM from any cause whatsoever. In the event of loss or damage to any equipment installed hereunder, Customer shall promptly notify Ameresco and promptly return the same to good repair with the proceeds of any insurance received to the cost of such repair or demand that Ameresco perform such repair, in which case Ameresco shall promptly do so for such compensation to which the parties agree. If Customer determines that any of the ECM(s) are lost, stolen, confiscated, destroyed or damaged beyond repair, Customer shall replace the same with like equipment in good repair in a timely fashion under the circumstances. If at any time after the date of the Delivery and Acceptance Certificate and after Customer's complete payment to Ameresco in accordance with Section 4(a), as such amount may be modified from time to time in accordance with this Agreement, any fire, flood, other casualty, or condemnation renders a majority of the Property incapable of being occupied and renders the ECMs or the equipment installed hereunder inoperable and, in the case of a casualty, the affected portion of such ECMs or equipment is not reconstructed or restored within one hundred twenty (120) days from the date of such casualty, Ameresco and/or Customer may terminate this Agreement by delivery of a written notice to the other Party. Upon such termination, Customer shall pay Ameresco any amounts, or pro-rata portions thereof, under Sections 4(b), (c), (d) and (e), Attachment I and any Change Order, which accrued prior to

such termination. Ameresco may also make appropriate adjustments to the baseline or the Annual Guaranteed Savings Amount to reflect the impact of such casualty or condemnation, including corresponding revisions to the Attachments.

(k) Telephone and Internet: Customer shall install and maintain telephone lines and pay all associated costs for the ECM(s) telephone lines or applicable energy management system communication systems. Ameresco may use Customer's LAN for the purposes of any energy management system that may be included in the Scope of Work.

(l) Protection. Customer shall at all times act reasonably to protect the ECM(s) from loss or damage to the same extent and in the same manner in which it protects the Property.

(m) Alteration: Except in cases of emergency, Customer shall not move, alter or change the ECM(s) in any way that may cause a reduction in the level of efficiency or savings generated by the ECM or the equipment installed hereunder without obtaining Ameresco's written approval, which shall not be unreasonably withheld.

(n) Storage: Customer shall provide rent free space for Ameresco, or any of its subcontractors, to mobilize and store supplies, tools and equipment during installation of the ECM(s) as available pursuant to this Agreement for which such storage space may be required, with locking capacity acceptable to Ameresco. Only Ameresco or any of Ameresco's subcontractors, and Customer's assigned personnel shall have access to storage.

(o) Fuel: Customer shall procure and pay for all energy, utilities and fuel for the operation of the Property.

(p) Cooperation during Construction: Customer shall reasonably cooperate in relocating occupants, staff, personnel, furniture and equipment and taking such other actions as may be necessary by Customer in order to prepare space for work by Ameresco to enable Ameresco to timely perform its obligations hereunder.

## SECTION 11 Defaults

(a) By Customer.

Customer shall be in default under this Agreement upon the occurrence of any of the following:

(i) Customer fails to pay when due any amount to be paid under this Agreement and such failure continues for a period of five (5) business days after notice of overdue payment is delivered by Ameresco to Customer;

(ii) any representation or warranty made by Customer in this Agreement or in any writing delivered by Customer pursuant hereto proves at any time to have been false, misleading or erroneous in any material respect as of the time when made; or

(iii) Customer fails to perform any of its required duties or obligations under this Agreement and fails to cure such failure and the effects of such failure within thirty (30) days of receipt of written notice of default, unless such failures and effects cannot be completely cured within thirty (30) days after said written notice, in which case a default shall exist only if Customer does not commence and diligently pursue to cure such failures and effects as soon as practicable;

(iv) Customer enters receivership, or makes an assignment for the benefit of creditors, whether voluntary or involuntary, or a petition is filed by or against Customer under any bankruptcy, insolvency or similar law and such petition is not dismissed within sixty (60) days;

(v) Customer fails to cooperate in relocating occupants, staff, personnel, furniture and equipment or to take such other actions as may be necessary by Customer in order to prepare space for work by Ameresco as is reasonably requested by Ameresco in a timely manner in order to allow the Scope of Services to be accomplished hereunder.

(b) By Ameresco.

Ameresco shall be in default under this Agreement if Ameresco fails to perform any of its material duties or obligations under this Agreement and fails to cure such failure or effects of such failure within thirty (30) days of receipt of written notice of default, unless such failure or effects of such failure cannot be completely cured within thirty (30) days after said written notice, in which case a default shall exist only if Ameresco does not promptly commence and diligently pursue to cure such failure as soon as practicable.

**SECTION 12 Remedies for Default**

If either Party defaults under this Agreement, the other Party may, subject to the dispute resolution procedures in Section 13 below:

(i) bring actions for any remedies available at law or in equity or other appropriate proceedings for the recovery of damages, including amounts past due; and

(ii) with or without recourse to legal process, terminate this Agreement by delivering written notice of termination at least ten (10) days prior to the requested termination date.

**SECTION 13 Dispute Resolution**

Claims, disputes, or other matters in controversy ( a "***Dispute***") arising out of or related to the Agreement or the Project shall be subject to informal dispute resolution and mediation as a condition precedent to any and all remedies at law or in equity. If during the term of this Agreement a Dispute arises concerning the Project or this Agreement, the Dispute shall initially be submitted to Customer's project representative and Ameresco's project manager for resolution by mutual agreement between said parties. Any mutual determination by the Customer Representative and Ameresco's project manager will be final and binding upon the Parties. However, should the Customer representative and Ameresco's project manager fail to arrive at a mutual decision as to the Dispute within ten (10) business days after notice to both individuals of such Dispute, such Dispute will be submitted to a representative from management of both Parties who shall meet in person or by phone within ten (10) business days after either Party gives the other Party written notice of the Dispute (the "***Dispute Notice***"). The Dispute Notice shall set forth in reasonable detail the aggrieved party's position and its proposal for resolution of the Dispute. If the Dispute is not resolved within thirty (30) calendar days after the first meeting of the Parties, then the Parties shall endeavor to resolve the Dispute by mediation. A request for mediation shall be made in writing and delivered to the other Party. The request may be made concurrently with the filing of any and all remedies at law or in equity but, in such event, mediation

shall proceed in advance of any proceedings filed in a judicial forum, which shall be stayed pending mediation for a period of sixty (60) days from the date of filing, unless stayed for a longer period of time by agreement of the parties or court order.

The Parties shall share the fees of the mediation equally. The mediation shall be held in the place where the Project is located, unless another location is mutually agreed upon. Agreements reached in mediation shall be enforceable as settlement agreements in any court having jurisdiction thereof.

If the parties do not resolve the Dispute through informal dispute resolution or mediation, either Party is free to pursue any other available remedy in law or at equity.

**SECTION 14 Insurance and Bonds**

(a) *By Ameresco*: Ameresco shall provide and maintain at its expense the following insurance coverage:

(i) Workers' Compensation and Employer's Liability Insurance as required by applicable State law.

(ii) Commercial General Liability Insurance, including contractual liability, Bodily Injury per person, $1 million; Bodily Injury per occurrence, $1 million; Property Damage per occurrence, $1 million; Personal Injury per occurrence, $1 million.

(iii) Comprehensive Automobile Liability Insurance, including owned, non-owned and hired automotive equipment of, Bodily Injury per person, $1 million; Bodily Injury per occurrence, $1 million; Property Damage per occurrence, $1 million.

Ameresco shall deliver to Customer a Certificate of Insurance naming Customer as an additional insured party under paragraphs (ii) and (iii), above.

(b) Ameresco shall deliver to Customer Payment and Performance Bonds in a sum equal to the Contract Cost conditioned upon faithful performance of the Agreement by Ameresco, for the implementation of the ECM(s) as it may be from time to time modified by Change Orders within ten (10) days of issuance of a Notice to Proceed. Notwithstanding any provision to the contrary herein, any payment and performance bonds associated with this Agreement guarantee only the performance of the installation portion of this Agreement, and shall not be construed to guarantee the performance of: (1) any efficiency or energy savings guarantees, (2) any support or maintenance service agreement, or (3) any other guarantees or warranties with terms beyond one (1) year in duration from the completion of the installation portion of this Agreement.

(c) *By Customer*: Without limiting any of its obligations or liabilities under this Agreement, Customer shall provide and maintain at its expense, insurance coverage consistent with the requirements of Section 10(i) above, and its obligations under this Agreement.

**SECTION 15 Indemnification and Limitation of Liability**

(a) Anything in this Agreement to the contrary notwithstanding, neither Party nor its respective officers, directors, agents, employees, parent, subsidiaries or affiliates or their affiliates' officers, directors, agents or employees shall be liable, irrespective of whether such claim of liability is based upon breach of warranty, tort, (including negligence, whether of any of the

Parties to this Agreement or others), strict liability, contract, operation of law or otherwise, to any other Party, or its affiliates, officers, directors, agents, employees, successors or assigns, or their respective insureds, for incidental, delay, punitive or consequential damages connected with, related to or arising from performance or non-performance of this Agreement, or any action or inaction in connection therewith including claims in the nature of lost revenues, income or profits (other than payments expressly required and due under this Agreement), and increased expense of, curtailment, reduction in or loss of power generation production or equipment used therefor.

(b) Ameresco's total aggregate liability for any and all injuries, damages, claims, losses, expenses or claim expenses (including attorney's fees) arising out of this Agreement from all causes or any causes, regardless of the legal theory under which liability is imposed, shall in all cases be limited to the sum of the payments received by Ameresco under Section 4. Such causes shall include, but not be limited to, Ameresco's negligence, errors, omissions, strict liability, breach of contract, warranty, breach of warranty or any indemnified claims.

(c) Ameresco agrees to indemnify and hold Customer harmless from and against any and all third party claims for damages but only to the extent such damages arise by reason of bodily injury, death or damage to property caused by Ameresco's negligence or willful misconduct. To the extent that any such damages are covered by or under Ameresco's Commercial General Liability Insurance policy, Ameresco shall not be required to indemnify Customer in excess of the proceeds of such policy. In no event, however, shall Ameresco be obligated to indemnify Customer to the extent that any such injury or damage is caused by the negligence of Customer or any entity for which Customer is legally responsible.

(d) Customer agrees to indemnify and hold harmless Ameresco, its officers, agents and employees, from and against any and all third party claims for damages but only to the extent such damages arise by reason of bodily injury, death or damage to property caused by Customer's negligence or willful misconduct.. In no event, however, shall Customer be obligated to indemnify Ameresco to the extent that such injury or damage is caused by the negligence of Ameresco or any entity for which Ameresco is legally responsible.

**SECTION 16 Agreement Interpretation and Venue**

Each Party hereto has had ample opportunity to review and comment on this Agreement. This Agreement shall be read and interpreted according to its plain meaning and an ambiguity shall not be construed against either Party. The judicial rule of construction that a document should be more strictly construed against the draftsperson thereof shall not apply to any provision of this Agreement.

This Agreement shall be governed as to all matters, whether of validity, interpretations, obligations, performance or otherwise exclusively by the laws of the State in which the Project is located (the "***State***"). Regardless of where actually delivered and accepted, this Agreement shall be deemed to have been delivered and accepted by all parties in the State. Any mediation and legal proceedings involving the negotiation, formation, interpretation or enforcement of this Agreement may be brought in any state or federal district court having jurisdiction over the Parties.

**SECTION 17 Privileged and Proprietary Information**

Ameresco's systems, means, cost, and methodologies of evaluating, implementing, accomplishing and determining energy savings and the terms of the Agreement for this Project shall be considered privileged and proprietary information. Customer shall use the same level of effort to protect and safeguard such information as it employs to safeguard its own confidential information, provided,

however, that Customer is a public entity which has very little information that is not open to the public. Customer shall not disclose such proprietary information without the express written consent of an officer of Ameresco unless required to do so by statute or regulation. When any request for disclosure of such information is made under any applicable freedom of information law (the "FOIL"), Customer shall provide prompt written notice to Ameresco such that Ameresco will have the opportunity to timely object under the FOIL should it desire to object to such disclosure of that information in whole or in part. In the event that Customer is required to make a filing with any agency or other governmental body, which includes such information, Customer shall notify Ameresco and cooperate with Ameresco in order to seek confidential treatment of such information included within any such filing or, if all such information cannot be protected from disclosure, to request that Customer be permitted to redact portions of such information, as Ameresco may designate, from that portion of said filing which is to be made available to the public.

**SECTION 18 Severability**

If any provision of this Agreement is found by any court of competent jurisdiction to be invalid or unenforceable, the invalidity of such provision shall not affect the other provisions of this Agreement, and all other provisions of this Agreement shall remain in full force and effect.

**SECTION 19 Assignments and Subcontracting**

(a) Ameresco may elect to use subcontractors in meeting its obligations hereunder. Nothing contained in this Agreement shall create any contractual relation between any subcontractor and Customer.

(b) Customer shall not assign, transfer, or otherwise dispose of this Agreement, the ECM(s), or any interest therein, or sublet or lend the ECM(s) or permit the ECM(s) to be used by anyone other than Customer and Customer's employees without the prior express written consent of Ameresco; provided that Customer may, without obtaining the consent of Ameresco, assign its rights in the ECMs to any financial institution, lender or investor in connection with a leasing or financing arrangement for funding of the Contract Cost. If Customer transfers ownership or its interest in the Property without the prior written consent of Ameresco, this Agreement shall terminate automatically.

(c) Ameresco shall not assign this Agreement in whole or in part to any other party without first obtaining the consent of Customer, which consent shall not be unreasonably withheld; provided that, Ameresco may assign, without obtaining the consent of Customer, its rights and obligations under this Agreement in whole or in part to any affiliated or associated company of Ameresco and its rights for payments only under this Agreement to any financial institution, lender or investor in connection with a credit facility to which Ameresco is a party.

**SECTION 20 Waiver**

Any waiver of any provision of this Agreement shall be in writing and shall be signed by a duly authorized agent of Ameresco and Customer. The waiver by either Party of any term or condition of this Agreement shall not be deemed to constitute a continuing waiver thereof nor of any further or future waiver of any additional right that such Party may be entitled to under this Agreement.

**SECTION 21 Force Majeure**

If either Party shall be unable to carry out any part of its obligations under this Agreement (except Customer's obligations to make payments when due), due to causes beyond its control ("***Force***

***Majeure***"), including, but not limited to, an act of God, strikes, lockouts or other industrial disturbances acts of public enemies orders or restraints of any kind of the government of the United States or any state or any of their departments agencies or officials or any other civil governmental, military or judicial authority, war, blockage, insurrection, riot, sudden action of the elements, fire, explosion, flood, earthquake, storms, utility power outage, drought, landslide, or explosion or nuclear emergency, this Agreement shall remain in effect but the affected Party's obligations shall be suspended for a period equal to the disabling circumstances, provided that:

(a) the non-performing Party gives the other Party prompt written notice, unless such other Party would not be prejudiced by a delay in notification, describing the particulars of the event of Force Majeure, including the nature of the occurrence and its expected duration, and continues to furnish timely regular reports with respect thereto during the period of Force Majeure;

(b) the suspension of performance is of no greater scope and of no longer duration than is required by the event of Force Majeure;

(c) no obligations of either Party that arose before the event of Force Majeure causing the suspension of performance are excused as a result of the event Force Majeure;

(d) the non-performing Party uses reasonable efforts to remedy its inability to perform; and

(e) the Term of this Agreement shall be extended for a period equal to the number of days that the event of Force Majeure prevented the non-performing Party from performing.

Any decision by Customer to close or change the use of the facilities or ECM's at the Property, except to the extent such closure or change is itself caused by Force Majeure, shall not constitute a Force Majeure excusing Customer's performance under this Agreement.

**SECTION 22 Contract Documents**

(a) Upon execution of this Agreement by both Parties, this Agreement and its Attachments, which are hereby incorporated herein by reference, shall constitute the entire Agreement between the Parties relating to the subject matter hereof, and shall supersede all requests for proposals, proposals, previous agreements, discussions, negotiations, correspondences, and all other communications, whether oral or written, between the Parties relating to the subject matter of this Agreement.

(b) This Agreement may not be modified or amended except in writing signed by the Parties.

(c) Headings are for the convenience of reference only and are not to be construed as a part of the Agreement.

**SECTION 23 Notices**

All notices, requests, demands, elections and other communications under this Agreement, other than operational communications, shall be in writing and shall be deemed to have been duly given on the date when hand-delivered, or on the date of the confirmed facsimile transmission, or on the date received when delivered by courier that has a reliable system for tracking delivery, or six (6) business days after the date of mailing when mailed by United States mail, registered or certified mail, return receipt requested, postage prepaid. All notices shall be addressed to the following individuals:

(a) If to Customer:

City of Milwaukie
6101 SE Johnson Creek Boulevard
Milwaukie, OR 97206
Attention: Gary Parkin

With a copy to:

(b) If to Ameresco:

Ameresco, Inc.
150 North Michigan Avenue, Suite 420
Chicago, IL 60601
Attention: Louis P. Maltezos, Executive Vice President

With a copy to:

Ameresco, Inc.
111 Speen Street, Suite 410
Framingham, MA 01701
Attention: General Counsel

Either Party may from time to time change the individual(s) to receive notices and/or its address for notification purposes by giving the other Party written notice as provided above.

**SECTION 24 Records**

To assist Ameresco in its performance of this Agreement, Customer shall (to the extent it has not already done so) furnish (or cause its energy suppliers and transporters to furnish) to Ameresco, upon its request, accurate and complete data (kept by Customer or Customer's energy suppliers and transporters in the regular course of their respective businesses) concerning energy usage for the existing facilities at the Property, including the following data for the most current thirty-six (36) month period: utility records, occupancy information; descriptions of any changes in building structure or heating, cooling or other systems or energy requirements; descriptions of all energy consuming or saving equipment used on Property; descriptions of all energy management procedures presently utilized. If requested by Ameresco, Customer shall also provide any prior energy analyses of the Property, to the extent available.

**SECTION 25 Representations and Warranties**

Each Party warrants and represents to the other Party that:

(a) it has all requisite power, authority, licenses, permits, and franchises, corporate or otherwise, to execute and deliver this Agreement and perform its obligations hereunder;

(b) its execution, delivery, and performance of this Agreement have been duly authorized by, or are in accordance with, as to Ameresco, its organizing instruments and as to Customer, by all requisite action and are not in breach of any applicable law, code or regulation;

(c) this Agreement has been duly executed and delivered by the signatories so authorized, and constitutes each Party's legal, valid and binding obligation;

(d) its execution, delivery, and performance of this Agreement shall not result in a breach or violation of, or constitute a material default under, any agreement, lease or instrument to which it is a party or by which it or its properties may be bound or affected; and

(e) it has not received any notice, nor to the best of its knowledge is there pending or threatened any notice of any violation of any applicable laws, ordinances, regulations, rules, decrees, awards, permits or orders which would materially adversely affect its ability to perform hereunder; and

(f) the persons executing this Agreement are fully authorized by law to do so.

**SECTION 26 Additional Representations and Warranties of Customer**

Customer hereby warrants and represents to Ameresco that:

(a) Customer intends to continue to use the Property in a manner reasonably similar to its present use;

(b) Customer does not contemplate any changes to the electrical and thermal consumption characteristics of the Property except as may have been disclosed to Ameresco by Customer in writing prior to the execution of this Agreement;

(c) Customer has provided Ameresco with all records heretofore requested by Ameresco;

(d) Customer has not entered into any other agreements or understandings for the Property with persons or entities other than Ameresco regarding the provision of the Scope of Services;

(e) Since the date of the Audit, there has been no change, event, circumstance or development that has or could reasonably be expected to have a material adverse effect on (i) the operation or condition of the Property, (ii) the energy usage at the Property, or (iii) the ability of Customer to perform its obligations hereunder; and

(f) Customer has obtained all necessary governmental, legal, administrative and any other approval necessary for it to enter into and perform this Agreement.

**SECTION 27 Independent Contractor**

Nothing in this Agreement shall be construed as reserving to Customer any right to exercise any control over or to direct in any respect the conduct or management of business or operations of Ameresco. The entire control or direction of such business and operations shall be in and shall remain in Ameresco, subject only to Ameresco's performance of its obligations under this Agreement. Neither Ameresco nor any person performing any duties or engaged in any work on the Property on behalf of Ameresco shall be deemed an employee or agent of Customer.

Nothing in this Section shall be deemed to be a waiver of Customer's right to use the Property. Customer and Ameresco are independent of one another and shall have no other relationship relating to or arising out of this Agreement. Neither Party shall have or hold itself out as having the right or

authority to bind or create liability for the other by its intentional or negligent act or omission, or to make any contract or otherwise assume any obligation or responsibility in the name of or on behalf of the other Party.

**SECTION 28 Negligent/Wrongful Acts**

Neither Party to this Agreement shall be liable for any negligent or wrongful acts, either of commission or omission, chargeable to the other. This Agreement shall not be construed as seeking to either enlarge or diminish any obligation or duty owed by one Party against the other or against third parties.

**SECTION 29 Further Documents and Events**

The Parties shall execute and deliver all documents and perform all further acts that may be reasonably necessary to effectuate the provisions of this Agreement.

Customer shall execute all documents which may be reasonably required for Ameresco to obtain all licenses, permits and governmental approvals required by Ameresco for installation and operation of the ECM(s). Ameresco's obligations hereunder are also subject to obtaining all such licenses, permits and governmental approvals as are required to perform its obligations under this Agreement.

Customer agrees that Ameresco shall have the right to all environmental, energy, tax, financial, and electrical-related attributes, rights, credits, deductions, benefits and characteristics associated with or arising out of the transactions contemplated by this Agreement or associated with the ECMs or with the energy, capacity or electrical savings created under this Agreement, howsoever created or recognized. Customer shall provide Ameresco all reasonable assistance in perfecting its rights to such attributes, rights, credits, benefits and characteristics.

**SECTION 30 Third Party Beneficiaries**

The Parties hereto do not intend to create any rights for, or grant any remedies to, any third party beneficiary of this Agreement.

**SECTION 31 Notifications of Governmental Action - Occupational Safety and Health**

The Parties shall notify each other as promptly as is reasonably possible upon becoming aware of an inspection under, or any alleged violation of, the Occupational Safety and Health Act or any other provision of federal, state or local law, relating in any way to the undertakings of either Party under this Agreement.

**SECTION 32 Termination for Convenience**

(a) Customer shall take all necessary and timely action during the Term to obtain funds and maintain appropriations sufficient to satisfy its obligations under this Agreement.

(b) The foregoing notwithstanding, subsequent to the date of the Delivery and Acceptance Certificate, this Agreement may be terminated by Customer in accordance with the provisions of this Section 32. Customer shall provide notice to Ameresco of its election to terminate no later than thirty (30) days in advance of the end of the then current Guarantee Year. The termination shall become effective on the last day of said Guarantee Year. The termination of this Agreement by Customer shall release Ameresco from its obligation to provide maintenance, monitoring and training services after

the effective date of termination, as well as its obligation to provide the Savings Guarantee after the termination date; provided, however, that Customer is responsible for payment for maintenance, monitoring and training services performed in accordance with the terms of this Agreement prior to the termination date and Ameresco shall remain responsible for any Savings Shortfall (as defined in Attachment C) payments due Customer prior to the date of termination.

(c) If this Agreement is terminated pursuant to this Section 32, Customer and Ameresco agree that during the Term (as would otherwise have been in effect): (i) Customer shall not purchase, lease, rent, engage the services of an agent or independent contractor or otherwise pay for the use of a system or equipment performing functions or services similar to those performed by the ECMs installed pursuant to this Agreement and (ii) if Customer receives an appropriation of funds which permits Customer to purchase, lease, rent, engage the services of an agency or independent contractor, or otherwise pay for the use of a system or equipment performing functions or services similar to those performed by the ECMs installed pursuant to this Agreement, upon receipt of such funds such other obligations shall immediately be rescinded and Customer shall satisfy the Obligations then owed to Ameresco prior to Customer's appropriation of such funds for the purpose of paying any other payee(s).

**SECTION 32** **References**

Unless otherwise stated, all references to a particular ***Attachment*** or to ***Attachments*** herein are to the referenced Attachment or Attachments which are attached to this Agreement and all such referenced Attachments are incorporated by reference within this Agreement. All references herein to a Section shall refer to a Section of this Agreement unless this Agreement specifically provides otherwise.

**IN WITNESS WHEREOF**, the duly authorized officers or representatives of the Parties have set their hand on the date first written above with the intent to be legally bound.

| **CITY OF MILWAUKIE** | **AMERESCO, INC.** |
|---|---|
| By:_____ | By:_____ |
| Authorized Signature | Authorized and Required Signature |
| | Name: Ron Haxton |
| Name:_____ | Title: Vice President Northwest Region |
| Title: _____ | |

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**ATTACHMENTS TO ENERGY SERVICES AGREEMENT**
**BETWEEN**
**AMERESCO, INC.**
**AND**

**CITY OF MILWAUKIE**

**ATTACHMENT A**

**PROPERTY DESCRIPTION**

The following buildings, facilities, and areas, which are owned and operated by CUSTOMER, are included in the Scope of Services set forth in Attachment B:

| Building Name | Building Address | Building City, State, Zip Code |
|---|---|---|
| Ledding Library | 10660 SE 21st Avenue | Milwaukie, OR 97206 |
| City Hall | 10722 SE Main Street | Milwaukie, OR 97206 |
| Public Safety Building | 3200 SE Harrison Street | Milwaukie, OR 97206 |
| Public Works | 6101 SE Johnson Creek Boulevard | Milwaukie, OR 97206 |
| 40th & Harvey | 9909 SE 40th Avenue | Milwaukie, OR 97206 |

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## ATTACHMENT B

## SCOPE OF SERVICES

This Attachment sets forth a description of existing equipment and the Energy Conservation Measures (ECM) and related equipment to be installed by Ameresco at the buildings, facilities, and areas set forth in Attachment A within the Property. Installation of the ECM(s) and the included equipment is subject to change if Ameresco discovers unforeseen conditions at the Property that render its preliminary analysis of the Property inaccurate, or significantly affect achievement of the Guaranteed Savings. Any changes to the installation of the ECM(s) and the included equipment are subject to approval of Customer and issuance of a Change Order, which approval shall not be unreasonably withheld, conditioned or delayed.

The ECMs described below are included in the Scope of Services:

- ECM1-MIL-M1: DDC Upgrade
- ECM2-MIL-M2: Programmable Thermostats
- ECM3-MIL-M3: Library AHU Upgrade
- ECM4-MIL-L1: Lighting Upgrade
- ECM5-MIL-G1: Elevated Tank Coating

**ECM1-MIL-M1: DDC Upgrade**

Niagara FX Upgrade at PSB, Public Works, Ledding Library, and City Hall.

The Ameresco Scope of Services includes the upgrade of the existing JCI Metasys direct digital controls with Niagara FX supervisory controls at Public Safety Building, Public Works, Ledding Library, and City Hall. The scope includes replacement of N-30 and N.A.E. supervisory controller at each site with a FX Johnson JACE controller. Graphics for floor plans and all equipment will be provided on an Enterpriser server on the Cities intranet.
Programming will include, Optimum start for morning warm up, time programs, global data sharing, trends, interlocks, night low limit and alarms.

- The upgrade will include four (4) Java Application Control Engines (JACE), Enterprise server and server software, graphics for floor plans and equipment, system scheduling control, alarm functionality, and equipment trending.
- This upgrade is for existing control system only. No new equipment or points are to be added into the DDC system as part of this scope unless specifically noted.
- Failed equipment or deficiencies with existing control system components outside of new front end will be reported back to the customer and are not covered as part of this scope.
- Field devices will operate as is. Any custom programming can be done at customers request at additional cost on an hourly basis.
- City to provide IP addresses at each site.

**ECM2-MIL-M2: Programmable Thermostats**

Programmable thermostats for the Automotive Shop at Public Works

The Ameresco Scope of Services includes installation of 7-day programmable thermostats to replace the manual thermostats controlling the four (4) Vantage-2 gas-fired radiant heaters in the fleet maintenance shop adjacent to the Community Development building.

- The new programmable thermostats will have the ability to set the temperature back during unoccupied periods based on a programmed schedule.

**ECM3-MIL-M3: Library AHU Upgrade**

Library AHU Fan and Controls Upgrade to Variable Volume with CO2 Control

The Ameresco Scope of Services includes replacement of the blower in the existing multi-zone air handler with a fan wall array.

- The new fan wall system will include a variable frequency drive, a $CO_2$ sensor, optimal start programming, and supply air reset programming.
- This upgrade effectively converts the multi-zone air handler from a constant volume unit to variable volume.
- Fan speed and outside air damper position will be controlled by zone demand, outside air temperature, and $CO_2$ sensor inputs.
- Controls components will be included to integrate the air handler with the new control system installed in ECM-MIL-M1.

**ECM4-MIL-L1: Lighting Upgrade**

Lighting upgrades at PSB, Public Works, Library, 40th and Harvey, and City Hall.

The Ameresco Scope of Services includes replacement or retrofit of selected interior and exterior lighting fixtures at Public Safety Building, Public Works, Ledding Library, and City Hall.

- Occupancy sensors will be added in noted locations.
- Replacement of exterior wallpacks with LED fixtures at the Water Storage building at 40th and Harvey is also included.
- The replacements and retrofits will be new T8 lamps and ballasts or LED lamps as described in the following table.

| City of Milwaukie Lighting Upgrade | | |
|---|---|---|
| TAG | FIXTURE DESCRIPTION | QTY |
| LB-PSL24 | L&B 4ft 2L PSL | 379 |
| LEDA19-800 | LED A19 E26 9W 800-850 Lumen 120V Dimmable (60W equivalent) | 10 |
| LEDWP-50 | LED Flood 50W 5700 Lumens | 3 |
| RK18-PSL24 | Reflector Kit 1x8 Industrial Hood, 2 Lamp PSL | 10 |

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| | | |
|---|---|---|
| T8ST-1824 | T8 Strip Fixture 1x8, 2 Lamp Program Start | 4 |
| LB-PSL34 | L&B 4ft 3L PSL | 1 |
| LB-PSL44 | L&B 4ft 4L PSL | 7 |
| LEDCAN6-800 | LED 6in Recessed Can Retrofit High CRI 800-850 Lumen 120v Dimmable (75W equivalent) | 3 |
| LEDG25-550 | LED G25 E26 8W 550 Lumen 120V Dimmable (60W equivalent) | 8 |
| LEDPAR38-1050 | LED PAR38 18W 1050 Lumen Wet Rated | 6 |
| LEDPL-11W | LED PL Lamp 11W | 20 |
| SK18-PSL24 | Strip Kit 1x8, 2 4ft Lamp PSL | 5 |
| TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 298 |
| TK22-PSL22 | Reflector Kit 2x2, 2 2ft Lamp PSL | 57 |
| TK24-PSH24 | Reflector Kit 2x4 Troffer, 2 Lamp PSH | 68 |
| LEDCAN8-2000 | LED 8in Recessed Can Insert 2000 Lumen | 14 |
| LEDVAN-5038 | LED 2' Vanity Fixture 2076 Lumens | 1 |
| LB-PSL23 | L&B 3ft 2L PSL | 3 |
| LEDCAN6-1500 | LED 6in Recessed Can Insert 21W 1500 Lumen | 28 |
| LEDPL-11WX2 | LED PL Lamp (2) 11W | 70 |
| LEDPL-11V | LED PL Vertical Lamp 11W PL V G24q/G24d 11W BYPass 120-277V | 10 |
| XLED | LED Exit | 12 |
| T8HB-2464 | 2X4 T8 High Bay 6-Lamp with Program Start Ballast | 12 |
| DIS | Disconnect and Remove | 14 |
| LB-PSL14 | L&B 4ft 1L PSL | 2 |
| RK18-PSL44 | Reflector Kit 1x8 Industrial Hood, 4 Lamp PSL | 19 |
| XLEDEDGE | LED Exit | 2 |
| LB-PSL22 | L&B 2ft 2L PSL | 1 |
| LB-PSN23 | L&B 3ft 2L PSN | 5 |

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| | | |
|---|---|---|
| RK18-PSN24 | New Fixture 1x8 Industrial Hood, 2 Lamp PSN | 7 |
| SK18-PSL44 | Strip Kit 1x8, 4 4ft Lamp PSL | 3 |
| RH18-PSN44 | Reflective Industrial Hood Fixture 1x8, 4 Lamp PSN | 32 |
| RH18-PSN64 | Reflective Industrial Hood Fixture 1x8, 6 Lamp PSN | 17 |

The new occupancy sensor types and quantities will be as described in the following table.

| City of Milwaukie New Lighting Controls | | |
|---|---|---|
| TAG | SENSOR DESCRIPTION | QTY |
| 2MI-2CM | (2) Maestro and (2) Ceiling Mount Sensors | 2 |
| 2MI-2WM | (2) Maestros and (2) Wall Mount Sensors | 5 |
| 2MI-3CM | (2) Maestro and (3) Ceiling Mount Sensors | 1 |
| 2MI-3WM | (2) Maestro and (3) Wall Mount Sensors | 1 |
| 2RMJ-2CM | (2) Power Packs and (2) Ceiling Mount Sensors | 1 |
| 2RMJ-2WM | (2) Power Packs and (2) Wall Mount Sensors | 1 |
| 4MI-4CM | (4) Maestros and (4) Ceiling Mount Sensors | 1 |
| MI-2CM | Maestro and (2) Ceiling Mount Sensors | 5 |
| MI-2WM | Maestro and (2) Wall Mount Sensors | 4 |
| MI-3CM | Maestro and (3) Wireless Ceiling Mount Sensor | 1 |
| MI-3WM | Maestro and (3) Wireless Wall Mount Sensor | 1 |
| MI-4WM | Maestro and (4) Wall Mount Sensors | 1 |
| MI-CM | Maestro and (1) Wireless Ceiling Mount Sensor | 11 |
| OSW | Occ Sensor WallSwitch | 31 |
| OSW-DT | Occ Sensor WallSwitch, Dual Tech - WS PDT XX | 7 |
| OSW-DT-2P | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX | 14 |
| RMJ-3WM | Power Pack and (3) Wall Mount Sensors | 1 |
| RMJ-CM | Power Pack and (3) Wall Mount Sensors | 1 |

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**ECM5-MIL-G1: Elevated Tank Coating**

Elevated Tank Interior Re-Coating and Exterior Over-Coating

The Ameresco Scope of Services includes recoating the interior and over-coating the exterior of the 1.3 Mega-gallon elevated storage tank located on the corner of SE 40th and Harvey. Ameresco will provide all labor, equipment, materials, supervision and quality control inspection services for the removal and replacement of the existing coating systems as specified by the manufacturer of the coating systems and as detailed below:

- This improvement to the tank includes the complete removal and recoating of the tank interior with Reactamine 760 or Ameresco and Customer approved equivalent. This scope includes:
    - All surfaces to be coated shall be prepared in accordance with SSPC SP-10 near white metal abrasive blasting standards unless otherwise specified.
    - 100% Solids Elastomeric Polyurethane applied in single application with a spray stripe on all welds and edges.
    - Reactamine 760 - 100% Solids Aromatic Polyurethane Hybrid, applied in a single coat, at 25.0-40.0 mils dry film thickness (DFT).
    - Dehumidification and disinfection of reservoir is included.
- Surface preparation and over-coating of the exterior of the tank portion only with Carboxane 2100 or Ameresco and Customer approved equivalent. This scope includes:
    - Power washing of reservoir exterior with 4000 PSI using biodegradable cleaner
    - Spot power tool existing corrosion to SP-3 Standards
    - Removal of loose coatings to tightly adhering coating remaining only
    - Spot priming with Carbomastic 15 Epoxy @ 5 Mils DFT
    - Stripe coat all welds, rat holes and irregular surfaces with Carbomastic 15 @ 5 Mils DFT
    - Full intermediate coat of rust bond polymeric epoxy @ 1 to 2 Mils DFT
    - Full finish coat of Carboxane 2100 Satin @ 5 to 7 Mils DFT
- A new 24 inch carbon steel roof vent flange will be fabricated and installed and a new aluminum 24" AST-Vent (AWWA D100 -05 compliant) rated above 10,000 CFM flow rate will be installed (bolted up with new hardware & gasket) after coatings application.
- Four (ea) new fall protection brackets will be installed @ 90 degree angles on the top of the reservoir roof for fall protection for City and contractor personnel.
- An allowance of $5,000 for puddle welding of deeply pitted steel on the reservoir interior floor is included. Additional puddle welding will require use of contingency funds or additional Customer funds.
- An allowance of $100,000 for replacement of exterior accessories is included. Additional replacement of exterior accessories will require use of contingency funds or additional Customer funds.
- The existing understructure is to remain as is. Reservoir legs, ladder, and riser are not included in this scope.
- This scope of work assumes existing third party communication equipment and Customer communications equipment mounted on tower is to remain in place and be coated around. Removal or relocation of existing communication equipment is not included.

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- Surface preparation, including management/encapsulation/cleanup of loosely adhered existing lead based coatings will be conducted by a qualified person.
- Quality control inspections will be provided throughout the coating process as part of this scope
    - Ameresco will provide a NACE/SSPC-PCI Level III Certified Quality Control Inspector as well as a Site Specific Quality Control Program.
    - Ameresco will subcontract with an SSPC-QP-1 and QP-2 Certified Industrial & Marine Surface Preparation and High Performance Coatings Application Contractor.
        - SSPC QP1 Certification Program (Field Application to Complex Industrial and Marine Structures) is a nationally recognized program that evaluates an industrial paint contractor's practices in key areas of business, including Management procedures, Quality Control, Safety and environmental compliance, and Technical capabilities.
        - SSPC QP2 Certification Program (Field Removal of Hazardous Coatings) is a nationally recognized program that evaluates an industrial paint contractor's ability to safely remove and properly manage hazardous coating material in the field. Evaluation criteria include Management of hazardous paint removal projects, Technical capabilities related to hazardous paint materials, Personnel qualifications and training, Safety and environmental compliance programs.
        - Subcontractor staff will be SSPC-C-3 Certified Competent Persons for Lead and other heavy metals in Construction participating in continuous upgrade training in 29 CFR 1926.62 in house and through additional independent organizations, such as The Society of Protective Coatings (SSPC), Pac Pro Health and Safety, The International Union of Painters and Allied Trades.
- Hazardous and Non-Hazardous Wastes: This Proposal Options includes the Direct Management of all aspects of the abrasive blasting or Power Tool Cleaning and coatings application work for all work included in this scope, including the management, testing, transportation and disposal of all hazardous and non-hazardous materials generated on this project including the Cradle to Grave documentation thereof following all Local, State and Federal Guidelines.
- This specific scope (ECM5-MIL-G1) includes a 2 year warranty for workmanship and material. This warranty starts upon Substantial Completion of work and does not renew upon each warranty claim.

**General Notes and Clarifications**

Lighting Scope Clarifications:

- The scope includes retrofit of the noted fixtures only and does not address or include any fix-up / upgrade / replacement of existing wiring, switching, conduits, hangers, etc. If items are found to be in need of repair or replacement – this is not included in the Scope of Services

and associated costing. The Scope of Services does include replacement of existing broken lighting sockets when replacing bulbs.

- It is assumed that all emergency lighting is on generator or independent battery control. Replacements of emergency ballasts are not included in the project.

- Replacement or repair of fixture lenses or louvers are not included, fixture lenses will be wiped with a dry cloth.

- Ameresco is not responsible for fixtures that are found to be damaged prior to commencement of its Scope of Services.

- All manufacturers' warranties (and related information) will be transferred to Customer at project close-out.

- With respect to the specific lighting scope - Ameresco will remove and lawfully recycle / dispose of existing lamps and PCB ballasts. All ballasts that are determined to be non-PCB shall be disposed of with non-hazardous waste. Noted items will be carefully recycled and disposed of through a licensed recycling firm in accordance with all state and federal guidelines. Certificates verifying the proper disposal and recycling of PCB containing materials will be provided by the vendor.

- Lighting levels, if existing is identified to be over-lit per recommended standards, may be reduced.

- Ameresco is not responsible for any pre-existing electrical code violations or electrical system deficiencies.

<u>General Scope of Services Comments:</u>

- Unless specifically noted in the Scope of Services – abatement of ACM and other hazardous materials is excluded.

- As final engineering is not started and equipment is not ordered until Ameresco has a signed contract / notice to proceed - Ameresco cannot guarantee delivery dates / system start-up and is not responsible for costs associated with additional mobilizations, temporary equipment, etc. if long lead times affect construction schedule.

- Material ordering and final scheduling will not occur until a signed agreement is received.

- Ameresco pricing assumes 100% availability of rooms to do the work. Unless noted otherwise, pricing based on 1st shift only (Monday through Friday).

- Unless specifically noted in the Scope of Services – paint / patch is excluded. If noted in the Scope of Services – only the affected areas will be addressed (not the entire area / wall). Paint will match existing adjacent as close as possible but an exact match cannot be guaranteed.

- Piping / conduit / wire mold may be run exposed in occupied spaces (as applicable).

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- Unless specifically noted in the Scope of Services – conduit / wire mold is un-painted.
- Some existing equipment may be left abandoned in place.
- Unless specifically noted in the Scope of Services – no piping covers have been included.
- If applicable - tile and carpet in-fill strips will match adjacent existing as close as possible but an exact match cannot be guaranteed.
- If applicable - existing ceiling tiles will be removed and reinstalled. New ceiling / grid is not included in the Scope of Services unless specifically noted.

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# ATTACHMENT C

## SAVINGS GUARANTEE

**GUARANTEED SAVINGS AMOUNT; GUARANTEE PERIOD**

Ameresco hereby guarantees to Customer that the amount of the total Annual Savings shall equal or exceed the total "**Guaranteed Savings**" (as specified in Table C1 below), over the Guarantee Period (defined below).

The Annual Guaranteed Savings Amount is made up of one (1) savings component:

1. Energy (Electricity, Gas, and Water) Cost Savings

Ameresco, guarantees the total Annual Guaranteed Savings Amount, but does not guarantee the savings amount achieved by each individual savings measure.

Sources of Energy Savings are set forth in Attachment G.

Calculation of the Annual Savings shall be performed under, and governed by, the methods, formulas, and procedures described in the Measurement and Verification Plan set forth in Attachment G.

Table C-1

| Year | Guaranteed Energy Savings | Total Guaranteed Savings |
|---|---|---|
| 1 | $22,907 | $22,907 |

The Guarantee Period shall be one (1) year unless terminated earlier as provided in the Agreement.

This Attachment C, comprising one (1) page, is attached to and made part of the Agreement.

**City of Milwaukie**

**By:** _____
**Name:** _____
**Date:** _____

**Ameresco, Inc.**

**By:** _____
**Name:** _____
**Date:** _____

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**ATTACHMENT D (1)**

**DELIVERY AND ACCEPTANCE CERTIFICATE**

**PROJECT COMPLETION LOG**

| ***Sub-Project Tasks/Punch List items*** | ***Completion Date*** |
|---|---|
| | |
| | |
| | |
| | |
| | |
| | |

| **Notes (special instructions etc.):** |
|---|
| |

**Items furnished to CUSTOMER with this Delivery and Acceptance Certificate:**

- ☐ Receipt of owner's manuals;_____sets.
- ☐ Receipt of instruction and training; _____
- ☐ Completion of inspection and walk-through.
- ☐ Receipt of warranty information.

The punch list items are hereby completed in accordance with the Agreement. Customer agrees that the Agreed Upon Savings have been satisfied for the term of the Guarantee Period.

| CUSTOMER | By: | Title: | Date: |
|---|---|---|---|

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## ATTACHMENT D (2)

## PERCENT COMPLETE ACKNOWLEDGEMENT CERTIFICATE

Customer hereby acknowledges receipt and acceptance of the _____ portion of the Energy Conservation Measure (the "ECM") described in Attachment B to the Energy Services Agreement (the "Agreement") dated _____, 201_ between Customer and Ameresco. Customer certifies that the work described in the related application for payment submitted by Ameresco has been completed in accordance with the Agreement and that the ECM(s) are _____ percent complete, as substantiated by sufficient detail provided by Ameresco. Customer agrees to make payment to Ameresco as set forth in Section 4 of the Agreement.

Date Accepted by Customer:_____

Accepted for:

Accepted by:

Name: _____

Title: _____

ACKNOWLEDGMENT OF AMERESCO

Ameresco hereby acknowledges that the total amount due based upon percent complete for the ECM's described in Attachment B, and the Notice to Proceed, hereto is $_____.

Date Accepted by Ameresco:

Accepted for: AMERESCO, INC.

Accepted by:

Name:

Title:

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## ATTACHMENT D (3)

### SUBSTANTIAL COMPLETION CERTIFICATE

**PROJECT NAME & ADDRESS:**

_____
_____
_____
_____

**PROJECT NO.:** _____
**CONTRACT DATE:** _____
**DESCRIPTION:** _____
_____
_____

The installation of [list each ECM being accepted with this certificate] under the Agreement has/have been reviewed and found to be substantially complete. The date of Substantial Completion of the forgoing ECM(s) is hereby established as:

**SUBSTANTIAL COMPLETION DATE:** _____

The date of Substantial Completion of an ECM is the date when such ECM is sufficiently complete in accordance with the Agreement so that Customer derives beneficial use thereof. Customer agrees that the Agreed Upon Savings associated with the ECMs listed have been satisfied for the term of the Guarantee Period.

The Substantial Completion date set forth above is the date of commencement of applicable warranties for such ECM(s), as required by the Agreement. A list of items to be completed or corrected is identified below as punch list items.

**CONTRACTOR: Ameresco, Inc., 111 Speen Street, Suite 410, Framingham, Massachusetts 01701**

**AUTHORIZED** _____ **DATE:** _____
**NAME:** _____
(type or print)

**CUSTOMER:**

**AUTHORIZED** _____ **DATE:** _____
**NAME:** _____
(type or print)

**PUNCHLIST ITEMS**

| |
|---|
| |

Attach additional page(s) as necessary. Number of pages attached ____.

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[Please Print On Customer Letter Head]

**ATTACHMENT E**

**NOTICE TO PROCEED**

MONTH DAY YEAR

Ron Haxton
Vice President Northwest Region
Ameresco, Inc.
5200 SW Macadam Avenue, Suite 500
Portland, OR 97239

**SUBJECT: NOTICE TO PROCEED**

Mr. Haxton:

In accordance with the terms of the Energy Services Agreement dated [month day year], City of Milwaukie hereby issues this **Notice to Proceed** to Ameresco in relation to the Scope of Services set forth in this Energy Services Agreement.

Sincerely,

**CITY OF MILWAUKIE**

_____
Name:
Title:

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**ATTACHMENT F**

**CHANGE ORDER**

Change Request No.

CUSTOMER:

Department:

Project No. Contract No. Site:

Title:

**I. REQUEST** Date:

(a) Requested by: Of

(b) Description of change:

**II. AMERESCO'S AGREEMENT**

For all costs involved in this change including extensions of time herein requested, Ameresco proposes to perform the work described in accordance with the provisions of the Agreement for the price as follows.

**Payment shall be made on the basis of:**

(a) Predetermined lump sum total of $

(b) Lump sum "not-to-exceed" (add) (deduct) $
(Max. price based on contract or
negotiated unit prices)
NOTE: ONLY IF RATE TABLE INCLUDED: ()

(c) Time & Material Basis
"not-to-exceed" (add) (deduct) $
(Computed in accordance with provisions
of the Contract)

Place an "X" beside selected proposal method and strike out either (add) or (deduct) whichever does not apply. If necessary, attach detailed estimates and breakdown for above in accordance with change order instruction. A claim for work performed under protest may be submitted per (c) above.

An extension of contract time of calendar days to
is requested.

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ATTACHMENTS

[Tailor to Change Order and Scope]

All references in the Agreement to Attachments shall also mean and refer to Attachments A-_, B-_ etc., as a separate scope of Work. Attachments A-1 through J-1 shall be read and construed separately from Attachments A-_ through J-_

All other provisions of the Agreement not expressly modified by this Change Order #__ shall remain in full force and effect including, but not limited to, Section 25 of the Agreement, Representations and Warranties, which representations and warranties are incorporated herein by reference with respect to this Change Order #__.

IN WITNESS WHEREOF, the Parties hereto have caused this Change Order #__ to be duly executed and delivered by their proper and duly authorized officers.

**AMERESCO, INC.**

_____
By: Ron Haxton
Title: Vice President Northwest Region
Date:
(Signature Required)

**CUSTOMER APPROVAL:**
CUSTOMER

_____

By: _____
Title: _____
Date: _____

| | |
|---|---|
| Contract Award | $ |
| Previous Additions | $ |
| Previous Deductions | $ |
| Net Total | $ |
| This Change | $ |
| Total | $ |

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## ATTACHMENT G

## MEASUREMENT AND VERIFICATION PLAN; METHODOLOGY OF CALCULATING SAVINGS

### SECTION 1: SAVINGS MEASUREMENT AND VERIFICATION

### Utility Rates

Table G1 summarizes the baseline utility rates. These rates were used in establishing the Baseline and calculations in this Attachment G. Throughout the Term of the Guarantee Period the utility rates in Table G1, escalated at 3.0% per year shall be used in determining Annual Savings. The Customer acknowledges and accepts the utility rates set forth in Table G1 as reasonable. Table G2 summarizes baseline data received by Ameresco from Customer.

**Table G1: Utility Rates**

| Facility | Electric | | Natural Gas |
|---|---|---|---|
| | $/kWh | $/kW | $/Therm |
| **All Buildings** | **$0.080** | **$4.99** | **$1.03** |

**Table G2: Existing Utility Information**

**Project Title** City of Milwaukie

**Building Resource Use Breakdown**

| | | Baseline Annual Electrical Usage | | Baseline Annual Gas Usage | | Baseline EUI | Baseline Energy Cost | Baseline Energy Cost |
|---|---|---|---|---|---|---|---|---|
| Facility | Area (sqft) | (kWh) | (kBtu) | (Therms) | (kBtu) | (kBtu/sqft) | ($/sqft) | ($) |
| Library | 12,000 | 201,770 | 688,641 | 10,596 | 1,059,555 | 145.7 | $ 2.46 | $ 29,580 |
| City Hall | 10,000 | 124,760 | 425,806 | 2,477 | 247,685 | 67.3 | $ 1.49 | $ 14,866 |
| PSB | 33,000 | 692,300 | 2,362,820 | 9,291 | 929,065 | 99.8 | $ 2.09 | $ 69,098 |
| Public Works | 16,100 | 265,900 | 907,517 | 8,275 | 827,497 | 107.8 | $ 2.08 | $ 33,470 |
| 40th & Harvey | 6,800 | 5,455 | 18,616 | 2,258 | 225,795 | 35.9 | $ 0.47 | $ 3,218 |
| **Total** | **77,900** | **1,290,185** | **4,403,400** | **32,896** | **3,289,597** | **99** | $ 1.93 | $ 150,231 |

### Energy Savings

Actual Annual Savings from Energy Savings for the First Guarantee Year shall be determined as set forth in Table G3 below based on U.S. DoE Federal Energy Management Program M&V Guidelines Version 4.0. In each subsequent Guarantee Year, the actual Annual Savings determined for the First Guarantee Year shall be escalated at a rate of 3.0% per year to determine the actual Annual Savings from these measures for such Guarantee Year.

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**Table G3-1: ECM1-MIL-M1: DDC Upgrade M&V Approach for Energy Savings**

| | |
|---|---|
| M&V Plan Description | FEMP Option A (Retrofit Isolation with Key Parameter Measurement) will be used to quantify the energy consumption savings associated with this ECM. |
| Baseline Performance Parameters | Pre-retrofit parameters are based on industry information and energy audit data collection. Space temperatures and motor run hours sampled during energy audit. |
| Post Installation Performance Parameters | Minimum Post Installation M&V Requirements – Monitoring of equipment operating hours and space temperatures.<br><br>Metered or Measured Variables - HVAC schedule, zone temperatures<br><br>Stipulated Variables - Load profile in weather bins. Pre- and post-retrofit variables. Operating hours |
| Performance Assurance Activities | • Annual inspection of installed systems to identify ability to maintain persistence of savings. Periodic monitoring and reporting of operating hours, set-points, and space temperatures.<br>• Calculate First Year Energy Savings and document in the M&V Report. |

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**Table G3-2: ECM2-MIL-M2: Programmable Thermostats M&V Approach for Energy Savings**

| | |
|---|---|
| M&V Plan Description | FEMP Option A (Retrofit Isolation with Key Parameter Measurement) will be used to quantify the energy consumption savings associated with this ECM. |
| Baseline Performance Parameters | Pre-retrofit parameters are based on industry information and energy audit data collection. Space temperatures and motor run hours sampled during energy audit. |
| Post Installation Performance Parameters | Minimum Post Installation M&V Requirements – Monitoring of equipment operating hours and space temperatures<br><br>Metered or Measured Variables - HVAC schedule, zone temperatures<br><br>Stipulated Variables – Load profile in weather bins. Pre- and post-retrofit variables. Operating hours |
| Performance Assurance Activities | • Annual inspection of installed systems to identify ability to maintain persistence of savings. Periodic monitoring and reporting of operating hours, set-points, and space temperatures.<br>• Calculate First Year Energy Savings and document in the M&V Report. |

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**Table G3-3: ECM3-MIL-M3: Library AHU Upgrade M&V Approach for Energy Savings**

| | |
|---|---|
| M&V Plan Description | FEMP Option A (Retrofit Isolation with Key Parameter Measurement) will be used to quantify the energy consumption savings associated with this ECM. |
| Baseline Performance Parameters | Pre-retrofit parameters are based on industry information and energy audit data collection. Space temperatures and motor run hours sampled during energy audit. |
| Post Installation Performance Parameters | Minimum Post Installation M&V Requirements – Monitoring of equipment operating hours and space temperatures.<br><br>Metered or Measured Variables - Outside air damper position, VFD speed, zone temperatures, return air $CO_2$ concentration, HVAC schedule.<br><br>Stipulated Variables – Load profile in weather bins. Pre- and post-retrofit variables. Operating hours, occupancy |
| Performance Assurance Activities | • Annual inspection of installed systems to identify ability to maintain persistence of savings. Periodic monitoring and reporting of operating hours, set-points, and space temperatures<br>• Calculate First Year Energy Savings and document in the M&V Report. |

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**Table G3-4: ECM4-MIL-L1: Lighting Upgrade M&V Approach for Energy Savings**

| | |
|---|---|
| M&V Plan Description | FEMP Option A (Retrofit Isolation with Key Parameter Measurement) will be used to quantify the energy consumption savings associated with this ECM. |
| Baseline Performance Parameters | Fixture wattages are from an industry standard wattage table. Operating hours to be based on information provided by the customer, and industry standard burn hour assumptions. |
| Post Installation Performance Parameters | Minimum Post Installation M&V Requirements – Fixture wattages, on a sample of post-project installed fixtures consisting of either single fixtures or a circuit of fixtures shall be measured on fixtures which represent more than 5% of the overall population<br><br>Metered or Measured Variables - One time during Year 1 instantaneous power using a true RMS power meter. Measurements will follow 80/20 statistical confidence and precision criteria.<br><br>Stipulated Variables – Baseline and post-installation (subject to one-time post-retrofit measurements) fixture power draw. Operating hours will not change unless an occupancy sensor is installed, and operating hours will be as noted in the savings calculation table. Interactive effects are not measured |
| Performance Assurance Activities | • Adjust savings to measured results.<br>• Ameresco will visually inspect a sample of lamps to verify the lighting system performs as intended and the lamp types are as efficient as those proposed in the energy audit.<br>• Calculate First Year Energy Savings and document in the M&V Report. |

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**Table G3-5: ECM5-MIL-G1: Elevated Tank Coating M&V Approach for Energy Savings**

| M&V Plan Description | ECM Construction and Performance Verification |
|---|---|
| Baseline Performance Parameters | N/A |
| Post Installation Performance Parameters | N/A |
| Performance Assurance Activities | • Confirm that the Scope of Services was completed in the noted areas and appears to be installed / performing as expected. |

**M&V Services**

For each Guarantee Year for which M&V Services are to be performed, Ameresco will perform the M&V Services and submit to Customer a measurement and verification report (the "M&V Report"), which shall include a guarantee reconciliation (the "Guarantee Reconciliation") upon the later of (i) ninety (90) days after the end of each Guarantee Year and (ii) sixty (60) days after Ameresco receives or obtains all utility billing and other energy usage data necessary for Ameresco's completion of the Guarantee Reconciliation. The Guarantee Reconciliation will set forth the calculation of the cumulative Annual Savings achieved in relation to the cumulative Guaranteed Savings for the period being reconciled.

The M&V Services will be performed and an M&V Report delivered for Guarantee Year 1 of the Guarantee Period. By written notice to Ameresco provided no later than ninety (90) days prior to the commencement of a Guarantee Year, Customer, in its sole discretion, may elect to continue the M&V Services (at an additional cost). Upon written notice to Ameresco, given at least ninety (90) days prior to the commencement of Years 2 through 15 of the Guarantee Period, Ameresco will continue monitoring the performance of each ECM, consistent with the M&V Plan, and provide an Annual M&V Report; provided however, such notice may be given only for consecutive Guarantee Years. If the Customer elects to not continue the M&V Services, the Guaranteed Savings will be deemed achieved for the balance of the Guarantee Period and no further M&V Services will be performed. The Guaranteed Savings will be deemed achieved for each year for which M&V Services are not required to be performed.

The Customer must pay the stated M&V fee listed in Attachment I in each given year for the M&V Services to be provided as required by the Section 4(d) of the ESA. Failure to pay the M&V Services fee when due on an annual basis will result in termination of the M&V Services, and the Guaranteed Savings shall be deemed achieved for each Guarantee Year for which payment was not made and for the balance of the Guarantee Period.

In the event of early termination of this Agreement or of the M&V Services, unless termination is effective on the last day of the Guarantee Year then in effect, no annual M&V Report will be produced for the Guarantee Year then in effect, and the Guaranteed Savings shall be deemed achieved for the Guarantee Year then in effect and for the balance of the Guarantee Period.

**Routine and Non-Routine Adjustments to the Baseline**

This Attachment G: Savings Measurement and Verification Plan describes the specific measurement and verification plan for each energy conservation measure. Contained within each plan are the calculation formulas for determining energy savings, including adjustments to the energy baseline during the Guarantee Period to address routine and non-routine adjustments. Baseline adjustments for routine and non-routine adjustments are discussed below:

**Routine Adjustments**
Routine adjustments are changes to the baseline energy consumption due to factors which are both significant to the energy consumption and vary predictably. Factors resulting in routine adjustments include, but are not limited to, weather, building temperature setpoint, hours of operation, and number of occupants. Routine adjustments, if required according to the respective measurement and verification plan, will be performed annually and will affect the performance period in which the adjustment occurs only, and will not be continued into later performance periods. If routine adjustments result in a reduction of energy savings and are beyond the control of Ameresco, the value of the savings guarantee will be reduced by the magnitude of the routine adjustment.

**Non-Routine Adjustments**
Non-routine adjustments are changes to the baseline energy consumption due to factors that are significant to the energy consumption but do not vary predictably. Factors resulting in non-routine adjustments include, but are not limited to, additions or reductions to the area of a building, changes to the use of a building, installation, modification, or replacement of equipment, and changes to the building envelope. Non-routine adjustments, if required according to the respective measurement and verification plan, will be performed once and will be affective for the remainder of the performance period. If non-routine adjustments result in a reduction of energy savings and are beyond the control of Ameresco, the value of the savings guarantee will be reduced by the magnitude of the routine adjustment.

**Reporting of Routine and Non-Routine Adjustments**
Both Ameresco and Customer share responsibility in identifying routine and non-routine adjustments. Ameresco will monitor key parameters and perform site visits as required per the measurement and verification plan. If, during the course of these actions, Ameresco identifies operations or changes to the buildings or systems that would result in a baseline adjustment, Ameresco will notify Customer accordingly as outlined in the measurement and verification plan. Customer is obligated to notify Ameresco when material changes occur within the facilities and provide additional information, if required, to perform baseline adjustments, including, but not limited to, equipment submittals, building plans, and dates that such changes occurred. Ameresco will calculate baseline adjustments, when required, and submit the results to Customer and it agents.

**Guarantee Reconciliation**
If, for any Guarantee Year during the Guarantee Period, the Guaranteed Savings is not achieved, as evidenced by the fact that the cumulative Annual Savings as detailed in the M&V Report is less than the cumulative Guaranteed Savings for the same period, Ameresco shall pay Customer the amount (the "Savings Shortfall") by which the cumulative Guaranteed Savings exceeds the cumulative Annual Savings, or, by mutual written agreement of the Parties, in lieu of making a payment of the Savings Shortfall Ameresco may rectify the Savings Shortfall through installation of additional ECM(s) or modifications. Such payment, installation or modification shall be the sole and exclusive remedy of Customer in the event of a Savings Shortfall. Any such payments shall be included in the cumulative Annual Savings total for purposes of future Guarantee Reconciliations.

In addition, in the event of a Savings Shortfall, Ameresco shall have the right but not the obligation, at Ameresco's sole discretion and expense, to install additional ECM(s) or modifications to mitigate any future Savings Shortfall with the approval of Customer, such approval not to be unreasonably withheld, conditioned or delayed. If, in any Guarantee Year, the Annual Savings exceed the Guaranteed Savings for such Guarantee Year, the excess savings will be used first to reimburse Ameresco for any Savings Shortfall payments made in previous years, whether such payment was made in cash or through installation of additional ECMs, with the balance included in the Annual Savings amount for the succeeding Guarantee Year.

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**Dispute Resolution**

Any dispute, claim or disagreement of any kind or nature between the Parties arising out of or in connection with this M&V Plan, Adjustment to the Baseline or the Savings Guarantee shall be resolved in accordance with the Dispute Resolution procedures set forth in Section 13 of the Agreement.

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## SECTION 2: METHODOLOGY USED TO CALCULATE PROJECT SAVINGS

The methodology used for projecting savings resulting from the implementation of the proposed project is summarized in the following equation:

**Annual Savings = Energy Savings**

Where:

**Annual Savings:** The total annual savings associated with implementation of this project. This is the savings figure that will be used for comparison to the Guaranteed Savings as part of the Guarantee Reconciliation.

**Energy Savings:** The total Energy Savings associated with reduction in energy consumption as a result of implementation of this project.

**Table G4: Summary of Annual Energy Savings**

| | Estimated Electricity Savings | | Estimated Gas Savings | | Guaranteed Electricity Savings | | Guaranteed Gas Savings | |
|---|---|---|---|---|---|---|---|---|
| | Consumption | Demand | Consumption | De-Rating | Consumption | Demand | Consumption | Guaranteed |
| Energy Conservation Measures | kWh | kW | (Therms) | Factor | kWh | kW | (Therms) | Savings |
| MIL-M1 - DDC Upgrade | 60,684 | - | 3,651 | 90% | 54,616 | - | 3,286 | $ 7,948 |
| MIL-M2 - Programmable Thermostats | - | - | 193 | 90% | - | - | 174 | $ 178 |
| MIL-M3 - Library AHU Upgrade | 28,132 | - | 731 | 90% | 25,319 | - | 658 | $ 2,795 |
| MIL-L1 - Lighting Upgrade | 148,955 | 386 | (1,042) | 90% | 134,059 | 347 | (937) | $ 11,986 |
| MIL-G1 - Elevated Tank Coating | - | - | - | - | - | - | - | $ - |
| Totals: | 237,771 | 386 | 3,533 | | 213,994 | 347 | 3,180 | $ 22,907 |

**The following details the savings calculations associated with each Energy Conservation Measure (ECM) included in Attachment B.**

### ECM1-MIL-M1: DDC Upgrade

$$Savings = \sum^{Bin} (CoolingSavings + HeatingSavings)$$

$$CoolingSavings = CoolingBase - CoolingPost$$

$$CoolingBase = CoolingElectricity \times RunHour_{Base}$$

$$CoolingPost = CoolingElectricity \times RunHour_{Post}$$

$$CoolingElectricity = 4.5 \times OA_{\text{intake}} \times \Delta Enthalpy \ / \ 12{,}000 \times 1.0 kW \ / \ ton$$

$$HeatingSavings = HeatingBase - HeatingPost$$

$$HeatingBase = HeatingConsumption \times RunHour_{Base}$$

$$HeatingPost = HeatingConsumption \times RunHour_{Post}$$

$$HeatingConsumption = 4.5 \times OA_{intake} \times \Delta Enthalpy / 100{,}000 / 0.85$$

Where:

| | | |
|---|---|---|
| $Cooling_{Base}$ | = | Amount of cooling consumed for the baseline sequence of operation |
| $Cooling_{Post}$ | = | Amount of cooling consumed for the post sequence of operation |
| $Heating_{Base}$ | = | Amount of heating consumed for the baseline sequence of operation |
| $Heating_{Post}$ | = | Amount of heating consumed for the post sequence of operation |
| $RunHour_{Base}$ | = | Number of hours for OA intake in the baseline sequence of operation |
| $RunHour_{Post}$ | = | Number of hours for OA intake in the post sequence of operation |
| Enthalpy | = | Enthalpy difference between OA intake and return air |

**ECM2-MIL-M2: Programmable Thermostats**

$$Savings = \sum^{Bin} (HeatingSavings)$$

$$HeatingSavings = HeatingConsumption_{Base} - HeatingConsumption_{Post}$$

$$HeatingConsumption = \Delta T \times U \times A$$

Where:

$HeatingConsumption_{Base}$ = Amount of heating consumed for the baseline condition

$HeatingConsumption_{Post}$ = Amount of heating consumed for the post condition

$\Delta T$ = Difference between the space temperature and the outside air temperature

U = Building envelope insulating factor

A = Building envelope area

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**ECM3-MIL-M3: Library AHU Upgrade**

$$Savings = \sum^{Bin} (CoolingSavings + HeatingSavings + FanPowerSavings)$$

$$CoolingSavings = CoolingBase - CoolingPost$$

$$CoolingBase = CoolingElectricity \times RunHour_{Base}$$

$$CoolingPost = CoolingElectricity \times RunHour_{Post}$$

$$CoolingElectricity = 4.5 \times OA_{\text{intake}} \times \Delta Enthalpy / 12{,}000 \times 1.0kW / ton$$

$$HeatingSavings = HeatingBase - HeatingPost$$

$$HeatingBase = HeatingConsumption \times RunHour_{Base}$$

$$HeatingPost = HeatingConsumption \times RunHour_{Post}$$

$$HeatingConsumption = 4.5 \times OA_{\text{intake}} \times \Delta Enthalpy / 100{,}000 / 0.85$$

$$FanPowerSavings = FanPower_{Base} - FanPower_{Post}$$

$$FanPower_{Base} = FanPower \times RunHour_{Base}$$

$$FanPower_{Post} = FanPower \times \%FanSpeed^3 \times RunHour_{Post}$$

**ECM4-MIL-L1: Lighting Upgrade**

$$Savings = DemandSavings + EnergySavings$$

$$DemandSavings = BaselineDemand - PostDemand$$

$$EnergySavings = BaselineEnergy - PostEnergy$$

$$BaselineDemand = \sum_{months} \sum_{buildings} \sum_{fixtures} (kW_{Post} \times Months)$$

$$PostDemand = \sum_{month} \sum_{buildings} \sum_{fixtures} \left( kW_{Post} \times Months \right)$$

$$BaselineEnergy = \sum_{buildings} \sum_{fixtures} \left( kW_{Base} \times Hrs \right)$$

$$PostEnergy = \sum_{buildings} \sum_{fixtures} \left( kW_{Retro} \times Hrs \right)$$

$$Heat\ Penalty = \sum_{buildings} \frac{\dfrac{\sum_{fixtures} \left( kW_{Base} \times Hrs_{Base} - kW_{Post} \times Hrs_{retro} \right)}{12 months} \times Mths_{htg} \times 3{,}413 \, {}^{btu}\!/_{kWh}}{HeatingEff \times 1{,}000{,}000 \, {}^{btu}\!/_{mmbtu}} \times Util$$

$$Cooling\ Savings = \sum_{buildings} \frac{\dfrac{\sum_{fixtures} \left( kW_{Base} \times Hrs_{Base} - kW_{Post} \times Hrs_{Retro} \right)}{12 months} \times Mths_{cool}}{CoolEff} \times Util$$

Where:

$kW_{Base}$ = Baseline fixture kW

$kW_{Post}$ = Post-installation fixture kW

Hrs = Baseline fixture operating hours

$Heating_{Eff}$ = Average heating system efficiency

$Cool_{Eff}$ = Average cooling system performance

Util = Factor representing the amount of energy transmitted to the space

$Mths_{htg}$ = Number of months the heating penalty will occur

$Mths_{cool}$ = Number of months the cooling benefit will occur

The specific lighting improvements, by circuit, and lighting controls improvements are detailed in the following tables:

| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Harvey Building | LAB | T12 W-2444 | 1 | 2X4 4 Lamp T12 Wrap Fixture | 251 | 0.14 | 36 | | LB-PSL24 | 1 | L&B 4ft 2L PSL | 251 | 0.04 | 11 | |
| Harvey Building | RR | A19-60 | 1 | Code includes ALL 60W Incandescent A19 Shape Lamps | 251 | 0.06 | 15 | | LEDA19-800 | 1 | LED A19 E26 9W 800-850 Lumen 120V Dimmable (60W equivalent) | 251 | 0.01 | 2 | |
| Harvey Building | Kitchen | T12 W-1424 | 1 | 1X4 2 Lamp T12 Wrap Fixture | 251 | 0.07 | 18 | | LB-PSL24 | 1 | L&B 4ft 2L PSL | 251 | 0.04 | 11 | |
| Harvey Building | Pump Room | T12ST-1828 | 3 | 1X8 2-8' Lamp T12 Strip | 251 | 0.37 | 93 | | RK18-PSL24 | 3 | Reflector Kit 1x8 Industrial Hood, 2 Lamp PSL | 251 | 0.18 | 44 | |
| Harvey Building | Storage 1 | T8ST-1424-E | 1 | 1x4 2 Lamp T8 Strip | 251 | 0.06 | 15 | | LB-PSL24 | 1 | L&B 4ft 2L PSL | 251 | 0.04 | 11 | |
| Harvey Building | Storage 1 | T8ST-1844 | 1 | 1x8 4-4' Lamp T8 Strip | 251 | 0.11 | 28 | | RK18-PSL24 | 1 | Reflector Kit 1x8 Industrial Hood, 2 Lamp PSL | 251 | 0.06 | 15 | |
| Harvey Building | Storage 1 | T12ST-1828 | 1 | 1X8 2-8' Lamp T12 Strip | 251 | 0.12 | 31 | | RK18-PSL24 | 1 | Reflector Kit 1x8 Industrial Hood, 2 Lamp PSL | 251 | 0.06 | 15 | |
| Harvey Building | Storage 2 | T8ST-1844-E | 2 | 1x8 4-4' Lamp T8 Strip | 251 | 0.22 | 56 | | RK18-PSL24 | 2 | Reflector Kit 1x8 Industrial Hood, 2 Lamp PSL | 251 | 0.12 | 30 | |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Harvey Building | Storage 2 | NO LIGHTS | 4 | No Lights (use code where NEW lights are to be added) | 251 | | | | T8ST-1824 | 4 | T8 Strip Fixture 1x8, 2 Lamp Program Start | 251 | 0.24 | 59 | |
| Harvey Building | Storage 3 | T8ST-1844-E | 2 | 1x8 4-4' Lamp T8 Strip | 251 | 0.22 | 56 | | RK18-PSL24 | 2 | Reflector Kit 1x8 Industrial Hood, 2 Lamp PSL | 251 | 0.12 | 30 | |
| Harvey Building | Storage 3 | T8ST-1828-E | 1 | 1x8 2-8'L T8 Strip Fixture | 251 | 0.12 | 31 | | RK18-PSL24 | 1 | Reflector Kit 1x8 Industrial Hood, 2 Lamp PSL | 251 | 0.06 | 15 | |
| Harvey Building | Storage 3 | T12ST-2444 | 1 | 2X4 4 Lamp T12 Strip | 251 | 0.14 | 36 | | T8ST-1424 | 1 | 1x4 2 Lamp T8 Strip | 251 | 0.06 | 15 | |
| Harvey Building | Exterior | HPSWP-150 | 2 | 150w HPS Wallpack | 4,380 | 0.34 | 1,489 | | LEDWP-50 | 2 | LED Flood 50W 5700 Lumens | 4,380 | 0.10 | 438 | |
| Harvey Building | Exterior | MHWP-100 | 1 | 100w Metal Halide Wallpack | 4,380 | 0.11 | 495 | | LEDWP-50 | 1 | LED Flood 50W 5700 Lumens | 4,380 | 0.05 | 219 | |
| City Hall | Conference Work Room | T8TPB-2424 | 9 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.53 | 1,333 | 6 | LB-PSL24 | 9 | L&B 4ft 2L PSL | 2,008 | 0.38 | 759 | 5 |
| City Hall | Conference Work Room | PLDEC-26x2 | 1 | 2L 26W Pin-Based Fluorescent Decorative or Specialty 120v | 2,510 | 0.06 | 138 | 1 | LEDPL-11WX2 | 1 | LED PL Lamp (2) 11W | 2,510 | 0.02 | 55 | 0 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| City Hall | Conference Work Room Entry | PLDEC-26x2 | 1 | 2L 26W Pin-Based Fluorescent Decorative or Specialty 120v | 2,510 | 0.06 | 138 | 1 | LEDPL-11WX2 | 1 | LED PL Lamp (2) 11W | 2,510 | 0.02 | 55 | 0 |
| City Hall | Conference Work Room Office | T8W-2444 | 4 | 2x4 4L T8 Wrap Fixture | 2,510 | 0.44 | 1,104 | 5 | LB-PSL44 | 4 | L&B 4ft 4L PSL | 2,008 | 0.34 | 675 | 4 |
| City Hall | Records Hall | PLDEC-26x2 | 2 | 2L 26W Pin-Based Fluorescent Decorative or Specialty 120v | 2,510 | 0.11 | 276 | 1 | PLDEC-26x2 | 2 | 2L 26W Pin-Based Fluorescent Decorative or Specialty 120v | 2,510 | 0.11 | 276 | 1 |
| City Hall | Open Office Area | T8TPB-222U | 12 | 2X2 2U T8 Troffer Parabolic | 2,510 | 0.71 | 1,777 | 8 | TK22-PSL22 | 12 | Reflector Kit 2x2, 2 2ft Lamp PSL | 2,008 | 0.41 | 819 | 5 |
| City Hall | Open Office Kitchen | T8W-1424 | 2 | 1x4 2L T8 Wrap Fixture | 2,510 | 0.12 | 296 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,008 | 0.08 | 169 | 1 |
| City Hall | Office City Recorded | T8TPB-222U | 2 | 2X2 2U T8 Troffer Parabolic | 2,510 | 0.12 | 296 | 1 | TK22-PSL22 | 2 | Reflector Kit 2x2, 2 2ft Lamp PSL | 2,008 | 0.07 | 137 | 1 |
| City Hall | Restroom | A19-25 | 8 | Code includes ALL 25W Incandescent A19 Shape Lamps | 2,510 | 0.20 | 502 | 2 | LEDG25-550 | 8 | LED G25 E26 8W 550 Lumen 120V Dimmable (60W equivalent) | 2,510 | 0.06 | 161 | 1 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| City Hall | City Manager Open Area | T8TPB-222U | 2 | 2X2 2U T8 Troffer Parabolic | 2,510 | 0.12 | 296 | 1 | TK22-PSL22 | 2 | Reflector Kit 2x2, 2 2ft Lamp PSL | 2,008 | 0.07 | 137 | 1 |
| City Hall | City Manager Open Area | T8TPB-2434 | 2 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.18 | 447 | 2 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| City Hall | City Manager | T8TPB-2434 | 2 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.18 | 447 | 2 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| City Hall | City Manager | T8TPB-222U | 1 | 2X2 2U T8 Troffer Parabolic | 2,510 | 0.06 | 148 | 1 | TK22-PSL22 | 1 | Reflector Kit 2x2, 2 2ft Lamp PSL | 2,008 | 0.03 | 68 | 0 |
| City Hall | Assist City manager | T8TPB-2424 | 1 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| City Hall | Conference Room | T8TPB-222U | 2 | 2X2 2U T8 Troffer Parabolic | 2,510 | 0.12 | 296 | 1 | TK22-PSL22 | 2 | Reflector Kit 2x2, 2 2ft Lamp PSL | 2,008 | 0.07 | 137 | 1 |
| City Hall | HR | T8TPB-2434 | 4 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.36 | 894 | 4 | TK24-PSL24 | 4 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.17 | 337 | 2 |
| City Hall | HR Director | T8TPB-2434 | 2 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.18 | 447 | 2 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| City Hall | Council Chamber | T8TPB-2434 | 12 | 2X4 3L T8 Troffer Parabolic | 2,510 | 1.07 | 2,681 | 13 | TK24-PSL24 | 12 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,510 | 0.50 | 1,265 | 6 |
| City Hall | Council Chamber | QDEC-300 | 4 | 300W Quartz Halogen Decorative Fixture | 2,510 | 1.20 | 3,012 | 14 | QDEC-300 | 4 | 300W Quartz Halogen Decorative Fixture | 2,510 | 1.20 | 3,012 | 14 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| City Hall | Control Room | ICAN 6-60 | 4 | 60w Incandescent 6" Recessed Can | 2,510 | 0.24 | 602 | 3 | LEDPAR 38-1050 | 4 | LED PAR38 18W 1050 Lumen Wet Rated | 2,510 | 0.07 | 181 | 1 |
| City Hall | 2nd Floor Hallway | T8TPB-2424 | 9 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.53 | 1,333 | 6 | LB-PSL24 | 9 | L&B 4ft 2L PSL | 2,510 | 0.38 | 949 | 5 |
| City Hall | Elevator | T8ST-1424 | 1 | 1x4 2 Lamp T8 Strip | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,510 | 0.04 | 105 | 1 |
| City Hall | Finance Dept | T8TPB-2424 | 2 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.12 | 296 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,510 | 0.08 | 211 | 1 |
| City Hall | Finance Dept | T8TPB-2424 | 4 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.24 | 592 | 3 | LB-PSL24 | 4 | L&B 4ft 2L PSL | 2,510 | 0.17 | 422 | 2 |
| City Hall | Finance Dept | T8TPB-222U | 2 | 2X2 2U T8 Troffer Parabolic | 2,510 | 0.12 | 296 | 1 | TK22-PSL22 | 2 | Reflector Kit 2x2, 2 2ft Lamp PSL | 2,510 | 0.07 | 171 | 1 |
| City Hall | Payroll Office | T8TPB-2424 | 2 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.12 | 296 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,510 | 0.08 | 211 | 1 |
| City Hall | Finance Director | T8TPB-2424 | 4 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.24 | 592 | 3 | LB-PSL24 | 4 | L&B 4ft 2L PSL | 2,510 | 0.17 | 422 | 2 |
| City Hall | Accounting | T8TPB-2424 | 1 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| City Hall | Front Office | T8TPB-2434 | 9 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.80 | 2,011 | 10 | TK24-PSL24 | 9 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.38 | 759 | 5 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| City Hall | Court Supervisor Office | T8TPB-2434 | 4 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.36 | 894 | 4 | TK24-PSL24 | 4 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.17 | 337 | 2 |
| City Hall | Server Room | T8TPB-2434 | 2 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.18 | 447 | 2 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| City Hall | Women's RR | T8VAN-1424 | 1 | 1x4 2L T8 Bathroom Vanity | 2,008 | 0.06 | 118 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| City Hall | Women's RR | PLCM-13x2 | 1 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | 2,008 | 0.03 | 60 | 0 | PLCM-13x2 | 1 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | 2,008 | 0.03 | 60 | 0 |
| City Hall | Men's RR | PLCM-13x2 | 2 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | 2,008 | 0.06 | 120 | 1 | PLCM-13x2 | 2 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | 2,008 | 0.06 | 120 | 1 |
| City Hall | Men's RR | T8VAN-1424 | 1 | 1x4 2L T8 Bathroom Vanity | 2,008 | 0.06 | 118 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| City Hall | 1st Floor Hallway | T8TPB-2424 | 8 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.47 | 1,185 | 6 | LB-PSL24 | 8 | L&B 4ft 2L PSL | 2,510 | 0.34 | 843 | 4 |
| City Hall | Community Coordinator | T8TPB-222U | 1 | 2X2 2U T8 Troffer Parabolic | 2,510 | 0.06 | 148 | 1 | TK22-PSL22 | 1 | Reflector Kit 2x2, 2 2ft Lamp PSL | 2,008 | 0.03 | 68 | 0 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| City Hall | Community Coordinator | T8TPB-2424 | 1 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| City Hall | Community Coordinator | A19-60 | 1 | Code includes ALL 60W Incandescent A19 Shape Lamps | 2,510 | 0.06 | 151 | 1 | LEDA19-800 | 1 | LED A19 E26 9W 800-850 Lumen 120V Dimmable (60W equivalent) | 2,510 | 0.01 | 23 | 0 |
| City Hall | Community Coordinator | T8TPB-222U | 4 | 2X2 2U T8 Troffer Parabolic | 2,510 | 0.24 | 592 | 3 | TK22-PSL22 | 4 | Reflector Kit 2x2, 2 2ft Lamp PSL | 2,510 | 0.14 | 341 | 2 |
| City Hall | Garage Area | T8ST-1844 | 5 | 1x8 4-4' Lamp T8 Strip | 2,510 | 0.56 | 1,406 | 7 | SK18-PSL24 | 5 | Strip Kit 1x8, 2 4ft Lamp PSL | 2,008 | 0.21 | 422 | 3 |
| City Hall | Garage area | T8ST-1424 | 1 | 1x4 2 Lamp T8 Strip | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| City Hall | Janitor | T8ST-1424 | 2 | 1x4 2 Lamp T8 Strip | 251 | 0.12 | 30 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 201 | 0.08 | 17 | 1 |
| City Hall | Basement stairs | PLCM-13x2 | | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | 2,510 | | | | PLCM-13x2 | | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | 2,510 | | | |
| City Hall | Basement stairs | T8TPR-2424 | 2 | 2X4 2L T8 Troffer Prismatic | 2,510 | 0.12 | 296 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,510 | 0.08 | 211 | 1 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| City Hall | Basement | T8W-1424 | 5 | 1x4 2L T8 Wrap Fixture | 2,510 | 0.30 | 740 | 4 | LB-PSL24 | 5 | L&B 4ft 2L PSL | 2,008 | 0.21 | 422 | 3 |
| City Hall | Basement | T8W-2434 | 1 | 2x4 3L T8 Wrap Fixture | 2,510 | 0.09 | 223 | 1 | LB-PSL34 | 1 | L&B 4ft 3L PSL | 2,510 | 0.06 | 158 | 1 |
| City Hall | Basement RR | T8VAN-1424 | 1 | 1x4 2L T8 Bathroom Vanity | 2,008 | 0.06 | 118 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| City Hall | Basement RR | PLCAN6-18 | 3 | 1L 18W Pin-Based Fluorescent 6" Recessed Can 120v | 2,510 | 0.06 | 158 | 1 | LEDCAN6-800 | 3 | LED 6in Recessed Can Retrofit High CRI 800-850 Lumen 120v Dimmable (75W equivalent) | 2,510 | 0.05 | 113 | 1 |
| City Hall | Mechanical Elevator | T8W-1424 | 1 | 1x4 2L T8 Wrap Fixture | 251 | 0.06 | 15 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 251 | 0.04 | 11 | 1 |
| City Hall | Records Storage | T8ST-1424 | 11 | 1x4 2 Lamp T8 Strip | 251 | 0.65 | 163 | 8 | LB-PSL24 | 11 | L&B 4ft 2L PSL | 201 | 0.46 | 93 | 6 |
| City Hall | Vault | A19-60 | 1 | Code includes ALL 60W Incandescent A19 Shape Lamps | 251 | 0.06 | 15 | 1 | LEDA19-800 | 1 | LED A19 E26 9W 800-850 Lumen 120V Dimmable (60W equivalent) | 251 | 0.01 | 2 | 0 |
| City Hall | Boiler Room | T8W-1424 | 2 | 1x4 2L T8 Wrap Fixture | 251 | 0.12 | 30 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 251 | 0.08 | 21 | 1 |
| City Hall | Conference Work Room | T8TPB-2424 | 2 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.12 | 296 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,510 | 0.08 | 211 | 1 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Library | Back Room | T8W-1424 | 5 | 1x4 2L T8 Wrap Fixture | 3,091 | 0.30 | 912 | 4 | LB-PSL24 | 5 | L&B 4ft 2L PSL | 3,091 | 0.21 | 649 | 3 |
| Library | RR | PLCM-13x2 | 1 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | 3,091 | 0.03 | 93 | 0 | PLCM-13x2 | 1 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | 3,091 | 0.03 | 93 | 0 |
| Library | Library Back Office | T8W-1424 | 3 | 1x4 2L T8 Wrap Fixture | 3,091 | 0.18 | 547 | 2 | LB-PSL24 | 3 | L&B 4ft 2L PSL | 3,091 | 0.13 | 389 | 2 |
| Library | Upstairs Offices | T8W-1424 | 7 | 1x4 2L T8 Wrap Fixture | 3,091 | 0.41 | 1,277 | 5 | LB-PSL24 | 7 | L&B 4ft 2L PSL | 2,473 | 0.29 | 727 | 4 |
| Library | Upstairs Closet | T8ST-1424 | 1 | 1x4 2 Lamp T8 Strip | 3,091 | 0.06 | 182 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 3,091 | 0.04 | 130 | 1 |
| Library | Upstairs Hall | PLCM-13x2 | 2 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | 3,091 | 0.06 | 185 | 1 | PLCM-13x2 | 2 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | 3,091 | 0.06 | 185 | 1 |
| Library | Lower Floor Hall | PLCM-13x2 | 3 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | 3,091 | 0.09 | 278 | 1 | PLCM-13x2 | 3 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | 3,091 | 0.09 | 278 | 1 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Library | Lower Floor Kitchen | T8W-1424 | 3 | 1x4 2L T8 Wrap Fixture | 3,091 | 0.18 | 547 | 2 | LB-PSL24 | 3 | L&B 4ft 2L PSL | 2,473 | 0.13 | 312 | 2 |
| Library | Lower Floor Library | T8TPR-2444 | 56 | 2X4 4L T8 Troffer Prismatic | 3,091 | 6.16 | 19,041 | 74 | TK24-PSL24 | 56 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 3,091 | 2.35 | 7,270 | 28 |
| Library | Lower Floor Library | T8TPR-222U | 1 | 2X2 2U T8 Troffer Prismatic | 3,091 | 0.06 | 182 | 1 | TK22-PSL22 | 1 | Reflector Kit 2x2, 2 2ft Lamp PSL | 3,091 | 0.03 | 105 | 0 |
| Library | Lower Floor Boiler Room | T8W-1424 | 2 | 1x4 2L T8 Wrap Fixture | 3,091 | 0.12 | 365 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 3,091 | 0.08 | 260 | 1 |
| Library | Lower Floor Womens RR | T8VAN-1424 | 3 | 1x4 2L T8 Bathroom Vanity | 2,473 | 0.18 | 438 | 2 | LB-PSL24 | 3 | L&B 4ft 2L PSL | 2,473 | 0.13 | 312 | 2 |
| Library | Lower Floor Mens RR | T8VAN-1424 | 2 | 1x4 2L T8 Bathroom Vanity | 2,473 | 0.12 | 292 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,473 | 0.08 | 208 | 1 |
| Library | Main Office | T8TPB-2434 | 2 | 2X4 3L T8 Troffer Parabolic | 3,091 | 0.18 | 550 | 2 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,473 | 0.08 | 208 | 1 |
| Library | Main Floor Library | T8SPR-222U | 26 | 2X2 2U T8 Surface Mount Prismatic | 3,091 | 1.53 | 4,742 | 18 | TK22-PSL22 | 26 | Reflector Kit 2x2, 2 2ft Lamp PSL | 3,091 | 0.88 | 2,732 | 11 |
| Library | Main Floor Library | T8W-1424 | 1 | 1x4 2L T8 Wrap Fixture | 3,091 | 0.06 | 182 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 3,091 | 0.04 | 130 | 1 |
| Library | Main Floor Library | T8W-1424 | 4 | 1x4 2L T8 Wrap Fixture | 3,091 | 0.24 | 729 | 3 | LB-PSL24 | 4 | L&B 4ft 2L PSL | 3,091 | 0.17 | 519 | 2 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Library | Main Floor Library | PLC AN8-26x2-2 | 10 | 2L 26W Pin-Based Fluorescent 8" Recessed Can 277v | 3,091 | 0.55 | 1,700 | 7 | LEDCAN 8-2000 | 10 | LED 8in Recessed Can Insert 2000 Lumen | 3,091 | 0.27 | 835 | 3 |
| Library | Main Floor Library | T8TP R-222U | 3 | 2X2 2U T8 Troffer Prismatic | 3,091 | 0.18 | 547 | 2 | TK22-PSL22 | 3 | Reflector Kit 2x2, 2 2ft Lamp PSL | 3,091 | 0.10 | 315 | 1 |
| Library | Main Floor Library | T8TP R-2444 | 68 | 2X4 4L T8 Troffer Prismatic | 3,091 | 7.48 | 23,121 | 90 | TK24-PSH24 | 68 | Reflector Kit 2x4 Troffer, 2 Lamp PSH | 3,091 | 4.42 | 13,662 | 53 |
| Library | Main Floor Library | PLC M-9x2-2 | 12 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 9W 277V | 3,091 | 0.25 | 779 | 3 | PLCM-9x2-2 | 12 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 9W 277V | 3,091 | 0.25 | 779 | 3 |
| Library | Main Floor Library | T8TP R-2434 | 10 | 2X4 3L T8 Troffer Prismatc | 3,091 | 0.89 | 2,751 | 11 | TK24-PSL24 | 10 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 3,091 | 0.42 | 1,298 | 5 |
| Library | Main Floor Library RR | BIAX VAN-36X2 | 1 | BIAX Vanity Fixture with (2) 36W Lamps | 3,091 | 0.08 | 232 | 1 | LEDVAN-5038 | 1 | LED 2' Vanity Fixture 2076 Lumens | 3,091 | 0.03 | 105 | 0 |
| Library | Main Floor Library Cove | T8ST - 1424 | 27 | 1x4 2 Lamp T8 Strip | 3,091 | 1.59 | 4,924 | 19 | LB-PSL24 | 27 | L&B 4ft 2L PSL | 3,091 | 1.13 | 3,505 | 14 |
| Library | Main Floor Library Cove | T8ST - 1323 | 3 | 1x3 2 Lamp T8 Strip | 3,091 | 0.16 | 482 | 2 | LB-PSL23 | 3 | L&B 3ft 2L PSL | 3,091 | 0.17 | 510 | 2 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Library | Main Floor Library Cove | LED EXIST | 4 | Existing LED - use for all misc. LED | 3,091 | 0.01 | 37 | 0 | LEDEXIST | 4 | Existing LED - use for all misc. LED | 3,091 | 0.01 | 37 | 0 |
| Public Safety | Main Floor Women's RR | PLCAN8-13x2-2 | 6 | 2L 13W Pin-Based Fluorescent 8" Recessed Can 277v | 2,510 | 0.18 | 452 | 2 | LEDPL-11WX2 | 6 | LED PL Lamp (2) 11W | 2,008 | 0.13 | 265 | 2 |
| Public Safety | Main Floor Women's RR | T8ST-1424 | 1 | 1x4 2 Lamp T8 Strip | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| Public Safety | Main Floor Men's RR | PLCAN8-13x2-2 | 5 | 2L 13W Pin-Based Fluorescent 8" Recessed Can 277v | 2,510 | 0.15 | 377 | 2 | LEDPL-11WX2 | 5 | LED PL Lamp (2) 11W | 2,008 | 0.11 | 221 | 1 |
| Public Safety | Main Floor Men's RR | T8ST-1424 | 1 | 1x4 2 Lamp T8 Strip | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| Public Safety | Community Conference Room | T8TPB-2434 | 10 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.89 | 2,234 | 11 | TK24-PSL24 | 10 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,510 | 0.42 | 1,054 | 5 |
| Public Safety | Community Conference Room | ICAN6-60 | 20 | 60w Incandescent 6" Recessed Can | 2,510 | 1.20 | 3,012 | 14 | LEDCAN6-1500 | 20 | LED 6in Recessed Can Insert 21W 1500 Lumen | 2,510 | 0.42 | 1,054 | 5 |
| Public Safety | Community | XT5 | 1 | Wall Mount Edgelite Exit | 2,510 | 0.02 | 38 | 0 | XLED | 1 | LED Exit | 2,510 | 0.00 | 8 | 0 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| | Conference Room | | | with T5 Lamps | | | | | | | | | | | |
| Public Safety | Community Conference Room | QDEC-150 | 20 | 150W Quartz Halogen Decorative Fixture | 2,510 | 3.00 | 7,530 | 36 | QDEC-150 | 20 | 150W Quartz Halogen Decorative Fixture | 2,510 | 3.00 | 7,530 | 36 |
| Public Safety | Community Conference Room Storage | T8W-1424 | 1 | 1x4 2L T8 Wrap Fixture | 251 | 0.06 | 15 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 201 | 0.04 | 8 | 1 |
| Public Safety | Main Entry for Community Room | PLCAN8-13x2-2 | 8 | 2L 13W Pin-Based Fluorescent 8" Recessed Can 277v | 8,760 | 0.24 | 2,102 | 3 | LEDPL-11WX2 | 8 | LED PL Lamp (2) 11W | 8,760 | 0.18 | 1,542 | 2 |
| Public Safety | Main Entry for Community Room | PLWM-26x2-2 | 12 | 2L Pin-Based Fluorescent Wall Mount Fixture - 26W 277V | 8,760 | 0.66 | 5,782 | 8 | LEDPL-11WX2 | 12 | LED PL Lamp (2) 11W | 8,760 | 0.26 | 2,313 | 3 |
| Public Safety | Main Entry | PLCAN8-13x2-2 | 5 | 2L 13W Pin-Based Fluorescent 8" Recessed Can 277v | 8,760 | 0.15 | 1,314 | 2 | LEDPL-11WX2 | 5 | LED PL Lamp (2) 11W | 8,760 | 0.11 | 964 | 1 |
| Public Safety | Main Hall | T8TPB-2424 | 32 | 2X4 2L T8 Troffer Parabolic | 8,760 | 1.89 | 16,539 | 23 | LB-PSL24 | 32 | L&B 4ft 2L PSL | 8,760 | 1.34 | 11,773 | 16 |
| Public Safety | Main Hall | XT5 | 6 | Wall Mount Edgelite Exit | 8,760 | 0.09 | 788 | 1 | XLED | 6 | LED Exit | 8,760 | 0.02 | 158 | 0 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| | | | | with T5 Lamps | | | | | | | | | | | |
| Public Safety | Main Hall | XT5 | 1 | Wall Mount Edgelite Exit with T5 Lamps | 8,760 | 0.02 | 131 | 0 | XLED | 1 | LED Exit | 8,760 | 0.00 | 26 | 0 |
| Public Safety | Reception | PLC AN8-13x2-2 | 6 | 2L 13W Pin-Based Fluorescent 8" Recessed Can 277v | 8,760 | 0.18 | 1,577 | 2 | LEDPL-11WX2 | 6 | LED PL Lamp (2) 11W | 8,760 | 0.13 | 1,156 | 2 |
| Public Safety | Records | T8TPB-2424 | 6 | 2X4 2L T8 Troffer Parabolic | 4,928 | 0.35 | 1,745 | 4 | LB-PSL24 | 6 | L&B 4ft 2L PSL | 3,942 | 0.25 | 993 | 3 |
| Public Safety | Records Archive | T8TPB-2424 | 2 | 2X4 2L T8 Troffer Parabolic | 4,928 | 0.12 | 582 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 3,942 | 0.08 | 331 | 1 |
| Public Safety | Interview | T8TPB-2444 | 1 | 2X4 4L T8 Troffer Parabolic | 2,510 | 0.11 | 276 | 1 | TK24-PSL24 | 1 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.04 | 84 | 1 |
| Public Safety | Conference Room | T8TPB-2424 | 1 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| Public Safety | Conference Room | T8TPB-2444 | 2 | 2X4 4L T8 Troffer Parabolic | 2,510 | 0.22 | 552 | 3 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | Electrical | T8ST-1424 | 1 | 1x4 2 Lamp T8 Strip | 251 | 0.06 | 15 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 251 | 0.04 | 11 | 1 |
| Public Safety | Elevator Room | T8ST-1424 | 1 | 1x4 2 Lamp T8 Strip | 251 | 0.06 | 15 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 251 | 0.04 | 11 | 1 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Public Safety | Police Chief | T8TPB-2444 | 2 | 2X4 4L T8 Troffer Parabolic | 2,510 | 0.22 | 552 | 3 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | Admin Office | T8TPB-2444 | 2 | 2X4 4L T8 Troffer Parabolic | 2,510 | 0.22 | 552 | 3 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | Capitan Office | T8TPB-2444 | 2 | 2X4 4L T8 Troffer Parabolic | 2,510 | 0.22 | 552 | 3 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | Capitan Office 2 | T8TPB-2444 | 2 | 2X4 4L T8 Troffer Parabolic | 2,510 | 0.22 | 552 | 3 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | Property Tech | T8TPB-2444 | 2 | 2X4 4L T8 Troffer Parabolic | 2,510 | 0.22 | 552 | 3 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | IT Manager | T8TPB-2444 | 2 | 2X4 4L T8 Troffer Parabolic | 2,510 | 0.22 | 552 | 3 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | IT Dept. Open Area | T5TPR-1414 | 5 | 1L T5 Troffer Prismatic | 2,510 | 0.30 | 753 | 4 | T5TPR-1414 | 5 | #N/A | 2,008 | 0.30 | 602 | 4 |
| Public Safety | IT Dept. Open RR | T8VAN-1424 | 1 | 1x4 2L T8 Bathroom Vanity | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| Public Safety | IT Dept. Open Break Room | T8TPB-2434 | 2 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.18 | 447 | 2 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | IT Dept. Open Supply Room | T5TPR-1414 | 4 | 1L T5 Troffer Prismatic | 251 | 0.24 | 60 | 3 | T5TPR-1414 | 4 | #N/A | 201 | 0.24 | 48 | 3 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Public Safety | IT Dept. Open Tech Room | T5TPR-1414 | 4 | 1L T5 Troffer Prismatic | 2,510 | 0.24 | 602 | 3 | T5TPR-1414 | 4 | #N/A | 2,008 | 0.24 | 482 | 3 |
| Public Safety | IT Dept. Open Equipment Room | T8W-1424 | 4 | 1x4 2L T8 Wrap Fixture | 251 | 0.24 | 59 | 3 | LB-PSL24 | 4 | L&B 4ft 2L PSL | 201 | 0.17 | 34 | 2 |
| Public Safety | Sargent Office | T8TPB-2434 | 8 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.71 | 1,787 | 9 | TK24-PSL24 | 8 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.34 | 675 | 4 |
| Public Safety | Break Room | T8TPB-2434 | 3 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.27 | 670 | 3 | TK24-PSL24 | 3 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.13 | 253 | 2 |
| Public Safety | Server Room | T8W-1424 | 3 | 1x4 2L T8 Wrap Fixture | 2,510 | 0.18 | 444 | 2 | LB-PSL24 | 3 | L&B 4ft 2L PSL | 2,008 | 0.13 | 253 | 2 |
| Public Safety | Training Room | T8TPB-2434 | 7 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.62 | 1,564 | 7 | TK24-PSL24 | 7 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.29 | 590 | 4 |
| Public Safety | Code Enforcement Office | T8TPB-2434 | 2 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.18 | 447 | 2 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | Code Enforcement Supply Room | T8TPB-2434 | 1 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.09 | 223 | 1 | TK24-PSL24 | 1 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.04 | 84 | 1 |
| Public Safety | Squad Room | T8TPB-2434 | 12 | 2X4 3L T8 Troffer Parabolic | 4,928 | 1.07 | 5,263 | 13 | TK24-PSL24 | 12 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 3,942 | 0.50 | 1,987 | 6 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Public Safety | Report Office | T8TPB-2434 | 8 | 2X4 3L T8 Troffer Parabolic | 4,928 | 0.71 | 3,509 | 9 | TK24-PSL24 | 8 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 3,942 | 0.34 | 1,325 | 4 |
| Public Safety | Men's RR | PLCAN8-13x2-2 | 2 | 2L 13W Pin-Based Fluorescent 8" Recessed Can 277v | 2,510 | 0.06 | 151 | 1 | LEDPL-11WX2 | 2 | LED PL Lamp (2) 11W | 2,008 | 0.04 | 88 | 1 |
| Public Safety | Men's RR | T8ST-1424 | 2 | 1x4 2 Lamp T8 Strip | 2,510 | 0.12 | 296 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | Women's RR | PLCAN8-13x2-2 | 2 | 2L 13W Pin-Based Fluorescent 8" Recessed Can 277v | 2,510 | 0.06 | 151 | 1 | LEDPL-11WX2 | 2 | LED PL Lamp (2) 11W | 2,008 | 0.04 | 88 | 1 |
| Public Safety | Women's RR | T8ST-1424 | 2 | 1x4 2 Lamp T8 Strip | 2,510 | 0.12 | 296 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | Janitor | T8W-1424 | 1 | 1x4 2L T8 Wrap Fixture | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| Public Safety | Armory | T8TPB-2424 | 2 | 2X4 2L T8 Troffer Parabolic | 2,510 | 0.12 | 296 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | Evidence | T8W-1424 | 16 | 1x4 2L T8 Wrap Fixture | 4,928 | 0.94 | 4,652 | 11 | LB-PSL24 | 16 | L&B 4ft 2L PSL | 3,942 | 0.67 | 2,649 | 8 |
| Public Safety | Sally Port | T8RH-1844 | 7 | 1x8 4-4'L T8 Reflective Hood | 8,760 | 0.77 | 6,745 | 9 | RK18-PSL44 | 7 | Reflector Kit 1x8 Industrial Hood, 4 Lamp PSL | 6,570 | 0.59 | 3,863 | 7 |
| Public Safety | Sally Port | T8W-1424 | 2 | 1x4 2L T8 Wrap Fixture | 251 | 0.12 | 30 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 251 | 0.08 | 21 | 1 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| | Electrical Room | | | | | | | | | | | | | | |
| Public Safety | Sally Port Bike Room | T8W-1424 | 2 | 1x4 2L T8 Wrap Fixture | 4,928 | 0.12 | 582 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 3,942 | 0.08 | 331 | 1 |
| Public Safety | Evidence Prefactor | CFWM-26x2-2 | 4 | Screw-In CFL Interior Wall Mount - (2) 25W-27W 277V | 4,928 | 0.20 | 986 | 2 | LEDPL-11WX2 | 4 | LED PL Lamp (2) 11W | 4,928 | 0.09 | 434 | 1 |
| Public Safety | Evidence Prefactor | XT5 | 1 | Wall Mount Edgelite Exit with T5 Lamps | 4,928 | 0.02 | 74 | 0 | XLED | 1 | LED Exit | 4,928 | 0.00 | 15 | 0 |
| Public Safety | Evidence Prefactor | T8TPB-2424 | 2 | 2X4 2L T8 Troffer Parabolic | 4,928 | 0.12 | 582 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 4,928 | 0.08 | 414 | 1 |
| Public Safety | Evidence Prefactor | T8TPR-2242 | 1 | 2X2 4L T8 Troffer Prismatic | 4,928 | 0.07 | 335 | 1 | TK22-PSL22 | 1 | Reflector Kit 2x2, 2 2ft Lamp PSL | 4,928 | 0.03 | 168 | 0 |
| Public Safety | Equipment Room | T8W-1424 | 1 | 1x4 2L T8 Wrap Fixture | 4,928 | 0.06 | 291 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 3,942 | 0.04 | 166 | 1 |
| Public Safety | Lab | T8TPB-2424 | 3 | 2X4 2L T8 Troffer Parabolic | 4,928 | 0.18 | 872 | 2 | LB-PSL24 | 3 | L&B 4ft 2L PSL | 3,942 | 0.13 | 497 | 2 |
| Public Safety | Holding | T8SPR-1424 | 6 | 1X4 2L T8 Surface Mount Prismatic | 2,510 | 0.35 | 889 | 4 | LB-PSL24 | 6 | L&B 4ft 2L PSL | 2,510 | 0.25 | 633 | 3 |
| Public Safety | Holding Cells | T8SPR-1424 | 3 | 1X4 2L T8 Surface Mount Prismatic | 2,510 | 0.18 | 444 | 2 | LB-PSL24 | 3 | L&B 4ft 2L PSL | 2,510 | 0.13 | 316 | 2 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Public Safety | Interview | T8SPR-1424 | 1 | 1X4 2L T8 Surface Mount Prismatic | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,510 | 0.04 | 105 | 1 |
| Public Safety | Plumbing Closet | T8W-1424 | 1 | 1x4 2L T8 Wrap Fixture | 251 | 0.06 | 15 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 251 | 0.04 | 11 | 1 |
| Public Safety | Holding RR | T8SPR-1424 | 1 | 1X4 2L T8 Surface Mount Prismatic | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,510 | 0.04 | 105 | 1 |
| Public Safety | Fire Dept. Hallway | T8TPB-2424 | 2 | 2X4 2L T8 Troffer Parabolic | 8,760 | 0.12 | 1,034 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 8,760 | 0.08 | 736 | 1 |
| Public Safety | Training Room | T8TPB-2434 | 9 | 2X4 3L T8 Troffer Parabolic | 4,928 | 0.80 | 3,947 | 10 | TK24-PSL24 | 9 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 3,942 | 0.38 | 1,490 | 5 |
| Public Safety | Training Room | ICAN 6-60 | 8 | 60w Incandescent 6" Recessed Can | 4,928 | 0.48 | 2,365 | 6 | LEDCAN 6-1500 | 8 | LED 6in Recessed Can Insert 21W 1500 Lumen | 4,928 | 0.17 | 828 | 2 |
| Public Safety | Truck Bay | T8W-1424 | 12 | 1x4 2L T8 Wrap Fixture | 8,760 | 0.71 | 6,202 | 8 | LB-PSL24 | 12 | L&B 4ft 2L PSL | 8,760 | 0.50 | 4,415 | 6 |
| Public Safety | Truck Bay | MHHB-250 | 12 | 250w Metal Halide High Bay | 251 | 3.54 | 889 | 42 | T8HB-2464 | 12 | 2X4 T8 High Bay 6-Lamp with Program Start Ballast | 251 | 2.69 | 675 | 32 |
| Public Safety | Truck Bay | T8VAN-1414 | 1 | 1x4 1L T8 Bathroom Vanity | 8,760 | 0.04 | 307 | 0 | LB-PSL14 | 1 | L&B 4ft 1L PSL | 8,760 | 0.03 | 219 | 0 |
| Public Safety | Truck Bay | XPL7x2 | 2 | Exit Sign (2) 7W CFL | 8,760 | 0.04 | 350 | 0 | XLEDEDGE | 2 | LED Exit | 8,760 | 0.01 | 53 | 0 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Public Safety | EMS Room | T8TPB-2434 | 5 | 2X4 3L T8 Troffer Parabolic | 2,008 | 0.45 | 894 | 5 | TK24-PSL24 | 5 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.21 | 422 | 3 |
| Public Safety | Tool Room | T8ST-1424 | 7 | 1x4 2 Lamp T8 Strip | 2,008 | 0.41 | 829 | 5 | LB-PSL24 | 7 | L&B 4ft 2L PSL | 2,008 | 0.29 | 590 | 4 |
| Public Safety | SCUA Room | T8W-1424 | 5 | 1x4 2L T8 Wrap Fixture | 2,510 | 0.30 | 740 | 4 | LB-PSL24 | 5 | L&B 4ft 2L PSL | 2,008 | 0.21 | 422 | 3 |
| Public Safety | RR | T8W-1424 | 1 | 1x4 2L T8 Wrap Fixture | 2,510 | 0.06 | 148 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | 1 |
| Public Safety | Turn out Room | T8W-1424 | 4 | 1x4 2L T8 Wrap Fixture | 2,008 | 0.24 | 474 | 3 | LB-PSL24 | 4 | L&B 4ft 2L PSL | 2,008 | 0.17 | 337 | 2 |
| Public Safety | Truck Bay Stairs | T8VAN-1424 | 2 | 1x4 2L T8 Bathroom Vanity | 2,510 | 0.12 | 296 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,510 | 0.08 | 211 | 1 |
| Public Safety | Upper Storage | T8ST-1424 | 12 | 1x4 2 Lamp T8 Strip | 251 | 0.71 | 178 | 8 | LB-PSL24 | 12 | L&B 4ft 2L PSL | 201 | 0.50 | 101 | 6 |
| Public Safety | Hose Room | T8VAN-1424 | 2 | 1x4 2L T8 Bathroom Vanity | 251 | 0.12 | 30 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 201 | 0.08 | 17 | 1 |
| Public Safety | Fire Stairway | T8VAN-1424 | 4 | 1x4 2L T8 Bathroom Vanity | 251 | 0.24 | 59 | 3 | LB-PSL24 | 4 | L&B 4ft 2L PSL | 251 | 0.17 | 42 | 2 |
| Public Safety | Fire Stairway | XT5 | 1 | Wall Mount Edgelite Exit with T5 Lamps | 8,760 | 0.02 | 131 | 0 | XLED | 1 | LED Exit | 8,760 | 0.00 | 26 | 0 |
| Public Safety | 2nd Floor Fire Hallway | T8TPB-2424 | 7 | 2X4 2L T8 Troffer Parabolic | 8,760 | 0.41 | 3,618 | 5 | LB-PSL24 | 7 | L&B 4ft 2L PSL | 8,760 | 0.29 | 2,575 | 4 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Public Safety | 2nd Floor Fire Hallway | T8W-1424 | 7 | 1x4 2L T8 Wrap Fixture | 8,760 | 0.41 | 3,618 | 5 | LB-PSL24 | 7 | L&B 4ft 2L PSL | 8,760 | 0.29 | 2,575 | 4 |
| Public Safety | Dorms | T8W-1424 | 2 | 1x4 2L T8 Wrap Fixture | 251 | 0.12 | 30 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 251 | 0.08 | 21 | 1 |
| Public Safety | Dorms | A19-60 | 7 | Code includes ALL 60W Incandescent A19 Shape Lamps | 251 | 0.42 | 105 | 5 | LEDA19-800 | 7 | LED A19 E26 9W 800-850 Lumen 120V Dimmable (60W equivalent) | 251 | 0.06 | 16 | 1 |
| Public Safety | Dorms | T8VAN-1222 | 1 | 1x2 2 Lamp T8 Vanity Fixture | 251 | 0.03 | 9 | 0 | LB-PSL22 | 1 | L&B 2ft 2L PSL | 251 | 0.03 | 9 | 0 |
| Public Safety | Laundry | T8W-1424 | 1 | 1x4 2L T8 Wrap Fixture | 251 | 0.06 | 15 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 251 | 0.04 | 11 | 1 |
| Public Safety | Kitchen | T8W-1424 | 6 | 1x4 2L T8 Wrap Fixture | 8,760 | 0.35 | 3,101 | 4 | LB-PSL24 | 6 | L&B 4ft 2L PSL | 8,760 | 0.25 | 2,208 | 3 |
| Public Safety | TV Room | T8TPB-2434 | 12 | 2X4 3L T8 Troffer Parabolic | 251 | 1.07 | 268 | 13 | TK24-PSL24 | 12 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 251 | 0.50 | 127 | 6 |
| Public Safety | TV Room | PLCAN8-13x2-2 | 4 | 2L 13W Pin-Based Fluorescent 8" Recessed Can 277v | 8,760 | 0.12 | 1,051 | 1 | LEDPL-11WX2 | 4 | LED PL Lamp (2) 11W | 8,760 | 0.09 | 771 | 1 |
| Public Safety | Telephone | T8TPB-2434 | 1 | 2X4 3L T8 Troffer Parabolic | 4,928 | 0.09 | 439 | 1 | TK24-PSL24 | 1 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 3,942 | 0.04 | 166 | 1 |
| Public Safety | Kitchen Pantry | T8W-1424 | 1 | 1x4 2L T8 Wrap Fixture | 4,928 | 0.06 | 291 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 3,942 | 0.04 | 166 | 1 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Public Safety | Water Heater Room | T8ST - 1424 | 1 | 1x4 2 Lamp T8 Strip | 251 | 0.06 | 15 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 201 | 0.04 | 8 | 1 |
| Public Safety | Police Hallway | T8TPB-2424 | 7 | 2X4 2L T8 Troffer Parabolic | 8,760 | 0.41 | 3,618 | 5 | LB-PSL24 | 7 | L&B 4ft 2L PSL | 8,760 | 0.29 | 2,575 | 4 |
| Public Safety | Police Hallway | XT5 | 2 | Wall Mount Edgelite Exit with T5 Lamps | 8,760 | 0.03 | 263 | 0 | XLED | 2 | LED Exit | 8,760 | 0.01 | 53 | 0 |
| Public Safety | Fitness Room | T8W-1424 | 16 | 1x4 2L T8 Wrap Fixture | 4,928 | 0.94 | 4,652 | 11 | LB-PSL24 | 16 | L&B 4ft 2L PSL | 3,942 | 0.67 | 2,649 | 8 |
| Public Safety | Fitness Room | PLD EC-26 | 8 | 1L Pin-Based Fluorescent Decorative Fixture - 26W 120V | 4,928 | 0.24 | 1,183 | 3 | DIS | 8 | Disconnect and Remove | 4,928 | | | |
| Public Safety | Fitness Room | PLC AN8-13x2-2 | 4 | 2L 13W Pin-Based Fluorescent 8" Recessed Can 277v | 4,928 | 0.12 | 591 | 1 | LEDPL-11WX2 | 4 | LED PL Lamp (2) 11W | 3,942 | 0.09 | 347 | 1 |
| Public Safety | Fitness Room RR | T8VAN-1424 | 1 | 1x4 2L T8 Bathroom Vanity | 4,928 | 0.06 | 291 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 3,942 | 0.04 | 166 | 1 |
| Public Safety | Fitness Room Electrical | T8ST - 1424 | 1 | 1x4 2 Lamp T8 Strip | 251 | 0.06 | 15 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 251 | 0.04 | 11 | 1 |
| Public Safety | Men's Locker Room | T8TPB-2434 | 8 | 2X4 3L T8 Troffer Parabolic | 4,928 | 0.71 | 3,509 | 9 | TK24-PSL24 | 8 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 3,942 | 0.34 | 1,325 | 4 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Public Safety | Men's Locker Room | T8W-1424 | 2 | 1x4 2L T8 Wrap Fixture | 4,928 | 0.12 | 582 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 3,942 | 0.08 | 331 | 1 |
| Public Safety | Men's Locker Room | PLC AN6-18 | 4 | 1L 18W Pin-Based Fluorescent 6" Recessed Can 120v | 4,928 | 0.08 | 414 | 1 | LEDPL-11V | 4 | LED PL Vertical Lamp 11W PL V G24q/G24d 11W BYPass 120-277V | 3,942 | 0.04 | 173 | 1 |
| Public Safety | Men's Locker Room | T8VAN-1424 | 3 | 1x4 2L T8 Bathroom Vanity | 4,928 | 0.18 | 872 | 2 | LB-PSL24 | 3 | L&B 4ft 2L PSL | 3,942 | 0.13 | 497 | 2 |
| Public Safety | Men's Locker Room | PLC AN8-13x2-2 | 4 | 2L 13W Pin-Based Fluorescent 8" Recessed Can 277v | 4,928 | 0.12 | 591 | 1 | LEDPL-11WX2 | 4 | LED PL Lamp (2) 11W | 3,942 | 0.09 | 347 | 1 |
| Public Safety | Women's Locker Room | T8TPB-2434 | 2 | 2X4 3L T8 Troffer Parabolic | 4,928 | 0.18 | 877 | 2 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 3,942 | 0.08 | 331 | 1 |
| Public Safety | Women's Locker Room | T8W-1424 | 2 | 1x4 2L T8 Wrap Fixture | 4,928 | 0.12 | 582 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 3,942 | 0.08 | 331 | 1 |
| Public Safety | Women's Locker Room | PLC AN6-18 | 3 | 1L 18W Pin-Based Fluorescent 6" Recessed Can 120v | 4,928 | 0.06 | 310 | 1 | LEDPL-11V | 3 | LED PL Vertical Lamp 11W PL V G24q/G24d 11W BYPass 120-277V | 3,942 | 0.03 | 130 | 0 |
| Public Safety | Women's Locker Room | T8VAN-1424 | 1 | 1x4 2L T8 Bathroom Vanity | 4,928 | 0.06 | 291 | 1 | LB-PSL24 | 1 | L&B 4ft 2L PSL | 3,942 | 0.04 | 166 | 1 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Public Safety | Women's Locker Room | PLC AN8-13x2-2 | 2 | 2L 13W Pin-Based Fluorescent 8" Recessed Can 277v | 4,928 | 0.06 | 296 | 1 | LEDPL-11WX2 | 2 | LED PL Lamp (2) 11W | 3,942 | 0.04 | 173 | 1 |
| Public Safety | Detective Open Area | T8TPB-2434 | 14 | 2X4 3L T8 Troffer Parabolic | 4,928 | 1.25 | 6,140 | 15 | TK24-PSL24 | 14 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 3,942 | 0.59 | 2,318 | 7 |
| Public Safety | Conference Room | T8TPB-2434 | 2 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.18 | 447 | 2 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| Public Safety | Sargent Office | T8TPB-2434 | 1 | 2X4 3L T8 Troffer Parabolic | 2,510 | 0.09 | 223 | 1 | TK24-PSL24 | 1 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.04 | 84 | 1 |
| Public Safety | Main Stairs | MHCAN10-100 | 4 | 100w Metal Halide 10" Recessed Can | 8,760 | 0.46 | 4,065 | 6 | LEDCAN8-2000 | 4 | LED 8in Recessed Can Insert 2000 Lumen | 8,760 | 0.11 | 946 | 1 |
| Public Safety | Elevator | T8ST-1424 | 2 | 1x4 2 Lamp T8 Strip | 8,760 | 0.12 | 1,034 | 1 | LB-PSL24 | 2 | L&B 4ft 2L PSL | 8,760 | 0.08 | 736 | 1 |
| Public Safety | Main Entry | PLC AN8-13x2-2 | 4 | 2L 13W Pin-Based Fluorescent 8" Recessed Can 277v | 8,760 | 0.12 | 1,051 | 1 | LEDPL-11WX2 | 4 | LED PL Lamp (2) 11W | 8,760 | 0.09 | 771 | 1 |
| Public Safety | Exterior | PLC AN6-18 | 3 | 1L 18W Pin-Based Fluorescent 6" Recessed Can 120v | 4,380 | 0.06 | 276 | 1 | LEDPL-11V | 3 | LED PL Vertical Lamp 11W PL V G24q/G24d 11W BYPass 120-277V | 4,380 | 0.03 | 145 | 0 |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Public Safety | Exterior | PLWM-26-2 | 20 | 1L Pin-Based Fluorescent Wall Mount Fixture - 26W 277V | 4,380 | 1.10 | 4,818 | 13 | LEDPL-11W | 20 | LED PL Lamp 11W | 4,380 | 0.22 | 964 | 3 |
| Public Works | Sign Shop | T8ST-1844 | 4 | 1x8 4-4' Lamp T8 Strip | 2,510 | 0.45 | 1,124 | | RK18-PSL44 | 4 | Reflector Kit 1x8 Industrial Hood, 4 Lamp PSL | 2,008 | 0.34 | 675 | |
| Public Works | Sign Shop | T8ST-1844 | 8 | 1x8 4-4' Lamp T8 Strip | 2,510 | 0.90 | 2,249 | | RK18-PSL44 | 8 | Reflector Kit 1x8 Industrial Hood, 4 Lamp PSL | 2,008 | 0.67 | 1,349 | |
| Public Works | Fleet | T8RH-1848HO | 9 | 1X8 4-8' Lamp T8HO Reflective Hood Fixture | 2,510 | 3.33 | 8,358 | | RH18-PSN44 | 9 | #N/A | 2,510 | 0.99 | 2,485 | |
| Public Works | Fleet Mechanic Area | T8RH-1848HO | 6 | 1X8 4-8' Lamp T8HO Reflective Hood Fixture | 2,510 | 2.22 | 5,572 | | RH18-PSN44 | 6 | #N/A | 2,510 | 0.66 | 1,657 | |
| Public Works | Fleet Mechanic Area | T8RH-1848HO | 17 | 1X8 4-8' Lamp T8HO Reflective Hood Fixture | 2,510 | 6.29 | 15,788 | | RH18-PSN64 | 17 | #N/A | 2,510 | 2.87 | 7,211 | |
| Public Works | Fleet Mechanic Area | T8RH-1424 | 7 | 1x4 2L T8 Reflective Hood | 2,510 | 0.41 | 1,037 | | RK18-PSN24 | 7 | #N/A | 2,510 | 0.41 | 1,037 | |
| Public Works | Office | T8W-2444 | 3 | 2x4 4L T8 Wrap Fixture | 2,510 | 0.33 | 828 | | LB-PSL44 | 3 | L&B 4ft 4L PSL | 2,008 | 0.25 | 506 | |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Public Works | Back Office | T8TPR-2434 | 4 | 2X4 3L T8 Troffer Prismatc | 2,510 | 0.36 | 894 | | TK24-PSL24 | 4 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.17 | 337 | |
| Public Works | Storage | T8ST-1828 | 3 | 1x8 2-8'L T8 Strip Fixture | 2,510 | 0.37 | 926 | | SK18-PSL44 | 3 | #N/A | 2,008 | 0.33 | 663 | |
| Public Works | Office | T8W-1424 | 6 | 1x4 2L T8 Wrap Fixture | 2,510 | 0.35 | 889 | | LB-PSL24 | 6 | L&B 4ft 2L PSL | 2,008 | 0.25 | 506 | |
| Public Works | Office | MR16-60 | 6 | 50W Halogen MR16 Shape Lamps | 2,510 | 0.30 | 753 | | DIS | 6 | Disconnect and Remove | 2,510 | | | |
| Public Works | Sink | T8W-1424 | 1 | 1x4 2L T8 Wrap Fixture | 2,510 | 0.06 | 148 | | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,510 | 0.04 | 105 | |
| Public Works | Sink | T8W-1424 | 4 | 1x4 2L T8 Wrap Fixture | 2,510 | 0.24 | 592 | | LB-PSL24 | 4 | L&B 4ft 2L PSL | 2,008 | 0.17 | 337 | |
| Public Works | Electrical | T8ST-1424 | 1 | 1x4 2 Lamp T8 Strip | 2,510 | 0.06 | 148 | | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,510 | 0.04 | 105 | |
| Public Works | Upper Storage | T8RH-1828 | 8 | 1x8 2-8'L T8 Reflective Hood | 2,510 | 0.98 | 2,470 | | RH18-PSN44 | 8 | #N/A | 2,008 | 0.88 | 1,767 | |
| Public Works | Upper Storage | T8RH-1424 | 4 | 1x4 2L T8 Reflective Hood | 2,510 | 0.24 | 592 | | LB-PSL24 | 4 | L&B 4ft 2L PSL | 2,008 | 0.17 | 337 | |
| Public Works | Upper Server | T8ST-1424 | 3 | 1x4 2 Lamp T8 Strip | 2,510 | 0.18 | 444 | | LB-PSL24 | 3 | L&B 4ft 2L PSL | 2,008 | 0.13 | 253 | |
| Public Works | CD Lunch | T8TPR-2424 | 6 | 2X4 2L T8 Troffer Prismatic | 2,510 | 0.35 | 889 | | LB-PSL24 | 6 | L&B 4ft 2L PSL | 2,008 | 0.25 | 506 | |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| Public Works | Hall | T8TPR-2424 | 2 | 2X4 2L T8 Troffer Prismatic | 2,510 | 0.12 | 296 | | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,510 | 0.08 | 211 | |
| Public Works | Copy Room | T8TPR-2424 | 2 | 2X4 2L T8 Troffer Prismatic | 2,510 | 0.12 | 296 | | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,008 | 0.08 | 169 | |
| Public Works | Womens Locker Room | T8TPR-2424 | 1 | 2X4 2L T8 Troffer Prismatic | 2,008 | 0.06 | 118 | | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,008 | 0.04 | 84 | |
| Public Works | Womens Locker Room | T8VAN-1323 | 1 | 1x3 2 Lamp T8 Vanity Fixture | 2,008 | 0.04 | 84 | | LB-PSN23 | 1 | #N/A | 2,008 | 0.06 | 110 | |
| Public Works | Womens RR | T8TPR-2424 | 2 | 2X4 2L T8 Troffer Prismatic | 2,008 | 0.12 | 237 | | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,008 | 0.08 | 169 | |
| Public Works | Womens RR | T8VAN-1323 | 2 | 1x3 2 Lamp T8 Vanity Fixture | 2,510 | 0.08 | 211 | | LB-PSN23 | 2 | #N/A | 2,510 | 0.11 | 276 | |
| Public Works | Mens RR | T8TPR-2424 | 1 | 2X4 2L T8 Troffer Prismatic | 2,510 | 0.06 | 148 | | LB-PSL24 | 1 | L&B 4ft 2L PSL | 2,510 | 0.04 | 105 | |
| Public Works | Mens RR | T8VAN-1323 | 2 | 1x3 2 Lamp T8 Vanity Fixture | 2,510 | 0.08 | 211 | | LB-PSN23 | 2 | #N/A | 2,510 | 0.11 | 276 | |
| Public Works | Mens Locker Room | T8IND-2424 | 2 | 2x4 2L T8 Indirect Fixture | 2,510 | 0.12 | 296 | | LB-PSL24 | 2 | L&B 4ft 2L PSL | 2,510 | 0.08 | 211 | |
| Public Works | Mens Locker Room | T8VAN-1414 | 1 | 1x4 1L T8 Bathroom Vanity | 2,510 | 0.04 | 88 | | LB-PSL14 | 1 | L&B 4ft 1L PSL | 2,510 | 0.03 | 63 | |
| Public Works | Mens Locker Room | ICAN 6-60 | 2 | 60w Incandescent 6" | 2,510 | 0.12 | 301 | | LEDPAR 38-1050 | 2 | LED PAR38 18W 1050 | 2,510 | 0.04 | 90 | |

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| | | Pre-retrofit Lighting | | | | | | | Post-retrofit Lighting | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Site | Location | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) | Tag | Qty | Description | Burn Hours | Wattage (kW) | Energy Usage (kWh) | Energy Usage (kW) |
| | | | | Recessed Can | | | | | | | Lumen Wet Rated | | | | |
| Public Works | Open Area | T8TPR-2434 | 53 | 2X4 3L T8 Troffer Prismatc | 2,510 | 4.72 | 11,840 | 57 | TK24-PSL24 | 53 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,510 | 2.23 | 5,587 | 27 |
| Public Works | Engineering Office | T8TPR-2434 | 2 | 2X4 3L T8 Troffer Prismatc | 2,510 | 0.18 | 447 | 2 | TK24-PSL24 | 2 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.08 | 169 | 1 |
| Public Works | Director Office | T8TPR-2434 | 4 | 2X4 3L T8 Troffer Prismatc | 2,510 | 0.36 | 894 | 4 | TK24-PSL24 | 4 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.17 | 337 | 2 |
| Public Works | Conference Room | T8TPR-2434 | 4 | 2X4 3L T8 Troffer Prismatc | 2,510 | 0.36 | 894 | 4 | TK24-PSL24 | 4 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.17 | 337 | 2 |
| Public Works | Planning Director | T8TPR-2434 | 4 | 2X4 3L T8 Troffer Prismatc | 2,510 | 0.36 | 894 | 4 | TK24-PSL24 | 4 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | 2,008 | 0.17 | 337 | 2 |
| Public Works | Pole Barn | T8RH-1828 | 9 | 1x8 2-8'L T8 Reflective Hood | 2,510 | 1.11 | 2,779 | 13 | RH18-PSN44 | 9 | #N/A | 2,510 | 0.99 | 2,485 | 12 |

| Existing and New Controls | | | | | |
|---|---|---|---|---|---|
| Site | Location | Selected Fixture Code | Fixture Description | Existing Controls Description | Selected Controls Description |
| City Hall | Front Office | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | (2) Maestro and (2) Ceiling Mount Sensors |
| City Hall | Conference Work Room | LB-PSL24 | L&B 4ft 2L PSL | | (2) Power Packs and (2) Ceiling Mount Sensors |
| City Hall | Conference Work Room Office | LB-PSL44 | L&B 4ft 4L PSL | | Occ Sensor WallSwitch, Dual Tech - WS PDT XX |
| City Hall | Open Office Area | TK22-PSL22 | Reflector Kit 2x2, 2 2ft Lamp PSL | | Maestro and (3) Wireless Ceiling Mount Sensor |
| City Hall | Open Office Kitchen | LB-PSL24 | L&B 4ft 2L PSL | | Maestro and (1) Wireless Ceiling Mount Sensor |

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| Existing and New Controls | | | | | |
|---|---|---|---|---|---|
| Site | Location | Selected Fixture Code | Fixture Description | Existing Controls Description | Selected Controls Description |
| City Hall | Office City Recorded | TK22-PSL22 | Reflector Kit 2x2, 2 2ft Lamp PSL | | Occ Sensor WallSwitch, Dual Tech - WS PDT XX |
| City Hall | City Manager Open Area | TK22-PSL22 | Reflector Kit 2x2, 2 2ft Lamp PSL | | Maestro and (2) Ceiling Mount Sensors |
| City Hall | City Manager Open Area | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Controlled by a device on another line |
| City Hall | City Manager | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech - WS PDT XX |
| City Hall | City Manager | TK22-PSL22 | Reflector Kit 2x2, 2 2ft Lamp PSL | | Controlled by a device on another line |
| City Hall | Assist City manager | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch, Dual Tech - WS PDT XX |
| City Hall | Conference Room | TK22-PSL22 | Reflector Kit 2x2, 2 2ft Lamp PSL | | Occ Sensor WallSwitch, Dual Tech - WS PDT XX |
| City Hall | HR | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Maestro and (1) Wireless Ceiling Mount Sensor |
| City Hall | HR Director | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Maestro and (1) Wireless Ceiling Mount Sensor |
| City Hall | Accounting | LB-PSL24 | L&B 4ft 2L PSL | | Maestro and (1) Wireless Ceiling Mount Sensor |
| City Hall | Court Supervisor Office | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Maestro and (1) Wireless Ceiling Mount Sensor |
| City Hall | Server Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch |
| City Hall | Women's RR | LB-PSL24 | L&B 4ft 2L PSL | Sensor Already in place | Sensor Already in place |
| City Hall | Women's RR | PLCM-13x2 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | Sensor Already in place | Sensor Already in place |
| City Hall | Men's RR | PLCM-13x2 | 2L Pin-Based Fluorescent Ceiling Mount Fixture - 13W 120V | Sensor Already in place | Sensor Already in place |
| City Hall | Men's RR | LB-PSL24 | L&B 4ft 2L PSL | Sensor Already in place | Sensor Already in place |

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| Existing and New Controls | | | | | |
|---|---|---|---|---|---|
| Site | Location | Selected Fixture Code | Fixture Description | Existing Controls Description | Selected Controls Description |
| City Hall | Community Coordinator | TK22-PSL22 | Reflector Kit 2x2, 2 2ft Lamp PSL | | Maestro and (1) Wireless Ceiling Mount Sensor |
| City Hall | Community Coordinator | LB-PSL24 | L&B 4ft 2L PSL | | Controlled by a device on another line |
| City Hall | Garage Area | SK18-PSL24 | Strip Kit 1x8, 2 4ft Lamp PSL | | Power Pack and (3) Wall Mount Sensors |
| City Hall | Garage area | LB-PSL24 | L&B 4ft 2L PSL | | Controlled by a device on another line |
| City Hall | Janitor | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| City Hall | Basement | LB-PSL24 | L&B 4ft 2L PSL | | Maestro and (1) Wireless Ceiling Mount Sensor |
| City Hall | Basement RR | LB-PSL24 | L&B 4ft 2L PSL | Sensor Already in place | Sensor Already in place |
| City Hall | Records Storage | LB-PSL24 | L&B 4ft 2L PSL | | Maestro and (3) Wireless Wall Mount Sensor |
| Library | Upstairs Offices | LB-PSL24 | L&B 4ft 2L PSL | | (4) Maestros and (4) Ceiling Mount Sensors |
| Library | Lower Floor Kitchen | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Library | Lower Floor Womens RR | LB-PSL24 | L&B 4ft 2L PSL | Sensor Already in place | Sensor Already in place |
| Library | Lower Floor Mens RR | LB-PSL24 | L&B 4ft 2L PSL | Sensor Already in place | Sensor Already in place |
| Library | Main Office | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech - WS PDT XX |
| Public Safety | Main Floor Women's RR | LEDPL-11WX2 | LED PL Lamp (2) 11W | | Maestro and (2) Ceiling Mount Sensors |
| Public Safety | Main Floor Women's RR | LB-PSL24 | L&B 4ft 2L PSL | | Controlled by a device on another line |
| Public Safety | Main Floor Men's RR | LEDPL-11WX2 | LED PL Lamp (2) 11W | | Maestro and (2) Ceiling Mount Sensors |
| Public Safety | Main Floor Men's RR | LB-PSL24 | L&B 4ft 2L PSL | | Controlled by a device on another line |
| Public Safety | Community Conference Room Storage | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Records | LB-PSL24 | L&B 4ft 2L PSL | | (2) Maestro and (3) Ceiling Mount Sensors |
| Public Safety | Records Archive | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |
| Public Safety | Interview | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch |
| Public Safety | Conference Room | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |
| Public Safety | Conference Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Controlled by a device on another line |
| Public Safety | Police Chief | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |

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| Existing and New Controls | | | | | |
|---|---|---|---|---|---|
| Site | Location | Selected Fixture Code | Fixture Description | Existing Controls Description | Selected Controls Description |
| Public Safety | Admin Office | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |
| Public Safety | Capitan Office | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |
| Public Safety | Capitan Office 2 | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |
| Public Safety | Property Tech | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |
| Public Safety | IT Manager | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |
| Public Safety | IT Dept. Open Area | T5TPR-1414 | #N/A | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |
| Public Safety | IT Dept. Open RR | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | IT Dept. Open Break Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch |
| Public Safety | IT Dept. Open Supply Room | T5TPR-1414 | #N/A | | Occ Sensor WallSwitch |
| Public Safety | IT Dept. Open Tech Room | T5TPR-1414 | #N/A | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |
| Public Safety | IT Dept. Open Equipment Room | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Sargent Office | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Maestro and (2) Ceiling Mount Sensors |
| Public Safety | Break Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Maestro and (1) Wireless Ceiling Mount Sensor |
| Public Safety | Server Room | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Training Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | (2) Maestros and (2) Wall Mount Sensors |
| Public Safety | Code Enforcement Office | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch |
| Public Safety | Code Enforcement Supply Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch |
| Public Safety | Squad Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | (2) Maestros and (2) Wall Mount Sensors |

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| Existing and New Controls | | | | | |
|---|---|---|---|---|---|
| Site | Location | Selected Fixture Code | Fixture Description | Existing Controls Description | Selected Controls Description |
| Public Safety | Report Office | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | (2) Maestros and (2) Wall Mount Sensors |
| Public Safety | Men's RR | LEDPL-11WX2 | LED PL Lamp (2) 11W | | Maestro and (1) Wireless Ceiling Mount Sensor |
| Public Safety | Men's RR | LB-PSL24 | L&B 4ft 2L PSL | | Controlled by a device on another line |
| Public Safety | Women's RR | LEDPL-11WX2 | LED PL Lamp (2) 11W | | Maestro and (1) Wireless Ceiling Mount Sensor |
| Public Safety | Women's RR | LB-PSL24 | L&B 4ft 2L PSL | | Controlled by a device on another line |
| Public Safety | Janitor | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Armory | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Evidence | LB-PSL24 | L&B 4ft 2L PSL | | Maestro and (4) Wall Mount Sensors |
| Public Safety | Sally Port | RK18-PSL44 | Reflector Kit 1x8 Industrial Hood, 4 Lamp PSL | | (2) Power Packs and (2) Wall Mount Sensors |
| Public Safety | Sally Port Bike Room | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Equipment Room | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Lab | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Training Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Maestro and (2) Wall Mount Sensors |
| Public Safety | EMS Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | Sensor Already in place | Sensor Already in place |
| Public Safety | Tool Room | LB-PSL24 | L&B 4ft 2L PSL | Sensor Already in place | Sensor Already in place |
| Public Safety | SCUA Room | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | RR | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Turn out Room | LB-PSL24 | L&B 4ft 2L PSL | Sensor Already in place | Sensor Already in place |
| Public Safety | Upper Storage | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Hose Room | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Telephone | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch |
| Public Safety | Kitchen Pantry | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Water Heater Room | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Safety | Fitness Room | LB-PSL24 | L&B 4ft 2L PSL | | (2) Maestros and (2) Wall Mount Sensors |
| Public Safety | Fitness Room | LEDPL-11WX2 | LED PL Lamp (2) 11W | | Controlled by a device on another line |
| Public Safety | Fitness Room RR | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |

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| Existing and New Controls | | | | | |
|---|---|---|---|---|---|
| Site | Location | Selected Fixture Code | Fixture Description | Existing Controls Description | Selected Controls Description |
| Public Safety | Men's Locker Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | (2) Maestro and (2) Ceiling Mount Sensors |
| Public Safety | Men's Locker Room | LB-PSL24 | L&B 4ft 2L PSL | | Controlled by a device on another line |
| Public Safety | Men's Locker Room | LEDPL-11V | LED PL Vertical Lamp 11W PL V G24q/G24d 11W BYPass 120-277V | | Controlled by a device on another line |
| Public Safety | Men's Locker Room | LB-PSL24 | L&B 4ft 2L PSL | | Controlled by a device on another line |
| Public Safety | Men's Locker Room | LEDPL-11WX2 | LED PL Lamp (2) 11W | | Controlled by a device on another line |
| Public Safety | Women's Locker Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Maestro and (2) Ceiling Mount Sensors |
| Public Safety | Women's Locker Room | LB-PSL24 | L&B 4ft 2L PSL | | Controlled by a device on another line |
| Public Safety | Women's Locker Room | LEDPL-11V | LED PL Vertical Lamp 11W PL V G24q/G24d 11W BYPass 120-277V | | Controlled by a device on another line |
| Public Safety | Women's Locker Room | LB-PSL24 | L&B 4ft 2L PSL | | Controlled by a device on another line |
| Public Safety | Women's Locker Room | LEDPL-11WX2 | LED PL Lamp (2) 11W | | Controlled by a device on another line |
| Public Safety | Detective Open Area | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | (2) Maestro and (3) Wall Mount Sensors |
| Public Safety | Conference Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch |
| Public Safety | Sargent Office | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech - WS PDT XX |
| Public Works | Sign Shop | RK18-PSL44 | Reflector Kit 1x8 Industrial Hood, 4 Lamp PSL | | Maestro and (2) Wall Mount Sensors |
| Public Works | Sign Shop | RK18-PSL44 | Reflector Kit 1x8 Industrial Hood, 4 Lamp PSL | | Maestro and (2) Wall Mount Sensors |
| Public Works | Office | LB-PSL44 | L&B 4ft 4L PSL | | Occ Sensor WallSwitch |
| Public Works | Back Office | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch |
| Public Works | Storage | SK18-PSL44 | #N/A | | Maestro and (1) Wireless Ceiling Mount Sensor |
| Public Works | Office | LB-PSL24 | L&B 4ft 2L PSL | | (2) Maestros and (2) Wall Mount Sensors |

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| Existing and New Controls | | | | | |
|---|---|---|---|---|---|
| Site | Location | Selected Fixture Code | Fixture Description | Existing Controls Description | Selected Controls Description |
| Public Works | Sink | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Works | Upper Storage | RH18-PSN44 | #N/A | | Maestro and (2) Wall Mount Sensors |
| Public Works | Upper Storage | LB-PSL24 | L&B 4ft 2L PSL | | Controlled by a device on another line |
| Public Works | Upper Server | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Works | CD Lunch | LB-PSL24 | L&B 4ft 2L PSL | | Power Pack and (3) Wall Mount Sensors |
| Public Works | Copy Room | LB-PSL24 | L&B 4ft 2L PSL | | Occ Sensor WallSwitch |
| Public Works | Womens Locker Room | LB-PSL24 | L&B 4ft 2L PSL | Sensor Already in place | Sensor Already in place |
| Public Works | Womens Locker Room | LB-PSN23 | #N/A | Sensor Already in place | Sensor Already in place |
| Public Works | Womens RR | LB-PSL24 | L&B 4ft 2L PSL | Sensor Already in place | Sensor Already in place |
| Public Works | Engineering Office | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |
| Public Works | Director Office | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |
| Public Works | Conference Room | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |
| Public Works | Planning Director | TK24-PSL24 | Reflector Kit 2x4 Troffer, 2 Lamp PSL | | Occ Sensor WallSwitch, Dual Tech 2Pole - WS-PDT-2P-XX |

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**ECM5-MIL-G1: Elevated Tank Coating**

No utility savings calculated.

This Attachment G, comprising thirteen (13) pages, is attached to and made part of the Agreement.

| **City of Milwaukie** | **Ameresco, Inc.** |
|---|---|
| **By:** _____ | **By:** _____ |
| **Name:** _____ | **Name:** _____ |
| **Date:** _____ | **Date:** _____ |

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## ATTACHMENT H

## TRAINING

Ameresco shall provide training on the intent, design, operating requirements, and operational and maintenance requirements for all ECMs installed. The following section defines the intent, personnel to be involved, logistics, and tracking and documentation for the Training Plan that shall be provided by Ameresco.

Ameresco will implement a training program that involves classroom and hands-on/field training. Training sessions will include a review of the overall installation and performance characteristics of installed Energy Conservation Measures. Documentation will include review of O&M manuals, drawings, and equipment specification literature. Facilities personnel, and select building occupants, will receive comprehensive manuals for reference. The primary goal of Ameresco's training program will be to educate designated operations, maintenance, and building staff in the key areas that relate to the ECMs installed throughout the project. Ameresco has identified three (3) levels of training which may be required depending on the specific ECMs which are installed. Refer to the following Training Matrix for applications of Training Levels.

- **Level 1:** For systems and equipment which are essentially direct replacements of existing equipment, such that no additional skills will be required to perform operations and maintenance functions, the training will be limited to a general overview of the equipment installed, a review of the manufacturer's O&M manuals, and an explanation of equipment warranties. This level of training will provide operations and maintenance staff the familiarity with the equipment that is installed, manufacturer's recommended maintenance procedures, and all warranty information. This training will be conducted one (1) time and will include up to two (2) hours [total all ECMs] of classroom instruction for all ECMs designated for Level 1 training.

- **Level 2:** For systems and equipment which are new to the site, and require some general understanding as to their function and operation, training will include a minimum amount of classroom instruction that will provide an overview of the specific technology selected, specific equipment installed, review of the manufacturer's O&M manuals, and an explanation of equipment warranties. Following the classroom training session, a site tour will be scheduled to view the specific installation and operation of the equipment. This level of training will provide operations and maintenance staff with additional equipment details (including equipment cut sheets), familiarity with the equipment that is installed, manufacturer's recommended maintenance procedures, and all warranty information. This training will be conducted one (1) time and will include up to four (4) hours [total all ECMs] of combined classroom and field instruction for all ECMs designated for Level 2 training.

- **Level 3:** For systems and equipment which are new to the site, and are more complex in nature - training will be directed to facilities engineering and the operations and maintenance staff. Level 3 training will require more extensive classroom training to discuss design intent, specific system design, energy efficiency considerations, seasonal modes of operations, comfort conditions, operation of individual components, emergency conditions, sequences of operations, alarms, diagnostics, and any additional ECM specific information as required. This training will be conducted up to two (2) sessions and will include up to four (4) hours per

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session [eight (8) hours total – all ECMs] of combined classroom and field instruction for all ECMs designated for Level 3 training.

- Level 3 classroom training will also include a review of the manufacturer's operation and maintenance manuals, and an explanation of equipment warranties. Following the classroom training session, a site tour will be scheduled to view the specific installation, operation of the equipment, and hands on maintenance instructions by qualified personnel and manufacturers' representatives. This level of training will provide staff with a comprehensive understanding of all equipment details as well as hands on familiarity with the equipment that is installed and a detailed review of manufacture's recommended maintenance procedures and warranty information.

- Note: "Classroom" refers to a setting where information is presented to Customer personnel and may occur on-site in a meeting room, office, boiler room, etc.).
- The Customer shall provide suitable space and make personnel available, as reasonably required for Ameresco to conduct training under this Attachment H.

| Training Matrix | | | | | |
|---|---|---|---|---|---|
| **ECM Number** | **ECM Description** | **Level 1** | **Level 2** | **Level 3** | **Not Applicable** |
| ECM1-MIL-M1 | DDC Upgrade | | X | | |
| ECM2-MIL-M2 | Programmable Thermostats | X | | | |
| ECM3-MIL-M3 | Library AHU Upgrade | | X | | |
| ECM4-MIL-L1 | Lighting Upgrade | X | | | |
| ECM5-MIL-G1 | Elevated Tank Coating | X | | | |

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## ATTACHMENT I

### MEASUREMENT AND VERIFICATION FEE SCHEDULE

Fees for M&V Services will be due and payable as provided in Section 4(d) of the ESA and Attachment G.

| Year | M&V Cost |
|---|---|
| **1** | **Included in Contract Price** |

As noted in Attachment G, Customer may elect to continue M&V Services for Years 2 through Year 15 of the Guarantee Period, at an additional cost, for additional consecutive years. For Year 2, the Cost would be $3,523 and shall be escalated at a rate of 3.0% per year

Fees for M&V Services are based on Customer's compliance with its obligations to provide energy usage data, including remote access to, and the collection of data from, the Monitoring System and/or Customer's network server.

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## ATTACHMENT J

## CUSTOMER'S MAINTENANCE RESPONSIBILITIES; STANDARDS OF SERVICE AND COMFORT

### SECTION 1. CUSTOMER'S MAINTENANCE RESPONSIBILITIES

Customer, at its own expense, will keep and maintain, or cause to be kept and maintained, the ECMs and all equipment in as good operating condition as when delivered to the Customer hereunder, ordinary wear and tear resulting from proper use thereof alone excepted, and will provide maintenance and service and make all repairs necessary for such purpose. Responsibility for the proper maintenance, service, repair and adjustments to each ECM, ECM system and related ancillary systems and equipment, including related expenses, shall transfer to the Customer on an ECM by ECM basis on the date of "Substantial Completion" of each ECM as such date is determined in accordance with the definition of Substantial Completion set forth in Section 1 of the Agreement. The Customer will be responsible for such maintenance, service, repair and adjustments for the remainder of the Term. Operation and Maintenance Manuals (O&M Manuals) will be provided to the Customer, by the ESCO. Included with the O&M manuals will be a list of maintenance responsibilities and tasks for the Customer.

*Start-up and Shutdown*: The Customer's responsibilities include all system start-ups and shut-downs. System start-up (beginning of season) and shut-down (end of season) refers to specific manufacturer recommendations with respect to "proper" system start-up, operation, maintenance, and shut-down as defined in the manufacturer's installation / operation / maintenance (O&M) manuals which will be provided to the Customer upon Substantial Completion and / or Delivery and Acceptance, as appropriate.

*Operations*: The Customer shall operate the equipment installed hereunder in accordance with parameters noted in the manufacturers' recommendations, and any supplemental procedures supplied to the Customer by ESCO, including those set forth in the O&M manuals. The Customer shall also operate the equipment and systems (including ancillary related systems) in accordance with Section 2 below, Standards of Comfort.

*Maintenance*: The Customer's maintenance responsibilities include the proper operation and prompt repair and maintenance of each ECM, ECM system and related ancillary systems and equipment such that they are maintained in good working order during the Term. The Customer shall repair and maintain (i) the equipment and all other components which comprise the ECM and (ii) all other equipment which is attached thereto and/or is integral to the proper functioning of the ECM, including performance of the maintenance tasks, manufacturer's recommendations and supplemental procedures included in the O&M Manuals. Maintenance also refers to performing required maintenance of ancillary systems.

In addition to any of its other obligations under this Agreement, Customer agrees to operate and maintain all ECM's to the standards set forth in this Attachment J. Deviation from these standards may result in adjustments to the Baseline, the Guaranteed Savings or the determination of Annual Savings.

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## SECTION 2. STANDARDS OF SERVICE AND COMFORT

Space temperature set points for locations served by new controls and programmable thermostats will be set and maintained by Customer as shown in the tables below. Ameresco shall not be responsible for existing HVAC equipment and ancillary services (HVAC equipment ancillary services not replaced as part of project) ability to meet the space temperatures provided in the following tables. Deviation from these standards may result in adjustments to the Baseline, the Guaranteed Savings Amount and/or the determination of Annual Savings.

**Heating Set Points:**

| Space | Maximum Temperature |
|---|---|
| Occupied* | 70°F |
| Unoccupied | 60°F |
| Maintenance Shop Floor | 68°F during occupancy and 55°F when unoccupied |
| Areas not requiring heat | Minimum temperature required to prevent damage to the facility |

***Occupancy Schedule assumed to general by 7am-5pm M-F except in specialty areas.**

**Cooling Set Points:**

| Space | Minimum Temperature |
|---|---|
| Occupied | 72°F |
| Unoccupied | 80°F |
| Maintenance Shop Floor | N/A |
| Areas not requiring heat | N/A |

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MILWAUKIE CITY COUNCIL
**STAFF REPORT**

Agenda Item: **RS 3. E.**
Meeting Date: June 7, 2016

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **Contract for Utility Billing Meter Reading Services**

From: Bonnie Dennis, Assistant Finance Director

Date: May 23, 2016

**ACTION REQUESTED**
Adopt a resolution authorizing the City Manager to execute a purchase agreement with Metereaders LLC for utility billing meter reading services. The term of the purchase agreement is (2) two years with the option of a two (2) two-year extensions for a potential total contract term of six (6) years.

**HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**
June 2013 – The City contracted meter reading services for utility billing with Metereaders LLC.

May 2016 – The City initiated a request for proposal for utility billing meter reading services.

May 2016 – Staff sent a notice of intent to award the contract to Metereaders LLC based on the evaluation committee's recommendation.

**BACKGROUND**
Since 1997, the City has outsourced utility billing meter reading services. This service includes reading meters for approximately 7,000 utility customers combining residential and commercial meters across an area of five square miles. The City requires monthly water meter reading data to ensure utility accurate billing in addition to reliance on the information for meter maintenance and identification of potential leaks.

The City initiated a request for proposal for meter reading services on May 2, 2016 and received two proposals. The two proposals were reviewed by an evaluation committee comprised of Finance Department staff members who determined that the two proposals were comparable and complete. After thorough review of the two proposals, the committee determined that Metereaders LLC offered a more substantial service that fits the needs of the City. The services offered and pricing from Metereaders LLC provided the comparative lowest cost, therefore, the committee selected Metereaders LLC to continue utility billing meter reading services.

**CONCURRENCE**
N/A

**FISCAL IMPACTS**
Compensation is based on a fixed fee not to exceed $0.61 per meter read; approximately $4,270 monthly. Total anticipated contract cost is expected to be approximately $102,480. The

fixed fee can be negotiated at each term/extension of the contract. The contract will expire on June 30, 2018.

**WORK LOAD IMPACTS**

Since Meterreaders LLC is our existing service provider; no additional staff time is expected for converting to a new vendor.

**ALTERNATIVES**

Utilize a different contractor, or bring meter reading in-house. Both options will require staff time to implement and perform meter reads on customers.

**ATTACHMENTS**

1. Resolution
2. Purchase Agreement
3. Copy of Request for Proposal

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, AUTHORIZING THE CITY MANAGER TO SIGN A PURCHASE AGREEMENT WITH METEREADERS LLC FOR UTILITY BILLING METER READING SERVICES**

**WHEREAS,** it is the policy and practice of the City of Milwaukie to contract with a professional meter reader to read utility billing meters; and

**WHEREAS,** the City of Milwaukie performed a request for proposal for meter reading services in anticipation of expiration of the existing contract; and

**WHEREAS,** the evaluation committee reviewed the proposals and selected Metereaders LLC for meter reading utility billing services.

**Now, Therefore, be it Resolved** that the City Council of the City of Milwaukie, Oregon, directs the City Manager to sign a purchase agreement contract with Metereaders LLC effective July 1, 2016.

Introduced and adopted by the City Council on June 7, 2016.

This resolution is effective on June 7, 2016.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Pat DuVal, City Recorder

City Attorney

Contract No. _____

# PURCHASE AGREEMENT
# WITH THE CITY OF MILWAUKIE, OREGON
# FOR WATER METER READING SERVICES

**THIS CONTRACT** is made and entered into this 7th of June, 2016, by and between the City of Milwaukie, Oregon, a municipal corporation of the State of Oregon, hereinafter called "City", and Metereaders, LLC, hereinafter called "Contractor."

## RECITALS

**WHEREAS**, City has need for certain goods or services provided by Contractor, and

**WHEREAS**, Contractor is in the business of selling certain goods or services and is aware of the purposes for which City will use the goods,

**THEREFORE**, City and Contractor wish to enter into a contract under which City shall purchase the goods or services described in Contractor's bid in accordance with these contract documents, including the attached standard terms and conditions.

## TERM AND CONDITIONS

Any purchase made against this Contract shall be in compliance with the terms and conditions set forth in these contract documents, including those listed in Exhibit A, Standard Terms and Conditions.

## GOODS OR SERVICES TO BE PROVIDED

City shall purchase goods or services from Contractor in accordance with specifications, scope, and unit prices outlined in Exhibit B. This Contract is non-exclusive; City reserves the right to procure goods or services through any other means as it deems necessary. Contractor shall be responsible for the delivery of goods or services in accordance with Exhibit B and the terms and conditions of this Contract.

## EFFECTIVE DATES AND DURATION

This Contract shall become effective upon July 1, 2016 and shall expire, unless otherwise terminated or extended, on June 30, 2018. The City shall also retain the rights to two (2) two-year extensions to the Contract.

## COMPENSATION

City agrees to compensate Contractor for goods or services supplied, including any applicable shipping and handling charges, as described in Exhibit B. City shall not be responsible for payment of any materials, services, expense, or costs other than those which are specifically included in Exhibit B. Payment shall be on a unit price only for those goods or services received in an acceptable condition to City. Compensation for the initial term of this Contract is not to exceed the rates established in Exhibit B. Any pricing increase must be submitted to the City 60 days prior to the effective date of each renewal term and must be in compliance with the Escalation Clause stated in Exhibit B. Payment will be made based on Contractor's invoice, subject to the approval of the Contract Manager or appropriate City representative, and not more frequently than monthly. Payment shall be made only for work actually completed as of date of invoice. Payment terms shall be net 30 days from date of invoice.

## CONTACT INFORMATION

All notices shall be made in writing and may be given by personal delivery, mail, email or fax. The following addresses and contacts shall be used to transmit notices and other information:

| **Contact for City:** | **Contact for Contractor:** |
|---|---|
| Joe Gardner | Greg Reynolds |
| 10722 SE Main Street<br>Milwaukie, OR 97222 | PO Box 1902<br>Lake Oswego, OR 97035 |
| Phone: 503-786-7597 | Phone: 503-871-3041 |
| Fax: 503-786-7528 | Fax: 503-624-1801 |
| Email Address: gardnerj@milwaukieoregon.gov<br>Data Transmission Email: utilitybilling@milwaukieoregon.gov | Email Address: greg@metereaders.com |

All invoices shall be given by personal delivery, mail, email or fax. Payments to Contractor may be delivered by mail or electronic transfer. The following addresses and contacts shall be used to transmit invoices and other accounting information:

| **Accounts Payable Contact for City:** | **Accounts Receivable Contact for Contractor:** |
|---|---|
| Kelli Tucker | Lacey McEwen |
| 10722 SE Main St<br>Milwaukie, OR 97222 | PO Box 1902<br>Lake Oswego, OR 97035 |
| Phone: 503-786-7523 | Phone: 503-913-1234 |
| Fax: 503-786-7523 | Fax: 503-624-1801 |
| Email Address: tuckerk@milwaukieoregon.gov<br>Invoice Email: ap@milwaukieoregon.gov | Email Address: lacey@metereaders.com |

## CONTRACTOR AS INDEPENDENT CONTRACTOR

Contractor acknowledges that for all purposes related to this Contract, Contractor is and shall be deemed to be an independent contractor as defined by ORS 670.600 and not an employee of City, shall not be entitled to benefits of any kind to which an employee of City is entitled and shall be solely responsible for all payments and taxes required by law. Furthermore, in the event that Contractor is found by a court of law or any administrative agency to be an employee of City for any purpose, City shall be entitled to offset compensation due, or to demand repayment of any amounts paid to Contractor under the terms of this Contract, to the full extent of any benefits or other remuneration Contractor receives (from City or third party) as a result of said finding and to the full extent of any payments that City is required to make (to Contractor or to a third party) as a result of said finding.

Contractor acknowledges that for all purposes related to this Contract, Contractor is not an officer, employee, or agent of the City as those terms are used in ORS 30.265.

## INDEMNIFICATION

Contractor shall defend, indemnify, and hold harmless City, City's officers, employees, agents, and representatives from and against all liability, claims, demands, judgments, penalties, and causes of action of any kind or character, or other costs or expenses incidental to the investigation and defense thereof, of whatever nature, resulting from or arising out of the activities of the Contractor or its Subcontractors, agents, or employees under this contract, except, however, that the foregoing shall not apply to liability that arises out of City's negligence.

## INSURANCE

Contractor shall maintain insurance acceptable to City in full force and effect throughout the term of this contract. Such insurance shall cover all risks arising directly or indirectly out of Contractor's activities and work hereunder.

The policy or policies of insurance maintained by the Contractor shall provide at least the following limits and coverages:

a. Commercial General Liability Insurance
If Contractor will be installing or testing the goods, or otherwise performing services on City's premises, Contractor shall provide a certificate indicating that Contractor has commercial general liability insurance covering bodily Injury and Property Damage on an "occurrence" form. This coverage shall include Contractual Liability insurance. Coverage will include $2,000,000 per occurrence and $3,000,000 general annual aggregate. Said insurance shall name City as an additional insured and shall require written notice to City thirty (30) days in advance of cancellation. If Contractor hires a carrier to make delivery, Contractor shall ensure that said carrier complies with this paragraph.

b. Business Automobile Liability Insurance
If Contractor will be delivering the goods, Contractor shall provide City a certificate indicating that Contractor has business automobile liability coverage for all owned, hired, and non-owned vehicles. The Combined Single Limit per occurrence shall not be less than $2,000,000. Said insurance shall name City as an additional insured and shall require written notice to City thirty (30) days in advance of cancellation. If Contractor hires a carrier to make delivery, Contractor shall ensure that said carrier complies with this paragraph.

c. Workers' Compensation Insurance
The Contractor, its Subcontractors, if any, and all employers providing work, labor, or materials under this Contract that are subject employers under the Oregon Workers' Compensation Law shall comply with ORS 656.017, which requires them to provide workers' compensation coverage that satisfies Oregon law for all their subject workers. Out-of-state employers must provide Oregon workers' compensation coverage for their workers who work at a single location within Oregon for more than 30 days in a calendar year. Contractors who perform work without the assistance or labor of any employee need not obtain workers' compensation coverage. All non-exempt employers shall provide Employers Liability Insurance with coverage limits of not less than $500,000 each accident.

d. Certificates of Insurance
As evidence of the insurance coverage required by the contract, the Contractor shall furnish a Certificate of Insurance to the City. No contract shall be effective until the required certificates have been received and approved by the City. The certificate will specify and document all provisions within this Contract.

e. City's insurance is excess and not contributory insurance with the insurance required by this contract.

Any action or suits involving any question arising under this Contract must be brought in the Circuit Court of the State of Oregon.

## COMPLETE AGREEMENT

This Contract, including the attached terms and conditions and exhibits, constitutes the entire agreement between the parties. No waiver, consent, modification, or change of terms of this Contract shall bind either party unless in writing and signed by both parties. Such waiver, consent, modification, or change if made, shall be effective only in specific instances and for the specific purpose given. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Contract. Contractor, by the signature of its authorized representative, hereby acknowledges that he/she has read this Contract, understands it and agrees to be bound by its terms and conditions.

**IN WITNESS WHEREOF**, City has caused this Contract to be executed by its duly authorized undersigned officer and Contractor has executed this Contract on the date hereinabove first written.

| **CITY OF MILWAUKIE** | **CONTRACTOR** |
|---|---|
| _____ | _____ |
| Signature | Signature |
| William Monahan, City Manager_____ | _____ |
| Printed Name & Title | Printed Name & Title |
| _____ | _____ |
| Date | Date |

**EXHIBIT A**

## CITY OF MILWAUKIE
## STANDARD TERMS AND CONDITIONS

1. Packing & Shipment. Deliveries shall be made as specified, without charge for boxing, crating, carting or storage. Material shall be suitably packed to ensure against damage from weather or transportation and to secure lowest transportation costs, and in accordance with the requirements of common carriers. Buyer's Order number and symbols must be plainly marked on all invoices, packages, bills of lading and shipping orders. Packing lists shall accompany each box or package shipment. Buyer's count or weight shall be conclusive on shipment not accompanied by packing lists. Unless otherwise specifically agreed, all costs of packaging and shipment are included in the purchase price and all goods will be shipped, with all costs prepaid. Risk of loss to goods in shipment (including damage, destruction, theft, or loss) shall be borne by the Seller. Risk of loss shall not pass to Buyer until the goods are delivered to and checked in at the location specified by Buyer in this Order.
2. Warranty. Unless otherwise agreed in writing, Seller warrants that the products ordered will conform to the specifications herein and to any drawings, samples, or other description furnished or adopted by Buyer. All products are warranted to be merchantable, to be of the highest quality design, material, and workmanship and free from defect and to be fit for purpose intended. All warranties shall survive inspection or test, acceptance and payment. Warranties shall run to Buyer, its successors, assigns and customers. Warranty period shall be (1) year from date of acceptance by Buyer.
3. Inspection and Acceptance. At Buyer's request, Seller shall provide a complete inspection program; satisfactory to Buyer, for Buyer's inspection of all materials, fabricating methods, equipment in process work and finished products.
   If this Order provides for inspection of the work by Buyer on site during the period of manufacture, Seller agrees to provide Buyer's inspectors with reasonable facilities and assistance during such inspection. Inspection by Buyer shall not unduly delay the work. Buyer may charge Seller any additional cost incurred by Buyer if the work is not ready in accordance with the inspection schedule. Any inspection made or Waiver-of-Inspection-Notice given by Buyer will not relieve Seller from its responsibilities for delivering products and work hereunder.
   Acceptance or rejection of the products shall be made up to 10 days after delivery and inspection by Buyer except as otherwise provided herein. Failure to inspect and accept or reject products shall neither relieve Seller from responsibility for such products, which do not meet the requirements herein nor impose liability on Buyer therefore.
4. Delivery. If Seller fails to meet the delivery schedule provided herein, Buyer may require Seller to deliver the products, or any portion thereof, in any manner commercially necessary to speed delivery, all at the Seller's sole expense. Unless otherwise agreed upon in writing by Buyer and Seller, Seller shall be required to pay the normal freight weight plus any premium rate required. Invoices covering products shipped in advance of the date specified will not be paid until after the date specified for delivery and are subject to rejection, as provided in this paragraph immediately below, if shipped too early.
   Neither party shall be liable for delays or defaults due to strike, fire, windstorm, riot, natural disaster, war, civil unrest or other similar unforeseeable cause beyond the control and without the fault or negligence of the party incurring such delay. Seller shall notify Buyer in writing of the existence of such cause within five (5) days after the commencement of the delay or default giving pertinent information concerning such cause. No delivery shall be made more than seven (7) days prior to the applicable delivery date, and Buyer shall have the right to return earlier deliveries at Seller's risk and expense or charge to Seller any additional costs sustained because of the same.
5. Buyer-Furnished Materials. Seller shall assume all risk of loss of any material furnished by Buyer to Seller for use in performance of this Order.
6. Taxes. Seller shall not invoice Buyer for any taxes nor include in Seller's price any federal excise, state, or city tax or any other tax, unless Seller has first asked Buyer for Buyer's tax exemption number and it has been agreed upon between both parties that Buyer is not exempt from the tax.
7. Changes. Buyer may, by written order, make changes including changes in drawings or specifications. Buyer will equitably adjust any difference in cost or time for performance resulting from such change and the Order modified in writing accordingly. ANY CLAIM BY SELLER UNDER THIS CLAUSE MUST BE ASSERTED IN WRITING WITHIN 30 DAYS FROM THE DATE OF SELLER'S RECEIPT OF THE CHANGE ORDER OR THE CLAIM WILL NOT BE ALLOWED.
   In the event that Buyer proposes any change prior to making such change by written order and such change will have an effect on the warranty of the products procured by this Order, Seller shall notify Buyer in writing of such effect within 10 days of receipt of such proposal.
8. Advertising. Seller shall not, without the written consent of Buyer, in any manner advertise or publish the fact that Seller has furnished or contracted to furnish to Buyer the products herein.
9. Cancellation for Cause. Buyer may cancel all or any part of the undelivered portion of this Order if Seller breaches any of the terms hereof or in the event of any of the following: Insolvency of Seller, a voluntary or involuntary petition in bankruptcy for, by or against Seller; the appointment of a receiver or trustee for Seller, or an assignment for the benefit of creditors by Seller or if Buyer has reasonable cause to believe Seller will become insolvent, file for bankruptcy, go out of business or that the products being shipped may be subject to lien, claim or attachment by a creditor of Seller. Any such cancellation under this section shall be cancellation for cause and in the event of such cancellation, Buyer shall have the right to complete, or cause to have completed, this Order including the right to cause Seller to produce, without liability of any kind to the Buyer, proprietary items of the Seller as necessary to complete the Order. The remedies and damages in this section shall be cumulative and in addition to any other or further remedies provided at Law or in Equity, including reasonable and necessary attorney's fees and other costs of litigation.
10. Termination. Buyer has the right, in its sole discretion, to terminate this Agreement without cause or for no cause at any time by giving notice to Seller. If Buyer terminates the contract pursuant to this section, it shall pay Seller for goods shipped by Seller prior to receipt by Seller of the notice of termination. Buyer may deduct the amount of damages, if any, sustained by Buyer due to any breach of contract or warranty by Seller. Damages for breach of contract or warranty shall be those allowed by Oregon law, reasonable and necessary attorney fees, witness fees (expert and non-expert), and other costs of litigation at trial and on appeal.
11. Assignment and Subcontracting. Seller may not assign or subcontract any of its rights or obligations hereunder without the prior written approval of Buyer. Any unapproved assignment shall be void. Seller shall be fully responsible for the acts or omissions of any subcontractors and all persons employed by them, and neither the approval by Buyer of any subcontract nor anything contained herein shall be deemed to create any contractual relation between the subcontractor and the Buyer. Buyer may assign its rights under this Order.
12. Work on Buyer's Premises. If Seller's performance of this Order involves operations by Seller on Buyer's premises, Seller shall (a) provide all necessary and sufficient safeguards and take all proper precautions against the occurrence of injury to any person or damage to any property, and shall be responsible for and shall indemnify and hold harmless Buyer, its representatives, officers, employees, and agents from any and all loss, suit, action or claim, including cost and attorney's fees, by reason of injury, including death, to any person and carry public liability and property damage insurance with limits of liability of not less than $1,000,000 each, unless higher limits are required by a signed purchase agreement, with contractual liability endorsement and such insurance as set forth in the insurance clause of the contract. Compliance shall be verified by Certificate of Insurance with appropriate endorsements sent to Buyer prior to Seller commencing work on Buyer's premises. Any work performed on Buyer's premises must be done
   pursuant to all OSHA standards, all applicable State and Federal health and safety laws, rules and regulations and all workers must be covered by workers' compensation insurance furnished through and paid for by Seller.
13. Stop Work Order. Buyer may, at any time by written order to Seller, require Seller to stop all, or any part of the work called for by this Order for a period of 90 days after the written order is delivered to Seller, and for any further period to which the parties may agree and for any other period to which the parties may have agreed or as provided in Section 4, 10, and/or 11. Within the period of 90 days or less or within any extension of that period, Buyer shall either: (a) cancel the "Stop Work Order" and direct Seller to resume work; or (b) terminate the work covered by this Order. If Buyer orders Seller to resume work, Seller shall be entitled to any equitable adjustment pursuant to Section 8 provided a claim for such an adjustment shall be submitted by Seller within 30 days after the end of the period of work stoppage.
14. Payment. Payment date shall be calculated from the date of Buyer's receipt of an acceptable invoice and Buyer's acceptance of the products and supporting documentation at destination.
15. Information/Data. Unless otherwise agreed in writing any designs, drawings, specifications, or other manufacturing information furnished by Buyer to Seller shall be confidential to Buyer and is furnished solely for the performance of this Order. All copies of such information shall be returned to Buyer upon completion of the Order. Any designs, drawings, specifications, or other manufacturing information delivered by Seller to Buyer may be used for any purpose whatsoever. The foregoing shall apply notwithstanding the presence or absence of any contrary legend or statement on any of such information. All

business and governmental information materials containing business and governmental information provided by Buyer to Seller shall be treated as confidential.

16. Compliance with Laws and Regulations. Seller warrants that all products, goods, or work delivered and performed shall comply with all applicable Federal, State or Local Laws or Regulations including without limitation The Occupational Safety and Health Act (29 USC. Chapter 15); Federal Hazardous Material Transportation Act (49 USC. Chapter 27); Equal Employment Opportunity; E.O. 11246 and 41 CFR Sections 60-1.4 and 60-1.7; Employment of the Handicapped E.O. 11758 and 41 CFR Section 60-741-4; Utilization of Minority Enterprises E.O. 11625 and 41 CFR Subpart 1-1.13; Age Discrimination E.O. 11141, Employment of Veterans E.O. 11701 and 41 CFR Section 50-250.4 and all rules, regulations and amendments issued pursuant to the foregoing.

    Seller shall indemnity Buyer, its officers, employees and agents against any damages, penalties, costs or expenses incurred in connection with any alleged violation of any Federal, State or Local Law or regulating the manufacture or sale to the Buyer of any Item covered by this Order.

17. Patents, Copyrights, Trademarks. Seller warrants that no products will be furnished hereunder which infringe or contribute to the infringement of any letters patent, copyright or trademark. Seller agrees to immediately replace at its sole cost any products furnished hereunder which infringe or contribute to the infringement of any letters patent, copyright or trademark or to take all steps necessary at Seller's sole expense to remove such infringement.

    Seller will indemnify and hold harmless Buyer, its representatives, officers, employees and agents from and against any and all costs, royalties, damages and/or expenses which may arise out of or result from, or be reasonably incurred in contesting any claims that the methods, processes or acts by the Seller or its employees or the products furnished hereunder, infringes or contributes to the infringement of any letters, patent, copyright or trademark.

18. Waiver. The failure of Buyer to enforce at any time any of the provisions of this Order or to exercise any option herein provided, shall not be a present or future waiver of such provisions, nor in any way affect the validity of this Order or any part hereof, or the right thereafter to enforce each and every such provision. The express waiver (whether one (1) or more times) of any provision, condition or requirement shall not constitute a waiver of any future obligation to comply with such provision, condition or requirement.

19. Independent Contractor. Seller is an independent contractor and persons employed by Seller shall be employees of Seller and not employees of Buyer.

20. Complete Agreement. The Purchase Agreement and any referenced attachments constitute the complete agreement between the parties. Except as otherwise provided herein, it is subject to change only by an instrument signed in writing by both parties.

21. Acceptance by Performance. If Seller fails provide to Buyer with a signed copy of this order, but delivers product or performs the services specified in this agreement, then Seller agrees that the Seller shall be deemed to have accepted the terms and conditions of this order, as provided on both the front and this reverse side of the order. Buyer must agree any changes or modifications to this order by Seller to, in writing, or they shall not be deemed accepted by Buyer and if the Seller delivers the products nonetheless, then the original terms and conditions of this order shall govern.

22. Mandatory Mediation and Binding Arbitration. If there is a dispute concerning any of the terms, conditions or the performance of this order, then it is hereby agreed by both Buyer and Seller that the dispute shall be submitted first to non-binding mediation, to be performed by a sole mediator to be agreed upon between Buyer and Seller. If a mediator cannot be agreed upon, then the parties agree that any Circuit Court judge for the State of Oregon, County of Clackamas, shall be authorized to appoint a mediator for the parties.

    Should the parties fail to reach an agreement through mediation, then the parties shall submit to binding arbitration, which shall be governed by the rules of the Arbitration Service of Portland, and shall be conducted within Clackamas County. The arbitration shall be conducted by a single arbitrator chosen by mutual agreement of the parties. If the parties are unable to agree on an arbitrator, the parties shall ask the Presiding Judge of the Circuit Court for Clackamas County to select the arbitrator. If the arbitrator determines that one party is the prevailing party, then the losing party shall be required to pay all fees and costs of the arbitration. On the other hand, if the arbitrator determines that neither party is to be considered the prevailing party, then the fees and costs of the arbitration shall be divided equally between the parties. The parties knowingly and voluntarily waive their rights to have their dispute tried and adjudicated by a judge or jury. In the event a party fails to proceed with arbitration, unsuccessfully challenges the arbitrator's award, or fails to comply with the arbitrator's award, then the other party shall be entitled to costs, including reasonable attorney fees, for having to compel arbitration or defend or enforce the award. The parties agree to defend the arbitrator and any individual engaged in the administration of an arbitration proceeding from any subpoenas or claims from third parties arising out of this order or the arbitration.

23. Jurisdiction and Attorney Fees. This order shall be governed and construed according to the laws of the State of Oregon. If a dispute shall arise under this order necessitating the services of an attorney, then the prevailing party shall be entitled to collect from the losing party all of its/his/her reasonable costs and attorney fees, either in arbitration (if awarded by the arbitrator as provided above), or by a court before which any matter concerning this order may be heard, both at trial and on appeal.

24. Neutral Interpretation. This order constitutes the product of negotiations between the parties hereto. Any enforcement hereof will be interpreted in a neutral manner and not more strongly for or against any party based upon the source of draftsmanship.

25. Severability. Nothing contained herein shall be construed to require the commission of any act contrary to law, and wherever there is any conflict between the provisions contained herein and any present or future statute, law, ordinance or regulation contrary to which to the parties have no legal right to contract, the latter shall prevail. The provision of this Agreement, which is affected, shall be curtailed and limited only to the extent necessary to bring it within the requirement of the law.

26. Calculation of Time. All periods of time referred to herein shall include Saturdays, Sundays, and legal holidays in the State of Oregon, except that if the last day of any period falls on any Saturday, Sunday or such holiday, then that period shall be extended to include the next day which is not a Saturday, Sunday or holiday.

27. Notice. Any notice required or permitted to be given by either party to the other shall be deemed to have been given when sent via telecopy, overnight air courier, or deposited in the United States mail certified, return receipt requested, with first class postage prepaid, addressed as indicated on the front of this order, or addressed to either party at such other address as such party shall hereafter furnish to the other party in writing. Notice shall also be considered effective upon delivery if personally delivered.

28. Conditions of Supplying a Public Agency. Where applicable, seller must make payment promptly as due to persons supplying Seller labor or materials for the execution of the work provided by this order. Seller must pay all contributions or amounts due from Seller to the Industrial Accident Fund incurred in the performance of this order. Seller shall not permit any lien or claim to be filed or prosecuted against Buyer or any subdivision of Buyer on account of any labor or material to be furnished. Seller further agrees to pay to the Department of Revenue all sums withheld from employees pursuant to ORS 316.167.

29. Payment of Claims by Public Officers. In the event that Seller fails, neglects or refuses to make prompt payment of any claim for labor or services furnished to Seller or a subcontractor of Seller by any person in connection with the performance of this order when such claim becomes due, then the proper officer or officers representing the Buyer hereunder may pay such claim to the person furnishing the labor or services and charge the amount of the payment against the funds due or to become due to the Seller by reason of this order. The payment of a claim in the manner authorized by this provision shall not relieve the Seller or any of the Seller's surety from obligations with respect to any unpaid claims.

30. Health Care Benefits for Seller's Employees. If this order involves public service, then Seller must provide health care benefits to all employees who are performing services previously performed by public employees performing similar duties under this order.

31. Hours of Labor. If labor is performed under this order, then no person shall be employed for more than eight (8) hours in any one day, or forty (40) hours in any one week, except in cases of necessity, or emergency or where the public policy absolutely requires it, and in such cases, except cases of contracts for personal services as defined in ORS 279A.055, the labor shall be paid at least time and a half for all overtime in excess of eight (8) hours a day and for all work performed on Saturday and on any legal holidays as specified in ORS 279B.020. In cases of contracts for personal services as defined in ORS 279A.055, any labor shall be paid at least time and a half for all hours worked in excess of forty (40) hours in any one week, except for those individuals excluded under ORS 653.010 to 653.260 or under 29 USC SS 201-209.

32. Medical Care and Workers' Compensation. Seller shall promptly, as due, make payment to any person, co-partnership, association or corporation, furnishing medical, surgical and hospital care or other needed care and attention incident to sickness or injury, to the employees of such Seller, of all sums which the Seller agrees to pay for such services and all moneys and sums which the Seller collected or deducted from the wages of the employees pursuant to any law, contractor agreement for the purpose of providing or paying for such service.

**EXHIBIT B**

## SCOPE OF WORK

### General

The City owns approximately 7,000 water meters located across a five square mile area. The meters are typically located near the public right-of-way or property line. A few meters may be located in unusual locations, in which case the City shall provide location details.

The City performs a monthly billing cycle which requires all 7,000 meters to be read each month, or roughly 84,000 reads per year.

### Scope of Work

Contractor shall provide water meter reading services at a rate of $0.61 per meter for all water meters, as directed by City staff.

The City shall provide Contractor a monthly list of meters to be read. This list may vary slightly each month based on additional meter installations or meter removals. Contractor shall be required to submit meter reading data to the City's Finance department electronically no later than the 19th of each month, with actual read dates not more than ten days prior to the delivery date. Meter reading data shall be submitted via e-mail to utilitybilling@milwaukieoregon.gov.

In addition to monthly meter reading data, separate electronic files shall provide the following information for City staff:

- Meter maintenance items (dig-out's, trim, meter lid replacement, etc.)
- Meter problems (fogged/damaged register, dead meter)
- Misread meters from prior month
- Potential leaks
- Unreadable meters along with reasoning

Contractor shall not be responsible for readings associated with opening or closing customer accounts, re-reads, vacancy checks, verification if meter is on or off, readings inside buildings, pumping flooded vaults, or reading meters inside vaults that cannot be read without entering.

### Deliverables

An electronic, comma delimited text file shall be submitted by Contractor to the City each month. The text file shall include the following information:

- Meter reading
- Date of meter reading
- Meter identification number
- Meter serial number

All water meters must be accurately read, and estimated reads will not be accepted. If Contractor is unable to read a meter then the reason must be included in the electronic file sent to the City. Acceptable reasons for an unread meter may include, but are not limited to, a buried meter, vehicle parked over meter, or meter under water.

### Escalation Clause

Per meter pricing may, through express written approval of City, increase at each renewal term if agreed to by both parties.

# Request for Proposals

**for**

# Water Meter Reading Services

Issue Date: Monday, May 2, 2016

Proposal Due Date: Friday, May 20, 2016 at 5:00PM

City of Milwaukie
Finance Department
10722 SE Main Street
Milwaukie, OR 97222
(503) 786-7555

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# Request for Proposals

City of Milwaukie—Water Meter Reading Services

The City of Milwaukie (City) is seeking proposals from qualified and experienced contractors to provide Water Meter Reading services to the City. The City's objective is to enter into a Purchase Agreement that will provide these comprehensive services.

The City's expectation of any contractor the City contracts with is that the contractor's values align with the City's values of highly ethical conduct, fiscal responsibility, respect for the City and others, and responsiveness to the City's customers.

The Request for Proposal documents may be obtained at http://bids.milwaukieoregon.gov/.

Successful proposers will be asked to sign a Purchase Agreement with the City. A sample agreement is attached as part of the RFP documents. The City will require specific levels of insurance, a Milwaukie business registration, and a tax identification number. Proposers must evaluate this agreement and agree with the terms and conditions contained therein unless written objections are included as an addenda with their proposal. The City will review the addenda and content of any such objection in the proposal evaluation process. Objections after the awarding of the contract will not be considered and are ground for subsequent denial of the contract.

Proposals shall be submitted either in a sealed envelope or by email plainly identifying the RFP and contractor's name and address. Proposals shall be delivered to the City of Milwaukie, Joe Gardner, Finance Department, 10722 SE Main Street, Milwaukie, OR 97222 or emailed to gardnerj@milwaukieoregon.gov.

Proposals will be received until 5:00PM on Friday, May 20, 2016 for the purpose of selecting a contractor to provide Water Meter Reading services. Proposals received after the 5:00PM deadline will not be considered and will be returned unopened to the proposer(s).

For additional information regarding this RFP, please contact Accounting Technician, Joe Gardner, at (503) 786-7597 or by email at gardnerj@milwaukieoregon.gov. The City of Milwaukie reserves the right to reject any and all proposals or to negotiate individually with one or more contractors, and to select one or more contractors if determined to be in the best interest of the City.

Dated this 2nd day of May 2016.

## SECTION 2: GENERAL INFORMATION

### 2.1 Introduction and Background

The City of Milwaukie is seeking proposals from qualified contractors to provide Water Meter Reading services for the City. The City's objective is to enter into a Purchase Agreement that will provide these comprehensive services.

The City has contracted with Metereaders for Water Meter Reading services since at least July 1997. In compliance with our Local Contract Review Board rule 10.010(A), the City is following a competitive proposal process to execute a new contract for Water Meter Reading services.

The City owns approximately 7,000 water meters located across an area of five square miles. The City requires monthly water meter reading data to ensure accurate billing of City of Milwaukie residents' usage. Additionally, the City relies on information obtained during the meter read for meter maintenance, and identification of potential leaks.

The selected firm shall be required to provide accurate monthly meter reads no later than the 20th of each month for processing of utility invoices. Actual read dates shall not be more than ten days prior to the delivery date.

### 2.2 Issuance of Request for Proposals Documents

The Request for Proposal (RFP) documents may be obtained at no cost from the City of Milwaukie website at http://bids.milwaukieoregon.gov/.

Accounting Technician, Joe Gardner, is the sole point of contact for all questions, concerns, and protests related to this RFP. He may be reached at 503-786-7597 or by email at gardnerj@milwaukieoregon.gov.

### 2.3 Submission for Proposals

Sealed proposals shall be submitted by 5:00PM, Friday, May 20, 2016 in pdf format via email, in person, or by U.S. Postal Service to:

Joe Gardner
City of Milwaukie
Finance Department
10722 SE Main Street
Milwaukie, OR 97222
gardnerj@milwaukieoregon.gov

If proposals are submitted in-person or by U.S. Postal Service, each Proposer must provide four (4) complete copies of their proposal, including attachments, in type-written format sealed in an envelope plainly identifying requested services and proposer's name and address. If submitted via email, the proposal, including attachments, shall be in pdf format. Proposals shall be addressed and submitted to the above location by the deadline. Phone and facsimile proposals will not be accepted. There will be no formal opening of bids.

### 2.4 Schedule of Events

The City anticipates the following general timeline for receiving and evaluating the proposals and selecting a contractor for Water Meter Reading services. This schedule is subject to change if it is in the City's best interest to do so.

- Request for Proposal Release — May 2, 2016
- Deadline for Clarifications/Questions/Changes to RFP — May 11, 2016, 5:00PM
- Deadline for Protests of RFP — May 12, 2016, 5:00PM
- Proposals Due — May 20, 2016, 5:00PM
- Evaluations of Proposals Complete — May 25, 2016

- Posting of Notice of Intent to Award May 26, 2016
- Deadline for Protests of Award June 2, 2016, 5:00PM
- City Council hearing June 7, 2016
- Notice of Award June 8, 2016
- Commencement of Personal Services Agreement July 1, 2016

**2.5 Changes to the Solicitation by Addenda**

The City reserves the right to make changes to the RFP by written addenda. Addenda shall be sent to all prospective proposers known to have obtained the solicitation documents at the time addenda is issued.

Proposers should consult the City's Bid Management System (http://bids.milwaukieoregon.gov/) regularly until the proposal due date and time to assure that they have not missed any addendum announcements. By submitting a proposal, each Proposer thereby agrees that it accepts all risks, and waives all claims, associated with or related to its failure to obtain addendum information.

A prospective Proposer may request a change in the RFP by submitting a written request to the address set forth in Subsection 2.3. The request must specify the provision of the RFP in question, and contain an explanation of the requested change. All requests for changes to the RFP must be submitted to the City no later than the date set forth in Subsection 2.4.

The City will evaluate any request submitted, but reserves the right to determine whether to accept the requested change. Changes that are accepted by the City shall be issued in the form of an addendum to the RFP. All addenda shall have the same biding effect as though contained in the main body of the RFP. Written or oral instructions or information concerning the scope of work of the project given out by anyone other than Joe Gardner shall not bind the City.

No addenda will be issued later than the date set in Subsection 2.4, except an addendum, if necessary, postponing the date for receipt of proposals, withdrawing the invitation, modifying elements of the proposal resulting from delayed process, or requesting additional information, clarification, or revisions of proposals leading to obtaining best offers or best and final offers. Each Proposer is responsible for obtaining all addenda prior to submitting a proposal. Receipt of each addendum shall be acknowledged in writing as part of the proposal.

**2.6 Confidentiality**

All information submitted by Proposers shall be public record and subject to disclosure pursuant to the Oregon Public Records Act, except such portions of the proposals for which Proposer requests exception from disclosure consistent with Oregon Law. All requests shall be in writing, noting specifically which portion of the proposal the Proposer requests exception from disclosure. Proposer shall not copyright, or cause to be copyrighted, any portion of any said document submitted to the City as a result of this RFP. Proposer should not mark the entire proposal document "Confidential."

**2.7 Cancellation**

The City reserves the right to cancel contract award for Water Meter Reading services at any time before execution of the contract by both parties if cancellation is deemed to be in the City's best interest. In no event shall the City have any liability for the cancellation of contract award.

**2.8 Late Proposals**

All proposals that are not received by the proposal due date in Subsection 2.4 will not be considered and will be returned unopened to the Proposer(s). Phone and facsimile proposals will not be accepted. Delays due to mail and/or delivery handling, including, but not limited to delays within the City's internal distribution systems, do not excuse the Proposer's responsibility for submitting the proposal to the correct location by the proposal due date.

**2.9 Disputes**

In case of any doubt or differences of opinion as to the items or service to be furnished hereunder, or the interpretation of the provisions of the RFP, the decision of the City shall be final and binding upon all parties.

**2.10 Proposer's Representation**

Proposers, by the act of submitting their proposals, represent that:

A. They have read and understand the proposal documents and their proposal is made in accordance therewith;

B. They have familiarized themselves with the local conditions under which the work will meet their satisfaction;

C. Their proposal is based upon the requirements described in the proposal documents without exception, unless clearly stated in the response.

**2.11 Conditions of Submittal**

By the act of submitting a proposal in response to this RFP, the Proposer certifies that:

A. The Proposer and each person signing on behalf of any Proposer certifies, and in the case of a sole proprietorship, partnership or corporation, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of their knowledge and belief, no elected official, officer, employee, or person, whose salary is payable in whole or part by the City, has a direct or indirect financial interest in the Proposal, or in the services to which it relates, or in any of the profits thereof other than as fully described in the Proposer's response to this solicitation.

B. The Proposer has examined all parts of the RFP, including all requirements and contract terms and conditions thereof, and, if its proposal is accepted, the Proposer shall accept the contract documents thereto unless substantive changes are made in same without the approval of the Proposer.

C. The Proposers, if an individual, is of lawful age; is the only one interested in this proposal; and that no person, firm, or corporation, other than that named, has any interest in the proposal, or in the proposed contract.

D. The Proposer has quality experience providing Water Meter Reading services in a capacity similar to the duties outlined within the scope of services.

**2.12 Proposer Requests Interpretation of Request for Proposal Documents**

Proposers shall promptly notify the City of any ambiguity, inconsistency or error, which they may discover upon examination of the proposal documents. Proposers requiring clarification or interpretation of the proposal documents shall make a written request for the same to Accounting Technician, Joe Gardner.

The City shall make interpretations, corrections, or changes to the proposal documents in writing by published addenda in accordance with Subsection 2.5. Interpretations, corrections, or changes to the proposal documents made in any other manner will not be binding, and Proposers shall not rely upon such interpretations, corrections, and changes.

**2.13 Proposer Requests for Additional Information**

Requests for information regarding City services, programs, or personnel, or any other information shall be submitted in writing to Accounting Technician, Joe Gardner, prior to the deadline to request additional information stated in Subsection 2.4.

The City shall respond to requests for additional information in writing by published addenda in accordance with Subsection 2.5. Responses to requests for additional information made in any other manner will not be binding.

**2.14 Competition**

Proposers are encouraged to comment, either with their proposals or at any other time, in writing, on any specification or requirement with this RFP, which the Proposer believes, will inordinately limit competition.

**2.15 Complaints and Inequities**

All complaints or perceived inequities related to the RFP or award of work referenced herein shall be in writing and directed to Accounting Technician, Joe Gardner. Such submittals will be reviewed upon receipt and will be answered in writing.

**2.16 Cost of Request for Proposals and Associated Responses**

The City is not liable for any costs incurred by a Proposer in the preparation and/or presentation of a proposal. The City is not liable for any cost incurred by a Proposer in protesting the City's selection decision.

**2.17 City Requests for Clarification, Additional Research, & Revisions**

The City reserves the right to obtain clarification of any point in a proposal or to obtain additional information necessary to properly evaluate a particular Proposal. Failure of a Proposer to respond to such a request for additional information or clarification may result in a finding that the Proposer is non-responsive and consequent rejection of the proposal.

The City may obtain information from any legal source for clarification of any proposal or for information of any Proposer. The City need not inform the Proposer of any intent to perform additional research in this respect or of any information thereby received.

The City may perform, at its sole option, investigations of the responsible Proposer. Information may include, but shall not necessarily be limited to current litigation and contracting references. All such documents, if requested by the City, become part of the public records and may be disclosed accordingly.

The City reserves the right to request revisions of proposals after the submission of proposals and before award for the purpose of obtaining best offers or best and final offers.

**2.18 Rejection of Proposals**

The City reserves the right to reject any or all Proposals received as a result of this RFP. Proposals may be rejected for one or more of the following reasons, including but not limited to:

A. Failure of the Proposer to adhere to one or more of the provisions established in the RFP.

B. Failure of the Proposer to submit a proposal in the format specified herein.

C. Failure of the Proposer to submit a proposal within the time requirements established herein.

D. Failure of the Proposer to adhere to ethical and professional standards before, during, or following the proposal process.

The City may reject any proposal not in compliance with all prescribed public procurement procedures and requirements, and may reject for good cause any or all proposals upon a finding of the City that it is in the public interest to do so.

**2.19 Modification or Withdrawal of Proposal by Proposer**

A Proposal may not be modified, withdrawn, or canceled by the proposer for 60 calendar days following the time and date designated for the receipt of proposals. Proposals submitted early may be modified or withdrawn only by notice to the City, at the Proposal submittal location, prior to the proposal due date. Such notice shall be in writing over the signature of the Proposer and submitted to Accounting Technician, Joe Gardner. All such communication shall be so worded as not to reveal material contents of the original Proposal.

Withdrawn proposals may be resubmitted up to the proposal due date and time, provided that they are then fully in conformance with the RFP.

**2.20 Proposal Ownership**

All Proposals submitted become and remain the property of the City and, as such, are considered public information and subject to public disclosure within the context of the federal Freedom of Information Act and Oregon Revised Statutes (ORS) 192.501 and ORS 192.502. Unless certain pages or specific information are specifically marked "proprietary" and qualify as such within the context of the regulations stated in the preceding paragraph, the City shall make available to any person requesting information through the City processes for disclosure of public records, any and all information submitted as a result of this RFP without obtaining permission from any Proposer to do so after the Notice of Intent to Award has been released.

**2.21 Duration of Proposal**

Proposal prices, terms and conditions shall be firm for a period of at least 60 days from the proposal due date. The successful proposal shall not be subject to future price escalation or changes of terms if accepted during the 60-day period. Price decreases or changes in terms by others after the acceptance of a proposal will not be considered.

**2.22 Affirmative Action/Nondiscrimination**

By submitting a proposal, the Proposer agrees to comply with the Fair Labor Standard Act, Civil Rights Act of 1964, Executive order 11246, Fair Employment Practices, Equal Employment Opportunity Act, Americans with Disabilities Act, and Oregon Revised Statutes. By submitting a proposal, the Proposer specifically certifies, under penalty of perjury, that the Proposer has not discriminated against minority, women or emerging small business enterprises in obtaining any required subcontracts.

**SECTION 3: SCOPE OF WORK**

**3.1 Term of Service**

The Purchase Agreement resulting from this RFP shall be for a period of two (2) years, commencing July 1, 2016. The City shall reserve the right to extend the term of the contract for two (2) additional two-year periods.

**3.2 Scope of Work**

The selected Contractor shall be responsible for the accurate, timely, and professional provision of Water Meter Reading services for the City. Specific responsibilities of the City and Contractor are outline in Exhibit A (Scope of Work) of the Purchase Agreement.

**3.3 Optional Services**

In addition to the required services described, City requests proposals and ideas for optional services. Proposers are encouraged to identify and describe other services, progressive improvements in existing services or techniques that would be in the best interest of the City and reduce costs and/or increase revenues.

**3.4 Other Services**

If the City develops need for additional services during the life of the agreement, those services shall be provided with the same conditions as apply to existing accounts at the time.

If regulatory bodies establish new regulations, contractor shall demonstrate full compliance with those regulations. If the contractor develops other services, the City is to be furnished with any information that City may use to consider these services.

## SECTION 4: PROPOSAL AND PROPOSER REQUIREMENTS

### 4.1 Submittal of Proposals

If proposals are submitted in-person or by U.S. Postal Service, each Proposer must provide four (4) complete copies of their proposal, including attachments. All proposals must arrive at the issuing office on or before the proposal due date and time. A person who has been authorized to make such a commitment on behalf of the contractor must sign the proposals. Proposals shall be sealed in an envelope, plainly identifying requested services and proposer's name and address and addressed and delivered to the issuing office. If submitted via email, the document shall be addressed and delivered as identified in Subsection 2.3.

### 4.2 Proposer Requirements

Any contractor submitting a proposal must meet the following minimum requirements:

A. All Proposers must be licensed to perform business in the State of Oregon;

B. All Proposers must have been in business as a firm for at least five (5) years;

C. All Proposers must be experienced in Water Meter Reading similar to that of the City;

D. All Proposers must agree to execute the City's Purchase Agreement, if awarded; and

E. All Proposers must carry required insurance, naming the City an additional insured.

### 4.3 Proposal Format

Proposals shall be type-written with body text consisting of a 11 or 12-point font. Proposals shall be printed double-sided. The City requests that submittal materials contain post-consumer recycle content and are readily recyclable. The City discourages the use of materials that cannot be readily recycled, such as PVC binder, spiral bindings, and plastic or glossy covers or dividers. One page is considered to be one side of a single 8 ½" x 11" sheet.

Proposals being submitted electronically must be in pdf format.

### 4.4 Proposal Requirements

All proposals submitted in response to this Request for Proposal must include the following:

A. Attachment "A" is the Purchase Agreement. Each Proposer must evaluate this contract form and its Exhibit B (Scope of Work), and thereby agree with the terms and conditions contained therein <u>unless</u> written objections are included as an addenda to the proposal. The City will review the addenda and content of any such objection in the proposal evaluation process.

B. Proposal Content – each Proposer shall fully address Section 5.3(B-E) of this RFP and give complete information regarding experience, general understanding of the services requested, service timeframe, and proposed rates.

C. Supplemental material—materials and data not specifically requested for consideration may be included as supplemental information.

D. All Proposers shall submit all Addenda of this RFP as part of the proposal. Receipt of each Addendum, if any, shall be acknowledged by the Proposer by signing in the appropriate designated location. Each Proposer shall ascertain, prior to submitting a proposal, that the proposer has received all Addenda issued by the City.

### 4.5 Protest Procedures for Proposal Requirements

Any and all complaints regarding this solicitation must be presented in writing no less than seven (7) calendar days prior to the proposal due date, as identified in Section 2.4. The City will address all timely submitted protests within a reasonable time following the City's receipt of the protest and will issue a written decision to the protesting Proposer. Protests shall be addressed as follows:

Joe Gardner
City of Milwaukie
Finance Department
10722 SE Main Street
Milwaukie, OR 97222
gardnerj@milwaukieoregon.gov

Protests must include:

A. The identity of the Proposer;
B. A clear reference to this RFP;
C. Reason for the protest;
D. Proposed changes to the RFP provisions and/or statement of work; and
E. All required information as described in ORS 279B.405(4).

Protests that do not include the required information will not be considered by the City.

## SECTION 5: PROPOSAL SELECTION AND EVALUATION

### 5.1 General Information

Each proposal will be judged on its completeness and quality of its content. The City reserves the right to reject any and all proposals and is not liable for any cost the Proposer incurs while preparing or presenting the proposal. All proposals will become part of the public file, without obligation to the City. Upon the completion of the evaluations, the City intends to negotiate a Purchase Agreement with the Proposer whose proposal is deemed to be most advantageous to the City.

### 5.2 Selection Review Committee

The Selection Review Committee will be comprised of at least three (3) members. The role of the Selection Review Committee is to evaluate the proposals submitted and make a recommendation of award to City Council.

Scoring will be completed covering all areas listed in Section 5.3. If additional information is deemed necessary as part of the evaluations, such information will be solicited in order to allow the committee to complete the evaluation process**.**

### 5.3 Scoring and Evaluation Criteria

The criteria listed below will be used to determine the apparent successful Proposer. Proposals will be evaluated in accordance with the following criteria:

| | | |
|---|---|---|
| A. | Proposal submitted on time | Pass / Fail |
| B. | Firm and service team qualifications<br>*Experience and competence with governmental and municipal entities will be evaluated.* | 5 points |
| C. | Service understanding and approach<br>*Evaluation of Proposer's work plan, general understanding of the services as detailed, and customer service features.* | 5 points |
| D. | Service timeframe<br>*Evaluation of Proposer's practical approach to meeting the City's deadlines as detailed.* | 10 points |
| E. | Fee evaluation<br>*Evaluation of the proposed rates and methodology.* | 20 points |

### 5.4 Ranking of Proposals

Proposals will be ranked by the Selection Review Committee based on evaluation of responses with the first-ranked Proposal being that Proposer which is deemed to be the most appropriate and fully able to perform the services, and the second ranked Proposal being the Proposer next most appropriate, all in the sole judgment of the Selection Review Committee.

Proposal scores will be totaled and ranked. Any Proposal in response to this RFP shall be considered de facto permission to the City to disclose the results, when completed, to selected reviewers at the sole discretion of the City.

### 5.5 Proposal Rejection

The City reserves the right to:

A. Reject any and all proposals not in compliance with all public procedures and requirements;
B. Reject any proposal not meeting the specifications set forth herein;
C. Waive any or all irregularities in proposals submitted;
D. Award any or all parts of any proposal; and
E. Request references and other data to determine responsiveness.

### 5.6 Intent of Award

Upon evaluation and interviews of the proposers, the City will provide written notice of its intent to award the contract to the contractor who best meets the overall needs of the City.

### 5.7 Protest of Award

In accordance with the City's Public Contracting Rule 30.135, any adversely affected or aggrieved proposers has seven (7) calendar days from the date of the written notice of award to file a written protest, as identified in Section 2.4.

## SECTION 6: CONTRACT REQUIREMENTS

### 6.1 Contract Negotiation

The City reserves the right to negotiate final terms of a Purchase Agreement as the City determines to be in its best interest.

The City will negotiate the agreement once the Selection Review Committee has chosen the top-ranked Proposer. If the City cannot come to terms with the top-ranked Proposer, the City will enter into negotiations with the second-ranked Proposer. This process will continue until the City reaches an agreement which the City deems appropriate for the services.

### 6.2 Contract Award

The award of a contract is accomplished by executing a written Purchase Agreement that incorporates the Proposer's proposal, clarifications, addenda, additions, and insurance. All such materials constitute the contract documents.

# PURCHASE AGREEMENT
# WITH THE CITY OF MILWAUKIE, OREGON
# FOR WATER METER READING SERVICES

**THIS CONTRACT** is made and entered into this Day of Month, Year, by and between the City of Milwaukie, Oregon, a municipal corporation of the State of Oregon, hereinafter called "City", and enter Contractor's business name, hereinafter called "Contractor."

## RECITALS

**WHEREAS**, City has need for certain goods or services provided by Contractor, and

**WHEREAS**, Contractor is in the business of selling certain goods or services and is aware of the purposes for which City will use the goods,

**THEREFORE**, City and Contractor wish to enter into a contract under which City shall purchase the goods or services described in Contractor's bid in accordance with these contract documents, including the attached standard terms and conditions.

## TERM AND CONDITIONS

Any purchase made against this Contract shall be in compliance with the terms and conditions set forth in these contract documents, including those listed in Exhibit A, Standard Terms and Conditions.

## GOODS OR SERVICES TO BE PROVIDED

City shall purchase goods or services from Contractor in accordance with specifications, scope, and unit prices outlined in Exhibit B. This Contract is non-exclusive; City reserves the right to procure goods or services through any other means as it deems necessary. Contractor shall be responsible for the delivery of goods or services in accordance with Exhibit B and the terms and conditions of this Contract.

## EFFECTIVE DATES AND DURATION

This Contract shall become effective upon July 1, 2016 and shall expire, unless otherwise terminated or extended, on June 30, 2018. The City shall also retain the rights to two (2) two-year extensions to the Contract.

## COMPENSATION

City agrees to compensate Contractor for goods or services supplied, including any applicable shipping and handling charges, as described in Exhibit B. City shall not be responsible for payment of any materials, services, expense, or costs other than those which are specifically included in Exhibit B. Payment shall be on a unit price only for those goods or services received in an acceptable condition to City. Compensation over the life of this Contract is not to exceed the rates established in Exhibit B. Any pricing increase must be submitted to the City 60 days prior to the effective date and must be in compliance with the Escalation Clause stated in Exhibit B. Payment will be made based on Contractor's invoice, subject to the approval of the Contract Manager or appropriate City representative, and not more frequently than monthly. Payment shall be made only for work actually completed as of date of invoice. Payment terms shall be net 30 days from date of invoice.

## CONTACT INFORMATION

All notices shall be made in writing and may be given by personal delivery, mail, email or fax. The following addresses and contacts shall be used to transmit notices and other information:

| **Contact for City:** | **Contact for Contractor:** |
|---|---|
| Joe Gardner | (add Contractor's contact person's name) |
| 10722 SE Main Street<br>Milwaukie, Oregon 97222 | Address: (add Contractor's mailing address) |
| Phone: 503-786-7597 | Phone: (add Contractor's contact person's phone number) |
| Fax: 503-786-7528 | Fax: (add Contractor's contact person's fax number) |
| Email Address: gardnerj@milwaukieoregon.gov<br>Data Transmission Email: utilitybilling@milwaukieoregon.gov | Email Address: (add Contractor's contact person's email) |

All invoices shall be given by personal delivery, mail, email or fax. The following addresses and contacts shall be used to transmit invoices:

| **Accounting Contact for City:** | **Accounting Contact for Contractor:** |
|---|---|
| Kelli Tucker, Accounts Payable | (add Contractor's contact person's name) |
| 10722 SE Main Street<br>Milwaukie, Oregon 97222 | Address: (add Contractor's mailing address) |
| Phone: 503-786-7523 | Phone: (add Contractor's contact person's phone number) |
| Fax: 503-786-7528 | Fax: (add Contractor's contact person's fax number) |
| Email Address: tuckerk@milwaukieoregon.gov<br>Invoice Email: ap@milwaukieoregon.gov | Email Address: (add Contractor's contact person's email) |

## CONTRACTOR AS INDEPENDENT CONTRACTOR

Contractor acknowledges that for all purposes related to this Contract, Contractor is and shall be deemed to be an independent contractor as defined by ORS 670.600 and not an employee of City, shall not be entitled to benefits of any kind to which an employee of City is entitled and shall be solely responsible for all payments and taxes required by law. Furthermore, in the event that Contractor is found by a court of law or any administrative agency to be an employee of City for any purpose, City shall be entitled to offset compensation due, or to demand repayment of any amounts paid to Contractor under the terms of this Contract, to the full extent of any benefits or other remuneration Contractor receives (from City or third party) as a result of said finding and to the full extent of any payments that City is required to make (to Contractor or to a third party) as a result of said finding.

Contractor acknowledges that for all purposes related to this Contract, Contractor is not an officer, employee, or agent of the City as those terms are used in ORS 30.265.

## INDEMNIFICATION

Contractor shall defend, indemnify, and hold harmless City, City's officers, employees, agents, and representatives from and against all liability, claims, demands, judgments, penalties, and causes of action of any kind or character, or other costs or expenses incidental to the investigation and defense thereof, of whatever nature, resulting from or arising out of the activities of the Contractor or its Subcontractors, agents, or employees under this contract, except, however, that the foregoing shall not apply to liability that arises out of City's negligence.

## INSURANCE

Contractor shall maintain insurance acceptable to City in full force and effect throughout the term of this contract. Such insurance shall cover all risks arising directly or indirectly out of Contractor's activities and work hereunder.

The policy or policies of insurance maintained by the Contractor shall provide at least the following limits and coverages:

a. Commercial General Liability Insurance
If Contractor will be installing or testing the goods, or otherwise performing services on City's premises, Contractor shall provide a certificate indicating that Contractor has commercial general liability insurance covering bodily Injury and Property Damage on an "occurrence" form. This coverage shall include Contractual Liability insurance. Coverage will include $2,000,000 per occurrence and $3,000,000 general annual aggregate. Said insurance shall name City as an additional insured and shall require written notice to City thirty (30) days in advance of cancellation. If Contractor hires a carrier to make delivery, Contractor shall ensure that said carrier complies with this paragraph.

b. Business Automobile Liability Insurance
If Contractor will be delivering the goods, Contractor shall provide City a certificate indicating that Contractor has business automobile liability coverage for all owned, hired, and non-owned vehicles. The Combined Single Limit per occurrence shall not be less than $2,000,000. Said insurance shall name City as an additional insured and shall require written notice to City thirty (30) days in advance of cancellation. If Contractor hires a carrier to make delivery, Contractor shall ensure that said carrier complies with this paragraph.

c. Workers' Compensation Insurance
The Contractor, its Subcontractors, if any, and all employers providing work, labor, or materials under this Contract that are subject employers under the Oregon Workers' Compensation Law shall comply with ORS 656.017, which requires them to provide workers' compensation coverage that satisfies Oregon law for all their subject workers. Out-of-state employers must provide Oregon workers' compensation coverage for their workers who work at a single location within Oregon for more than 30 days in a calendar year. Contractors who perform work without the assistance or labor of any employee need not obtain workers' compensation coverage. All non-exempt employers shall provide Employers Liability Insurance with coverage limits of not less than $500,000 each accident.

d. Certificates of Insurance
As evidence of the insurance coverage required by the contract, the Contractor shall furnish a Certificate of Insurance to the City. No contract shall be effective until the required certificates have been received and approved by the City. The certificate will specify and document all provisions within this Contract.

e. City's insurance is excess and not contributory insurance with the insurance required by this contract.

Any action or suits involving any question arising under this Contract must be brought in the Circuit Court of the State of Oregon.

## COMPLETE AGREEMENT

This Contract, including the attached terms and conditions and exhibits, constitutes the entire agreement between the parties. No waiver, consent, modification, or change of terms of this Contract shall bind either party unless in writing and signed by both parties. Such waiver, consent, modification, or change if made, shall be effective only in specific instances and for the specific purpose given. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Contract. Contractor, by the signature of its authorized representative, hereby acknowledges that he/she has read this Contract, understands it and agrees to be bound by its terms and conditions.

**IN WITNESS WHEREOF**, City has caused this Contract to be executed by its duly authorized undersigned officer and Contractor has executed this Contract on the date hereinabove first written.

| **CITY OF MILWAUKIE** | **CONTRACTOR** |
|---|---|
| _____ | _____ |
| Signature | Signature |
| _____ | _____ |
| Printed Name & Title | Printed Name & Title |
| _____ | _____ |
| Date | Date |

## CITY OF MILWAUKIE
## STANDARD TERMS AND CONDITIONS

1. Packing & Shipment. Deliveries shall be made as specified, without charge for boxing, crating, carting or storage. Material shall be suitably packed to ensure against damage from weather or transportation and to secure lowest transportation costs, and in accordance with the requirements of common carriers. Buyer's Order number and symbols must be plainly marked on all invoices, packages, bills of lading and shipping orders. Packing lists shall accompany each box or package shipment. Buyer's count or weight shall be conclusive on shipment not accompanied by packing lists. Unless otherwise specifically agreed, all costs of packaging and shipment are included in the purchase price and all goods will be shipped, with all costs prepaid. Risk of loss to goods in shipment (including damage, destruction, theft, or loss) shall be borne by the Seller. Risk of loss shall not pass to Buyer until the goods are delivered to and checked in at the location specified by Buyer in this Order.
2. Warranty. Unless otherwise agreed in writing, Seller warrants that the products ordered will conform to the specifications herein and to any drawings, samples, or other description furnished or adopted by Buyer. All products are warranted to be merchantable, to be of the highest quality design, material, and workmanship and free from defect and to be fit for purpose intended. All warranties shall survive inspection or test, acceptance and payment. Warranties shall run to Buyer, its successors, assigns and customers. Warranty period shall be (1) year from date of acceptance by Buyer.
3. Inspection and Acceptance. At Buyer's request, Seller shall provide a complete inspection program; satisfactory to Buyer, for Buyer's inspection of all materials, fabricating methods, equipment in process work and finished products.
   If this Order provides for inspection of the work by Buyer on site during the period of manufacture, Seller agrees to provide Buyer's inspectors with reasonable facilities and assistance during such inspection. Inspection by Buyer shall not unduly delay the work. Buyer may charge Seller any additional cost incurred by Buyer if the work is not ready in accordance with the inspection schedule. Any inspection made or Waiver-of-Inspection-Notice given by Buyer will not relieve Seller from its responsibilities for delivering products and work hereunder.
   Acceptance or rejection of the products shall be made up to 10 days after delivery and inspection by Buyer except as otherwise provided herein. Failure to inspect and accept or reject products shall neither relieve Seller from responsibility for such products, which do not meet the requirements herein nor impose liability on Buyer therefore.
4. Delivery. If Seller fails to meet the delivery schedule provided herein, Buyer may require Seller to deliver the products, or any portion thereof, in any manner commercially necessary to speed delivery, all at the Seller's sole expense. Unless otherwise agreed upon in writing by Buyer and Seller, Seller shall be required to pay the normal freight weight plus any premium rate required. Invoices covering products shipped in advance of the date specified will not be paid until after the date specified for delivery and are subject to rejection, as provided in this paragraph immediately below, if shipped too early.
   Neither party shall be liable for delays or defaults due to strike, fire, windstorm, riot, natural disaster, war, civil unrest or other similar unforeseeable cause beyond the control and without the fault or negligence of the party incurring such delay. Seller shall notify Buyer in writing of the existence of such cause within five (5) days after the commencement of the delay or default giving pertinent information concerning such cause. No delivery shall be made more than seven (7) days prior to the applicable delivery date, and Buyer shall have the right to return earlier deliveries at Seller's risk and expense or charge to Seller any additional costs sustained because of the same.
5. Buyer-Furnished Materials. Seller shall assume all risk of loss of any material furnished by Buyer to Seller for use in performance of this Order.
6. Taxes. Seller shall not invoice Buyer for any taxes nor include in Seller's price any federal excise, state, or city tax or any other tax, unless Seller has first asked Buyer for Buyer's tax exemption number and it has been agreed upon between both parties that Buyer is not exempt from the tax.
7. Changes. Buyer may, by written order, make changes including changes in drawings or specifications. Buyer will equitably adjust any difference in cost or time for performance resulting from such change and the Order modified in writing accordingly. ANY CLAIM BY SELLER UNDER THIS CLAUSE MUST BE ASSERTED IN WRITING WITHIN 30 DAYS FROM THE DATE OF SELLER'S RECEIPT OF THE CHANGE ORDER OR THE CLAIM WILL NOT BE ALLOWED.
   In the event that Buyer proposes any change prior to making such change by written order and such change will have an effect on the warranty of the products procured by this Order, Seller shall notify Buyer in writing of such effect within 10 days of receipt of such proposal.
8. Advertising. Seller shall not, without the written consent of Buyer, in any manner advertise or publish the fact that Seller has furnished or contracted to furnish to Buyer the products herein.
9. Cancellation for Cause. Buyer may cancel all or any part of the undelivered portion of this Order if Seller breaches any of the terms hereof or in the event of any of the following: Insolvency of Seller, a voluntary or involuntary petition in bankruptcy for, by or against Seller; the appointment of a receiver or trustee for Seller, or an assignment for the benefit of creditors by Seller or if Buyer has reasonable cause to believe Seller will become insolvent, file for bankruptcy, go out of business or that the products being shipped may be subject to lien, claim or attachment by a creditor of Seller. Any such cancellation under this section shall be cancellation for cause and in the event of such cancellation, Buyer shall have the right to complete, or cause to have completed, this Order including the right to cause Seller to produce, without liability of any kind to the Buyer, proprietary items of the Seller as necessary to complete the Order. The remedies and damages in this section shall be cumulative and in addition to any other or further remedies provided at Law or in Equity, including reasonable and necessary attorney's fees and other costs of litigation.
10. Termination. Buyer has the right, in its sole discretion, to terminate this Agreement without cause or for no cause at any time by giving notice to Seller. If Buyer terminates the contract pursuant to this section, it shall pay Seller for goods shipped by Seller prior to receipt by Seller of the notice of termination. Buyer may deduct the amount of damages, if any, sustained by Buyer due to any breach of contract or warranty by Seller. Damages for breach of contract or warranty shall be those allowed by Oregon law, reasonable and necessary attorney fees, witness fees (expert and non-expert), and other costs of litigation at trial and on appeal.
11. Assignment and Subcontracting. Seller may not assign or subcontract any of its rights or obligations hereunder without the prior written approval of Buyer. Any unapproved assignment shall be void. Seller shall be fully responsible for the acts or omissions of any subcontractors and all persons employed by them, and neither the approval by Buyer of any subcontract nor anything contained herein shall be deemed to create any contractual relation between the subcontractor and the Buyer. Buyer may assign its rights under this Order.
12. Work on Buyer's Premises. If Seller's performance of this Order involves operations by Seller on Buyer's premises, Seller shall (a)

provide all necessary and sufficient safeguards and take all proper precautions against the occurrence of injury to any person or damage to any property, and shall be responsible for and shall indemnify and hold harmless Buyer, its representatives, officers, employees, and agents from any and all loss, suit, action or claim, including cost and attorney's fees, by reason of injury, including death, to any person and carry public liability and property damage insurance with limits of liability of not less than $1,000,000 each, unless higher limits are required by a signed purchase agreement, with contractual liability endorsement and such insurance as set forth in the insurance clause of the contract. Compliance shall be verified by Certificate of Insurance with appropriate endorsements sent to Buyer prior to Seller commencing work on Buyer's premises. Any work performed on Buyer's premises must be done

pursuant to all OSHA standards, all applicable State and Federal health and safety laws, rules and regulations and all workers must be covered by workers' compensation insurance furnished through and paid for by Seller.

13. Stop Work Order. Buyer may, at any time by written order to Seller, require Seller to stop all, or any part of the work called for by this Order for a period of 90 days after the written order is delivered to Seller, and for any further period to which the parties may agree and for any other period to which the parties may have agreed or as provided in Section 4, 10, and/or 11. Within the period of 90 days or less or within any extension of that period, Buyer shall either: (a) cancel the "Stop Work Order" and direct Seller to resume work; or (b) terminate the work covered by this Order. If Buyer orders Seller to resume work, Seller shall be entitled to any equitable adjustment pursuant to Section 8 provided a claim for such an adjustment shall be submitted by Seller within 30 days after the end of the period of work stoppage.
14. Payment. Payment date shall be calculated from the date of Buyer's receipt of an acceptable invoice and Buyer's acceptance of the products and supporting documentation at destination.
15. Information/Data. Unless otherwise agreed in writing any designs, drawings, specifications, or other manufacturing information furnished by Buyer to Seller shall be confidential to Buyer and is furnished solely for the performance of this Order. All copies of such information shall be returned to Buyer upon completion of the Order. Any designs, drawings, specifications, or other manufacturing information delivered by Seller to Buyer may be used for any purpose whatsoever. The foregoing shall apply notwithstanding the presence or absence of any contrary legend or statement on any of such information. All business and governmental information materials containing business and governmental information provided by Buyer to Seller shall be treated as confidential.
16. Compliance with Laws and Regulations. Seller warrants that all products, goods, or work delivered and performed shall comply with all applicable Federal, State or Local Laws or Regulations including without limitation The Occupational Safety and Health Act (29 USC. Chapter 15); Federal Hazardous Material Transportation Act (49 USC. Chapter 27); Equal Employment Opportunity; E.O. 11246 and 41 CFR Sections 60-1.4 and 60-1.7; Employment of the Handicapped E.O. 11758 and 41 CFR Section 60-741-4; Utilization of Minority Enterprises E.O. 11625 and 41 CFR Subpart 1-1.13; Age Discrimination E.O. 11141, Employment of Veterans E.O. 11701 and 41 CFR Section 50-250.4 and all rules, regulations and amendments issued pursuant to the foregoing.

    Seller shall indemnity Buyer, its officers, employees and agents against any damages, penalties, costs or expenses incurred in connection with any alleged violation of any Federal, State or Local Law or regulating the manufacture or sale to the Buyer of any Item covered by this Order.
17. Patents, Copyrights, Trademarks. Seller warrants that no products will be furnished hereunder which infringe or contribute to the infringement of any letters patent, copyright or trademark. Seller agrees to immediately replace at its sole cost any products furnished hereunder which infringe or contribute to the infringement of any letters patent, copyright or trademark or to take all steps necessary at Seller's sole expense to remove such infringement.

    Seller will indemnify and hold harmless Buyer, its representatives, officers, employees and agents from and against any and all costs, royalties, damages and/or expenses which may arise out of or result from, or be reasonably incurred in contesting any claims that the methods, processes or acts by the Seller or its employees or the products furnished hereunder, infringes or contributes to the infringement of any letters, patent, copyright or trademark.
18. Waiver. The failure of Buyer to enforce at any time any of the provisions of this Order or to exercise any option herein provided, shall not be a present or future waiver of such provisions, nor in any way affect the validity of this Order or any part hereof, or the right thereafter to enforce each and every such provision. The express waiver (whether one (1) or more times) of any provision, condition or requirement shall not constitute a waiver of any future obligation to comply with such provision, condition or requirement.
19. Independent Contractor. Seller is an independent contractor and persons employed by Seller shall be employees of Seller and not employees of Buyer.
20. Complete Agreement. The Purchase Agreement and any referenced attachments constitute the complete agreement between the parties. Except as otherwise provided herein, it is subject to change only by an instrument signed in writing by both parties.
21. Acceptance by Performance. If Seller fails provide to Buyer with a signed copy of this order, but delivers product or performs the services specified in this agreement, then Seller agrees that the Seller shall be deemed to have accepted the terms and conditions of this order, as provided on both the front and this reverse side of the order. Buyer must agree any changes or modifications to this order by Seller to, in writing, or they shall not be deemed accepted by Buyer and if the Seller delivers the products nonetheless, then the original terms and conditions of this order shall govern.
22. Mandatory Mediation and Binding Arbitration. If there is a dispute concerning any of the terms, conditions or the performance of this order, then it is hereby agreed by both Buyer and Seller that the dispute shall be submitted first to non-binding mediation, to be performed by a sole mediator to be agreed upon between Buyer and Seller. If a mediator cannot be agreed upon, then the parties agree that any Circuit Court judge for the State of Oregon, County of Clackamas, shall be authorized to appoint a mediator for the parties.

    Should the parties fail to reach an agreement through mediation, then the parties shall submit to binding arbitration, which shall be governed by the rules of the Arbitration Service of Portland, and shall be conducted within Clackamas County. The arbitration shall be conducted by a single arbitrator chosen by mutual agreement of the parties. If the parties are unable to agree on an arbitrator, the parties shall ask the Presiding Judge of the Circuit Court for Clackamas County to select the arbitrator. If the arbitrator determines that one party is the prevailing party, then the losing party shall be required to pay all fees and costs of the arbitration. On the other hand, if the arbitrator determines that neither party is to be considered the prevailing party, then the fees and costs of the arbitration shall be divided equally between the parties. The parties knowingly and voluntarily waive their rights to have their dispute tried and adjudicated by a judge or jury. In the event a party fails to proceed with arbitration, unsuccessfully challenges the arbitrator's award, or fails to comply with the arbitrator's award, then the other party shall be entitled to costs, including reasonable attorney fees, for having to compel arbitration or defend or enforce the award. The parties agree to defend the arbitrator and any individual engaged in the

administration of an arbitration proceeding from any subpoenas or claims from third parties arising out of this order or the arbitration.

23. Jurisdiction and Attorney Fees. This order shall be governed and construed according to the laws of the State of Oregon. If a dispute shall arise under this order necessitating the services of an attorney, then the prevailing party shall be entitled to collect from the losing party all of its/his/her reasonable costs and attorney fees, either in arbitration (if awarded by the arbitrator as provided above), or by a court before which any matter concerning this order may be heard, both at trial and on appeal.
24. Neutral Interpretation. This order constitutes the product of negotiations between the parties hereto. Any enforcement hereof will be interpreted in a neutral manner and not more strongly for or against any party based upon the source of draftsmanship.
25. Severability. Nothing contained herein shall be construed to require the commission of any act contrary to law, and wherever there is any conflict between the provisions contained herein and any present or future statute, law, ordinance or regulation contrary to which to the parties have no legal right to contract, the latter shall prevail. The provision of this Agreement, which is affected, shall be curtailed and limited only to the extent necessary to bring it within the requirement of the law.
26. Calculation of Time. All periods of time referred to herein shall include Saturdays, Sundays, and legal holidays in the State of Oregon, except that if the last day of any period falls on any Saturday, Sunday or such holiday, then that period shall be extended to include the next day which is not a Saturday, Sunday or holiday.
27. Notice. Any notice required or permitted to be given by either party to the other shall be deemed to have been given when sent via telecopy, overnight air courier, or deposited in the United States mail certified, return receipt requested, with first class postage prepaid, addressed as indicated on the front of this order, or addressed to either party at such other address as such party shall hereafter furnish to the other party in writing. Notice shall also be considered effective upon delivery if personally delivered.
28. Conditions of Supplying a Public Agency. Where applicable, seller must make payment promptly as due to persons supplying Seller labor or materials for the execution of the work provided by this order. Seller must pay all contributions or amounts due from Seller to the Industrial Accident Fund incurred in the performance of this order. Seller shall not permit any lien or claim to be filed or prosecuted against Buyer or any subdivision of Buyer on account of any labor or material to be furnished. Seller further agrees to pay to the Department of Revenue all sums withheld from employees pursuant to ORS 316.167.
29. Payment of Claims by Public Officers. In the event that Seller fails, neglects or refuses to make prompt payment of any claim for labor or services furnished to Seller or a subcontractor of Seller by any person in connection with the performance of this order when such claim becomes due, then the proper officer or officers representing the Buyer hereunder may pay such claim to the person furnishing the labor or services and charge the amount of the payment against the funds due or to become due to the Seller by reason of this order. The payment of a claim in the manner authorized by this provision shall not relieve the Seller or any of the Seller's surety from obligations with respect to any unpaid claims.
30. Health Care Benefits for Seller's Employees. If this order involves public service, then Seller must provide health care benefits to all employees who are performing services previously performed by public employees performing similar duties under this order.
31. Hours of Labor. If labor is performed under this order, then no person shall be employed for more than eight (8) hours in any one day, or forty (40) hours in any one week, except in cases of necessity, or emergency or where the public policy absolutely requires it, and in such cases, except cases of contracts for personal services as defined in ORS 279A.055, the labor shall be paid at least time and a half for all overtime in excess of eight (8) hours a day and for all work performed on Saturday and on any legal holidays as specified in ORS 279B.020. In cases of contracts for personal services as defined in ORS 279A.055, any labor shall be paid at least time and a half for all hours worked in excess of forty (40) hours in any one week, except for those individuals excluded under ORS 653.010 to 653.260 or under 29 USC SS 201-209.
32. Medical Care and Workers' Compensation. Seller shall promptly, as due, make payment to any person, co-partnership, association or corporation, furnishing medical, surgical and hospital care or other needed care and attention incident to sickness or injury, to the employees of such Seller, of all sums which the Seller agrees to pay for such services and all moneys and sums which the Seller collected or deducted from the wages of the employees pursuant to any law, contractor agreement for the purpose of providing or paying for such service.

**EXHIBIT B**

**SCOPE OF WORK**

**General**

The City owns approximately 7,000 water meters located across a five square mile area. The meters are typically located near the public right-of-way or property line. A few meters may be located in unusual locations, in which case the City shall provide location details.

The City performs a monthly billing cycle which requires all 7,000 meters to be read each month, or roughly 84,000 reads per year.

**Scope of Work**

The City shall provide Contractor a monthly list of meters to be read. This list may vary slightly each month based on additional meter installations or meter removals. Contractor shall be required to submit meter reading data to the City's Finance department electronically no later than the 20th of each month, with actual read dates not more than ten days prior to the delivery date. Meter reading data shall be submitted via e-mail to utilitybilling@milwaukieoregon.gov.

In addition to monthly meter reading data, separate electronic files shall provide the following information for City staff:

- Meter maintenance items (dig-out's, trim, meter lid replacement, etc.)
- Meter problems (fogged/damaged register, dead meter)
- Misread meters from prior month
- Potential leaks
- Unreadable meters along with reasoning

Contractor shall not be responsible for readings associated with opening or closing customer accounts, re-reads, vacancy checks, verification if meter is on or off, readings inside buildings, pumping flooded vaults, or reading meters inside vaults that cannot be read without entering.

**Deliverables**

An electronic, comma delimited text file shall be submitted by Contractor to the City each month. The text file shall include the following information:

- Meter reading
- Date of meter reading
- Meter identification number
- Meter serial number

All water meters must be accurately read, and estimated reads will not be accepted. If Contractor is unable to read a meter then the reason must be included in the electronic file sent to the City. Acceptable reasons for an unread meter may include, but are not limited to, a buried meter, vehicle parked over meter, or meter under water.

MILWAUKIE CITY COUNCIL
**STAFF REPORT**

Agenda Item: **RS 3. F.**
Meeting Date: June 7, 2016

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **Jurisdictional Transfer of 99E Frontage Road between SE Milport Road and SE Ochoco Street**

From: Kenny Hill, Transportation Supervisor

Date: May 24, 2016, Regular Session

Note: This report duplicates the report presented in the Work Session for the purpose of acting on the material presented in the Work Session.

**ACTION REQUESTED**

Acceptance of the jurisdiction of 99E Frontage Road between SE Milport Road and SE Ochoco Street (see attachment 1) currently under the jurisdiction of the Oregon Transportation Commission (OTC) and maintained by the Oregon Department of Transportation (ODOT). ODOT identifies this frontage road as 081AH.

The transfer includes a small stormwater swale that the City currently maintains as it accepts flow from Ochoco St a City maintained street. ODOT has the stormwater facility currently included under their jurisdiction.

Staff is asking Council to give permission to the City Manager to sign a Memorandum of Understanding (MOU) (draft shown as attachment 2) and a Jurisdictional Transfer Agreement (draft shown as attachment 3) with the OTC to provide for the transfer of jurisdiction of a 99E frontage Road to the City by resolution (attachment 4).

**HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**
None

**BACKGROUND**
The City was poised to take over jurisdiction of the subject 99E Frontage Road in 2005/2006 based on ODOT's anticipated street repairs. After ODOT's repairs, City staff at the time were not satisfied with the street repairs and decided not to accept the transfer of jurisdiction.

ODOT approached the City just over a year ago to see if there was interest in the City taking jurisdiction of the 99E frontage. This frontage road serves as a local access road. ODOT's policy is to eliminate non-state highways from their maintenance inventory. Therefore, it is requesting that the city take jurisdiction after it is improved.

City staff has determined that ODOT has not and most likely will not take proper care of this road section. It is generally understood by city street division staff that this section of road is perceived by citizens (passersby) as a city road. Thus some passersby might be critical of how

Milwaukie maintains this section of road (that in fact is not a city road). In 2015, staff assessed the 99E frontage road and determined the repairs that are needed to bring it up to a 15-20 year life, including roadway surface and signage improvements.

Staff went to ODOT with a list of the repairs and after reviewing the list ODOT staff agreed in principle without knowing if it would be possible for them to budget to complete the repairs in 2016.

ODOT came to the City earlier this year with a plan to add the 99E Frontage Road repairs to their Preservation and Repaving Project from SE Harrison St to SE Harrold St. In addition to the work done as part of their Project, ODOT will perform repairs using ODOT staff. ODOT staff will complete maintenance work such as striping, crack sealing and signage replacement per the MOU (attachment 2).

This is consistent with the City staff position, City staff supports the transfer with ODOT's consent to complete the City requested repairs.

The section that the City would be obligated to maintain after the ODOT work is completed to City standards is from Milport Rd to Ochoco St as shown in attachment 1.

**CONCURRENCE**
The Transportation Division of Public Works worked to develop this action and concurs with the jurisdictional transfer with its conditions.

**FISCAL IMPACTS**
Maintenance of this street section will add about $1,000 per year including striping, general maintenance and future overlays.

**WORK LOAD IMPACTS**
Acceptance of this section has little impact on the current workload as it adds about 1 lane mile to the 158 lane miles that the City currently maintains.

**ALTERNATIVES**
Not accepting this jurisdictional transfer would put us at odds with ODOT and potentially lead to the road not being maintained properly or possibly the City taking over jurisdiction without the upgrades being completed by ODOT.

**ATTACHMENTS**
1. Map showing extend of road transfer including the transfer of the property that contains the stormwater facility related to this road section.

2. Draft Memorandum of Understanding providing for ODOT maintenance work to be done in addition to contracted work

3. Draft Jurisdictional Transfer Agreement

4. Resolution

ATTACHMENT 1

# JURISDICTIONAL TRANSFER AGREEMENT

## OR-99E SE HAROLD ST – SE HARRISON ST
## FRONTAGE RD 081AH

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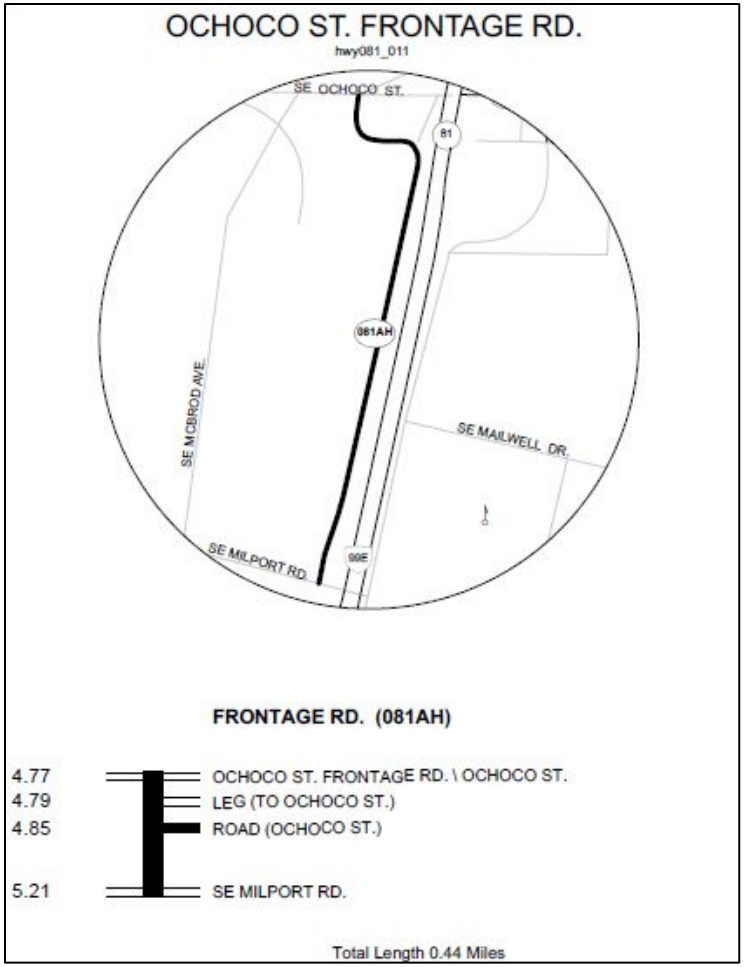


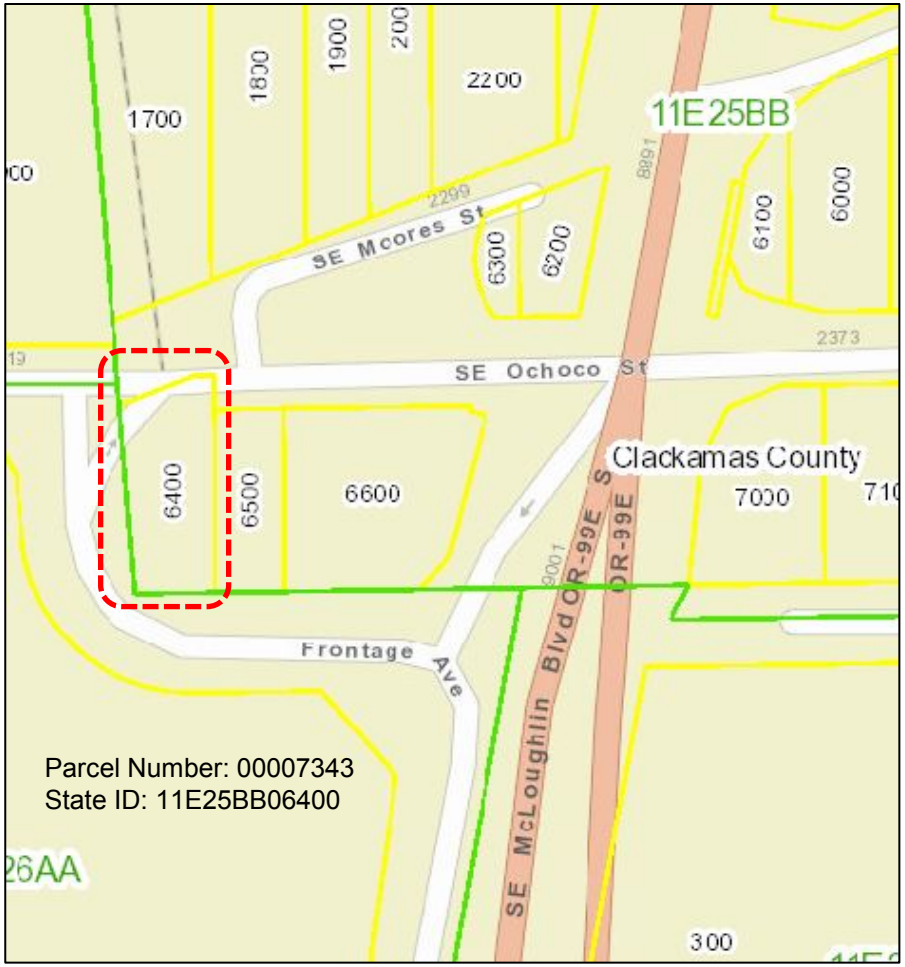


RS168

NOT TO SCALE
MCBROD
MILPORT
FRONTAGE
MCLOUGHLIN
BLVD-OCHOCO ST
OCHOCO
MOORES
MCLOUGHLIN
MCLOUGHLIN
MAIN
MAILWELL
BETA
STUBB
24TH
RS169
0
0.05
0.1
Miles

**MEMORANDUM OF UNDERSTANDING**
**MAINTENANCE IMPROVEMENT PROJECT**
**OR99E FRONTAGE ROAD 081AH**

This Memorandum of Understanding (MOU) is made and entered into by and between the State of Oregon by and through its Department of Transportation, hereinafter referred to as "State"; and the City of Milwaukie, by and through its elected officials, hereinafter referred to as "City", both herein referred to individually or collectively as the "Party" or "Parties".

**RECITALS**

1. Pacific Highway East, State Highway No. 1E, designated as State Route OR99E (aka SE McLoughlin Blvd) is part of the State Highway System under the jurisdiction and control of the Oregon Transportation Commission, herein "OTC". The frontage road designated 081AH, linking said frontage road to city streets and to Pacific Highway East are part of the State Highway System under jurisdiction and control of the OTC.

2. It is the intent of State and City to document in this MOU, the terms and conditions of a maintenance improvement project on OR99E Frontage Road 081AH.

3. The terms and conditions of this MOU are contingent upon the fully executed Jurisdictional Transfer Agreement No. 817 between the State and City.

**NOW THEREFORE**, the Parties agree to the following:

**TERMS AND CONDITIONS**

1. State intends to perform a maintenance improvement project on OR99E Frontage Rd 018AH, including:

    a. Seal asphalt pavement surface cracks through northern S-section of frontage road (0.08miles).
    b. Standardize all signs along entire length of frontage road.
    c. Install new striping through northern S-section of frontage road (0.08miles).

2. The maintenance improvement project is intended to be scheduled by the State to occur separately from but in a timely manner coincident with the OR 99E SE Harold St - SE Harrison St STIP project.

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3. State and City intend that, if an impasse or disagreement should occur on issues pertaining to the MOU, a collaborative process will be initiated to resolve the difference. A collaborative process may be requested by either Party and will conform to the best practices for mediation, as prescribed by the Oregon Resolution Program.

4. This MOU shall become effective when all required signatures have been obtained and shall remain in effect until the recording of a subsequent Jurisdictional Transfer Document, when this MOU automatically terminates.

5. The terms of this MOU may be amended or terminated by mutual written consent of the Parties.

6. The foregoing Memorandum is a nonbinding proposal and is not and should not be construed as a commitment by either Party. Notwithstanding the signing or delivery of the Memorandum, any past, present or future actions; or approvals by either Party based upon this Memorandum, neither Party is under any legal obligation with respect to the intentions outlined above and no binding commitment of any nature whatsoever will be implied.

7. This MOU may be executed in several counterparts (facsimile or otherwise) all of which when taken together shall constitute one agreement binding on all Parties, notwithstanding that all Parties are not signatories to the same counterpart. Each copy of this MOU so executed shall constitute an original.

**SIGNATURE PAGE TO FOLLOW**

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**THE PARTIES**, by execution of this MOU, hereby acknowledge that their signing representatives have read this MOU, understand it, and agree to its terms and conditions.

**CITY OF MILWAUKIE**, by and through its elected officials

By _____

Date _____

**APPROVAL RECOMMENDED**

By _____

Date _____

**STATE OF OREGON**, by and through its Department of Transportation

By _____
Region 1 Manager

Date _____

**APPROVAL RECOMMENDED**

By _____
Region 1 Right of Way Manager

Date _____

**City Contact:**
Gary Parkin, Public Works Director
Public Services Building
6101 SE Johnson Creek Blvd
Milwaukie OR 97206
503-786-7600
ParkinG@milwaukieoregon.gov)

**State Contact:**
Ted Miller
Region1 Maintenance & Operations Mgr
123 NW Flanders St
Portland OR 97206
503-731-8559
Theodore.C.MILLER@odot.state.or.us

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**JURISDICTIONAL TRANSFER AGREEMENT**
**OR 99E: SE Harold St - SE Harrison St**
Frontage Road 081AH Section
Pacific Highway East, State Highway Number 1E, State Route OR 99E
County of Clackamas
**City of Milwaukie**

THIS AGREEMENT is made and entered into by and between the STATE OF OREGON, acting by and through its Department of Transportation, hereinafter referred to as "State"; and the CITY OF MILWAUKIE, acting by and through its elected officials, hereinafter referred to as "City," both herein referred to individually or collectively as "Party" or "Parties."

**RECITALS**

1. Pacific Highway East, State Highway No. 1E, designated State Route OR 99E is under the jurisdiction and control of the Oregon Transportation Commission (OTC). The frontage road designated 081AH, lying westerly of Pacific Highway East is a part of the State Highway System under jurisdiction and control of the OTC. SE Ochoco Avenue and SE Milport Road are both part of the City street system under jurisdiction and control of the City of Milwaukie.

2. By the authority granted in Oregon Revised Statute (ORS) 190.110, 366.572 and 366.576, State may enter into cooperative agreements with counties, cities and units of local governments for the performance of work on certain types of improvement projects with the allocation of costs on terms and conditions mutually agreeable to the contracting Parties.

3. By the authority granted in ORS 366.395, State may relinquish title to any of its property not needed by it for highway purposes to any other governmental body or political subdivision within the State of Oregon, subject to such restrictions, if any, imposed by deed or other legal instrument or otherwise imposed by State.

4. State maintains a state route system to assist the motoring public in their travels. Designated routes may be composed of both state highways and local roads. Designation and elimination of state routes is under authority of the Oregon Transportation Commission.

5. For the purpose of furthering the development of a state highway system adopted in all particulars to the needs of the people of the State of Oregon, State and City agree to eliminate from the state highway system a portion of the Pacific Highway East described below and hereinafter referred to as Unit A.

6. ODOT is completing a preservation project OR 99E: SE Harold St - SE Harrison St. The jurisdictional transfer in this Agreement will occur upon completion of this project.

7. The Department of Transportation (ODOT) and the Oregon Liquor Commission (OLCC) have an agreement [insert MC&A#] whereby ODOT agreed to maintain the frontage road that is a subject of this Agreement. That agreement is hereby terminated effective on the execution date of this Agreement.

**NOW THEREFORE**, the premises being in general as stated in the foregoing Recitals, it is agreed by and between the Parties hereto as follows:

**TERMS OF AGREEMENT**:

1. Subject to the provisions of this Agreement, State and City agree, conditioned upon approval by the Oregon Transportation Commission, or designee, that Unit A be eliminated as a portion of the Pacific Highway East and the state highway system; that the Unit pass to and vest in City; and that City maintain the Unit as a part of its city street system as long as needed for the service of persons living thereon or a community served thereby. If said right of way is no longer used for public street purposes, it shall automatically revert to State. The location of the Unit is approximately as shown on the sketch map attached hereto, marked Exhibit A, and by this reference made a part hereof. This section of roadway will not retain the State Route OR 99E designation.

2. State will complete the OR-99E: SE Harold Street to SE Harrison Street project, which includes design and construction of pavement repairs and ADA improvements, hereinafter Project, at State's expense. Total Project construction cost is estimated at $8,264,000. The Project will be financed with State funds.

3. The term of this Agreement begins on the date all required signatures are obtained and terminates upon acceptance and recording of a Jurisdictional Transfer Document or within two (2) calendar years of completion of Project and final payment, whichever is earlier. The State shall pursue approval by the OTC or designee, and the actual transfer of property shall be accomplished by acceptance and recording of the Jurisdictional Transfer Document.

**STATE OBLIGATIONS**

1. Upon completion of the Project and upon adoption of a Resolution by the Oregon Transportation Commission or designee, providing for elimination of Unit A, as hereafter defined, as a portion of the state highway system, and upon completion of the Project, State shall formally eliminate Unit A as a portion of the Pacific Highway East Highway (State Highway number 1E) and the state highway system. Upon acceptance and recording of a Jurisdictional Transfer Document, all right, title, and interest of State, including all jurisdiction, maintenance, and control, shall pass to and vest in City. If said right of way is no longer used for public street purposes, it shall automatically revert to State. Unit A is described as follows:

   Unit A

   All right of way boundaries of the Pacific Highway East, State Highway number 1E, Frontage Road 081AH, Highway Engineer's Station to and lying in Section 26, Township 1S, Range 1E, Willamette Meridian, Clackamas County, Oregon.

3. State shall place Unit A in serviceable condition either before or within a reasonable time after the said Unit is transferred and title is vested in City.

4. State hereby relinquishes all maintenance and repair responsibilities and liability over Unit A, and City hereby accepts all maintenance and repair responsibilities and liability for Unit A, upon execution of this Agreement.

5. State agrees to furnish City copies of any maps, records, permits, and any other related data available that may be required to administer Unit A upon City's written request.

6. State agrees that it will notify the Travel Information Council (TIC) of the transfer of jurisdiction when there are any TIC signs on such facility, in accordance with ORS 377.708.

7. State's Project Manager for this Project is (insert title, address phone number and e-mail address), or assigned designee upon individual's absence. State shall notify the other Party in writing of any contact information changes during the term of this Agreement.

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**CITY OBLIGATIONS**

1. City agrees to accept all of State's right, title and interest in Unit A; to accept jurisdiction and control over the property, and to maintain the property as a portion of its city street system as long as needed for the service of persons living thereon or a community served thereby (including all traffic signals, signs and illumination and all things and appurtenances within the transferred right of way.) Any right of way being transferred in which State has any title shall be vested in City so long as used for public street purposes. If said right of way is no longer used for public street purposes, it shall automatically revert to State.

*(If applicable: if State wants to retain access control in specific locations, add the following paragraph)*

2. City agrees that the existing access control on the west side of the new alignment of OR-99E from Engineering Station to Engineering Station , as shown on right of way map and identified on attached Exhibit A, will be retained by State to preserve the integrity of the intersection.

3. City is aware that title of Unit A will not be vested in City until the subsequent Jurisdictional Transfer Document is executed by State, accepted by City, and recorded with the county in which the City is located. However, City agrees to accept all liability and maintenance responsibilities, as described in Paragraph 4 of State Obligations, immediately upon execution of this Agreement.

*If applicable, add the following paragraph if State is to convey surplus property to City*

4. City agrees to accept all of State's right, title and interest in the surplus property described as Unit B, as described on Exhibit B. City is aware that title of Unit B will not be vested in City until the subsequent deed is executed by State, accepted by City, and recorded with the county in which the City is located.

5. City shall return permit files, utility permit files, right of way maps and as-built files to State if any or a portion of Unit A reverts to the State, or in the event that the OTC or designee does not approve the transfer.

*If State awarding contract and on City street, add paragraph re ORS373.030(2).*

6. City, by execution of Agreement, gives its consent as required by ORS 373.030(2) and ORS 105.760 to any and all changes of grade within the City limits, and gives its consent as required by ORS 373.050(1) to any and all closure of streets intersecting the highway, if any there be in connection with or arising out of the Project covered by the Agreement.

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7. City certifies and represents that the individual(s) signing this Agreement has been authorized to enter into and execute this Agreement on behalf of City, under the direction or approval of its governing body, commission, board, officers, members or representatives, and to legally bind City.

8. City's Project Manager for this Project is (insert title, address phone number and e-mail address), or assigned designee upon individual's absence. City shall notify the other Party in writing of any contact information changes during the term of this Agreement.

**GENERAL PROVISIONS**

1. The properties above described are relinquished and transferred subject, however, to the rights of any utilities located within said properties and further subject to the rights of the owners of said existing facilities, if any there be, to operate, reconstruct, and maintain their utility facilities presently located within said properties.

2. This Agreement may be terminated by mutual written consent of both Parties. State may terminate this Agreement effective upon delivery of written notice to City, or at such later date as may be established by State, under any of the following conditions:

   a. If City fails to provide services called for by this Agreement within the time specified herein or any extension thereof.

   b. If City fails to perform any of the other provisions of this Agreement, or so fails to pursue the work as to endanger performance of this Agreement in accordance with its terms, and after receipt of written notice from State, fails to correct such failures within ten (10) days or such longer period as State may authorize.

   c. If OTC or designee fails to adopt a resolution eliminating Unit A from the state highway system and approve the Jurisdictional Transfer of Unit A to City.

   d. If State fails to receive funding, appropriations, limitations or other expenditure authority sufficient to allow State, in the exercise of its reasonable administrative discretion, to continue to make payments for performance of this Agreement.

   e. If federal or state laws, regulations or guidelines are modified or interpreted in such a way that either the work under this Agreement is prohibited or if State is prohibited from paying for such work from the planned funding source.

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3. Any termination of this Agreement shall not prejudice any rights or obligations accrued to the Parties prior to termination.

4. If any third party makes any claim or brings any action, suit or proceeding alleging a tort as now or hereafter defined in ORS 30.260 ("Third Party Claim") against State or City with respect to which the other Party may have liability, the notified Party must promptly notify the other Party in writing of the Third Party Claim and deliver to the other Party a copy of the claim, process, and all legal pleadings with respect to the Third Party Claim. Each Party is entitled to participate in the defense of a Third Party Claim, and to defend a Third Party Claim with counsel of its own choosing. Receipt by a Party of the notice and copies required in this paragraph and meaningful opportunity for the Party to participate in the investigation, defense and settlement of the Third Party Claim with counsel of its own choosing are conditions precedent to that Party's liability with respect to the Third Party Claim.

5. With respect to a Third Party Claim for which State is jointly liable with City (or would be if joined in the Third Party Claim), State shall contribute to the amount of expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred and paid or payable by City in such proportion as is appropriate to reflect the relative fault of State on the one hand and of City on the other hand in connection with the events which resulted in such expenses, judgments, fines or settlement amounts, as well as any other relevant equitable considerations. The relative fault of State on the one hand and of City on the other hand shall be determined by reference to, among other things, the Parties' relative intent, knowledge, access to information and opportunity to correct or prevent the circumstances resulting in such expenses, judgments, fines or settlement amounts. State’s contribution amount in any instance is capped to the same extent it would have been capped under Oregon law, including the Oregon Tort Claims Act, ORS 30.260 to 30.300, if State had sole liability in the proceeding.

6. With respect to a Third Party Claim for which City is jointly liable with State (or would be if joined in the Third Party Claim), City shall contribute to the amount of expenses (including attorneys' fees), judgments, fines and amounts paid in settlement actually and reasonably incurred and paid or payable by State in such proportion as is appropriate to reflect the relative fault of City on the one hand and of State on the other hand in connection with the events which resulted in such expenses, judgments, fines or settlement amounts, as well as any other relevant equitable considerations. The relative fault of City on the one hand and of State on the other hand shall be determined by reference to, among other things, the Parties' relative intent, knowledge, access to information and opportunity to correct or prevent the circumstances resulting in such expenses, judgments, fines or settlement amounts. City's contribution amount in any instance is capped to the same extent it would have been capped under Oregon law, including the Oregon Tort Claims Act, ORS 30.260 to 30.300, if it had sole liability in the proceeding.

7. The Parties shall attempt in good faith to resolve any dispute arising out of this Agreement. In addition, the Parties may agree to utilize a jointly selected mediator or arbitrator (for non-binding arbitration) to resolve the dispute short of litigation.

8. If City fails to maintain facilities in accordance with the terms of this Agreement, State, at its option, may maintain the facility and bill City, seek an injunction to enforce the duties and obligations of this Agreement or take any other action allowed by law.

9. All employers, including State and City, that employ subject workers who work under this Agreement in the State of Oregon shall comply with ORS 656.017 and provide the required Workers' Compensation coverage unless such employers are exempt under ORS 656.126. Employers Liability insurance with coverage limits of not less than $500,000 must be included. State and City shall ensure that each of its subcontractors complies with these requirements.

10. State and City acknowledge and agree that State, the Secretary of State's Office of the State of Oregon, the federal government, and their duly authorized representatives shall have access to the books, documents, papers, and records of State and City which are directly pertinent to the specific Agreement for the purpose of making audit, examination, excerpts, and transcripts for a period of six (6) years after final payment or completion of Project Copies of applicable records shall be made available upon request. Payment for costs of copies is reimbursable by State.

11. Each Party hereby grants the other Party authority to enter onto each other's right of way for the purpose of performing any required work or maintenance services.

12. This Agreement and attached exhibits constitute the entire agreement between the Parties on the subject matter hereof. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Agreement. No waiver, consent, modification or change of terms of this Agreement shall bind either party unless in writing and signed by both Parties and all necessary approvals have been obtained. Such waiver, consent, modification or change, if made, shall be effective only in the specific instance and for the specific purpose given. The failure of State to enforce any provision of this Agreement shall not constitute a waiver by State of that or any other provision.

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City/State
Agreement No.

**THE PARTIES**, by execution of this Agreement, hereby acknowledge that their signing representatives have read this Agreement, understand it, and agree to be bound by its terms and conditions.

This Project is in the 2016-2018 Statewide Transportation Improvement Program, (Key #18776) that was approved by the Oregon Transportation Commission on [ ](or subsequently approved by amendment to the STIP).

**CITY OF MILWAUKIE**, by and through its elected officials

By _____

Title _____

Date _____

By _____

Title _____

Date _____

**APPROVED AS TO LEGAL SUFFICIENCY**

By _____
City Counsel

Date _____

**City Contact:**
Name/Title:
Address:
Phone:
Email:

**State Contact:**
Name/Title:
Address:
Phone:
Email:

**STATE OF OREGON**, by and through its Department of Transportation

By_____

Date _____

**APPROVAL RECOMMENDED**

By _____

Date _____

By _____

Date _____

By _____

Date _____

**APPROVED AS TO LEGAL SUFFICIENCY**

By_____
Assistant Attorney General

Date_____

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**EXHIBIT A – Unit A**
**(Map of Frontage Rd)**

**EXHIBIT B – Unit B**
**(Map of Surplus Property)**

DRAFT

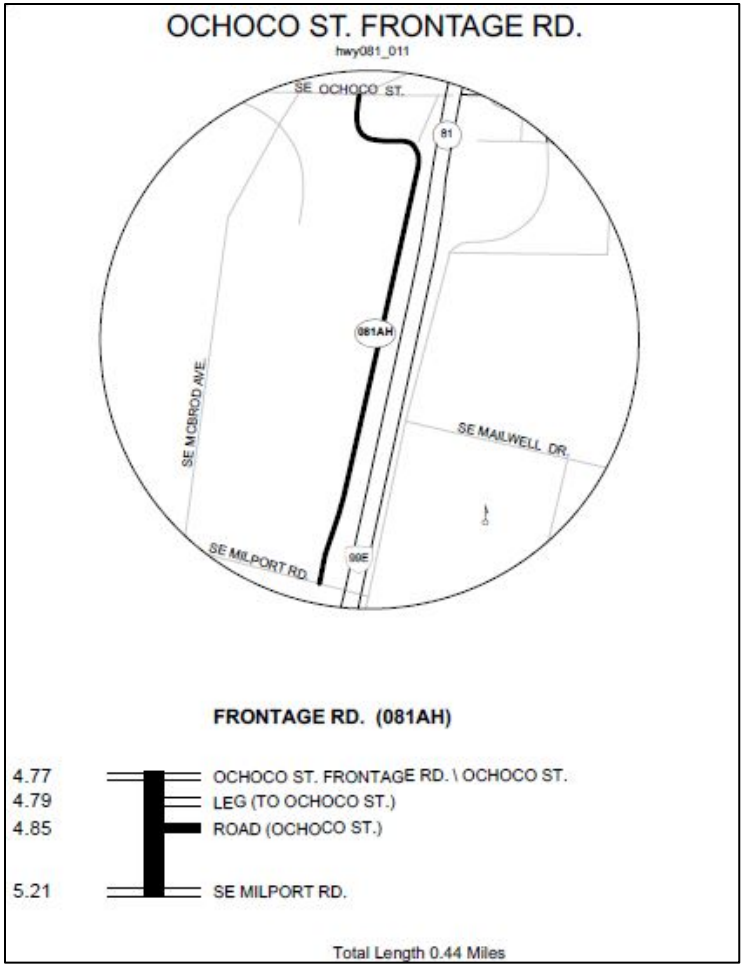
DRAFT

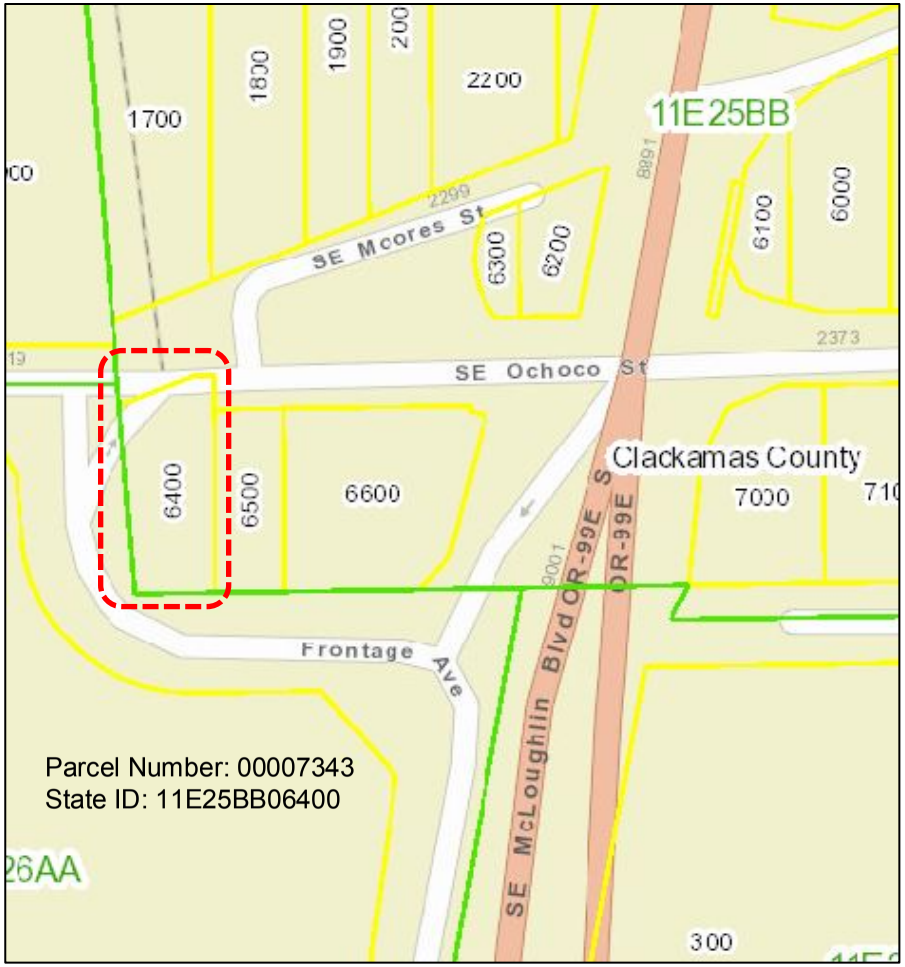
# EXHIBIT A & B

## JURISDICTIONAL TRANSFER AGREEMENT

### OR-99E SE HAROLD ST – SE HARRISON ST
### FRONTAGE RD 081AH

RS182



**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, TRANSFERRING JURISDICTION OF THE FRONTAGE ROAD DESIGNATED 081AH FROM THE OREGON TRANSPORTATION COMMISSION TO THE CITY OF MILWAUKIE AND AUTHORIZING ENACTMENT OF THE JURISDICTIONAL TRANSFER AGREEMENT AND THE MEMORANDUM OF UNDERSTANDING TO EFFECTUATE THE JURISDICTIONAL TRANSFER.**

**WHEREAS,** Pacific Highway East, State Highway No. 1E, designated as State Route OR99E (aka SE McLoughlin Blvd) is part of the State Highway System under the jurisdiction and control of the Oregon Transportation Commission (OTC); and

**WHEREAS,** the frontage road designated 081AH, linking said frontage road to city streets and to Pacific Highway East are part of the State Highway System under jurisdiction and control of the OTC; and

**WHEREAS,** the City has an interest in the use and maintenance of said frontage road; and

**WHEREAS,** the frontage road does not meet the policy of the Oregon Department of Transportation related to roads they maintain and they have no interest in continuing its maintenance; and

**WHEREAS,** the Oregon Department of Transportation and the City have reached agreement on improvements to be done by ODOT to the frontage road after which the City would assume jurisdiction;

**Now, Therefore, be it Resolved** that City Council authorizes the City Manager to sign for the jurisdictional transfer of the frontage road designated 081AH from the OTC to the City including the Memorandum of Understanding providing for ODOT's maintenance work and the Jurisdictional Transfer Agreement.

Introduced and adopted by the City Council on June 7, 2016.

This resolution is effective on June 7, 2016.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Pat DuVal, City Recorder

City Attorney

Milwaukie Police Department

**To:** Mayor Ferguson and Milwaukie City Council

**Through: Bill Monahan, City Manager**

**From:** Steve Bartol, Chief of Police

**Date:** May 6, 2016

**Subject:** **O.L.C.C. Application – Sunny Corner Market – 5010 SE Monroe St.**

---

**Action Requested:**

It is respectfully requested the Council approve the O.L.C.C. Application To Obtain A Liquor License from Sunny Corner Market – 5010 SE Monroe St.

**Background:**

We have conducted a background investigation and find no reason to deny the request for liquor license.

MILWAUKIE CITY COUNCIL
**AGENDA ITEM SUMMARY**

Agenda Item: **RS 3. H.**
Meeting Date: **June 7, 2016**

Title: **Certification of the May 17, 2016, Primary Election Results**

Prepared By: Pat DuVal, City Recorder

City Manager Approval: Bill Monahan, City Manager

Approval Date: November 18, 2015

**ISSUES BEFORE COUNCIL**
To acknowledge and certify the election results of the Primary Election held on Tuesday May 17, 2016, as reported by the Office of the Clackamas County Clerk.

**STAFF RECOMMENDATION**
To accept the official results of the Primary Election by Resolution.

**KEY FACTS & INFORMATION SUMMARY**
Please refer to the Canvass Report attached to this Agenda Summary.

**OTHER ALTERNATIVES CONSIDERED**
None.

**CITY COUNCIL GOALS**
Not applicable.

**FISCAL NOTES**
None.

**ATTACHMENTS**
1. Proposed Resolution
2. Election Canvass Reports (to be submitted under separate cover)

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, CERTIFYING THE ELECTION RESULTS OF THE MAY 17, 2016, PRIMARY ELECTION.**

**WHEREAS,** Section 13 of the Milwaukie City Charter requires the certified elections results be made a part of the record of proceedings of the City Council; and

**WHEREAS,** the election results from the May 17, 2016, Primary Election have been certified by the Office of the Clackamas County Clerk.

**Now, Therefore, be it Resolved by the City Council of the City of Milwaukie that:**

Section 1: The certified election results, attached hereto as "Exhibit A" and incorporated herein, are hereby made a part of the record of proceedings of the City Council.

Section 2: This Council Resolution is effective immediately upon adoption.

Introduced and adopted by the City Council on **June 7, 2016**.

This resolution is effective immediately.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Pat DuVal, City Recorder

City Attorney

| Regular Session Agenda Item No. | 5 |
| --- | --- |

# Public Hearing

MILWAUKIE CITY COUNCIL
**STAFF REPORT**

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **Resolutions to Receive State Funds**

From: Casey Camors, Finance Director

Date: June 7, 2016

**ACTION REQUESTED**

Adoption of the resolution certifying that the City of Milwaukie provides four or more municipal services for eligibility to receive state shared revenues, and adoption of the resolution expressing the election to receive state revenue sharing, both for the 2017-2018 biennium.

**HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**

On April 28, 2016, a public hearing was held by the Budget Committee on State Revenue Sharing.

**BACKGROUND**

In order to receive State Revenue Sharing funds, the City of Milwaukie must elect to receive State Revenue Sharing funds (general funds of the State) in the 2017-2018 biennium. This election is satisfied by a public hearing at the Budget Committee level and the City Council level. At both meetings, citizens have the opportunity to comment on the use of State Revenue Sharing funds.

In order to receive State Shared Revenue funds, the City of Milwaukie must certify that it is eligible to receive State Shared Revenue funds (i.e., liquor, cigarette, 911, and gas taxes) because it provides at least four of the mandatory municipal services in the 2017-2018 biennium.

**CONCURRENCE**

The City Manager concurs with the proposed resolutions.

**FISCAL IMPACTS**

The following schedule reflects the projected revenue from the various state shared revenues that the City expects to receive directly, the Fund the revenue is received in and the purposes for which the revenue is utilized.

| Type | FY 2017 | FY 2018 | Total | Fund Receiving the Revenue |
|---|---|---|---|---|
| State Revenue Sharing | $232,000 | $243,000 | $475,000 | General |
| Liquor Tax Revenue | $330,000 | $330,000 | $660,000 | General |
| Cigarette Tax Revenue | $24,000 | $23,000 | $47,000 | General |
| Gas Tax Revenue | $1,227,000 | $1,239,000 | $2,466,000 | Transportation |

**WORK LOAD IMPACTS**

N/A

**ALTERNATIVES**

N/A

**ATTACHMENTS**

1. State Revenue Sharing Resolution
2. State Shared Revenue Resolution
3. Attachment A to State Shared Revenue Resolution

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, DECLARING THE CITY OF MILWAUKIE'S ELECTION TO RECEIVE STATE REVENUE SHARING FUNDS (GENERAL FUNDS OF THE STATE) IN THE 2017-2018 BIENNIUM.**

**WHEREAS,** the City of Milwaukie desires to receive state revenue sharing funds apportioned and distributed to the cities of the state during the 2017-2018 biennium as provided in ORS 221.770; and

**WHEREAS,** ORS 221.770(1)(a) requires that any city electing to receive a distribution must enact an ordinance or resolution expressing that election and file the same with the Oregon Department of Administrative Services no later than June 30th; and

**WHEREAS,** ORS 221.770 (1)(b) requires that any city electing to receive a distribution must hold at least one public hearing at which citizens have the opportunity to provide written or oral comment on the possible uses of the distributions; and

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Milwaukie that the City hereby elects to receive its proportionate share of the state revenues for the 2017-2018 biennium pursuant to ORS 221.770 and has met the requirement of ORS 221.770 (1) as certified in the declaration certificate.

Introduced and adopted by the City Council on June 7, 2016.

This resolution is effective on June 7, 2016.

_____
Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

_____
Pat DuVal, City Recorder

_____
City Attorney

CITY OF MILWAUKIE

CERTIFICATION

I, Bill Monahan, City Manager, certify that a public hearing before the Budget Committee was held on April 28, 2016, and a public hearing before the City Council on June 7, 2016, giving citizens the opportunity to comment on the use of state revenue sharing funds.

_____
Bill Monahan, City Manager

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, IS ELIGIBLE IN THE 2017-2018 BIENNIUM TO RECEIVE STATE SHARED REVENUES (CIGARETTE, LIQUOR, 911, AND HIGHWAY GAS TAXES) BECAUSE IT PROVIDES FOUR OR MORE MUNICIPAL SERVICES.**

**WHEREAS,** ORS 221.760 provides as follows:

Section 1. The officer responsible for disbursing funds to cities under ORS 323.455, 366.785 to 366.820 and 471.805 shall, in the case of a city located within a county having more than 100,000 inhabitants according to the most recent federal decennial census, disburse such funds only if the city provides four or more of the following services:

(1) Police protection
(2) Fire protection
(3) Street construction, maintenance, and lighting
(4) Sanitary sewer
(5) Storm sewers
(6) Planning, zoning, and subdivision control
(7) One or more utility services

and

**WHEREAS,** city officials recognize the desirability of assisting the state officer responsible for determining the eligibility of cities to receive such funds in accordance with ORS 221.760.

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Milwaukie hereby certifies that it provides the following four or more municipal services enumerated in Section 1, ORS 221.760:

(1) Police protection
(2) Street construction, maintenance, and lighting
(3) Sanitary sewer
(4) Storm sewers
(5) Planning, zoning, and subdivision control
(6) One or more utility services

Introduced and adopted by the City Council on June 7,

2016. This resolution is effective on June 7, 2016.

_____
Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

_____
Pat DuVal, City Recorder

_____
City Attorney

Attachment A

**Projection of 2017-2018 Biennium State Shared Revenues**

*Amount and Use of State Shared Revenues*
Projected for the City of Milwaukie using data from the League of Oregon Cities

| Type | FY 2017 | FY 2018 | Total | Fund Receiving the Revenue |
|---|---|---|---|---|
| Liquor Tax Revenue | $330,000 | $330,000 | $660,000 | General Fund |
| Cigarette Tax Revenue | $24,000 | $23,000 | $47,000 | General Fund |
| Gas Tax Revenue | $1,227,000 | $1,239,000 | $2,466,000 | Transportation Fund |

MILWAUKIE CITY COUNCIL
**STAFF REPORT**

Agenda Item: **RS 5. B.**
Meeting Date: **June 7, 2016**

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **Public Hearing on Bonded Debt Levy Changes**

From: Casey Camors, Finance Director

Date: June 7, 2016

**ACTION REQUESTED**
Hold a public hearing allowing for public comment on a change to the bonded debt levy amounts approved by the Budget Committee on May 12, 2016.

**HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**
May 12, 2016 – The City Budget Committee approved the 2017-2018 biennial budget with a bonded levy amount of $253,000 and $253,000 for FY 2017 and FY 2018 respectively.

May 17, 2016 – City voters approved a ballot measure (3-477) authorizing $9.2 million in general obligation bonds for library repairs and improvements.

**BACKGROUND**
Typically, general obligation bond levies are included in proposed budgets submitted to the Budget Committee for review when a vote has previously authorized the issuance of bonds. Ballot measure 3-477, which passed on May 17, 2016, occurred after Budget Committee deliberations on, and approval of, the 2017-2018 biennium budget. Amounts included in the approved budget only include the City's existing 2014 general obligation bonds and in order to levy sufficient funding to support expected debt service throughout the biennium, the bonded levy must be increased. Anticipated requirements to cover debt service on general obligation bonds over the biennium are as follows:

| | FY 2017 | FY 2018 |
|---|---|---|
| Approved GO Debt Levy | $ 253,000 | $ 253,000 |
| Additional GO Debt Levy (3-477) | 793,000 | 779,000 |
| ***Total Updated GO Debt Levy*** | ***$ 1,046,000*** | ***$ 1,032,000*** |

City Staff expects that once Council has approved the issuance of bonds, the process to issue will take between two to three months with debt service payments due within 6 months of issuance. Funds must be available first to fund the library repairs and improvements, and second to pay the debt service payments when due, without impacting the City's cash flow position.

Since the Budget Committee has already approved the biennial budget with the lower levy for general obligation bonds, State Budget Law requires that the City first notice an additional public hearing on the increase then hold the public hearing prior to adoption of the budget, in order to

increase the levy for general obligation bonds. Therefore, to increase the amount levied, Staff requests that Council hold the required additional public hearing.

No resolution adoption is required as the new levy amounts are included in the appropriation resolution for adoption of the biennial budget, however, the City will need to review and adopt a supplemental budget to approve the debt service payments on the new general obligation bond issuance and account for the related revenue in the Debt Service Fund. Staff expects that this supplemental budget could be completed in late Winter or Spring of FY 2017 and if timed appropriately, could include any other budget changes required at that time.

**CONCURRENCE**
The City Manager and City Financial Advisor agree with this proposal.

**FISCAL IMPACTS**
Levying appropriate taxes is critical to ensuring the City's financial security. Without levying for general obligation bonds, the City would need to either pay debt service on bonds issued outright, or pay upfront and be reimbursed.

**WORK LOAD IMPACTS**
N/A

**ALTERNATIVES**
The City could hold on levying taxes for general obligation debt, however, this would impact when the City should issue GO bonds and the related debt service payment sequence.

**ATTACHMENTS**
1. N/A

MILWAUKIE CITY COUNCIL
**STAFF REPORT**

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **Resolution Adopting the BN 2017-2018 Budget and Capital Improvement Plan**

From: Casey Camors, Finance Director

Date: June 7, 2016

**ACTION REQUESTED**

Consider, adjust if necessary, and approve a resolution adopting the budget and Capital Improvement Plan (CIP) for the biennium commencing July 1, 2016 after receiving and considering public testimony.

**HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**

**February 3, 2016 & March 2, 2016** – Capital Improvement Plan was presented to, and discussed with, the Citizen Utility Advisory Board (CUAB).

**March 31, 2016** – CIP was presented to, and discussed with, the Public Safety Advisory Committee (PSAC).

**April 28, 2016** – the Proposed Budget and draft Capital Improvement Plan was presented to the Budget Committee.

**May 12, 2016** – the Budget Committee Approved the Proposed Budget with modifications.

**BACKGROUND**

*2017-2018 Biennial Budget:*

The Budget Committee of the City of Milwaukie met and approved the 2017-2018 biennial budget, as amended, on May 12, 2016 and recommended adoption by the City Council. The budget for the 2017-2018 biennium totals $115,379,000 million and establishes the City's tax rate of $4.1367 and $4.1367 for FY 2017 and FY 2018 respectively, per $1,000 of assessed value and bonded debt levy amounts (for general obligation bonds) as follows:

| | FY 2017 | FY 2018 |
|---|---|---|
| Bonded Debt Levy | $1,046,000 | $1,032,000 |

A financial summary of the approved budget and a notice of budget hearing before the City Council were published in the *Clackamas Review* on Wednesday, May 25, 2016 according to the requirements of Oregon Local Budget Law (ORS 294.418). An additional notice of public hearing before the City Council regarding a modification to the bonded debt levy was published in the *Clackamas Review*, accompanied by a revised financial summary on Wednesday, June 1, 2016. The City Council may take action to adopt the budget once the budget hearing has been held and testimony has been heard and considered.

As the Budget Committee approved the 2017-2018 Biennial Budget a few modifications were also made:

- In FY 2017, moved $50,000 in intergovernmental revenue from the General Fund to the Transportation Fund and added a $50,000 project (capital outlay expenditure) to the Transportation Fund budget (pp. 84 and 203-204).
- In both years of the biennium, added $1,000 to the City Council materials and services budget for dues and subscriptions for a total of $2,000 over the biennium (p. 91).

Since approval of the budget, Staff has continued to make minor editorial and grammar edits to enhance the document however none of these edits are substantial or modify figures from the approved budget.

*Capital Improvement Plan:*
A major part of constructing the budget starts with allocation towards large capital improvements; however, in order to set up a capital budget, it is necessary to have an up-to-date program that places the needed capital items on a tentative priority list for the next several years. At budget time each biennium, the list of projects is reviewed, updated, and revised in light of the past year's happenings. These projects are then consolidated into a plan in which the City calls its Capital Improvement Plan (CIP). Such a plan is not intended as a way to spend more public money, but to anticipate the needs of the City so that money can be spent affectively and timely. A capital improvement may be broadly defined as a costly item that is expected to be relatively permanent. The minimum cost level will depend on the size and income of the City. For the purposes of Milwaukie, Staff thought it would be appropriate to apply a definition of "costing more than $10,000 and having a life expectancy of at least one year" to be considered a "capital improvement" in the CIP, to be consistent with financial reporting policies.

The CIP was presented to the CUAB at a regular meeting on February 3, 2016 and March 2, 2016, reviewing all of the proposed utility projects, the proposed budgets, and proposed rates. The CIP was presented to the PSAC at a regular meeting on March 31, 2016 to review all of the transportation projects identified and the Street Surface Maintenance Program. PSAC made recommendations to change some priorities of projects within the program which has been reflected in the proposed CIP that was presented to the Budget Committee.

In addition to reviewing, updating, and revising the project list, Staff continued to make the document more user-friendly.

**CONCURRENCE**
The City Manager, Engineering Director, and Public Works Director concur with the proposed resolution.

**FISCAL IMPACTS**
The resolution adopts the 2017-2018 biennial budget of $115,379,000 and appropriates $33,799,000 to Capital Outlay City-wide.

**WORK LOAD IMPACTS**
N/A

**ALTERNATIVES**
N/A

**ATTACHMENTS**
1. Appropriation Resolution
2. Complete Approved 2017-2018 Biennium Budget (including CIP)
3. Budget Q & A Document from May 12, 2016 Meeting

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION ADOPTING THE CITY OF MILWAUKIE BUDGET AND CAPITAL IMPROVEMENT PLAN (CIP) FOR THE BIENNIUM COMMENCING JULY 1, 2016, MAKING APPROPRIATIONS, LEVYING AD VALOREM TAXES, AND CLASSIFYING LEVIES PURSUANT TO SECTION 11b, ARTICLE XI OF THE OREGON CONSTITUTION.**

**BE IT RESOLVED** by the City Council of the City of Milwaukie that:

**Section 1.** The City Council hereby adopts the budget approved by the Budget Committee for the biennium commencing July 1, 2016 in the sum of $115,379,000 now on file at Milwaukie City Hall (Finance Department), 10722 SE Main Street, Milwaukie, Oregon 97222.

**Section 2.** The amounts listed below are hereby appropriated for the biennium commencing July 1, 2016 for the purposes stated.

| **GENERAL FUND** | |
|---|---|
| City Council Department | $ 235,000 |
| City Manager's Department | 2,029,000 |
| Community Development | 3,537,000 |
| Public Works Administration | 1,303,000 |
| Engineering Services Department | 1,284,000 |
| Facilities Management Department | 2,463,000 |
| Finance Department | 2,239,000 |
| Fleet Services Department | 1,424,000 |
| Human Resources Department | 690,000 |
| Information Technology Department | 2,768,000 |
| Municipal Court Department | 762,000 |
| Planning Services Department | 1,746,000 |
| Code Enforcement Department | 365,000 |
| Public Access Studio Department | 170,000 |
| Records and Information Management Dept. | 964,000 |
| Police Administration Department | 1,228,000 |
| Police Field Services Department | 11,900,000 |
| Police Support Services Department | 813,000 |
| Nondepartmental: | |
| Materials & Services | 778,000 |
| Debt Service | 804,000 |
| Capital Outlay | 25,000 |
| Contingency | 800,000 |
| Appropriated for the General Fund | $ 38,327,000 |

**DEBT SERVICE FUND**

| | |
|---|---|
| Debt Service | $ 703,000 |
| Appropriated for Debt Service Fund | $ 703,000 |

**BUILDING INSPECTIONS FUND**

| | |
|---|---|
| Building Inspections Department | $ 677,000 |
| Transfers to Other Funds | 240,000 |
| Contingency | 50,000 |
| Appropriated for Building Inspections Fund | $ 967,000 |

**LIBRARY FUND**

| | |
|---|---|
| Library Department | $ 14,199,000 |
| Transfers to Other Funds | 1,460,000 |
| Contingency | 100,000 |
| Appropriated for Library Fund | $ 15,759,000 |

**TRANSPORTATION FUND**

| | |
|---|---|
| State Gas Tax Department | $ 7,486,000 |
| Street Surface Maintenance Program Department | 2,945,000 |
| Transfers to Other Funds | 2,090,000 |
| Contingency | 750,000 |
| Appropriated for Transportation Fund | $ 13,271,000 |

**WATER FUND**

| | |
|---|---|
| Water Department | $ 7,394,000 |
| Transfers to Other Funds | 2,320,000 |
| Contingency | 300,000 |
| Appropriated for Water Fund | $ 10,014,000 |

**WASTEWATER FUND**

| | |
|---|---|
| Wastewater Department | $ 14,045,000 |
| Transfers to Other Funds | 2,190,000 |
| Contingency | 300,000 |
| Appropriated for Wastewater Fund | $ 16,535,000 |

**STORMWATER FUND**

| | |
|---|---|
| Stormwater Department | $ 7,299,000 |
| Transfers to Other Funds | 2,080,000 |
| Contingency | 300,000 |
| Appropriated for Stormwater Fund | $ 9,679,000 |

**SYSTEMS DEVELOPMENT CHARGES FUND**

| | |
|---|---|
| State Gas Tax Department | $ 250,000 |
| Water Department | 90,000 |
| Wastewater Department | 180,000 |
| Stormwater Department | 153,000 |
| Contingency | 545,000 |
| Appropriated for SDCs Fund | $ 1,218,000 |

**SUMMARY TOTALS FOR ALL FUNDS**

| | |
|---|---|
| Appropriated Expenditures | $ 103,328,000 |
| Appropriated Contingency | 3,145,000 |
| Total Appropriations | 106,473,000 |
| Total Unappropriated | 8,906,000 |
| Total 2017-2018 Biennial Budget | $ 115,379,000 |

**Section 3.** BE IT RESOLVED that the City Council of the City of Milwaukie hereby imposes the taxes provided for in the adopted budget for FY2016-17 at the rate of $4.1367 per $1,000 of assessed value for operations and $1,046,000 for general obligation bonds, and for FY 2017-18 at the rate of $4.1367 per $1,000 of assessed value for operations and $1,032,000 for general obligation bonds (note: the City's permanent rate is $6.5379 offset by Clackamas County Fire District No. 1 permanent rate of $2.4012 for FY 2016-17 and FY 2017-18 respectively);

BE IT RESOLVED that taxes imposed are hereby categorized for purposes of Article XI Section 11b of the Oregon Constitution as follows:

| | FY 2016-17 | FY 2017-18 |
|---|---|---|
| General Government Limitation: | | |
| Permanent Rate Tax (rate per $1,000 AV) | $ 4.1367 | $4.1367 |
| Excluded from Limitation: | | |
| General Obligation Bond Debt Service | $1,046,000 | $1,032,000 |

**Section 4.** The City Manager or his designee shall certify, file with and give notice to the County Assessors of Clackamas County and Multnomah County and the Department of Revenue information as required by the Oregon Revised Statutes.

**Section 5.** Effective Date. This Resolution shall take effect upon passage.

The above resolution statements were approved and declared adopted at a regular meeting of the City Council of the City of Milwaukie held on the 7th day of June 2016.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Pat DuVal, City Recorder

City Attorney

Attachment 2

# Approved Budget for the 2017–2018 Biennium

## July 1, 2016 through June 30, 2018

## Presented April 28, 2016

# City of Milwaukie, Oregon

RS203

**RS204**

# Biennium 2017-2018 Budget

For the biennium beginning July 1, 2016 and ending June 30, 2018

---

City of Milwaukie, Oregon

Budget Committee

Council Members

Mayor Mark Gamba
Councilor Scott Churchill – Vice Chair
Councilor Lisa Batey
Councilor Wilda Parks
Councilor Karin Power

Citizen Members

Jon Stoll - Chair
Jesse Boumann
Milo Denham
Michael Osborne
Ronald Palmer

**RS205**

The City received the Distinguished Budget Presentation Award for its 2015-2016 biennial budget from the Government Finance Officers Association (GFOA), making this the third consecutive City budget document to receive this award. This award is the highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by a governmental entity, its financial staff, and its management. This international award program was first established in 1984 to encourage exemplary budgetary practices and to provide peer recognition for government finance officers who prepare budget documents. Budget proficiency is rated in four major categories: as a policy document, an operations guide, a financial plan, and a communications device.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Milwaukie

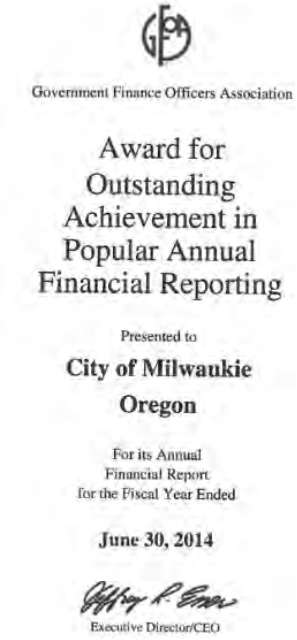
Oregon

For the Biennium Beginning

July 1, 2014

Executive Director

We believe this budget document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. In addition to the budget award, Milwaukie Finance receives awards for its Comprehensive Annual Financial Reports (CAFR) and Popular Annual Financial Reports (PAFR), making it one of the most decorated finance agencies in Oregon.


Government Finance Officers Association

Award for Outstanding Achievement in Popular Annual Financial Reporting

Presented to

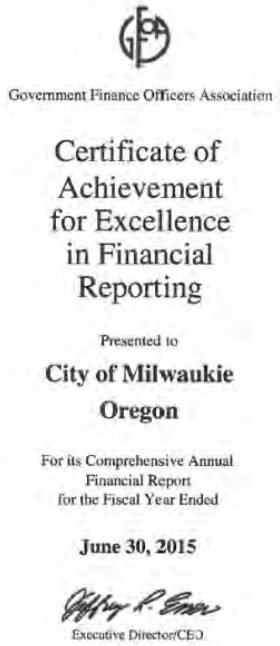
City of Milwaukie

Oregon

For its Annual Financial Report for the Fiscal Year Ended

June 30, 2014

Executive Director/CEO


Government Finance Officers Association

Certificate of Achievement for Excellence in Financial Reporting

Presented to

City of Milwaukie

Oregon

For its Comprehensive Annual Financial Report for the Fiscal Year Ended

June 30, 2015

Executive Director/CEO

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For the 2017-2018 Approved Biennium Budget


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6. Five Year Financial Forecast
7. Capital Improvement Plan for FY 2017 – FY 2022 (draft)

# City Manager's Budget Message

**RS210**

MILWAUKIE
Dogwood City of the West

**BUDGET MESSAGE FOR THE 2017-2018 BIENNIUM**

April 28, 2016

The Honorable Mayor Mark Gamba and Milwaukie City Councilors
Members of the Budget Committee
Citizens Utility Advisory Board
Department Directors and Leadership
Citizens of Milwaukie

Dear Mayor Gamba et al.,

I am pleased to present you with this budget that reflects Milwaukie's improved position in the Portland region and favorable environment for positive change. The future appears brighter than at any time during my five year tenure with the City.

In previous budgets over the past five years, it was clear that the City was in a survival mode. The housing collapse hit Milwaukie hard and additional unknowns put our financial condition into question. Fortunately, through tough decisions, good fiscal management, and support from City Council, Milwaukie has arrived at the other side of the economic downturn and may now begin to replenish the previously reduced services while taking on positive and growth centered projects. Although we anticipate redevelopment and new development, this process is a slow and tedious one.

I am presenting to you a relatively conservative budget that will allow Council to initiate and continue programs aimed at stimulating redevelopment and renewal, while providing full funding for current services levels. This budget however, recognizes City resource limitations, and in some instances, proposes only a few capital projects until additional funding is identified.

During my tenure with the City, we have met and overcome many challenges and we will continue to do so to enhance the City. Our entire organization and citizen volunteer boards, committees, and commissions continue to demonstrate the City's commitment to provide fair and equitable quality government service within the financial resources available while maintaining a clean and safe Milwaukie.

## Planning for City Growth

For the first time in years, the City is in a position where it does not require reduced services to balance the budget and meet adopted policies for reserving funds. The budget allocates additional spending, aligned with Council goals, as follows:

*Focus Community Resources on All-inclusive Bike, Pedestrian, and Street Safety Program*
In addition to a wide variety of street paving and bridge projects, the budget for transportation includes funding for the 17th Avenue Multi-Use Trail ($3,810,000), ADA Ramp Enhancements ($200,000), and bicycle and pedestrian improvements ($50,000). As a preliminary step to prepare to take on these programs, City Staff will initiate a review of the City's Comprehensive Plan including visioning, housing needs assessment (HNA), public involvement, policy assistance and code updates ($320,000). This project also requires the addition of one full time equivalent position in the Planning Department.

*Library Expansion*
The City Council placed a Bond Measure on the May 17, 2016 Ballot, asking the Milwaukie residents to provide funding for remodeling and expanding the Ledding Library. The City currently has access to $1 million from the Clackamas County Library District to be used for capital construction. To complete the remodel and expansion, the City will need at least $9.2 million in additional funding from a bond measure or other resource.

*Urban Renewal Strategy for Downtown and North Industrial Area*
The City's Urban Renewal Advisory Group was formed and is working diligently on developing the Urban Renewal Plan. Additional seed funding is proposed in the Planning Department to get the program up and running ($35,000).

*Proactive Economic Development Strategy*
The City Council's goal of creating and working toward a proactive economic development strategy requires many small investments to achieve the larger goal. Funds have been allocated primarily in the Community Development Department. Individual planned projects include:

- ✓ Downtown wayfinding system implementation ($95,000),
- ✓ Pre-development services, appraisals, environmental and traffic impact studies for development sites ($75,000),
- ✓ Microenterprise loan-loss reserve funds ($10,000),
- ✓ Development feasibility and market studies ($40,000),
- ✓ Neighborhood analysis program ($10,000),
- ✓ Adams Street Plaza design and implementation ($20,000),
- ✓ Industrial area parking study and land analysis ($30,000),
- ✓ Downtown Milwaukie Main Street programming ($20,000),
- ✓ Small business workshops ($6,000),
- ✓ Business recruitment, retention, and expansion ($10,000),
- ✓ Neighborhood business district grants for storefront and signage ($30,000),

- ✓ Parklet grants ($20,000), and
- ✓ Business outreach ($10,000).

*Kellogg for Coho*

Removal of the Kellogg Dam has been a long term goal of the City. Although the City is unable to complete the entire project at this time, small gains will be made with this budget. The budget includes funding for the rebuilding of the Kellogg Creek Bridge in Riverfront Park ($1,245,000) which will remove one of the barriers to the restoration of Kellogg Creek. The Dam has three barriers that are interconnected. Removal of one of the barriers is a step in the right direction but will require significant outside funding from Clackamas County Water Environmental Services (WES) and the Federal Emergency Management Agency (FEMA).

Stormwater funds have been allocated to complete necessary environmental studies related to the Dam as the waterway is an important stormwater feature ($50,000). Additionally, as the City pursues urban renewal, we anticipate that the remaining project costs, coupled with outside funding sources, may eventually be available to move forward with the remainder of this project.

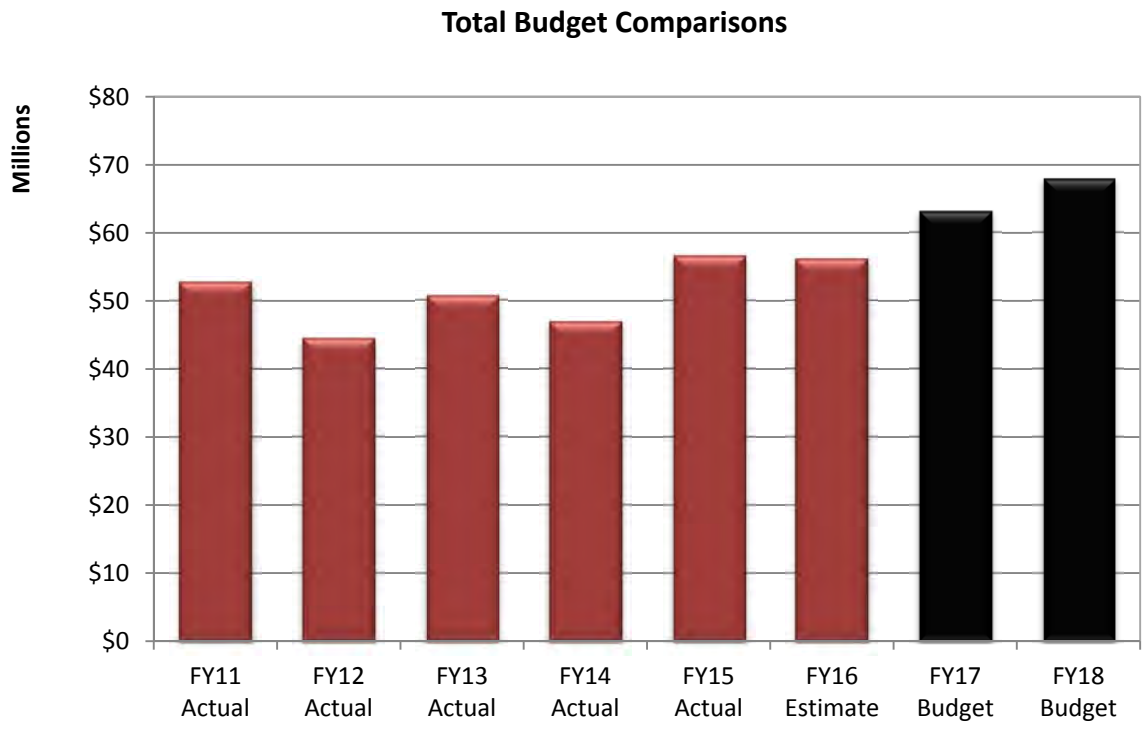
*Complete Neighborhood Parks and Develop Stronger Strategy for Maintenance of Existing*

The City Council's goal related to neighborhood parks also requires many smaller investments to achieve the larger goal. The Community Development Department includes funding for repairs to Riverfront Park and anticipated expenditures for the Kronberg Park Multi-use Trail ($1,700,000), albeit the City will need to identify and receive grants to complete this project.

The 2017-2018 Biennial Budget is the first budget in many years to be so starkly aligned with the Council goals and the connection is unavoidable throughout the document. The moves we make today will benefit the City and its residents for decades to come, and I am proud to put my stamp of approval on this budget.

## Overall City Budget

For the biennium period beginning July 1, 2016, the budget totals $115 million and is balanced as required by the statutory limits of Oregon budget law. Personnel services represent 25% of the total budgeted expenditures at $33 million, materials and services represent 19% of total expenditures at $25 million, debt service represents 1% of total expenditures at $2 million, and capital outlay makes up 26% of the total budgeted expenditures at $34 million. Transfers, contingency, and ending fund balances comprise the remaining portion of the budget, balancing it at $115 million. Below is a historic look at how these budget totals compare with the last several years of actual activity.




## Budget for Controllable Operating Expenses is Up

The above total budget chart shows increases in the total budgets for FY 2017 and FY 2018 relating to a multitude of factors. City-wide, budgeted personnel services expenditures are up 19% over the prior biennium due to anticipated benefit cost increases, cost of living increases, additional hiring to fully staff for completion of Council goals, and to reestablish positions removed during fiscally poor years. Materials and services budgeted expenditures are up 17% over the prior biennium to restore previous service levels and to keep pace with inflation. Transfers to other funds is up 14% over the prior biennium budget to account for increased costs related to General Fund personnel services, materials and services, and capital outlay.

## City-wide Spend Down of Reserves

Although overall reserves are projected to be spent down, note that this spend down relates to the spending of capital reserves built up over required policy minimums in prior years, primarily in the utility funds. We are showing an increase in our minimum policy requirements from $7 million in FY16 to $8.4 million in FY18 as the summary chart below illustrates. The true challenge for the City, as the chart also illustrates, is three years out in FY20 where it is projected that the City may also spend down minimum policy requirements if additional solutions are not identified and utilized.

| | Current Year Estimated | + 1 | + 2 | + 3 | + 4 | + 5 |
|---|---|---|---|---|---|---|
| | | PROJECTED | | | | |
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 |
| Ending fund balance | | | | | | |
| Policy requirements | 7,004 | 7,919 | 8,421 | 8,797 | 9,158 | 9,484 |
| Reserves for debt service | 415 | 410 | 430 | 424 | 448 | 466 |
| Reserves for vehicle replacement | 600 | 650 | 700 | 750 | 800 | 850 |
| Reserves for capital | 1,852 | 1,502 | 1,237 | 1,244 | 1,303 | 1,364 |
| Reserves for utilities | 5,588 | 3,135 | 631 | (104) | 519 | 974 |
| Reserves for other | 177 | 159 | - | - | - | - |
| Over (under) policy/reserves | 3,730 | 2,080 | 631 | 397 | (779) | (1,043) |
| Total ending fund balance | 19,366 | 15,856 | 12,051 | 11,508 | 11,448 | 12,095 |
| **Total Requirements** | $ 56,249 | $ 63,221 | $ 68,014 | $ 54,463 | 55,603 | $ 57,331 |

## Reserve Fiscal Policies

Our fiscal policies define the boundaries for many fiscal decisions and continue to guide our operating and financial procedures. These policies also include targeted reserve balances. Defining adequate reserves is critical because:

- In times of fiscal duress, adequate reserve funds are necessary to continue to provide needed services to citizens without significant interruption or uncertainty.

- The primary source of revenue to fund police and library services – property taxes – is not received until five months into the fiscal year. If adequate reserves are not maintained, the City must borrow, either internally or externally, until the receipt of funds. This increases costs due to required interest payments on the borrowing or loss of interest earnings when financed internally.

- Bond rating agencies critically review a City's reserves prior to providing a rating on a bond sale. A better rating may result in lower interest rates on City debt, which ultimately saves taxpayers money.

There are two types of reserves: contingency reserves represent the portion of reserve funds that may be used during the budget period for unforeseen or unexpected items, as approved. Unappropriated Ending Fund Balance reserves are intended for use in future years; unless significant unforeseen issues arise that require action by management. The use of contingency reserves must be approved by the City Council through a supplemental budget process.

We proposed that the Council modify reserve fiscal policies as they pertain to the Water Fund minimum policy requirements. Due to the volatility of Water Fund revenue streams and

previous experiences leading to subpar funding for water system capital improvement, I recommend that we require 50% of operating expenditures as minimum policy requirements.

### Personnel and Full-time Equivalent (FTE) Changes

The City has two collective bargaining arrangements: the Milwaukie Police Employees Association (MPEA) and the Milwaukie Employees Association (AFSCME). Considering that personnel costs are a quarter of the City budget, funding in this area is integral to balancing the budget while continuing services at a level to meet community expectations.

In 2011, the City implemented processes to ensure that any vacant position within the City is closely scrutinized before a plan to fill the position commences. This process continues and has allowed us to preserve funds and make decisions to more efficiently deliver service within budget constraints.

During the past two biennial budget periods, several positions were held vacant for several months or unfunded to ensure the City's fiscal security. As the local economy turns around, it is time that we reestablish some of our positions. In doing so, there is an overall increase of 5.4 FTE in the budget. General Fund positions increase from 89.85 to 94.25, a total of 4.4 FTE (net).

- 142.51 FTEs in FY 2018 Budget
- 142.51 FTEs in FY 2017 Budget
- 137.11 FTEs in FY 2016 Budget
- 137.11 FTEs in FY 2015 Budget
- 139.26 FTEs in FY 2014 Budget

There are several changes in the FTE positions which are highlighted in the Positions & Salary Ranges section in this budget document. The larger positional changes include the addition of a Sustainability Director position in the City Manager's Office, a Rights-of-Way and Contract Coordinator in the Finance Department, an Assistant Planner in the Planning Department, and an Administrative Specialist II in Police Records.

### Utility Rate Increases – Five Year Plan

Currently, Milwaukie has some of the lowest utility rates in the region. Our Citizens Utility Advisory Board (CUAB) has been working hard at analyzing alternative financing plans and schedules for planned Capital Improvement Projects (CIP) over the next five year period. We project that the updated utility rate financing plan below will adequately prepare the utility funds for the City's future infrastructure needs including utility capital projects scheduled in Milwaukie's CIP.

With respect to the utility rate increases, this budget includes updated recommendations from the Citizens' Utility Advisory Board. Below is the updated Five Year Utility Rate Plan. The CUAB

recommends rate increases upon Master Plan adoption and reviews financial information annually to identify any potential adjustments.

| | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|---|---|---|---|---|---|
| Water rates | 3.50% | 3.50% | 3.50% | 3.50% | 3.50% |
| Wastewater rates | 4.00% | 5.00% | 5.00% | 5.00% | 5.00% |
| Stormwater rates | 14.10% | 10.00% | 10.00% | 10.00% | 10.00% |
| St/Surf maintenance | -----% | -----% | -----% | -----% | -----% |

## Debt Overview

Our City-wide outstanding debt is relatively low at $10.5 million in comparison to total assets with a historic accounting cost of $88.9 million. Outstanding debt includes general obligation bonds used to refinance the City's obligation to TriMet for the Portland-Milwaukie Light Rail project of $3.6 million.

Our credit rating is fairly solid at the Aa2 level for general obligation bonds and Aa3 for full faith and credit obligations. However, with minimum reserves in our General Fund ranging from $3.6 to $3.7 million, dependent upon the time of year they are measured, the City's finances are lean in comparison to other cities. Measures 5 and 50 have a significant impact on our community by restricting our property tax rates. Furthermore, action by the City to annex into Clackamas County Fire District #1 in 2005 included a transfer of one-third of our property tax rate to the District, further decreasing our taxing ability.

## Oregon PERS

Despite our widespread cost-cutting changes, the amount that Oregon's state and local governments pay for pension costs continues to climb significantly and as such, are reflected in this budget. Much of the increase is the result of PERS continuing to pay for stock market losses on the investment of pension funds in 2001 and again in 2008.

Even though PERS investments earned healthy returns in years other than 2001 and 2008, the system is weighed down by the losses in those years. PERS makes up these losses through rate increases that public agencies are responsible for throughout Oregon on the payroll of current employees. For this budget, we have balanced the budget inclusive of these PERS rate increases, estimated at a 4.1% increase, effective starting in July 2017.

**Oregon PERS Pension Costs**

Pension rates for the City of Milwaukie, similar to those of the State and local school districts, are scheduled to increase in July 2017.

July 2013: 12.28% plus 6%
July 2014: 12.28% plus 6%
July 2015: 13.69% plus 6%
July 2016: 13.69% plus 6%
July 2017: 17.79% plus 6%

## Fund Structure

Throughout the budget process our goal has been to organize the fund structure so that our budgets are simple, easily understood, supportable, and as transparent as possible to the citizens of Milwaukie. In this spirit, we continue with the simplest of fund structures for the City's 9 funds as follows:

General Fund
1. General Fund

Debt Service Fund
2. Debt Service Fund

Special Revenue Funds:
3. Building Inspections Fund
4. Library Fund
5. Transportation Fund

Enterprise Funds
6. Water Fund
7. Wastewater Fund
8. Stormwater Fund

Capital Project Funds:
9. Systems Development Charges Fund

We continue to be committed to making our municipal budget as understandable as possible and we pledge to be as transparent as possible. This fund structure provides the foundation for solid and transparent financial planning well into the future.

## Budget Award Received

Milwaukie Finance received the national Distinguished Budget Presentation Award from the *Government Finance Officers Association* for its 2015-2017 Biennium Budget document. This award represents a significant achievement by the City and reflects the commitment of the Budget Committee, Council and City Staff by meeting the highest principles of governmental budgeting.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Milwaukie
Oregon

For the Biennium Beginning

July 1, 2014

Executive Director

In order to receive the budget award, the City had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well

the City's budget serves as a policy document, a financial plan, an operations guide and a communications device. Budget documents must be rated "proficient" in all four categories, and the fourteen mandatory criteria within those categories, to receive the award.

Special thanks to the prior citizen members: Jon Stoll, Ronald Palmer, Jesse Boumann, Jeffrey Dondino, and Jon Fox for their most appreciated input, feedback, and efforts towards improving the budget process, the document, and in earning this award.

## Five Year Financial Forecasting

Long-term financial planning uses financial forecasts and analysis to identify future financial challenges and opportunities, and then identifies strategies to secure financial sustainability in light of such challenges and opportunities. It satisfies two requirements that can sometimes be difficult to reconcile. First, long-term forecasting provides strategies to achieve and maintain financial balance. Second, it identifies from a financial perspective, how the City will provide a consistent level of public services while addressing the unique issues of concern to our community.

Our Five-year Financial Forecast, the cornerstone in preparing this budget document, is replicated in the Appendix of this budget document. Please understand that the quickest path to financial balance is usually the curtailment of services - cuts that the public may not find acceptable or that may even endanger the community's basic health, safety, and welfare. At the same time, providing public services to the full extent desired and deserved by the community may not be financially feasible. Hence, a good financial forecast requires balance and compromise between the public services provided by the government and the debt and tax burden supported by the community.

## Conclusion

In closing, I want to thank all of the staff who had input into this document. In particular, I want to acknowledge the department directors for their considerable effort in aligning departmental needs with funding Council goals. To all of you, thank you. We will strive to maintain our services at high levels while working to stretch our resources. We are positioned to do this as effectively as possible given our improved budget and financial forecasting process.

Thank you to Casey Camors and her Finance team for delivering beyond our expectations. This budget process and document evolved into something for our community to be proud of.

Respectfully presented this 28th day of April 2016.

Bill Monahan
City Manager

# City Overview

# City Overview

## About

Located six miles south of downtown Portland, on the banks of the Willamette River, the City of Milwaukie offers a small-town feel with easy access to the region's urban center, recreational activities, and services. Known as the "Dogwood City of the West", this suburban City of 20,439 is economically linked with the greater Portland Metropolitan area. Downtown Milwaukie is undergoing a revival with new apartments and retail space accompanying the redeveloped Riverfront Park. Milwaukie is home to Dark Horse Comics' international headquarters, Bob's Red Mill, a modern-day gristmill and natural foods company, and Blount International Inc., a publically traded Fortune 500 company. The City is comprised of seven neighborhood districts and two business industrial districts (North Industrial and Milwaukie Business/Industrial).

Named one of the best places to raise a family, Milwaukie provides a clean environment, good transportation, schools, and health care. The Sunday Farmers' Market, First Friday's, and the on-going poetry and artist series are just a few of the many cultural offerings available. Nearby recreational opportunities include boating on the Willamette River, kayaking on the Clackamas River, fishing, hiking or mountain biking in one of the more than 100 parks in Clackamas County.

## Form of Government

The City of Milwaukie has a Council-Manager form of government. The five elected members of the City Council serve as representatives of the City's population while concentrating on policy issues that are responsive to the community's needs. All powers of the City of Milwaukie, a municipal corporation, are vested in the Council except as otherwise specifically provided in the Milwaukie Municipal Code (MMC) and Charter. The Mayor and City Councilors are elected at-large and serve staggered four-year terms. The Mayor presides at all official and informal meetings of the Council. The City Manager is hired to serve and advise the Council and the community in carrying out the Council's policies.

The Milwaukie City Council meets the first and third Tuesday and the third Thursday of every month at City Hall. Council meetings are televised live within City Limits on Comcast cable channel 30 and are replayed at various times during the week. They are also available online at http://www.milwaukieoregon.gov/meetings.

**Services**

The City's administration is committed to professionalism, efficiency, and customer service. The City operates its own police department, municipal court, water, wastewater, and stormwater utilities; and provides street operations, planning, building inspections, engineering, community development and library services.

Clackamas Fire District #1 (CCFD1) provides fire and emergency services and the North Clackamas Parks and Recreation District (NCPRD) maintains the City's parks and provides recreational services. Milwaukie is located in Clackamas County, which is headed by five commissioners based in Oregon City. Milwaukie is located within the jurisdiction of Metro, the tri-county urban services district based in Portland, and the Tri-County Transportation District of Oregon (TriMet)

**History**

The area known today as Milwaukie was once occupied by members of the Upper Chinook language group known as the Clackamas. American and European explorers first visited the area in 1805 and in 1847 pioneer Lot Whitcomb arrived and named the new community after Milwaukee, Wisconsin, which had impressed him as he made his way to Oregon. There are various stories as to how Milwaukie came to be spelled with "ie" at the end (instead of "ee"), one of which is that the U.S. Post Office declared that the city in Wisconsin would end with "ee" while the city in Oregon would end with "ie".

Initially, Milwaukie rivaled Willamette River neighbors Oregon City and Portland in trade and commerce as Whitcomb built saw and grist mills anticipating that Milwaukie Bay would become an export hub for materials like lumber and flour for the gold fields of California. Whitcomb's economic seeds bore fruit rapidly: in 1850, three years after being settled, a post office was established, with Whitcomb as the first postmaster; on November 21, 1850, the first issue of the *Western Star* newspaper was published; two months later Whitcomb's side-wheel steamship, the *Lot Whitcomb*, was launched on the banks of the Willamette; and three months later, in April 1851, the community was designated a "Port of Delivery" by Congress. Rail transportation has also played a critical role in Milwaukie's early growth as commercial rail arrived in 1869 and commuter rail arrived in 1890 with the completion of the Interurban Trolley line that ran from Portland to Oregon City through Milwaukie.

In 1903 Milwaukie was incorporated as a municipal corporation partially in an effort to thwart the hazards of the many powder houses along the railroad and to improve the dirt streets. The original petition, submitted in 1901, set the legislative wheels turning and on February 4, 1903, the Oregon State Legislature approved the City's Articles of Incorporation. In 1944, Milwaukie voters adopted the Council-Manager form of government, which remains in effect to this day. Among its early successes the Milwaukie city government was one of the first in the area to establish a sewage disposal system.

By 1950, a century after being settled in the name of commerce by Lot Whitcomb, Milwaukie was a city of little more than 5,000 people. But as a community on the edge of the region's urban center, the boom years of the mid-twentieth century resulted in rapid growth and development that quadrupled the City's population to 20,000 by the year 2000. With the return of commuter light rail in 2015, Milwaukie is poised to continue its historic trend of growth based on easy access to transportation while preserving its reputation as a great place to live, work, and play.

| Statistic | Data |
|---|---|
| Population | 20,491 |
| Females | 51.40% |
| Males | 48.60% |
| Veterans | 1,565 |
| Households | 8,652 |
| Persons per Household | 2.32 |
| Owner Occupied Housing Unit Rate | 58.50% |
| Median Value of Owner-Occupied Housing Unit | $ 229,000 |
| High School Graduate or Higher | 93.8% |
| Bachelor's Degree or Higher | 26.1% |
| Median Household Income | $ 55,827 |
| Persons in Poverty, percent | 12.7% |
| Land Area in Square Miles | 5.06 |
| Population per Square Mile | 4,050 |
| Bond Rating | AA/Aa2 |
| City Maintained Roads | 160 Lane Miles |
| Building Permits Issued | 785 |
| Sewer Miles | 79 |
| Water Lines Maintained | 100 |
| Number of Traffic Citations | 9,159 |
| Avg. Library Circulation/Capita | 17.84 |
| Unemployment Rate | 5.50% |
| City Employees | 137 FTE |
| City Property Tax Rate | $4.1367/$1,000 TAV |
| City Bonded Debt Tax Rate | $0.1859/$1,000 TAV |
| Total Property Tax Rate | $18.43/$1,000 TAV |
| City Share of Total | 23% |

# Budget Calendar

# Budget Calendar

***SEPTEMBER THROUGH DECEMBER 2015***

- *Hold informal department discussions*
- *Preliminary budget drafts prepared*

***JANUARY 2016***

- *Preparation of draft five-year financial forecast*
- *Budgetary constraints identified*
- *Budget review with departments*

***MARCH 2016***

- *Continued budget review with departments to arrive at balanced budget*
- *Final preparation and departmental review of draft budget tables*
- *Budget Committee budget trainings*

***APRIL 2016***

- *Advertise notice of state revenue sharing uses*
- *Budget Committee meetings advertised:*
    - *Thursday, April 28, 2016*
    - *Thursday, May 12, 2016*
    - *Thursday, May 26, 2016 (cancelled)*

- *Finance preforms final review and reconciliations and prints proposed budget*
- *City Manager presents budget message and budget at the first Budget Committee meeting*
- *Budget Committee discusses and deliberates*

***MAY 2016***

- *Budget Committee discusses, deliberates and approves the budget*
- *Budget is updated to reflect Committee changes*
- *Financial Summary and Notice of Budget Hearing are prepared and published*

***JUNE 2016***

- *Council passes resolutions for state revenue sharing eligibility and proposed uses*
- *Council holds Budget Hearing and adopts the budget resolution, makes appropriations, and declares tax rate and bond levies*
- *Council adopts Capital Improvement Plan (CIP) and Master Fees and Charges Schedule*

***JULY 2016***

- Adopted Budget goes into effect July 1st
- Budget and property tax certification is submitted to County by July 15th

# Budget Process

# Budget Process

## Budgeting in the City of Milwaukie

The City of Milwaukie prepares and adopts a budget in accordance with its City Charter and ORS 294.305 through 294.565. The budget is presented in fund and department categories for a set period of time. Over-expenditures in any category are prohibited and unexpended budget appropriations lapse at the end of the biennium (or budget period).

Under the City's expenditure limitation, total expenditures cannot exceed the appropriation budget. The budget can be amended during the biennium through adoption of a supplemental budget. Supplemental budgets are adopted using public hearings, when necessary, and shall not extend beyond the end of the biennium during which they are submitted.

The City Manager has responsibility for management of the overall City budget and maintaining budgetary control at the approved appropriation level. Ongoing review and monitoring of revenues and expenditures is performed by the Finance Department and the respective operating department directors.

## Budget Amendments

The budget may be amended through adoption of a supplemental budget. Supplemental budgets are adopted through the similar process used for the regular budget (including the use of public hearings but excluding Budget Committee meetings), when necessary, and shall not extend beyond the end of the budget period during which they are submitted. Supplemental budgets cannot be used to authorize a tax levy.

By transferring appropriations, the City usually has enough flexibility to carry out the programs prescribed in its adopted budget. There will be times, however, when an adopted budget has no authority to make certain expenditures or when revenues are received for which the City had no prior knowledge. In those cases it is possible to use a supplemental budget to authorize expenditures and/or appropriate additional revenues in the current budget period.

## Budget Committee

The Budget Committee consists of the governing body plus the Budget Review Board members, comprised of an equal number of legal voters (citizen members of the Budget Committee) appointed by the City Council.

Accordingly, Milwaukie has ten Budget Committee members, and votes of all members are equal. State law (ORS 294.336) mandates a Budget Committee for all Oregon local governments. The Budget Committee also meets periodically throughout the year to review budget and financial information. The first review of the budget occurs when the proposed

budget is presented by the City Manager to the full Committee; at that time, the budget is publicly available, and the Committee begins their review of the budget proposed by the City Manager. The Committee may approve the proposed budget intact, or change part or all of it prior to final approval.

After notices and publications are filed according to local budget law, the approved budget is forwarded to the Council for formal adoption prior to June 30.

**Basis of Budgeting**

All of the funds are budgeted using the modified accrual basis of accounting in accordance with budgetary accounting practices. In the modified accrual basis of accounting, revenues are recognized when they become measurable and available and expenditures are recognized when a liability is incurred.

Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period or soon enough after the end of the current period to pay for liabilities of the current period.

Significant revenues considered measurable and available under the modified accrual basis of accounting are property taxes, franchise fees, and assessment lien installments received within 60 days of the end of the fiscal year. Expenditures are recognized when the liability is incurred, except for interest on general long-term obligations which is recorded when due.

**Basis of Auditing**

The Comprehensive Annual Financial Report (CAFR) is the annual audited report that accounts for the City's finances on the basis of generally accepted accounting principles. Generally Accepted Accounting Principles or GAAP is defined as conventions, rules, and procedures necessary to describe accepted accounting practice at a particular time.

The modified accrual basis of accounting, a GAAP-approved method, is also used in the audit for all funds except for the Proprietary Fund Types (i.e., Water, Wastewater and Stormwater Funds). The CAFR uses the full-accrual method of accounting for Proprietary Funds. The audit document shows all of the City's funds on both a budgetary and GAAP basis for comparison purposes.

**Budgeting in the State of Oregon**

Chapter 294.311, paragraph 5 of Oregon State Law, Oregon Revised Statutes (ORS), defines a budget as:

> *"A plan of financial operation embodying an estimate of expenditures for a given period or purpose and the proposed means of financing the estimated expenditures."*
>
> Local budget law for local governments is set out in ORS 294.305 to 294.565. Chapter 294.321 defines the six major purposes of local budget law:
>
> *"To establish standard procedures for the preparation, presentation, administration and appraisal of budgets of municipal corporations;*
>
> *To provide for a brief description of the programs of a municipal corporation and the fiscal policy which is to accomplish these programs;*
>
> *To provide for estimation of revenues, expenditures and proposed taxes;*
>
> *To provide specific methods for obtaining public views in the preparation of fiscal policy;*
>
> *To provide for the control of revenues and expenditures for the promotion of efficiency and economy in the expenditure of public funds;*
>
> *To enable the public, taxpayers and investors to be apprised of the financial policies and administration of the municipal corporation in which they are interested."*

**Biennial Budgeting**

Beginning with FY 2013 and FY 2014, the City of Milwaukie started using a biennial budgeting process. A biennial budget period is a 24-month period beginning July 1 and ending June 30 of the second succeeding year. For this biennial budget, the period commences July 1, 2016 and ends June 30, 2018.

**Oregon Budget Law Related to Biennial Budgeting**

Local governments may budget either on a one-year or a two-year cycle. The governing body may, by ordinance, resolution, or charter, provide that the budget be prepared for a biennial period.

The biennial budget period begins July 1 and ends June 30 of the second following calendar year. In brief, the differences between fiscal year budgeting and biennial budgeting are:

1. Members of a Budget Committee reviewing a biennial budget are appointed to four year terms. The terms of the members should be staggered so that one-fourth of the terms end each year.

2. The budget estimate sheets containing estimated resources and expenditures in a biennial budget must show:

- Actual expenditures for the two budget periods preceding the current budget period,
- The estimated expenditures for the current budget period, and
- The estimated expenditures for the ensuing budget period.

3. The summary of the budget as approved by the Budget Committee that is published along with the notice of the budget hearing will show the proposed budget for the two-year biennium.

4. If a taxing district adopts biennial budgeting, the Budget Committee must approve the amount or rate of ad-valorem property taxes for each year of the biennium.

5. After the Budget Committee approves a biennial budget and before the budget is adopted, the governing body may not increase the amount of estimated expenditures for the biennium in any fund by more than $10,000 or 10 percent, whichever is greater, and may not increase the amount or rate of the tax levies approved by the Budget Committee for either year of a biennial budget unless the amended budget document is republished and another budget hearing is held. Once the budget is adopted, the tax amount cannot be increased in the second year.

6. If a district adopts a biennial budget, then after the budget hearing and before the June 30 that precedes the start of the budget period, the governing body must pass a resolution or ordinance to adopt the budget and make appropriations for the ensuing biennium. The governing body must also pass a resolution or ordinance to levy and categorize property taxes for each year of the ensuing biennium.

7. Whether a budget is for a fiscal year or for a biennium, certification of property tax levies and a copy of a resolution or ordinance levying and categorizing taxes for the ensuing year must be submitted to the County Assessor every year by July 15.

**Budget Process Phases & Goals**

**Phase 1**
The City's Budget Officer (City Manager) is responsible for presenting a proposed budget that is balanced and reflects the financial plan for funding all the programs and services planned for the budget period. The Budget Officer must prepare the proposed budget in a format prescribed by the Oregon Department of Revenue, meeting the requirements set out in Statute.

*Goals:* Council goal setting; balancing the budget; funding programs, services, and goals; strategic financial planning; preparing a clean, concise, and easy-to-read budget that communicates well to citizens.

**Phase 2**
The Budget Committee reviews and approves the budget. The Budget Committee reviews the proposed budget, listens to comments from citizens, considers any changes, and then approves the budget. Special public notices are required before the Budget Committee's first meeting.

*Goals:* Accuracy in current year estimates; prudent financial forecasting; analyses, review and consideration; citizen input; and tax rate determination.

**Phase 3**
The City Council adopts the budget and certifies property taxes to the County Tax Assessor. This phase includes a special hearing of the governing body and specific public notices, including a summary of the approved budget. Special forms must also be used to notify the County Assessor of the local government's property tax levy.

*Goals:* Transparent budget process; encourage public participation; certify tax rate; formal adoption of funding for City services prior to July 1.

**Phase 4**
This phase occurs during the budget period when the local government is operating under the adopted budget. This phase includes changes to the adopted budget. Changes to the adopted budget must be made before additional money is spent.

*Goals:* Responsible budget management; monitoring and review; reporting to citizens; budget updates and changes.

# Council Goals & Priorities

## Council Goals & Priorities

City Council adopted six goals for 2015-2016, and listed five "projects to be championed by others" at its May 19, 2015 Council meeting.

The six goals adopted by resolution:

- *Focus community resources on all-inclusive bike, pedestrian, and street safety program*
- *Library expansion*
- *Urban renewal strategy for downtown and north industrial area*
- *Proactive economic development strategy*
- *Kellogg for Coho*
- *Complete Neighborhood parks and develop stronger strategy for maintenance of existing*

The projects to be championed by others (that the City could put resources to) are:

- *Facilitate development of skate parks*
- *Document and celebrate city heritage*
- *Fund an emergency preparedness program*
- *Complete Neighborhood parks and develop stronger strategy for maintenance of existing*
- *Bag ban*

The goals build on the input provided in a live, interactive goal input session on Feb. 7, 2015 in City Hall. More than 40 people attended the two-hour session to present their ideas, others messaged theirs via email and Facebook during the live broadcast, and 143 ideas were submitted before the session opened. Over 200 ideas were received as the session concluded.

“It was really encouraging to have so many Milwaukie residents participate, both in person and online,” Council President Lisa Batey said. “We heard from a full cross-section of the community -- residents of all ages, from fifth grade to retirees, all neighborhoods, both long-time residents and people newer to the community. Different people have different priorities, but a common thread throughout was a desire for a more vibrant, livable, walkable Milwaukie.”

*Goals above are in no particular order and remain unranked by the City Council.*

# Proposed Financial Policies

# Financial Polices

**Purpose**

The City of Milwaukie is committed to responsible fiscal management through financial integrity, prudent stewardship of public assets, planning, accountability and full disclosure. The broad purpose of these Fiscal Policies is to enable the City to achieve and maintain a long-term stable and positive financial condition. These policies are adopted by the City Council as the basic framework for overall financial management of the City, to guide day-to-day and long-range fiscal planning and decision making, and to achieve the following general financial goals:

1. Provide an adequate financial base to sustain the desired level of municipal services to maintain the social wellbeing and physical conditions of the City.
2. Deliver cost effective and efficient services to citizens.
3. Provide and maintain essential public facilities, utilities, and capital equipment.
4. Protect and enhance the City's credit rating so as to obtain the lowest cost of borrowing and assure taxpayers and the financial community that the City is well managed and financially sound.
5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents and businesses.
6. Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association, the Governmental Accounting Standards Board and other professional standards.
7. Fully comply with finance related legal mandates, laws and regulations.

To achieve these goals, fiscal policies generally cover areas of revenue management, operating and capital budgeting, financial planning and forecasting, investment and asset management, debt management, accounting and financial reporting, reserves and internal controls. These policies are reviewed annually by management, the Budget Review Board, and City Council and amended as necessary, as part of the budget process.

**Revenue Policies**

1. The City will strive for and maintain diversified and stable revenue sources to prevent undue or unbalanced reliance on any one source of funds. Revenue diversity will also reduce risk to the City from short-term fluctuations in any one revenue source.

2. One-time revenues will be used only for one-time expenditures. The City will minimize using temporary revenues to fund continuing programs and services.

3. The City will maximize the use of service and user charges in lieu of ad valorem taxes and subsidies from other City funds, for services that can be identified and where costs are directly related to the level of service provided. The Council may establish fees at less than "full cost recovery" when deemed in the public interest. The City will periodically and systematically

review user fees and charges to take into account the effects of additional service costs and inflation.

4. Unless prohibited by law, City fees may be deferred or waived by the City Manager or City Council action when it can be demonstrated that a direct public benefit will be obtained. In addition, the City Council may direct that City fees, e.g., system development charges, building permit fees, planning fees, be paid on behalf of applicants and City Council's action will include a determination of the source of funds to pay such fees. Fees that are deferred or waived by the City Manager exceeding $1,000 will be communicated to the Council.

5. All fees, charges or assessments that are deferred for later payment will be evidenced by a written promissory note or agreement. The City may charge periodic interest, processing fees and additional interest and penalties for delinquencies as appropriate.

6. System development charges shall be established to fund the costs of improvements to service additional increments to growth such as street, water, wastewater and storm water facilities and infrastructure.

7. Water, Wastewater and Stormwater funds will be self-supporting through user fees. Utility rates will be established to fully recover costs, including operation, administration, replacement of assets, capital expansion, with consideration given to return on investment and existing and or anticipated debt to insure a debt coverage ratio of no less than 1.50.

8. Fee adjustments will be based on five-year financial plans that will be reviewed and updated annually.

9. The City Manager shall approve all grant applications before their submission. Additionally, all potential grants that require matching funds, on-going resource requirements, or include new or additional continuing compliance requirements shall be evaluated and considered before submittal of the application. The City Council will be provided with the evaluation and the request for their acceptance of the grant.

10. Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively. The City will estimate its revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.

11. Charges for services shall accurately reflect the actual or estimated costs of providing a specific service. The cost of providing specific services shall be recalculated periodically and the fee adjusted accordingly.

12. The City shall pursue an aggressive policy for collecting delinquent accounts. When necessary, the City shall use such methods as small claims courts, collection agencies, liens to enforce collection. The City may impose late fees and penalties.

**Budget Policies**

1. The City will prepare a budget with the participation of all departments that incorporates GFOA recommendations relative to budgeting for results and outcomes.

    a. Determine how much money is available. The budget should be built on expected revenues. This includes base revenues, any new revenue sources, and the potential use of fund balance.
    b. Prioritize results. The results or outcomes that matter most to citizens should be defined. Elected leaders should determine what programs are most important to their constituents.
    c. Allocate resources among high priority results. The allocations should be made in a fair and objective manner.
    d. Conduct analysis to determine what strategies, programs, and activities will best achieve desired results.
    e. Budget available dollars to the most significant programs and activities. The objective is to maximize the benefit of the available resources.
    f. Set measures of annual progress, monitor, and close the feedback loop. These measures should spell out the expected results and outcomes and how they will be measured.
    g. Check what actually happened. This involves using performance measures to compare actual versus budgeted results.
    h. Communicate performance results. Internal and external stakeholders should be informed of the results in an understandable format.

2. All budgetary procedures will conform to existing state regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state: 1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and 2) the total of all resources of the entity must equal the total of all expenditures and all requirements for the entity.

3. The budget process will be coordinated so that major policy issues and department goals and objectives are identified and incorporated into the budget. Additionally, the Budget Review Board as established by its charge, shall review the budget of selected departments and/or City functions and shall make recommendations on service levels and the appropriate budget resources necessary to achieve that service level, consistent with its Council approved annual work plan to the full Budget Committee.

4. A cost allocation plan will be developed and incorporated into the City budget. The cost allocation plan will be the basis for distribution of general government and internal service costs to other funds and capital projects.

5. Unless otherwise authorized by City Council, general fund unrestricted revenues shall not be assigned for specific programs, activities or services.

6. The City Council shall adopt the budget at the fund, departmental or program level as a total dollar amount for all appropriations except contingency, unappropriated ending fund balance and reserves, which shall be stated separately.

7. At a minimum, a mid-year review process will be conducted by the City Manager in order to address any necessary adjustments to the adopted budget.

8. The City will submit the Adopted Budget Document to the Government Finance Officers Association (GFOA) to obtain the Award for Distinguished Budget Presentation.

9. A budget calendar will be prepared detailing the key elements in the development of the budget.

**Expenditure Control Policies**

1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each Department, Division Manager or Director will be responsible for the administration of his/her department/division budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division budget for compliance with spending limitations.

2. The City Manager will administer expenditure control at the category level and program or divisional level. Additionally, the City Manager may give authorization to mandate this level of control down to any line item level. Expenditures anticipated to be in excess of these levels require approval of the City Manager, or Finance Director. Any increase in a budget category anticipated to exceed $50,000 will require City Council approval.

3. All purchases of goods and services must comply with the City's Purchasing Policies, guidelines and procedures and with State laws and regulations.

4. All compensation planning and collective bargaining will include analyses of total cost of compensation, which includes analysis of salary increases, health benefits, pension contributions, and other fringe benefits. The City will only propose operating personnel costs that can be supported by continuing operating revenues.

5. City staff are to make every effort to control expenditures to ensure City services and programs provided to its citizens and taxpayers are cost effective and efficient. Expenditures that will reduce future costs will be encouraged.

**Capital Improvement Investment Policies**

1. A five-year Capital Improvement Program (CIP) encompassing all City facilities, including utilities infrastructure, buildings and major equipment and vehicles, shall be prepared and updated periodically as needed. A public process will be utilized to consider public testimony on the CIP, including review and approval of the CIP by the Citizens Utility Advisory Board (CUAB), Budget Review Board, and the City Council. The five-year CIP will be incorporated into the City's budget and long-range financial planning processes and as such its annual review and approval is anticipated to occur approximately six months, i.e., prior to December 31, prior to the beginning of the subsequent fiscal year. (Please see the Budget Calendar).

2. Projects included in the CIP shall describe the need for the project, the scope of work, total cost estimates, future operating and maintenance costs and how the project and future operations and maintenance will be funded.

3. An objective process, e.g., a rating matrix that includes but is not limited to neighborhood association support for projects within or directly or indirectly impacting a neighborhood association, public safety considerations, engineering, operations, connectivity, inter-departmental and or inter-governmental commitments or requirements, and funding availability, will be established to evaluate and rank CIP projects with respect to each utility and to the overall needs of the City. The ranking of projects will be used to allocate resources to ensure projects are completed effectively and efficiently.

4. Changes to the CIP such as addition of new projects, significant change to the scope of the project or reprioritization of projects will require City Manager or City Council approval.

5. The City will maintain its physical assets at a level adequate to protect the City's capital investment and to minimize future operating maintenance and replacement costs. The City recognizes that deferred maintenance increases future capital costs, thus placing a burden on future residents. Therefore, the CIP will include an orderly and systemic replacement of capital facilities and equipment.

6. The City will establish and fund infrastructure and building reserves adequate to sustain each utility and the City's building facilities. The City will also establish major repairs and replacement reserves to provide stable funding of major repairs and replacements. The reserves will be included and identified as separate components of fund balance in the various funds.

7. The City will utilize "pay-as-you-go" funding for capital improvement expenditures considered recurring, operating or maintenance in nature whenever possible. The City may also utilize "pay-as-you-go" funding for capital improvements when current revenues and adequate fund balances are available or when issuing debt would adversely affect the City's credit rating or debt terms are unfavorable relative to the benefits derived from the capital improvement.

8. The City will consider the use of debt financing for capital projects and equipment under the following circumstances:

   a. When the use of debt will result in total project cost savings that exceed borrowing costs.
   b. When the project's useful life will exceed the terms of the financing.
   c. When resources are deemed sufficient and reliable to service the long-term debt.
   d. When market conditions present favorable interest rates for City financing.
   e. When the issuance of debt will not adversely affect the City's credit rating.

**Financial Planning Policies**

1. The Finance Department, collaborating with other departments, will prepare a Five Year Financial Forecast for each fund to promote responsible planning for the use of resources. The long-term financial plan will include projected revenues, expenditures and reserve balances for the next five years.

2. The City's financial plan should be strategic, reflecting the City Council and community priorities for service while providing resources that fund desired service levels.

3. Long-term projections of revenues and expenditures will be based upon disclosed assumptions, and prepared consistent with best practices established by the Government Finance Officers Association.

4. The Five Year Financial Forecast will be integral to the development of the budget and will be included in the proposed budget presented to the Budget Committee. (Please see the Budget Calendar).

**Economic Development Funding Policies**

1. The City may utilize economic development incentives to encourage value-added development and accrue public benefits to the City of Milwaukie. Public benefits may include but are not limited to, the following:
   a. A benefit that materially enhances the financial position of the City by increasing its employment base or assessed valuation.
   b. A contribution to the basic infrastructure of the City that is greater than that which would be required of the development alone.
   c. A benefit that increases access to other public services.

2. Economic development incentives may include formation of improvement or redevelopment districts, reimbursement, deferral of certain fees and charges, use of discount lease rates or other forms of financial incentives. All such incentives will be evaluated as to the costs, risks and level of benefit as well as the financial impact of such incentives on the City's operating and capital budgets.

3. The fiscal impact evaluation will be presented to City Council along with the City Manager's recommendation. The City Council shall make the final decision concerning proposed economic development incentives including any repayment of incentives if performance requirements are not met.

4. Funding for economic development incentives must be identified before approval of all such incentives.

5. A development incentive shall not be provided if the development does not provide sufficient public benefit or if the cost and risks to the City will have a materially adverse impact on the City's finances or operations.

**Pension and Retirement Funding Policies**

1. All current pension liabilities shall be funded on an annual basis.

2. The City does not pay for any portion of retiree health insurance premiums except in a limited number of cases as grandfathered in under a previous policy. A retiring employee may be able to purchase City provided benefits if the person meets the eligibility requirements.

**Cash Management and Investment Policies**

1. The Finance Director or their designee shall invest all City funds according to four criteria, in order of their importance: (1) legality, (2) safety, (3) liquidity, and (4) yield.

2. The City shall maintain and comply with a written Investment Policy that has been approved by City Council.

3. The City will consolidate or pool cash balances from various funds for investment purposes and will apply interest earned to offset bank fees. In the event that interest exceeds fees, interest will be allocated to funds based on their respective share of the pool.

4. The City's investment securities will be protected through third party custodial safekeeping.

**Accounting and Financial Reporting Policies**

1. The City Manager or Finance Director shall present fiscal policy and changes to fiscal policies to the City Council. Such fiscal policies and changes in policies shall be approved by the City Council.

2. The City will comply with the following accounting and reporting standards:
   a. Generally Accepted Accounting Principles (GAAP) developed by Governmental Accounting Standards Board;
   b. Government Accounting, Auditing and Financial Reporting standards prescribed by the Government Finance Officers Association (GFOA);
   c. Government Accounting Standards, issued by the Comptroller General of the United States;
   d. Oregon Revised Statues relating to Municipal finance; and
   e. U.S. Office of Management and Budget (OMB) Circular A-133.

3. Monthly financial reports comparing actual to budgeted expenditures will be prepared timely by the Finance Department. Reports will be distributed to City Management and the City Council. Significant budget to actual variances will be identified and explained. If an additional appropriation is anticipated, such shall be noted.

4. Quarterly financial reports comparing actual to budgeted revenues and expenditures will also be prepared and will be posted on the City's website.

5. A system of internal controls and procedures will be maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions and compliance with applicable laws and regulations.

6. In accordance with State law, a comprehensive financial audit including an audit of federal grants will be performed annually by an independent public accounting firm with the objective of expressing an opinion on the City's financial statements and assessing the accounting principles used and evaluating the internal controls in place.

7. The City will prepare its financial statements and maintain its accounting and internal control systems in accordance with applicable standards with the goal of obtaining an unqualified opinion from its auditors.

8. The City will prepare a Comprehensive Annual Financial Report (CAFR) and submit its CAFR to the GFOA's "Certificate of Achievement for Excellence in Financial Reporting" program.

9. Upon request, all departments will provide notice of all significant events and financial and related matters to the Finance Director for the City's annual disclosures to the municipal markets as required by SEC Regulation 15-C-2-12. Full disclosure will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the City's bonds, adverse tax opinions or events affecting the tax exempt status of bonds, the release, substitutions or sale of property securing repayment of bonds and other events having a significant impact on the City's finances and outstanding bonds. The Finance Director will notify all Nationally Recognized Municipal Securities Information Repositories of these significant events.

10. The City's asset capitalization policy is to capitalize and depreciate assets greater than $10,000 with a useful life beyond one year. Capital assets costing less than $10,000 or having a useful life of one year or less will be treated as operating expenditures. Assets will be depreciated straight line over their estimated useful lives.

**Fund Balance Policies**

In accordance with accounting principles generally accepted in the United States of America, Council defines **governmental funds'** fund balances as follows:

1. **Non-spendable** – Include amounts that by their nature cannot be spent such as inventories, prepaid expenditures, long-term loans and notes receivable, permanent contributions, and property held for resale.

2. **Restricted** – Includes constrained amounts that are restricted which are 1) externally imposed by creditors, grantors, contributors, or laws/regulations, or 2) internally imposed by law through constitutional provisions or *enabling legislation.* Enabling legislation authorizes the City to assess, levy, charge, or mandate payment of resources from outside the government, and includes a legally enforceable requirement that those resources be used only for specific purposes. Legally enforceable means the City can be compelled by those outside the government to use those resources for the purposes specified in the legislation.

   *Practical Application of Enabling Legislation – Board Ordinances and provisions of the City Code and external restrictions*

3. **Committed** – Includes constrained amounts that can be used only for specific purposes imposed by City Council. Commitments can only be reversed by taking the same action employed to commit the amounts (e.g. ordinance). The difference between Restricted and Committed is that committed resources can be redeployed for other purposes with appropriate due process. Compliance with the commitment is not legally enforceable by those outside the government.

   *Practical Application – Ordinances and City Code*

4. **Assigned** – Includes amounts constrained by the *intent* that they be used for specific purposes. Intent can be expressed by either the City Council or officials and committees to whom the Council has delegated authority.

   *Practical Application – Board Resolutions*

5. **Unassigned** – Defined as the residual fund balance that is not non-spendable, restricted, committed, or assigned. Unassigned fund balance applies only to the General fund.

**Debt Management Policies**

1. The Finance Director will structure all debt issuances and oversee the on-going management of all City debt. Debt includes general obligation bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest payments.

2. No debt shall be issued for which the City has not identified specific revenue sufficient for repayment. The Finance Director shall prepare an analysis of the source of repayment prior to issuance of any debt.

3. The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that can be funded from current resources, unless the use of debt is otherwise determined to be in the best interest of the City.

5. The City may utilize short-term debt or inter-fund loans to cover temporary cash flow deficiencies due to timing of cash flows, such as a delay in receipting grant proceeds or other revenues and delay in issuance of long-term debt.

5. When issuing long-term debt, the City will ensure that the debt is soundly financed by:
   a. Incurring debt only when necessary for capital improvements too large to be financed from current available resources,
   b. Insuring that capital projects financed through long-term debt shall be financed for a period not to exceed the useful life of the project,
   c. Determining that the benefits of the project financed exceed the cost of financing including interest costs, and
   d. Analyzing the source of repayment, debt coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long-term debt.

6. All bond issuances, promissory notes, and capital leases will be authorized by resolution of the City Council.

7. The City will consider establishing a credit rating when issuing debt in the capital markets and once established maintain or enhance the credit rating.

**Reserve Policies**

1. The City will maintain sufficient contingency and reserves in each fund for the ability to:

    a. Maintain a positive fund balance at all times.
    b. Mitigate short-term volatility in revenues.
    c. Mitigate short-term economic downturns (two years or less).
    d. Absorb unanticipated operating needs that arise during the fiscal year but were not anticipated during the budget process.
    e. Sustain City services in the event of an emergency.
    f. Meet operating cash flow requirements before the collection of property taxes, grant proceeds and other operating revenues.
    g. Absorb unexpected claims or litigation settlements.
    h. Meet major facility and equipment repair and replacement needs.
    i. Meet requirements for debt reserves.

2. Reserve amounts for individual funds:

    a. General Fund - General Fund undesignated reserves are desired to be sufficient to meet expenditure requirements without the use of short-term borrowing. This is anticipated to be approximately twenty-five percent (25%) of General Fund operating expenditures.
    b. Building Inspection Fund – Building Inspection Fund undesignated reserves are desired to be at least fifty percent (50%, approximately six months) of the operating budget to provide operational stability given the volatility of the revenue sources for this fund.
    c. Water Fund – The City desires to maintain undesignated operating reserves of at least fifty percent (50%, or six months) of the operating budget for its water fund. Additionally, a major capital repair and replacement reserve and capital improvement reserve will be created and maintained in this fund.
    d. Wastewater and Stormwater Funds – The City desires to maintain undesignated operating reserves of at least twenty five percent (25%, or three months) of the operating budget for its wastewater and stormwater utility funds. Additionally, a major capital repair and replacement reserve and capital improvement reserve will be created and maintained in each fund.
    e. All other funds – Undesignated reserves of at least seventeen percent (17%, or two months) of the operating budget in all other operating funds unless it can be demonstrated that less than 17% is adequate to meet the needs of the fund are desired.

3. The City may use reserves on a one-time or temporary basis for purposes described above. In the event that reserve funds are presently or decrease to levels below the levels desired by this policy, the City will develop a plan to restore reserves to the desired levels.

4. The City shall establish a contingency reserve as part of the budget process. Funds may not be disbursed directly from contingency but must be reclassified into a spendable budget category through a supplemental budget.

# Fund Accounting

RS256

# Fund Accounting

To best understand a City budget in the State of Oregon, one should have a basic understanding of the method of budgeting that is required. This methodology is referred to as Fund Accounting where basically the different functions of municipal operations are accounted for in separate, self-balancing Funds.

*Fund Accounting* – an accounting system emphasizing *accountability* rather than *profitability*, used by governments and some not-for-profit organizations. In this system, a *fund* is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

The label, *fund accounting*, has also been applied to investment accounting, portfolio accounting or securities accounting – all synonyms describing the process of accounting for a portfolio of investments such as securities, commodities and/or real estate held in an investment fund such as a mutual fund or hedge fund. Investment accounting, however, is a different system unrelated to government and nonprofit fund accounting.

**Overview**

Government agencies have special requirements to show, in financial statements and reports, how money is spent on particular activities, rather than how much profit was earned. Unlike profit oriented businesses, which use a single set of self-balancing accounts (or general ledger), governments can have more than one general ledger (or fund), depending on their financial reporting requirements. An accountant for such an entity must be able to produce reports detailing the expenditures and revenues for each of the organization's individual funds, and reports that summarize the organization's financial activities across all of its funds.

A school system, for example, receives a grant from the state to support a new special education initiative, another grant from the federal government for a school lunch program, and an annuity to award teachers working on research projects. At periodic intervals, the school system issues a report to the state about the special education program, a report to a federal agency about the school lunch program, and a report to another authority about the research program. Each of these programs has its own unique reporting requirements, so the school system needs a method to separately identify the related revenues and expenditures. This is done by establishing separate funds, each with its own chart of accounts.

**State and local government funds**

State and local governments use three broad categories of funds: *governmental* funds, *proprietary* funds and *fiduciary* funds.

Governmental funds include the following:

- *General* fund. This fund is used to account for general operations and activities not requiring the use of another fund type.
- *Special revenue* funds are required to account for the use of revenue earmarked by law for a particular purpose. State and federal fuel tax revenues require special revenue funds, because federal and state laws restrict these taxes to transportation uses.
- *Capital projects* funds are used to account for the construction or acquisition of fixed assets, such as buildings, equipment and roads. Depending on its use, a fixed asset may instead be financed by a special revenue fund or a proprietary fund. A capital project fund exists only until completion of the project.
- *Debt service* funds are used to account for money that will be used to pay the interest and principal of long-term debts. Bonds used by a government to finance major construction projects, to be paid by tax levies over a period of years, require a debt service fund to account for their repayment. The debts of proprietary funds are serviced within those funds, rather than by a separate debt service fund.
- *Permanent* funds account for resources restricted such that earnings, not principal, may be expended, and for the purpose of benefiting the government and its citizenry.

Proprietary funds include the following:

- *Internal service* funds are used for operations serving other funds or departments within a government on a cost-reimbursement basis. A printing shop which takes orders for booklets and forms from other offices and is reimbursed for the cost of each order would be a suitable application for an internal service fund.
- *Enterprise* funds are used for services provided to the public on a user charge basis, similar to the operation of a commercial enterprise. Water and sewage utilities are common examples of government enterprises.

Fiduciary funds are used to account for assets held in trust by the government for the benefit of individuals or other entities. The employee pension fund, created by the State of Maryland to provide retirement benefits for its employees, is an example of a fiduciary fund. Financial statements may further distinguish fiduciary funds as *agency, private purpose trust, investment trust, and pension trust* funds; a trust fund generally exists for a longer period of time than an agency fund.

**Fixed assets and long-term debts**

State and local governments have two other groups of self-balancing accounts which are not considered funds: *general fixed assets* and *general long-term debts*. These assets and liabilities belong to the government entity as a whole, rather than any specific fund. Although general fixed assets would be part of government-wide financial statements (reporting the entity as a whole), they are not reported in governmental fund statements. Fixed assets and long-term liabilities assigned to a specific enterprise fund are referred to as *fund fixed assets* and *fund long-term liabilities*.

**Basis of accounting**

The accrual basis of accounting used by most businesses requires revenue to be recognized when it is earned and expenses to be recognized when the related benefit is received. Revenues may actually be received during a later period, while expenses may be paid during an earlier or later period. (Cash basis accounting, used by some small businesses, recognizes revenue when received and expenses when paid.)

Governmental funds, which are not concerned about profitability, usually rely on a *modified accrual* basis. This involves recognizing revenue when it becomes both available and measurable, rather than when it is earned. *Expenditures*, a term used instead of *expenses* for modified accrual accounting, are recognized when the related liability is incurred.

Proprietary funds, used for business-like activities, operate on an accrual basis.

Governmental accountants sometimes refer to the accrual basis as *full accrual* to distinguish it from *modified* accrual basis accounting.

The accrual basis of accounting is applied to fiduciary funds.

**Financial reporting**

State and local governments report the results of their operations in their annual financial statements, the equivalent of a business's financial statements. They may also issue a Comprehensive Annual Financial report (CAFR), which is a more extensive document. Both annual financial statements and CAFR's include a single set of government-wide statements, for the government entity as a whole, and individual fund statements. The Governmental Accounting Standards Board establishes standards for annual financial report preparation.

Governments do not use the terms *profit* and *loss* to describe the net results of their operations. The difference between revenues and expenditures during a year is either a *surplus* or a *deficit*. Since making a profit is not the purpose of a government, a significant surplus generally means a choice between tax cuts or spending increases. A significant deficit will result in spending cuts or borrowing. Ideally, surpluses and deficits should be small.

# Debt Overview

# Debt Overview

***Summary of Outstanding Debt***

The City of Milwaukie has $10.5 million in long-term debt outstanding as of the June 30, 2015.

Below is a table showing the outstanding balances by type, interest rates, and annual debt service. The outstanding long-term debt issue of $4 million relates to the PERS Unfunded Actuarial Liability Bonds which were sold in 2005 in order to reduce the City's pension liability and maintain low contribution rates paid into the PERS system.

| Loan Type | Interest Rate | Outstanding Amount | Years Remaining | Annual Debt Service |
|---|---|---|---|---|
| General Obligation Bonds | 3-4% | $ 3,585,000 | 19 | 135,000 |
| Full Faith and Credit Obligations | 3-4% | 905,000 | 14 | 50,000 |
| Loans: | | | | |
| 2003 Oregon Energy Loan | 4.3% | 46,471 | 3 | 13,482 |
| 2005 PERS Unfunded Liab Bonds | 4-5.5% | 3,850,000 | 13 | 135,000 |
| 2006 Oregon Public Works Loan | 2.08% | 580,593 | 17 | 24,184 |
| 2010 Oregon DEQ Loan | 0% | 1,543,200 | 16 | 96,500 |
| | | $ 10,510,264 | | $ 454,166 |

***Legal Debt Limits***

Cities in Oregon have a legal debt limit on General Obligation debt equal to 3% of their True Market Value. For the City of Milwaukie this limit calculates to $69 million.

***Plans for Potential Future Debt***

The City of Milwaukie voters approved $9.2 million in General Obligation Bonds for the financing of a complete remodel to the Milwaukie Ledding Library on the May 17, 2016 ballot. The City expects to issue these General Obligation Bonds in early FY 2017.

# Demographics
# and
# Financial Trends

# Demographics & Financial Trends

## General Economic Information

Milwaukie is located in northwestern Oregon, in the Portland metropolitan area north of Oregon City, in Clackamas County. Clackamas, Multnomah, and Washington Counties are among the five counties that comprise the Portland-Vancouver Primary Metropolitan Statistical Area. The City's economy is linked with that of the metropolitan area, which is based on manufacturing, national and international trade, and service industries.

## Population

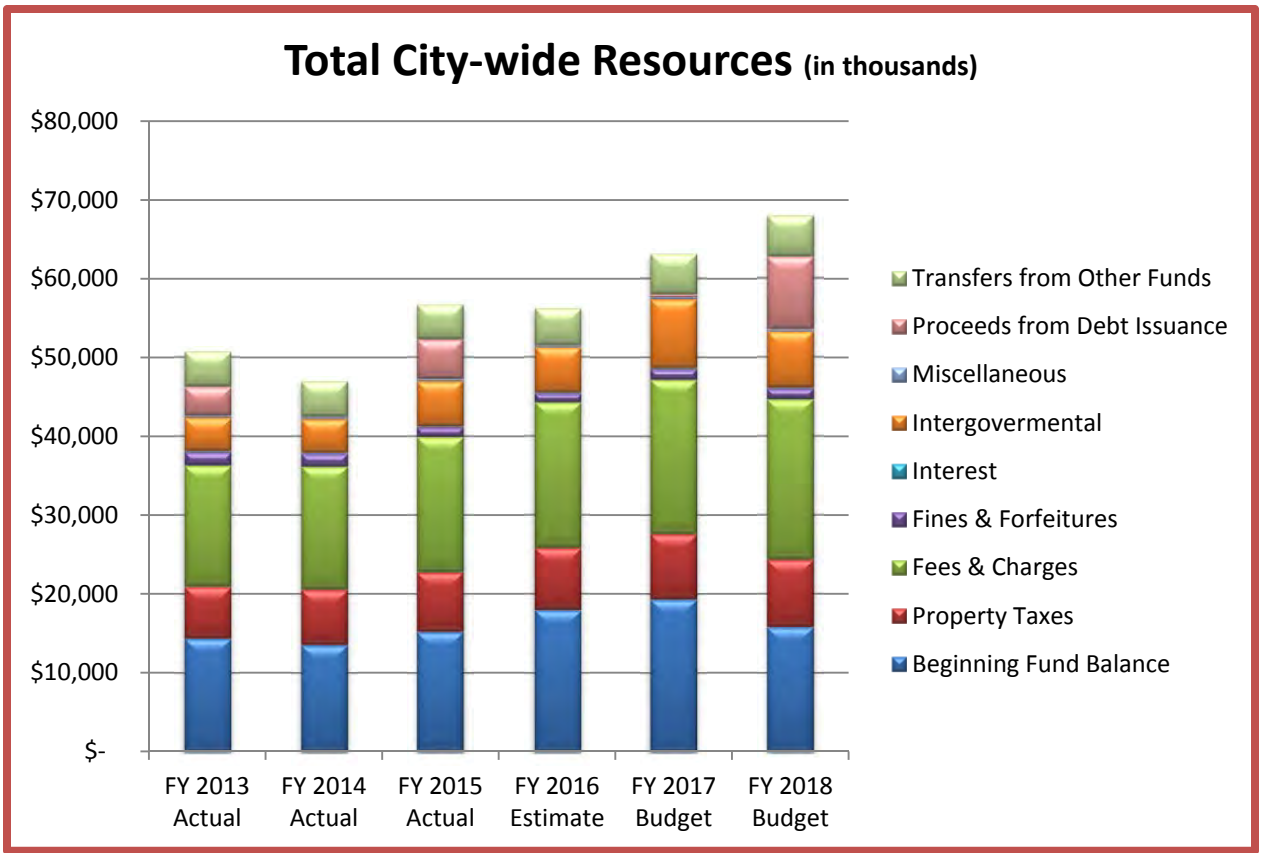
The City's population historically grew steadily, but in recent years has leveled off. Currently, the City's population is estimated at 20,491. The Portland State Population Research Center estimated zero population growth in Milwaukie between 2015 and 2016.

## Consumer Price Index

The Bureau of Labor Statistics for the U.S. Department of Labor tracks the Consumer Price Index (CPI) for most U.S. cities. The CPI is a leading economic indicator that measures inflation, which is central to assessing the cost of living and whether living standards are rising or falling. Percentage growth in wages, products, and services climbed to more than five percent in 1990. Currently, Portland's annual growth rate is about 1.3 percent.

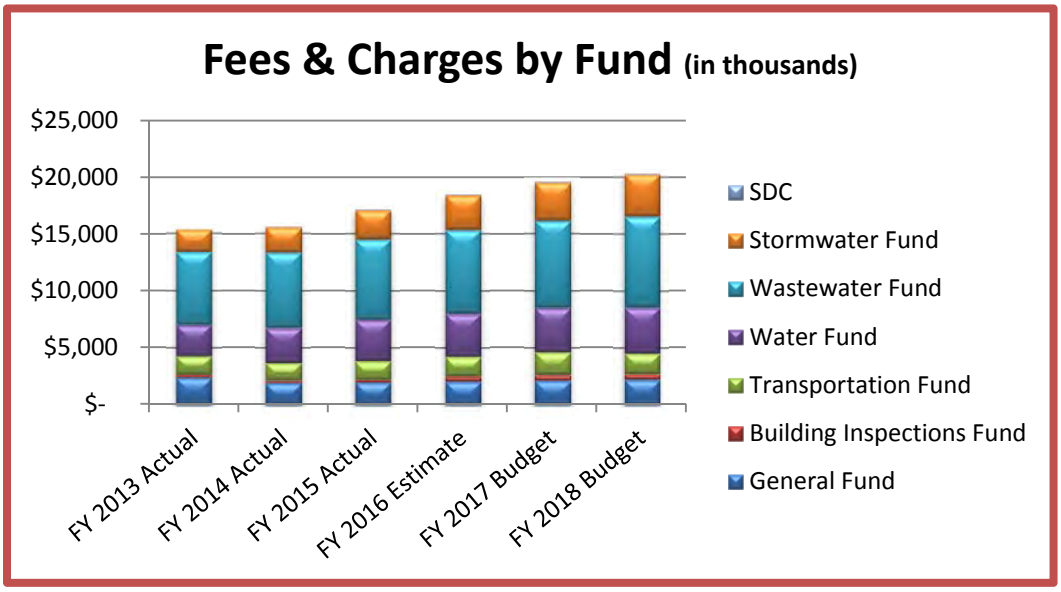
## Revenue Trends & Assumptions

The purpose of this section is to describe the City's major revenue sources, explain the underlying assumptions for the revenue estimates, and discuss significant revenue trends. Throughout this budget document, there are revenue trend graphs for the City in total as well as for each of the major fund types. The revenue sources and assumptions used in this budget are described in greater detail in the subsequent pages. Of the available revenues anticipated, 63 percent of the total is represented by five revenue categories: Fees & Charges, Property Taxes, Transfers from Other Funds, and Intergovernmental. The remainder is derived from Debt Proceeds (7%), Other (3%) and Beginning Fund Balance (27%).




**Fees & Charges (30%)**

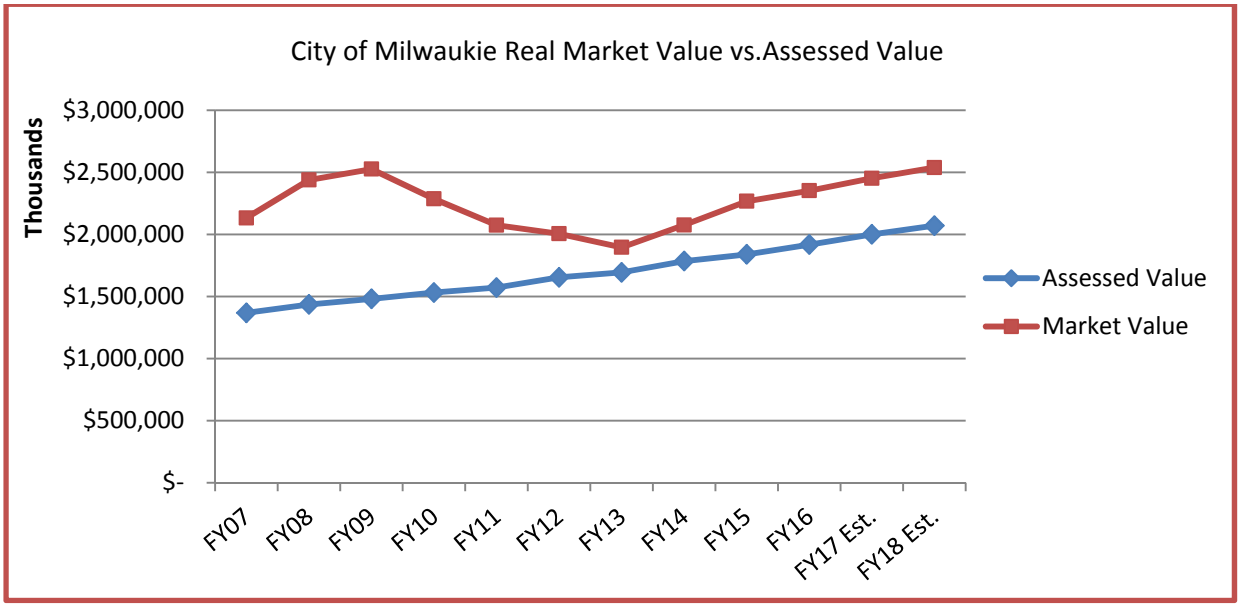
Charges for water, wastewater, stormwater, and street maintenance are charged to all users in the City of Milwaukie. The fees for water, sewer, wastewater, stormwater, and street maintenance are established through the City fees and charges resolution; this resolution is updated each year. The City Council approves utility rates based on costs to provide services.



**Property Taxes (13%)**

Milwaukie's permanent tax rate is applied to the projected taxable assessed value of property to generate revenues to support core City operations. The City assumes a 95 percent collection rate for property tax revenue, so the budgeted total amount of property taxes is approximately 95 percent of the total calculated property tax revenue. Taxable assessed values of existing property are limited to an increase of three percent per year; value added to a community via new construction increases the assessed value over the three percent growth rate limited by Measure 50.

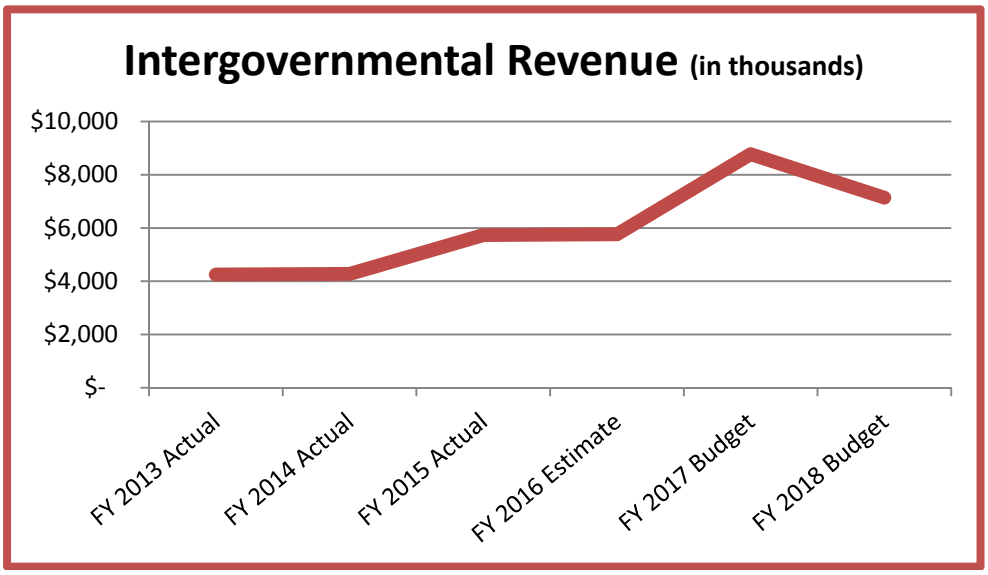
The City passed Ordinance No. 1958 in February 2008 following the annexation Ballot Measure 3-166 where the voters authorized the annexation of fire services into Clackamas County Fire District No. 1 (CCFD). This Ordinance reduces the City's permanent tax rate of $6.5379 per $1,000 of assessed value by the permanent rate of the Fire District, equating to $2.4012. Accordingly, the actual property tax rate levied by the City is its permanent tax rate of $6.5379 less CCFD's permanent rate of $2.4012 ($4.1367).




**Intergovernmental (12%)**

Intergovernmental revenues include State revenues which are distributed to cities based on state statute, which defines formulas incorporating population and per capita income. The League of Oregon Cities provides the source data for State Revenue Sharing projections. Pursuant to ORS 221.770, the City of Milwaukie must elect to receive its proportionate share of the revenues to be apportioned to the cities by the State of Oregon for the fiscal year. Further, ORS 221.760 provides that cities located in a county having more than 100,000 inhabitants according to the most recent federal decennial census, can disburse state shared revenue funds only if the city provides four or more of the following services: police protection; fire

protection; street construction, maintenance, and lighting; sanitary sewer; storm sewers; planning, zoning, and subdivision control; one or more utility services.
Operating and capital improvement grants are also included in intergovernmental revenues. Often these grants are only received after the City has incurred the related expenditure.




**Transfers from Other Funds (8%)**
Transfers from Other Funds occur when revenues are transferred between funds; revenue is received by a fund providing an internal service from a fund receiving the service, where the cost of the service is shown as an expense. All City services that receive reimbursement charge revenue are consolidated into the General Fund. The amount that other funds are charged for reimbursement costs is based on individual metrics identified for each City service. The City calculates interfund reimbursement charges when services are provided to another fund. The cost of these services is based on a cost allocation methodology, which assumes that the services provided have value, and that value is shown as a reimbursement amount.

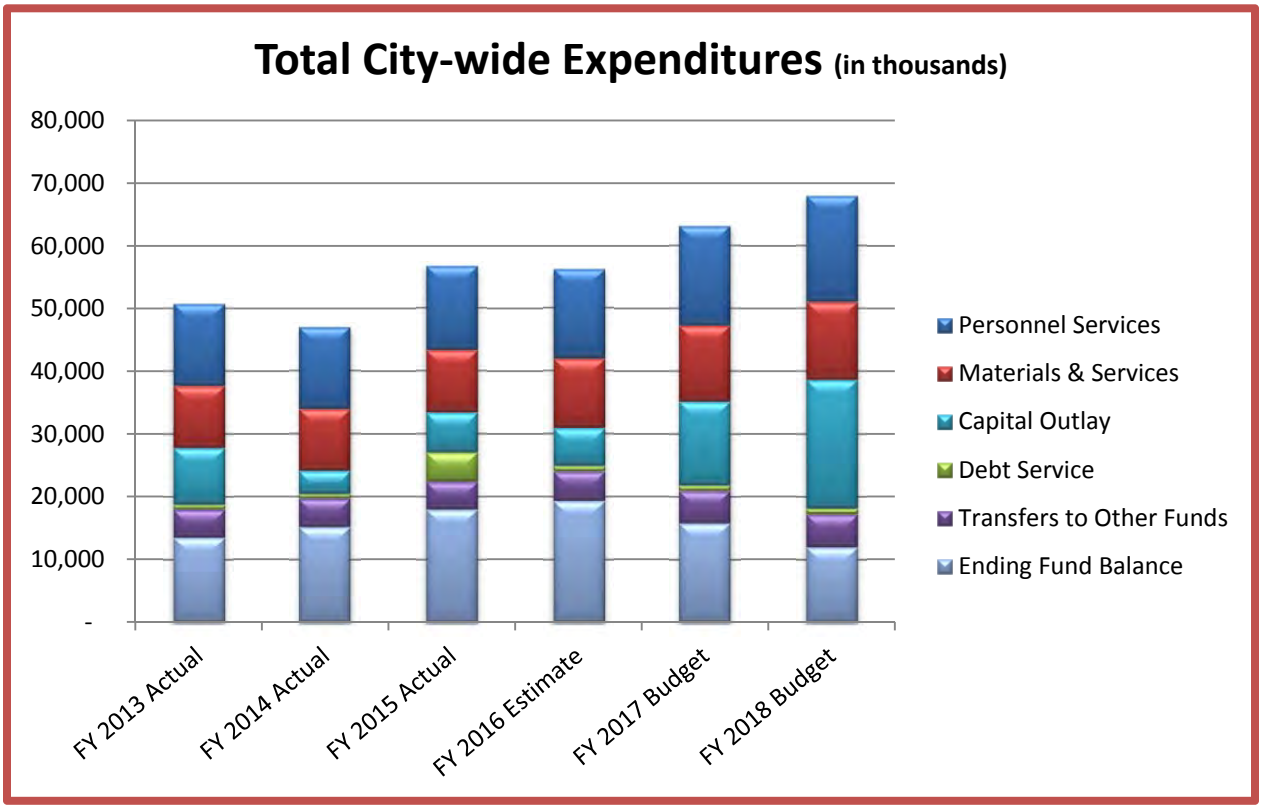
**Expenditure Trends & Assumptions**

The purpose of this section is to describe the City's major expenses, explain the underlying assumptions for the expense estimates, and discuss significant trends. The City of Milwaukie budget includes five requirement categories: Personnel Services; Materials & Services; Debt Service; Transfers; and Capital Outlay.

**Major Requirements**

Forty-four percent of total City-wide requirements are represented by Personnel Services (25%) and Materials & Services (19%). These requirements relate to the people who provide City services and the materials they need to complete their job requirements. City-wide budgeted

requirements are based on current budgeted staffing levels and expected increases in salaries and benefits.



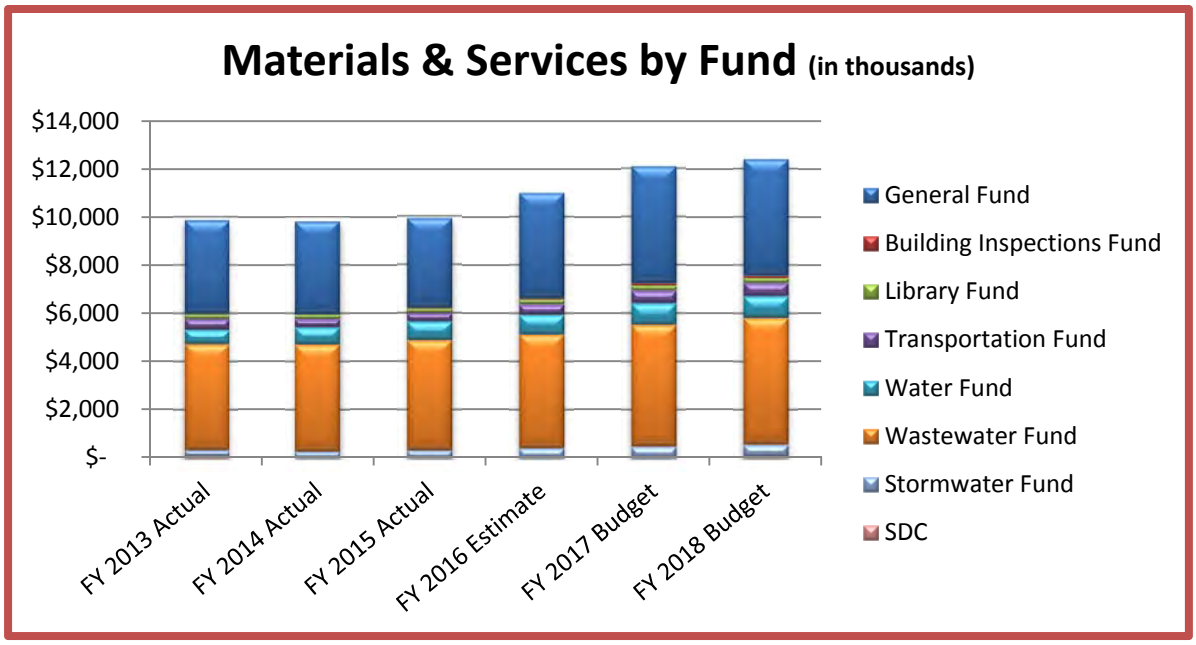

**Personnel Services (25%)**

Citywide, Personnel Services budgeted requirement increases in the 2017-2018 biennium are attributable primarily to the addition of full time equivalent positions and increasing benefit costs.

| | Actual | Actual | Actual | Estimate | *Proposed Biennial Budget* | |
|---|---|---|---|---|---|---|
| | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 |
| Budgeted Positions (in FTEs) | 138.26 | 139.01 | 137.11 | 137.11 | 142.51 | 142.51 |
| Monthly Operating Costs per Capita | $ 112 | $ 112 | $ 113 | $ 122 | $ 141 | $ 138 |

**Materials & Services (19%)**

Citywide, Materials & Services budgeted requirement increases over the prior fiscal year are, in many situations, based on known expenditure increases. Where such increases are unknown, 2017-2018 biennium amounts are identified using an inflationary cost increase from the prior biennium.




**Transfers to Other Funds (8%)**
Budgeted transfers represent transfers to account for the support services costs of General Fund departments.

**Capital Outlay (26%)**
The Capital Outlay budget had increased dramatically from prior year due to planned and necessary infrastructure projects over the 2017-2018 biennium.

**Debt Service (1%)**
Biennial Debt Service requirements are based on known obligations of the City.

**Summary of Long Term Financial Planning Processes**

The City of Milwaukie prepares five-year financial forecasts prior to and during the development of the biennial budget. The five-year model takes into account projected increases and decreases in revenues and expenditures. This information is shared with the Budget Committee during to budget deliberations.

The City recently completed its capital improvement plan (CIP), which is aligned with the financial forecast and this budget document, as well as the corresponding master plan documents. These master plan documents provide long-range (20 year) planning for necessary capital improvements and investments in the City's infrastructure. The City refers to this as "multi-document transparency," because costly projects are planned and accounted for across many different documents. This level of planning allows for thoughtful project management and financing.

Financial forecasts are key to strategizing, studying different financial outcomes, modeling demographic trends, anticipating changes in revenue streams, and forecasting utility rates. The latest version of the City's updated forecast projections by Fund are included in this budget document. Copies of the Capital Improvement Plan are also included and available on the City's website.

# Transfers Overview

# Transfers

**Relevant Definitions**

*Fund* – A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

*Fund Accounting* – An accounting system emphasizing *accountability* rather than *profitability*, used by governments. In this system, a *fund* is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

*Transfers* – The authorized exchange of cash or other resources between funds that are appropriated along with the other expenditures with the adopted budget. Transfers are necessary in a fund accounting system in order to balance each Fund on its own. It is a system used to allocate indirect costs that other Funds (i.e. General Fund) pay for on behalf of a particular Fund's operations.

*Activity-Based Costing (ABC)* – A transfer costing model that identifies overhead and/or indirect activities (i.e., the departments within the General Fund) in an organization and assigns the cost of each activity to the other departments according to the actual consumption and utilization for the purposes of allocation.

**Discussion**

In the private sector, the ABC methodology assigns an organization's indirect costs through activities to the products and services provided to its customers. It is generally used as a tool for understanding product, customer cost and profitability. As such, ABC has predominantly been used to support strategic decisions such as pricing, outsourcing, and identification and measurement of process improvement initiatives.

In the governmental sector, the ABC methodology can be utilized in a similar manner to allocate indirect costs gathered in the General Fund or other Internal Service Funds, and charge the various other Funds as a more efficient way to determine each Fund's reimbursement transfer that is due to the General Fund. For example, using the ABC methodology, one might allocate the costs of the Human Resources (HR) Department in the General Fund out to the other funds based upon the number of employees (FTEs) that each of these other Funds are home to. FTEs may be used in this case under the theory that HR Department costs are more of a function of personnel issues that drive their costs, rather than simply based upon relative budget size as other traditional allocation methods have used.

The City of Milwaukie adopted the ABC methodology to support its transfer system with the FY 2011-12 budget period. This system of transfers, as represented in the following summarized spreadsheet, allocates the City's indirect overhead costs incurred within the General Fund to the other seven (7) applicable Funds that are outside of the General Fund, so that, (1) all Funds can be balanced on their own and (2) the financial activity within each Fund is a true reflection of all direct costs as well as indirect costs of the function. Resources restricted to the payment of long-term debt included in the Debt Service Fund are not available or allocable to other Funds and are therefore exempt from interfund transfers.

**City of Milwaukie - Finance Department**
**Activity Based Costing (ABC) Allocation of Transfers**
**FY 2017**

**Activity-Based Costing** (ABC) is a costing model that identifies overhead and/or indirect activities (i.e., the department within the General Fund) in an organization and assigns the cost of each activity to the other departments according to the actual consumption and utilization for the purposes of allocation.

In the private sector, the ABC methodology assigns an organization's indirect costs through activities to the products and services provided to its customers. It is generally used as a tool for understanding product and customer cost and profitability. As such, ABC has predominantly been used to support strategic decisions such as pricing, outsourcing, identification and measurement of process improvement initiatives.

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This spreadsheet shows the City of Milwaukie's allocation of General Fund's costs in such as way that utilizes the ABC methodology allocating the City's indirect overhead costs to other Funds based upon criteria which best drives these costs.

| | | | | General Fund's portion of costs | | | Total recalibrated transfers to General | | | Building Inspections | | | Library | | | Transportation | | | Water | | | Wastewater | | | Stormwater | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | General Fund budgets | Description of Cost Driver used to allocate | Cost Driver | | Unallocated cost | Cost Driver | | Allocated cost | Cost Driver | | Allocated cost | Cost Driver | | Allocated cost | Cost Driver | | Allocated cost | Cost Driver | | Allocated cost | Cost Driver | | Allocated cost | Cost Driver | | Allocated cost |
| General Fund - | City Council | $ 136 | No. of FTEs | 94.25 | 66% | 90 | 48.26 | 34% | 47 | 2.0 | 1% | 2 | 19.76 | 14% | 19 | 5.00 | 4% | 5 | 8.20 | 6% | 8 | 5.00 | 4% | 5 | 8.30 | 6% | 8 |
| General Fund - | City Manager | 1,007 | No. of FTEs | 94.25 | 66% | 666 | 48.26 | 34% | 341 | 2.0 | 1% | 14 | 19.76 | 14% | 140 | 5.00 | 4% | 35 | 8.20 | 6% | 58 | 5.00 | 4% | 35 | 8.30 | 6% | 59 |
| General Fund - | Community Development | 939 | Functions served | 8 | 80% | 751 | 2 | 20% | 189 | 0.2 | 2% | 19 | - | 0% | - | 0.5 | 5% | 47 | 0.4 | 4% | 38 | 0.4 | 4% | 38 | 0.5 | 5% | 47 |
| General Fund - | Public Works Operations | 653 | Functions served | - | 0% | - | 10 | 100% | 652 | - | 0% | - | - | 0% | - | 2.5 | 25% | 163 | 2.5 | 25% | 163 | 2.5 | 25% | 163 | 2.5 | 25% | 163 |
| General Fund - | Engineering | 601 | Functions served | 1 | 20% | 120 | 4 | 80% | 480 | - | 0% | - | - | 0% | - | 1 | 20% | 120 | 1 | 20% | 120 | 1 | 20% | 120 | 1 | 20% | 120 |
| General Fund - | Facilities Management | 1,227 | Sq ft ('000) | 161 | 52% | 639 | 148 | 48% | 587 | 0.4 | 0.1% | 1 | 18 | 6% | 71 | 23 | 7% | 90 | 60 | 20% | 239 | 33 | 11% | 131 | 14 | 4% | 55 |
| General Fund - | Finance | 1,118 | Total Budget | 17,634 | 42% | 475 | 23,866 | 58% | 642 | 331 | 1% | 9 | 1,920 | 5% | 52 | 7,653 | 18% | 206 | 3,719 | 9% | 100 | 6,885 | 17% | 185 | 3,358 | 8% | 90 |
| General Fund - | Fleet Services | 705 | No. of Veh/Equip | 76 | 34% | 239 | 148 | 66% | 465 | 1 | 0% | 3 | - | 0% | - | 41 | 18% | 128 | 39 | 17% | 122 | 29 | 13% | 90 | 39 | 17% | 122 |
| General Fund - | Human Resources | 345 | No. of FTEs | 94.25 | 66% | 228 | 48.26 | 34% | 117 | 2.0 | 1% | 5 | 19.76 | 14% | 48 | 5.00 | 4% | 12 | 8.20 | 6% | 20 | 5.00 | 4% | 12 | 8.30 | 6% | 20 |
| General Fund - | Info. Systems & Tech | 1,340 | No. of Computers | 115 | 61% | 824 | 72 | 39% | 516 | 4 | 2% | 29 | 40 | 21% | 287 | 7 | 4% | 50 | 9 | 5% | 64 | 6 | 3% | 43 | 6 | 3% | 43 |
| General Fund - | Municipal Court | 374 | No. of FTEs | 94.25 | 77% | 287 | 28.50 | 23% | 86 | 2.0 | 2% | 6 | - | 0% | - | 5.00 | 4% | 15 | 8.20 | 7% | 25 | 5.00 | 4% | 15 | 8.30 | 7% | 25 |
| General Fund - | Planning | 885 | No. of FTEs | 94.25 | 77% | 680 | 28.50 | 23% | 205 | 2.0 | 2% | 14 | - | 0% | - | 5.00 | 4% | 36 | 8.20 | 7% | 59 | 5.00 | 4% | 36 | 8.30 | 7% | 60 |
| General Fund - | Code Enforcement | 178 | No. of FTEs | 94.25 | 66% | 118 | 48.26 | 34% | 59 | 2.0 | 1% | 2 | 19.76 | 14% | 25 | 5.00 | 4% | 6 | 8.20 | 6% | 10 | 5.00 | 4% | 6 | 8.30 | 6% | 10 |
| General Fund - | Public Access Studio | 45 | No. of FTEs | 94.25 | 66% | 30 | 48.26 | 34% | 17 | 2.0 | 1% | 1 | 19.76 | 14% | 6 | 5.00 | 4% | 2 | 8.20 | 6% | 3 | 5.00 | 4% | 2 | 8.30 | 6% | 3 |
| General Fund - | Records and Info Mgmt | 479 | No. of FTEs | 94.25 | 66% | 317 | 48.26 | 34% | 163 | 2.0 | 1% | 7 | 19.76 | 14% | 66 | 5.00 | 4% | 17 | 8.20 | 6% | 28 | 5.00 | 4% | 17 | 8.30 | 6% | 28 |
| General Fund - | Non-Departmental | 793 | Claims areas | 1.00 | 22% | 174 | 4 | 78% | 618 | - | 0% | - | 0.05 | 1% | 9 | 1.00 | 22% | 174 | 0.50 | 11% | 87 | 1.00 | 22% | 174 | 1.00 | 22% | 174 |
| General Fund - | Police Administration | 598 | No. of FTEs | 94.25 | 100% | 598 | | | | | | | | | | | | | | | | | | | | | |
| General Fund - | Police Field Services | 5,780 | No. of FTEs | 94.25 | 100% | 5,780 | | | | | | | | | | | | | | | | | | | | | |
| General Fund - | Police Support Services | 391 | No. of FTEs | 94.25 | 100% | 391 | | | | | | | | | | | | | | | | | | | | | |
| Non Allocable Capital and Debt Service Items | | 40 | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | $ 17,634 | | | | 12,407 | | | 5,184 | | | 112 | | | 723 | | | 1,106 | | | 1,144 | | | 1,072 | | | 1,027 |
| | | | Misc adjustment to actual | | | - | | | (24) | | | 8 | | | (3) | | | (16) | | | (4) | | | (2) | | | (7) |
| | | | Recalibrated Transfer amount | | | 12,407 | | | 5,160 | | | 120 | | | 720 | | | 1,090 | | | 1,140 | | | 1,070 | | | 1,020 |

**City of Milwaukie - Finance Department**
**Activity Based Costing (ABC) Allocation of Transfers**
**FY 2018**

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | General Fund budgets | Description of Cost Driver used to allocate | Cost Driver | | Unallocated cost | Cost Driver | | Allocated cost | Cost Driver | | Allocated cost | Cost Driver | | Allocated cost | Cost Driver | | Allocated cost | Cost Driver | | Allocated cost | Cost Driver | | Allocated cost | Cost Driver | | Allocated cost |
| General Fund - | City Council | $ 99 | No. of FTEs | 94.25 | 66% | 65 | 48.26 | 34% | 33 | 2.0 | 1% | 1 | 19.76 | 14% | 14 | 5 | 4% | 3 | 8.20 | 6% | 6 | 5 | 4% | 3 | 8.30 | 6% | 6 |
| General Fund - | City Manager | 1,022 | No. of FTEs | 94.25 | 66% | 676 | 48.26 | 34% | 347 | 2.0 | 1% | 14 | 19.76 | 14% | 142 | 5 | 4% | 36 | 8.20 | 6% | 59 | 5 | 4% | 36 | 8.30 | 6% | 60 |
| General Fund - | Community Development | 898 | Functions served | 8 | 80% | 718 | 2 | 20% | 180 | 0.2 | 2% | 18 | - | 0% | - | 0.5 | 5% | 45 | 0.4 | 4% | 36 | 0.4 | 4% | 36 | 0.5 | 5% | 45 |
| General Fund - | Public Works Operations | 650 | Functions served | - | 0% | - | 10 | 100% | 652 | - | 0% | - | - | 0% | - | 2.5 | 25% | 163 | 2.5 | 25% | 163 | 2.5 | 25% | 163 | 2.5 | 25% | 163 |
| General Fund - | Engineering | 683 | Functions served | 1 | 20% | 137 | 4 | 80% | 548 | - | 0% | - | - | 0% | - | 1 | 20% | 137 | 1 | 20% | 137 | 1 | 20% | 137 | 1 | 20% | 137 |
| General Fund - | Facilities Management | 1,236 | Sq ft ('000) | 161 | 52% | 644 | 148 | 48% | 592 | 0.4 | 0.1% | 1 | 18 | 6% | 72 | 23 | 7% | 91 | 60 | 20% | 241 | 33 | 11% | 132 | 14 | 4% | 55 |
| General Fund - | Finance | 1,121 | Total Budget | 19,893 | 50% | 561 | 19,834 | 50% | 560 | 346 | 1% | 10 | 1,934 | 5% | 55 | 2,778 | 7% | 78 | 3,675 | 9% | 104 | 7,160 | 18% | 202 | 3,941 | 10% | 111 |
| General Fund - | Fleet Services | 719 | No. of Veh/Equip | 76 | 34% | 244 | 148 | 66% | 474 | 1 | 0% | 3 | - | 0% | - | 41 | 18% | 131 | 39 | 17% | 124 | 29 | 13% | 92 | 39 | 17% | 124 |
| General Fund - | Human Resources | 345 | No. of FTEs | 94.25 | 66% | 228 | 48.26 | 34% | 117 | 2.0 | 1% | 5 | 19.76 | 14% | 48 | 5 | 4% | 12 | 8.20 | 6% | 20 | 5 | 4% | 12 | 8.30 | 6% | 20 |
| General Fund - | Info. Systems & Tech | 1,428 | No. of Computers | 115 | 61% | 878 | 72 | 39% | 550 | 4 | 2% | 31 | 40 | 21% | 305 | 7 | 4% | 53 | 9 | 5% | 69 | 6 | 3% | 46 | 6 | 3% | 46 |
| General Fund - | Municipal Court | 388 | No. of FTEs | 94.25 | 77% | 298 | 28.50 | 23% | 90 | 2.0 | 2% | 6 | - | 0% | - | 5 | 4% | 16 | 8.20 | 7% | 26 | 5 | 4% | 16 | 8.30 | 7% | 26 |
| General Fund - | Planning | 861 | No. of FTEs | 94.25 | 77% | 661 | 28.50 | 23% | 200 | 2.0 | 2% | 14 | - | 0% | - | 5 | 4% | 35 | 8.20 | 7% | 58 | 5 | 4% | 35 | 8.30 | 7% | 58 |
| General Fund - | Code Enforcement | 187 | No. of FTEs | 94.25 | 66% | 124 | 48.26 | 34% | 65 | 2.0 | 1% | 3 | 19.76 | 14% | 26 | 5 | 4% | 7 | 8.20 | 6% | 11 | 5 | 4% | 7 | 8.30 | 6% | 11 |
| General Fund - | Public Access Studio | 45 | No. of FTEs | 94.25 | 66% | 30 | 48.26 | 34% | 17 | 2.0 | 1% | 1 | 19.76 | 14% | 6 | 5 | 4% | 2 | 8.20 | 6% | 3 | 5 | 4% | 2 | 8.30 | 6% | 3 |
| General Fund - | Records and Info Mgmt | 485 | No. of FTEs | 94.25 | 66% | 321 | 48.26 | 34% | 164 | 2.0 | 1% | 7 | 19.76 | 14% | 67 | 5 | 4% | 17 | 8.20 | 6% | 28 | 5 | 4% | 17 | 8.30 | 6% | 28 |
| General Fund - | Non-Departmental | 814 | Claims areas | 1.00 | 22% | 179 | 4 | 78% | 635 | - | 0% | - | 0.05 | 1% | 9 | 1 | 22% | 179 | 0.50 | 11% | 89 | 1.00 | 22% | 179 | 1.00 | 22% | 179 |
| General Fund - | Police Administration | 630 | No. of FTEs | 94.25 | 100% | 630 | | | | | | | | | | | | | | | | | | | | | |
| General Fund - | Police Field Services | 6,120 | No. of FTEs | 94.25 | 100% | 6,120 | | | | | | | | | | | | | | | | | | | | | |
| General Fund - | Police Support Services | 422 | No. of FTEs | 94.25 | 100% | 422 | | | | | | | | | | | | | | | | | | | | | |
| Non Allocable Capital and Debt Service Items | | 1,740 | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | $ 19,893 | | | | 12,936 | | | 5,224 | | | 114 | | | 744 | | | 1,005 | | | 1,174 | | | 1,115 | | | 1,072 |
| | | | Misc adjustment to actual | | | - | | | (4) | | | 6 | | | (4) | | | (5) | | | 6 | | | 5 | | | (12) |
| | | | Recalibrated Transfer amount | | | 12,936 | | | 5,220 | | | 120 | | | 740 | | | 1,000 | | | 1,180 | | | 1,120 | | | 1,060 |

# Personnel Overview

# Personnel Overview

The Employees behind the City of Milwaukie

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**Summary Overview of Personnel Changes**

Overall, this budget includes funding for 142.51 full-time equivalent (FTE) positions for the biennium, an overall increase of 5.4 FTEs from the prior year FTEs of 137.11.

There are several changes in the FTE positions with this budget and are as follow:

- An increase of 1 FTE in the City Manager's Office
- A decrease of .2 FTE in Community Development
- An increase of .6 FTE in Public Works Administration
- An increase of .8 FTE in Finance
- A decrease of .2 FTE in Information Technology
- An increase of 1 FTE in Planning Services
- An increase of .5 FTE in Records and Information Management
- An increase of .9 FTE in Police Records
- A decrease of .5 FTE in Transportation
- An increase of 1 FTE in Water
- An increase of .5 FTE in Stormwater

These changes will allow the City to maintain an efficient and effective work force, adequately maintain current service levels, and complete the planning and capital projects that have been funded.

We recognize that adjustments may be necessary during the biennium as labor agreements are negotiated and completed, or if the economic situation changes.

# BN 2017-2018 POSITIONS & SALARY RANGES

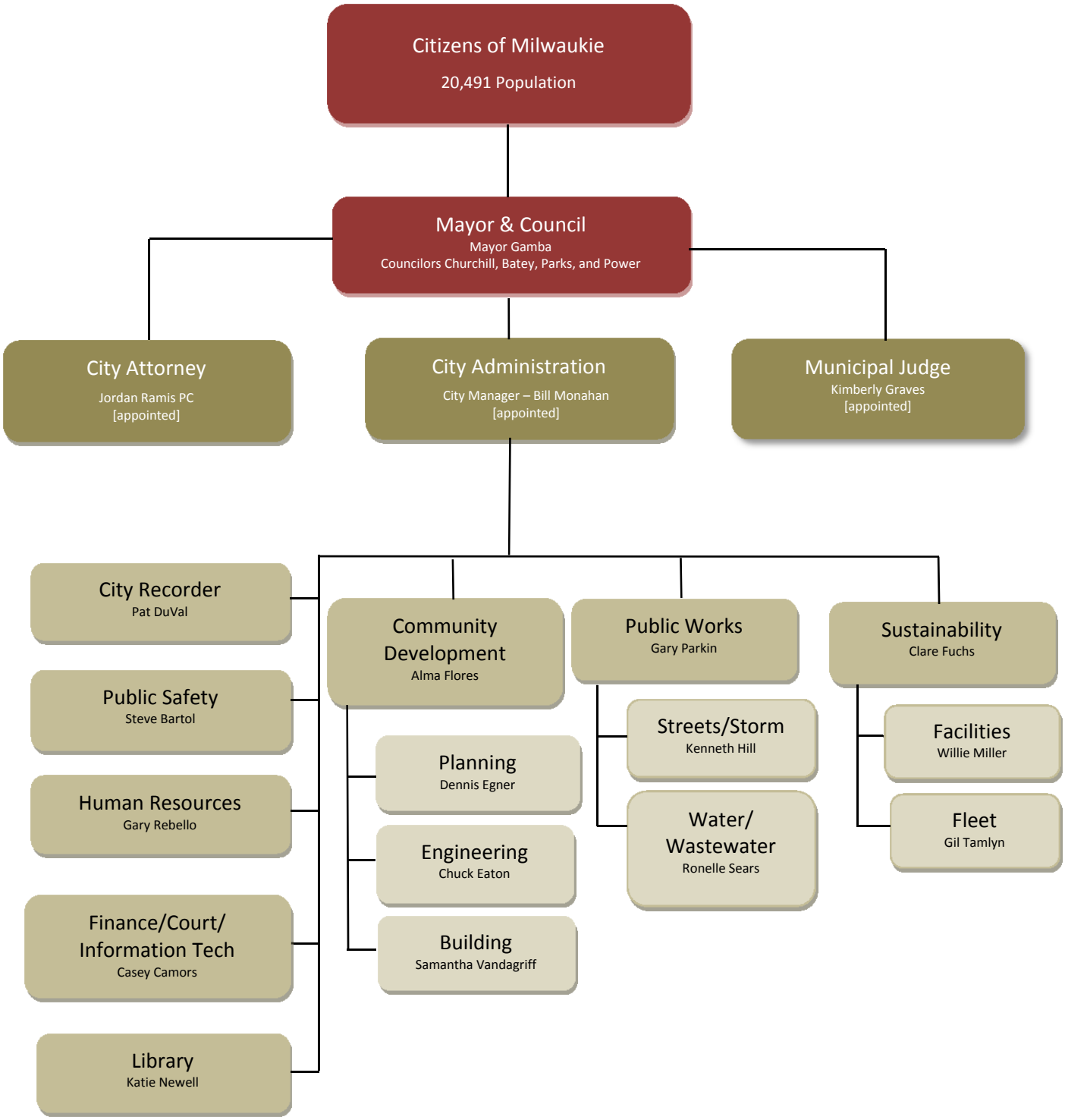
| FTE Counts | | | | | | Annual Compensation per latest Compensation Ranges | |
|---|---|---|---|---|---|---|---|
| Prior Year FY 2015 | Current Year FY 2016 | Increase (decrease) | Budget Year FY 2017 | Budget Year FY 2018 | Department and Position | Lowest Step | Highest Step |
| | | | | | **CITY MANAGER'S OFFICE** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | City Manager | $ 108,348 | $ 146,598 |
| - | - | 1.00 | 1.00 | 1.00 | Sustainability Director | 82,722 | 105,581 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Assistant to the City Manager | 78,770 | 100,547 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Program Coordinator | 53,373 | 68,120 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Public Affairs Coordinator | 64,875 | 82,826 |
| 4.00 | 4.00 | 1.00 | 5.00 | 5.00 | | | |
| | | | | | **COMMUNITY DEVELOPMENT** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Community Development Director | 95,763 | 122,242 |
| 1.00 | 1.00 | (1.00) | - | - | Civil Engineer | 64,875 | 82,826 |
| - | - | 1.00 | 1.00 | 1.00 | Resource and Econ. Dev. Specialist | 56,035 | 71,531 |
| 3.20 | 3.20 | (0.20) | 3.00 | 3.00 | Administrative Specialist II | 39,790 | 50,835 |
| 5.20 | 5.20 | (0.20) | 5.00 | 5.00 | | | |
| | | | | | **PUBLIC WORKS ADMINISTRATION** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Operations Director | 86,861 | 110,864 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Asset Management Technician | 48,402 | 61,776 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Administrative Specialist III | 44,928 | 57,325 |
| 0.40 | 0.40 | 0.60 | 1.00 | 1.00 | Administrative Specialist II | 39,790 | 50,835 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | GIS Coordinator | 64,875 | 82,826 |
| 4.40 | 4.40 | 0.60 | 5.00 | 5.00 | | | |
| | | | | | **ENGINEERING SERVICES** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Engineering Director | 86,861 | 110,864 |
| 2.00 | 2.00 | - | 2.00 | 2.00 | Civil Engineer | 64,875 | 82,826 |
| 1.00 | 1.00 | 1.00 | 2.00 | 2.00 | Engineering Techician II | 48,402 | 61,776 |
| 1.00 | 1.00 | (1.00) | - | - | Engineering Techician I | 44,928 | 57,325 |
| 5.00 | 5.00 | - | 5.00 | 5.00 | | | |
| | | | | | **FACILITIES MANAGEMENT** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Facilities Maintenance Coordinator | 53,373 | 68,120 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Facilities Maintenance Technician | 43,867 | 56,035 |
| 2.00 | 2.00 | - | 2.00 | 2.00 | | | |
| | | | | | **FINANCE** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Finance Director | 95,763 | 122,242 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Assistant Finance Director | 78,770 | 100,547 |
| - | - | 1.00 | 1.00 | 1.00 | Right-of-way and Contracts Coordinator | 53,373 | 68,120 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Accountant | 56,035 | 71,531 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Payroll Specialist | 48,318 | 61,714 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Accounting Technician | 44,928 | 57,325 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Accounting and Contract Specialist | 48,402 | 61,776 |
| 1.20 | 1.20 | (0.20) | 1.00 | 1.00 | Administrative Specialist II | 39,790 | 50,835 |
| 7.20 | 7.20 | 0.80 | 8.00 | 8.00 | | | |
| | | | | | **FLEET SERVICES** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Shop Foreman | 53,373 | 68,120 |
| 2.00 | 2.00 | - | 2.00 | 2.00 | Mechanic | 43,867 | 56,035 |
| 3.00 | 3.00 | - | 3.00 | 3.00 | | | |

| FTE Counts | | | | | | Annual Compensation per latest Compensation Ranges | |
|---|---|---|---|---|---|---|---|
| Budget Year FY 2015 | Budget Year FY 2016 | Increase (decrease) | Budget Year FY 2017 | Budget Year FY 2018 | Department and Position | Lowest Step | Highest Step |
| | | | | | **HUMAN RESOURCES** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Human Resources Director | 86,861 | 110,864 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Human Resources Assistant | 48,318 | 61,714 |
| 2.00 | 2.00 | - | 2.00 | 2.00 | | | |
| | | | | | **INFORMATION TECHNOLOGY** | | |
| 1.00 | 1.00 | (1.00) | - | - | IT Director | 86,861 | 110,864 |
| - | - | 1.00 | 1.00 | 1.00 | IT Manager | 82,722 | 105,581 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | IT Analyst II | 61,776 | 78,874 |
| - | - | 1.00 | 1.00 | 1.00 | IT Analyst I | 53,373 | 68,120 |
| 1.00 | 1.00 | (1.00) | - | - | Network & Computer Systems Administrator | 61,776 | 78,874 |
| 0.10 | 0.10 | (0.10) | - | - | Administrative Specialist II | 39,790 | 50,835 |
| 0.10 | 0.10 | (0.10) | - | - | *Other part-time employee(s)* | | |
| 3.20 | 3.20 | (0.20) | 3.00 | 3.00 | | | |
| | | | | | **MUNICIPAL COURT** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Court Operations Supervisor | 55,973 | 71,448 |
| 2.00 | 2.00 | - | 2.00 | 2.00 | Administrative Specialist II | 39,790 | 50,835 |
| 3.00 | 3.00 | - | 3.00 | 3.00 | | | |
| | | | | | **PLANNING SERVICES** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Planning Director | 82,722 | 105,581 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Senior Planner | 64,875 | 82,826 |
| 2.00 | 2.00 | - | 2.00 | 2.00 | Associate Planner | 56,035 | 71,531 |
| - | - | 1.00 | 1.00 | 1.00 | Assistant Planner | 48,318 | 61,630 |
| 4.00 | 4.00 | 1.00 | 5.00 | 5.00 | | | |
| | | | | | **CODE ENFORCEMENT** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Code Compliance Coordinator | 48,402 | 61,776 |
| 0.50 | 0.50 | - | 0.50 | 0.50 | Parking Enforcement Office | 34,341 | 43,867 |
| 1.50 | 1.50 | - | 1.50 | 1.50 | | | |
| | | | | | **RECORDS & INFORMATION MGMT** | | |
| 1.00 | 1.00 | - | 1.00 | - | City Recorder / RIM Director | 82,722 | 105,581 |
| - | - | - | - | 1.00 | City Recorder | 68,037 | 86,861 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Administrative Specialist II | 39,790 | 50,835 |
| 1.00 | 1.00 | 1.00 | 2.00 | 2.00 | Administrative Specialist III | 43,867 | 56,035 |
| 0.50 | 0.50 | (0.50) | - | - | *Part-time employee(s)* | | |
| 3.50 | 3.50 | 0.50 | 4.00 | 4.00 | | | |
| | | | | | **POLICE ADMINISTRATION** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Police Chief | 100,547 | 128,357 |
| 2.00 | 2.00 | - | 2.00 | 2.00 | Police Captain | 86,861 | 110,864 |
| 0.25 | 0.25 | - | 0.25 | 0.25 | Background Investigator | 55,878 | 71,316 |
| 3.25 | 3.25 | - | 3.25 | 3.25 | | | |
| | | | | | **POLICE FIELD SERVICES** | | |
| 7.00 | 7.00 | - | 7.00 | 7.00 | Police Sergeant | 66,586 | 80,936 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Police Sergeant - TriMet | 66,586 | 84,983 |
| 24.00 | 24.00 | - | 24.00 | 24.00 | Police Officer | 55,878 | 71,316 |
| 2.00 | 2.00 | (1.00) | 1.00 | 1.00 | Police Officer - TriMet | 55,878 | 71,316 |
| - | - | 1.00 | 1.00 | 1.00 | Police Officer Recruit | 55,878 | 71,316 |
| 0.50 | 0.50 | - | 0.50 | 0.50 | *Part-time employee(s)* | | |
| 34.50 | 34.50 | - | 34.50 | 34.50 | | | |

| FTE Counts | | | | | | Annual Compensation per latest Compensation Ranges | |
|---|---|---|---|---|---|---|---|
| Budget Year FY 2015 | Budget Year FY 2016 | Increase (decrease) | Budget Year FY 2017 | Budget Year FY 2018 | Department and Position | Lowest Step | Highest Step |
| | | | | | **POLICE RECORDS** | | |
| 3.00 | 3.00 | - | 3.00 | 3.00 | Records Specialist | 39,790 | 50,835 |
| 0.10 | 0.10 | 0.90 | 1.00 | 1.00 | Administrative Specialist II | 39,790 | 50,835 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Property Room Technician | 40,166 | 51,263 |
| 4.10 | 4.10 | 0.90 | 5.00 | 5.00 | | | |
| | | | | | **BUILDING INSPECTIONS** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Building Official | 75,026 | 95,763 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Permit Technician | 46,072 | 58,843 |
| 2.00 | 2.00 | - | 2.00 | 2.00 | | | |
| | | | | | **LIBRARY SERVICES** | | |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Library Director | 82,722 | 105,581 |
| 2.00 | 2.00 | - | 2.00 | 2.00 | Library Supervisor | 58,781 | 75,026 |
| 4.55 | 4.55 | - | 4.55 | 4.55 | Librarian | 48,402 | 61,776 |
| 3.50 | 3.50 | - | 3.50 | 3.50 | Library Aide II | 39,790 | 50,835 |
| 8.50 | 8.50 | (0.25) | 8.25 | 8.25 | Library Aide I | 32,698 | 41,787 |
| 0.21 | 0.21 | 0.25 | 0.46 | 0.46 | *Other part-time employee(s)* | | |
| 19.76 | 19.76 | - | 19.76 | 19.76 | | | |
| | | | | | **TRANSPORTATION** | | |
| 0.50 | 0.50 | - | 0.50 | 0.50 | Streets/Water Supervisor | 64,795 | 82,722 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Utility Worker II | 46,072 | 58,843 |
| 2.50 | 2.50 | (0.50) | 2.00 | 2.00 | Utility Worker I | 40,789 | 52,062 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Sign Maintenance Worker | 40,789 | 52,062 |
| 0.50 | 0.50 | - | 0.50 | 0.50 | *Part-time employee(s)* | | |
| 5.50 | 5.50 | (0.50) | 5.00 | 5.00 | | | |
| | | | | | **WATER** | | |
| 0.50 | 0.50 | - | 0.50 | 0.50 | Streets/Water Supervisor | 64,792 | 82,722 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Water Quality Coordinator | 50,835 | 64,875 |
| - | - | 1.00 | 1.00 | 1.00 | Cross Connections Specialist | 48,402 | 61,776 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Utility Worker II | 46,072 | 58,843 |
| 3.00 | 3.00 | 1.00 | 4.00 | 4.00 | Utility Worker I | 40,789 | 52,062 |
| 1.00 | 1.00 | (1.00) | - | - | Utility Specialist I | 40,789 | 52,062 |
| 0.70 | 0.70 | - | 0.70 | 0.70 | *Part-time employee(s)* | | |
| 7.20 | 7.20 | 1.00 | 8.20 | 8.20 | | | |
| | | | | | **WASTEWATER** | | |
| 0.50 | 0.50 | - | 0.50 | 0.50 | Sewer/Storm Supervisor | 64,795 | 82,722 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Utility Worker II | 46,072 | 58,843 |
| 0.50 | 0.50 | - | 0.50 | 0.50 | Environmental Services Coordinator | 50,835 | 64,875 |
| 3.00 | 3.00 | - | 3.00 | 3.00 | Utility Worker I | 40,789 | 52,062 |
| 5.00 | 5.00 | - | 5.00 | 5.00 | | | |

| FTE Counts | | | | | | Annual Compensation per latest Compensation Ranges | |
|---|---|---|---|---|---|---|---|
| Budget Year FY 2015 | Budget Year FY 2016 | Increase (decrease) | Budget Year FY 2017 | Budget Year FY 2018 | Department and Position | Lowest Step | Highest Step |
| | | | | | **STORMWATER** | | |
| 0.50 | 0.50 | - | 0.50 | 0.50 | Sewer/Storm Supervisor | 64,792 | 82,722 |
| - | - | 1.00 | 1.00 | 1.00 | Utility Worker II | 46,072 | 58,843 |
| 0.50 | 0.50 | - | 0.50 | 0.50 | Environmental Services Coordinator | 50,835 | 64,875 |
| 5.30 | 5.30 | (0.50) | 4.80 | 4.80 | Utility Worker I | 40,789 | 48,318 |
| 1.00 | 1.00 | - | 1.00 | 1.00 | Landscape Maintenance Technician | 40,789 | 52,062 |
| 0.50 | 0.50 | - | 0.50 | 0.50 | *Part-time employee(s)* | | |
| 7.80 | 7.80 | 0.50 | 8.30 | 8.30 | | | |
| | | | | | **TOTAL** | | |
| 134.25 | 134.25 | 5.85 | 140.10 | 140.10 | Total Full-Time Positions | | |
| 2.86 | 2.86 | (0.45) | 2.41 | 2.41 | Total Part-Time FTEs | | |
| 137.11 | 137.11 | 5.40 | 142.51 | 142.51 | Total Full-Time Equivalents (FTEs) | | |
| | | | | | **TOTAL** | | |
| 89.85 | 89.85 | 4.40 | 94.25 | 94.25 | General Fund FTEs | | |
| 47.26 | 47.26 | 1.00 | 48.26 | 48.26 | Other FTE's | | |
| 137.11 | 137.11 | 5.40 | 142.51 | 142.51 | Total Full-Time Equivalents (FTEs) | | |

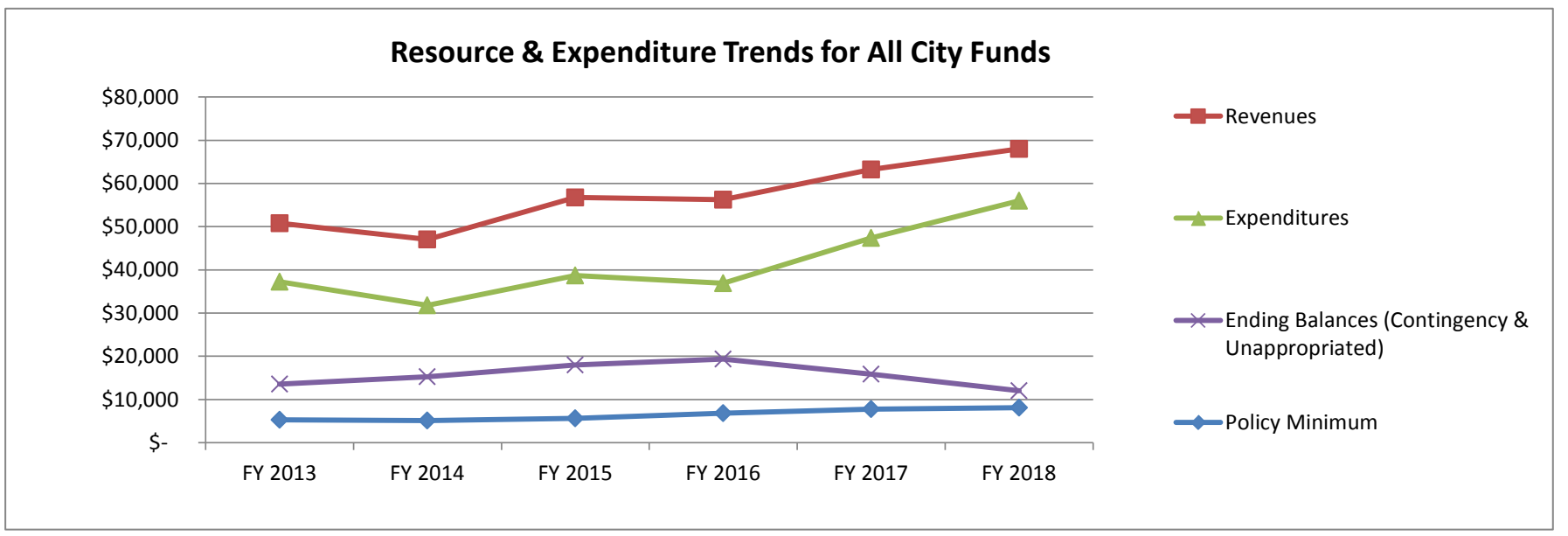
# CITY OF MILWAUKIE, OREGON
Organizational Chart



# City-wide Overall Budget

## Total of All Funds - City of Milwaukie Biennial Budget

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Actual | Actual | Actual | Estimate | | Budget | *Approved Biennial Budget* | | |
| | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Total | BN 2016 | FY 2017 | FY 2018 | Total |
| ***Resources*** | | | | | | | | | |
| Beginning Fund Balance | $ 14,398 | $ 13,577 | $ 15,239 | $ 18,012 | $ 15,239 | $ 13,527 | $ 19,366 | $ 15,856 | $ 19,366 |
| Property Taxes | 6,564 | 7,019 | 7,586 | 7,867 | 15,453 | 15,850 | 8,309 | 8,549 | 16,858 |
| Fees & Charges | 15,378 | 15,607 | 17,145 | 18,451 | 35,596 | 33,809 | 19,553 | 20,308 | 39,861 |
| Fines & Forfeitures | 1,754 | 1,690 | 1,254 | 1,163 | 2,417 | 3,192 | 1,372 | 1,399 | 2,771 |
| Interest | 72 | 65 | 87 | 71 | 158 | 114 | 72 | 73 | 145 |
| Intergovermental | 4,246 | 4,270 | 5,736 | 5,761 | 11,497 | 15,070 | 8,774 | 7,139 | 15,913 |
| Miscellaneous | 257 | 208 | 258 | 213 | 471 | 374 | 225 | 270 | 495 |
| Proceeds from Debt Issuance | 3,650 | 63 | 5,013 | - | 5,013 | 5,000 | 390 | 9,200 | 9,590 |
| Transfers from Other Funds | 4,490 | 4,530 | 4,420 | 4,711 | 9,131 | 8,890 | 5,160 | 5,220 | 10,380 |
| ***Total Resources*** | **$ 50,809** | **$ 47,029** | **$ 56,738** | **$ 56,249** | **$ 94,975** | **$ 95,826** | **$ 63,221** | **$ 68,014** | **$ 115,379** |
| ***Requirements*** | | | | | | | | | |
| Personnel Services | $ 13,081 | $ 13,022 | $ 13,356 | $ 14,254 | $ 27,610 | $ 30,164 | $ 15,892 | $ 16,907 | $ 32,799 |
| Materials & Services | 9,895 | 9,841 | 9,952 | 11,026 | 20,978 | 22,338 | 12,122 | 12,429 | 24,551 |
| Debt Service | 741 | 712 | 4,646 | 871 | 5,517 | 5,932 | 869 | 930 | 1,799 |
| Operations before Other Items | 23,717 | 23,575 | 27,954 | 26,151 | 54,105 | 58,434 | 28,883 | 30,266 | 59,149 |
| Transfers to Other Funds | 4,490 | 4,530 | 4,420 | 4,711 | 9,131 | 8,890 | 5,160 | 5,220 | 10,380 |
| Capital Outlay | 9,025 | 3,685 | 6,352 | 6,021 | 12,373 | 19,403 | 13,322 | 20,477 | 33,799 |
| Total Expenditures before Reserves | 37,232 | 31,790 | 38,726 | 36,883 | 75,609 | 86,727 | 47,365 | 55,963 | 103,328 |
| Reserves | | | | | | | | | |
| Contingency | - | - | - | - | - | 2,910 | 3,145 | 3,145 | 3,145 |
| Unappropriated Ending Fund Balance | 13,577 | 15,239 | 18,012 | 19,366 | 19,366 | 6,189 | 12,711 | 8,906 | 8,906 |
| Total Reserves | 13,577 | 15,239 | 18,012 | 19,366 | 19,366 | 9,099 | 15,856 | 12,051 | 12,051 |
| ***Total Requirements*** | **$ 50,809** | **$ 47,029** | **$ 56,738** | **$ 56,249** | **$ 94,975** | **$ 95,826** | **$ 63,221** | **$ 68,014** | **$ 115,379** |
| Budgeted Positions (in FTEs) | 138.26 | 139.01 | 137.11 | 137.11 | 137.11 | 137.11 | 142.51 | 142.51 | 142.51 |
| Monthly Operating Costs per Capita | $112 | $112 | $113 | $122 | $118 | $125 | $135 | $141 | $138 |

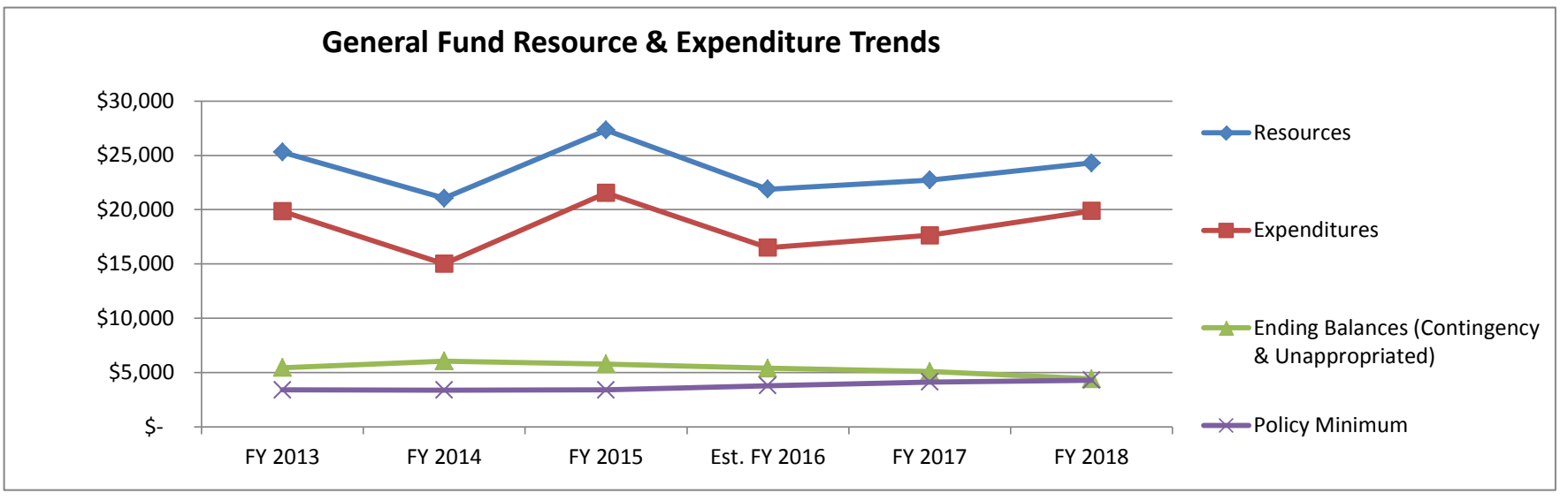


## General Fund

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| ***Resources*** | | | | | | | | | |
| Beginning Fund Balance | $ 5,782 | $ 5,444 | $ 6,039 | $ 5,778 | $ 6,039 | $ 5,293 | $ 5,395 | $ 5,091 | $ 5,395 |
| Property Taxes | 5,628 | 6,008 | 6,324 | 6,662 | 12,986 | 13,480 | 7,230 | 7,446 | 14,676 |
| Franchise Fee Revenues: | | | | | | | | | |
| Franchise Fees - PGE | 735 | 712 | 736 | 721 | 1,457 | 1,555 | 735 | 750 | 1,485 |
| Franchise Fees - NW Natural | 249 | 262 | 248 | 247 | 495 | 513 | 252 | 257 | 509 |
| Franchise Fees - Comcast | 310 | 313 | 321 | 323 | 644 | 636 | 316 | 321 | 637 |
| Franchise Fees - Telecom | 72 | 64 | 63 | 74 | 137 | 109 | 75 | 77 | 152 |
| Franchise Fees - Solid Waste | 181 | 186 | 185 | 200 | 385 | 382 | 204 | 208 | 412 |
| Franchise Fees - Other | - | - | - | - | - | 44 | 50 | 100 | 150 |
| Total Franchise Fees | 1,547 | 1,537 | 1,553 | 1,565 | 3,118 | 3,239 | 1,632 | 1,713 | 3,345 |
| Fines - Traffic and Court | 907 | 860 | 806 | 605 | 1,411 | 1,711 | 800 | 808 | 1,608 |
| Fines - Photo Radar | 702 | 667 | 296 | 379 | 675 | 1,212 | 390 | 402 | 792 |
| Fines - Other | 84 | 103 | 92 | 128 | 220 | 143 | 129 | 130 | 259 |
| Fees and Charges | 378 | 414 | 441 | 493 | 934 | 753 | 512 | 523 | 1,035 |
| Fees and Charges - Light Rail | 486 | - | - | - | - | 22 | - | - | - |
| Interest | 71 | 64 | 87 | 71 | 158 | 114 | 72 | 73 | 145 |
| Miscellaneous | 120 | 91 | 142 | 91 | 233 | 219 | 114 | 117 | 231 |
| Intergovernmental Revenues: | | | | | | | | | |
| Intergovernmental - 911 Dispatch | 99 | - | - | - | - | - | - | - | - |
| Intergovernmental - Cig & Liq Taxes | 301 | 315 | 323 | 356 | 679 | 639 | 364 | 343 | 707 |
| Intergovernmental - St Rev Sharing | 195 | 205 | 212 | 222 | 434 | 441 | 232 | 243 | 475 |
| Interg - Metro Nature in Neigh Grant | 183 | - | - | - | - | - | - | - | - |
| Intergovernmental - Other | 668 | 754 | 1,578 | 1,065 | 2,643 | 2,775 | 695 | 2,192 | 2,887 |
| Total Intergovernmental | 1,446 | 1,274 | 2,113 | 1,643 | 3,756 | 3,855 | 1,291 | 2,778 | 4,069 |
| Proceeds from Issuance of Debt | 3,650 | 63 | 5,013 | - | 5,013 | 5,000 | - | - | - |
| Transfers from Other Funds | 4,490 | 4,530 | 4,420 | 4,470 | 8,890 | 8,890 | 5,160 | 5,220 | 10,380 |
| ***Total Resources*** | **$ 25,291** | **21,055** | **$ 27,326** | **$ 21,885** | **$ 43,433** | **$ 43,931** | **$ 22,725** | **24,301** | **$ 41,935** |

*[Fund Budget continued from previous page]*

| | Actual FY 2013 | Actual FY 2014 | BN 2016 Actual FY 2015 | BN 2016 Estimate FY 2016 | BN 2016 Total | BN 2016 Budget BN 2016 | BN 2018 *Proposed Biennial Budget* FY 2017 | BN 2018 *Proposed Biennial Budget* FY 2018 | BN 2018 *Proposed Biennial Budget* Total |
|---|---|---|---|---|---|---|---|---|---|
| ***Requirements*** | | | | | | | | | |
| Personnel Services | $ 9,684 | $ 9,599 | $ 9,829 | $ 10,485 | $ 20,314 | $ 21,877 | $ 11,643 | $ 12,346 | $ 23,989 |
| Materials & Services | 3,902 | 3,871 | 3,733 | 4,387 | 8,120 | 8,824 | 4,866 | 4,847 | 9,713 |
| Debt Service | 436 | 611 | 4,237 | 415 | 4,652 | 5,057 | 410 | 430 | 840 |
| Transfers to Other Funds | - | - | - | 241 | 241 | - | - | - | - |
| Capital Outlay | 5,825 | 935 | 3,749 | 962 | 4,711 | 4,550 | 715 | 2,270 | 2,985 |
| General Fund Reserve: | | | | | | | | | |
| Contingency Reserves | - | - | - | - | - | 475 | 800 | 800 | 800 |
| Unappropriated Reserves: | | | | | | | | | |
| Reserve for Debt Service | 436 | 611 | 587 | 415 | 415 | 863 | 410 | 430 | 430 |
| Reserve for Fleet Reserves: | | | | | | | | | |
| Transportation | 152 | 140 | 42 | - | - | - | - | - | - |
| Water | 362 | 362 | 284 | - | - | 46 | - | - | - |
| Wastewater | 143 | 143 | 62 | - | - | - | - | - | - |
| Stormwater | 229 | 229 | 16 | - | - | - | - | - | - |
| Building | 14 | 14 | 14 | - | - | - | - | - | - |
| Reserve for Forfeiture | 25 | 27 | 36 | 36 | 36 | - | 18 | - | - |
| Reserve for PEG | 86 | 140 | 142 | 120 | 120 | - | 124 | 129 | 129 |
| Reserve - undesignated | 3,997 | 4,373 | 4,595 | 4,824 | 4,824 | 2,239 | 3,739 | 3,049 | 3,049 |
| Unappropriated Ending Fund Balance | 5,444 | 6,039 | 5,778 | 5,395 | 5,395 | 3,148 | 4,291 | 3,608 | 3,608 |
| Total General Fund Reserve | 5,444 | 6,039 | 5,778 | 5,395 | 5,395 | 3,624 | 5,091 | 4,408 | 4,408 |
| ***Total Requirements*** | **$ 25,291** | **21,055** | **$ 27,326** | **$ 21,885** | **$ 43,433** | **$ 43,931** | **$ 22,725** | **$ 24,301** | **$ 41,935** |
| Budgeted Positions (in FTEs) | 93.25 | 94.00 | 89.85 | 89.85 | 89.85 | 89.85 | 94.25 | 94.25 | 94.25 |
| Monthly Operating Costs per Capita | $ 57 | $ 56 | $ 57 | $ 62 | $ 59 | $ 63 | $ 67 | $ 70 | $ 69 |
| Contingency and Ending Balances per above | $ 5,444 | $ 6,039 | $ 5,778 | $ 5,395 | $ 5,395 | $ 3,898 | $ 5,091 | $ 4,408 | $ 4,408 |
| Reserves | 1,447 | 1,666 | 1,183 | 571 | 571 | 909 | 552 | 559 | 559 |
| Policy Requirement (25%) | 1,950 | 1,702 | 2,208 | 3,207 | 3,207 | 2,991 | 3,575 | 3,739 | 3,739 |
| Amount over (under) Policy Requirement | $ 2,047 | $ 2,671 | $ 2,387 | $ 1,617 | $ 1,617 | $ 907 | $ 964 | $ 110 | $ 110 |



# Department Budgets

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | General Fund | #110 |
| **DEPARTMENT:** | City Council | #200 |
| **DEPARTMENT HEAD:** | Bill Monahan | |
| **DEPARTMENT HEAD EMAIL:** | monahanb@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7501 | |
| **DEPARTMENT LOCATION:** | City Hall, 1st Floor | |

### DEPARTMENT MISSION STATEMENT

The City Council is responsible for determining the direction and priorities of City government. The Council is composed of an elected Mayor and four elected City Councilors.

The Council department budget accounts for the various costs incurred by the Mayor and City Council. Among those costs are the following: reproduction and dissemination of the Council agendas and supporting material, broadcast of City Council meetings, Mayor and City Council stipend expenses, and training and meetings expenses of the Mayor and City Council.

### HISTORY OR BACKGROUND OF CITY COUNCIL

Primary duties of the Council include:

- Pursuant to Section 6, Milwaukie Charter of 1975 "[a]all powers of the city are vested in the council unless otherwise specifically provided in this charter;"
- Pursuant to Section 20, Milwaukie Charter of 1975, the City Council is required to "hold a regular meeting at least twice each month in the City at a time and place which it designates." The regular meetings are generally held on the first and third Tuesday of each month in City Hall at 6:00 pm; and
- The Mayor and City Council individually represent the City by their membership on regional forums such as Metro's Joint Policy Advisory Committee on Transportation.

### PERSONNEL DESCRIPTION

City Council department includes the Mayor and four Councilors.

### GOALS AND FOCUS FOR COMING BUDGET PERIOD:

Adopted Goals (Goals below are in no particular order and remain unranked by the City Council)

- Focus community resources on all-inclusive bike, pedestrian, and street safety program;
- Library expansion;
- Urban renewal strategy for downtown and north industrial area;
- Proactive economic development strategy;
- Kellogg for Coho (stream and salmon habitat restoration, dam removal, and watershed protection); and

- Complete neighborhood parks and develop stronger strategy for maintenance of existing.

Community Champion Goals
- Facilitate development of skate parks;
- Document and celebrate City heritage;
- Fund an emergency preparedness program;
- Complete neighborhood parks and develop stronger strategy for maintenance of existing; and
- Bag ban

**Aspirational Goals**
- Secure grants to build Monroe Greenway;
- Secure grants to build 19th Ave Woonerf;
- Secure grants/funding to construct Phase III of Riverfront Park;
- Establish a Youth Advisory Committee;
- Establish a Marketing and Events Committee;
- Facilitate and create more art in public places;
- Develop and initiate an annexation strategy;
- Improve affordable housing, livability, equitability, and sustainability citywide;
- Adopt a Heritage Tree Program; and
- Expand SSMP (Street Surface Maintenance Program) to include Safe Routes to Schools and ADA improvements.

**Tasks**
- Review business tax and licensing program;
- Review parking permit program;
- Adopt an UGMA (Urban Growth Management Agreement) amendment;
- Support downtown businesses;
- Support Neighborhood District Associations;
- Support Boards, Commissions, and Committees;
- Achieve Tree City USA status;
- Look at SSMP for bike and pedestrian safety;
- Maintain safety and security around the light rail station;
- Look at covered bike parking, especially around the schools;
- Explore how the City can participate in social service issues; and
- Review capital infrastructure of public buildings and ongoing maintenance issues.

## General Fund - City Council

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | - | - | - | - | - | - | - | - | - |
| Council Stipends (1) | $ 16 | $ 16 | $ 16 | $ 15 | $ 31 | $ 32 | $ 16 | $ 16 | $ 32 |
| Employee Benefits | 1 | 1 | 1 | 4 | 5 | 6 | 3 | 3 | 6 |
| **Total Personnel Services** | 17 | 17 | 17 | 19 | 36 | 38 | 19 | 19 | 38 |
| **Materials & Services** | | | | | | | | | |
| Advertising & Publicity | - | - | - | - | - | 2 | 1 | 1 | 2 |
| Contractual Services | | | | | | | | | |
| Videographer Charges | 17 | 32 | 38 | 33 | 71 | 66 | 33 | 33 | 66 |
| Dues & Subscriptions | - | - | - | 1 | 1 | 2 | 2 | 2 | 4 |
| Education & Training | | | | | | | | | |
| Available for Mayor | 1 | 1 | 1 | 5 | 6 | 2 | 5 | 5 | 10 |
| Available for Councilor #1 | - | - | - | - | - | 2 | 3 | 3 | 6 |
| Available for Councilor #2 | - | - | - | 2 | 2 | 2 | 3 | 3 | 6 |
| Available for Councilor #3 | - | 1 | 1 | 4 | 5 | 2 | 3 | 3 | 6 |
| Available for Councilor #4 | 1 | - | - | 2 | 2 | 2 | 3 | 3 | 6 |
| Events | - | - | - | - | - | - | 55 | 18 | 73 |
| General Council Meals & Travel | 5 | 6 | 6 | 8 | 14 | 12 | 6 | 6 | 12 |
| General Office Supplies | 2 | 5 | 3 | 15 | 18 | 6 | 3 | 3 | 6 |
| Professional Services | - | 15 | - | 15 | 15 | 33 | - | - | - |
| **Total Materials & Services** | 26 | 60 | 49 | 85 | 134 | 131 | 117 | 80 | 197 |
| **City Council Total** | $ 43 | $ 77 | $ 66 | $ 104 | $ 170 | $ 169 | $ 136 | $ 99 | $ 235 |

(1) Council Stipends presented above include $300 per month for the Mayor and $250 per month for the other Councilors. These stipend amounts have not increased for inflation unless otherwise specifically proposed by a Budget Committee motion.

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | General Fund | #110 |
| **DEPARTMENT:** | City Manager | #201 |
| **DEPARTMENT HEAD:** | Bill Monahan | |
| **DEPARTMENT HEAD EMAIL:** | monahanb@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7501 | |
| **DEPARTMENT LOCATION:** | City Hall, 1st Floor | |

### DEPARTMENT MISSION STATEMENT

The City Manager's mission is to efficiently and effectively manage all City operations and implement policy decisions of the City Council.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Milwaukie City Charter, Section 27, generally defines the function of the City Manager as being "the administrative head of the government of the City". The Charter specifically defines the powers and duties as:

- Advising the Council of the affairs and needs of the City;
- Ensuring that all ordinances are enforced and that the provisions of the franchises, leases, contracts, permits, and privileges granted by the City are fully observed;
- Appointment and removal of all City officers and employees and general supervision and control over them and their work;
- Acting as purchasing agent and budget officer for the City;
- Control of all public utilities owned and operating by the City, and general supervision over all City property; and
- Other duties required by the Charter or City Council.

### PERSONNEL DESCRIPTION

The City Manager's office consists of a five full-time equivalents (FTE's), which have responsibility for City administration.

### ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Established a new-Councilor orientation process and developed a Councilor orientation manual;
- Administered an interactive goal setting process and established goals;
- Hired a new Program Coordinator to oversee functions of neighborhood services, volunteer program, community events, and citizen board, committee, and commission recruitments;
- Restructured Assistant to the City Manager role to manage Public Affairs Coordinator and Program Coordinator positions;
- Produced six regional events: Umbrella Parade and Holiday Tree Lighting, Winter Solstice, Earth Day Clean-up, Riverfront Park Grand Opening, Vietnam Wall 50th Commemoration, and Max Orange Line Grand Opening;
- Provided support services for First Friday and Farmers' Market seasonal events;
- Produced and distributed the Pilot newsletter to all addresses in 97222 zip code at a lower cost than previous mailings;

- Produced and maintained social media/web channel content;
- Produced, distributed, collected and analyzed citizen and business polls and surveys;
- Facilitated hiring of a public opinion firm and communication consultant as well as initiated research and messaging for a potential bond measure in 2016 for library expansion;
- Developed short-term and long-term strategies to facilitate City/County adoption of an UGMA (Urban Growth Management Agreement) amendment;
- Provided communication, marketing and graphic design services to all City Departments;
- Provided staff liaison services to Arts Committee, Parks and Recreation Board, and Riverfront Task Force to facilitate work plans and goals;
- Enhanced the City's internal and external communications and brand;
- Reengineered NDA (Neighborhood District Association) program to distribute more information externally and provide more accountability internally;
- Administered ongoing recruitment and appointment processes for City Boards, Committees, and Commissions; and
- Assisted the City Council in legislative analysis and bill tracking.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Provide leadership to the organization as it provides fair and equitable municipal services for the community and to residents of Milwaukie;
- Ensure that the City Council's goals, which were developed in early 2014, revised in early 2015, and reproduced in the City Goals section of the budget document, are carried out;
- Lead, guide, service, and direct each Department so they are sufficiently supported to be successful with their Department Goals and day-to-day work plans; and
- Improve public outreach and citizen engagement for capital projects, special events, volunteer activities, recruitment and administration of boards, committees, and commissions.

## WORKLOAD INDICATORS AND PERFORMANCE MEASURES

| INDICATORS AND MEASURES | FY13 | FY14 | FY15 | FY16 (est.) | FY 17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| **COUNCIL/MGR ADMINISTRATION** | | | | | | |
| City Council Meetings attended | 60 | 60 | 60 | 60 | 60 | 60 |
| City Council Meeting hours recorded | 120 | 130 | 144 | 144 | 144 | 144 |
| City Council Friday e-mail updates | 52 | 52 | 52 | 52 | 52 | 52 |
| City Council manager report e-mailed | 0 | 0 | 0 | 24 | 24 | 24 |
| City Council CD report e-mailed | 0 | 0 | 0 | 24 | 24 | 24 |
| Hours liaising boards, commissions, and committees (BCC), Neighborhood District Association (NDA), and community stakeholder meetings* | 260 | 270 | 300 | 320 | 330 | 340 |
| % of Council Goals tracked with quarterly reports | 100 | 100 | 100 | 100 | 100 | 100 |
| % conclusion of Council regular meetings by 9:00pm | 100 | 80 | 70 | 60 | 70 | 70 |
| % Completion of Council study session meetings within three (3) hours | 100 | 100 | 70 | 60 | 70 | 70 |
| **PUBLIC OUTREACH** | | | | | | |
| Press releases issued | 57 | 46 | 48 | 58 | 60 | 70 |
| Months Pilot produced and mailed | 7 | 12 | 12 | 11 | 11 | 11 |
| Web updates published | 55 | 50 | 48 | 58 | 60 | 70 |
| Social media content published | 140 | 280 | 520 | 780 | 1040 | 1040 |
| Surveys/polls distributed*** | n/a | n/a | n/a | 5 | 7 | 7 |
| City marketing collateral prepared** | n/a | n/a | 2 | 4 | 6 | 8 |
| Event marketing collateral prepared | 3 | 3 | 4 | 6 | 5 | 5 |
| NDA marketing collateral prepared* | n/a | n/a | 2 | 4 | 6 | 8 |

**WORKLOAD INDICATORS AND PERFORMANCE MEASURES (CON'T)**

| INDICATORS AND MEASURES | FY13 | FY14 | FY15 | FY16 (est.) | FY 17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| **NEIGHBORHOOD AND VOLUNTEER ENGAGEMENT** | | | | | | |
| NDA annual grant reports collected | 7 | 7 | 7 | 7 | 7 | 7 |
| NDA leadership meetings and trainings* | 2 | 2 | 1 | 4 | 4 | 4 |
| NDA weekly e-mail updates* | 0 | 0 | 24 | 52 | 52 | 52 |
| NDA monthly meetings liaised | 20 | 84 | 84 | 6 | 6 | 6 |
| New BCC applications received | 22 | 23 | 42 | 20 | 18 | 18 |
| "Welcome to Milwaukie" packages sent to new residents* | n/a | n/a | 360 | 420 | 480 | 480 |
| Businesses participating in "Welcome to Milwaukie" packages | n/a | n/a | 8 | 10 | 16 | 16 |
| Adopt-a-Road participants | 0 | 0 | 0 | 3 | 5 | 7 |
| **COMMUNITY EVENTS** | | | | | | |
| Events produced and coordinated** | 3 | 3 | 4 | 6 | 6 | 6 |
| Volunteers engaged in events | n/a | n/a | 494 | 620 | 560 | 580 |
| Businesses engaged in events | n/a | n/a | 9 | 18 | 18 | 18 |
| Staff engaged in events | 1 | 2 | 6 | 10 | 10 | 10 |
| Temporary event permits issued | 22 | 18 | 24 | 26 | 26 | 26 |
| In-kind volunteer hours tracked | n/a | n/a | 3,580 | 4,150 | 3,760 | 3,820 |
| Sponsorships and donations secured | n/a | n/a | 2 | 16 | 18 | 22 |

| Why are Indicators and Measures Important to Us? |
|---|
| They establish benchmarks and give the City Council a process to evaluate actions against. |
| They demonstrate to residents that we are communicating with Council's constituency and to City businesses. |

| Comments and Other Relevant Department Issues |
|---|
| *As related to the library bond measure information effort.<br>**As related to City rebranding and web refresh.<br>***It is a goal to conduct community-wide satisfaction surveys in the next few years. At this time, we are conducting minor polls, but there is no baseline information for comparison; however this measure has been included to indicate future interest. |

## General Fund - City Manager

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 5.0 | 5.0 | 5.0 |
| Salaries & Wages | $ 353 | $ 361 | $ 355 | $ 433 | $ 788 | $ 794 | $ 532 | $ 521 | $ 1,053 |
| Employee Benefits | 162 | 163 | 149 | 187 | 336 | 436 | 244 | 270 | 514 |
| **Total Personnel Services** | 515 | 524 | 504 | 620 | 1,124 | 1,230 | 776 | 791 | 1,567 |
| **Materials & Services** | | | | | | | | | |
| Advertising and Publicity | 16 | 69 | 79 | 87 | 166 | 154 | 93 | 93 | 186 |
| City Attorney | 52 | 133 | 62 | 40 | 102 | 80 | 48 | 48 | 96 |
| Contractual Services | - | - | - | 38 | 38 | - | 23 | 23 | 46 |
| County Tourism Grant | - | - | - | 20 | 20 | 40 | 20 | 20 | 40 |
| Dues & Subscriptions | 2 | 4 | 3 | 4 | 7 | 8 | 6 | 6 | 12 |
| Education & Training | 1 | 2 | 6 | 8 | 14 | 12 | 12 | 12 | 24 |
| Events | - | - | - | 27 | 27 | - | 19 | 19 | 38 |
| General Office Supplies | - | 2 | 1 | 2 | 3 | 4 | 2 | 2 | 4 |
| Miscellaneous | 6 | 10 | 4 | 10 | 14 | 16 | 8 | 8 | 16 |
| Professional Services | 5 | 5 | 14 | 6 | 20 | 15 | - | - | - |
| **Total Materials & Services** | 82 | 225 | 169 | 242 | 411 | 329 | 231 | 231 | 462 |
| **City Manager Total** | $ 597 | $ 749 | $ 673 | $ 862 | $ 1,535 | $ 1,559 | $ 1,007 | $ 1,022 | $ 2,029 |

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | General Fund | #110 |
| **DEPARTMENT:** | Community Development | #203 |
| **DEPARTMENT HEAD:** | Alma Flores | |
| **DEPARTMENT HEAD EMAIL:** | Floresa@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7654 | |
| **DEPARTMENT LOCATION:** | Johnson Creek Building (JCB) | |

### DEPARTMENT MISSION STATEMENT

In partnership and communication with residents, businesses, and schools the Community Development Department is dedicated to improving the health and safety of all residents, businesses, and visitors while maintaining high standards for development, redevelopment, and infrastructure projects.

### PURPOSE AND FUNCTION OF DEPARTMENT:

The Community Development Department oversees and supports the City's Building Inspections, Engineering, Economic Development, and Planning Departments. The Community Development Department Director is responsible for serving the public's interest in;

- Guiding how land and structures in Milwaukie are developed and served by infrastructure;
- Overseeing the developments and partnerships for enhanced economic development activities;
- Partnership development with state, regional, county, and local non-profit partners to address growth issues and regionally significant transportation projects;
- Proactive participation in community development activities that support the City's 20-year vision.
- Facilitate successful neighborhoods through community involvement;
- Encourage and partner in the development of quality housing choices for residents of all income levels and need;
- Promote a walkable, pedestrian, and bicycle-friendly City with complete streets, trails, and connections between neighborhoods, and community focal points;
- Provide opportunities for the community to be better prepared for emergencies;
- Promote Milwaukie as a progressive, opportunity-rich city in the Portland Metropolitan region;
- Capitalize on opportunities through bold and creative economic development strategies;
- Recruit and retain businesses to ensure a dynamic, diversified employment base;
- Nurture entrepreneurship and foster successful partnerships with businesses and community leaders;
- Leverage public/private resources to focus development on economic centers;

- Foster development of vibrant, sustainable, attractive, mixed-use neighborhoods in urban centers;
- Uphold a high standard of design and property maintenance;
- Advocate Milwaukie's interests through state and federal lobbying efforts, regional partnerships and other organizations;
- Pursue transportation and other improvements and services that improve quality of life;
- Balance development with environmental protection;
- Build connections with ALL communities that reflect the breadth and richness of the diversity in our City;
- Provide critical and relevant information on a timely basis and facilitate two-way dialogue between City government and the community;
- Plan and develop quality services, infrastructure, and amenities;
- Develop and maintain collaborative partnerships and investment strategies that improve services; and
- Respond to growing service demands through partnerships, innovation, and outcome management.

**PERSONNEL DESCRIPTION**

The Community Development Department is comprised of 5 full-time equivalents (FTE's), one Community Development Director, one Resource and Economic Development Specialist, three Administrative Specialist II, and temporary Administrative support staff.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR :**

- Completed the Four Parks Master Plan with support and cooperation of the Planning Department;
- Completed the Monroe Street Greenway Concept Plan with support and cooperation of the Planning Department;
- Completed the Light Rail project and facilitated the Grand Opening on September 12, 2015;
- Successful application to Metro in partnership with Clackamas County for a Community Planning and Development grant, for the North Milwaukie Industrial Area ($250,000);
- Developed over ten marketing flyers for Community Development and Economic Development (Food Carts Flyer, Local Improvement District flyer, Urban Renewal Fact Sheet, New Market Tax Credits, EB-5 Department of Homeland Security approved program for foreign direct investors, City-wide demographics profile, retail market potential flyer, Clackamas County small business and homeowner incentives/programs, Enterprise Zone program, etc.);
- Moving forward with the Enterprise Zone expansion into Downtown and Central Milwaukie;
- Initiated and completed Economic Opportunities Analysis, Target Industry Analysis, and Economic Development Strategy;
- Initiated and successfully held three small business development workshops (Microenterprise Services of Oregon, MercyCorp NW, and workforce development partners);

- Initiated and completed two Intergovernmental Agreements (a NMIA grant with Metro and Clackamas County, and a Harrison and Main Street site (formerly Texaco/Block 14);
- Initiated with the Building Inspections Department a commercial bancrofting program, allowing 10-20 year loans with the City for system development charges for commercial development;
- Developed a marketing folder for business recruitment and retention efforts;
- Conducted two polls: Food Cart Survey, Rental Housing Market Survey;
- Supported the economic revitalization of Main Street through construction of the Adams Street Connector project;
- Developed a Request for Quote (RFQ) for the first City owned/managed food cart pod (Triangle site) and a third-party contract for management of a food cart pod;
- Developed two Request for Proposal (RFP) and supporting documentation for the Cash Spot site and a Harrison and Main Street site (formerly Texaco/Block 14);
- Held 20 developer meetings to help promote the City;
- Held a developer forum for the announcement of RFPs; and
- Completed a Wayfinding Systems Plan.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Prepare, adopt, and implement an economic development strategy for Milwaukie;
- Begin efforts toward implementation of the Moving Forward Milwaukie: Enhancing Our Commercial Districts project, including completing RFPs for a Harrison and Main Street site (formerly Texaco/Block 14) and Cashspot opportunity sites; Development to occur on these two sites by 2017. In addition, the City will need to undergo several pre-development activities such as a Phase one and Phase two environment assessments to ensure we understand the level, if any, of contamination on the sites; geotechnical studies to understand what could be built on the sites; natural resource delineation, and other important due diligence items;
- Facilitate developer roundtables and focus groups with the development and business community;
- Conduct 3-4 small business development workshops a year;
- Visit with 25 local businesses as part of the business recruitment, retention, expansion efforts;
- Partner with organizations to develop new programs for Milwaukie residents and businesses;
- Continue to market and promote the City to outside agencies, organizations, and businesses;
- Ensure a streamlined permitting and planning process for expedited development;
- Ensure the customer service experience is top-rate;
- Ensure the Comprehensive Plan continues to advance and support Planning Departments; and
- Complete a Wayfinding Systems implementation for downtown

## PERFORMANCE MEASURES

| WORKLOAD INDICATORS | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Number of existing and prospective businesses visited/contacted | 12 | 14 | 25 | 25 | 30 | 35 |
| Number of developer meetings to discuss Milwaukie revitalization opportunities | 4 | 5 | 9 | 9 | 10 | 15 |
| Number of new businesses relocated or assisted | 2 | 2 | 10 | 10 | 5 | 5 |
| Number of grant applications and intergovernmental agreements | 2 | 3 | 4 | 4 | 5 | 5 |
| Number of City Council briefings (total) | 10 | 10 | 20 | 20 | 20 | 20 |

| PERFORMANCE MEASURES | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| City of Milwaukie taxable assessed value (in millions) | $1,600 | $1,800 | $1,838 | $1,918 | $2,000 | $2,060 |
| Value of resources secured for CD projects (in thousands) | $3,000 | $2,500 | $1,250 | $1,850 | $1,700 | $600 |
| Number of new business moving into Milwaukie | 60 | 60 | 20 | 20 | 25 | 25 |

| Why are these measures Important to us? |
|---|
| Community Development activities enhance the value of the City's land, which can be tracked through property values, property transactions, building permit activity, planning activity, business activity and developer interest. While not all of these metrics are directly correlated to departmental activities, there is a correlation (be it weak or strong) between what the City is doing through the Community Development Department and what private parties are doing with respect to the City's inventory of land and buildings. One point to keep in mind is the lag time issue in Community Development; efforts undertaken today may not show results for five to ten years. Because land and buildings are expensive to improve, results may take years to achieve. Community Development Department performance should also be viewed over a span of years, rather than year-over-year. |

## General Fund - Community Development

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 12.0 | 12.0 | 5.2 | 5.2 | 5.2 | 5.2 | 5.0 | 5.0 | 5.0 |
| Salaries & Wages | $ 781 | $ 668 | $ 321 | $ 325 | $ 646 | $ 678 | $ 358 | $ 372 | $ 730 |
| Employee Benefits | 394 | 366 | 165 | 168 | 333 | 398 | 192 | 217 | 409 |
| **Total Personnel Services** | 1,175 | 1,034 | 486 | 493 | 979 | 1,076 | 550 | 589 | 1,139 |
| **Materials & Services** | | | | | | | | | |
| City Attorney | 85 | 40 | 10 | 25 | 35 | 70 | 42 | 42 | 84 |
| Contractual Service | 5 | 1 | - | 1 | 1 | 4 | 4 | 4 | 8 |
| County Tourism | 20 | 20 | - | - | - | - | - | - | - |
| Dues & Subscriptions | 1 | 2 | 2 | 2 | 4 | 14 | 8 | 8 | 16 |
| Economic Development Initiatives | 3 | 4 | 4 | 12 | 16 | 106 | 66 | 65 | 131 |
| Education & Training | 2 | 6 | 3 | 5 | 8 | 4 | 11 | 12 | 23 |
| General Office Supplies | 6 | 12 | 5 | 9 | 14 | 14 | 10 | 10 | 20 |
| Miscellaneous | 3 | 20 | 1 | 1 | 2 | 2 | 1 | 1 | 2 |
| Printing Costs | 3 | 4 | 1 | 4 | 5 | 10 | 7 | 7 | 14 |
| Professional Services | 101 | 175 | 99 | 110 | 209 | 419 | 150 | 140 | 290 |
| **Total Materials & Services** | 229 | 284 | 125 | 169 | 294 | 643 | 299 | 289 | 588 |
| **Capital Outlay** | | | | | | | | | |
| Light Rail Construction | 5,073 | 30 | 4 | 92 | 96 | 22 | - | - | - |
| Metro Grant: Nature in Neigh (Klein Point) | 183 | - | - | - | - | - | - | - | - |
| Riverfront Design | 144 | - | - | - | - | - | - | - | - |
| Riverfront Construction | 84 | 570 | 2,593 | 15 | 2,608 | 2,292 | 25 | - | 25 |
| Capital Information Distribution | 34 | - | - | - | - | - | - | - | - |
| Vehicles & Equipment | - | 16 | - | - | - | - | 25 | - | 25 |
| Kellogg Creek Bridge Emergency Repair | - | - | - | 155 | 155 | 170 | - | - | - |
| Wayfinding | - | - | - | - | - | - | 40 | - | 40 |
| Kronberg Park Multi-Use Trail | - | - | - | - | - | - | - | 1,700 | 1,700 |
| Adams Street Plaza | - | - | - | - | - | - | - | 20 | 20 |
| **Total Capital Outlay** | 5,518 | 616 | 2,597 | 262 | 2,859 | 2,484 | 90 | 1,720 | 1,810 |
| **Community Development Total** | $ 6,922 | $ 1,934 | $ 3,208 | $ 924 | $ 4,132 | $ 4,203 | $ 939 | $ 2,598 | $ 3,537 |

*Prior to FY2015, Public Works Administration was financially combined with Community Development. As of FY 2015 these services were split into two separate departments within the General Fund.*

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | |
|---|---|
| **FUND:** | General Fund #110 |
| **DEPARTMENT:** | Public Works Admin #204 |
| **DEPARTMENT HEAD:** | Gary Parkin |
| **DEPARTMENT HEAD EMAIL:** | parking@milwaukieoregon.gov |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7654 |
| **DEPARTMENT LOCATION:** | Johnson Creek Building |

### DEPARTMENT MISSION STATEMENT

The mission of the Public Works Department is to oversee and supports the City's Public Works, while improving performance and to be good stewards of Public Works.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Public Works Department provides management and administrative support for four divisions: Water, Wastewater, Storm, and Transportation.

The Public Works Department carries out the following functions:

- Budgeting and financial oversight of the four divisions;
- Asset Management;
- Work Order management;
- GIS data maintenance; and
- City Emergency Management (alternating lead with the Police Department).

### PERSONNEL DESCRIPTION

The Department is comprised of five full-time equivalents (FTE's) employees; one Public Works Director, an Administrative Specialist III (80% for Fleet and Facilities and 20% for Emergency Management and Public Works), Asset Management Technician, GIS specialist, and one Administrative Specialist II.

### ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Brought City Works, a new Asset Management program, on line;
- Worked with Citizen's Emergency Response Team (CERT) implemented the Beacon Program; and
- Advanced the Geographical Informational System (GIS) program with a new coordinator and a significant software update.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Regular reporting of Public Works efforts;
- Provide leadership and support for the Public Works team helping to provide efficient utility services in a friendly manner to residents of Milwaukie;
- Provide positive, planned transitioning through anticipated retirements in the Department; and
- Develop and offer web-based GIS function for outside use (those outside the local City network).

**PERFORMANCE MEASURES**

| WORKLOAD INDICATORS | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Work orders processed (utilities) | 16,201 | 16,723 | 14,879 | 16,000 | 16,000 | 16,000 |
| Maps prepared | 60 | 60 | 70 | 80 | 100 | 100 |

| PERFORMANCE MEASURES | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Asset Management: Percentage of Public Works workload performed under work orders | 80% | 90% | 95% | 100% | 100% | 100% |
| GIS: Respond to questions and requests within one business day of receipt (goal is 90% of the time) | 70% | 70% | 80% | 100% | 100% | 100% |

| Why are these Measures Important to us? |
|---|
| Proper management of the City's infrastructure is important to optimize their use and value. Providing work orders and tracking them is crucial to ensuring that City assets are maintained as needed for economic and regulatory reasons. |

| Comments and Other Relevant Department Issues |
|---|
| Public Works is working to incorporate an asset management processes in the work practice of all divisions. The focus now is to improve the management process and move to 100% usage. |
| GIS services are looking to move forward with training and letting users know what the program has to offer. Important steps include providing quarterly data updates to Clackamas County and Metro GIS on time, obtaining updated data from Clackamas County and Metro GIS for integration into local data sets once per quarter, and updating all standard City maps with most recent data at least twice a year. |

## General Fund - Public Works Administration

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | - | - | 4.4 | 4.4 | 4.4 | 4.4 | 5.0 | 5.0 | 5.0 |
| Salaries & Wages | $ - | $ - | $ 273 | $ 346 | $ 619 | $ 617 | $ 366 | $ 380 | $ 746 |
| Employee Benefits | - | - | 135 | 181 | 316 | 360 | 201 | 228 | 429 |
| **Total Personnel Services** | - | - | 408 | 527 | 935 | 977 | 567 | 608 | 1,175 |
| **Materials & Services** | | | | | | | | | |
| City Attorney | - | - | 14 | 22 | 36 | 30 | 18 | 18 | 36 |
| Dues and Subscriptions | - | - | - | 1 | 1 | 2 | 1 | 1 | 2 |
| Education & Training | - | - | 2 | 3 | 5 | 6 | 5 | 5 | 10 |
| Emergency Management | - | - | - | 2 | 2 | 2 | 5 | 5 | 10 |
| General Office Supplies | - | - | 5 | 3 | 8 | 12 | 5 | 5 | 10 |
| Miscellaneous | - | - | - | 1 | 1 | 4 | 2 | 2 | 4 |
| Other Materials & Supplies | - | - | 5 | 30 | 35 | 38 | 4 | 4 | 8 |
| Printing Costs | - | - | 1 | 3 | 4 | 2 | 1 | 2 | 3 |
| **Total Materials & Services** | - | - | 27 | 65 | 92 | 96 | 41 | 42 | 83 |
| **Capital Outlay** | - | - | 31 | 90 | 121 | 125 | 45 | - | 45 |
| **Public Works Administration Total** | $ - | $ - | $ 466 | $ 682 | $ 1,148 | $ 1,198 | $ 653 | $ 650 | $ 1,303 |

*Prior to FY2015, Public Works Administration was financially combined with Community Development. As of FY 2015 these services were split into two separate departments within the General Fund.*

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | General Fund | #110 |
| **DEPARTMENT:** | Engineering Services | #205 |
| **DEPARTMENT HEAD:** | Charles Eaton, PE | |
| **DEPARTMENT HEAD EMAIL:** | eatonc@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7605 | |
| **DEPARTMENT LOCATION:** | Johnson Creek Building | |

### DEPARTMENT MISSION STATEMENT

The Engineering Services Department works to deliver high quality capital improvement projects, support development of the City through the development of standards, and implementation of City policies within the public right-of-way and other public facilities. Ensure that the needs of the community, especially long-term needs, are provided for at the lowest cost to ratepayers.

### PURPOSE AND FUNCTION OF DEPARTMENT

The primary purpose of the Engineering Services Department is to manage the Capital Improvement Program (CIP) for the City's utility and transportation systems.

- The CIP is implemented through a 6-year Capital Improvement Plan that is updated with the budget. The Plan provides for the timely construction of projects needed to maintain facilities, utilities and transportation systems within the City. The Engineering Services Department does this by scheduling projects with consideration of available funding and need, providing engineering assistance to the Public Works Department, and overseeing the design and construction of all improvements within the public right-of-way (ROW). Guidance for the CIP is provided by adopted master plans and other projects approved by the City Council.
- Engineering is also responsible to manage the City's public rights-of–way. This involves administration of the permitting program for all work within the ROW. Including providing support to planning and building by the review of land use application and building permits to define the needed public utility and street improvements within the public ROW and other public facilities.

### PERSONNEL DESCRIPTION

The Engineering Services Department consists of five full-time equivalents (FTE's), one Engineering Director, two Civil Engineers, and two Engineering Technicians, with seasonal help as needed.

ACCOMPLISHMENTS DURING THE PRIOR BUDGET:

- Complete construction of the first stormwater improvements on Stanley Avenue, Clay Pipe Replacement Project in the Washington and 27th Street area, Clay Pipe replacement on Monroe at Main Street, 17th Avenue water system improvements, and the Adams Street Connector Project;
- Worked with Public Works Operations staff to complete local drainage repair projects to address flooding issues and traffic control measures;
- Worked with Public Works Operations staff on the National Pollutant Discharge Elimination System (NPDES) annual report;
- Managed the Street Surface Maintenance Program, completed the paving of Monroe Street (Hwy 224 to 99E), Railroad Avenue (37th to Linwood), 2014/2015 Slurry seal program and planning for the Summer 2016 paving of 42nd (King to Railroad);
- Managed the permit process for the City's ROW issuing permits and inspected work completed related to sidewalk, driveway approaches, sewer connections, tree trimming/removal, and private (franchise) utilities;
- Completed the work associated with the Light Rail construction and issues relating to traffic signal operations;
- Completed work associated with the Kellogg Lake bicycle and pedestrian bridge associated with the Light Rail Project;
- Completed Phase II of the Riverfront Park project;
- Completed work associated with the 17th Avenue Multi-Use path;
- Completed a surface Transportation Improvement Grant in association with a large scale, county-wide application for pedestrian improvements;
- Completed a Connect Oregon Grant for the Kronberg Multi-Use trail;
- Completed an update to the CIP and Public Works Standards; and
- Provided engineering service in support of the City, building, planning, and transportation related needs.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Complete projects in an efficient manner reflected by meeting the budget, executing few change orders (none related to design error), and timely completion;
- Review master plans and utility rates. Ensure that the CIP addresses the City's needs;
- Complete the construction of the Meek Street Storm Improvement Project, SE 17th Avenue Multi-Use Connector Project, miscellaneous stormwater improvements identified within the CIP, McBrod Avenue waterline replacement, River Road waterline replacement, other miscellaneous water system improvements identified in the CIP; 2016-2017 Clay pipe replacement project, 2016-2017 slurry seal project, and the next two years of SSMP paving;
- Provide engineering support of the City's utilities and transportation needs;
- Completion of Pedestrian and Bicycle Accessibility Program together with an ADA transition plan;
- Continue to look for additional available funding to complete other projects identified within the City master plans and administer any grants given to the City; and
- Complete the continuing education needed to maintain licensure and stay current with the civil engineering practice.

## Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Total expended for CIP projects (thousands) | $4,906 | $2,327 | $2,347 | $4,008 | $9,525 | $4,450 |
| Total capital projects | 12 | 5 | 4 | 6 | 14 | 11 |
| Franchise permits | 106 | 100 | 54 | 75 | 100 | 100 |
| ROW Permits | 66 | 100 | 71 | 74 | 100 | 150 |
| Public improvement reviews | 4 | 4 | 8 | 10 | 10 | 10 |
| Building permits | 37 | 21 | 24 | 35 | 40 | 45 |
| Pre-application conferences/meetings | 12 | 28 | 35 | 40 | 50 | 50 |
| Land use application reviews | 0 | 15 | 13 | 20 | 20 | 20 |
| Light rail related hours | 400 | 300 | 200 | 150 | 20 | 0 |
| Hours supporting NDA's and other technical groups | 120 | 130 | 140 | 150 | 150 | 150 |
| Council reports | 13 | 20 | 16 | 20 | 20 | 20 |

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Percentage of annual recommended master plan projects completed | 60% | 62% | 67% | 100% | 90% | 90% |
| Percentage of projects completed within 5% of their baseline schedule | 90% | 90% | 100% | 83% | 90% | 90% |
| Percentage of projects completed within budget | 95% | 100% | 25% | 83% | 95% | 95% |

| Why are these Measures Important to us? |
| --- |
| These measures let us know how well we are doing at meeting our goals, and if improvements are necessary. |
| They provide us with information necessary to make intelligent decisions about what we do. |
| These measures help us to continually improve ourselves as a department by monitoring progress toward our stated goals and strive for quality improvements. |
| Meeting schedule is important as it shows the general “health” of the project delivery system. There are many circumstances and issues that factor into a project meeting schedule, some outside the control of the department. Good management of a project mitigates these issues and is reflected in good schedule adherence. |
| Meeting budget is important as City resources lag behind needs and must be allocated judiciously. Setting a budget and meeting it involves many factors including some that cannot be anticipated. The better we get at project management, the better we are at holding down costs. |
| Implementation of the capital improvement plan and master plans is important to ensure that the transportation and utility systems are properly sized for the needs of the City. |

| Comments and Other Relevant Department Issues |
| --- |
| Providing courteous responsive service to our customers is a performance expectation. It is difficult to measure how well we are doing this, but is something we practice and discuss. |

## General Fund - Engineering Services

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 5.5 | 5.5 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 |
| Salaries & Wages | $ 299 | $ 318 | $ 338 | $ 337 | $ 675 | $ 673 | $ 390 | $ 410 | $ 800 |
| Employee Benefits | 184 | 138 | 135 | 170 | 305 | 381 | 185 | 212 | 397 |
| **Total Personnel Services** | 483 | 456 | 473 | 507 | 980 | 1,054 | 575 | 622 | 1,197 |
| **Materials & Services** | | | | | | | | | |
| City Attorney | - | - | 10 | - | 10 | 10 | 6 | 6 | 12 |
| Education & Training | 2 | 3 | 6 | 4 | 10 | 10 | 6 | 6 | 12 |
| General Office Supplies | 1 | 4 | 1 | 1 | 2 | 4 | 3 | 3 | 6 |
| Miscellaneous | - | 2 | - | 1 | 1 | 2 | 1 | 1 | 2 |
| Professional Services | 16 | - | - | 10 | 10 | 20 | 10 | 10 | 20 |
| **Total Materials & Services** | 19 | 9 | 17 | 16 | 33 | 46 | 26 | 26 | 52 |
| **Capital Outlay** | - | - | - | - | - | - | - | 35 | 35 |
| **Engineering Services Total** | $ 502 | $ 465 | $ 490 | $ 523 | $ 1,013 | $ 1,100 | $ 601 | $ 683 | $ 1,284 |

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | |
|---|---|
| **FUND:** | General Fund #110 |
| **DEPARTMENT:** | Facilities Management #206 |
| **DEPARTMENT HEAD:** | Clare Fuchs |
| **DEPARTMENT HEAD EMAIL:** | fuchsc@milwaukieoregon.gov |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7680 |
| **DEPARTMENT LOCATION:** | Johnson Creek Campus, PW Building |

### DEPARTMENT MISSION STATEMENT

The mission of the Facilities Department is to maintain and remodel all City-owned buildings and properties outside of the public right-of-way. This work shall be done with the following: great communication, great customer service, efficiency, timeliness and in a clean and safe fashion.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Department's purpose is to:

- Maintain, repair, construct, and oversee the remodeling and repair of buildings and properties;
- Perform preventive maintenance activities that ensure building and property systems are functioning properly to protect and preserve City assets;
- Respond to the many service requests for heating, cooling, ventilation, carpentry, painting, repair, electrical, moving, office reconfigurations, remodeling, plumbing, security, and cleaning issues;
- Provide 24/7 on-call service 365 days a year; and
- Perform general contracting work for repair and capital project completion including heating, cooling, ventilation, architectural, structural, landscaping, irrigation, painting, cleaning, electrical, plumbing, remodeling, and office reconfigurations.

### PERSONNEL DESCRIPTION

The Facilities Department consists of two full-time equivalents (FTE's), one Facilities Maintenance Coordinator and one Facilities Maintenance Technician. The staff has extensive experience and certifications in many facets of facilities maintenance, which they use to effect repairs, remodeling, and maintenance of City properties and building systems. Contractors and consultants are employed for work such as architectural, heating, cooling, ventilation, irrigation, painting, carpentry, office reconfigurations and moves, cleaning, landscaping, electrical, plumbing, and structural issues. Administrative support is provided by an Administrative Specialist III from the Public Works Administration who spends approximately 50% of her time working on Facilities Department business.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- Fully using facility asset management software package to track work;
- Oversaw the replacement of the roof at the Public Safety Building (PSB);
- Developed a comprehensive preventive maintenance schedule for each building;
- Joined the Energy Trust of Oregon's Strategic Energy Management (SEM) program; and
- Responded to over 500 requests for service.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Continue to review and implement recommendations from the 2009 Facilities Asset Management Study;
- Obtain excellent reviews from other departments for timeliness, communication, effectiveness, and friendliness.
- Maintain City-owned buildings to the highest standards possible within budget constraints;
- Strive to implement solutions to decrease water and energy consumption in City facilities;
- Administer City-wide security system to deliver excellent service to users of the system; and
- Continue to obtain grants and/or incentives for water and energy efficiency upgrades to achieve sustainability goals.

**PERFORMANCE MEASURES**

| WORKLOAD INDICATORS | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Work orders | 475 | 580 | 820 | 1,000 | 1,000 | 1,000 |
| Service requests | 520 (est.) | 520 (est.) | 500 | 760 | 800 | 800 |
| Capital projects (in thousands) | 150 | 230 | 352 | 124 | 290 | 289 |
| Project Management (PM) performed – 340/year total | 50 (est.) | 100 (est.) | 215 | 240 | 300 | 300 |

| PERFORMANCE MEASURES | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Percentage of work orders related to PM needs | 20% (est.) | 15% (est.) | 30% (est.) | 35% | 35% | 35% |
| Percentage of capital projects completed (funds spent/budgeted) | 0% | 75% | 87% | 87% | 100% | 100% |
| Percentage of building PMs deferred | 40% (est.) | 70% | 37% | 30% | 35% | 30% |

| Why are these Measures Important to us? |
| --- |
| The first measure shows the time needed to provide customer support. The other measures reflect the performance needed to maintain the City's facilities investment. |

| Comments and Other Relevant Department Issues |
| --- |
| The anticipated addition of a Sustainability Director who will oversee the Facilities Department will change the makeup of this department. |
| The anticipated retirement of the Facilities Maintenance Coordinator position will have an impact on this department. In order to improve the transfer of knowledge and minimize service disruption, hiring for the position prior to the October 2016 departure of the current Coordinator would be prudent. Ideally there should be a six month overlap between the hiring and retirement. |
| Capital Improvement Projects (CIP) are projects with a budget $10,000 or more in cost, with a life of at least one year. The projects are listed in the City's Capital Improvement Plan. Project priority is based heavily on available funding. |
| Maintenance personnel often receive verbal requests when on site. With the asset management software in use, all work requests including verbal requests are tracked. The software has been used since October 2013 and enables improved tracking of work. |

## General Fund - Facilities Management

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Salaries & Wages | $ 137 | $ 143 | $ 145 | $ 151 | $ 296 | $ 299 | $ 174 | $ 161 | $ 335 |
| Employee Benefits | 67 | 69 | 71 | 72 | 143 | 162 | 80 | 86 | 166 |
| **Total Personnel Services** | 204 | 212 | 216 | 223 | 439 | 461 | 254 | 247 | 501 |
| **Materials & Services** | | | | | | | | | |
| Contractual Services: | | | | | | | | | |
| Carpentry | - | - | - | 2 | 2 | 10 | 5 | 5 | 10 |
| Electricians | 2 | 3 | 10 | 5 | 15 | 20 | 10 | 10 | 20 |
| HVAC | 24 | 23 | 28 | 80 | 108 | 50 | 25 | 25 | 50 |
| Landscaping | - | - | 84 | 80 | 164 | 160 | 85 | 85 | 170 |
| Painting | 10 | - | 10 | 2 | 12 | 20 | 100 | 74 | 174 |
| Plumbing | 8 | 9 | 15 | 8 | 23 | 20 | 10 | 10 | 20 |
| Dues & Subscriptions | - | - | - | - | - | 2 | 1 | 1 | 2 |
| Education & Training | 1 | - | 3 | 3 | 6 | 6 | 3 | 3 | 6 |
| Facility Repairs | 240 | 228 | 100 | 100 | 200 | 260 | 110 | 110 | 220 |
| Materials & Supplies | - | 2 | 3 | 6 | 9 | 10 | 5 | 5 | 10 |
| Preventative Maintenance | - | - | 31 | 30 | 61 | 60 | 30 | 60 | 90 |
| Professional Services | - | 5 | 1 | 2 | 3 | 10 | 5 | 5 | 10 |
| Property Taxes | 7 | 7 | 7 | 8 | 15 | 16 | 8 | 8 | 16 |
| Special Projects | - | - | - | - | - | - | 20 | 20 | 40 |
| Utilities: | | | | | | | | | |
| Electricity | 120 | 121 | 120 | 120 | 240 | 262 | 115 | 115 | 230 |
| Janitorial | 123 | 117 | 125 | 133 | 258 | 278 | 135 | 137 | 272 |
| Natural Gas | 36 | 37 | 28 | 30 | 58 | 78 | 33 | 36 | 69 |
| Refuse Disposal | 22 | 21 | 22 | 23 | 45 | 48 | 23 | 24 | 47 |
| Water/Swr/Storm/St | 56 | 62 | 76 | 80 | 156 | 140 | 79 | 81 | 160 |
| **Total Materials & Services** | 649 | 635 | 663 | 712 | 1,375 | 1,450 | 802 | 814 | 1,616 |
| **Debt Service (Oregon SELP Loans)** | 58 | 50 | 16 | 16 | 32 | 32 | 16 | 20 | 36 |

*[Department Budget continued on next page]*

[Department Budget continued from previous page]

| (Amounts in Thousands: $100 = $100,000) | Actual FY 2013 | Actual FY 2014 | BN 2016 Actual FY 2015 | BN 2016 Estimate FY 2016 | BN 2016 Total | BN 2016 Budget BN 2016 | BN 2018 Approved Biennial Budget FY 2017 | BN 2018 Approved Biennial Budget FY 2018 | BN 2018 Approved Biennial Budget Total |
|---|---|---|---|---|---|---|---|---|---|
| **Capital Outlay** | | | | | | | | | |
| Bertman House - Buried Oil Tank Removal | - | - | - | 10 | 10 | 10 | | | |
| Bertman House - Exterior Structural Repairs | - | - | - | - | - | - | | | |
| City Hall - Roof & Brick Improvements | - | - | - | 30 | 30 | 30 | | | |
| EOC - Beacon Program | - | - | 3 | - | 3 | - | | | |
| EOC - Configuration | - | - | - | 7 | 7 | 10 | | | |
| JCB - Admin Bldg Front Entrance Remodel | 1 | - | - | - | - | - | | | |
| JCB - HVAC Intake Relocation | - | - | - | - | - | 15 | | | |
| JCB - Property Retaining Wall | - | - | - | 3 | 3 | 3 | | | |
| Library - Main Air Handler Replacement | - | - | - | - | - | - | | | |
| PSB - Brick & Window Repair | - | - | - | 47 | 47 | 47 | | | |
| PSB - Replace Emergency Generator | - | - | - | 25 | 25 | 45 | | | |
| PSB - Roof Replacement | - | - | 349 | 2 | 351 | 350 | | | |
| | 1 | - | 352 | 124 | 476 | 510 | | | |
| Capital Priority Projects Slated for BN 2017-2018: | | | | | | | | | |
| City Hall - Improve Customer Interaction Windows | | | | | | | 40 | - | 40 |
| City Hall - Replace Main Floor Surface | | | | | | | 30 | - | 30 |
| JCB - Replace Lighting in Fleet Shop | | | | | | | 15 | - | 15 |
| Library - Expand Self-Checkout | | | | | | | 10 | - | 10 |
| PSB - Install Bullet Resistance Glass | | | | | | | 60 | - | 60 |
| JCB - Construct Mud Room in Public Works Building | | | | | | | - | 40 | 40 |
| JCB - Electronic Door Openers in the Fleet Shop | | | | | | | - | 30 | 30 |
| JCB - Full Height Walls for the Engineering Dept. | | | | | | | - | 30 | 30 |
| JCB - New Concrete Floor in Pole Barn | | | | | | | - | 30 | 30 |
| PSB - Replace Cabinets | | | | | | | - | 25 | 25 |
| **Total Capital Outlay** | 1 | - | 352 | 124 | 476 | 510 | 155 | 155 | 310 |
| **Facilities Management Total** | $ 912 | $ 897 | $ 1,247 | $ 1,075 | $ 2,322 | $ 2,453 | $ 1,227 | $ 1,236 | $ 2,463 |

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | General Fund | #110 |
| **DEPARTMENT:** | Finance | #207 |
| **DEPARTMENT HEAD:** | Casey Camors, CPA CMA CPPO | |
| **DEPARTMENT HEAD EMAIL:** | camorsc@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7522 | |
| **DEPARTMENT LOCATION:** | City Hall, 1st Floor | |

### DEPARTMENT MISSION STATEMENT

The mission of the Finance Department is to ensure the fiscal integrity of financial operations of the City.

### PURPOSE AND FUNCTION OF DEPARTMENT

Below are the processes that Milwaukie Finance Department focuses on throughout the year:

- Utility Billing and Business Licensing;
- Payroll, Accounts Payable, and Purchase Card Administration;
- Banking and Cash Management;
- Audit Preparation and Reconciliation;
- Budget Process and Monitoring;
- Five-Year Forecast and Strategic Planning;
- Investment Management;
- Debt Management;
- Risk and Liability Insurance Management;
- Internal Controls and Audits;
- Capital Assets and Project Tracking;
- Rights-of-Way and Franchise agreement contract management;
- City-wide contract review and compliance; and
- Grant fiscal management.

### HISTORY OR BACKGROUND OF DEPARTMENT

Being good stewards of taxpayers' monies is the Finance Department's main focus, but that alone is not enough. We strive to develop healthy partnerships with the community; we strive to be transparent with the City finances; and we always look for cost efficiencies in all City operations.

### PERSONNEL DESCRIPTION

The Finance Department consists of eight full-time equivalents (FTE's) all carrying out the duties listed above.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- Prepared and submitted the FY 2015 Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) to Government Finance Officers Association (GFOA) national award recognition program and received award;
- Completed the Five-Year Financial Forecast semi-annually, encompassing all City functions;
- Negotiated five Franchise Agreement renewals;
- Evaluated the Parking Permit program and implemented a new fee structure for the program;
- Completed and implemented an intergovernmental agreement with Clackamas River Water to complete a joint water billing process;
- Successfully completed financing for the Portland-Milwaukie Light Rail GO Bond, approved by citizens in early 2014; and
- Completed upgrade of City financial software.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Continue to work with Budget Committee, Budget Review Board, and Citizen Utility Advisory Board (CUAB), supporting their goals and requirements;
- Continue to develop written policies and streamline procedures for all financial functions and processes;
- Continue to prepare CAFR, Budget Document, and PAFR in a timely manner and submit to GFOA for acknowledgement;
- Continue to move forward with a “paperless” system of accounting records;
- Analyze and report on City business registration program for potential reprogramming and Code updates; and
- Build and implement marijuana and transient tax collection program.

## Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Utility bills processed and delivered | 89,000 | 86,265 | 86,400 | 86,520 | 86,760 | 87,000 |
| Number of utility accounts maintained and managed | 7,420 | 7,190 | 7,200 | 7,210 | 7,230 | 7,250 |
| Business licenses renewed and issued | 1,400 | 1,449 | 1,498 | 1,525 | 1,550 | 1,575 |
| Number of City funds | 8 | 8 | 9 | 9 | 9 | 9 |
| Number of adjusting journal entries processed | 602 | 419 | 269 | 300 | 300 | 300 |
| Number of accounts payable invoices processed | 7,500 | 5,600 | 4,900 | 4,500 | 4,500 | 4,500 |
| Number of payroll checks issued (includes retroactive pay in FY16) | 3,900 | 3,655 | 3,784 | 3,950 | 3,800 | 3,800 |
| Debt issues outstanding at fiscal year-end | 7 | 7 | 8 | 8 | 7 | 7 |
| Debt outstanding in amount at fiscal year-end (in millions) | $7.9M | $9.9M | $10.9M | $10.3M | $9.9M | $9.4M |
| Total City Budget in amount managed (in millions) | $48M | $48M | $49M | $49M | $50M | $50M |

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Unqualified annual auditor's opinion received on CAFR and system of internal controls | Yes | Yes | Yes | Yes | Yes | Yes |
| Credit rating on City's general obligation bond issues from independent credit rating agencies | AA Aa3 | AA Aa3 | AA Aa2 | AA Aa2 | AA Aa2 | AA Aa2 |
| Number of adjustments proposed by auditors | 0 | 0 | 0 | 0 | 0 | 0 |
| Receipt of GFOA, award for CAFR, Budget Document and PAFR | Yes | Yes | Yes | Yes | Yes | Yes |

| Why are these Measures Important to us? |
| --- |
| Unqualified audit opinions and receiving national awards for audit and budget documents indicate a well run financial operation. |
| The City's credit rating for General Obligation bonds was upgraded to Aa2 by Moody's Investment Services in fiscal year 2015, providing outside evidence of sound financial performance. Additionally, for Full Faith and Credit Obligations, the City was rated at Aa3 by Moody's Investment Services. |
| The number of adjustments that the auditors propose to align the financial statements to generally accepted accounting principles is an indicator of how well Milwaukie Finance prepares its financial statements. |
| Issuance and review of quarterly financial reports track trends and communicate any existing or potential issues. |
| The receipt of national GFOA award recognition for *Excellence in Financial Reporting* indicates that Milwaukie Finance has improved its audit and budget reports, accomplishing the highest standard for reporting. |

| Comments and Other Relevant Department Issues |
| --- |
| It is the duty of finance departments to be good stewards of the resources committed to their care. Accounting systems and internal control procedures are essential and integral in ensuring that this duty is fulfilled. |
| Did you know the Milwaukie's overall Debt to Total Assets ratio is 15.8 percent? This means that 15.8 percent of the historical cost of all City-owned assets (net of accumulated depreciation) is leveraged with debt. This is considered a very low and healthy percentage of leveraged assets considering the age of the City's infrastructure. |
| An independent audit firm performs a financial statement audit and internal control review annually on the City of Milwaukie. These are conducted in accordance with generally accepted auditing standards to ensure that the financial statements are prepared by management in accordance with generally accepted accounting principles. |
| In risk management, there are three significant risk areas that governments such as Milwaukie face: law enforcement, work-place, and technology. Purchasing insurance and researching the source of claims helps mitigate these risks and keep overall insurance claims to a minimum. |

## General Fund - Finance

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Actual | Actual | Actual | Estimate | | Budget | *Approved Biennial Budget* | | |
| | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Total | BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 6.0 | 7.0 | 7.2 | 7.2 | 7.2 | 7.2 | 8.0 | 8.0 | 8.0 |
| Salaries & Wages | $ 342 | $ 439 | $ 499 | $ 557 | $ 1,056 | $ 1,017 | $ 616 | $ 625 | $ 1,241 |
| Employee Benefits | 155 | 187 | 209 | 213 | 422 | 520 | 279 | 316 | 595 |
| **Total Personnel Services** | 497 | 626 | 708 | 770 | 1,478 | 1,537 | 895 | 941 | 1,836 |
| **Materials & Services** | | | | | | | | | |
| Bank Charges | 21 | 15 | 36 | 38 | 74 | 58 | 40 | 42 | 82 |
| City Attorney | 2 | 6 | 6 | 5 | 11 | 20 | 12 | 12 | 24 |
| Contractual Services | 118 | 93 | 39 | 41 | 80 | 98 | 56 | 57 | 113 |
| Dues & Subscriptions | 3 | 4 | 5 | 5 | 10 | 6 | 7 | 7 | 14 |
| Education & Training | 4 | 7 | 8 | 10 | 18 | 12 | 10 | 10 | 20 |
| Fees & Licenses | - | - | 6 | 3 | 9 | 2 | 3 | 3 | 6 |
| General Office Supplies | 21 | 17 | 18 | 15 | 33 | 61 | 30 | 30 | 60 |
| Professional Services | 1 | 10 | - | 3 | 3 | 20 | 19 | 19 | 38 |
| **Total Materials & Services** | 170 | 152 | 118 | 120 | 238 | 277 | 177 | 180 | 357 |
| **Capital Outlay** | 9 | 1 | - | 50 | 50 | 90 | 46 | - | 46 |
| **Finance Total** | $ 676 | $ 779 | $ 826 | $ 940 | $ 1,766 | $ 1,904 | $ 1,118 | $ 1,121 | $ 2,239 |

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | General Fund | #110 |
| **DEPARTMENT:** | Fleet Services | #208 |
| **DEPARTMENT HEAD:** | Clare Fuchs | |
| **DEPARTMENT HEAD EMAIL:** | fuchsc@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7680 | |
| **DEPARTMENT LOCATION:** | Johnson Creek Campus, CD Building | |

### DEPARTMENT MISSION STATEMENT

The Fleet Services Department's mission is to provide vehicles, equipment, troubleshooting, repair, and maintenance services. These products and services allow City employees to promote the health and safety of our residents. The Fleet Division maintains and repairs City vehicles and equipment to: maximize their economic service life, ensure the lowest lifetime maintenance and repair, produce the lowest environmental costs, and minimize vehicle and equipment downtime.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Fleet Services Department provides the following functions:

- Vehicle and equipment maintenance and repair including technical, specialty, motorized, and heavy equipment;
- Operate and staff an organized full service shop providing timely repair and scheduled preventative maintenance for the City's fleet (approximately 224 vehicles and equipment);
- Contract to provide fleet maintenance for the smaller vehicle fleets of Clackamas River Water (CRW) and Sunrise Water Authority (SWA), (about 146 vehicles and equipment total) on an as-requested basis and as City workload allows;
- Oversee specialty contract repair and maintenance such as bodywork, electrical, and software; and
- Organize and analyze usage data to facilitate the appropriate purchasing of new vehicles, software, and equipment.

### HISTORY OR BACKGROUND OF DEPARTMENT

The City's Fleet Services Department has been maintaining the City fleet for many years and has been located at the Johnson Creek Boulevard facility since the facility opened in 1990. Thirty-five of the vehicles serviced are police vehicles that require a high level of technical and electrical troubleshooting, repair, and maintenance completed in a timely manner to minimize the number of our of service vehicles. Specific training is needed to keep up with the diverse fleet inventory that includes specialized street and utility equipment such as sewer cleaning vehicles, television scoping vans, street sweepers, hybrid vehicles, and hydraulic machines. The City also has 129 pieces of power-operated equipment that require maintenance and repairs.

**PERSONNEL DESCRIPTION**

Fleet Services Department consists of three full-time equivalents (FTE's); one Shop Foreman and two mechanics, with supervision provided by the Sustainability Director, administrative support staff, provided by a Public Works Administrative Specialist III shared with Facilities.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- The department generated approximately $30,000 in revenue for the General Fund from the SWA and CRW outside contracted work;
- The utility divisions jointly replaced the television (tv) scoping van during the last year. This reduced the amount of costly repairs to the equipment as the old tv van was in service for 30 years;
- The Fleet Department budgeted and replaced the fuel and gas pumps and outdated software at the JCB campus fueling station;
- Each year the City's used oil from our vehicles is picked up by a company called ORRCO, which recycles the used oil and turns it into heating fuel for use by low income families in Clackamas County;
- Performed all preventative maintenance and DEQ inspections on all City, CRW and SWA vehicles and equipment on schedule;
- Provided a detailed cleaning of all vehicles;
- Documented and maintained a meticulous file on all equipment, parts, and vehicles;
- Maintained an organized shop and parts storage;
- Ordered and purchased the new vehicles from our 2015-2016 budget; and
- Replenished fleet stocks on schedule to minimize down time.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Continue to provide customers with the best possible service keeping vehicles and equipment in operational status;
- Continue to clean, organize, and maintain the shop on a regular basis;
- Stay current with City safety policies;
- Continue education and training to ensure that mechanics are keeping up with the new vehicle components and retain the necessary CEU's to keep ASE and DEQ certifications in force; and
- Obtain significant training for hybrid and plug in electric vehicles.

## Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Number of city owned and contracted vehicles to be maintained | 143 | 140 | 140 | 142 | 142 | 142 |
| Number of city owned and contracted power equipment to be maintained | 187 | 190 | 196 | 196 | 196 | 196 |
| Number of different types of vehicles and equipment maintained by the City | 18 | 18 | 18 | 19 | 19 | 19 |

| Performance Measures | FY13 | FY14 | FY15 | FY16 | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Number of vehicles meeting or exceeding expected service life | 56 | 57 | 56 | 55 | 55 | 55 |
| Average downtime for police vehicle need preventative maintenance work (est. in hrs) | 672 | 672 | 672 | 672 | 672 | 672 |
| Percent of fleet vehicles within preventative maintenance schedules | 95% | 95% | 100% | 100% | 100% | 100% |

| Why are these Measures Important to us? |
|---|
| It is important to the City to complete preventive maintenance on schedule in order to defer costly repairs, keep all vehicles in service, and keep repair costs down. |
| The division is required to have multiple types of equipment fully operational at all times for emergency response. The different types of vehicles and equipment are: hatchbacks, sedans, sport utility vehicles, pickups, dump trucks, hybrids, street sweepers, sewer vacuum trucks, television scoping vans, electric vehicles, police patrol and detective cars, police motor cycles, and heavy equipment such as backhoes and loaders. Other equipment includes: hand equipment, power tools, saws, jack hammers, pumps, generators, trailers, and valve exercising machines. |
| It is important the mechanics stay current with training and certifications due to the complexity and the variety of newer vehicles and equipment. |

| Comments and Other Relevant Division Issues |
| --- |
| The Police Department has taken its four patrol motorcycles out of service. This will reduce repair costs as most of the motorcycle repairs were performed by the City of Portland. At this point they do not plan to put them back in service but intend to keep two of them for special occasions and sell the other two. |
| A department goal is to replace vehicles when they reach the point where the vehicle is no longer cost-effective to maintain. Because of budgetary constraints it is not always possible to replace vehicles as desired therefore the Fleet Services Department is maintaining a number of vehicles that have exceeded their ideal replacement life. Each year that vehicles are not replaced, the cost and time of maintenance increases. However, budgetary constraints have eased a bit this year and will also next year, allowing for new and newer vehicles to be purchased. Significant savings were seen this year as gas prices dropped greatly. Fleet plans on reducing the budget by instituting the following: not replacing vehicles until the mechanics deem them unfit or too costly to keep, moving to a "pool" car system when able so cars can be used more efficiently, have cars mileage and maintenance out before they age out of service life, purchase slightly used vehicles, purchase more fuel efficient vehicles to reduce gas consumption and greenhouse gases, trade vehicles between departments as needs change before purchasing new vehicles, rent or borrow vehicles or equipment when it does not make economic sense to own, giving more purchasing weight to the mechanics who are best equipped to make recommendations on the makes and models of purchased vehicles, and streamline and standardize the vehicle makes so that part and labor costs can be reduced. |

## General Fund - Fleet Services

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Actual | Actual | Actual | Estimate | | Budget | *Approved Biennial Budget* | | |
| | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Total | BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 |
| Salaries & Wages | $ 175 | $ 170 | $ 173 | $ 171 | $ 344 | $ 362 | $ 188 | $ 195 | $ 383 |
| Employee Benefits | 95 | 102 | 99 | 115 | 214 | 250 | 128 | 144 | 272 |
| **Total Personnel Services** | 270 | 272 | 272 | 286 | 558 | 612 | 316 | 339 | 655 |
| **Materials & Services** | | | | | | | | | |
| Dues & Subscriptions | - | - | - | 4 | 4 | 2 | 1 | 1 | 2 |
| Education & Training | 2 | 3 | 3 | 3 | 6 | 6 | 3 | 3 | 6 |
| Fees & Licenses | - | - | 1 | 1 | 2 | 4 | 2 | 2 | 4 |
| General Office Supplies | - | 3 | 5 | 1 | 6 | 2 | 1 | 1 | 2 |
| Other - Facility Repairs | 10 | - | - | - | - | - | - | - | - |
| Other - Materials & Supplies | - | - | - | 6 | 6 | 10 | 6 | 6 | 12 |
| Professional Services | 5 | 3 | 1 | - | 1 | 4 | 2 | 2 | 4 |
| Repairs, Fuel & Parts: | | | | | | | | | |
| Fuel & Oil Purchases | 186 | 162 | 129 | 110 | 239 | 320 | 140 | 140 | 280 |
| Fleet Repair Parts | 172 | 158 | 130 | 170 | 300 | 320 | 175 | 175 | 350 |
| Tire Purchases | 15 | 19 | 16 | 10 | 26 | 40 | 20 | 20 | 40 |
| Sweeper Parts | 8 | 23 | 12 | 20 | 32 | 40 | 10 | 10 | 20 |
| Supplies, Rags, Towing & Misc. | 11 | 4 | - | 1 | 1 | - | - | - | - |
| Repair & Maint. Operating Equipment | - | - | 16 | 5 | 21 | 10 | 15 | 10 | 25 |
| **Total Materials & Services** | 409 | 375 | 313 | 331 | 644 | 758 | 375 | 370 | 745 |
| **Capital Outlay:** | | | | | | | | | |
| Street Vehicles/Equipment* | - | 37 | 19 | 14 | 33 | 74 | - | - | - |
| Water Vehicles/Equipment* | - | 41 | 150 | 149 | 299 | 315 | - | - | - |
| Wastewater Vehicles/Equipment* | - | - | 150 | - | 150 | 143 | - | - | - |
| Stormwater Vehicles/Equipment* | - | 52 | 150 | - | 150 | 227 | - | - | - |
| Other Fleet Vehicles/Equipment | - | - | - | 76 | 76 | 68 | 14 | 10 | 24 |
| **Total Capital Outlay** | - | 130 | 469 | 239 | 708 | 827 | 14 | 10 | 24 |
| **Fleet Services Total** | $ 679 | $ 777 | $ 1,054 | $ 856 | $ 1,910 | $ 2,197 | $ 705 | $ 719 | $ 1,424 |

* Utility Fund vehicle purchases are made in the Fleet Department out of previously accumulated fleet reserve funds up until FY2016. Remaining fleet reserve balances were transferred back out to applicable utility funds in FY 2016.

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## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | General Fund | #110 |
| **DEPARTMENT:** | Human Resources | #209 |
| **DEPARTMENT HEAD:** | Gary Rebello, CCP SPHR | |
| **DEPARTMENT HEAD EMAIL:** | rebellog@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7506 | |
| **DEPARTMENT LOCATION:** | City Hall, 2nd Floor | |

### DEPARTMENT MISSION STATEMENT

The Human Resources Department supports the City's efforts to attract, develop, retain, and motivate a productive workforce capable of providing quality services to the citizens of Milwaukie.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Human Resources Department is responsible for providing a full range of comprehensive human resources services and programs to the City including:

- Provide leadership and act as a resource to the organization in all aspects of human resources management;
- Enable the City to hire a skilled, diverse, and service oriented workforce;
- Provide leadership to create and maintain a cooperative labor/management relationship with the City's represented employees;
- Ensure legal compliance of the City in respect to personnel issues;
- Develop, implement, interpret, and maintain human resource policies, and procedures;
- Create and maintain an employee performance appraisal system that allows for an annual review of employee contributions and work performance;
- Ensure employees have comprehensive, affordable, and competitive benefits that are effectively administered and communicated;
- Coach department heads and supervisors relating to the management of employee performance, discipline procedures and conflict resolution;
- Manage the employee classification and compensation systems;
- Implementation and maintain employee Recognition and Wellness programs; and
- Provide training and development opportunities to managers, supervisors and employees.

### PERSONNEL DESCRIPTION

The Human Resources Department consists of two full-time equivalents (FTE's); one Director and one HR Specialist. Together they provide the full range of Human Resource services to the City as listed above.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- Implemented on-line application system (NEOGOV). The City no longer processes a paper application which yields process efficiencies. The new application system also expands our reach to potential candidates thereby increasing the diversity and size of the applicant pool;
- Redesigned our annual performance evaluation process. The focus of the evaluations shifted from past performance to a coaching model to improve future performance. To support the new approach all managers and supervisors attended a two day coaching workshop;
- Developed an initial succession plan to identify internal employees and their readiness to succeed current managers and directors;
- Implemented Language Line, a translation service to assist staff in interacting with resdients with limited English language skills;
- Offered employee training courses: Coaching, Ethics, and Customer Service. Additionally, a number of employees attended a variety of training utilizing our Smart Pass with Learning Point Inc. with a focus on supervision skills. Three director level staff also completed a 360 degree leadership development assessment process;
- Successfully negotiated a three year collective bargaining agreement with AFSCME;
- Ensured compliance with new Affordable Care Act requirements; and
- Performed regular annual events and programs including:
    - Employee Total Compensation Statements
    - College Fair (first time event)
    - Wellness Fair
    - Focal employee performance review process
    - VEBA vote
    - Summer Picnic and holiday party
    - Benefits open enrollment
    - Policy updates

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Negotiate a successor MPEA collective bargaining agreement;
- Provide harassment and diversity training along with financial planning workshops;
- Identify health care insurance options in light of the Affordable Care Act excise tax;
- Update class specifications;
- Perform City Manager recruitment; and
- Perform Director level employment agreement audit.

## Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Labor contracts negotiated | 1 | 1 | 1 | 1 | 0 | 1 |
| Recruitments processed | 28 | 23 | 21 | 25 | 25 | 25 |
| Employment applications received | 505 | 685 | 718 | 800 | 800 | 800 |
| Number of new hires/orientations | 20 | 26 | 23 | 25 | 25 | 25 |

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Percentage of regular status employees who successfully complete their first 180-days. | 90% | 92% | 91% | 90% | 90% | 90% |
| Average time to fill positions (Days) | 50 | 45 | 52 | 50 | 50 | 50 |

| Why are these Measures Important to us? |
|---|
| The percentage of regular status employees that successfully complete their first 180 days indicates the Department's ability to make quality hiring decisions. |
| The measure of the time to fill vacancies demonstrates the Department's ability to manage the hiring process effectively, which improves productivity for the City. |

## General Fund - Human Resources

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Salaries & Wages | $ 145 | $ 159 | $ 163 | $ 168 | $ 331 | $ 332 | $ 177 | $ 181 | $ 358 |
| Employee Benefits | 56 | 67 | 68 | 72 | 140 | 168 | 80 | 91 | 171 |
| **Total Personnel Services** | 201 | 226 | 231 | 240 | 471 | 500 | 257 | 272 | 529 |
| **Materials & Services** | | | | | | | | | |
| Advertising & Publicity | 1 | 4 | 4 | 5 | 9 | 4 | 5 | 5 | 10 |
| City Attorney | 7 | 6 | 3 | 10 | 13 | 16 | 10 | 10 | 20 |
| Contractual Services | 10 | 8 | 21 | 18 | 39 | 30 | 48 | 18 | 66 |
| Dues & Subscriptions | 1 | 1 | - | 2 | 2 | 2 | 1 | 1 | 2 |
| Education & Training | 3 | 9 | 11 | 13 | 24 | 28 | 13 | 13 | 26 |
| Employee Recognition | 4 | 6 | 6 | 8 | 14 | 12 | 8 | 8 | 16 |
| General Office Supplies | 1 | - | 2 | 1 | 3 | 2 | 1 | 1 | 2 |
| Negotiation & Other Services | - | - | - | 10 | 10 | 40 | - | 15 | 15 |
| Wellness Program | - | - | 2 | 2 | 4 | 6 | 2 | 2 | 4 |
| **Total Materials & Services** | 27 | 34 | 49 | 69 | 118 | 140 | 88 | 73 | 161 |
| **Human Resources Total** | $ 228 | $ 260 | $ 280 | $ 309 | $ 589 | $ 640 | $ 345 | $ 345 | $ 690 |

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | |
|---|---|
| **FUND:** | General Fund #110 |
| **DEPARTMENT:** | Information Technology #210 |
| **DEPARTMENT HEAD:** | Casey Camors, CPA CMA CPFO |
| **DEPARTMENT HEAD EMAIL:** | camorsc@milwaukieoregon.gov |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7522 |
| **DEPARTMENT LOCATION:** | Public Safety Building |

### DEPARTMENT MISSION STATEMENT

The mission of the Information Technology Department (IT) is to:

- Provide effective, efficient, and secure management of the City's information and communications technologies;
- Partner with City departments in evaluating, selecting, and implementing sound technology solutions; and
- Facilitate City-wide technology long range planning.

### PURPOSE AND FUNCTION OF DEPARTMENT

The IT department's purpose and functions include:

- Research, procurement, implementation, and ongoing maintenance of the City's enterprise network, telephony systems, computer hardware, and software systems which support the employees and operations of the City;
- Provides training on selected applications and technology consulting to City departments;
- Software and hardware administration and maintenance on all server, desktop, and laptop/mobile platforms;
- Research, procurement, placement, and disposal of hardware and software assets used at the City;
- Procure and provide ongoing maintenance for the City's telephony systems, which include the VoIP hardware/software and all desk phones, voice circuits, data circuits, VPNs, firewalls, remote access, ham radio, fax machines, and mobile phones;
- Provide customer service support, primarily to internal customers, through centralized helpdesk system. Work with staff and/or vendors to resolve issues as quickly as possible based on relative priority and urgency. Calls and e-mail requesting problem resolution and service orders are tracked in the departments helpdesk application;
- Assist in the specification and implementation of end user requirements for mission critical applications within the organization. Work with City Directors to identify qualified vendors and feasible alternative to provide software and hardware solutions that meet the needs of the organization; and
- Identify, strategize, and coordinate technology needs to determine whether current software application will meet future needs of if a new application/solution is required.

**PERSONNEL DESCRIPTION**

The IT Department consists of three full-time equivalents (FTE's): one IT Manager, one IT Analyst II, and one IT Analyst I.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- Implemented a complete WiFi solution encompassing all City owned operating centers and the Pond House;
- Conducted written Request for Proposal for significant IT projects and purchases;
- Completed 7 operating system upgrades from o/s 2003 to o/s 2008 or 2012r2;
- Implemented various enterprise application upgrades;
- Replaced the Granicus appliance to enable better broadcasting capabilities of public Council meetings;
- Established off-site tape storage (disk to disk to tape) for added assurance of data recoverability in the event of a natural disaster;
- Upgraded capacity of enterprise storage for Johnson Creek departments;
- Conducted an audit of analog circuits and reduced number of circuits;
- Provided IT assistance in the facilities moves for the City Manager and the Finance Departments;
- Assisted the Library staff and LINCC in the upgrade of their public computers and printing applications;
- Implemented encryption software on designated devices for law enforcement staff to enable secure data transmittals between authorized destinations points;
- Introduced software asset management tool to ensure product licenses compliance;
- Migrated all enterprise applications from physical to virtual hosts;
- Provided training to all employees on VOIP phone functionality including Quick Reference Cards and video training of system features and functionality;
- Provided project management training classes to selected City staff; and
- Conducted City user online surveys to assess (1) overall satisfaction level and (2) software product usage levels.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Implement a web-based help desk tool enabling staff to request and monitor their IT service requests online;
- Introduce new performance measurements within the IT Department to get timely and accurate assessment of standard IT performance metrics;
- Upgrade City network switch environment to enable 10GB backbone;
- Deploy MS365 MS Office platform to enable cloud-based storage and additional mobile use capabilities;
- Deploy Windows 10 operating system on all desktops and laptops;
- Deploy Skype for business to city staff members;
- Core infrastructure upgrade to increase system security, speed, and reliability;
- VOIP Polycom Device upgrade to replace device failures;
- EOC laptop replacements to ensure reliability in the event of an emergency;
- Annual security assessments to determine current state of operations vs. best practices;
- Enterprise security firewall and router upgrades to minimize the probability of a security breach;
- Virtual environment host upgrade of hardware to ensure viability of enterprise applications;
- Help desk system application upgrade to facilitate end user requests and resolution; and
- Remote monitoring and management platform to scale IT resources from a central location.

## PERFORMANCE MEASURES

| WORKLOAD INDICATORS | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Servers supported | 35 | 36 | 30 | 34 | 38 | 42 |
| Network devices supported | 47 | 48 | 40 | 32 | 34 | 34 |
| Network accounts (AD) supported | 386 | 390 | 160 | 170 | 175 | 180 |
| Email accounts supported | 320 | 325 | 392 | 400 | 410 | 420 |
| Analog and VOIP (phone) lines supported | 468 | 464 | 190 | 195 | 200 | 205 |
| Desktop computers supported and laptop devices supported | 204 | 206 | 131 | 136 | 140 | 140 |
| Laptop computers supported | 30 | 35 | 40 | 46 | 45 | 45 |
| Tablets supported | 0 | 0 | 18 | 18 | 25 | 30 |
| Printer, copier, and fax machines supported | 60 | 59 | 34 | 36 | 37 | 38 |
| Storage supported (in terabytes) | 9 | 9 | 20 | 45 | 50 | 55 |
| Air cards supported | 34 | 34 | 41 | 45 | 47 | 49 |
| Pagers | 7 | 7 | 7 | 8 | 8 | 8 |
| Service requests submitted to help desk | 4,000 | 3,900 | 1,820 | 2,080 | 3,120 | 2,600 |
| Vendor accounts managed | NA | NA | 78 | 83 | 80 | 77 |
| Network up-time | 99% | 99% | 99.5% | 99.97% | 99.95% | 99.95% |
| Break/fix call resolution <=2day (Measurement to begin Jan. 2016) | NA | NA | NA | NA | 90% | 95% |
| Projects completed | NA | NA | 36 | 39 | 40 | 40 |

### Why are these Measures Important to us?

The number and type of service requests provide an indication of the problems experienced by the user base at the City of Milwaukie or potential risks to operations and/or security. Measures also help identify trends which may indicate expert assistance is needed to augment in-house staff knowledge and skills.

Performance measures also indicate whether resource levels are adequate to support the number of requests and broad spectrum of technologies, infrastructure, applications, and devices in production at the City.

### Comments and Other Relevant Department Issues

Data is collected from trouble tickets, metrics from monitoring systems, and periodic user surveys.

## General Fund - Information Technology

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | *Approved Biennial Budget* FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 3.0 | 3.0 | 3.2 | 3.2 | 3.2 | 3.2 | 3.0 | 3.0 | 3.0 |
| Salaries & Wages | $ 230 | $ 262 | $ 205 | $ 226 | $ 431 | $ 554 | $ 264 | $ 279 | $ 543 |
| Employee Benefits | 100 | 112 | 71 | 98 | 169 | 258 | 100 | 117 | 217 |
| **Total Personnel Services** | 330 | 374 | 276 | 324 | 600 | 812 | 364 | 396 | 760 |
| **Materials & Services** | | | | | | | | | |
| Contractual Services | 127 | 68 | 43 | 57 | 100 | 18 | - | - | - |
| Education & Training | 1 | - | 1 | 2 | 3 | 13 | 8 | 9 | 17 |
| General Office Supplies | 33 | 40 | 52 | 55 | 107 | 75 | 56 | 59 | 115 |
| Hardware Supplies | 46 | 35 | 25 | 38 | 63 | 79 | 43 | 44 | 87 |
| Maintenance Agreements: | | | | | | | | | |
| Dell | 6 | 47 | 31 | 36 | 67 | 70 | 38 | 40 | 78 |
| ESRI | 10 | 10 | 10 | 11 | 21 | 28 | 11 | 12 | 23 |
| Granicus | 19 | 21 | 20 | 20 | 40 | 48 | 21 | 22 | 43 |
| Hansen/Cityworks | 17 | 16 | 20 | 20 | 40 | 34 | 21 | 23 | 44 |
| HP Servers | 17 | 13 | 13 | 18 | 31 | 30 | 19 | 20 | 39 |
| Incode | 76 | 80 | 87 | 63 | 150 | 135 | 90 | 90 | 180 |
| Microsoft | 30 | 30 | 31 | 52 | 83 | 62 | 52 | 52 | 104 |
| VOIP | 28 | 45 | 26 | 26 | 52 | 40 | 28 | 29 | 57 |
| Other | 77 | 38 | 8 | 134 | 142 | 159 | 158 | 179 | 337 |
| Professional Services | 12 | 46 | 24 | 34 | 58 | 32 | 57 | 58 | 115 |
| Rents & Leases | 35 | 37 | 36 | 36 | 72 | 73 | 38 | 40 | 78 |
| Software Supplies | 2 | 17 | 7 | 6 | 13 | 34 | 13 | 14 | 27 |
| Telephone | 164 | 172 | 172 | 172 | 344 | 336 | 173 | 181 | 354 |
| **Total Materials & Services** | 700 | 715 | 606 | 780 | 1,386 | 1,266 | 826 | 872 | 1,698 |
| **Capital Outlay** | | | | | | | | | |
| Computer Hardware | 45 | 45 | 50 | - | 50 | 45 | - | - | - |
| Computer Software | 26 | 64 | - | - | - | - | - | - | - |
| VOIP Upgrade | - | - | 53 | - | 53 | 32 | - | 30 | 30 |
| Enterprise WiFi Installation | - | - | 32 | - | 32 | 38 | - | - | - |
| Enterprise Backup Solution | - | - | 32 | - | 32 | 37 | - | - | - |
| Server Virtualization Capacity Expansion | - | - | - | 51 | 51 | 51 | - | - | - |
| Enterprise Security Firewall & Router Upgrades | - | - | - | - | - | 15 | 50 | - | 50 |
| Core Infrastructure Upgrade | - | - | - | - | - | - | 50 | - | 50 |
| Help Desk System Application Upgrade | - | - | - | - | - | - | 50 | - | 50 |
| Virtual Environment Host Upgrade | - | - | - | - | - | - | - | 65 | 65 |
| Vehicles | - | - | - | - | - | - | - | 35 | 35 |
| Data Center Consolidation | - | - | - | - | - | - | - | 30 | 30 |
| **Total Capital Outlay** | 71 | 109 | 167 | 51 | 218 | 218 | 150 | 160 | 310 |
| **Information Technology Total** | $ 1,101 | $ 1,198 | $ 1,049 | $ 1,155 | $ 2,204 | $ 2,296 | $ 1,340 | $ 1,428 | $ 2,768 |

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | |
|---|---|
| **FUND:** | General Fund #110 |
| **DEPARTMENT:** | Municipal Court #211 |
| **DEPARTMENT HEAD:** | Casey Camors, CPA CMA CPFO |
| **DEPARTMENT HEAD EMAIL:** | camorsc@milwaukieoregon.gov |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7522 |
| **DEPARTMENT LOCATION:** | City Hall, 1st Floor |

### DEPARTMENT MISSION STATEMENT

The Milwaukie Municipal Court is the judicial branch of the City government. Its mission is to provide a fair and impartial local forum for the resolution of minor traffic violations, parking citations, minors in possession of tobacco, school attendance violations, and violations to Municipal Code.

### PURPOSE AND FUNCTION OF DEPARTMENT

- Court staff responds to questions about the Court schedule, fine amounts, and other administrative matters but cannot give legal advice;
- Staff administers the court proceedings and docketing, coordinates court matters with defendants, the Judge, City Prosecutor, Finance, Code Enforcement, Police Department, and other criminal municipal justice, and state agencies.

### HISTORY OR BACKGROUND OF DEPARTMENT

Most incorporated cities, like Milwaukie, have a Municipal Court as authorized by State law with jurisdiction over city ordinance violations and traffic crimes, defined by Oregon State Statute, occurring within the City limits. The City does not have a misdemeanor court and by statute has no jurisdiction over felonies. Milwaukie City Council minutes reveal the first discussion of a Municipal Court occurred January 1925. Milwaukie is situated on two major highways, Hwy 99E and Hwy 224, so the Milwaukie Police Department conscientiously enforces traffic violations to protect community livability and to reduce the incidences of vehicular-involved accidents. The Milwaukie Municipal Court has always been active, but the introduction of photo radar in 2008 makes us the busiest Municipal Court in Clackamas County.

### PERSONNEL DESCRIPTION

The Court consists of three full-time equivalents (FTE's) and one personal services contract; a Municipal Court Judge, court clerk, and administrative staff. By City Charter the Judge is the judicial officer of the City**,** is appointed**,** and holds office at the pleasure of the Council. He or she must be a member in good standing of the Oregon State Bar during the entire term of office.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- Completed implementation of court of record;
- Completed request for proposal (RFP) for debt collection services and negotiated personal services agreement;
- Completed request for proposal (RFP) for City Prosecutor services and negotiated personal services agreement;
- Restructured court calendar by reducing court sessions to reduce costs;
- Reviewed and purged accounts with expired judgments;
- Expanded attendance court and continued collaboration with Milwaukie Police Department and North Clackamas School District;
- Continued to meet or exceed State requirements on all court issues;
- Prepared court rules and procedures to clarify processes for more effective daily work efforts;
- Evaluated all court correspondence for clarity and conciseness; and
- Continued staff education toward certifications.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Reduce operating costs per processed citations;
- Continue to meet or exceed State requirements on all court issues;
- Continue to prepare court rules and procedures to clarify processes for more effective daily work efforts;
- Continue collaboration with Milwaukie Police Department and North Clackamas School District on attendance court;
- Continue to move toward a “paperless” court system;
- Continue staff education toward certifications;
- Make updates to court webpage to clarify processes and procedures for defendants; and
- Continue to keep overtime costs low.

## Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Number of traffic citations processed | 14,959 | 12,519 | 9,159 | 10,074 | 11,081 | 12,189 |
| Number of code violations processed | 137 | 89 | 141 | 150 | 158 | 166 |
| Number of parking violations processed | 949 | 463 | 244 | 1,710 | 1,881 | 2,069 |
| Number of MIP cases filed | 58 | 23 | 20 | 15 | 12 | 10 |
| Accounts sent to collections after a 90-day period if failed to appear | 739 | 1,225 | 784 | 868 | 954 | 1,050 |
| Accounts sent to collections for failure to comply | 300 | 403 | 356 | 391 | 430 | 473 |
| Number of licenses suspended for failure to pay fine | 1,541 | 1,423 | 1,352 | 1,487 | 1,635 | 1,798 |
| Number of trials docketed | 729 | 764 | 505 | 409 | 390 | 395 |
| Total amount collected (net of statutory remittances to other agencies) | $1.6M | $1.4M | $1M | $1.2M | $1.3M | $1.4M |

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Cases disposed of within 90 days of issuance | 9,296 | 7,512 | 5,503 | 6,044 | 6,648 | 7,313 |
| Payments received via internet, Court or automated phone payments | 3,542 | 2,648 | 2,150 | 2,365 | 2,601 | 2,661 |
| Operating cost per processed violation | 27 | 26 | 35 | 27 | 26 | 25 |
| Number of truancy court cases processed | 62 | 81 | 106 | 130 | 145 | 159 |

| Why are these Measures Important to us? |
| --- |
| Streamlined processes will reduce the cost per citation to process and measures indicate where improvements can be made. |
| Resolution of violations during a short period of time reduces the backlog, processing delays, and costs related to failures to appear and comply. |
| Alternative payment options such as online, Court, and automated phone payments can positively impact the time staff spends in processing mail or credit card payments over the phone. |

| Comments and Other Relevant Department Issues |
| --- |
| Implementation of court of record to be in compliance with the passing of house bill 3399 that requires all Municipal Courts to record all proceeding. |
| A critical issue facing the Department is an adequately sized facility for photo traffic enforcement and misdemeanor court. |

## General Fund - Municipal Court

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 | 3.0 |
| Salaries & Wages | $ 187 | $ 171 | $ 156 | $ 177 | $ 333 | $ 345 | $ 177 | $ 182 | $ 359 |
| Employee Benefits | 83 | 78 | 79 | 89 | 168 | 199 | 98 | 111 | 209 |
| **Total Personnel Services** | 270 | 249 | 235 | 266 | 501 | 544 | 275 | 293 | 568 |
| **Materials & Services** | | | | | | | | | |
| City Prosecutor | 51 | 46 | 46 | 48 | 94 | 95 | 45 | 45 | 90 |
| Contractual Services | 10 | 11 | 11 | 10 | 21 | 20 | 11 | 11 | 22 |
| Dues & Subscriptions | - | - | - | 1 | 1 | 2 | 1 | 1 | 2 |
| Education & Training | 3 | 1 | 2 | 4 | 6 | 8 | 6 | 6 | 12 |
| General Office Supplies | 1 | 2 | 1 | 2 | 3 | 2 | 6 | 2 | 8 |
| Professional Services | 2 | 24 | 43 | 48 | 91 | 84 | 30 | 30 | 60 |
| **Total Materials & Services** | 67 | 84 | 103 | 113 | 216 | 211 | 99 | 95 | 194 |
| **Capital Outlay** | - | 14 | - | - | - | - | - | - | - |
| **Municipal Court Total** | $ 337 | $ 347 | $ 338 | $ 379 | $ 717 | $ 755 | $ 374 | $ 388 | $ 762 |

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | General Fund | #110 |
| **DEPARTMENT:** | Planning Services | #212 |
| **DEPARTMENT HEAD:** | Denny Egner | |
| **DEPARTMENT HEAD EMAIL:** | egnerd@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7654 | |
| **DEPARTMENT LOCATION:** | Johnson Creek Building | |

### DEPARTMENT MISSION STATEMENT

The Planning Department's mission is to advance the community's vision of Milwaukie as a livable city, in collaboration with other City departments, residents and stakeholders. Provide timely, reliable information and assistance to customers. Facilitate and coordinate projects and discussions to arrive at community solutions and completion of projects. Promote safety, livability, and vitality through high quality development review and long-range planning services.

### PURPOSE AD FUNCTION OF DEPARTMENT

- Support City Council, Planning Commission, and the Design & Landmarks Committee in achieving the community's vision;
- Administer City Zoning, Sign, and Land Division Ordinances, and State and Federal laws regulating development within the City;
- Complete projects required for the City to comply with the Metro Urban Growth Management Functional Plan and the Regional Transportation Plan;
- Provide information to customers about the City's regulations and development process and assist applicants as they refine the scope of their projects and with the permitting process;
- Support the Community Development Director in economic development, community enhancement, and capital improvement projects; and
- Promote livability and protect property and natural resources by seeking compliance with City regulations.

### HISTORY OR BACKGROUND OF DEPARTMENT

From the early 2000s through 2012, the Planning Department provided a relatively consistent level of planning service to the community with no less than four full-time planners and a Planning Director included in the annual budget. This period saw a period of relative employment stability and high Department productivity. Between 2012 and 2014, there was turnover that left the Department understaffed much of the time. In the 2014-2016 budget, Planning's personnel services budget was reduced to eliminate one of the planner positions, reducing the staff to three full-time planners. In the 2014-2015 supplemental budget, a small allowance was made for a part-time student intern position.

**PERSONNEL DESCRIPTION**

The Planning Department balances projects that fall into four distinct categories: 1) fulfilling the City's development review responsibilities (current planning); 2) developing and implementing large and small code and policy changes; 3) managing and completing long-range planning projects; and 4) supporting the Community Development Director to develop and implement projects that enhance the community. This work is spread among four full-time planners (one Senior Planner, two Associate Planners, and one Assistant Planner), a part-time student intern, and the Planning Director.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- Continued to effectively process and review development applications (see Performance Measures);
- Completed Comprehensive Plan and code work resulting from the *Moving Forward Milwaukie: Enhancing Our Commercial Districts Project* including:
  - Downtown Plan and Code Amendments – Adopted by Council in September 1, 2015.
  - Central Milwaukie Plan and Code Amendments – Adopted by the Council on December 15, 2015.
  - Neighborhood Main Streets Code Amendments – Adopted by Council on December 15, 2015.
- Completed work on amendments to the Zoning Ordinance addressing medical marijuana dispensaries in the City and eating establishments in the C-L Limited Commercial Zone;
- Led Community Development efforts to initiate and manage consultant work on the urban renewal feasibility study for downtown, central Milwaukie, and the north Milwaukie industrial area;
- Secured almost $50,000 in grant funding from ODOT's Transportation Growth Management program for a 2015/2016 project to develop a concept plan for the 19th Ave/ Sparrow St Neighborhood Greenway;
- Completed work on the Monroe Street Neighborhood Greenway Concept Plan. The plan was adopted by the Council on December 1, 2015 and the project was initiated in the fall of 2015;
- Provided support to the City's Community Development Department and the Clackamas County Business and Economic Development Department in securing a $250,000 grant to develop a new plan and implementation strategy for the north Milwaukie industrial area;
- Supported Community Development projects including light rail final design and permitting; the Adams Street Connector project; Riverfront Park Phase II development; and the Kellogg bicycle and pedestrian bridge;
- Initiated research work to update the Comprehensive Plan, including collecting background data for a housing needs analysis, and provided support for Community Development efforts to prepare an economic opportunities analysis (EOA); and
- Initiated work to address short-term rental housing and to make housekeeping and minor changes to the City's development-related ordinances (zoning, land division, and sign).

### Goals and Focus for Coming Budget Period

- Carry out the first two phases of the 3-year effort to update the Comprehensive Plan;
- Implement recommendations from the 2015 urban renewal feasibility study and complete work on an urban renewal plan;
- Complete the 19th Ave/Sparrow Street Neighborhood Greenway concept plan;
- Complete work on short-term rental housing regulations, recreational marijuana regulations, and the annual housekeeping update of development-related ordinances (zoning, sign, and land division ordinances);
- Provide support for the north Milwaukie industrial area plan process; and
- Refine the design for the Monroe Street Neighborhood Greenway.

### Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Land Use Applications Submitted: | | | | | | |
| Type I (Planning Dir)* | 49 | 34 | 48 | 45 | 45 | 45 |
| Type II (Planning Dir) | 3 | 7 | 7 | 20 | 15 | 15 |
| Type III (Planning Commission) | 12 | 10 | 12 | 10 | 10 | 10 |
| Design review (DLC recomm.) | 1 | 1 | 1 | 2 | 3 | 3 |
| Annexations (City Council) | 13 | 1 | 8 | 4 | 5 | 5 |
| Type IV or V (PC & CC) | 2 | 3 | 7 | 5 | 3 | 3 |
| Type V public hearings | - | 8 | 19 | 20 | 10 | 10 |
| DLC or PC meetings staffed | 25 | 26 | 28 | 27 | 35 | 35 |
| Project briefings provided To DLC, PC, CC, or other advisory group | 23 | 34 | 52 | 60 | 50 | 50 |
| Intergovernmental coordination meetings attended | 30 | 15 | 30 | 30 | 30 | 30 |
| Average hours per week spent on development review and customer service | 60 | 60 | 60 | 60 | 60 | 60 |
| Preapplication conferences conducted (including preapplication meetings) | 21 | 30 | 36 | 50 | 40 | 40 |
| Project open houses, workshops, and public involvement Meetings/Presentations | 14 | 7 | 15 | 25 | 10 | 10 |

*Type I applications include other staff-level review types such as sign permits, zoning confirmation requests, and natural resource construction management plans, etc.

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY15 (est.) | FY16 (est.) |
|---|---|---|---|---|---|---|
| Meet State-Mandated Deadlines for Land Use Dicisions: | | | | | | |
| Performed completeness review within 30 days of submittal | 100% | 100% | 100% | 100% | 100% | 100% |
| Produced decisions within 120 days unless extension granted by applicant | 100% | 100% | 100% | 100% | 100% | 100% |
| Initially meet all public notification requirements | 100% | 100% | 100% | 100% | 100% | 100% |
| Produce Sound Land Use Decisions: | | | | | | |
| Appeals to planning commission | 1 | 1 | 0 | 1 | 0 | 0 |
| Appeals to City Council | 0 | 1 | 0 | 0 | 0 | 0 |
| Appeals upheld | 1 | 1 | 0 | 1 | 0 | 0 |
| Provide High Quality Support to PC & DLC Committees: | | | | | | |
| Provide meeting materials 1 week in advance | 100% | 100% | 100% | 100% | 100% | 100% |
| First type III public hearing held within 50 days after application is deemed complete (unless waived) | 100% | 100% | 100% | 100% | 100% | 100% |
| Phone & email messages returned within 24 hours | 100% | 100% | 100% | 100% | 100% | 100% |
| Grants awarded | 1 | 1 | 2 | 2 | 2 | 2 |
| Reports, studies, plans, amendments adopted or accepted by City Council | 2 | 3 | 5 | 3 | 3 | 3 |

| Why are these Measures Important to us? |
|---|
| Customer Service: We strive to provide timely and accurate information to property owners and developers, provide a high level of support to our volunteers, and assist citizens and business owners with understanding the rules that affect their property. We are documenting the amount of time it takes, to understand workload implications. |
| Meeting state-mandated and internally-set performance standards for land use review is important because missing these targets on a regular basis would put the City at risk for appeal, challenge, or court ordered approvals. |
| Tracking the volume of land use applications submitted is an indicator of how much staff time is needed to process applications, as well as an indicator of development and investment activity in the City. |
| Milwaukie's low rate of appeals probably results from several factors, including thorough staff and commission work, but also the types of decisions typically reviewed in Milwaukie. Still, a low appeal rate is important; a high rate of appeals for any reason would increase City expenses and warrant an examination as to how the rate could be lowered. |

| Comments and Other Relevant Department Issues |
| --- |
| The Planning Department's budget-related performance measures are primarily focused on the number of land use applications and the timing related to processing applications. Much the Department's work is focused on long-range projects, developing plans and implementing code requirements which address how the community will look and function in the future. The true success and performance of these projects must be measured qualitatively as well as quantitatively, over long time periods. Regular community surveys and community indicators are the tools needed to monitor long-term performance and success in achieving the goals and the community vision outlined in City's Comprehensive Plan. |

## General Fund - Planning Services

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 5.0 | 5.0 | 4.0 | 4.0 | 4.0 | 4.0 | 5.0 | 5.0 | 5.0 |
| Salaries & Wages | $ 307 | $ 296 | $ 325 | $ 345 | $ 670 | $ 664 | $ 436 | $ 450 | $ 886 |
| Employee Benefits | 123 | 125 | 137 | 132 | 269 | 349 | 173 | 200 | 373 |
| **Total Personnel Services** | 430 | 421 | 462 | 477 | 939 | 1,013 | 609 | 650 | 1,259 |
| **Materials & Services** | | | | | | | | | |
| Assisted Annexation Program | 4 | - | 1 | - | 1 | - | - | - | - |
| City Attorney | 13 | 24 | 20 | 20 | 40 | 70 | 42 | 42 | 84 |
| Comprehensive Plan Update | - | - | - | 30 | 30 | 150 | 175 | 145 | 320 |
| Dues & Subscriptions | 2 | 2 | 2 | 4 | 6 | 8 | 4 | 4 | 8 |
| Education & Training | 3 | 2 | 6 | 8 | 14 | 18 | 8 | 8 | 16 |
| Environmental and Transportation | - | - | - | 10 | 10 | 10 | 10 | 10 | 20 |
| Meeting Transcription | - | - | - | - | - | 2 | 2 | 2 | 4 |
| Professional Services | 48 | - | 8 | - | 8 | 24 | - | - | - |
| Transportation Master Plan Update | 17 | - | - | - | - | - | - | - | - |
| Urban Renewal | - | - | - | 45 | 45 | - | 35 | - | 35 |
| **Total Materials & Services** | 87 | 28 | 37 | 117 | 154 | 282 | 276 | 211 | 487 |
| **Planning Services Total** | $ 517 | $ 449 | $ 499 | $ 594 | $ 1,093 | $ 1,295 | $ 885 | $ 861 | $ 1,746 |

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | General Fund | #110 |
| **DEPARTMENT:** | Code Enforcement | #215 |
| **DEPARTMENT HEAD:** | Steve Bartol | |
| **DEPARTMENT HEAD EMAIL:** | bartols@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7416 | |
| **DEPARTMENT LOCATION:** | Public Safety Building | |

### DEPARTMENT MISSION STATEMENT

The Code Enforcement Department's mission is to achieve neighborhood preservation, code compliance and nuisance abatement. To facilitate the inter-agency coordination often required to solve neighborhood livability problems within the City and along its borders.

### PURPOSE AND FUNCTION OF DEPARTMENT

Staff accomplishes this work through:

- Public education about codes and nuisances;
- Emphasizing voluntary compliance before enforcement;
- Conflict resolution; and
- Resource referral and abatement.

### PERSONNEL DESCRIPTION

The Code Enforcement Department is currently comprised of one full-time employee and one half-time employee (1.5 FTEs) and is responsible for conducting code compliance cases for the entire City of Milwaukie and parking enforcement in the downtown area. Municipal code enforcement is handled by the Code Compliance Coordinator (1 FTE). Downtown parking enforcement is handled by the Parking Enforcement Officer (.5 FTE).

### ACCOMPLISHMENTS OF PRIOR YEAR/CURRENT YEAR:

- Coordinated four abatements of nuisance properties;
- Concluded a case which resulted in an abatement at a house for 3.5 days resulting in removal of 51,000lbs of junk, scrap wood, and 80 push mowers;
- Coordinated with Clackamas County Corrections for 50 days' worth of labor for removal of litter, debris and vegetation in the City;
- Hired and trained a new position for downtown parking enforcement;
- Coordinated an enforcement case on a dissolved home owner's association (HOA), which included writing a letter to 23 property owners, facilitating a night meeting with the property owners and requiring them to re-form the HOA in some fashion for on-going maintenance for two common area parcels;
- Wrote a new ordinance which allows Habitat Piles in the City within certain parameters;
- Wrote a new ordinance requiring vehicles parked on the street to be currently licensed and display current tags; and
- Developed a new tracking system for vacant, or soon to be vacant, residential properties as a result of foreclosure or other reasons, to help prevent squatters from moving in.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Achieve 90% case resolution prior to citation for all code cases.

**PERFORMANCE MEASURES**

| WORKLOAD INDICATORS | FY13 | FY14 | F15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| "Code Corner" Articles | 11 | 12 | 12 | 12 | 12 | 12 |
| City Council, Boards & commissions meetings attended | 2 | 3 | 3 | 5 | 4 | 4 |
| Parking citations issued | 888 | 372 | 162 | 900 | 900 | 900 |
| Code citations issued | 114 | 62 | 126 | 85 | 85 | 85 |
| "I Live By the Code" Certification | 0 | 1 | 0 | 5 | 5 | 5 |
| Total code cases generated | 927 | 773 | 863 | 750 | 750 | 750 |
| ---Citizen generated | 455 | 437 | 469 | 450 | 450 | 450 |
| ---Other City staff generated | 283 | 185 | 139 | 100 | 100 | 100 |
| ---Code staff generated | 189 | 151 | 255 | 200 | 200 | 200 |

| PERFORMANCE MEASURES | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Percentage of Cases Where No Violation Existed | 20% | 19% | 16% | 20% | 20% | 20% |
| Percentage of Compliance after Notice(s) | 69% | 71% | 72% | 70% | 70% | 70% |
| Percentage of Compliance after Citation | 10% | 9% | 11% | 9% | 9% | 9% |
| Number of Properties in Compliance after Abatement Notice Posted | 0 | 0 | 1 | 1 | 1 | 1 |
| Properties Cleaned by City | 2 | 3 | 1 | 0 | 5 | 5 |
| Weekly Average of Hours Spent Conducting Parking Enforcement in Downtown | 15 | 15 | 12 | 15 | 15 | 15 |

| Why Are These Measures Important to Us? |
| --- |
| These measures show how effective compliance staff is at getting voluntary compliance versus a more formal code enforcement action. Code enforcement strives to resolve code cases without issuing a citation wherever possible, as this is beneficial to our citizens and is more cost effective for the City. We try to resolve complaints through education and professionalism with our citizens. |
| Code enforcement case resolution percentages (Performance Measures) listed are based upon the number of resolved cases for a particular fiscal year, while the total code enforcement generated (Workload Indicators) indicates the number of new enforcement cases opened in a particular fiscal year. This distinction was needed to capture the code enforcement cases resolved during this fiscal year that were opened during a previous fiscal year. |

| Comments and Other Relevant Department Issues |
| --- |
| The Department is looking into a new enforcement handheld ticket writing machine, which would allow the parking enforcement officer to conduct parking enforcement patrol in the downtown without using chalk. Employees in downtown without a permit currently only move their cars if they see a chalk mark on their tire. Since our Parking Enforcement Officer is only a half time employee, they are not required to move their cars that often. If the City does not use chalk to mark tires, the cars will be moved more often as the car owner is less likely to know if their car has been inventoried or not. |
| With the Light Rail open, the City implemented residential permit parking program guidelines. The steps in place could result in increased enforcement needs from parking enforcement. |

## General Fund - Code Enforcement

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 2.0 | 2.0 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 | 1.5 |
| Salaries & Wages | $ 92 | $ 77 | $ 75 | $ 81 | $ 156 | $ 167 | $ 84 | $ 87 | $ 171 |
| Employee Benefits | 49 | 44 | 42 | 46 | 88 | 108 | 49 | 55 | 104 |
| **Total Personnel Services** | 141 | 121 | 117 | 127 | 244 | 275 | 133 | 142 | 275 |
| **Materials & Services** | | | | | | | | | |
| Clean-up Abatement | 2 | 12 | 2 | 8 | 10 | 10 | 15 | 15 | 30 |
| Contractual Services | 4 | - | 5 | 11 | 16 | 22 | 11 | 11 | 22 |
| Dues & Subscriptions | - | - | - | 1 | 1 | 2 | 1 | 1 | 2 |
| Education & Training | - | 1 | - | 1 | 1 | 2 | 2 | 2 | 4 |
| General Office Supplies | 6 | 3 | 2 | 9 | 11 | 12 | 6 | 6 | 12 |
| Professional Services | 21 | 15 | 52 | 145 | 197 | 167 | 10 | 10 | 20 |
| **Total Materials & Services** | 33 | 31 | 61 | 175 | 236 | 215 | 45 | 45 | 90 |
| **Capital Outlay** | 7 | 7 | - | - | - | - | - | - | - |
| **Code Enforcement Total** | $ 181 | $ 159 | $ 178 | $ 302 | $ 480 | $ 490 | $ 178 | $ 187 | $ 365 |

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | General Fund | #110 |
| **DEPARTMENT:** | Public Access Studio | #216 |
| **DEPARTMENT HEAD:** | Pat DuVal, CRM CMC | |
| **DEPARTMENT HEAD EMAIL:** | duvalp@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7502 | |
| **DEPARTMENT LOCATION:** | City Hall, 2nd Floor | |

### DEPARTMENT MISSION STATEMENT

The mission of Public Access Studio funds is to support public, educational, and government access services used by residents, schools, and the City.

### PURPOSE AND FUNCTION OF DEPARTMENT

The mission of the Public Access Studio Department is to support contracts with public, educational, and government (PEG) access service providers.

### HISTORY OR BACKGROUND OF DEPARTMENT

In February of 2008, the Lake Road facility was closed and all City-owned equipment was relocated to the Willamette Falls Media Center (WFMC) facility in Oregon City. All Milwaukie public access producers now use WFMC for program development. The funds in this budget pay for the contract with WFMC, capital facilities, and equipment costs for the public, government, and educational access programs.

### PERSONNEL DESCRIPTION

The City currently contracts with WFMC in Oregon City for the provision of public and government access programs, productions, and broadcasting.

### ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Completed reconfiguration and replacement of obsolete equipment in the Milwaukie City Hall (MCH) audio visual (AV) control room;
- Installed six Sony HDTV Communications cameras, three in the MCH Conference Room and three in the Council Chambers;
- Installed smart TV and window coverings to enhance presentation quality and capabilities;
- Completed microphone and speaker system replacement in the MCH Conference Room;
- Purchased four assisted listening devices for MCH Conference Room and Council Chambers to meet Americans with Disability (ADA) requirements;
- Partnered with WFMC and Clackamas County on mobile broadcasting van; and
- Coordinated with Milwaukie Historical Society and WFMC to digitize VHS tapes for YouTube Milwaukie Heritage channel.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Continue live and replayed broadcasting of City Council, Planning Commission and other significant public meetings; and
- Continue to make available programming, such as the Milwaukie Poetry Series and Ledding Cultural Forum, on the City's web site and government access cable channel.

**PERFORMANCE MEASURES**

| WORKLOAD INDICATORS | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Public meetings televised | 86 | 94 | 98 | 92 | 95 | 95 |
| Public Access studio users from Milwaukie | 44 | 55 | 75 | 91 | 100 | 100 |
| Daily non-repeated Milwaukie-produced public access programs broadcast | 75 | 110 | 125 | 134 | 140 | 150 |

| Why are these Measures Important to us? |
|---|
| Using statistics reported by service provider will assist with budget decisions in this fund. |

| Comments and Other Relevant Department Issues |
|---|
| Currently, Friends of Willamette Falls Media Center (dba Willamette Falls Media Center) is providing management and facility for the community's public, educational, and government (PEG) needs. |

## General Fund - Public Access Studio

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Actual | Actual | Actual | Estimate | | Budget | *Approved Biennial Budget* | | |
| | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Total | BN 2016 | FY 2017 | FY 2018 | Total |
| **Materials & Services** | | | | | | | | | |
| Comcast Managed Network (1) | $ 24 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Willamette Falls TV | 30 | 20 | 36 | 23 | 59 | 60 | 30 | 30 | 60 |
| Public Education and Government (PEG) | 3 | - | - | 2 | 2 | 30 | 15 | 15 | 30 |
| **Total Materials & Services** | 57 | 20 | 36 | 25 | 61 | 90 | 45 | 45 | 90 |
| **Capital Outlay** | - | - | 42 | 46 | 88 | 96 | 40 | 40 | 80 |
| **Public Access Studio Total** | $ 57 | $ 20 | $ 78 | $ 71 | $ 149 | $ 186 | $ 85 | $ 85 | $ 170 |

| **Tracking Public Education and Government (PEG)** | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Reserve funds dedicated to PEG Capital spending:** | | | | | | | | | |
| | Actual | Actual | Actual | Estimate | | Budget | *Proposed Biennial Budget* | | |
| | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Total | BN 2016 | FY 2017 | FY 2018 | Total |
| Carryover from prior year | $ 58 | $ 86 | $ 140 | $ 142 | $ 140 | $ 153 | $ 120 | $ 124 | $ 120 |
| Dedicated PEG revenues | 55 | 54 | 54 | 26 | 80 | 119 | 59 | 60 | 119 |
| Comcast Managed Network | (24) | - | - | - | - | - | - | - | - |
| Education Grants | (3) | - | - | (2) | (2) | (30) | (15) | (15) | (30) |
| Capital PEG expenditures: | | | | | | | | | |
| Govt equipment at City Hall | - | - | (42) | (46) | (88) | (76) | (20) | (20) | (40) |
| Public equipment at WFMC | - | - | (10) | - | (10) | (20) | (20) | (20) | (40) |
| Total PEG Capital | (27) | - | (52) | (48) | (100) | (126) | (55) | (55) | (110) |
| Carryover to next year | $ 86 | $ 140 | $ 142 | $ 120 | $ 120 | $ 146 | $ 124 | $ 129 | $ 129 |

(1) In FY 2014, the City moved from the Comcast Managed Network to the Clackamas County Broadband Express (fiber ring) for internet services and accordingly, this expenditure line is budgeted in the Information Technology Department going forward. Only Comcast costs may be applied to PEG.

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | |
|---|---|
| **FUND:** | General Fund #110 |
| **DEPARTMENT:** | Records & Info Mgmt (RIM) #217 |
| **DEPARTMENT HEAD:** | Pat DuVal, CRM CMC |
| **DEPARTMENT HEAD EMAIL:** | duvalp@milwaukieoregon.gov |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7502 |
| **DEPARTMENT LOCATION:** | City Hall, 2nd Floor |

### DEPARTMENT MISSION STATEMENT

The mission of the Office of the City Recorder (OCR) is to provide the public with efficient and informative access to the records and archives of the Milwaukie municipal government. The OCR strives to provide high quality customer service to the public, City departments, and other agencies.

### PURPOSE AND FUNCTION OF DEPARTMENT

The main function of the OCR include:

- Support the legislative needs of the Milwaukie City Council and its constituents by maintaining access to information as it relates to the legislative process;
- Support the State's open decision-making policy through the publication and distribution of meeting times and locations, relevant documentation, and preparation and maintenance of agendas, minutes, and supporting documentation as permanent records;
- Utilize technology and best practices to enhance access to information;
- Administer the City of Milwaukie's records management program to ensure each department can maximize its operational goals by making information more readily available for prompt and cost-effective service delivery;
- Provide access to the City of Milwaukie's official records and legislative documents in as many different mediums as possible for a diverse public while continuing to sustainably advance the City's information electronic storage and retrieval capacities;
- Administer municipal elections and serve as filing officer for the City of Milwaukie; and
- Work to ensure that City Councilors, Planning Commissioners, the City Manager, City Attorney, and Municipal Court Judge are aware of the annual Statement of Economic Interest filing requirements with the Ethics Commission.

### HISTORY OR BACKGROUND OF DEPARTMENT

The OCR and Records and Information Management (RIM) Department is an administrative service office that operates under the City Manager. As the clerk of the City Council, the City Recorder records all City Council proceedings, manages all public records, and serves as the City Elections Officer. The Recorder is charged with preparation of the agenda, maintenance of Ordinance and Council Resolution records, preparation of official meeting and legal notices, and processing of all official documents and minutes of the Milwaukie City Council. OCR and RIM staff are responsible for technical webpages assistance and electronic records management support.

**PERSONNEL DESCRIPTION**

RIM consists of four full-time equivalents (FTE's): one RIM Manager/City Recorder, one Administrative Specialist III (assigned to records management and website technical oversight support services as needed), one Administrative Specialist III (assigned to duties of the OCR and records management), and one Administrative Specialist II (assigned to assist with implementation of the Oregon Records Management Solution (ORMS) Project and special projects for the Office of the City Manager).

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- Met or exceeded statutory requirements for public meetings and public records;
- Continued to implement the ORMS project through the Secretary of State's Office;
- Continued to implement changes in public records laws adopted by Legislature;
- Analyzed additional uses of Granicus video streaming to support citizen communication;
- Enhanced quality and accessibility to City Council agenda materials;
- Reduced preparation time of City Council minutes;
- Continued to upgrade City website content and appearance;
- Played key roles in the Grand Opening of the Orange Line, including a historical element related to the Interurban Trolley and the Twilight Lantern Walk along the Trolley Trail;
- Established a relationship with the Milwaukie Historical Society to document and celebrate the City's heritage;
- Provided essential services to the Vietnam Memorial Wall Event;
- Enhanced the use of social media related to departmental activities; and
- Continued to train and educate staff in support of professional certifications and being active in regional organizations.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Continue implementation of HP Records Manager (HPRM) to City departments and provide adequate training and support including improvements to HPRM users' guide and training materials;
- Continue to integrate email with HPRM to reduce Outlook mailbox sizes and to purge emails when retention is met;
- Conduct records audits to ensure electronic records that have met retention are purged;
- After approval from the State, adopt a City policy that electronic records including digital images serve as the official copy of a public record.
- Update the City's Disaster Recovery Manual for City Records (including digital);
- Continue and increase implementation of online services available to the public with a focus on the website redesign;
- Continue to meet or exceed statutory requirements for public meetings and records;
- Continue to provide timely and complete responses to public records requests;
- Continue to participate in the ORMS project through sustained City-wide use of HPRM for record storage and retrieval;
- Continue staff training and education toward certifications; and
- Expand the use of Granicus to support citizen communication and staff training.

**PERFORMANCE MEASURES**

| WORKLOAD INDICATORS | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Number of Council meetings | 64 | 67 | 66 | 66 | 66 | 66 |
| Number of Council packets printed | 448 | 335 | 250 | 198 | 198 | 198 |
| Number of Council agenda items | 315 | 299 | 307 | 300 | 300 | 300 |
| Number of ordinances adopted | 24 | 10 | 21 | 20 | 20 | 20 |
| Number of resolutions adopted | 79 | 102 | 99 | 100 | 100 | 100 |
| Number of times council videos were viewed (Granicus) | 1,290 | 2,605 | 3,788 | 5,000 | 6,000 | 7,000 |
| Number of times poetry series and cultural forum videos were viewed (Granicus) | 87 | 789 | 85 | 300 | 400 | 400 |
| Number of times training videos were viewed (Granicus) | NA | 145 | 710 | 200 | 250 | 250 |
| Number of HPRM training sessions | NA | NA | 12 | 8 | 8 | 8 |
| Number of electronic files registered in HPRM | 29,483 | 3,307 | 12,381 | 50,000 | 10,000 | 15,000 |
| Number of electronic riles deleted from HPRM | NA | 798 | 404 | 500 | 300 | 500 |
| Number of electronic riles viewed by Staff in HPRM | 6,553 | 16,849 | 13,775 | 14,000 | 15,000 | 16,000 |
| Number of electronic files published online through HPRM | NA | NA | NA | 10,000 | 300 | 2,000 |
| Number of record requests | 80 | 140 | 275 | 300 | 325 | 350 |
| Cubic feet of paper files purged from City records | 118 | 102 | 124 | 40 | 50 | 40 |
| Number of City Council or City measure elections held | 2 | 2 | 1 | 2 | 1 | 0 |
| Number of City heritage posts on social media (Council champion goal) | NA | 25 | 44 | 100 | 125 | 150 |
| Number of Council meeting posts on social media | NA | 42 | 196 | 200 | 225 | 225 |
| Number of times Milwaukie heritage YouTube videos were viewed | NA | NA | NA | 250 | 500 | 500 |

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Percentage of Council agendas and packets posted 1 week in advance of Council meetings | 100 | 99 | 99 | 100 | 100 | 100 |
| Percentage of Council minutes approved within 2 Council meetings | 50 | 74 | 63 | 50 | 75 | 90 |
| Percentage of ordinances posted the day after adoption | 95 | 95 | 95 | 95 | 95 | 100 |
| Percentage of resolutions posted the day after adoption | 97 | 97 | 97 | 97 | 97 | 100 |
| Number of total page views for the ordinance and resolution webpages | 1,457 | 2,059 | 2,504 | 1,500 | 2,000 | 2,000 |
| Percentage of Council videos and action minutes posted the day after the Council meeting | 100 | 100 | 100 | 100 | 100 | 100 |
| Percentage of record requests submitted online | 91 | 94 | 95 | 95 | 97 | 97 |
| Percentage of record requests completed within 5 business days | 90 | 90 | 90 | 90 | 92 | 95 |
| Percentage of record requests acknowledged within 4 hours (during business hours) | 100 | 100 | 100 | 100 | 100 | 100 |

| Why are these Measures Important to us? |
| --- |
| In keeping with the Department's combined goals of access, transparency, and efficiency, the packet distribution process is constantly open to streamlining and improvements. The goal is to ensure legal noticing and posting requirements remains paramount while looking at ways to communicate with a changing demographic and employ sustainable practices. |
| Effective records management consistent with public records laws is a common goal of all agencies, districts, and local governments in the State of Oregon. Timely and accurate responses to public records requests are critical to the City's mission and to ensuring a transparent government. To this end, the OCR is dedicated to being on the cutting edge of sustainable information storage and retrieval and works to embrace best business practices. |
| Milwaukie is a pilot entity in the Secretary of State's ORMS project, which seeks to apply technology effectively to provide increased access to materials online, to purge or delete documents once they have met their legal retention periods, and to implement best disaster recovery practices. Part of this program is software as a service, which offers remote management of otherwise expensive hardware, software, and City IT Staff time. As a part of the ORMS project the OCR is implementing an e-file system that allows citizens to carry out online public records searches. |
| The potential for reaching out to the public via the internet and social media is substantial, so tracking our strengths and weaknesses in that area is important to focusing resources on the right path. The OCR has assisted in the Council's champion goal to document and celebrate City heritage by working with the Milwaukie Historical Society to create and maintain social media hashtags which are showing a lot of public interest. |

## General Fund - Records and Information Management

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Actual | Actual | Actual | Estimate | | Budget | *Approved Biennial Budget* | | |
| | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Total | BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 4.0 | 4.0 | 4.0 |
| Salaries & Wages | $ 181 | $ 228 | $ 210 | $ 216 | $ 426 | $ 431 | $ 216 | $ 268 | $ 484 |
| Employee Benefits | 77 | 100 | 106 | 112 | 218 | 236 | 196 | 140 | 336 |
| **Total Personnel Services** | 258 | 328 | 316 | 328 | 644 | 667 | 412 | 408 | 820 |
| **Materials & Services** | | | | | | | | | |
| Contractual Services | 35 | 4 | 3 | - | 3 | 10 | - | - | - |
| Dues & Subscriptions | 1 | 1 | 1 | 2 | 3 | 6 | 3 | 3 | 6 |
| Education & Training | 1 | 2 | 1 | 5 | 6 | 8 | 7 | 7 | 14 |
| ERMIS Archieving | 40 | 34 | 34 | 34 | 68 | 70 | 24 | 24 | 48 |
| General Office Supplies | 27 | 26 | 27 | 28 | 55 | 56 | 28 | 28 | 56 |
| Professional Services | 3 | - | 3 | 10 | 13 | 20 | 5 | 15 | 20 |
| **Total Materials & Services** | 107 | 67 | 69 | 79 | 148 | 170 | 67 | 77 | 144 |
| **Records and Info Mgmt Total** | $ 365 | $ 395 | $ 385 | $ 407 | $ 792 | $ 837 | $ 479 | $ 485 | $ 964 |

## General Fund - Non-Departmental

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Materials & Services** | | | | | | | | | |
| Dues & Subscriptions | $ 15 | $ 15 | $ 15 | $ 15 | $ 30 | $ 30 | $ 15 | $ 15 | $ 30 |
| Emergency Utility Assistance | 2 | 3 | 2 | 2 | 4 | 10 | 5 | 5 | 10 |
| General Liability Insurance | 206 | 221 | 258 | 270 | 528 | 549 | 297 | 327 | 624 |
| Knutson Pioneer Cemetry | - | - | - | - | - | 10 | 5 | 5 | 10 |
| Miscellaneous | 2 | 31 | 6 | 9 | 15 | 20 | 10 | 10 | 20 |
| Neighborhood Grants & Insurance | 31 | 31 | 31 | 32 | 63 | 64 | 32 | 32 | 64 |
| Professional Services | - | - | 130 | - | 130 | - | - | - | - |
| Risk Management & Self Insurance | - | - | 1 | 11 | 12 | 50 | 10 | 10 | 20 |
| **Total Materials & Services** | 256 | 301 | 443 | 339 | 782 | 733 | 374 | 404 | 778 |
| **Debt Service** | | | | | | | | | |
| PERS Bonds to Fund UAL (2006) | 280 | 296 | 312 | 327 | 639 | 639 | 346 | 363 | 709 |
| Pond House Loan (2006) | 47 | - | - | - | - | - | - | - | - |
| Riverfront Easement (2014) | - | 21 | 21 | 22 | 43 | 44 | - | - | - |
| SPWF Loan from State (2008) | 51 | 51 | 50 | 50 | 100 | 101 | 48 | 47 | 95 |
| TriMet Obligation (2012) | - | 193 | 3,838 | - | 3,838 | 4,241 | - | - | - |
| **Total Debt Service** | 378 | 561 | 4,221 | 399 | 4,620 | 5,025 | 394 | 410 | 804 |
| **Capital Outlay** | - | - | - | - | - | - | 25 | - | 25 |
| **Transfers to Other Funds** | - | - | - | 241 | 241 | - | - | - | - |
| **Non-Departmental Total** | 634 | 862 | 4,664 | 979 | 5,643 | 5,758 | 793 | 814 | 1,607 |
| Contingency - General Fund | - | - | - | - | - | 475 | 800 | 800 | 800 |
| Unappropriated Ending Fund Balance - General Fund | 5,444 | 6,039 | 5,778 | 5,395 | 5,395 | 3,147 | 4,291 | 3,608 | 3,608 |
| Total | $ 6,078 | $ 6,901 | $ 10,442 | $ 6,374 | $ 11,038 | $ 9,380 | $ 5,884 | $ 5,222 | $ 5,222 |

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | General Fund | #110 |
| **DEPARTMENT:** | Police Admin | #311 |
| | Police Field Services | #312 |
| | Police Records | #313 |
| **DEPARTMENT HEAD:** | Steve Bartol | |
| **DEPARTMENT HEAD EMAIL:** | bartols@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7416 | |
| **DEPARTMENT LOCATION:** | Public Safety Building | |

### DEPARTMENT MISSION STATEMENT

It is the Milwaukie Police Department's Mission to protect life and property and treat all residents with respect and dignity. We strive to maintain and enhance community livability by implementing problem solving partnerships, actively educating the community to be safe and to maintain a public safety environment where integrity and high standards of professionalism prevail.

### PURPOSE AND FUNCTION OF DEPARTMENT

Below are the responsibilities of the Police Department:

- Respond to calls for service;
- Traffic enforcement/investigation;
- Criminal investigation including follow-up detective investigations;
- Property room management;
- Major crime investigations; and
- Support of State and federal task force operations.

### PERSONNEL DESCRIPTION

The Milwaukie Police Department consists of thirty-seven and ½ full-time equivalents (FTE's) and is divided in two divisions, Operations and Administration. Each division is overseen by one of two Captains who report directly to the Chief of Police.

The descriptions of the departmental functions below are described when at "Full Staffing." Many of the specialty units including the traffic team, the K9 teams, the interagency narcotics team, the school resource officer and one of the TriMet police positions were all rotated back in to patrol to provide essential services over the last two years, due to vacancies that were not filled back in 2012 and 2013. We are happy to announce however, that over the course of this last biennium, we have managed to fill all vacancies and plan to staff these units as recruits are released from training.

The budgets are separated out as follows:
311 – Command Staff (Chief and two Captains)
312 – Employees covered by MPEA and operating budget for Operations and Administrative Department (excluding records management)
313 – Non-Sworn records management personnel and operating cost

The **Operations Department** consists of patrol, traffic, K9 and officers assigned to the TriMet Police Department.

The **Patrol Department** consists of six patrol sergeants and 16 patrol officers. Included in the 16 patrol officers is one K9 Team. The patrol division is a 24/7 operation divided into three shifts. These officers primary function is to respond to calls for service and they serve as the public face of the Department.

In 2015, we added a half time Downtown Community Policing Officer whose mission is to work with the downtown business associations, Youth Move and neighborhood livability and safety issues related to the TriMet Orange Line. We believe this position will play an important role in maintaining the safe and livable downtown.

Working alongside the patrol division is the traffic team. This team is supervised by one of the patrol division sergeants and is comprised of two full time traffic enforcement officers and a photo radar officer. Although they augment the patrol division, their primary responsibility is traffic enforcement and safety.

In addition to the officers assigned to patrol and traffic, we have one sergeant and two patrol officers assigned to the TriMet Police Department. This is an inter-agency police department charged with public safety on buses and trains in the greater Portland metro area. TriMet reimburses Milwaukie for 105% of these officers total compensation for their use.

We also have two officers assigned to the Clackamas County Inter-Agency SWAT Team. This assignment is ancillary to their regular duties. The officers train every other week with the team, then responds to emergencies County-wide when the team is activated by one of the partner agencies.

The **Administrative Department** consists of detectives, property/evidence technician, the school resource officer and records management.

The **Detectives Department** consists of one sergeant and four detectives. Two of the detectives are general assignment. They investigate both property and person crimes from burglary and theft to serious assaults, sex crimes, child abuse and homicide. The third detective assists general assignment detectives but specializes in computer forensics and crime scene processing.

The fourth detective is assigned to the Clackamas County Inter-Agency Narcotics Task Force which investigates drug-related crimes throughout the County. Their investigations range from neighborhood problem solving to larger regional level narcotic cases.

We have one full time, civilian, property/evidence technician. Who reports to the Administrative Captain and is responsible for all evidence and property seized by officers and detectives. She is responsible for tracking, storing and when necessary transporting

evidence to the State crime lab for examination. She is also responsible for purging items from inventory once retention requirements are met.

The School Resource Officer (SRO) also reports to the Administrative Captain. During the school year she works primarily at the high school, but is available to the junior high and grade schools as needed. In the summer months, the SRO assists the Detectives Department. This allows officers assigned to the SRO position to get exposure to more complicated investigations in the form of a detective training program.

The **Records Management Department** comprised of three full-time records management specialists is responsible for maintaining all the Department's records and reports. They are responsible for providing high-quality service to both internal and external customers through the accurate, timely, and efficient management of the Department's records

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- Continue participation in the cooperative regional and national efforts that provide security to our residents. These efforts included, but were not limited to: the TriMet Police Department, FBI's Joint Terrorism Task Force, the Clackamas County Major Crimes Team and the Clackamas County SWAT Team;
- Completion of the of the Oregon Accreditation Alliance's re-accreditation process for continued certification (recertification required every three years);
- Maintained commitment to public outreach through programs like the Bike for Kids program, shred day, narcotics turn-in day and participating in NDA and PSAC activities;
- Awarded one officer with meritorious service award for life saving actions, and two officers letters of commendation for actions above and beyond;
- Appointed a half time Community Policing Officer for the downtown core related to the opening of TriMet's Orange Line;
- Net reduction of evidence/property stored in the property room (intake vs. purged items) by 542 items. For perspective, in FY 2013 we had a net increase (761 items). What this means is that the evidence tech is making huge strides in reducing items within the evidence room, thereby reducing liability and risk to the department;
- Implementation of the new Regional Justice Information Network (RegJin) records management system; and
- Recruited and hired eight new police officers to fill previously unfilled vacancies.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Continue prior goals of providing quality public safety services to the community;
- Continue to work with citizen groups, other City departments and other law enforcement partners to develop effective strategies for maintaining a safe and livable downtown;
- Effective recruitment and retention of quality personnel (ongoing); and
- Staff vacant units as recruits are released from training.

## Operations Division Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Priority one calls | 1,681 | 1,931 | 2,024 | 1,830 | 1,829 | 1,920 |
| Priority two calls | 1,543 | 2,062 | 2,199 | 1,840 | 1,839 | 1,931 |
| Alarm calls | 511 | 441 | 421 | 465 | 471 | 495 |
| Total police contacts | 22,820 | 26,064 | 27,832 | 24,318 | 25,258 | 26,521 |
| Average contacts per day | 62 | 71 | 76 | 66 | 69 | 73 |
| Injury traffic crashes | 50 | 45 | 47 | 52 | 52 | 55 |
| Non-injury traffic crashes | 107 | 120 | 103 | 111 | 117 | 123 |
| Total traffic accidents | 157 | 165 | 150 | 163 | 172 | 181 |

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Average response time to priority one calls (hh:mm:ss) | 0:04:11 | 0:03:59 | 0:04:11 | 0:04:31 | 0:04:21 | 0:04:11 |
| Average response time to priority two calls (hh:mm:ss) | 0:05:01 | 0:05:05 | 0:05:03 | 0:05:07 | 0:05:04 | 0:05:01 |
| Number of traffic stops | 8,554 | 7,046 | 7,283 | 7,735 | 8,122 | 8,528 |
| Number of citations issued by patrol | 5,580 | 6,003 | 5,168 | 5,222 | 5,483 | 5,757 |
| Number of citations issued by photo | 8,467 | 6,516 | 3,984 | 6,101 | 6,406 | 6,726 |
| Total number of citations issued | 14,047 | 12,519 | 9,152 | 11,328 | 11,894 | 12,489 |

| Why are these Measures Important to us? |
|---|
| Priority one calls represent those calls for service with the greatest danger to our citizens. Our ability to respond in a timely manner directly affects the safety of our community. |
| Traffic safety is a priority for the citizens of Milwaukie. The number of traffic citations issued and the number of accidents that occur are a direct reflection of our efforts and strategies to increase traffic safety in our City. The estimate on number of citations issued by patrol for FY 2016 is the average from the previous 4 years. The estimate on number of citations issued by patrol for FY 2017 is the average from the previous 4 years multiplied by 1.5. |

| Comments and Other Relevant Department Issues |
| --- |
| In addition to responding to calls for service, the Milwaukie Police Department looks to fulfill its mission to maintain and enhance community livability by implementing problem solving partnerships, actively educating the community to be safe, and to maintain a public safety environment where integrity and high standards of professionalism prevail. This is accomplished by our active participation in each of the seven NDA groups, and by our collaboration with the Milwaukie Public Safety Advisory Committee (PSAC). Through these efforts we are able to build those critical partnerships needed to effectively reduce crime and the fear of crime in our community. |

| Special Notes |
| --- |
| Traffic crash data was pulled from RegJIN. It should be noted that two and a half traffic officer positions have not been filled due to staff shortages. |
| Due to our new records management system, some of the statistics may be off (+/-) by a few numbers. This is due to the conversion from our old records system into our new one. |
| Statistics regarding calls for service, response times and traffic stops come from LOCOM's CAD System. FY 2016 and FY 2017 projections are last three year averages. |

**RECORDS MANAGEMENT PERFORMANCE MEASURES**

| WORKLOAD INDICATORS | FY12 | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Reports / cases processed by records department | 5,198 | 5,270 | 5,012 | 5,357 | 5,209 | 5,469 | 5,743 |
| Number of discovery request processed | 42 | 104 | 64 | 62 | 68 | 71 | 75 |
| Pieces of evidence / property received in property room | 2,808 | 3,287 | 2,298 | 2,998 | 2,848 | 2,990 | 3,140 |

| PERFORMANCE MEASURES | FY12 | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Number of vehicle releases processed | 228 | 270 | 279 | 360 | 364 | 300 | 315 |
| Pieces of evidence / property purged from property room | 545 | 2,526 | 2,519 | 3,540 | 2,253 | 2,366 | 2,484 |

| Why are these measures important to us? |
| --- |
| Completing these processes accurately and in a timely manner is not only required by State law, but also helps reduce liability, assist our external partners such as the District Attorney's Office and other law enforcement agencies fulfill their missions, and keeps the Police Department running efficiently. |

| Comments and Other Relevant Department Issues |
| --- |
| We are currently tracking 14,279 items of evidence and property in our custody. |
| The estimates on reports for FY 2016 are the average of the last four years. The estimate for FY 2017 is the average number for FY 2016 multiplied by 1.5. We added additional cases processed due to our new record management system and how it requires case numbers for incidents that our previous system did not. |

## General Fund - Police Administration

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 3.25 | 3.0 | 3.25 | 3.25 | 3.25 | 3.25 | 3.25 | 3.25 | 3.25 |
| Salaries & Wages | $ 319 | $ 282 | $ 355 | $ 368 | $ 723 | $ 732 | $ 393 | $ 403 | $ 796 |
| Employee Benefits | 149 | 140 | 171 | 172 | 343 | 338 | 181 | 204 | 385 |
| **Total Personnel Services** | 468 | 422 | 526 | 540 | 1,066 | 1,070 | 574 | 607 | 1,181 |
| **Materials & Services** | | | | | | | | | |
| City Attorney | 4 | 7 | 4 | 10 | 14 | 20 | 12 | 12 | 24 |
| Dues Subscriptions | 1 | - | - | 1 | 1 | 2 | 1 | 1 | 2 |
| Education Training | 5 | 4 | 5 | 5 | 10 | 10 | 6 | 5 | 11 |
| Professional Services | - | 2 | 2 | 5 | 7 | 10 | 5 | 5 | 10 |
| **Total Materials & Services** | 10 | 13 | 11 | 21 | 32 | 42 | 24 | 23 | 47 |
| **Police Administration Total** | $ 478 | $ 435 | $ 537 | $ 561 | $ 1,098 | $ 1,112 | $ 598 | $ 630 | $ 1,228 |

## General Fund - Police Field Services

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | *Approved Biennial Budget* FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 34.5 | 34.5 | 34.5 | 34.5 | 34.5 | 34.5 | 34.5 | 34.5 | 34.5 |
| Salaries & Wages | $ 2,799 | $ 2,764 | $ 2,947 | $ 3,031 | $ 5,978 | $ 6,183 | $ 3,176 | $ 3,294 | $ 6,470 |
| Employee Benefits | 1,338 | 1,328 | 1,339 | 1,417 | 2,756 | 3,148 | 1,505 | 1,711 | 3,216 |
| **Total Personnel Services** | 4,137 | 4,092 | 4,286 | 4,448 | 8,734 | 9,331 | 4,681 | 5,005 | 9,686 |
| **Materials & Services** | | | | | | | | | |
| 911 Dispatch (LOCOM) | 501 | 364 | 409 | 430 | 839 | 860 | 465 | 480 | 945 |
| AFF Equitable Share | 1 | 2 | 13 | 12 | 25 | 24 | 18 | 18 | 36 |
| Community Safety Upgrades | 4 | 5 | 7 | 10 | 17 | 20 | - | - | - |
| Contractual Services | 65 | 111 | 130 | 160 | 290 | 305 | 150 | 150 | 300 |
| Conviction Fee ($25 per) | 167 | 152 | 78 | 105 | 183 | 300 | 106 | 107 | 213 |
| Dues & Subscriptions | - | 1 | - | 1 | 1 | 2 | 1 | 1 | 2 |
| Education & Training | 28 | 34 | 34 | 34 | 68 | 68 | 40 | 40 | 80 |
| Fees & Licenses | - | - | 3 | - | 3 | - | - | - | - |
| General Office Supplies | 14 | 18 | 13 | 10 | 23 | 30 | 15 | 15 | 30 |
| Public Safety Supplies | 114 | 116 | 118 | 120 | 238 | 240 | 120 | 120 | 240 |
| Photo Radar Lease | 24 | 24 | 24 | 24 | 48 | 48 | 24 | 24 | 48 |
| Professional Services | 7 | 1 | 4 | 10 | 14 | 20 | 10 | 10 | 20 |
| Telephone (800 mhz) | 44 | - | - | - | - | - | - | - | - |
| Training & Equipment | 4 | 9 | 3 | 10 | 13 | 20 | - | - | - |
| **Total Materials & Services** | 973 | 837 | 836 | 926 | 1,762 | 1,937 | 949 | 965 | 1,914 |
| **Capital Outlay** | 219 | 58 | 91 | 100 | 191 | 200 | 150 | 150 | 300 |
| **Police Field Services Total** | $ 5,329 | $ 4,987 | $ 5,213 | $ 5,474 | $ 10,687 | $ 11,468 | $ 5,780 | $ 6,120 | $ 11,900 |

## General Fund - Police Support Services

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| **Personnel Services** | | | | | | | | | |
| Budgeted FTE Positions | 4.5 | 4.5 | 4.1 | 4.1 | 4.1 | 4.1 | 5.0 | 5.0 | 5.0 |
| Salaries & Wages | $ 195 | $ 150 | $ 202 | $ 194 | $ 396 | $ 408 | $ 257 | $ 268 | $ 525 |
| Employee Benefits | 93 | 75 | 94 | 96 | 190 | 272 | 129 | 149 | 278 |
| **Total Personnel Services** | 288 | 225 | 296 | 290 | 586 | 680 | 386 | 417 | 803 |
| **Materials & Services** | | | | | | | | | |
| Education & Training | 1 | 1 | 1 | 1 | 2 | 2 | 2 | 2 | 4 |
| General Office Supplies | - | - | - | 2 | 2 | 6 | 3 | 3 | 6 |
| **Total Materials & Services** | 1 | 1 | 1 | 3 | 4 | 8 | 5 | 5 | 10 |
| **Police Support Services Total** | $ 289 | $ 226 | $ 297 | $ 293 | $ 590 | $ 688 | $ 391 | $ 422 | $ 813 |

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | Debt Service Fund | #200 |
| **DEPARTMENT:** | Debt Service | #500 |
| **DEPARTMENT HEAD:** | Casey Camors, CPA CMA CPFO | |
| **DEPARTMENT HEAD EMAIL:** | camorsc@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7522 | |
| **DEPARTMENT LOCATION:** | City Hall, 1st Floor | |

### DEPARTMENT MISSION STATEMENT
Our mission is to ensure the timely repayment of debt.

### PURPOSE AND FUNCTION OF DEPARTMENT
To account for the payment of principal, interest and fiscal charges on the City's general obligation bonds and full faith and credit obligation.

### HISTORY OR BACKGROUND OF DEPARTMENT
During July 2014, the City issued $3,695,000 general obligation bonds to refinance the 2012 TriMet loan that funded the Portland-Milwaukie light rail capital enhancements. The true interest cost of the bonds is 2.86% with interest rates varying by year between 3 percent and 4 percent. The maturity date on these bonds is June 1, 2034.

During September 2014, the City issued $965,000 in full faith and credit obligations to fund the City's Riverfront Park Project, Phase II and to serve as the City's match against local, State, and federal grants. The true interest cost of the obligations is 2.71% with interest rates varying by year between 3% and 4%. The maturity date on these obligations is June 1, 2029.

### PERSONNEL DESCRIPTION
The Debt Service Fund is maintained by the Finance Department.

### ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:
Implemented the Debt Service Fund to account for the payment of general obligation bonds, and full faith and credit obligation principal and interest.

### GOALS AND FOCUS FOR COMING BUDGET PERIOD:
Continue to ensure the City fulfills its obligation for continuing disclosure requirements under the Securities and Exchange Commission Rule 15c2-12 by filing its audited financial reports and other required disclosures with the Municipal Securities Rulemaking Board Electronic Municipal Market Access (EMMA) database service which is available at www.emma.msrb.org; and ensure payments are timely to avoid late fees and charges.

## Performance Measures

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY15 (est.) | FY16 (est.) |
|---|---|---|---|---|---|---|
| Credit rating on City's general obligation bond issues from independent credit rating agencies | AA Aa3 | AA Aa3 | AA Aa2 | AA Aa2 | AA Aa2 | AA Aa2 |
| Debt service obligations paid on time and within budget | NA | NA | 100% | 100% | 100% | 100% |
| Dollars paid in late fees and charges | NA | NA | $0.00 | $0.00 | $0.00 | $0.00 |

### Why are these Measures Important to us?

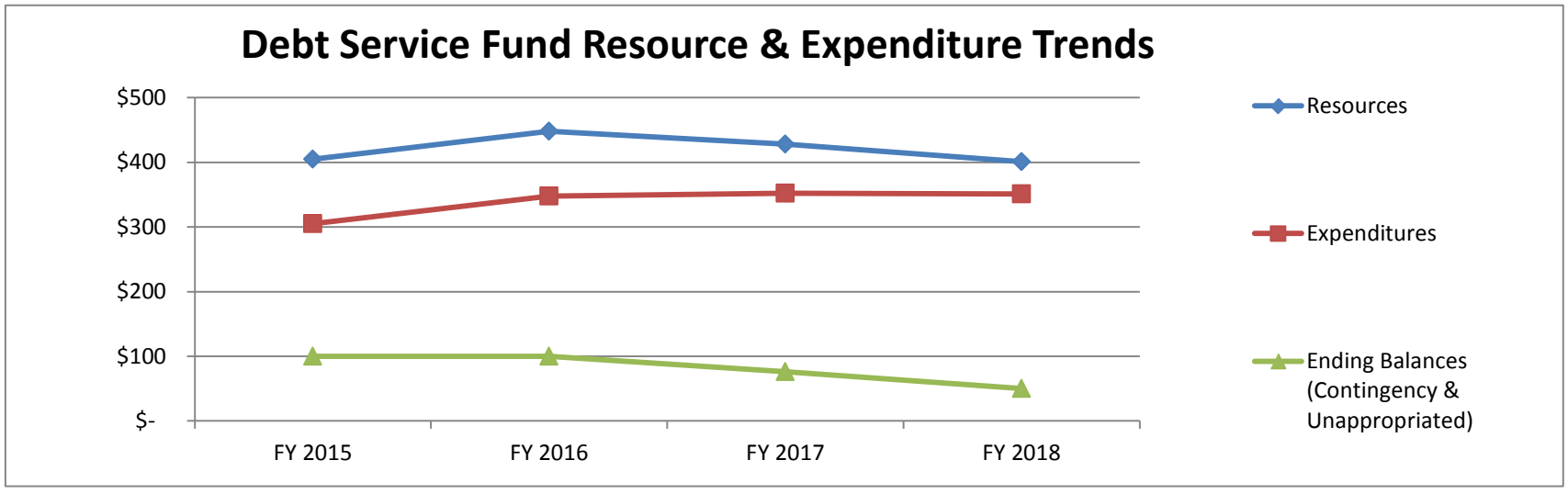
The City's credit rating for General Obligation bonds was upgraded to Aa2 by Moody's Investment Services in fiscal year 2015, providing outside evidence of sound financial performance. Additionally, for Full Faith and Credit Obligations, the City was rated at Aa3 by Moody's Investment Services.

### Comments and Other Relevant Department Issues

Credit ratings issued by the bond rating agencies are a major factor in determining the cost of borrowed funds in the municipal bond market. Determination of a credit rating by a rating agency is based on the agency's assessment of the credit worthiness of an issuer with respect to specific obligations. To make this judgment, the rating agencies analyze the issuer in four broad areas: economic base, debt burden, administrative management and fiscal management.

## Debt Service Fund Summary

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| ***Resources*** | | | | | | | | | |
| Beginning Fund Balance | $ - | $ - | $ - | $ 100 | $ - | $ - | $ 100 | $ 76 | $ 100 |
| Intergovernmental | - | - | 85 | 85 | 170 | 169 | 88 | 86 | 174 |
| Property Taxes | - | - | 320 | 263 | 583 | 486 | 240 | 239 | 479 |
| ***Total Resources*** | ***$ -*** | ***$ -*** | ***$ 405*** | ***$ 448*** | ***$ 753*** | ***$ 655*** | ***$ 428*** | ***$ 401*** | ***$ 753*** |
| ***Requirements*** | | | | | | | | | |
| **Debt Service - Principal** | | | | | | | | | |
| Series 2014 GO - Lightrail | - | - | 110 | 135 | 245 | 245 | 140 | 145 | 285 |
| Series 2014 FFCO - Riverfront Park | - | - | 60 | 50 | 110 | 110 | 55 | 55 | 110 |
| **Total Debt Service - Principal** | **-** | **-** | **170** | **185** | **355** | **355** | **195** | **200** | **395** |
| **Debt Service - Interest** | | | | | | | | | |
| Series 2014 GO - Lightrail | - | - | 110 | 128 | 238 | 240 | 124 | 120 | 244 |
| Series 2014 FFCO - Riverfront Park | - | - | 25 | 35 | 60 | 60 | 33 | 31 | 64 |
| **Total Debt Service - Interest** | **-** | **-** | **135** | **163** | **298** | **300** | **157** | **151** | **308** |
| **Total Program Requirements** | **-** | **-** | **305** | **348** | **653** | **655** | **352** | **351** | **703** |
| Unappropriated Ending Fund Balance | - | - | 100 | 100 | 100 | - | 76 | 50 | 50 |
| ***Total Requirements*** | ***$ -*** | ***$ -*** | ***$ 405*** | ***$ 448*** | ***$ 753*** | ***$ 655*** | ***$ 428*** | ***$ 401*** | ***$ 753*** |
| Bonded Debt Property Tax Rate per $1,000 of Assessed Value (AV) | $ - | $ - | $ 0.1258 | $ 0.1441 | $ 0.1441 | $ 0.1264 | $ 0.1394 | $ 0.1347 | $ 0.1347 |



## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | Building Inspections Fund | #300 |
| **DEPARTMENT:** | Building Operations | #400 |
| **DEPARTMENT HEAD:** | Samantha Vandagriff | |
| **DEPARTMENT HEAD EMAIL:** | vandagriffs@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7611 | |
| **DEPARTMENT LOCATION:** | Johnson Creek Building | |

### DEPARTMENT MISSION STATEMENT

The Building Operations Department ensures the safety of public buildings and private residences through the effective administration of the adopted State specialty codes which govern construction in Oregon, and provide quick, dependable and quality service to the residents and stakeholders.

### PURPOSE AND FUNCTION OF DEPARTMENT

The purpose and function of the Building Operations Department is to:

- Perform plan review and inspections for public and privately owned structures;
- Respond to citizen inquiries and code compliance issues; and
- Coordinate with other internal departments on development issues.

### HISTORY OR BACKGROUND OF DEPARTMENT

The Building Operations Department has been in existence since the mid-seventies when Oregon adopted a State-wide building code. Milwaukie contracted with other jurisdictions for building services until hiring an in-house Building Official in 2002. This change in practice benefited the City by streamlining services, reducing customer complaints and increasing profitability for the City.

### PERSONNEL DESCRIPTION:

The Building Inspections team consists of two full-time equivalents (FTE's); a Building Official and a Permit Technician. Together they operate under the direction of the Community Development Director. The Department has Intergovernmental Agreements with the City of Happy Valley, Clackamas County and West Linn to cover inspections when needed. The Building Official is a member of the Oregon Building Officials Association (OBOA), the International Code Council (ICC) and sits on the Executive Board of the Oregon Mechanical Officials Association (OMOA). The Permit Technician is a current and founding member and past president of the Oregon Permit Tech's Association, and an ICC certified Permit Technician.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- 100% of all plan reviews were completed within the time frames outlined in the operating plan (10 business days for residential, 15 business days for commercial) when the Building Official was on staff;
- 98% of all inspections were performed the same day as requested;
- Completed a scanning project of all archived rolled plans, and continuing with efforts to upload these into the Accela permitting system, allowing the general public access to all archived records;
- Implemented a fee increase in structural, plumbing and mechanical fees in order to keep pace with inflation while maintaining affordability for the end user;
- Upgraded the current permitting program to new State model format to allow planning and engineering to use the system for permit tracking; and
- Updated the Intergovernmental Agreement with Happy Valley and Clackamas County to provide inspection and plan review services as needed;
- Improved relations by providing exemplary customer service, both externally with the public and internally with other departments, (notably Planning, Engineering, Public Works, and Clackamas Fire District #1); and
- Worked with Community Development Director to successfully pass a Commercial Bancrofting ordinance.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Continue to provide a high level of customer service to the public, the development community and City staff, while maintaining consistent and effective administration of the various adopted specialty codes;
- Continue to implement on-going upgrades and improvements to our ACCELA Automation Permitting and Plan Review program software;
- Complete all plan reviews within the time frames outlined in our operating plan (10 business days for residential, 15 business days for commercial);
- Perform 98% of all inspections the same day as requested;
- Continue to coordinate reviews and permit issuance with other departments;
- Bring the electrical program in-house and begin processing all permits for Milwaukie at the Milwaukie building office to improve customer service;
- Finish closing out the permitting and inspection process for the Light Rail project, which includes building, plumbing, mechanical, Right-of-Way, grading and erosion control permits;
- Continue to work with Clackamas County Department of Sustainability to assist builders and homeowners in accessing federal funds for building to a higher energy standard than the code required minimum; and
- Update the Intergovernmental Agreement with West Linn to provide inspection and plan review services as needed.

## Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Permits issued | 560 | 731 | 785 | 980* | 1,130* | 1,180 |
| Revenue collected for other departments | NA | 316,559 | 327,549 | 390,000 | 400,000 | $420,000 |
| Staff hours devoted to "non-funded work"; processing citizen complaints and inquiries, internal requests, issuing right of way and sign permits and scheduling and tracking inspections for Planning and Engineering. | NA | 1,040 | 1,040 | 1,040 | 1,040 | 1,040 |
| Investigations | 75 | 130 | 156 | 172 | 175 | 178 |
| Violations | 20 | 47 | 52 | 57 | 62 | 65 |
| Public records requests** | NA | 90 | 133 | 147 | 153 | 158 |

*Increase in permits issued due to electrical being issued through Milwaukie instead of Clackamas County starting in January 2016. Numbers indicate half of year FY 2016 and full year starting FY 2017.

**Public records requests can occupy anywhere from 15 minutes to several hours of staff time per request.

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Residential plan reviews to be completed within 10 working days. * | 100% | 100% | 100% | 100% | 100% | 100% |
| Commercial plan reviews to be completed in 15 working days. * | 100% | 100% | 100% | 100% | 100% | 100% |
| Inspections to be performed on the date requested. | 98% | 98% | 98% | 98% | 98% | 98% |
| Take action on citizen request, inquiries and complaints within 5 working days. | NA | NA | 95% | 95% | 95% | 95% |

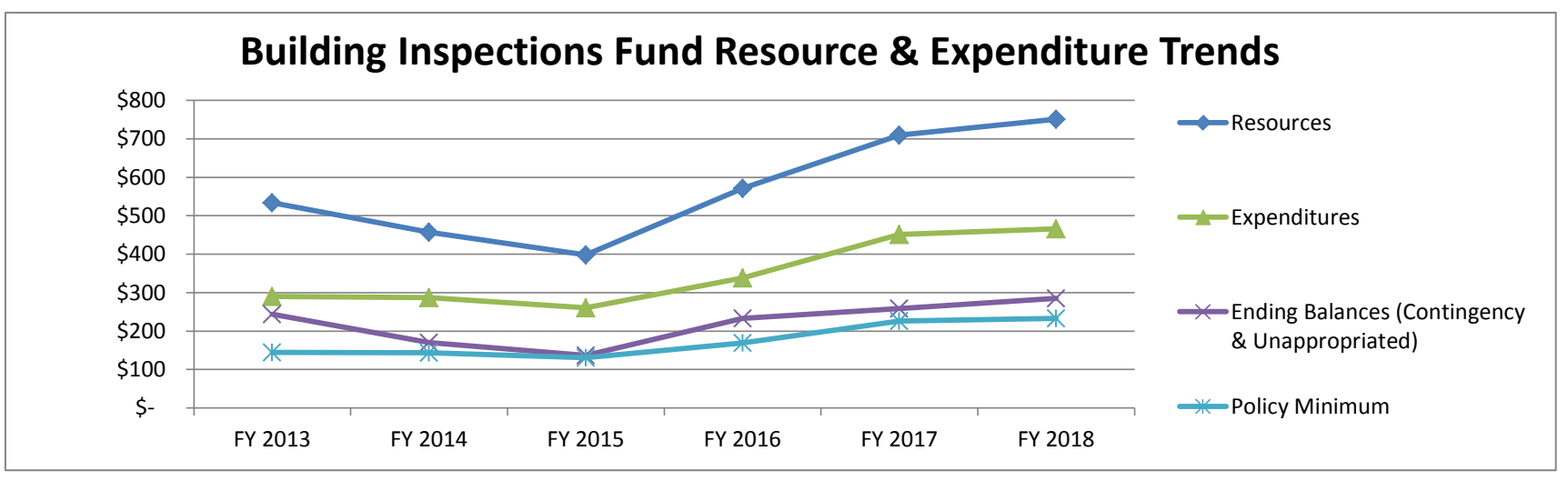
*Timelines are for simple residential & simple commercial plan review only.

| Why are these Measures Important to us? |
| --- |
| Timely and efficient enforcement of the various specialty codes lead to increased trust in the system and ultimately safer communities. |
| If the public perception is that the City (the Building Operations Department) is unresponsive to their needs, they will see the permit process as just another bureaucratic headache and will likely try to avoid or circumvent the process. |
| To provide a resource to the citizens of Milwaukie and the build/design community for inquiries regarding the City adopted specialty codes, to facilitate problem solving, and allow alternative means and methods in construction. |

| Comments and Other Relevant Department Issues |
| --- |
| The Building Operations Department provides a core service that is important to the residents of Milwaukie. The Department needs a stable funding source to see it through lean economic times. |
| The Building Operations Department, on average, issues 85 Right-of-Way permits each year for the Engineering Department and 20 sign permits for the Planning Department.<br>The Building Department schedules and tracks, on average, more than 250 inspections for Engineering, 50 inspections for Planning, and 100 for Public Works each year.<br>In addition, the Building Operations Department collects over $200,000 in fees for Engineering and nearly $11,000 for Planning each year. The Building Operations Department also assists Public Works with the issuance of hydro meters. |

## Building Inspections Fund Summary

| *(Amounts in Thousands: $100 = $100,000)* | Actual FY 2013 | Actual FY 2014 | BN 2016 Actual FY 2015 | BN 2016 Estimate FY 2016 | BN 2016 Total | BN 2016 Budget BN 2016 | BN 2018 *Approved Biennial Budget* FY 2017 | BN 2018 *Approved Biennial Budget* FY 2018 | BN 2018 *Approved Biennial Budget* Total |
|---|---|---|---|---|---|---|---|---|---|
| ***Resources*** | | | | | | | | | |
| Beginning Fund Balance | $ 284 | $ 244 | $ 170 | $ 137 | $ 170 | $ 147 | $ 233 | $ 259 | $ 233 |
| Fees & Charges | 159 | 212 | 226 | 432 | 658 | 493 | 475 | 490 | 965 |
| Fees & Charges - Light Rail | 90 | - | - | - | - | - | - | - | - |
| Intergovernmental | - | 1 | 1 | 1 | 2 | - | 1 | 1 | 2 |
| Miscellaneous | 1 | - | 1 | 1 | 2 | 5 | 1 | 1 | 2 |
| ***Total Resources*** | ***$ 534*** | ***$ 457*** | ***$ 398*** | ***$ 571*** | ***$ 832*** | ***$ 645*** | ***$ 710*** | ***$ 751*** | ***$ 1,202*** |
| ***Requirements*** | | | | | | | | | |
| **Personnel Services** | | | | | | | | | |
| Salaries | $ 137 | $ 133 | $ 125 | $ 156 | $ 281 | $ 280 | $ 160 | $ 163 | $ 323 |
| Benefits | 72 | 74 | 69 | 83 | 152 | 171 | 89 | 99 | 188 |
| **Total Personnel Services** | **209** | **207** | **194** | **239** | **433** | **451** | **249** | **262** | **511** |
| **Materials & Services** | | | | | | | | | |
| Contractual Services | 8 | 8 | 15 | 41 | 56 | 33 | 72 | 74 | 146 |
| Dues & Subscriptions | 1 | 1 | - | 2 | 2 | 2 | 2 | 2 | 4 |
| Education & Training | 1 | 1 | 1 | 3 | 4 | 6 | 5 | 5 | 10 |
| Supplies | 1 | - | 1 | 3 | 4 | 9 | 3 | 3 | 6 |
| **Total Materials & Services** | **11** | **10** | **17** | **49** | **66** | **50** | **82** | **84** | **166** |
| **Transfers to Other Funds** | **70** | **70** | **50** | **50** | **100** | **100** | **120** | **120** | **240** |
| **Contingency** | **-** | **-** | **-** | **-** | **-** | **40** | **50** | **50** | **50** |
| **Total Program Requirements** | **290** | **287** | **261** | **338** | **599** | **641** | **501** | **516** | **967** |
| Unappropriated Ending Fund Balance | 244 | 170 | 137 | 233 | 233 | 4 | 209 | 235 | 235 |
| ***Total Requirements*** | ***$ 534*** | ***$ 457*** | ***$ 398*** | ***$ 571*** | ***$ 832*** | ***$ 645*** | ***$ 710*** | ***$ 751*** | ***$ 1,202*** |
| Budgeted Positions (in FTEs) | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| Monthly Operating Costs per Capita | $ 1 | $ 1 | $ 1 | $ 1 | $ 1 | $ 1 | $ 2 | $ 2 | $ 2 |
| Contingency and Ending Balances per above | $ 244 | $ 170 | $ 137 | $ 233 | $ 233 | $ 44 | $ 259 | $ 285 | $ 285 |
| Policy Requirement (50%) | 145 | 144 | 131 | 169 | 169 | 120 | 226 | 233 | 233 |
| Amount over (under) Policy Requirement | $ 99 | $ 26 | $ 6 | $ 64 | $ 64 | $ (76) | $ 33 | $ 52 | $ 52 |
| **Reserves held for Fleet Purchase**s [previously transferred to Fleet and held in General Fund Reserves] | | | | | | | | | |
| Carryover from Prior Year | $ 14 | $ 14 | $ 14 | $ 14 | $ 14 | $ 14 | $ - | $ - | $ - |
| Transfers to/from Fleet Reserves | - | - | - | (14) | (14) | - | - | - | - |
| Less Purchases of Fleet | - | - | - | - | - | - | - | - | - |
| Carryover to Next Year | $ 14 | $ 14 | $ 14 | $ - | $ - | $ 14 | $ - | $ - | $ - |



RS400

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | Library Fund | #310 |
| **DEPARTMENT:** | Library Operations | #410 |
| **DEPARTMENT HEAD:** | Katie Newell | |
| **DEPARTMENT HEAD EMAIL:** | newellk@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7584 | |
| **DEPARTMENT LOCATION:** | Ledding Library | |

### DEPARTMENT MISSION STATEMENT

The Ledding Library of Milwaukie upholds the principles of intellectual freedom and the public's right to know by providing people of all ages with access and personalized guidance to information, technology, and collections that reflect all points of view. The Library supports the pursuit of education and personal goals by providing informational, recreational, and cultural materials and services including those utilizing advancing technologies.

### PURPOSE AND FUNCTION OF DEPARTMENT

To carry out this mission, the Ledding Library has the following functions:

- Serve the community by providing reference and readers' advisory to access the collection; interlibrary loan; outreach to the homebound, Head Start, schools and daycare providers;
- Serve children and teens by stimulating their appreciation for reading and library use and providing support for their educational growth;
- Provide programming for all ages including preschool, toddler, and infant story times; programs for home schooling families; book clubs for middle school students and adults; summer reading programs for children, teens, and adults; health information lectures for adults; multi-ethnic music, informational, literary, and poetry programs for adults; special performers and storytellers during the summer, and school vacations for school aged children; programs in Spanish for children in the Library's Hispanic community;
- Provide a print, online, and multimedia collection that meets the demands and needs of the community. Materials provided include books, e-books, audiobooks, downloadable books, Kindles, music CDs, DVDs, Blu-Ray discs, computer software and games, newspapers and magazines for adults and children. Materials are provided in English, Russian and Spanish; and
- Provide electronic resources such as Internet access, word processing, on-line reference databases, computer use instruction for patrons, and CD-ROM stations with educational games for children.

**HISTORY OR BACKGROUND OF DEPARTMENT**

In 1961, Florence Ledding, the stepdaughter of Seth Lewelling and a long-time civic and political leader, bequeathed her home and property at SE 21st and SE Harrison to the City of Milwaukie. As with all City departments, the Milwaukie City Council and the City Manager are responsible for overseeing the Ledding Library. The Friends of the Ledding Library, a group of seven citizens, acts as an advisory group to the City Council. The Ledding Library is part of a County-wide consortium of public libraries. Thirteen city public libraries have banded together in order to give the best possible service to the people of Clackamas County. This county library network provides funding for the courier service that delivers interlibrary loan materials throughout the county as well as the computer system we use as a card catalog and circulation module. The relationship among the public libraries in Clackamas County was further strengthened by the formation of a County-wide library district in 2008. This district, which took effect on July 1, 2009, provides stable funding for the Ledding Library. A cooperative spirit extends throughout the tri-county area, allowing Milwaukie patrons to obtain library cards from any public library in Clackamas, Multnomah and Washington counties, as well as the Ft. Vancouver Library District. The Library augments its budget by encouraging patrons to contribute used books that may either be added to the collection or sold by the Friends of Ledding Library. Since 2008, the Friends have donated over $200,000 for the purchase of collection development projects, library programs, furniture and equipment that were needed, but would not have been possible through the Library's operating budget. In FY 2016, they have pledged close to $50,000 to support the Library's programs, collections and furniture upgrades. The Ledding Library Foundation was formed in 2008. The Foundation provides a mechanism for achieving fundraising that will be necessary when expanding the Ledding Library.

**PERSONNEL DESCRIPTION**

The Library Department consists of nineteen and 0.8 full-time equivalents (FTE's); one Library Director, greatly aided by a staff of full-time and part-time employees, oversees the day-to-day operations.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- In February 2015, re-activated the Library Expansion Task Force with the name of the Library Services Expansion Task Force to emphasize an expansion of the library building that will support an expansion of library services to benefit the community, planning to go out for a bond measure in 2016;
- 513,733 patron visits;
- Circulated 1,437,011 items;
- Continued the Ledding Cultural Forum program series (LCF) with funding from the Friends, hosting 18 programs promoting the arts;
- Continued the Milwaukie Poetry Series at the Library Pond House, now in its ninth season;
- Offered Library2Go classes to assist patrons with the ever-changing technology of downloadable books;

- Offered new programs including: MineCraft nights, Monthly Independent and Foreign Film series, 10-Minute Plays by The Pulp Stage, and Story-telling accompanied by members of the Oregon Symphony;
- 4,699 kids/teens and 231 adults participated in the summer reading programs. In 2015, every child and teen received a free book for signing up, thanks to the Friends. This translated into 2,305 summer readers receiving a free book this summer;
- Children Librarians visited eight free summer lunch sites, handing out 744 free books, as well as visiting four JumpStart Kindergarten free summer lunch sites, handing out 154 free books to kids entering kindergarten. Teen parents in the PACE program at the Sabin Skills Center received five outreach visits from the library and 128 free books for their babies and toddlers. In addition to monthly storytimes at two Head Start Centers, the Children Librarians went to five Head Start Parent Nights, giving away 234 free books (funded in part through a County-wide Early Literacy Grant). All these books were paid for by the Ready to Read Grant;
- Children Librarians outreach included: Hosting 7 parent workshops/Child Care trainings, reaching 85 people, 10 preschool groups (280 kids and parents) attended Storytimes, attended 7 school open houses, 7 school classes scheduled visits to the Library, brining 174 kids to get library cards, do research, enjoy a story, and get a tour of the Library;
- Continued to evaluate the Library's collection, update and develop areas that need improvement: Continued the Lucky Day collection now averaging 1,400 circulations per month and updated Young Adult section, both with materials and furniture;
- Updated the Envisionware Printing System for public computers;
- Purchased MobileCirc to issue library cards when off site;
- Coordinated with the Friends of the Ledding Library to promote the Ledding Library and its programs throughout the community; and
- Logged in 19,233 volunteer hours.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Advocate an expansion of the Ledding Library and services to the community;
- Heavily weed and trim collections, re-model sections, increase number of self-check stations, educate the public in preparation of RFID (**R**adio-**F**requency **ID**entification) installation;
- Install RFID;
- Continue to expand scope of programming;
- Continue the Milwaukie Poetry Series at the Pond House;
- Continue the LCF Series;
- Continue to evaluate the Library's collection with proper additions/deletions
- Increase the size of the downloadable collection; and
- Continue working with and promoting the Friends of the Ledding Library.

## Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Number of quality programs that fulfill informational, cultural and recreational needs of the public | 539 | 611 | 663 | 670 | 677 | 684 |
| Circulation of library materials | 720,951 | 725,861 | 711,150 | 715,000 | 720,000 | 720,000 |
| Circulation of Lucky Day Collection | 7,284 | 14,953 | 15,471 | 16,000 | 16,250 | 16,500 |
| Circulation of downloadable materials | 8,215 | 13,389 | 16,608 | 16,800 | 17,500 | 18,000 |
| Number of items in the library's print collection | 120,075 | 117,693 | 118,024 | 117,000 | 118,000 | 119,000 |
| Number of items removed from the library's print collection | 8,713 | 13,334 | 10,581 | 15,000 | 11,000 | 9,000 |
| Number of interlibrary loan transactions | 366,809 | 363,768 | 360,380 | 357,000 | 355,000 | 355,000 |
| Number of hours donated by library volunteers | 9,591 | 9,004 | 10,229 | 10,300 | 10,400 | 10,400 |
| Number of reference questions answered by library staff | 29,120 | 27,193 | 30,896 | 30,000 | 30,000 | 30,000 |
| Number of patron computer sessions | 32,530 | 29,953 | 28,560 | 28,000 | 27,000 | 26,000 |
| Number of WiFi visits | NA | NA | NA | 20,000 | 22,000 | 22,000 |

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Increase attendance at library programs by providing relevant and engaging programs for the public | 15,580 | 17,310 | 19,565 | 19,600 | 19,800 | 20,000 |
| Increase number of high quality programs offered to the public by 1% | 539 | 611 | 663 | 670 | 677 | 684 |
| Increase circulation of library materials over the previous year | 2.14% | 0.68% | -2.02% | -2.00% | -1.00% | 1.00% |
| Increase interlibrary loan transactions from previous year | -1.00% | -.082% | -2.02% | -1.00% | -1.00% | -1.00% |
| Increase in volunteer hours from the previous year | 11.00% | -6.12% | 13.60% | 2.00% | 2.00% | 1.00% |
| Withdraw 5% of items from the collection annually | 7.60% | 11.37% | 8.96% | 10.00% | 10.00% | 8.00% |
| Attain a collection turnover rate of six times per year | 6.00 | 6.16 | 6.02 | 6.00 | 6.00 | 6.00 |
| Add a minimum of 10,000 items per year | 13,038 | 12,969 | 10,000 | 10,000 | 10,000 | 10,000 |
| Attain the Oregon Library Association's "Excellent" standard of four library items per capita, based on population of service area | 3.06<br>39,129 | 2.96<br>39,268 | 2.96<br>39,851 | 3<br>40,000 | 3<br>40,000 | 3<br>40,000 |
| Increase patron visits | 263,136 | 256,752 | 256,971 | 257,000 | 257,500 | 257,750 |

| Why are these Measures Important to us? |
| --- |
| Each of the workload indicators and performance measures listed above are critical in judging the Ledding Library's performance. |
| The Library's collection is of utmost importance to the people it serves. The number of new items added to the collection yearly, the amount of times these items are checked out by library users and the numbers of outdated materials removed from the collection are all indicators of an improving and more comprehensive group of resources for Library users. |
| Programs and services provided to Library patrons is another key component of the Ledding Library mission. |
| The Library's high circulation of materials is a clear verification of the responsive and efficient service that is provided to the community. |
| Educational, recreational, and cultural programs are very important to the community and are an important part of the Library's performance that should be measured. |
| The performance measure related to the time volunteers donate to the Library is an indication of the image of the Library in the community as well as the Library's ability to provide exceptional service at a reasonable price. |

| Comments and Other Relevant Department Issues |
| --- |
| We have chosen performance measures that we feel provide an accurate indication of the work done by the Ledding Library. By most standards, the Library provides good services and programs to its clientele. Attaining some of these measures is dependent upon budgetary constraints and, though desirable, may not be possible. |
| We are limited by the size of our building with neither the space to add to our collections nor adequate space to hold programs. This keeps us from attaining the excellent standard for which we strive and often finds us barely making threshold levels. |

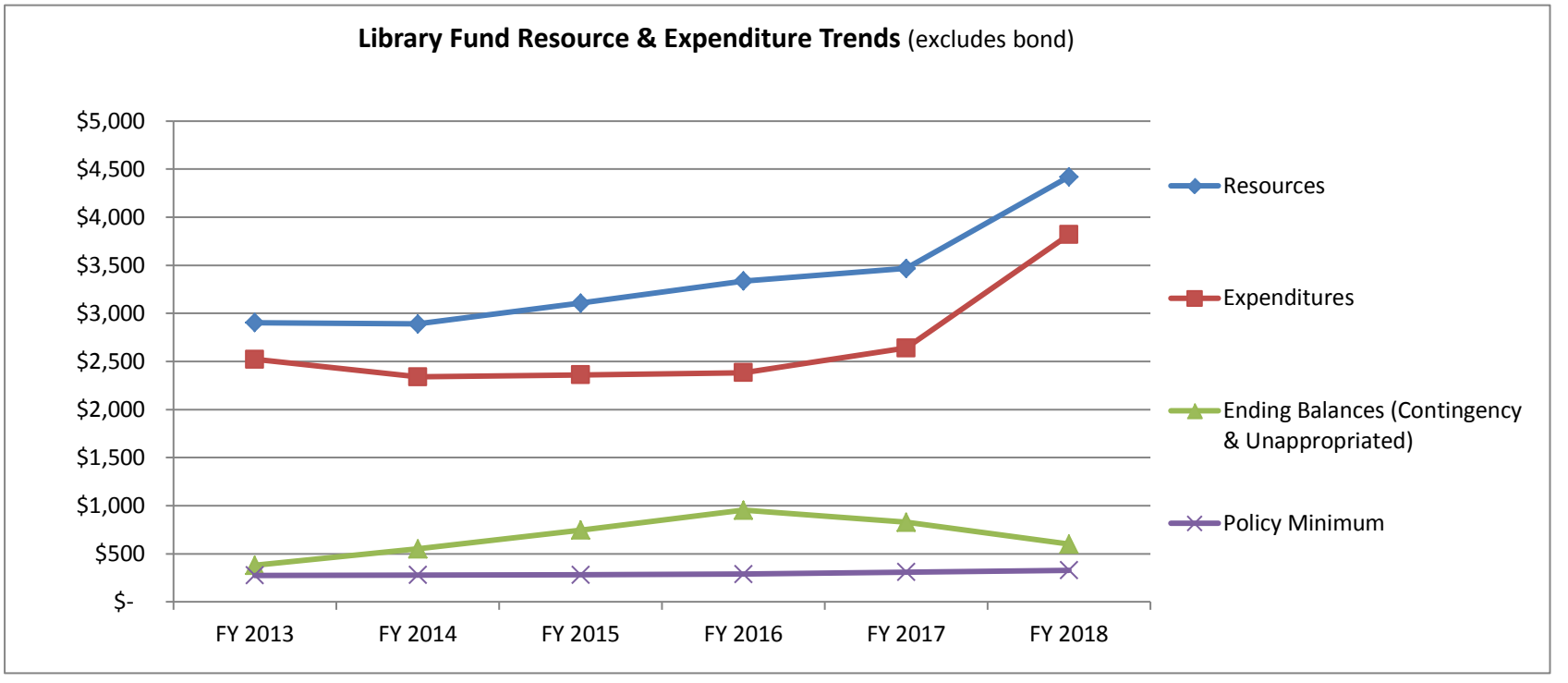
## Library Fund Summary

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| ***Resources*** | | | | | | | | | |
| Beginning Fund Balance | $ 557 | $ 381 | $ 551 | $ 746 | $ 551 | $ 422 | $ 954 | $ 827 | $ 954 |
| Allocation of General Property Taxes (*$.68 per $1000 AV*) | 936 | 1,011 | 942 | 942 | 1,884 | 1,884 | 839 | 864 | 1,703 |
| Fines - Library and Other | 61 | 60 | 60 | 51 | 111 | 126 | 53 | 59 | 112 |
| Interest | 1 | 1 | - | - | - | - | - | - | - |
| Intergovernmental | | | | | | | | | |
| Library District Dedicated Levy | 1,337 | 1,425 | 1,525 | 1,580 | 3,105 | 3,014 | 1,601 | 1,650 | 3,251 |
| One-time Capital from County | - | - | - | - | - | 1,000 | - | 1,000 | 1,000 |
| Ready to Read Grant from State | 4 | 4 | 6 | 5 | 11 | 8 | 5 | 5 | 10 |
| Miscellaneous | 7 | 8 | 22 | 12 | 34 | 4 | 15 | 15 | 30 |
| Proceeds from Issuance of Debt | - | - | - | - | - | - | - | 9,200 | 9,200 |
| ***Total Resources*** | ***$ 2,903*** | ***$ 2,890*** | ***$ 3,106*** | ***$ 3,336*** | ***$ 5,696*** | ***$ 6,458*** | ***$ 3,467*** | ***$ 13,620*** | ***$ 16,260*** |
| ***Requirements*** | | | | | | | | | |
| **Personnel Services** | | | | | | | | | |
| Salaries | $ 866 | $ 907 | $ 922 | $ 1,043 | $ 1,965 | $ 2,090 | $ 1,095 | $ 1,132 | $ 2,227 |
| Benefits | 564 | 564 | 550 | 472 | 1,022 | 1,176 | 519 | 593 | 1,112 |
| **Total Personnel Services** | **1,430** | **1,471** | **1,472** | **1,515** | **2,987** | **3,266** | **1,614** | **1,725** | **3,339** |
| **Materials & Services** | | | | | | | | | |
| Books & Programs | 128 | 129 | 136 | 136 | 272 | 290 | 158 | 161 | 319 |
| Professional Services | 25 | - | - | 27 | 27 | - | - | - | - |
| Rents & Leases | 14 | 13 | 17 | 10 | 27 | 34 | 18 | 18 | 36 |
| Supplies | 20 | 26 | 25 | 14 | 39 | 50 | 30 | 30 | 60 |
| **Total Materials & Services** | **187** | **168** | **178** | **187** | **365** | **374** | **206** | **209** | **415** |
| **Debt Service** | | | | | | | | | |
| Principal | 182 | - | - | - | - | - | - | - | - |
| Interest | 13 | - | - | - | - | - | - | - | - |
| **Total Debt Service** | **195** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| **Capital Outlay** | **-** | **-** | **10** | **-** | **10** | **1,000** | **100** | **10,345** | **10,445** |
| **Transfers to Other Funds** | **710** | **700** | **700** | **680** | **1,380** | **1,380** | **720** | **740** | **1,460** |
| **Contingency** | **-** | **-** | **-** | **-** | **-** | **100** | **100** | **100** | **100** |
| **Total Program Requirements** | **2,522** | **2,339** | **2,360** | **2,382** | **4,742** | **6,120** | **2,740** | **13,119** | **15,759** |
| Unappropriated Ending Fund Balance | 381 | 551 | 746 | 954 | 954 | 338 | 727 | 501 | 501 |
| ***Total Requirements*** | ***$ 2,903*** | ***$ 2,890*** | ***$ 3,106*** | ***$ 3,336*** | ***$ 5,696*** | ***$ 6,458*** | ***$ 3,467*** | ***$ 13,620*** | ***$ 16,260*** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Budgeted Positions (in FTEs) | 19.76 | 19.76 | 19.76 | 19.76 | 19.76 | 19.76 | 19.76 | 19.76 | 19.76 |
| Monthly Operating Costs per Capita | $ 10 | $ 10 | $ 10 | $ 10 | $ 10 | $ 10 | $ 10 | $ 11 | $ 11 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Contingency and Ending Balances per above | $ 381 | $ 551 | $ 746 | $ 954 | $ 954 | $ 438 | $ 827 | $ 601 | $ 601 |
| Policy Requirement (17%) | 134 | 138 | 140 | 175 | 175 | 177 | 195 | 329 | 329 |
| Reserve for Library Endowment | 141 | 141 | 141 | 114 | 114 | 141 | 114 | - | - |
| Amount over (under) Policy Requirement | $ 106 | $ 272 | $ 465 | $ 665 | $ 665 | $ 120 | $ 518 | $ 272 | $ 272 |

*The Library District Levy directly contributes to approximately two-thirds of Library operations excluding overhead transfers back to the General Fund. An estimated allocation of general property taxes is needed to balance this Fund going forward once overhead transfers are accounted for.*


Library Fund Resource & Expenditure Trends (excludes bond)
$5,000
$4,500
$4,000
$3,500
$3,000
$2,500
$2,000
$1,500
$1,000
$500
$-
FY 2013
FY 2014
FY 2015
FY 2016
FY 2017
FY 2018
Resources
Expenditures
Ending Balances (Contingency & Unappropriated)
Policy Minimum

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | Transportation Fund | #320 |
| **DEPARTMENT:** | Streets/State Gas Tax | #425 |
| | Streets/Surface Maintenance | #420 |
| **DEPARTMENT HEAD:** | Gary Parkin | |
| **DEPARTMENT HEAD EMAIL:** | parking@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7614 | |
| **DEPARTMENT LOCATION:** | Johnson Creek Building | |

### DEPARTMENT MISSION STATEMENT

The mission of the Transportation Department is to maintain and enhance the City of Milwaukie's transportation infrastructure providing safe traveling conditions for pedestrians, bike, and vehicular travel.

### PURPOSE AND FUNCTION OF DEPARTMENT

The purpose and function of the State Gas Tax program:

- To maintain the street network including signs, pavement markings, and signals; and
- perform street sweeping with 50% funding from the Stormwater department. This budget has purposed that street sweeping be allocated 100% from the Stormwater department.

The purpose and function of the Street Surface Maintenance Program (SSMP):

- The Program provides for the capital needs of maintaining the street network. The program began in 2007 and has paved a large portion of the arterials and collectors in the City. The goal is to upgrade the pavement condition by a measurable amount by the most cost effective method.

### HISTORY OR BACKGROUND OF DEPARTMENT

The State Gas Tax program is funded through gas taxes remitted to the City through the State. The Street Surface Maintenance Program is funded through a monthly user fee, PGE privilege tax, and local gas tax.

### PERSONNEL DESCRIPTION

The Transportation Department consists of five full-time equivalent (FTE's); two Utility Worker I and one Utility worker II perform all pavement maintenance responsibilities, one Sign Maintenance Technician performs all sign and pavement marking responsibilities, one half-time Supervisor, and one seasonal part-time employee.

The SSMP supports no direct full-time equivalents (FTE's), and is overseen by the City Engineer and an Associate Engineer, providing the plans, contracting work and managing the construction projects. There are no direct personnel charges to the SSMP program.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- The department has discovered that using recycling asphalt for shoulder rock has provided for more durable repairs that hold in place better than crushed rock;
- The pothole hotline has been well received from the residents. A direct phone number was added to allow the residents to contact us at any time. This new program has increased public participation and has allowed us to be more proactive;
- The street crew has been correcting draining issues by digging out and re-grading slopes, and adding asphalt berms to allow the stormwater to enter storm system;
- Pavement markings and striping are placed in compliance with the Manual on Uniform Traffic Control Devices;
- SSMP paved and reconstructed the second phase (below Hwy 224) of Harrison Street & Railroad Ave and added four foot Multi use path near 37th Ave;
- SSMP provided funding for the material to crack seal a number of streets. The work was done in-house with Transportation Department staff; and
- SSMP slurry sealed a number of streets in the Sellwood and Washington, areas in the summer of 2014 and 2015.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Maintain and enhance City infrastructure;
- Maintain safe travel ways and reasonable ride-ability;
- Maintain signage, pavement markings and signals;
- Sweep the entire City on a three week cycle during the heaviest debris period;
- Complete projects in an efficient manner reflected by meeting the budget, executing few change orders (none related to design error), and timely completion;
- Continue to enhance the City by providing quality customer service and creating a safe and enjoyable work environment for employees;
- Continue an education program to keep up with changing technology and properly certified employees;
- SSMP will manage the pavement system to allow continued upgrades the City's major street pavement condition by the most cost effective method; and
- SSMP will plan for bringing in the local streets into the program as the major streets reach a sustainable condition.

## Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Thermo-Plastic pavement markings | 150 | 1639 | 150 | 150 | 150 | 150 |
| Tons of asphalt placed by contract "SSMP" | 4,700 | 4,700 | 4,641 | 8,132 | 8,000 | 8,000 |
| Tons of asphalt placed by patching crew | 500 | 92 | 711 | 500 | 500 | 500 |
| Number of signs maintained | 297 | 670 | 591 | 572 | 620 | 640 |
| Lane miles swept | 6,600 | 6,600 | 993 | 1,000 | 1,000 | 1,000 |
| Pavement crack sealing completed with in-house staff (lane-mile) | 7 | 8 | 5 | 5 | 5 | 5 |

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Thermo-Plastic pavement markings placed or replaced in linear feet (the goal is 200 markings, a 3-5 year replacement) | 180 | 200 | 200 | 200 | 200 | 200 |
| Pavement crack sealing completed in-house. Goal is 10 lane-miles per year which is a 15 year replacement cycle. | 70% | 80% | 80% | 100% | 100% | 100% |
| SSMP projects completed from project list | 100% | 100% | 100% | 100% | 100% | 100% |
| Percentage of street sweeping required by NPDES permit | 100% | 100% | 100% | 50% | 50% | 50% |
| Number of signs updated (250 the is goal for new and replacement signage) | 102 | 80 | 93 | 100 | 100 | 100 |

| Why are these Measures Important to us? |
|---|
| Crack sealing prolongs the life of the asphalt pavement. The City is better able to meet goals by performing the work with in-house staff. |
| SSMP projects increase the pavement quality in accordance with program goals. |
| Street sweeping is required by the City's National Pollutant Discharge Elimination System (NPDES) permit. Removing particles that may contain contaminates from the road surface before they enter into a surface water body is an effective way to reduce pollution. The |

City's NPDES permit specifies the frequency of street sweeping to remain in compliance with DEQ. Sweeping the City streets helps us to comply with our stormwater permit.

## Comments and Other Relevant Department Issues

For many years the Transportation Department revenue (funded by the State Gas Tax) has not been able to provide for the street maintenance needs. Nor has it been able to provide funding for community desired capital improvements such as traffic calming and sidewalks. To support the future requests and needs we need to come up with a plan to have transportation be a sustainable fund. As a start, we are moving the 50% sweeper position over to the Stormwater Division. This will allow us to save some funding to put towards our maintenance needs.

## Transportation Fund Summary

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| ***Resources*** | | | | | | | | | |
| **Beginning Fund Balance** | | | | | | | | | |
| State Gas Tax Program | $ (164) | (128) | $ (80) | $ 90 | $ (80) | $ (117) | $ 936 | $ 904 | $ 936 |
| Street Surface Maintenance Program | 1,903 | 1,451 | 1,539 | 1,926 | 1,539 | 1,481 | 1,238 | 462 | 1,238 |
| **Total Beginning Fund Balance** | **1,739** | **1,323** | **1,459** | **2,016** | **1,459** | **1,364** | **2,174** | **1,366** | **2,174** |
| **State Gas Tax Program** | | | | | | | | | |
| Franchise Fees (from Utility Funds) | 616 | 597 | 700 | 761 | 1,461 | 1,368 | 808 | 861 | 1,669 |
| Fees | | | | | | | | | |
| Fee in Lieu of Construction Revenue | 74 | - | - | 38 | 38 | 100 | 140 | - | 140 |
| Other Fees | - | - | 3 | 5 | 8 | - | - | - | - |
| Intergovernmental | | | | | | | | | |
| State Gas Tax | 1,117 | 1,172 | 1,184 | 1,215 | 2,399 | 2,373 | 1,227 | 1,239 | 2,466 |
| Grants | 116 | 112 | 655 | 1,051 | 1,706 | 3,295 | 4,363 | 180 | 4,543 |
| Miscellaneous | - | 8 | 10 | 15 | 25 | - | 20 | 20 | 40 |
| Proceeds from Issuance of Debt | - | - | - | - | - | - | 130 | - | 130 |
| Transfers from Other Funds | - | - | - | 28 | 28 | - | - | - | - |
| **Total State Gas Tax Program** | **1,923** | **1,889** | **2,552** | **3,113** | **5,665** | **7,136** | **6,688** | **2,300** | **8,988** |
| **Street Surface Maintenance Program** | | | | | | | | | |
| Fees (Street Maintenance Fee) | 612 | 617 | 622 | 625 | 1,247 | 1,232 | 625 | 625 | 1,250 |
| Franchise Fees (1.5% Privilege Tax) | 315 | 305 | 315 | 309 | 624 | 647 | 315 | 321 | 636 |
| Intergovernmental (Local Gas Tax) | 220 | 166 | 167 | 181 | 348 | 352 | 183 | 185 | 368 |
| Intergovernmental (Other) | - | 116 | - | - | - | - | - | - | - |
| Fee in Lieu of Construction Revenue | - | 8 | - | 21 | 21 | - | 124 | - | 124 |
| **Total Street Surface Maintenance Program** | **1,147** | **1,212** | **1,104** | **1,136** | **2,240** | **2,231** | **1,247** | **1,131** | **2,378** |
| ***Total Resources*** | **$ 4,809** | **4,424** | **$ 5,115** | **$ 6,265** | **$ 9,364** | **$ 10,731** | **$ 10,109** | **$ 4,797** | **$ 13,540** |

*[Department Budget continued on next page]*

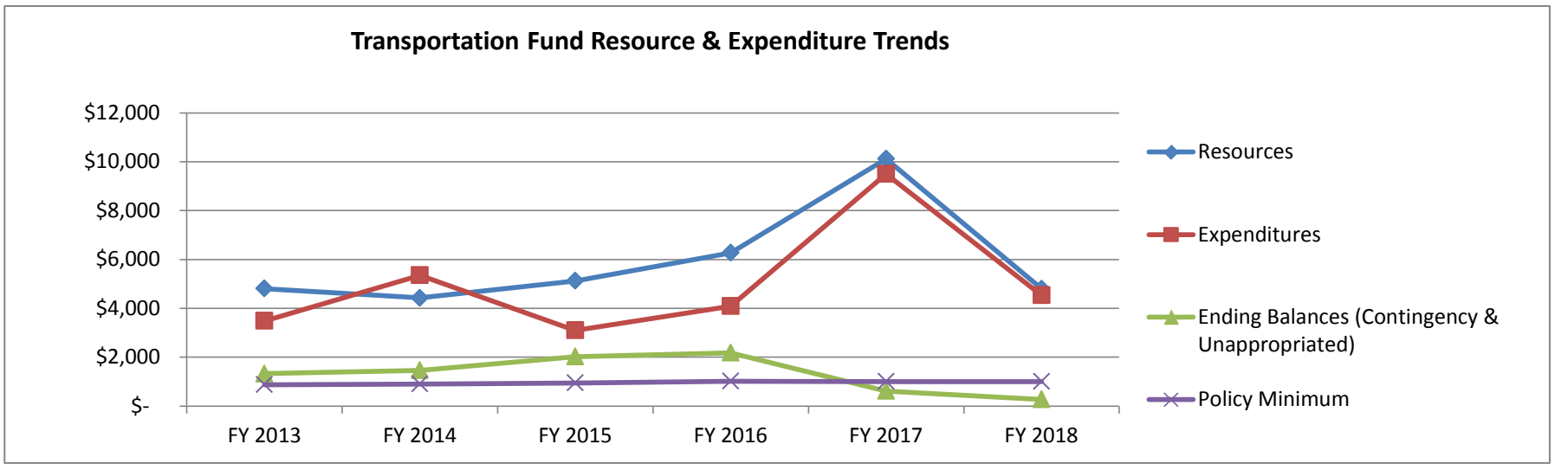
[Department Budget continued from previous page]

| (Amounts in Thousands: $100 = $100,000) | Actual FY 2013 | Actual FY 2014 | BN 2016 Actual FY 2015 | BN 2016 Estimate FY 2016 | BN 2016 Total | BN 2016 Budget BN 2016 | BN 2018 Approved Biennial Budget FY 2017 | BN 2018 Approved Biennial Budget FY 2018 | BN 2018 Approved Biennial Budget Total |
|---|---|---|---|---|---|---|---|---|---|
| ***Requirements*** | | | | | | | | | |
| **State Gas Tax Program** | | | | | | | | | |
| **Personnel Services** | | | | | | | | | |
| Salaries | $ 273 | 234 | $ 250 | $ 278 | $ 528 | $ 582 | $ 287 | $ 300 | $ 587 |
| Benefits | 145 | 130 | 139 | 166 | 305 | 399 | 170 | 192 | 362 |
| **Program Personnel Services** | **418** | **364** | **389** | **444** | **833** | **981** | **457** | **492** | **949** |
| **Materials & Services** | | | | | | | | | |
| Professional Services | 23 | 23 | 38 | 45 | 83 | 88 | 48 | 48 | 96 |
| Self Insurance Claims | - | - | - | - | - | 6 | 3 | 3 | 6 |
| Electricity - Street Lights | 320 | 244 | 251 | 256 | 507 | 430 | 269 | 282 | 551 |
| General Office Supplies | 1 | - | - | 1 | 1 | 2 | 1 | 1 | 2 |
| Education & Training | 3 | 3 | 3 | 3 | 6 | 6 | 4 | 4 | 8 |
| Rents & Leases | 2 | 2 | 2 | 20 | 22 | 40 | 20 | 20 | 40 |
| Facility Repairs | 89 | 38 | 50 | 90 | 140 | 180 | 155 | 155 | 310 |
| Operating Equipment | - | 6 | - | 6 | 6 | 12 | 5 | 5 | 10 |
| Miscellanous | 3 | 28 | 1 | 2 | 3 | 6 | 2 | 2 | 4 |
| **Program Materials & Services** | **441** | **344** | **345** | **423** | **768** | **770** | **507** | **520** | **1,027** |
| **Program Capital Outlay** | **220** | **303** | **876** | **660** | **1,536** | **3,645** | **4,884** | **612** | **5,496** |
| **Program Debt Service** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **14** | **14** |
| **Program Transfers to Other Funds** | **808** | **830** | **772** | **740** | **1,512** | **1,512** | **872** | **800** | **1,672** |
| **Program Contingency** | **-** | **-** | **-** | **-** | **-** | **500** | **500** | **500** | **500** |
| **Total State Gas Tax Program Requirements** | **1,887** | **1,841** | **2,382** | **2,267** | **4,649** | **7,408** | **7,220** | **2,938** | **9,658** |
| **Street Surface Maintenance Program** | | | | | | | | | |
| **Materials & Services** | | | | | | | | | |
| Utility Bill Processing | 12 | 5 | 13 | 15 | 28 | 45 | 15 | 15 | 30 |
| Contractual Services | 2 | - | - | 5 | 5 | 96 | 10 | 10 | 20 |
| **Program Materials & Services** | **14** | **5** | **13** | **20** | **33** | **141** | **25** | **25** | **50** |
| **Program Capital Outlay** | **1,383** | **909** | **511** | **1,619** | **2,130** | **2,000** | **1,780** | **1,115** | **2,895** |
| **Program Transfers to Other Funds** | **202** | **210** | **193** | **185** | **378** | **378** | **218** | **200** | **418** |
| **Program Contingency** | **-** | **-** | **-** | **-** | **-** | **500** | **250** | **250** | **250** |
| **Total Street Surface Maintenance Program Requirements** | **1,599** | **1,124** | **717** | **1,824** | **2,541** | **3,019** | **2,273** | **1,590** | **3,613** |
| **Unappropriated Ending Fund Balance** | | | | | | | | | |
| State Gas Tax Program | (128) | (80) | 90 | 936 | 936 | (389) | 404 | 266 | 266 |
| Street Surface Maintenance Program | 1,451 | 1,539 | 1,926 | 1,238 | 1,238 | 693 | 212 | 3 | 3 |
| **Total Unappropriated Ending Fund Balance** | **1,323** | **1,459** | **2,016** | **2,174** | **2,174** | **304** | **616** | **269** | **269** |
| ***Total Requirements*** | ***$ 4,809*** | ***4,424*** | ***$ 5,115*** | ***$ 6,265*** | ***$ 9,364*** | ***$ 10,731*** | ***$ 10,109*** | ***$ 4,797*** | ***$ 13,540*** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Budgeted Positions (in FTEs) | 6.0 | 6.0 | 5.5 | 5.5 | 5.5 | 5.5 | 5.0 | 5.0 | 5.0 |
| Monthly Operating Costs per Capita | $ 8 | 7 | $ 7 | $ 7 | $ 7 | $ 8 | $ 8 | $ 8 | $ 9 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Contingency and Ending Balances per above | $ 1,323 | 1,459 | $ 2,016 | $ 2,174 | $ 2,174 | $ 1,304 | $ 1,366 | $ 1,019 | $ 1,019 |
| Policy Requirement (17%) | 320 | 300 | 290 | 310 | 310 | 640 | 350 | 350 | 350 |
| Reserve for Vehicle Replacement | 50 | 100 | 150 | 200 | 200 | 100 | 200 | 200 | 200 |
| Reserves for Capital | 500 | 500 | 500 | 500 | 500 | 500 | 450 | 450 | 450 |
| Amount over (under) Policy Requirement | $ 453 | 559 | $ 1,076 | $ 1,164 | $ 1,164 | $ 64 | $ 366 | $ 19 | $ 19 |

| | Actual | Actual | Actual | Estimate | | Budget | *Approved Biennial Budget* | | |
|---|---|---|---|---|---|---|---|---|---|
| **Street/Surface Maintenance Program** | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Total | BN 2016 | FY 2017 | FY 2018 | Total |
| **Fees in Lieu of Construction** [held in Liability Account for 10 Years] | | | | | | | | | |
| Carryover from prior year | $ 513 | 458 | $ 463 | $ 477 | $ 463 | $ 403 | $ 433 | $ 184 | $ 433 |
| Developer paid-in fees | 19 | 13 | 14 | 15 | 29 | - | 15 | 15 | 30 |
| Project expenditures paid-out | (74) | (8) | - | (59) | (59) | (100) | (264) | - | (264) |
| Carryover to next year | $ 458 | 463 | $ 477 | $ 433 | $ 433 | $ 303 | $ 184 | $ 199 | $ 199 |
| **Reserves held for Fleet Purchases** [previously transferred to Fleet and held in General Fund Reserves] | | | | | | | | | |
| Carryover from prior year | $ 152 | 152 | $ 140 | $ 42 | $ 140 | $ 114 | $ - | $ - | $ - |
| Transfers to/from Fleet Reserves | - | - | - | (28) | (28) | - | - | - | - |
| Less Purchases of Fleet | - | (12) | (98) | (14) | (112) | (74) | - | - | - |
| Carryover to next year | $ 152 | 140 | $ 42 | $ - | $ - | $ 40 | $ - | $ - | $ - |



## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | Water Fund | #510 |
| **DEPARTMENT:** | Water Operations | #610 |
| **DEPARTMENT HEAD:** | Gary Parkin | |
| **DEPARTMENT HEAD EMAIL:** | parking@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7614 | |
| **DEPARTMENT LOCATION:** | Johnson Creek Building | |

### DEPARTMENT MISSION STATEMENT

The mission of the Water Department is to provide the residents with safe drinking water, water for fire protection, and an adequate supply of water for essential daily needs. This is done by following stringent State and Federal distribution guidelines, such as the Safe Drinking Water Act originally passed by Congress in 1974.

### PURPOSE AND FUNCTION OF DEPARTMENT

The purpose and function of the Water Department is:

- Provide the City's residents with water that meets or exceeds all Federal and State water quality requirements;
- Maintain the water system infrastructure; and
- Provide staff with education needed to stay current with changing technology, rules and regulations.

### HISTORY OR BACKGROUND OF DEPARTMENT

Milwaukie's first municipal water supply was a spring that is still percolating up from the ground on the south side of Milwaukie Market Place. The first distribution system was a network of open flumes that carried the water to the downtown area. Milwaukie now draws its water from the Troutdale Gravels Aquifer. This underground water supply stretches from north of Vancouver to south of Milwaukie and from the Willamette River on the west to the base of the Cascades on the east. The water system has storage capacity of 6 million gallons and can produce in excess of 6 million gallons per day through a network of continuously monitored wells, treatment plants, pump stations and piping. Emergency interties are maintained with connections to the City of Portland and Clackamas River Water.

### PERSONNEL DESCRIPTION

The Water Department consists of eight full-time and on .2 equivalents (FTE's), four Utility Worker I and a Utility Worker II maintaining over 100 miles of waterline, 6,911 services and 964 fire hydrants; one Utility Worker I and one Water Quality Coordinator maintaining 7 wells, 3 storage reservoirs and 4 pump stations; one half time Operations Supervisor shared with Wastewater; and one seasonal employee. The Department is requesting one new employee to run our Cross Connection Program during the next year.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- The department completed the Ameresco water meter audit for accuracy and found our meter to be reading at 98% accuracy;
- For the customer service side of business the crew hung 1,467 door hangers, completed 88 shut offs, checked for leaks on 369 accounts, completed 1,073 final reads, replaced 101 meters and removed 96 meters;
- Ensured the operation of City's fire hydrants by completing hydrant preventive maintenance on 23% of hydrants;
- Ensured the workability of City valves by completing valve preventative maintenance on 140 valves;
- Repaired 4 main line breaks;
- Completed preventive maintenance on 60 chlorine components in the treatment system; and
- Completed preventive maintenance on 14 pumps.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Continue to enhance the City by providing quality customer service and creating a safe and enjoyable work environment for employees;
- Supply safe and affordable drinking water to our residents;
- Complete Phase II of the water line flushing program;
- Continue our leak detection program to eliminate water loss percentage;
- Continue the hydrant maintenance program to insure proper fire protection;
- Continue the valve maintenance and flushing project by completing 25% of the City per year;
- Implement large meter testing and replacements every other year;
- Work with the Engineering Department to successfully repair and paint the elevated tank without issues;
- Complete projects in an efficient manner reflected by meeting the budget, executing few change orders (none related to design error), and timely completion;
- Continue to build a positive rapport with our residents and stakeholders; and
- Continue an aggressive education program to keep up with changing technologies and certification for our employees.

## Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Hydrants maintained | 538 | 232 | 285 | 300 | 300 | 300 |
| Meters replaced as needed (average 100 per year) | 21 | 44 | 101 | 150 | 100 | 100 |
| Valve's maintained | 130 | 130 | 140 | 150 | 150 | 150 |
| Utility locates 100% completion required by law (average) | 1,569 | 1,526 | 1,479 | 1,500 | 1,500 | 1,500 |
| Gallons of water produced (in millions) | 794 | 775 | 750 | 750 | 750 | 750 |

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Percentage of hydrants maintained (goal is 33%) | 33% | 33% | 33% | 33% | 33% | 33% |
| Percentage of defective meters replaced (goal is 95%) | 95% | 95% | 95% | 95% | 95% | 95% |
| Percentage of valves maintained (goal is 20%) | 20% | 20% | 20% | 20% | 20% | 20% |
| Utility locates completed without identified error (goal is 90%) | 95% | 95% | 95% | 95% | 95% | 95% |
| Cross connection *with FTE added for program in FY 17 | 10% | 20% | 20% | 20% | 90%* | 100%* |

| Why are these Measures Important to us? |
|---|
| The Water Department takes pride in the quality of service we supply to our residents and the condition of our infrastructure. We constantly look for more efficient methods of producing quality water and the maintenance of our infrastructure. Our Staff is highly trained and certified in their field, they look at their responsibilities as a career. |
| Sound, quality utilities are the foundation of the City. Monitoring the maintenance statistics of our meters, hydrants and other equipment allows us to ensure that our systems are functioning at their highest level. |

| Comments and Other Relevant Department Issues |
| --- |
| The Water Department generates revenue from utility bills to maintain and improve the infrastructure. A large amount is transferred to other funds to pay for services including the Engineering Department. The Engineering Department is not able to manage all of the projects that are needed for the infrastructure due to staffing and the amount of requests coming from other departments. The Water Department, on occasion, must contract for outside engineering services and project managers in addition to the transfer to the Engineering Department. |

## Water Fund Summary

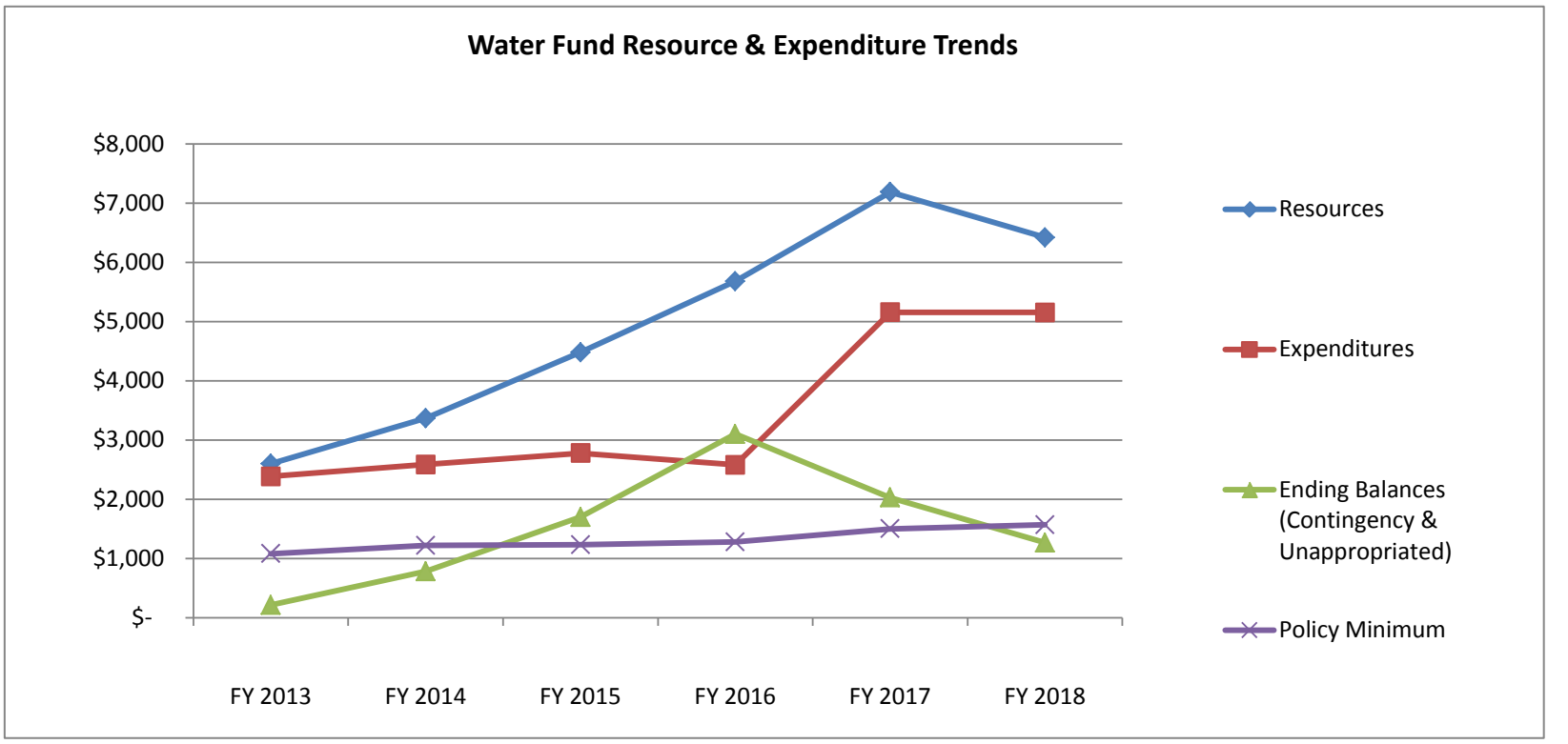
| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Actual | Actual | Actual | Estimate | | Budget | *Approved Biennial Budget* | | |
| | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Total | BN 2016 | FY 2017 | FY 2018 | Total |
| ***Resources*** | | | | | | | | | |
| Beginning Fund Balance | $ (225) | $ 211 | $ 781 | $ 1,700 | $ 781 | $ 395 | $ 3,100 | $ 2,328 | $ 3,100 |
| Fees & Charges - Water | 2,739 | 3,074 | 3,629 | 3,760 | 7,389 | 6,512 | 3,892 | 4,029 | 7,921 |
| Miscellaneous | 80 | 61 | 64 | 81 | 145 | 126 | 59 | 59 | 118 |
| Other Reimbursements | 3 | 22 | 5 | 6 | 11 | 10 | 6 | 6 | 12 |
| Proceeds from Issuance of Debt | - | - | - | - | - | - | 130 | - | 130 |
| Transfers from Other Funds | - | - | - | 135 | 135 | - | - | - | - |
| ***Total Resources*** | ***$ 2,597*** | ***$ 3,368*** | ***$ 4,479*** | ***$ 5,682*** | ***$ 8,461*** | ***$ 7,043*** | ***$ 7,187*** | ***$ 6,422*** | ***$ 11,281*** |
| ***Requirements*** | | | | | | | | | |
| **Personnel Services** | | | | | | | | | |
| Salaries | $ 349 | $ 372 | $ 380 | $ 406 | $ 786 | $ 799 | $ 497 | $ 520 | $ 1,017 |
| Benefits | 174 | 189 | 195 | 219 | $ 414 | 478 | 281 | 318 | $ 599 |
| **Total Personnel Services** | **523** | **561** | **575** | **625** | **1,200** | **1,277** | **778** | **838** | **1,616** |
| **Materials & Services** | | | | | | | | | |
| Bad Debts | (3) | 6 | (5) | 5 | - | 10 | 5 | 5 | 10 |
| Contractual Services | 30 | 39 | 16 | 25 | 41 | 50 | 37 | 37 | 74 |
| Dues & Subscriptions | - | 2 | 2 | 3 | 5 | 2 | 1 | 1 | 2 |
| Education & Training | 4 | 5 | 3 | 3 | 6 | 12 | 6 | 6 | 12 |
| Electricity | 177 | 173 | 188 | 192 | 380 | 400 | 202 | 212 | 414 |
| Facility Repairs | 61 | 155 | 184 | 200 | 384 | 425 | 225 | 225 | 450 |
| Fees & Licenses | 1 | 1 | 1 | 1 | 2 | 2 | 2 | 2 | 4 |
| Franchise Fees to Transportation (1) | 230 | 263 | 290 | 300 | 590 | 516 | 307 | 318 | 625 |
| General Office Supplies | 1 | 8 | 7 | 1 | 8 | 4 | 2 | 2 | 4 |
| Miscellanous Supplies | 2 | 2 | 1 | 2 | 3 | 6 | 3 | 3 | 6 |
| Operating Equipment | 18 | 9 | 31 | 18 | 49 | 26 | 20 | 20 | 40 |
| Professional Services | 33 | 11 | 3 | 7 | 10 | 20 | 10 | 10 | 20 |
| Rents & Leases | 2 | 2 | 8 | 20 | 28 | 40 | 20 | 20 | 40 |
| Self Insured Claims | - | - | - | 3 | 3 | 6 | 3 | 3 | 6 |
| Utility Billing Expense | 45 | 46 | 46 | 47 | 93 | 65 | 48 | 49 | 97 |
| **Total Materials & Services** | **601** | **722** | **775** | **827** | **1,602** | **1,584** | **891** | **913** | **1,804** |
| **Capital Outlay** | **282** | **314** | **514** | **215** | **729** | **1,522** | **2,050** | **1,910** | **3,960** |
| **Debt Service** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **14** | **14** |
| **Transfers to Other Funds** | **980** | **990** | **915** | **915** | **1,830** | **1,830** | **1,140** | **1,180** | **2,320** |
| **Contingency** | **-** | **-** | **-** | **-** | **-** | **200** | **300** | **300** | **300** |
| **Total Program Requirements** | **2,386** | **2,587** | **2,779** | **2,582** | **5,361** | **6,413** | **5,159** | **5,155** | **10,014** |
| | | | | | - | | | | |
| Unappropriated Ending Fund Balance | 211 | 781 | 1,700 | 3,100 | 3,100 | 630 | 2,028 | 1,267 | 1,267 |
| ***Total Requirements*** | ***$ 2,597*** | ***$ 3,368*** | ***$ 4,479*** | ***$ 5,682*** | ***$ 8,461*** | ***$ 7,043*** | ***$ 7,187*** | ***$ 6,422*** | ***$ 11,281*** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Budgeted Positions (in FTEs) | 7.0 | 7.0 | 7.2 | 7.2 | 7.2 | 7.2 | 8.2 | 8.2 | 8.2 |
| Monthly Operating Costs per Capita | $ 9 | $ 9 | $ 9 | $ 10 | $ 10 | $ 10 | $ 11 | $ 12 | $ 12 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Contingency and Ending Balances per above | $ 211 | $ 781 | $ 1,700 | $ 3,100 | $ 3,100 | $ 830 | $ 2,328 | $ 1,567 | $ 1,567 |
| Reserve for Vehicle Replacement | 30 | 80 | 100 | 100 | 100 | 80 | 100 | 100 | 100 |
| Policy Requirement (50%) | 1,050 | 1,140 | 1,130 | 1,180 | 1,180 | 370 | 1,400 | 1,470 | 1,470 |
| Amount over (under) Policy Requirement | $ (869) | $ (439) | $ 470 | $ 1,820 | $ 1,820 | $ 380 | $ 828 | $ (3) | $ (3) |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Reserves held for Fleet Purchases** [previously transferred to Fleet and held in General Fund Reserves] | | | | | | | | | |
| Carryover from prior year | $ 403 | $ 362 | $ 362 | $ 284 | $ 362 | $ 361 | $ - | $ - | $ - |
| Transfers to/from Fleet Reserves | - | - | - | (135) | (135) | - | - | - | - |
| Less Purchases of Fleet | (41) | - | (78) | (149) | (227) | (315) | - | - | - |
| Carryover to next year | $ 362 | $ 362 | $ 284 | $ - | $ - | $ 46 | $ - | $ - | $ - |

(1) Franchise fees to transportation relates to Ordinance 1905 passed in 2002 dedicating 8% of net revenues of water, wastewater, and stormwater (net of any debt service obligations) to help fund the transportation system (Muni Code Section 3.10).



## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | Wastewater Fund | #540 |
| **DEPARTMENT:** | Wastewater Operations | #620 |
| **DEPARTMENT HEAD:** | Gary Parkin | |
| **DEPARTMENT HEAD EMAIL:** | parking@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7614 | |
| **DEPARTMENT LOCATION:** | Johnson Creek Building | |

### DEPARTMENT MISSION STATEMENT

The mission of the Wastewater Department is to provide for the effective management and financing of the wastewater collections system within the public Right-of-Way. The goal is to provide wastewater collection, pumping and collect revenue for treatment services to the residents, while protecting the environment and eliminating sanitary sewer overflows.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Wastewater department is responsible to:

- Operating and maintaining the City's wastewater collections infrastructure efficiently and at the least cost to customers;
- Maintain 78.3 miles of public sanitary sewers, 5 sewer lift stations, and 1,682 manholes; and
- Provide an Environmental Services Coordinator to oversee and enforce the FOG (Fats, Oils and Grease) program that helps eliminate the amount of fats, oils, and grease in the wastewater collections system.

### HISTORY OR BACKGROUND OF DEPARTMENT

Each day, millions of gallons of wastewater go down the drain from washing or toilet flushing inside homes, schools, and other buildings and are carried into the City of Milwaukie sanitary sewer system. Small pipes called laterals carry wastewater from those buildings into sewer pipes placed under streets. By gravity and a series of sewer lift stations, the vast majority of wastewater flows into the Kellogg Treatment Plant located on McLoughlin and operated by the Clackamas County Sewer District #1 (CCSD#1). The department also contracts for treatment services with the City of Portland and Oak Lodge Sanitary District for the few properties within those sewer systems. After treatment, the water is released into the Willamette River as clean water, though not suitable for drinking.

### PERSONNEL DESCRIPTION

The Department consists of five full-time equivalents (FTE's), three Utility Worker I, one Utility Worker II, half-time Environmental Services Coordinator, and half-time Operations Supervisor.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- The Department worked closely with the Engineering Department to complete portions of existing terracotta (clay pipe). This project will help to eliminate roots and ground water from entering the main line;
- The department repaired multiple manholes around town to reduce groundwater and roots from entering;
- The Department investigated non-compliant restaurants of the FOG ordinance, and enforced installation of more effective grease interceptors to reduce sewer backups and discharges to the City's sewer main;
- Continued to enhance our FOG program through cooperation with other local municipalities and preferred pumpers;
- Continued to complete onsite FOG inspections to monitor compliance of new and existing facilities;
- The Department met the footage goal of cleaning and video inspecting the entire City sewer system once every five years;
- The Department personnel responded to all failures of our lift stations in adequate time, preventing a backup or overflow;
- The Department replaced the wet well lining at our Island sewer lift station;
- The Department did not have any sewer backups that resulted in a claim against the City; and
- The division did not have any sanitary sewer overflows during the last year.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Continue to enhance the City by providing quality customer service and creating a safe and enjoyable work environment for employees;
- Prevent sewer main blockages and sanitary sewer overflows by completing routine maintenance, cleaning, and video inspecting of the main lines according to asset management guidelines;
- Obtain training and certification for all personnel on the wastewater crew for the National Association of Sewer Service Companies (NASSCO) certification, standardizes procedures for the assessment (TV'ing) and rehabilitation of underground infrastructure; and
- Provide resources for wastewater personnel to stay current on required certifications.

## Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Mainline Hydro cleaning (feet per year) | 125,388 | 153,484 | 91,943 | 110,000 | 110,000 | 110,000 |
| Manhole inspections per year | 610 | 361 | 616 | 600 | 600 | 600 |
| TV inspection of mains (feet per year) | 151,049 | 96,755 | 157,012 | 150,000 | 150,000 | 150,000 |
| Utility locates | 1,569 | 1,526 | 1,479 | 1,500 | 1,500 | 1,500 |
| Lift station inspections per year | 260 | 260 | 260 | 260 | 260 | 260 |

| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Percent of mainline Hydro cleaned (goal is 20% or all mains in 5 years) | 20% | 20% | 25% | 25% | 25% | 25% |
| Percent of mainline Granite /TV inspected (goal is 20% or all mains in 5 years) | 20% | 20% | 25% | 25% | 25% | 25% |
| Percent of manholes inspected (goal is all inspected in 5 years) | 21% | 19% | 22% | 20% | 20% | 20% |
| Percent utility locates accomplished without claim | 100% | 100% | 100% | 100% | 100% | 100% |
| Lift station runtime without malfunction or downtime | 90% | 90% | 90% | 90% | 90% | 90% |
| Percent of certifications active and in good standing | 100% | 100% | 100% | 100% | 100% | 100% |

| Why are the Measures Important to us? |
| --- |
| Hydro clean sewer system: To ensure a working, flowing system, free of debris, and to prevent sanitary sewer overflows and DEQ fines. |
| Formula inspections: To locate and schedule repair of possible sewer system failures before they fail or cause a sewer backup. |
| Manhole inspections: Check for deterioration, inflow, and infiltration. It is now mandatory to complete a manhole inspection for each manhole of a main line when system maintenance is completed. |
| TV inspections (Granite): This type of inspection started in 2011. These inspections rate the condition of the pipe to determine time of before the structure fails and when a repair or replacement is needed. Granite software also allows the Engineering Department to review inspections from their personal computers. |
| Locates: To accurately locate the sewer system to eliminate contractors damaging the system. This is also a mandatory requirement by State law. |
| Lift station rounds: To test mechanical and electrical operations prior to failure. |

| Comments and Other Relevant Division Issues |
| --- |
| The Wastewater Department is adequately staffed to perform required functions at this time. If future regulatory standards or the City's collections system is required to own and maintain private laterals or to be permitted by DEQ, the need for more FTE's will increase. |
| It is important that the Wastewater Department cleans and video inspects the City sewer mains once every three to five years to locate issues with the main lines such as grease buildup, roots, pipe damage or blockages before they become an issue, lead to sanitary sewer overflows or possible claims against the City. The Department must clean 79,200 feet of sewer pipe per year and video inspect 79,200 feet of sewer pipe per year to meet the five year goal. |
| The Wastewater Fund generates revenue from utility bills to maintain and improve the infrastructure. A large amount is transferred to other funds to pay for services provided by the Engineering Department. The Engineering Department is not able to manage all of the projects that are needed for the infrastructure due to staffing and the amount of requests coming from other departments. The Wastewater Division, on occasion, must contract for outside engineering services and project managers in addition to the transfer to the Engineering Department. |

## Wastewater Fund Summary

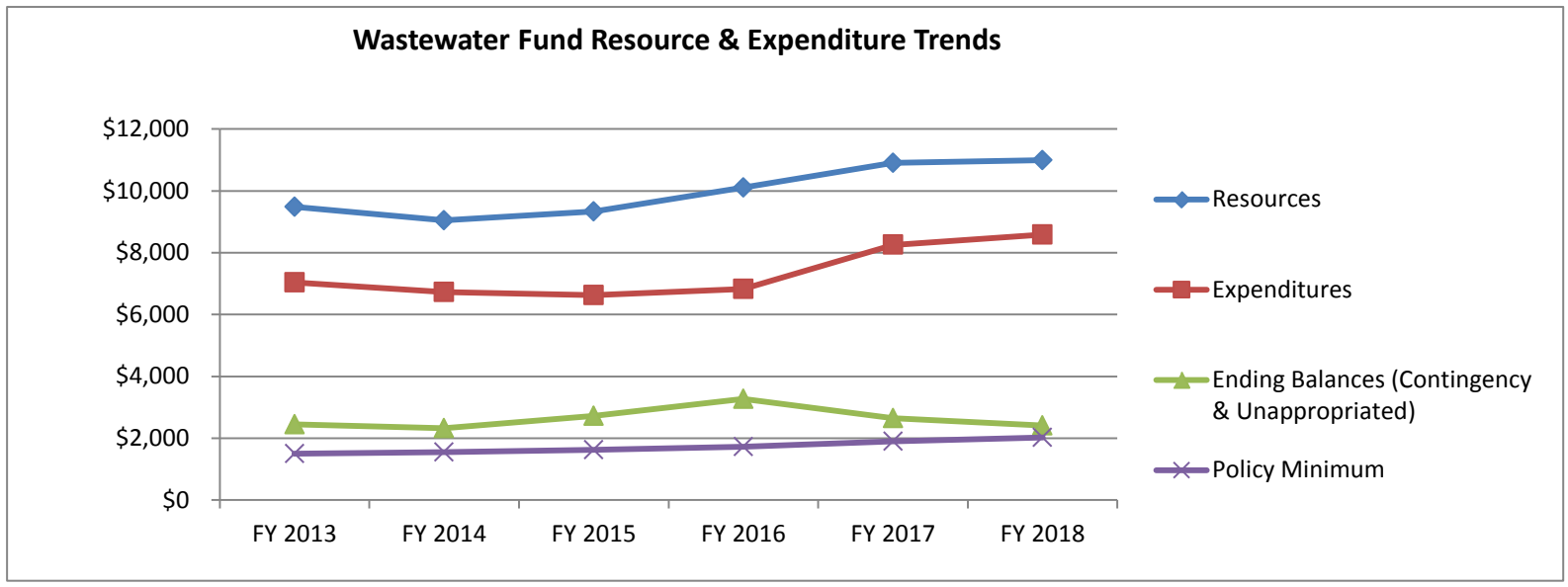
| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| ***Resources*** | | | | | | | | | |
| Beginning Fund Balance | $ 3,085 | $ 2,445 | $ 2,318 | $ 2,716 | $ 2,318 | $ 2,196 | $ 3,274 | $ 2,948 | $ 3,274 |
| Fees & Charges - Wastewater | 6,324 | 6,532 | 6,939 | 7,247 | 14,186 | 13,836 | 7,537 | 7,914 | 15,451 |
| Intergovernmental - Grant | 3 | - | - | - | - | - | 15 | 15 | 30 |
| Miscellaneous | 22 | 10 | 5 | 2 | 7 | 2 | 2 | 44 | 46 |
| Proceeds from Reimbursement District | 51 | 55 | 75 | 75 | 150 | 36 | 75 | 75 | 150 |
| Transfers from Other Funds | - | - | - | 62 | 62 | - | - | - | - |
| ***Total Resources*** | ***$ 9,485*** | ***$ 9,042*** | ***$ 9,337*** | ***$ 10,102*** | ***$ 16,723*** | ***$ 16,070*** | ***$ 10,903*** | ***$ 10,996*** | ***$ 18,951*** |
| ***Requirements*** | | | | | | | | | |
| **Personnel Services** | | | | | | | | | |
| Salaries | $ 261 | $ 270 | $ 280 | $ 297 | $ 577 | $ 590 | $ 312 | $ 327 | $ 639 |
| Benefits | 133 | 128 | 134 | 131 | 265 | 347 | 145 | 166 | 311 |
| **Total Personnel Services** | **394** | **398** | **414** | **428** | **842** | **937** | **457** | **493** | **950** |
| **Materials & Services** | | | | | | | | | |
| Bad Debts | (6) | 13 | (12) | 10 | (2) | 20 | 10 | 10 | 20 |
| CCSD #1 SDC Exempt Properties | 62 | 102 | 11 | - | 11 | 251 | 100 | 100 | 200 |
| Contractual Services | 3 | 1 | 6 | 8 | 14 | 16 | 8 | 8 | 16 |
| Dues & Subscriptions | 1 | 1 | 1 | 1 | 2 | 2 | 1 | 1 | 2 |
| Education & Training | 3 | 4 | 2 | 5 | 7 | 10 | 5 | 5 | 10 |
| Electricity | 9 | 9 | 9 | 4 | 13 | 20 | 10 | 10 | 20 |
| Facility Repairs | 40 | 29 | 54 | 65 | 119 | 150 | 75 | 75 | 150 |
| Franchise Fees to Transportation (1) | 230 | 167 | 204 | 227 | 431 | 413 | 232 | 247 | 479 |
| General Office Supplies | - | - | - | - | - | 2 | 1 | 1 | 2 |
| Miscellanous Supplies | 1 | 1 | 1 | 2 | 3 | 8 | 4 | 4 | 8 |
| Operating Equipment | 2 | 5 | 14 | 2 | 16 | 10 | 5 | 5 | 10 |
| Professional Services | 64 | 6 | 2 | 3 | 5 | 40 | 20 | 20 | 40 |
| Rents & Leases | 2 | 4 | 3 | 4 | 7 | 40 | 20 | 20 | 40 |
| Self Insured Claims | - | - | - | 5 | 5 | 10 | 5 | 5 | 10 |
| Utility Billing Expense | 30 | 29 | 30 | 28 | 58 | 65 | 29 | 30 | 59 |
| Wastewater Treatment Costs | 3,968 | 4,077 | 4,243 | 4,353 | 8,596 | 8,686 | 4,531 | 4,724 | 9,255 |
| **Total Materials & Services** | **4,409** | **4,448** | **4,568** | **4,717** | **9,285** | **9,743** | **5,056** | **5,265** | **10,321** |
| **Capital Outlay** | **1,147** | **807** | **650** | **640** | **1,290** | **1,709** | **1,265** | **1,295** | **2,560** |
| **Debt Service** | **110** | **101** | **104** | **108** | **212** | **220** | **107** | **107** | **214** |
| **Transfers to Other Funds** | **980** | **970** | **885** | **935** | **1,820** | **1,820** | **1,070** | **1,120** | **2,190** |
| **Contingency** | **-** | **-** | **-** | **-** | **-** | **200** | **300** | **300** | **300** |
| **Total Program Requirements** | **7,040** | **6,724** | **6,621** | **6,828** | **13,449** | **14,629** | **8,255** | **8,580** | **16,535** |
| | | | | | - | | | | |
| Unappropriated Ending Fund Balance | 2,445 | 2,318 | 2,716 | 3,274 | 3,274 | 1,441 | 2,648 | 2,416 | 2,416 |
| ***Total Requirements*** | ***$ 9,485*** | ***$ 9,042*** | ***$ 9,337*** | ***$ 10,102*** | ***$ 16,723*** | ***$ 16,070*** | ***$ 10,903*** | ***$ 10,996*** | ***$ 18,951*** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Budgeted Positions (in FTEs) | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 | 5.0 |
| Monthly Operating Costs per Capita | $ 24 | $ 24 | $ 24 | $ 25 | $ 25 | $ 26 | $ 28 | $ 29 | $ 28 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Contingency and Ending Balances per above | $ 2,445 | $ 2,318 | $ 2,716 | $ 3,274 | $ 3,274 | $ 1,641 | $ 2,948 | $ 2,716 | $ 2,716 |
| Reserve for Vehicle Replacement | 50 | 100 | 150 | 200 | 200 | 200 | 250 | 300 | 300 |
| Policy Requirement (25%) | 1,450 | 1,450 | 1,470 | 1,520 | 1,520 | 3,130 | 1,650 | 1,720 | 1,720 |
| Amount over (under) Policy Requirement | $ 945 | $ 768 | $ 1,096 | $ 1,554 | $ 1,554 | $ (1,689) | $ 1,048 | $ 696 | $ 696 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Reserves held for Fleet Purchases** [previously transferred to Fleet and held in General Fund Reserves] | | | | | | | | | |
| Carryover from prior year | $ 143 | $ 143 | $ 143 | $ 62 | $ 143 | $ 143 | $ - | $ - | $ - |
| Transfers to/from Fleet Reserves | - | - | - | (62) | (62) | - | - | - | - |
| Less Purchases of Fleet | - | - | (81) | - | (81) | (143) | - | - | - |
| Carryover to next year | $ 143 | $ 143 | $ 62 | $ - | $ - | $ - | $ - | $ - | $ - |

(1) Franchise fees to transportation relates to Ordinance 1905 passed in 2002 dedicating 8% of net revenues of water, wastewater, and stormwater (net of any debt service obligations) to help fund the transportation system (Muni Code Section 3.10).



## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | |
|---|---|
| **FUND:** | Stormwater Fund #570 |
| **DEPARTMENT:** | Stormwater Operations #630 |
| **DEPARTMENT HEAD:** | Gary Parkin |
| **DEPARTMENT HEAD EMAIL:** | parking@milwaukieoregon.gov |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7614 |
| **DEPARTMENT LOCATION:** | Johnson Creek Building |

### DEPARTMENT MISSION STATEMENT

The Stormwater Department is a division within the Public Works Department and provides for the effective management and financing of the stormwater system within the City's public Right-of-Way. The mission of the Stormwater Department is to protect the health, safety and welfare of the public by providing for the safe, efficient capture and conveyance of stormwater runoff; the correction of stormwater problems by designing, constructing, managing, operating, maintaining, inspecting, and enforcement of the City's stormwater rules and regulations.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Stormwater Department ensures that all

- Maintenance work is done in compliance with its National Pollutant Discharge Elimination System (NPDES) permit;
- Permit for the storm system in general and the Water Pollution Control Facility (WPCF);
- Permit for Underground Injection Control (UIC) components such as drywells;
- Provides an ongoing education program for its employees to keep up with the evolving technology, rules and regulations; and
- Manage 41 miles of storm main lines, 1603 catch basins, 210 drywells, 122 sedimentation manholes, 539 manholes, 5 detention ponds, and 46 Rain gardens.

### HISTORY OR BACKGROUND OF DEPARTMENT

The Oregon Department of Environmental Quality (DEQ) issued the City a NPDES permit in 1995. The permit contains requirements that are intended to minimize impacts from pollutants carried into area streams, rivers, and wetlands via the City's storm sewer system. The City's permit is for a storm system separated from the wastewater system; a Municipal Separated Storm Sewer System (MS4). It has been revised twice and the parameters that are required to be monitored, the level of maintenance needed is changing and increasingly burdensome. Upholding the permits, measuring and reporting permit requirements; and maintaining existing infrastructure to meet the requirements are efforts that continue to increase in scope. The United States Environmental Protection Agency (EPA) continues to place demands that DEQ apply stronger requirements around maintenance, water quality sampling, and treatment of new and existing stormwater facilities.

Another factor for the City is the "Milwaukie drywell bowl", an area encompassing about 20% of the City that is a basin with no flow out, relying on infiltration to drain stormwater. This is an area with flooding issues during heavy rain events with a need for new infrastructure and the replacement of drywells that are prevalent in the area and are susceptible to failure.

**PERSONNEL DESCRIPTION**

Stormwater Operations consists of eight and one .3 full-time equivalents (FTE), 4.8 Utility Worker I, one Landscape Maintenance Worker, one Utility Worker II, half-time Public Works Supervisor, and a half-time Environmental Services Coordinator. The Department is asking for one summer seasonal and to increase the Fund's participation in street sweeping from .5 FTE to 1.0 FTE with a corresponding reduction in the Transportation Fund from .5 FTE to 0.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:**

- Stormwater monitoring analytical results were within expected parameter with no anomalies;
- The addition of the Landscape Maintenance Worker allowed for maintenance of the water quality facilities (rain gardens) more frequently;
- Continued coordination with the cities of West Linn, Lake Oswego and Oregon City for the monitoring of Mercury in stormwater discharge from residential area;
- Responded to spills originating within the City and documenting the release and oversee cleanup efforts provided by other jurisdictions;
- Completed annual report in compliance with the NPDES Stormwater permit issued to the City by DEQ. The City made a revision to the Stormwater management plan & submitted it to DEQ on May 1, 2012;
- The City was issued its first Water Pollution Control Facility Permit during the last budget cycle. This permit will increase the cost of maintenance, repairs, monitoring and decommissioning cost for City owned drywells. The department will now be responsible for compliance and reporting of two stormwater permits, instead of just one;
- Storm members spent considerable time on the oversight of the Light Rail project for contractor compliance with the City's erosion control program and stormwater facilities; and
- This is the City's second year for participation in the Stormdrain Cleaning Assistance Program (SCAP), along with Gresham, Fairview, Troutdale, Wood Village, Clackamas County-WES and the Oak Lodge Sanitary District (OLSD). We have been working with these agencies to promote cleaning of private catch basins. SCAP is a voluntary program for businesses, apartments, schools, etc. with privately owned storm drains. It is designed to increase awareness of and participation in annual maintenance needs of their drains in order to prevent localized flooding and reduce polluted runoff to local streams.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Comply with all DEQ Stormwater regulations listed in permits, management plans, and monitoring plans, for example implement an updated NPDES, MS4, Water Pollution Control Facility (UIC), Stormwater Management Plan (SWMP), and implement an updated NPDES, MS4, and Stormwater Monitoring Plan;
- Continue to enhance the City by providing quality customer service and creating a safe and enjoyable work environment for employees;
- Complete in-house drywell decommissioning and pretreatment requirements;
- Eliminate "trouble spots" for flooding through Capital Improvement Projects (CIP);
- Continue to improve our dewatering practices with the Decant Facility, to further practice what we preach;
- Complete projects in an efficient manner reflected by meeting the budget, executing few change orders (none related to design error), and timely completion; and
- Continue to support existing certifications for personnel.

**PERFORMANCE MEASURES**

| WORKLOAD INDICATORS | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Clean catch basins as required by permit | 800 | 149 | 742 | 800 | 800 | 800 |
| Clean dry wells per year as required by ORS | 114 | 123 | 66 | 120 | 120 | 120 |
| Inspection of drywells | 182 | 120 | 119 | 120 | 120 | 120 |
| TV inspection of mains in feet | 16,925 | 18,716 | 31,580 | 30,000 | 40,000 | 40,000 |
| Maintain rain gardens | 46 | 46 | 49 | 49 | 72 | 72 |
| Storm water monitoring (sampling for testing) | 10 | 10 | 10 | 10 | 10 | 10 |
| Erosion control inspections | 199 | 216 | 154 | 100 | 100 | 100 |
| Erosion control plan review/final inspections | 25 | 23 | 25 | 20 | 20 | 20 |
| Outfall inspections | 25 | 25 | 25 | 25 | 25 | 25 |
| Respond to environmental spills | 10 | 17 | 12 | 10 | 5 | 6 |
| Pervious sidewalk annual maintenance completed (total of 2500 linear feet installed) | 2,500 | 2,500 | 2,500 | 2,500 | n/a | n/a |

| PERFORMANCE MEASURES | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| Percentage of catch basins cleaned. DEQ requirement is 50% | 50% | 50% | 50% | 50% | 50% | 50% |
| Percentage of dry wells cleaned (Type I & Type II's). DEQ requirement is 65% | 65% | 65% | 65% | 65% | 65% | 65% |
| Percentage of drywells inspected (Type I & Type II's). DEQ requirement is 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Main line video inspected. Goal is 20,000 feet | 100% | 100% | 100% | 100% | 100% | 100% |
| Storm line cleaned. Goal is 10,000 feet | 100% | 100% | 100% | 100% | 100% | 100% |
| Percentage of Rain garden maintenance completed. Goal is 100% | 20% | 100% | 100% | 100% | 100% | 100% |
| Percentage of Storm water monitoring (MS4) events completed. DEQ requirement is 100% | 100% | 100% | 100% | 100% | 100% | 100% |
| Percentage of Storm water monitoring (UIC) events completed. DEQ requirement is 100% | 100% | 100% | 100% | 100% | 100% | 100% |

| Why are these Measures Important to us? |
| --- |
| Clean catch basins: We are required to clean each catch basin once every two years to meet conditions of our NPDES, MS4 & WPCF (UIC) permits. By lowering the amount of solids, we reduce the amount of pollutants. |
| Clean dry wells: Required to clean Type II once every six months and Type I once every two years to meet conditions of our WPCF (UIC) permit. This measure helps prevent flooding and removes pollutants that may reach the groundwater. |
| Inspect drywells: Required to inspect Type II once a month and Type I once every two months to meet conditions of our WPCF (UIC) permit. This measure helps to keep the drywells functioning properly. |
| TV inspection of storm lines: This measure is needed to locate breaks and blockages that may cause the system to function poorly. |
| Clean storm lines: Required to clean main lines as needed. This measure removes pollutants from the system that otherwise may reach receiving streams. |
| Rain garden maintenance: Maintain stormwater quality requirements for low impact development. The rain gardens are stormwater treatment facilities that depend on maintenance to function properly. |

| Comments and Other Relevant Department Issues |
| --- |
| The Stormwater Department's operation and maintenance activities are influenced significantly by the two permits issued by DEQ. The NPDES-MS4 permit was renewed in the Spring of 2012 and mandates specific maintenance levels and specific pollutants/water quality parameters to control. The WPCF Permit (UIC Permit) has not been officially adopted (expected soon) but its requirements and expectations are known and a matter of current practice. |
| To improve efficiencies the Wastewater Department started completing the Stormwater Departments utility locates in 2011. |
| The Department has reduced the amount of footage of cleaning and video inspecting the main lines because the requirement is "as needed only". We have been focusing our resources on more strict requirements, such as catch basin and drywell cleaning. |
| Outfall inspections have decreased based on new permit language. |
| The Stormwater Master Plan was adopted by Council in September 2013. The significant aspect of the plan is its focus on the fiscal needs of the stormwater utility as it considers the next 20 years. The plan calls for rate increases to support capital improvements that have been deferred for a number of years and an additional 1.8 FTE for the operations and maintenance of the stormwater system, specifically because of the increase in rain gardens. This budget includes expenditure for capital improvements as proposed by the master plan and the additional 1.8 FTE to be added as one full-time utility worker 1 and two seasonal workers during the Spring/Summer months. |
| The Stormwater Fund generates revenue from utility bills to maintain and improve the infrastructure. A large amount is transferred to other funds to pay for services including Engineering. The Engineering Department is not able to manage all of the projects that are needed for the infrastructure due to staffing and the amount of requests coming from other departments. The Stormwater Division on occasion must contract for outside engineering services and project managers, in addition to the transfer to the Engineering Department. |

## Stormwater Fund Summary

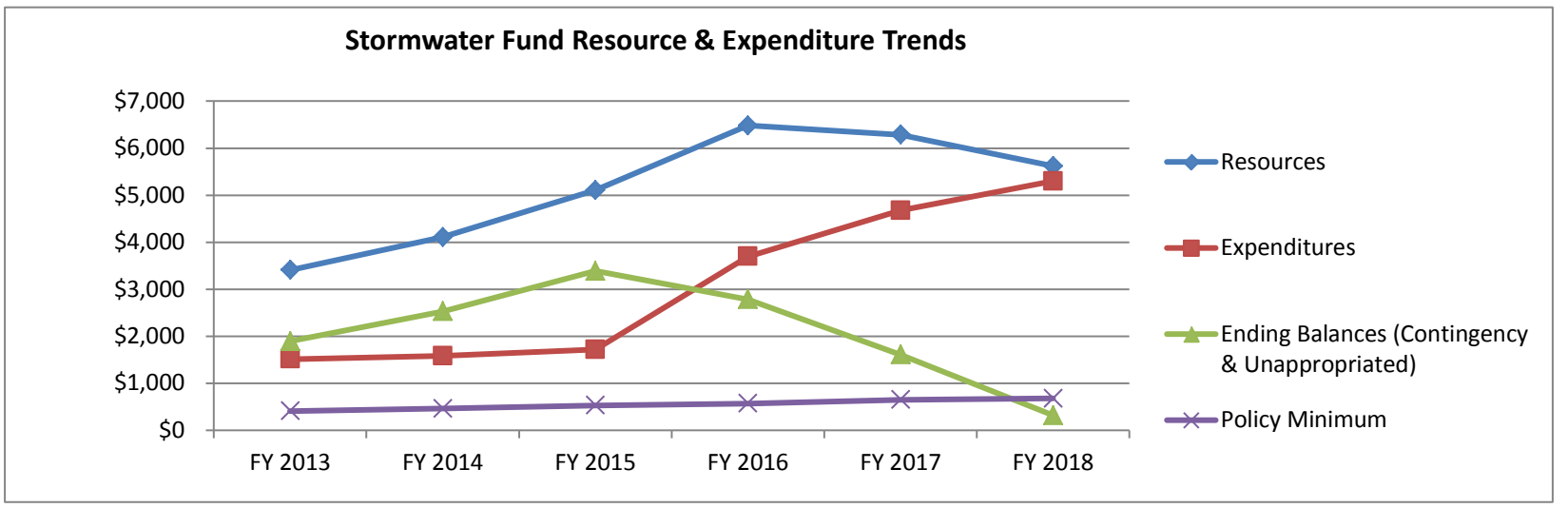
| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | *Approved Biennial Budget* | | |
| | Actual FY 2013 | Actual FY 2014 | Actual FY 2015 | Estimate FY 2016 | Total | Budget BN 2016 | FY 2017 | FY 2018 | Total |
| ***Resources*** | | | | | | | | | |
| Beginning Fund Balance | $ 1,416 | $ 1,896 | $ 2,528 | $ 3,391 | $ 2,528 | $ 2,392 | $ 2,784 | $ 1,909 | $ 2,784 |
| Fees & Charges - Stormwater | 1,971 | 2,205 | 2,572 | 2,950 | 5,522 | 5,493 | 3,366 | 3,703 | 7,069 |
| Other Reimbursements | 6 | 1 | - | - | - | 6 | 3 | 3 | 6 |
| Intergovernmental | 3 | - | - | - | - | 1,004 | - | - | - |
| Miscellaneous | 13 | 6 | 9 | 4 | 13 | 2 | 4 | 4 | 8 |
| FILOC (Trimet) | - | - | - | 120 | 120 | - | - | - | - |
| Proceeds from Issuance of Debt | - | - | - | - | - | - | 130 | - | 130 |
| Transfers from Other Funds | - | - | - | 16 | 16 | - | - | - | - |
| ***Total Resources*** | ***$ 3,409*** | ***$ 4,108*** | ***$ 5,109*** | ***$ 6,481*** | ***$ 8,199*** | ***$ 8,897*** | ***$ 6,287*** | ***$ 5,619*** | ***$ 9,997*** |
| ***Requirements*** | | | | | | | | | |
| **Personnel Services** | | | | | | | | | |
| Salaries | $ 268 | $ 263 | $ 320 | $ 342 | $ 662 | $ 790 | $ 455 | $ 478 | $ 933 |
| Benefits | 155 | 159 | 163 | 176 | 339 | 585 | 239 | 273 | 512 |
| **Total Personnel Services** | **423** | **422** | **483** | **518** | **1,001** | **1,375** | **694** | **751** | **1,445** |
| **Materials & Services** | | | | | | | | | |
| Professional Services | 36 | 35 | 10 | 25 | 35 | 50 | 30 | 30 | 60 |
| Contractual Services | 2 | 6 | 18 | 33 | 51 | 66 | 15 | 15 | 30 |
| Self Insured Claims | - | - | - | 3 | 3 | 6 | 3 | 3 | 6 |
| Refuse | 1 | 1 | - | 1 | 1 | 4 | 2 | 2 | 4 |
| General Office Supplies | 1 | - | 1 | 1 | 2 | 4 | 2 | 2 | 4 |
| Fees & Licenses | 7 | - | 1 | 5 | 6 | 16 | 5 | 5 | 10 |
| Dues & Subscriptions | 1 | 1 | 1 | 1 | 2 | 2 | 1 | 1 | 2 |
| Miscellanous Supplies | 1 | 1 | 5 | 3 | 8 | 4 | 5 | 5 | 10 |
| Education & Training | 8 | 3 | 2 | 4 | 6 | 14 | 7 | 7 | 14 |
| Utility Billing Expense | 13 | 13 | 13 | 23 | 36 | 45 | 23 | 23 | 46 |
| Franchise Fees to Transportation (1) | 156 | 167 | 206 | 234 | 440 | 439 | 269 | 296 | 565 |
| Bad Debts | (3) | 4 | (4) | 5 | 1 | 10 | 5 | 5 | 10 |
| Rents & Leases | 2 | 5 | 2 | 3 | 5 | 40 | 20 | 20 | 40 |
| Facility Repairs | 38 | 24 | 67 | 70 | 137 | 140 | 95 | 95 | 190 |
| Operating Equipment | 1 | 13 | 1 | 4 | 5 | 10 | 6 | 6 | 12 |
| Advertising & Publicity | - | - | - | 1 | 1 | 2 | 1 | 1 | 2 |
| **Total Materials & Services** | **264** | **273** | **323** | **416** | **739** | **852** | **489** | **516** | **1,005** |
| **Capital Outlay** | **86** | **125** | **7** | **1,798** | **1,805** | **4,547** | **2,175** | **2,660** | **4,835** |
| **Debt Service** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **14** | **14** |
| **Transfers to Other Funds** | **740** | **760** | **905** | **965** | **1,870** | **1,870** | **1,020** | **1,060** | **2,080** |
| **Contingency** | **-** | **-** | **-** | **-** | **-** | **200** | **300** | **300** | **300** |
| **Total Program Requirements** | **1,513** | **1,580** | **1,718** | **3,697** | **5,415** | **8,844** | **4,678** | **5,301** | **9,679** |
| Unappropriated Ending Fund Balance | 1,896 | 2,528 | 3,391 | 2,784 | 2,784 | 53 | 1,609 | 318 | 318 |
| ***Total Requirements*** | ***$ 3,409*** | ***$ 4,108*** | ***$ 5,109*** | ***$ 6,481*** | ***$ 8,199*** | ***$ 8,897*** | ***$ 6,287*** | ***$ 5,619*** | ***$ 9,997*** |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Budgeted Positions (in FTEs) | 5.25 | 5.25 | 7.8 | 7.8 | 7.8 | 7.8 | 8.3 | 8.3 | 8.3 |
| Monthly Operating Costs per Capita | $ 6 | $ 6 | $ 7 | $ 8 | $ 8 | $ 9 | $ 9 | $ 9 | $ 9 |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Contingency and Ending Balances per above | $ 1,896 | $ 2,528 | $ 3,391 | $ 2,784 | $ 2,784 | $ 253 | $ 1,909 | $ 618 | $ 618 |
| Policy Requirement (25%) | 360 | 360 | 430 | 470 | 900 | 92 | 550 | 580 | 580 |
| Reserve for Vehicle Replacement | 50 | 100 | 100 | 100 | 100 | 198 | 100 | 100 | 100 |
| Amount over (under) Policy Requirement | $ 1,486 | $ 2,068 | $ 2,861 | $ 2,214 | $ 1,784 | $ (37) | $ 1,259 | $ (62) | $ (62) |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Reserves held for Fleet Purchases** [previously transferred to Fleet and held in General Fund Reserves] | | | | | | | | | |
| Carryover from prior year | $ 280 | $ 229 | $ 229 | $ 16 | $ 229 | $ 281 | $ - | $ - | $ - |
| Transfers to/from Fleet Reserves | - | - | - | (16) | (16) | - | - | - | - |
| Less Purchases of Fleet | (51) | - | (213) | - | (213) | - | - | - | - |
| Carryover to next year | $ 229 | $ 229 | $ 16 | $ - | $ - | $ 281 | $ - | $ - | $ - |

(1) Franchise fees to transportation relates to Ordinance 1905 passed in 2002 dedicating 8% of net revenues of water, wastewater, and stormwater (net of any debt service obligations) to help fund the transportation system (Muni Code Section 3.10).



## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

| | | |
|---|---|---|
| **FUND:** | Systems Development Charges | #350 |
| **DEPARTMENTS:** | Transportation SDC | #430 |
| | Water SDC | #610 |
| | Wastewater SDC | #620 |
| | Stormwater SDC | #630 |
| **DEPARTMENT HEAD:** | Charles Eaton, PE, Engineering Director | |
| **DEPARTMENT HEAD EMAIL:** | eatonc@milwaukieoregon.gov | |
| **DEPARTMENT HEAD PHONE NUMBER:** | 503-786-7605 | |
| **DEPARTMENT LOCATION:** | Johnson Creek Building | |

### DEPARTMENT MISSION STATEMENT

The mission of the Systems Development Charges Department is to facilitate the construction of improvements identified within approved capital improvement plans to further the development of the City by increasing the capacity of the transportation and utility systems.

### PURPOSE AND FUNCTION OF DEPARTMENT

Below are the functions of the Milwaukie Systems Development Charges (SDC's) Department:

- Received funds when properties develop or redevelop, to reimburse the City for the value of the existing facilities capacity that is available for growth;
- Collect a proportionate cost share for planned capacity improvements to be used for growth; and
- Distribute the funds collected to construct the improvements necessary for growth or the betterment of the transportation and utility systems.

### HISTORY OR BACKGROUND OF DEPARTMENT

The System Development Charges Department has been in place since 1982 after being revised in 1991 in accordance with State law. Fees are determined in accordance with approved master plans and capital improvement plans for the respective utilities.

### PERSONNEL DESCRIPTION

The Department does not fund any employees (FTE's), only capital projects and master planning.

### ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Funded portions of the Lake Road multimodal path;
- School zone improvements;
- Kellogg Lake Trail Bridge;
- 17th Avenue Trail and 22nd; and
- McLaughlin improvements.

### Goals and Focus for Coming Budget Period

- Update the City Capital Improvement Plans;
- Develop a master SDC project list showing project funding opportunities;
- Ensure that the City's SDC rates are reflective of the master plans and up to date; and
- Construct projects on the Capital improvement Plans that increase the capacity of the city systems.

### Performance Measures

| Workload Indicators | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| SDC funds collected | 19,000 | 52,000 | 71,000 | 50,000 | 50,000 | 50,000 |
| SDC funds expended on projects | 82,000 | 293,000 | 35,000 | 127,000 | 350,000 | 90,000 |
| SDC funds used to fund master plan update | 66,000 | 0 | 0 | 0 | 0 | 50,000 |

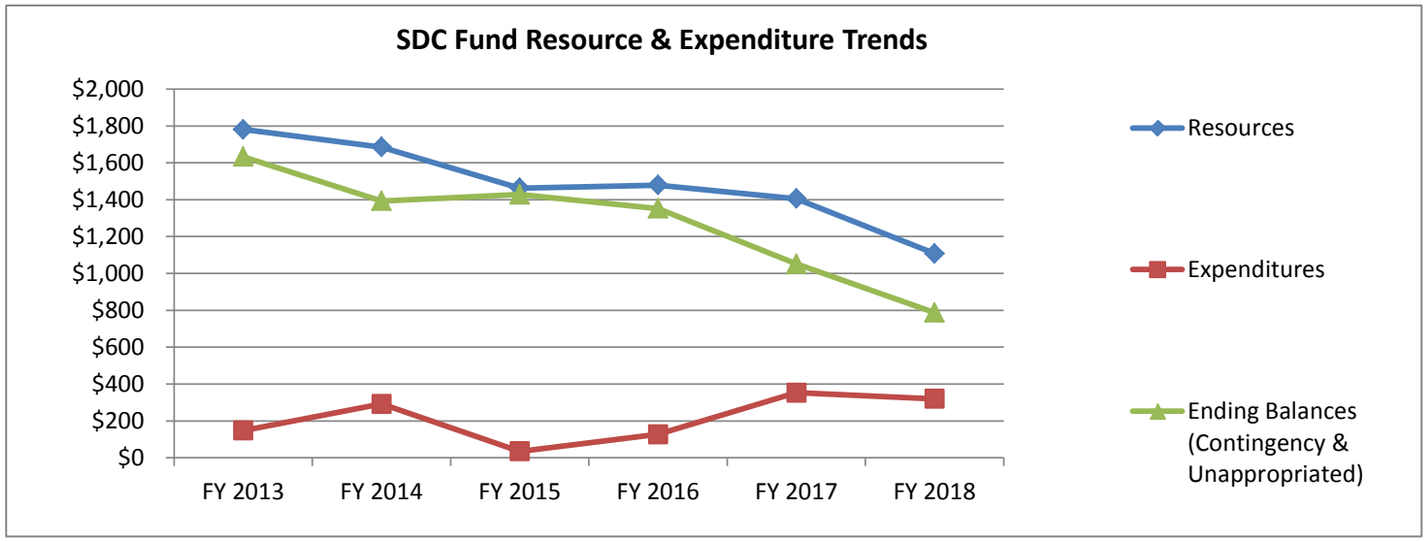
| Performance Measures | FY13 | FY14 | FY15 | FY16 (est.) | FY17 (est.) | FY18 (est.) |
|---|---|---|---|---|---|---|
| SDC rates updated, adjusted for inflation | 4 | 4 | 4 | 4 | 4 | 4 |
| Adjusted for new projects | 0 | 0 | 0 | 0 | 1 | 3 |

| Why are these Measures Important to us? |
|---|
| Charging and collecting the right SDC fee ensures that the City is compensated for infrastructure that it has been constructed and is collecting for future infrastructure needs. |

| Comments and Other Relevant Department Issues |
|---|
| Performance measures for CIP projects, including those funded with SDC funds are shown as part of the Engineering Department budget. |

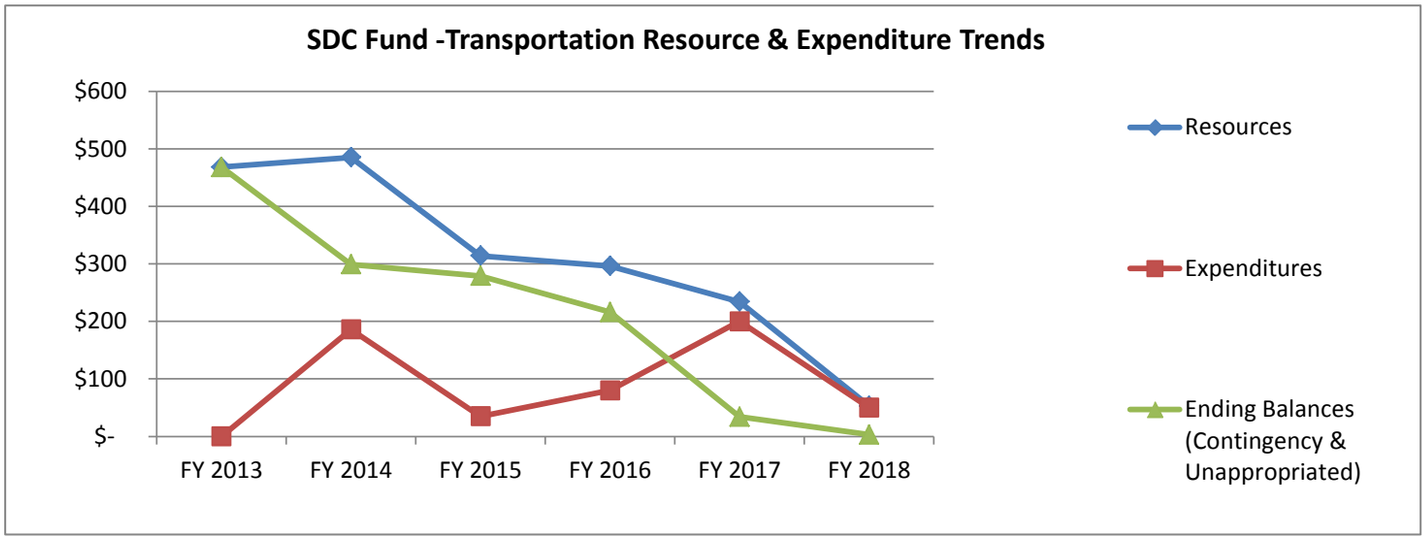
## Systems Development Charges (SDCs) Fund

| *(Amounts in Thousands: $100 = $100,000)* | | | BN 2016 | | | | BN 2018 | | |
|---|---|---|---|---|---|---|---|---|---|
| | Actual | Actual | Actual | Estimate | | Budget | *Approved Biennial Budget* | | |
| | FY 2013 | FY 2014 | FY 2015 | FY 2016 | Total | BN 2016 | FY 2017 | FY 2018 | Total |
| **Resources** | | | | | | | | | |
| Beginning Fund Balance | $ 1,760 | $ 1,633 | $ 1,393 | $ 1,428 | $ 1,393 | $ 1,318 | $ 1,352 | $ 1,052 | $ 1,352 |
| Miscellanous | 5 | 1 | - | 1 | 1 | - | 1 | 1 | 2 |
| Systems Development Charges | 16 | 51 | 70 | 50 | 120 | 78 | 52 | 54 | 106 |
| **Total Resources** | **$ 1,781** | **$ 1,685** | **$ 1,463** | **$ 1,479** | **$ 1,514** | **$ 1,396** | **$ 1,405** | **$ 1,107** | **$ 1,460** |
| **Requirements** | | | | | | | | | |
| Materials & Services | $ 66 | $ - | $ - | $ - | $ - | $ - | $ - | $ 50 | $ 50 |
| Capital Outlay | 82 | 292 | 35 | 127 | 162 | 430 | 353 | 270 | 623 |
| Contingency | - | - | - | - | - | 695 | 545 | 545 | 545 |
| Unappropriated Ending Fund Balance | 1,633 | 1,393 | 1,428 | 1,352 | 1,352 | 271 | 507 | 242 | 242 |
| **Total Requirements** | **$ 1,781** | **$ 1,685** | **$ 1,463** | **$ 1,479** | **$ 1,514** | **$ 1,396** | **$ 1,405** | **$ 1,107** | **$ 1,460** |



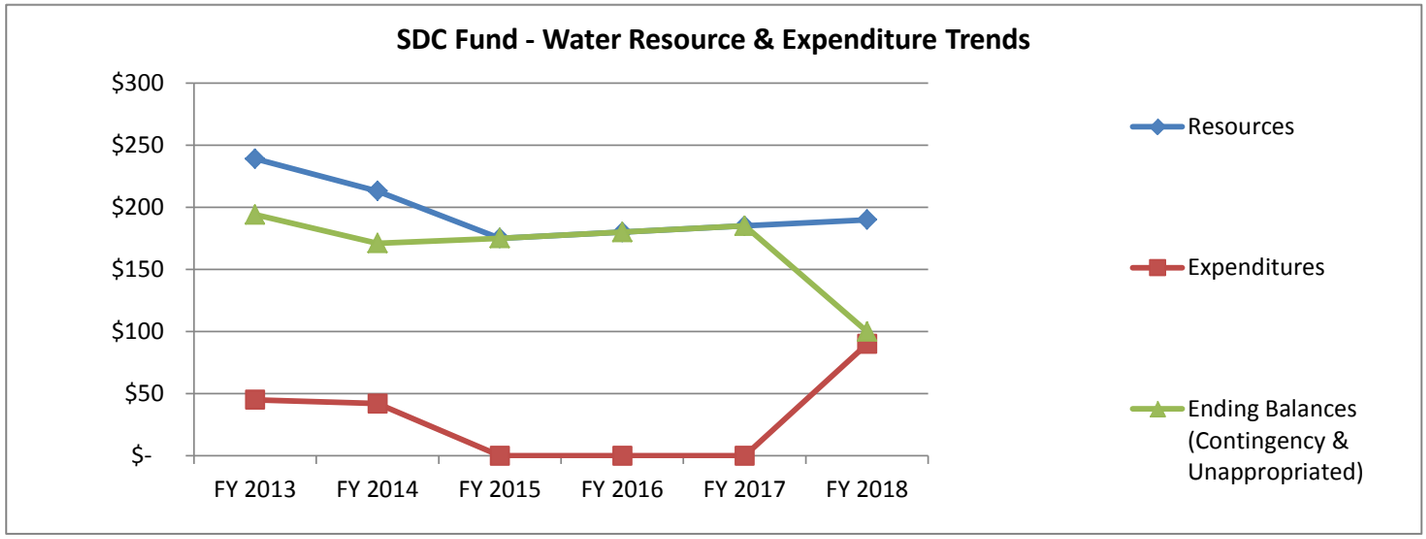
## SDC Fund - Transportation

| *(Amounts in Thousands: $100 = $100,000)* | Actual FY 2013 | Actual FY 2014 | BN 2016 Actual FY 2015 | BN 2016 Estimate FY 2016 | BN 2016 Total | BN 2016 Budget BN 2016 | BN 2018 *Approved Biennial Budget* FY 2017 | BN 2018 *Approved Biennial Budget* FY 2018 | BN 2018 *Approved Biennial Budget* Total |
|---|---|---|---|---|---|---|---|---|---|
| **Resources** | | | | | | | | | |
| Beginning Fund Balance | $ 452 | $ 468 | $ 299 | $ 279 | $ 299 | $ 333 | $ 216 | $ 34 | $ 216 |
| Interest | 1 | - | - | 1 | 1 | - | 1 | 1 | 2 |
| Systems Development Charges | 15 | 17 | 15 | 16 | 31 | 20 | 17 | 18 | 35 |
| **Total Resources** | **$ 468** | **$ 485** | **$ 314** | **$ 296** | **$ 331** | **$ 353** | **$ 234** | **$ 53** | **$ 253** |
| **Requirements** | | | | | | | | | |
| Materials & Services | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ 50 | $ 50 |
| Capital Outlay | - | 186 | 35 | 80 | 115 | 220 | 200 | - | 200 |
| Contingency | - | - | - | - | - | 120 | - | - | - |
| Unappropriated Ending Fund Balance | 468 | 299 | 279 | 216 | 216 | 13 | 34 | 3 | 3 |
| **Total Requirements** | **$ 468** | **$ 485** | **$ 314** | **$ 296** | **$ 331** | **$ 353** | **$ 234** | **$ 53** | **$ 253** |



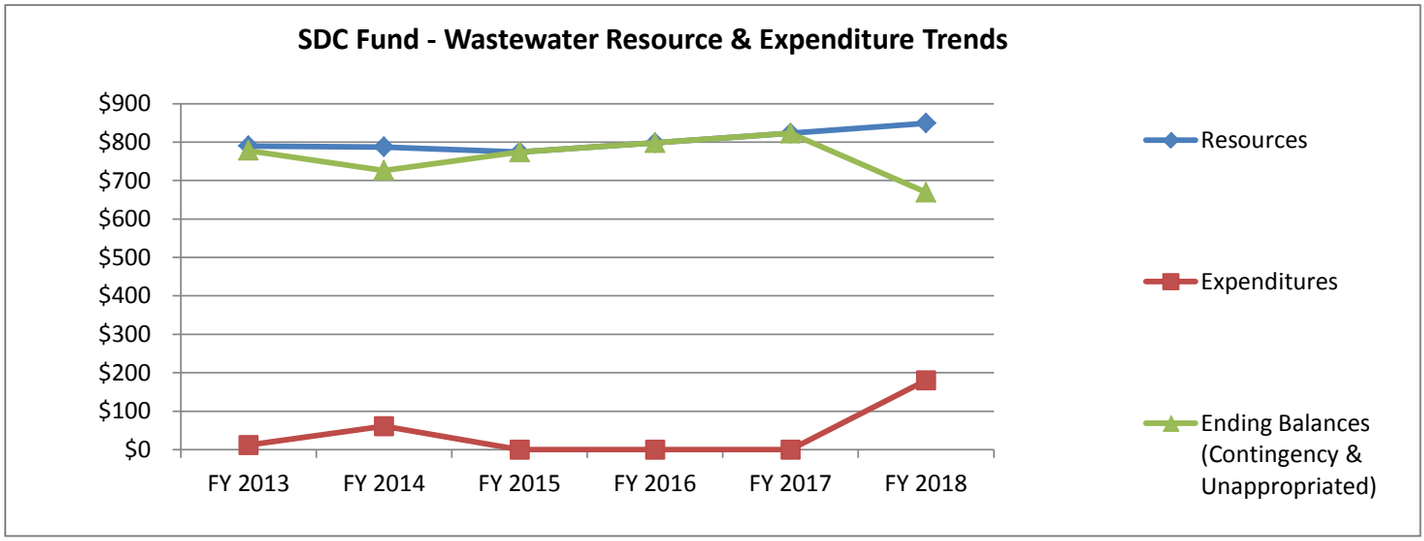
## SDC Fund - Water

| *(Amounts in Thousands: $100 = $100,000)* | Actual FY 2013 | Actual FY 2014 | BN 2016 Actual FY 2015 | BN 2016 Estimate FY 2016 | BN 2016 Total | BN 2016 Budget BN 2016 | BN 2018 *Approved Biennial Budget* FY 2017 | BN 2018 *Approved Biennial Budget* FY 2018 | BN 2018 *Approved Biennial Budget* Total |
|---|---|---|---|---|---|---|---|---|---|
| **Resources** | | | | | | | | | |
| Beginning Fund Balance | $ 236 | $ 194 | $ 171 | $ 175 | $ 171 | $ 128 | $ 180 | $ 185 | $ 180 |
| Interest | 1 | 1 | - | - | - | - | - | - | - |
| Systems Development Charges | 2 | 18 | 4 | 5 | 9 | 14 | 5 | 5 | 10 |
| **Total Resources** | **$ 239** | **$ 213** | **$ 175** | **$ 180** | **$ 180** | **$ 142** | **$ 185** | **$ 190** | **$ 190** |
| **Requirements** | | | | | | | | | |
| Materials & Services | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Capital Outlay | 45 | 42 | - | - | - | 90 | - | 90 | 90 |
| Contingency | - | - | - | - | - | 45 | 45 | 45 | 45 |
| Unappropriated Ending Fund Balance | 194 | 171 | 175 | 180 | 180 | 7 | 140 | 55 | 55 |
| **Total Requirements** | **$ 239** | **$ 213** | **$ 175** | **$ 180** | **$ 180** | **$ 142** | **$ 185** | **$ 190** | **$ 190** |



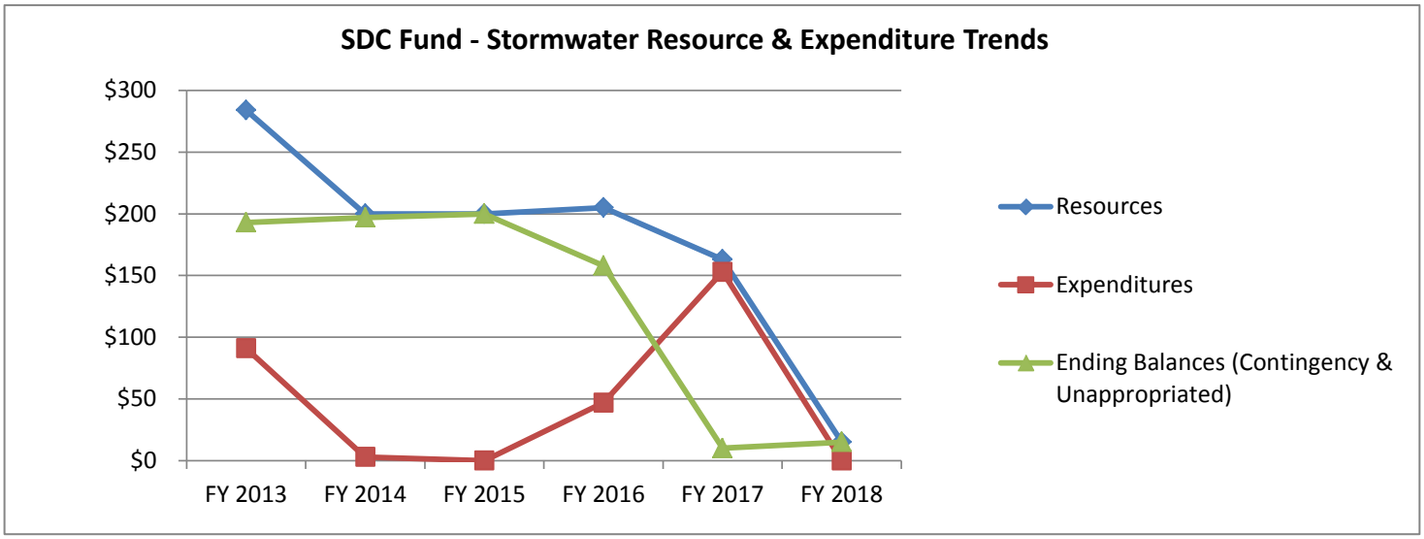
## SDC Fund - Wastewater

| *(Amounts in Thousands: $100 = $100,000)* | Actual FY 2013 | Actual FY 2014 | BN 2016 Actual FY 2015 | BN 2016 Estimate FY 2016 | BN 2016 Total | BN 2016 Budget BN 2016 | BN 2018 *Approved Biennial Budget* FY 2017 | BN 2018 FY 2018 | BN 2018 Total |
|---|---|---|---|---|---|---|---|---|---|
| **Resources** | | | | | | | | | |
| Beginning Fund Balance | $ 805 | $ 778 | $ 726 | $ 774 | $ 726 | $ 727 | $ 798 | $ 823 | $ 798 |
| Interest | 2 | - | - | - | - | - | - | - | - |
| Systems Development Charges | (17) | 9 | 48 | 24 | 72 | 20 | 25 | 26 | 51 |
| **Total Resources** | **$ 790** | **$ 787** | **$ 774** | **$ 798** | **$ 798** | **$ 747** | **$ 823** | **$ 849** | **$ 849** |
| **Requirements** | | | | | | | | | |
| Capital Outlay | $ 12 | $ 61 | $ - | $ - | $ - | $ - | $ - | $ 180 | $ 180 |
| Contingency | - | - | - | - | - | 500 | 500 | 500 | 500 |
| Unappropriated Ending Fund Balance | 778 | 726 | 774 | 798 | 798 | 247 | 323 | 169 | 169 |
| **Total Requirements** | **$ 790** | **$ 787** | **$ 774** | **$ 798** | **$ 798** | **$ 747** | **$ 823** | **$ 849** | **$ 849** |



## SDC Fund - Stormwater

| *(Amounts in Thousands: $100 = $100,000)* | Actual FY 2013 | Actual FY 2014 | BN 2016 Actual FY 2015 | BN 2016 Estimate FY 2016 | BN 2016 Total | BN 2016 Budget BN 2016 | BN 2018 *Approved Biennial Budget* FY 2017 | BN 2018 *Approved Biennial Budget* FY 2018 | BN 2018 *Approved Biennial Budget* Total |
|---|---|---|---|---|---|---|---|---|---|
| **Resources** | | | | | | | | | |
| Beginning Fund Balance | $ 267 | $ 193 | $ 197 | $ 200 | $ 197 | $ 130 | $ 158 | $ 10 | $ 158 |
| Interest | 1 | - | - | - | - | - | - | - | - |
| Systems Development Charges | 16 | 7 | 3 | 5 | 8 | 24 | 5 | 5 | 10 |
| **Total Resources** | **$ 284** | **$ 200** | **$ 200** | **$ 205** | **$ 205** | **$ 154** | **$ 163** | **$ 15** | **$ 168** |
| **Requirements** | | | | | | | | | |
| Materials & Services | $ 66 | $ 3 | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| Capital Outlay | 25 | - | - | 47 | 47 | 120 | 153 | - | 153 |
| Contingency | - | - | - | - | - | 30 | - | - | - |
| Unappropriated Ending Fund Balance | 193 | 197 | 200 | 158 | 158 | 4 | 10 | 15 | 15 |
| **Total Requirements** | **$ 284** | **$ 200** | **$ 200** | **$ 205** | **$ 205** | **$ 154** | **$ 163** | **$ 15** | **$ 168** |



# Glossary
# of
# Budget Terms

## Index of Budget Terms

*Actual* – Actual, as used in the Fund summaries, revenue summaries and department and division summaries within the budget document, represents the actual financial results. This category is presented on a budgetary basis, and thus excludes full-accrual audit items such as depreciation and amortization.

*Ad Valorem Tax* – A tax based on the assessed value of a property.

*Adopted Budget* – Adopted, as used in the Fund summaries and department and division summaries within the budget document, represents the final budget approved by the City Council. The adopted budget becomes effective July 1st. Subsequent to adoption; Council may make changes throughout the year.

*Approved Budget* – Approved, as used in the Fund summaries and revenue summaries, represents the proposed budget modified for any changes made by the Budget Committee.

*Appropriations* – Legal authorization granted by the City Council to spend public funds. Appropriations within each category may not be exceeded.

*Assessed Valuation (AV)* – The assessed value (AV) set on taxable property as a basis for levying property taxes. A tax initiative passed in 1997 that reduced AV below real market value and set a 3% maximum annual growth rate in the AV, exclusive of certain improvements.

*Assets* – Resources having a monetary value and that are owned or held by an entity.

*Audit* – An annual financial report prepared by management and audited by an independent auditing firm. A audit document contains a summary statement of the scope of the audit, explanatory comments concerning any exceptions to generally accepted auditing standards, explanatory comments concerning verification procedures, financial statements and schedules, statistical information, supplemental comments, and any finding or recommendations.

*Base Budget* – Cost of continuing the existing levels of service in the current budget year. This is also referred to as a Status Quo budget.

*Beginning Fund Balance* – The beginning fund balance is the residual fund balances representing unused funds brought forward from the previous financial year (ending fund balance).

*Bond or Bond Issue* – Bonds are debt instruments that require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or calculated variable rate of interest.

*Bond Fund* – Established to account for bond proceeds to be used only for approved bond projects.

*Budget* – A budget is a financial operational plan including an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a certain period of time, typically one or two years. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and proposed, or whether the appropriating body has approved it.

*Budget Calendar* – This is the schedule of key dates which a government follows to prepare and adopt the budget.

*Budget Committee* – A group comprised of the elected officials plus an equal number of citizens for the purpose of reviewing the proposed budget and recommending changes leading to an approved budget.

*Budget Document* – A written report showing a government's comprehensive financial plan for a specified period, typically one or two years that includes both capital and operations.

*Budget Message* – Written explanation of the budget as proposed by the City Manager including the City's financial priorities, policies, and target goals for the coming budget period.

*Budget Review Board (BRB)* – An advisory board appointed by the City Council consisting of the five citizen members of the Budget Committee. The board was established to provide the Council the citizen member's expertise developed during the budget process during the year when the Budget Committee was not in session.

*Budgetary Basis* – Budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP), with the exception that neither depreciation nor amortization is budgeted for proprietary funds and bond principal in the enterprise funds is subject to appropriation.

*Capital Budget* – The portion of the City budget slated for projects, major repairs, and improvements or additions to the City's capital assets (streets, sidewalks, roads, sewers, storm water, and buildings).

*Capital Expenditures* – The City defines a capital expenditure as using the following three criteria: (1) relatively high monetary value (equal or greater than $10,000 per item), (2) long asset life (equal to or greater than 1 years useful life), and (3) results in the creation of a fixed asset or the revitalization of a fixed asset.

*Capital Improvement* – A term defined in the ORS 310.410 (10) to include land, structures, facilities, machinery, equipment, or furnishings having a useful life of longer than one year.

*Capital Improvement Plan (CIP)* – The CIP is a schedule of capital projects including estimated cost and timing. The CIP includes each major infrastructure system in the City, e.g., water, streets, sidewalks, storm water, wastewater, information technology, City facilities and vehicles.

*Capital Improvement Project* – Any project having improvements of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as streets, bridges, drainage, street lighting, water and sewer systems and master planning.

*Capital Outlay* – Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a capital asset or increase the capacity, efficiency, span of life, or economy of operating as an existing capital asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) have a cost of $10,000 or more per item; and (3) be a betterment or improvement. Replacement of a capital item is classified as capital outlay under the same code as the original purchase. Replacement or repair parts are classified under materials and services.

*Cash Management* – Management of cash necessary to pay for government services while investing temporary cash excesses in order to earn investment income. This includes forecasting inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in accordance with the City's investment policy objectives.

*Category Level* – For budget control purposes, categories include personnel services, materials and services, capital outlay, debt service, transfers, contingency, reserves and unappropriated.

*Charges for Service* – Includes a wide variety of fees charged for services provided to the public and other agencies.

*Citizen's Utility Advisory Board (CUAB)* - The Citizen's Utility Advisory Board was established to advise the City Council on the methods and manner in which City utility rates and capital improvements are scheduled and carried out. The Mayor, with the consent of City Council, appoints five members for terms of two years, with a maximum of six consecutive years. Each member is appointed at large and is a Milwaukie taxpayer throughout his/her term.

*Comprehensive Annual Financial Report (CAFR)* – The annual audit document publishing the City's financial results including notes, statistics, and the auditor's opinion and comments.

*Comprehensive Plan* – This is an official statement of the goals, objectives and physical plan for the development of the City which contains a narrative of goals, objectives and policies that describe the desired form, nature and rate of City development.

*Consumer Price Index (CPI)* – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

*Contingency* – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. Contingency may be appropriated for a specific purpose by the City Council upon adoption of a resolution. The City can separate contingencies into those that are designated for specific purposes and undesignated (also see Designated Contingency and Unappropriated Ending Fund Balance).

*Cost Center* - An organizational budget or operating unit within each City division or department.

*Debt Coverage Ratio (DCR)* – Represents the ratio of "net revenues" available to pay scheduled debt service. A ratio of 1.0 reflects "net revenues" equal to scheduled debt service. A ratio greater than 1.0 reflects "net revenues" in excess of scheduled debt service and a ratio less than 1.0 indicates "net revenue" is less than scheduled debt service.

*Debt Service* – Principal and interest on outstanding bonds due and payable during the fiscal year.

*Debt Service Fund* – Established to account for the accumulation of resources and for the payment of general obligation debts that have been approved by the voters. It would exclude Enterprise Fund debt and contractual obligations accounted for in other individual funds.

*Department* – The combination of divisions of the City headed by a general manager with a specific and unique set of goals and objectives (i.e., Police, Finance, HR, Fleet, etc.).

*Division* – A functional unit within a department consisting of one or more cost centers engaged in activities supporting the unit's mission and objectives.

*Divisional level* – For budget control purposes, divisional level would include water, street, storm water, and wastewater divisions within the public works department. Other divisions may include the police field services, police administration, and police support services within the police department.

*Depreciation* – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of physical elements, inadequacy or obsolescence.

*Designated Contingency* – Amounts set aside for anticipated non-recurring cash flow needs, including items such as moving and remodeling, major building repairs, emergency management and capital project or equipment purchases.

*Employee Benefits* – Contributions made by a government to meet commitments or obligations for employee-related expenses. Included is the government's share of costs for social security and various pensions, medical and life insurance plans.

*Encumbrance* – Amount of money committed and set aside, but not yet expended, for the purchases of goods or services.

*Ending Fund Balance* – The residual non-restricted funds that are spendable or available for appropriation after the end of the fiscal year, or during the fiscal year, if a state of emergency is declared by the City Manager.

*Enterprise Funds* – Established to account for operations, including debt service that are financed and operated similarly to private businesses – where the intent is that the service is self-sufficient, with all costs supported by user charges.

*Estimated* – A projection of revenue or expenditure, as appropriate, to be recognized during the current fiscal period.

*Expenditures* – Represents decreases in net financial resources. They include outflows for current operating costs, which require the current or future use of net current assets, debt service, and capital outlay.

*Fees* – Charges for specific services in connection with providing a service, permitting an activity or imposing fines.

*Fiscal Management* – A government's directive with respect to revenues, spending, reserves and debt management as these relate to governmental services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of governmental budgets and its funding.

*Fiscal Year* – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Milwaukie's fiscal year is July 1 through June 30.

*Five-year Financial Forecast* – An estimation of revenues and expenses required by the City to operate for the next five-year period.

*Franchise Fee* – Charged to all utilities operating within the City and is a reimbursement to the General Fund or Transportation Fund for the utility's use of City streets and right-of-ways.

*Full-Time Equivalent (FTE)* – A calculation used to convert part-time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The full-time equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

*Fund* – A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

*Fund Accounting* – An accounting system emphasizing *accountability* rather than *profitability*, used by governments and some not-for-profit organizations. In this system, a *fund* is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

*Fund Balance* – The net ending balance of a Fund's financial resources that are spendable or available for appropriation.

*General Fund* – Primary operating Fund of the City. It exists to account for the resources devoted to finance the services traditionally associated with local government.

*General Long-term Debt* – Represents any unmatured debt not considered to be a Fund liability. General Obligation Bonds (G.O. Bonds) are secured by the full faith and credit of the issuer. G.O. Bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, usually to pay for general capital improvements such as parks and City facilities.

*Government Finance Officers Association (GFOA)* – The national finance officers organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

*Grant* – A contribution by one government unit to another. The contribution is usually made to aid in the support of a specified function (i.e., library, transit or capital projects). Infrastructure Public domain capital assets typically include roads, bridges, streets, sidewalks, and similar assets that are immovable.

*Indirect Charges* – Administrative and overhead costs that are incurred in one area, but charged to another. These charges are budgeted as interfund transfers.

*Indirect Cost Allocation* – Funding transferred from one fund to another for specific administrative functions, which benefit those funds.

*Interfund Transfers* – Appropriation category used in the City's budget resolution which includes amounts distributed from one fund to pay for services provided by another fund. Transfers from the other Fund is appropriated as an expenditures.

*Intergovernmental Revenues* – Levied by one government but shared on a predetermined basis with another government or class of governments.

*Levy* – Gross amount of property taxes imposed on the assessed value of taxable property. The net amount received by a government will be less than the gross levy as a result of delinquent, uncollectible payments, or early payment discounts. Budgets are developed on the basis of the projected amount of property taxes receivable.

*Line Item Budget* – References the individual account lines of budget, where proposed appropriations are based on individual objects of expense within a department or program.

*Local Budget Law* – Oregon Revised Statues (ORS) Chapter 294 dictates local budgeting practices governed by Local Budget Law which regulates budget roles, authorities, and process.

*Local Improvement District* – Consists of a group property owners desiring improvements to their property. Bonds can be issued to finance these improvements, which are repaid by assessments on their property. Local Improvement District debt is paid for by a compulsory levy (special assessment) made against affected properties to spread out the cost of a specific capital improvement or service deemed to benefit primarily those properties.

*Local Option Levy* – Under Measure 50, local governments and special districts were given the ability to ask voters for temporary authority to increase taxes through approval of a local option levy. The maximum length of time for a local option levy is 10 years for capital purposes or 5 years for operations. A local option levy must be approved by a majority of voters.

*Materials and Services* – Expendable items purchased for delivery of City services. This classification includes supplies, dues, printing, repairs, small tool acquisitions, and contract services that are not of a capital nature.

*Measure 5* – A constitutional limit on property taxes passed by voters in the State of Oregon in November 1990. The new law sets maximum tax rates on individual properties of no more than $5 per real market value for education taxing districts and $10 for general government taxing districts.

*Measure 47/50* – A 1997 voter approved initiative which rolled back assessed values to 90 percent of their levels in fiscal year 1995-96 and limits future annual increases to three percent, except for major improvements. Property tax rates are now considered permanent and not subject to change.

*Mission* – Defines the primary purpose of the City and is intended to guide all organizational decisions, policies, and activities (internal and external) on a daily basis.

*Non-Operating Budget* – Part of the budget composed of the following categories: debt service, capital outlay, contingencies, and unappropriated ending fund balances.

*Objective* – A target to be accomplished in specific, well-defined and measurable terms, and that is achievable within a specific time frame.

*Operating Budget* – The plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. On the expenditure side, it is the part of the budget composed of personnel services, materials and services, and interfund transfers.

*Operating Revenue* – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees for specific services, interest earnings and grant revenues. Operating revenues are used to pay for day-to-day services.

*Ordinance* – A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statue or a constitutional provision, it represents the full force and effect of the law within the boundaries of the municipality to which it applies.

*Oregon Revised Statutes (ORS)* – Oregon's compilation of state laws including rules of civil procedure.

*Outstanding Debt* – The balance due at any given time resulting from the borrowing of money or from the purchase of goods and services.

*Performance Measure* – Data collected to determine how the effectiveness or efficiency of a department, program, or activity is doing in achieving its objectives.

*Permanent Tax Rate* – Under Measure 47/50, each taxing district such as school district, city government, county, and special district was assigned a permanent tax rate maximum in fiscal year 1997-98. This permanent tax rate applies to property taxes for core operations. The permanent tax rate for the City of Milwaukie was set at $6.5379 per $1,000 of assessed value, reduced each year by Clackamas Fire District's tax rate.

*Personnel Services* – Includes the compensation paid to employees plus the City's contribution for employee benefits such as retirement, social security, health and dental insurance, and workers' compensation costs.

*Program level* – For budget control purposes, programs may include library services, community services, administration, finance, human resources, etc.

*Property Tax* – Based on the assessed value of property (which in Oregon is much lower than the real market value) times the permanent tax rate and used as the source of monies to pay for general obligation debt and core City services.

*Project Manager* – The individual responsible for budgeting, managing, and coordinating projects seeing them through to completion.

*Proposed Budget* – Combines the operating, non-operating, and reserve estimates prepared by the City Manager, then presented to the community and the Budget Committee for review, approval, and recommendation to City Council.

*Real Market Value (RMV)* – The estimated value of property as if it were sold. Within the City, the average real market value exceeds the assessed value by just about one third. This disparity is the result of voter approved tax Measure 47/ 50 passed in 1997.

*Resolution* – A special or temporary order of a legislative body requiring City Council action. See also Ordinance.

*Resources* – Represents the total of all revenues, transfers, and beginning fund balances.

*Revenues* – Funds received by the City from either taxes, fees, or other sources such as grants and interest income.

*Revenue Bonds* – Bonds payable from a pledged source of revenue such as water revenues, which does not also pledge the taxing authority of the City. Pledged revenues may be derived from operation of the financed projects, grants, utility revenues, or other specified revenue streams.

*Special Assessment* – A compulsory levy made against certain properties to spread out the cost of a capital improvement or service deemed to be beneficial to said properties.

*Special Assessment Bond* – A bond issue payable from the payments on special assessments imposed against properties that have specially benefited by the construction of public improvements such as sidewalks, streets, or sewer systems or provision of services.

*Special Revenue Funds* – Established to account for the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes.

*Supplemental Budget* – Additional appropriations established to meet needs not anticipated at the time the budget was originally adopted. A supplemental budget cannot increase the tax levy.

*Systems Development Charges (SDCs)* – Charges paid by developers and builders to fund expansion of infrastructure systems necessary due to increased usage. Such charges are collected for water, sewer, surface water, and streets and are paid by developers and builders as part of the permit process.

*Taxes* – Compulsory charges levied by taxing districts for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

*Tax Levy* – The total amount of property taxes needed to pay for basic government operations as well as sufficient amounts to pay for principal and interest on voter-approved bond issues.

*Tax Rate* – The amount of tax levied for each $1,000 of assessed valuation, which in Oregon, represents about two-thirds of a properties real market value.

*Tax Revenue* – Represents the funds received from the calculation of the tax rate times all of the property's assessed values.

*Transfers* – The authorized exchange of cash or other resources between Funds that is appropriated along with other expenditures in the adopted budget.

*Trust Funds* – Established to administer resources received and held by the City as the trustee or agent for others. Uses of these funds facilitate the discharge of responsibility placed upon the City by virtue of law or other similar authority.

*Unappropriated Ending Fund Balance* – Represents the portion of the ending fund balance that is not appropriated to be spent in the current year. It must be segregated for future use and is not available for current appropriation or expenditure, except in the event the City Manager declares an emergency.

*User Fees* – Charges for services to the specific entity that directly benefits, often referred to as charges for service.

# Appendices

## Motion to Approve the Budget by the Budget Committee
### (Completing Phase II of the Budget Process)

---

*I move to approve the City Manager's Proposed Budget for the 2017-2018 biennium with a property tax rate of $4.1367 per $1000 of assessed value for FY 2017 and $4.1367 per $1000 of assessed value for FY 2018 with the following changes:*

*General Fund:*

- *Reduce the resources line item Intergovernmental – Other estimates by $50,000 in FY 2016.*
- *Reduce Beginning Fund Balance from $5,445,000 and $5,142,000 for FY 2017 and FY 2016 respectively to $5,395,000 and $5,092,000.*
- *Increase City Council budget Dues and Subscriptions by $1,000 per year of the biennium.*

*Transportation Fund:*

- *Increase State Gas Tax resources line item Intergovernmental – Grants by $50,000 in FY 2016.*
- *Increase State Gas Tax requirements line item Capital Outlay by $50,000 in FY 2017.*

---

Motion made by Councilor Power and seconded by Councilor Churchill on May 12, 2016 and passed 9 to 0 with one abstention:

| Yes: | Abstain: | No: |
|---|---|---|
| Power | Denham | N/A |
| Palmer | | |
| Parks | | |
| Stoll | | |
| Gamba | | |
| Boumann | | |
| Churchill | | |
| Batey | | |
| Osborne | | |

## Draft Motion to Adopt Budget by City Council
### (Completing Phase III of the Budget Process)

---

*I move to approve the Budget Resolution …*

- *adopting the budget as approved by the Budget Committee and*
- *the Capital Improvement Plan and*
- *the Master Fee Schedule*

… with the following clarification and/or changes:

1. On page XX, in regards to…..

---

Motion made by _____ and seconded by _____ on June 7, 2016 and passed __ to __:

Yes: No:

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION ADOPTING THE CITY OF MILWAUKIE BUDGET AND CAPITAL IMPROVEMENT PLAN (CIP) FOR THE BIENNIUM COMMENCING JULY 1, 2016, MAKING APPROPRIATIONS, LEVYING AD VALOREM TAXES, AND CLASSIFYING LEVIES PURSUANT TO SECTION 11b, ARTICLE XI OF THE OREGON CONSTITUTION.**

**BE IT RESOLVED** by the City Council of the City of Milwaukie that:

**Section 1.** The City Council hereby adopts the budget approved by the Budget Committee for the biennium commencing July 1, 2016 in the sum of $115,379,000 now on file at Milwaukie City Hall (Finance Department) 10722 SE Main Street, Milwaukie, Oregon 97222.

**Section 2.** The amounts listed below are hereby appropriated for the biennium commencing July 1, 2016 for the purposes stated.

| | |
|---|---|
| **GENERAL FUND** | |
| City Council Department | $ 235,000 |
| City Manager's Department | 2,029,000 |
| Community Development | 3,537,000 |
| Public Works Administration | 1,303,000 |
| Engineering Services Department | 1,284,000 |
| Facilities Management Department | 2,463,000 |
| Finance Department | 2,239,000 |
| Fleet Services Department | 1,424,000 |
| Human Resources Department | 690,000 |
| Information Technology Department | 2,768,000 |
| Municipal Court Department | 762,000 |
| Planning Services Department | 1,746,000 |
| Code Enforcement Department | 365,000 |
| Public Access Studio Department | 170,000 |
| Records and Information Management Dept. | 964,000 |
| Police Administration Department | 1,228,000 |
| Police Field Services Department | 11,900,000 |
| Police Support Services Department | 813,000 |
| Nondepartmental: | |
| Materials & Services | 778,000 |
| Debt Service | 804,000 |
| Capital Outlay | 25,000 |
| Contingency | 800,000 |
| Appropriated for the General Fund | $ 38,327,000 |

**DEBT SERVICE FUND**

| | |
|---|---|
| Debt Service | $ 703,000 |
| Appropriated for Debt Service Fund | $ 703,000 |

**BUILDING INSPECTIONS FUND**

| | |
|---|---|
| Building Inspections Department | $ 677,000 |
| Transfers to Other Funds | 240,000 |
| Contingency | 50,000 |
| Appropriated for Building Inspections Fund | $ 967,000 |

**LIBRARY FUND**

| | |
|---|---|
| Library Department | $ 14,199,000 |
| Transfers to Other Funds | 1,460,000 |
| Contingency | 100,000 |
| Appropriated for Library Fund | $ 15,759,000 |

**TRANSPORTATION FUND**

| | |
|---|---|
| State Gas Tax Department | $ 7,486,000 |
| Street Surface Maintenance Program Department | 2,945,000 |
| Transfers to Other Funds | 2,090,000 |
| Contingency | 750,000 |
| Appropriated for Transportation Fund | $ 13,271,000 |

**WATER FUND**

| | |
|---|---|
| Water Department | $ 7,394,000 |
| Transfers to Other Funds | 2,320,000 |
| Contingency | 300,000 |
| Appropriated for Water Fund | $ 10,014,000 |

**WASTEWATER FUND**

| | |
|---|---|
| Wastewater Department | $ 14,045,000 |
| Transfers to Other Funds | 2,190,000 |
| Contingency | 300,000 |
| Appropriated for Wastewater Fund | $ 16,535,000 |

**STORMWATER FUND**

| | |
|---|---|
| Stormwater Department | $ 7,299,000 |
| Transfers to Other Funds | 2,080,000 |
| Contingency | 300,000 |
| Appropriated for Stormwater Fund | $ 9,679,000 |

**SYSTEMS DEVELOPMENT CHARGES FUND**

| | |
|---|---|
| State Gas Tax Department | $ 250,000 |
| Water Department | 90,000 |
| Wastewater Department | 180,000 |
| Stormwater Department | 153,000 |
| Contingency | 545,000 |
| Appropriated for SDCs Fund | $ 1,218,000 |

**SUMMARY TOTALS FOR ALL FUNDS**

| | |
|---|---|
| Appropriated Expenditures | $ 103,328,000 |
| Appropriated Contingency | 3,145,000 |
| Total Appropriations | 106,473,000 |
| Total Unappropriated | 8,906,000 |
| Total 2017-2018 Biennial Budget | $ 115,379,000 |

**Section 3.** BE IT RESOLVED that the City Council of the City of Milwaukie hereby imposes the taxes provided for in the adopted budget for FY2016-17 at the rate of $4.1367 per $1,000 of assessed value for operations and $1,046,000 for general obligation bonds, and for FY 2017-18 at the rate of $4.1367 per $1,000 of assessed value for operations and $1,032,000 for general obligation bonds (note: the City's permanent rate is $6.5379 offset by Clackamas County Fire District No. 1 permanent rate of $2.4012 for FY 2016-17 and FY 2017-18 respectively);

BE IT RESOLVED that taxes imposed are hereby categorized for purposes of Article XI Section 11b of the Oregon Constitution as follows:

| | FY 2016-17 | FY 2017-18 |
|---|---|---|
| General Government Limitation: | | |
| Permanent Rate Tax (rate per $1,000 AV) | $ 4.1367 | $4.1367 |
| Excluded from Limitation: | | |
| General Obligation Bond Debt Service | $1,046,000 | $1,032,000 |

**Section 4.** The City Manager or his designee shall certify, file with and give notice to the County Assessors of Clackamas County and Multnomah County and the Department of Revenue information as required by the Oregon Revised Statutes.

**Section 5.** Effective Date. This Resolution shall take effect upon passage.

The above resolution statements were approved and declared adopted at a regular meeting of the City Council of the City of Milwaukie held on the 7th day of June 2016.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Pat DuVal, City Recorder

City Attorney

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, DECLARING THE CITY OF MILWAUKIE'S ELECTION TO RECEIVE STATE REVENUE SHARING FUNDS (GENERAL FUNDS OF THE STATE) IN THE 2017-2018 BIENNIUM.**

**WHEREAS,** the City of Milwaukie desires to receive state revenue sharing funds apportioned and distributed to the cities of the state during the 2017-2018 biennium as provided in ORS 221.770; and

**WHEREAS,** ORS 221.770(1)(a) requires that any city electing to receive a distribution must enact an ordinance or resolution expressing that election and file the same with the Oregon Department of Administrative Services no later than June 30th; and

**WHEREAS,** ORS 221.770 (1)(b) requires that any city electing to receive a distribution must hold at least one public hearing at which citizens have the opportunity to provide written or oral comment on the possible uses of the distributions; and

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Milwaukie that the City hereby elects to receive its proportionate share of the state revenues for the 2017-2018 biennium pursuant to ORS 221.770 and has met the requirement of ORS 221.770 (1) as certified in the declaration certificate.

Introduced and adopted by the City Council on June 7, 2016.

This resolution is effective on June 7, 2016.

_____
Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

_____
Pat DuVal, City Recorder

_____
City Attorney

CITY OF MILWAUKIE

CERTIFICATION

I, Bill Monahan, City Manager, certify that a public hearing before the Budget Committee was held on April 28, 2016, and a public hearing before the City Council on June 7, 2016, giving citizens the opportunity to comment on the use of state revenue sharing funds.

_____
Bill Monahan, City Manager

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, IS ELIGIBLE IN THE 2017-2018 BIENNIUM TO RECEIVE STATE SHARED REVENUES (CIGARETTE, LIQUOR, 911, AND HIGHWAY GAS TAXES) BECAUSE IT PROVIDES FOUR OR MORE MUNICIPAL SERVICES.**

**WHEREAS,** ORS 221.760 provides as follows:

Section 1. The officer responsible for disbursing funds to cities under ORS 323.455, 366.785 to 366.820 and 471.805 shall, in the case of a city located within a county having more than 100,000 inhabitants according to the most recent federal decennial census, disburse such funds only if the city provides four or more of the following services:

(1) Police protection
(2) Fire protection
(3) Street construction, maintenance, and lighting
(4) Sanitary sewer
(5) Storm sewers
(6) Planning, zoning, and subdivision control
(7) One or more utility services

and

**WHEREAS,** city officials recognize the desirability of assisting the state officer responsible for determining the eligibility of cities to receive such funds in accordance with ORS 221.760.

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Milwaukie hereby certifies that it provides the following four or more municipal services enumerated in Section 1, ORS 221.760:

(1) Police protection
(2) Street construction, maintenance, and lighting
(3) Sanitary sewer
(4) Storm sewers
(5) Planning, zoning, and subdivision control
(6) One or more utility services

Introduced and adopted by the City Council on June 7, 2016.

This resolution is effective on June 7, 2016.

_____
Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

_____
Pat DuVal, City Recorder

_____
City Attorney

Attachment A

**Projection of 2017-2018 Biennium State Shared Revenues**

*Amount and Use of State Shared Revenues*
Projected for the City of Milwaukie using data from the League of Oregon Cities

| Type | FY 2017 | FY 2018 | Total | Fund Receiving the Revenue |
|---|---|---|---|---|
| Liquor Tax Revenue | $330,000 | $330,000 | $660,000 | General Fund |
| Cigarette Tax Revenue | $24,000 | $23,000 | $47,000 | General Fund |
| Gas Tax Revenue | $1,227,000 | $1,239,000 | $2,466,000 | Transportation Fund |

# Five Year Financial Forecast

## City of Milwaukie

## Total of 9 Funds

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1<br>FY17 | + 2<br>FY18 | + 3<br>FY19 | + 4<br>FY20 | + 5<br>FY21 | |
| **RESOURCES** | | | | | | | | | | | | |
| Beginning Fund Balances | $ 12,622 | $ 13,615 | $ 14,398 | $ 13,577 | $ 15,239 | $ 18,012 | $ 19,366 | $ 15,856 | $ 12,051 | $ 11,508 | $ 11,448 | 25% |
| Revenues | 40,315 | 30,963 | 36,411 | 33,452 | 41,499 | 38,237 | 43,855 | 52,158 | 42,412 | 44,095 | 45,883 | 75% |
| Total Resources | $52,937 | $44,578 | $50,809 | $47,029 | $56,738 | $56,249 | $63,221 | $68,014 | $54,463 | $55,603 | $57,331 | 100% |
| **REQUIREMENTS** | | | | | | | | | | | | |
| Expenditures | $ 39,322 | $ 30,180 | $ 37,232 | $ 31,790 | $ 38,726 | $ 36,883 | $ 47,365 | $ 55,963 | $ 42,955 | $ 44,154 | $ 45,236 | 77% |
| Ending Fund Balances | 13,615 | 14,398 | 13,577 | 15,239 | 18,012 | 19,366 | 15,856 | 12,051 | 11,508 | 11,448 | 12,095 | 23% |
| Total Requirements | $ 52,937 | $ 44,578 | $ 50,809 | $ 47,029 | $ 56,738 | $ 56,249 | $ 63,221 | $ 68,014 | $ 54,463 | $ 55,603 | $ 57,331 | 100% |

## City of Milwaukie

## Total of 9 Funds

*(amounts in thousands)*

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1 FY17 | + 2 FY18 | + 3 FY19 | + 4 FY20 | + 5 FY21 | % of rev |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 12,622 | $ 13,615 | $ 14,398 | $ 13,577 | $ 15,239 | $ 18,012 | $ 19,366 | $ 15,856 | $ 12,051 | $ 11,508 | $ 11,448 | |
| Taxes | 6,164 | 6,429 | 6,564 | 7,019 | 7,586 | 7,867 | 8,309 | 8,549 | 8,809 | 9,066 | 9,345 | 19% |
| Fees and charges | 12,677 | 12,317 | 15,378 | 15,607 | 17,145 | 18,451 | 19,553 | 20,308 | 21,323 | 22,422 | 23,599 | 47% |
| Intergovernmental | 3,373 | 3,634 | 4,246 | 4,270 | 5,736 | 5,761 | 8,774 | 7,139 | 5,047 | 5,142 | 5,234 | 14% |
| Charges for services (internal) | 882 | 639 | - | - | - | - | - | - | - | - | - | 0% |
| Debt proceeds | 1,622 | 1,929 | 3,650 | 63 | 5,013 | - | 390 | 9,200 | - | - | - | 4% |
| Other | 15,597 | 6,015 | 6,573 | 6,493 | 6,019 | 6,158 | 6,829 | 6,962 | 7,233 | 7,465 | 7,704 | 16% |
| Total revenues | 40,315 | 30,963 | 36,411 | 33,452 | 41,499 | 38,237 | 43,855 | 52,158 | 42,412 | 44,095 | 45,883 | 100% |
| **Total Resources** | $ 52,937 | $ 44,578 | $ 50,809 | $ 47,029 | $ 56,738 | $ 56,249 | $ 63,221 | $ 68,014 | $ 54,463 | $ 55,603 | $ 57,331 | |
| **Requirements** | | | | | | | | | | | | exp |
| Personnel services | $ 12,640 | $ 13,010 | $ 13,081 | $ 13,022 | $ 13,356 | $ 14,254 | $ 15,892 | $ 16,907 | $ 17,523 | $ 18,239 | $ 18,821 | 37% |
| Materials & services | 9,256 | 8,866 | 9,895 | 9,841 | 9,952 | 11,026 | 12,122 | 12,429 | 12,985 | 13,496 | 14,033 | 29% |
| Debt service | 391 | 2,436 | 741 | 712 | 4,646 | 871 | 869 | 930 | 918 | 945 | 964 | 2% |
| Transfers to other funds | 12,978 | 4,095 | 4,490 | 4,530 | 4,420 | 4,711 | 5,160 | 5,220 | 5,414 | 5,617 | 5,826 | 12% |
| Capital outlay | 4,057 | 1,773 | 9,025 | 3,685 | 6,352 | 6,021 | 13,322 | 20,477 | 6,115 | 5,857 | 5,592 | 21% |
| Total expenditures | 39,322 | 30,180 | 37,232 | 31,790 | 38,726 | 36,883 | 47,365 | 55,963 | 42,955 | 44,154 | 45,236 | 100% |
| Ending fund balance | 13,615 | 14,398 | 13,577 | 15,239 | 18,012 | 19,366 | 15,856 | 12,051 | 11,508 | 11,448 | 12,095 | |
| **Total Requirements** | $ 52,937 | $ 44,578 | $ 50,809 | $ 47,029 | $ 56,738 | $ 56,249 | 63,221 | 68,014 | $ 54,463 | $ 55,603 | $ 57,331 | |

## City of Milwaukie

## Total of 9 Funds

*(amounts in thousands)*

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1 FY17 | + 2 FY18 | + 3 FY19 | + 4 FY20 | + 5 FY21 | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 12,220 | $ 13,615 | $ 14,398 | $ 13,577 | $ 15,239 | $ 18,012 | $ 19,366 | $ 15,856 | $ 12,051 | $ 11,508 | $ 11,448 | % of rev |
| Taxes | | | | | | | | | | | | |
| Taxes - General | 6,164 | 6,429 | 6,564 | 7,019 | 7,266 | 7,604 | 8,069 | 8,310 | 8,559 | 8,816 | 9,081 | 19% |
| Taxes - Bonded Debt | - | - | - | - | 320 | 263 | 240 | 239 | 250 | 250 | 264 | 1% |
| | 6,164 | 6,429 | 6,564 | 7,019 | 7,586 | 7,867 | 8,309 | 8,549 | 8,809 | 9,066 | 9,345 | 19% |
| Fees and Charges | | | | | | | | | | | | |
| Fees - Water | 2,112 | 2,283 | 2,739 | 3,074 | 3,629 | 3,760 | 3,892 | 4,029 | 4,170 | 4,316 | 4,467 | 9% |
| Fees - Wastewater | 5,008 | 4,540 | 6,324 | 6,532 | 6,939 | 7,247 | 7,537 | 7,914 | 8,310 | 8,726 | 9,162 | 18% |
| Fees - Stormwater | 1,747 | 1,834 | 1,971 | 2,205 | 2,572 | 2,950 | 3,366 | 3,703 | 4,073 | 4,480 | 4,928 | 9% |
| Fees - Streets maint. fee | 620 | 609 | 612 | 617 | 622 | 625 | 625 | 625 | 631 | 637 | 643 | 1% |
| Fees and charges - SDCs | 47 | 29 | 16 | 51 | 70 | 50 | 52 | 54 | 56 | 58 | 60 | 0% |
| Fees and charges - Other | 582 | 444 | 1,238 | 689 | 745 | 1,184 | 1,326 | 1,088 | 1,113 | 1,139 | 1,166 | 3% |
| Franchise fees (external) | 1,947 | 2,130 | 1,862 | 1,842 | 1,868 | 1,874 | 1,947 | 2,034 | 2,074 | 2,116 | 2,159 | 5% |
| Franchise fees (utility to st) | 614 | 448 | 616 | 597 | 700 | 761 | 808 | 861 | 896 | 950 | 1,014 | 2% |
| | 12,677 | 12,317 | 15,378 | 15,607 | 17,145 | 18,451 | 19,553 | 20,308 | 21,323 | 22,422 | 23,599 | 47% |
| Intergovernmental | | | | | | | | | | | | |
| Intergov. - Library | 938 | 1,037 | 1,337 | 1,425 | 1,525 | 1,580 | 1,601 | 1,650 | 1,700 | 1,751 | 1,804 | 4% |
| Intergov. - Streets, local gas tax | 197 | 179 | 220 | 166 | 167 | 181 | 183 | 185 | 187 | 189 | 191 | 0% |
| Intergov. - Streets, state gas tax | 1,018 | 1,110 | 1,117 | 1,172 | 1,184 | 1,215 | 1,227 | 1,239 | 1,243 | 1,247 | 1,251 | 3% |
| Intergov. - Other | 1,118 | 1,208 | 1,473 | 1,507 | 2,860 | 2,785 | 5,763 | 4,065 | 1,917 | 1,955 | 1,988 | 7% |
| | 3,373 | 3,634 | 4,246 | 4,270 | 5,736 | 5,761 | 8,774 | 7,139 | 5,047 | 5,142 | 5,234 | 14% |
| Charges for services | 882 | 639 | - | - | - | - | - | - | - | - | - | 0% |
| Fines and forfeitures | 1,856 | 1,502 | 1,754 | 1,690 | 1,254 | 1,163 | 1,372 | 1,399 | 1,471 | 1,495 | 1,519 | 3% |
| Interest | 216 | 60 | 72 | 65 | 87 | 71 | 72 | 73 | 74 | 75 | 77 | 0% |
| Miscellaneous | 547 | 358 | 257 | 208 | 258 | 213 | 225 | 270 | 274 | 278 | 282 | 1% |
| Debt proceeds | 1,622 | 1,929 | 3,650 | 63 | 5,013 | - | 390 | 9,200 | - | - | - | 4% |
| Transfers from other funds | 12,978 | 4,095 | 4,490 | 4,530 | 4,420 | 4,711 | 5,160 | 5,220 | 5,414 | 5,617 | 5,826 | 12% |
| Total revenues | 40,315 | 30,963 | 36,411 | 33,452 | 41,499 | 38,237 | 43,855 | 52,158 | 42,412 | 44,095 | 45,883 | 100% |
| **Total Resources** | $ 52,937 | $ 44,578 | $ 50,809 | $ 47,029 | $ 56,738 | $ 56,249 | $ 63,221 | $ 68,014 | $ 54,463 | $ 55,603 | $ 57,331 | |
| **Requirements** | | | | | | | | | | | | % of exp |
| Personnel services | $ 12,640 | $ 13,010 | $ 13,081 | $ 13,022 | $ 13,356 | $ 14,254 | $ 15,892 | $ 16,907 | $ 17,523 | $ 18,239 | $ 18,821 | 37% |
| Materials & services (w/o chgs) | 9,256 | 8,866 | 9,895 | 9,841 | 9,952 | 11,026 | 12,122 | 12,429 | 12,985 | 13,496 | 14,033 | 28% |
| Debt service | 391 | 2,436 | 741 | 712 | 4,646 | 871 | 869 | 930 | 918 | 945 | 964 | 2% |
| Transfers to other funds | 12,978 | 4,095 | 4,490 | 4,530 | 4,420 | 4,711 | 5,160 | 5,220 | 5,414 | 5,617 | 5,826 | 12% |
| Capital outlay | 4,057 | 1,773 | 9,025 | 3,685 | 6,352 | 6,021 | 13,322 | 20,477 | 6,115 | 5,857 | 5,592 | 21% |
| Total expenditures | 39,322 | 30,180 | 37,232 | 31,790 | 38,726 | 36,883 | 47,365 | 55,963 | 42,955 | 44,154 | 45,236 | 100% |
| Ending fund balance | | | | | | | | | | | | |
| Policy requirements | 6,027 | 5,284 | 5,409 | 5,234 | 5,799 | 7,004 | 7,919 | 8,421 | 8,797 | 9,158 | 9,484 | |
| Reserves for debt service | 391 | 373 | 436 | 611 | 587 | 415 | 410 | 430 | 424 | 448 | 466 | |
| Reserves for vehicle replacement | 1,032 | 1,050 | 1,080 | 1,268 | 918 | 600 | 650 | 700 | 750 | 800 | 850 | |
| Reserves for capital | 2,219 | 1,960 | 2,133 | 1,893 | 1,928 | 1,852 | 1,502 | 1,237 | 1,244 | 1,303 | 1,364 | |
| Reserves for utilities | 1,174 | 1,976 | 1,562 | 2,397 | 4,427 | 5,588 | 3,135 | 631 | (104) | 519 | 974 | |
| Reserves for other | 166 | 166 | 166 | 168 | 177 | 177 | 159 | - | - | - | - | |
| Over (under) policy/reserves | 2,606 | 3,589 | 2,791 | 3,668 | 4,176 | 3,730 | 2,080 | 631 | 397 | (779) | (1,043) | |
| Total ending fund balance | 13,615 | 14,398 | 13,577 | 15,239 | 18,012 | 19,366 | 15,856 | 12,051 | 11,508 | 11,448 | 12,095 | |
| **Total Requirements** | $ 52,937 | $ 44,578 | $ 50,809 | $ 47,029 | $ 56,738 | $ 56,249 | $ 63,221 | $ 68,014 | $ 54,463 | 55,603 | $ 57,331 | |

## City of Milwaukie

## General Fund

*(amounts in thousands)*

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1 FY17 | + 2 FY18 | + 3 FY19 | + 4 FY20 | + 5 FY21 | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 5,864 | $ 6,485 | $ 5,782 | $ 5,444 | $ 6,039 | $ 5,778 | $ 5,395 | $ 5,091 | $ 4,408 | $ 4,176 | $ 3,966 | |
| Adjustment to audit balance | 278 | - | - | - | - | - | - | - | - | - | - | |
| Charges for services | 882 | 639 | - | - | - | - | - | - | - | - | - | |
| Fines - Traffic and Court | 931 | 1,047 | 986 | 881 | 836 | 605 | 800 | 808 | 816 | 824 | 832 | 1.00% |
| Fines - Photo Radar | 439 | 358 | 702 | 667 | 296 | 379 | 390 | 402 | 464 | 478 | 492 | 3.00% |
| Fines - Training and Comm Safety | 82 | 38 | 5 | 3 | 3 | 1 | 1 | 1 | 1 | 1 | 1 | 1.00% |
| Fines - Other | 404 | - | - | 79 | 59 | 127 | 128 | 129 | 130 | 131 | 132 | 1.00% |
| Fees and charges | 303 | - | 864 | 414 | 441 | 493 | 512 | 523 | 533 | 544 | 555 | 2.00% |
| Interest | 92 | 59 | 71 | 64 | 87 | 71 | 72 | 73 | 74 | 75 | 77 | 2.00% |
| Miscellaneous | 288 | 34 | 120 | 91 | 142 | 91 | 114 | 117 | 119 | 121 | 123 | 2.00% |
| Taxes | 6,164 | 5,387 | 5,628 | 6,008 | 6,324 | 6,662 | 7,230 | 7,446 | 7,669 | 7,899 | 8,136 | 3.00% |
| Franchise fees (external) | 1,635 | 1,806 | 1,547 | 1,537 | 1,553 | 1,565 | 1,632 | 1,713 | 1,747 | 1,782 | 1,818 | 2.00% |
| Intergovernmental - Library | 938 | - | - | - | - | - | - | - | - | - | - | |
| Intergovernmental - 911 Dispatch | 102 | 100 | 99 | - | - | - | - | - | - | - | - | |
| Intergovernmental & Grants | 1,055 | 1,203 | 1,347 | 1,274 | 2,113 | 1,643 | 1,291 | 2,778 | 1,644 | 1,677 | 1,711 | 2.00% |
| Debt proceeds | - | - | 3,650 | 63 | 5,013 | - | - | - | - | - | - | 0.00% |
| Transfers from other funds | 10,613 | 3,898 | 4,490 | 4,530 | 4,420 | 4,470 | 5,160 | 5,220 | 5,414 | 5,617 | 5,826 | 2.00% |
| Total revenues | 23,928 | 14,569 | 19,509 | 15,611 | 21,287 | 16,107 | 17,330 | 19,210 | 18,611 | 19,149 | 19,703 | |
| **Total Resources** | $ 30,070 | $ 21,054 | $ 25,291 | $ 21,055 | $ 27,326 | $ 21,885 | 22,725 | 24,301 | $ 23,019 | $ 23,325 | $ 23,669 | |
| **Requirements** | | | | | | | | | | | | |
| Personnel services | $ 10,794 | $ 9,737 | $ 9,684 | $ 9,599 | $ 9,829 | $ 10,485 | $ 11,643 | 12,346 | $ 12,779 | $ 13,266 | $ 13,685 | Schedule |
| Materials & services (w/o chgs) | 4,492 | 4,247 | 3,902 | 3,871 | 3,733 | 4,387 | 4,866 | 4,847 | 4,902 | 5,024 | 5,150 | 3.00% |
| Debt service | 391 | 373 | 436 | 611 | 4,237 | 415 | 410 | 430 | 424 | 448 | 466 | Schedule |
| Transfers to other funds | 7,235 | 197 | - | - | - | 241 | - | - | - | - | - | 0.00% |
| Capital outlay | 673 | 718 | 5,825 | 935 | 3,749 | 962 | 715 | 2,270 | 738 | 621 | 510 | Estimated |
| Total expenditures | 23,585 | 15,272 | 19,847 | 15,016 | 21,548 | 16,490 | 17,634 | 19,893 | 18,843 | 19,359 | 19,811 | |
| Ending fund balance | | | | | | | | | | | | |
| Policy requirement (25%) | 2,788 | 2,450 | 1,950 | 1,702 | 2,208 | 3,207 | 3,575 | 3,739 | 3,867 | 3,996 | 4,114 | |
| Reserves vehicle replacement | 1,032 | 1,050 | 900 | 888 | 418 | - | - | - | - | - | - | |
| Reserves debt service | 391 | 373 | 436 | 611 | 587 | 415 | 410 | 430 | 424 | 448 | 466 | |
| Reserves forfeiture | - | - | 25 | 27 | 36 | 36 | 18 | - | - | - | - | |
| Reserves PEG | 48 | 58 | 86 | 140 | 142 | 120 | 124 | 129 | 129 | 129 | 129 | |
| Over (under) Policy | 2,226 | 1,851 | 2,047 | 2,671 | 2,387 | 1,617 | 964 | 110 | (244) | (607) | (851) | |
| Total ending fund balance | 6,485 | 5,782 | 5,444 | 6,039 | 5,778 | 5,395 | 5,091 | 4,408 | 4,176 | 3,966 | 3,858 | |
| **Total Requirements** | $ 30,070 | $ 21,054 | $ 25,291 | $ 21,055 | $ 27,326 | $ 21,885 | 22,725 | 24,301 | $ 23,019 | $ 23,325 | $ 23,669 | |

# General Fund

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1<br>FY17 | + 2<br>FY18 | + 3<br>FY19 | + 4<br>FY20 | + 5<br>FY21 |
| Library Services | $ 1,450 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| City Council | 44 | 45 | 43 | 77 | 66 | 104 | 136 | 99 | 101 | 103 | 105 |
| City Manager | 374 | 621 | 597 | 749 | 673 | 862 | 1,007 | 1,022 | 1,058 | 1,107 | 1,147 |
| Community Development | 1,085 | 1,204 | 6,922 | 1,934 | 3,208 | 924 | 939 | 2,598 | 925 | 936 | 964 |
| Public Works Administration | - | - | - | - | 466 | 682 | 653 | 650 | 729 | 709 | 733 |
| Engineering | 539 | 568 | 502 | 465 | 490 | 523 | 601 | 683 | 686 | 715 | 738 |
| Facilities Management | 1,090 | 1,107 | 912 | 897 | 1,247 | 1,075 | 1,227 | 1,236 | 1,420 | 1,493 | 1,443 |
| Finance | 706 | 621 | 676 | 779 | 826 | 940 | 1,118 | 1,121 | 1,137 | 1,183 | 1,218 |
| Fleet Services | 1,023 | 670 | 679 | 777 | 1,054 | 856 | 705 | 719 | 843 | 780 | 802 |
| Fleet Services Reserve | 2,231 | - | - | - | - | - | - | - | - | - | - |
| Human Resources | 327 | 322 | 228 | 260 | 280 | 309 | 345 | 345 | 354 | 369 | 380 |
| Information Technology | 1,098 | 1,228 | 1,101 | 1,198 | 1,049 | 1,155 | 1,340 | 1,428 | 1,334 | 1,387 | 1,393 |
| Municipal Court | 360 | 371 | 337 | 347 | 338 | 379 | 374 | 388 | 399 | 417 | 429 |
| Planning | 537 | 575 | 517 | 449 | 499 | 594 | 885 | 861 | 814 | 718 | 739 |
| Community Services | 602 | 599 | - | - | - | - | - | - | - | - | - |
| Code Enforcement | 175 | 162 | 181 | 159 | 178 | 302 | 178 | 187 | 195 | 205 | 211 |
| Public Access Studio | 84 | 81 | 57 | 20 | 78 | 71 | 85 | 85 | 96 | 97 | 98 |
| Records and Info Mgmt | 389 | 371 | 365 | 395 | 385 | 407 | 479 | 485 | 507 | 529 | 547 |
| Nondepartmental | 5,442 | 750 | 634 | 862 | 4,664 | 738 | 793 | 814 | 838 | 872 | 901 |
| Police Administration | 447 | 469 | 478 | 435 | 537 | 561 | 598 | 630 | 652 | 679 | 701 |
| Police Field Services | 4,800 | 5,178 | 5,329 | 4,987 | 5,213 | 5,474 | 5,780 | 6,120 | 6,331 | 6,620 | 6,808 |
| Police Support Services | 289 | 330 | 289 | 226 | 297 | 293 | 391 | 422 | 424 | 440 | 453 |
| Pension Debt Service Fund | 267 | - | - | - | - | - | - | - | - | - | - |
| Knutson Pioneer Cemetary Fund | 36 | - | - | - | - | - | - | - | - | - | - |
| Library Endowment Fund | 166 | - | - | - | - | - | - | - | - | - | - |
| Forfeiture Fund | 23 | - | - | - | - | - | - | - | - | - | - |
| | $ 23,584 | $ 15,272 | $ 19,847 | $ 15,016 | $ 21,548 | $ 16,249 | $ 17,634 | $ 19,893 | $ 18,843 | $ 19,359 | $ 19,811 |

# General Fund

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | + 1 | + 2 | + 3 | + 4 | + 5 |
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 |
| **Personnel Services** | | | | | | | | | | | |
| Library Services | $ 1,273 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - |
| City Council | 17 | 17 | 17 | 17 | 17 | 19 | 19 | 19 | 19 | 19 | 19 |
| City Manager | 183 | 394 | 515 | 524 | 504 | 620 | 776 | 791 | 821 | 864 | 898 |
| Community Development | 987 | 888 | 1,175 | 1,034 | 486 | 493 | 550 | 589 | 604 | 632 | 653 |
| Public Works Administration | - | - | - | - | 408 | 527 | 567 | 608 | 636 | 665 | 688 |
| Engineering | 510 | 532 | 483 | 456 | 473 | 507 | 575 | 622 | 659 | 688 | 710 |
| Facilities Management | 211 | 198 | 204 | 212 | 216 | 223 | 254 | 247 | 255 | 267 | 276 |
| Finance | 400 | 445 | 497 | 626 | 708 | 770 | 895 | 941 | 952 | 994 | 1,024 |
| Fleet Services | 430 | 232 | 270 | 272 | 272 | 286 | 316 | 339 | 354 | 371 | 384 |
| Fleet Services Reserve | - | - | - | - | - | - | - | - | - | - | - |
| Human Resources | 210 | 218 | 201 | 226 | 231 | 240 | 257 | 272 | 279 | 292 | 301 |
| Information Technology | 462 | 432 | 330 | 374 | 276 | 324 | 364 | 396 | 418 | 441 | 454 |
| Municipal Court | 261 | 263 | 270 | 249 | 235 | 266 | 275 | 293 | 302 | 317 | 327 |
| Planning | 495 | 503 | 430 | 421 | 462 | 477 | 609 | 650 | 664 | 564 | 581 |
| Community Services | 324 | 238 | - | - | - | - | - | - | - | - | - |
| Code Enforcement | 154 | 140 | 141 | 121 | 117 | 127 | 133 | 142 | 149 | 158 | 163 |
| Public Access Studio | - | - | - | - | - | - | - | - | - | - | - |
| Records and Info Mgmt | 317 | 298 | 258 | 328 | 316 | 328 | 412 | 408 | 428 | 448 | 464 |
| Nondepartmental | - | - | - | - | - | - | - | - | - | - | - |
| Police Administration | 436 | 462 | 468 | 422 | 526 | 540 | 574 | 607 | 628 | 655 | 676 |
| Police Field Services | 3,836 | 4,149 | 4,137 | 4,092 | 4,286 | 4,448 | 4,681 | 5,005 | 5,192 | 5,456 | 5,619 |
| Police Support Services | 288 | 328 | 288 | 225 | 296 | 290 | 386 | 417 | 419 | 435 | 448 |
| Pension Debt Service Fund | - | - | - | - | - | - | - | - | - | - | - |
| Knutson Pioneer Cemetary Fund | - | - | - | - | - | - | - | - | - | - | - |
| Library Endowment Fund | - | - | - | - | - | - | - | - | - | - | - |
| Projected Vacancies | - | - | - | - | - | - | - | - | - | - | - |
| | 10,794 | 9,737 | 9,684 | 9,599 | 9,829 | 10,485 | 11,643 | 12,346 | 12,779 | 13,266 | 13,685 |
| **Mat'l & Serv (w/o Internal Charges)** | | | | | | | | | | | |
| Library Services | 142 | - | - | - | - | - | - | - | - | - | - |
| City Council | 27 | 28 | 26 | 60 | 49 | 85 | 117 | 80 | 82 | 84 | 86 |
| City Manager | 191 | 227 | 82 | 225 | 169 | 242 | 231 | 231 | 237 | 243 | 249 |
| Community Development | 98 | 316 | 229 | 284 | 125 | 169 | 299 | 289 | 296 | 304 | 311 |
| Public Works Administration | - | - | - | - | 27 | 65 | 41 | 42 | 43 | 44 | 45 |
| Engineering | 29 | 36 | 19 | 9 | 17 | 16 | 26 | 26 | 27 | 27 | 28 |
| Facilities Management | 700 | 671 | 649 | 635 | 663 | 712 | 802 | 814 | 834 | 855 | 877 |
| Finance | 306 | 176 | 170 | 152 | 118 | 120 | 177 | 180 | 185 | 189 | 194 |
| Fleet Services | 593 | 388 | 409 | 375 | 313 | 331 | 375 | 370 | 379 | 389 | 398 |
| Fleet Services Reserve | - | - | - | - | - | - | - | - | - | - | - |
| Human Resources | 117 | 104 | 27 | 34 | 49 | 69 | 88 | 73 | 75 | 77 | 79 |
| Information Technology | 529 | 535 | 700 | 715 | 606 | 780 | 826 | 872 | 894 | 916 | 939 |
| Municipal Court | 99 | 108 | 67 | 84 | 103 | 113 | 99 | 95 | 97 | 100 | 102 |
| Planning | 42 | 72 | 87 | 28 | 37 | 117 | 276 | 211 | 150 | 154 | 158 |
| Community Services | 139 | 213 | - | - | - | - | - | - | - | - | - |
| Code Enforcement | 21 | 22 | 33 | 31 | 61 | 175 | 45 | 45 | 46 | 47 | 48 |
| Public Access Studio | 84 | 81 | 57 | 20 | 36 | 25 | 45 | 45 | 46 | 47 | 48 |
| Records and Info Mgmt | 72 | 73 | 107 | 67 | 69 | 79 | 67 | 77 | 79 | 81 | 83 |
| Nondepartmental | 319 | 238 | 256 | 301 | 443 | 339 | 374 | 404 | 414 | 424 | 435 |
| Police Administration | 11 | 7 | 10 | 13 | 11 | 21 | 24 | 23 | 24 | 24 | 25 |
| Police Field Services | 964 | 950 | 973 | 837 | 836 | 926 | 949 | 965 | 989 | 1,014 | 1,039 |
| Police Support Services | 1 | 2 | 1 | 1 | 1 | 3 | 5 | 5 | 5 | 5 | 5 |
| Pension Debt Service Fund | - | - | - | - | - | - | - | - | - | - | - |
| Knutson Pioneer Cemetary Fund | - | - | - | - | - | - | - | - | - | - | - |
| Library Endowment Fund | - | - | - | - | - | - | - | - | - | - | - |
| Forfeiture Fund | 8 | - | - | - | - | - | - | - | - | - | - |
| | 4,492 | 4,247 | 3,902 | 3,871 | 3,733 | 4,387 | 4,866 | 4,847 | 4,902 | 5,024 | 5,150 |

## General Fund

*(amounts in thousands)*

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 |
| **Debt Service** | | | | | | | | | | | |
| Library Services | 35 | - | - | - | - | - | - | - | - | - | - |
| City Council | - | - | - | - | - | - | - | - | - | - | - |
| City Manager | - | - | - | - | - | - | - | - | - | - | - |
| Community Development | - | - | - | - | - | - | - | - | - | - | - |
| Public Works Administration | - | - | - | | | | | | | | |
| Engineering | - | - | - | - | - | - | - | - | - | - | - |
| Facilities Management | 58 | 58 | 58 | 50 | 16 | 16 | 16 | 20 | - | - | - |
| Finance | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Services | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Services Reserve | - | - | - | - | - | - | - | - | - | - | - |
| Human Resources | - | - | - | - | - | - | - | - | - | - | - |
| Information Technology | - | - | - | - | - | - | - | - | - | - | - |
| Municipal Court | - | - | - | - | - | - | - | - | - | - | - |
| Planning | - | - | - | - | - | - | - | - | - | - | - |
| Community Services | - | - | - | - | - | - | - | - | - | - | - |
| Code Enforcement | - | - | - | - | - | - | - | - | - | - | - |
| Public Access Studio | - | - | - | - | - | - | - | - | - | - | - |
| Records and Info Mgmt | - | - | - | - | - | - | - | - | - | - | - |
| Nondepartmental | 48 | 315 | 378 | 561 | 4,221 | 399 | 394 | 410 | 424 | 448 | 466 |
| Police Administration | - | - | - | - | - | - | - | - | - | - | - |
| Police Field Services | - | - | - | - | - | - | - | - | - | - | - |
| Police Support Services | - | - | - | - | - | - | - | - | - | - | - |
| Pension Debt Service Fund | 250 | - | - | - | - | - | - | - | - | - | - |
| Knutson Pioneer Cemetary Fund | - | - | - | - | - | - | - | - | - | - | - |
| Library Endowment Fund | - | - | - | - | - | - | - | - | - | - | - |
| Forfeiture Fund | - | - | - | - | - | - | - | - | - | - | - |
| | 391 | 373 | 436 | 611 | 4,237 | 415 | 410 | 430 | 424 | 448 | 466 |
| **Transfers** | | | | | | | | | | | |
| Library Services | - | - | - | - | - | - | - | - | - | - | - |
| City Council | - | - | - | - | - | - | - | - | - | - | - |
| City Manager | - | - | - | - | - | - | - | - | - | - | - |
| Community Development | - | - | - | - | - | - | - | - | - | - | - |
| Public Works Administration | - | - | - | | | - | - | - | - | - | - |
| Engineering | - | - | - | - | - | - | - | - | - | - | - |
| Facilities Management | - | - | - | - | - | - | - | - | - | - | - |
| Finance | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Services | - | - | - | - | - | - | - | - | - | - | - |
| Fleet Services Reserve | 1,926 | - | - | - | - | - | - | - | - | - | - |
| Human Resources | - | - | - | - | - | - | - | - | - | - | - |
| Information Technology | - | - | - | - | - | - | - | - | - | - | - |
| Municipal Court | - | - | - | - | - | - | - | - | - | - | - |
| Planning | - | - | - | - | - | - | - | - | - | - | - |
| Community Services | - | - | - | - | - | - | - | - | - | - | - |
| Code Enforcement | - | - | - | - | - | - | - | - | - | - | - |
| Public Access Studio | - | - | - | - | - | - | - | - | - | - | - |
| Records and Info Mgmt | - | - | - | - | - | - | - | - | - | - | - |
| Nondepartmental | 5,075 | 197 | - | - | - | - | - | - | - | - | - |
| Police Administration | - | - | - | - | - | - | - | - | - | - | - |
| Police Field Services | - | - | - | - | - | - | - | - | - | - | - |
| Police Support Services | - | - | - | - | - | - | - | - | - | - | - |
| Pension Debt Service Fund | 17 | - | - | - | - | - | - | - | - | - | - |
| Knutson Pioneer Cemetary Fund | 36 | - | - | - | - | - | - | - | - | - | - |
| Library Endowment Fund | 166 | - | - | - | - | - | - | - | - | - | - |
| Forfeiture Fund | 15 | - | - | - | - | - | - | - | - | - | - |
| | 7,235 | 197 | - | - | - | - | - | - | - | - | - |

## General Fund

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1<br>FY17 | + 2<br>FY18 | + 3<br>FY19 | + 4<br>FY20 | + 5<br>FY21 |
| Capital Outlay | | | | | | | | | | | |
| Library Services | - | - | - | - | - | - | - | - | - | - | - |
| City Council | - | - | - | - | - | - | - | - | - | - | - |
| City Manager | - | - | - | - | - | - | - | - | - | - | - |
| Community Development | - | - | 5,518 | 616 | 2,597 | 262 | 90 | 1,720 | 25 | - | - |
| Public Works Administration | - | - | - | - | 31 | 90 | 45 | - | 50 | - | - |
| Engineering | - | - | - | - | - | - | - | 35 | - | - | - |
| Facilities Management | 121 | 180 | 1 | - | 352 | 124 | 155 | 155 | 331 | 371 | 290 |
| Finance | - | - | 9 | 1 | - | 50 | 46 | - | - | - | - |
| Fleet Services | - | 50 | - | 130 | 469 | 239 | 14 | 10 | 110 | 20 | 20 |
| Fleet Services Reserve | 305 | - | - | - | - | - | - | - | - | - | - |
| Human Resources | - | - | - | - | - | - | - | - | - | - | - |
| Information Technology | 107 | 261 | 71 | 109 | 167 | 51 | 150 | 160 | 22 | 30 | - |
| Municipal Court | - | - | - | 14 | - | - | - | - | - | - | - |
| Planning | - | - | - | - | - | - | - | - | - | - | - |
| Community Services | 139 | 148 | - | - | - | - | - | - | - | - | - |
| Code Enforcement | - | - | 7 | 7 | - | - | - | - | - | - | - |
| Public Access Studio | - | - | - | - | 42 | 46 | 40 | 40 | 50 | 50 | 50 |
| Records and Info Mgmt | - | - | - | - | - | - | - | - | - | - | - |
| Nondepartmental | - | - | - | - | - | - | 25 | - | - | - | - |
| Police Administration | - | - | - | - | - | - | - | - | - | - | - |
| Police Field Services | - | 79 | 219 | 58 | 91 | 100 | 150 | 150 | 150 | 150 | 150 |
| Police Support Services | - | - | - | - | - | - | - | - | - | - | - |
| Pension Debt Service Fund | - | - | - | - | - | - | - | - | - | - | - |
| Knutson Pioneer Cemetary Fund | - | - | - | - | - | - | - | - | - | - | - |
| Library Endowment Fund | - | - | - | - | - | - | - | - | - | - | - |
| Forfeiture Fund | - | - | - | - | - | - | - | - | - | - | - |
| | 672 | 718 | 5,825 | 935 | 3,749 | 962 | 715 | 2,270 | 738 | 621 | 510 |
| | $ 23,584 | $ 15,272 | $ 19,847 | $ 15,016 | $ 21,548 | $ 16,249 | $ 17,634 | $ 19,893 | $ 18,843 | $ 19,359 | $ 19,811 |

## City of Milwaukie

## Debt Service Fund

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1 FY17 | + 2 FY18 | + 3 FY19 | + 4 FY20 | + 5 FY21 | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ - | $ - | $ - | $ - | $ - | $ 100 | $ 100 | $ 76 | $ 50 | $ 40 | $ 30 | |
| Taxes | - | - | - | - | 320 | 263 | 240 | 239 | 250 | 250 | 264 | Scheduled |
| Intergovernmental | - | - | - | - | 85 | 85 | 88 | 86 | 85 | 88 | 85 | Scheduled |
| Total revenues | - | - | - | - | 405 | 348 | 328 | 325 | 335 | 338 | 349 | |
| **Total Resources** | $ - | $ - | $ - | $ - | $ 405 | $ 448 | $ 428 | $ 401 | $ 385 | $ 378 | $ 379 | |
| **Requirements** | | | | | | | | | | | | |
| Debt service | $ - | $ - | $ - | $ - | $ 305 | $ 348 | $ 352 | $ 351 | $ 345 | $ 348 | $ 349 | Scheduled |
| Total expenditures | - | - | - | - | 305 | 348 | 352 | 351 | 345 | 348 | 349 | |
| Total ending fund balance | - | - | - | - | 100 | 100 | 76 | 50 | 40 | 30 | 30 | |
| **Total Requirements** | $ - | $ - | $ - | $ - | $ 405 | $ 448 | $ 428 | $ 401 | $ 385 | $ 378 | $ 379 | |
| | - | | | | | | | | | | | |

## City of Milwaukie

## Building Inspections Fund

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1<br>FY17 | + 2<br>FY18 | + 3<br>FY19 | + 4<br>FY20 | + 5<br>FY21 | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 94 | $ 96 | $ 284 | $ 244 | $ 170 | $ 137 | $ 233 | $ 259 | $ 285 | $ 293 | $ 235 | |
| Fees and charges | 236 | 426 | 249 | 212 | 226 | 432 | 475 | 490 | 505 | 520 | 536 | 3.00% |
| Interest | 1 | - | - | - | - | - | - | - | - | - | - | 0.00% |
| Miscellaneous | (30) | 1 | 1 | - | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2.00% |
| Intergovernmental | 2 | 1 | - | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 0.00% |
| Total revenues | 209 | 428 | 250 | 213 | 228 | 434 | 477 | 492 | 507 | 522 | 538 | |
| **Total Resources** | $ 303 | $ 524 | $ 534 | $ 457 | $ 398 | $ 571 | $ 710 | $ 751 | $ 792 | $ 815 | $ 773 | |
| **Requirements** | | | | | | | | | | | | |
| Personnel services | $ 175 | $ 201 | $ 209 | $ 207 | $ 194 | $ 239 | $ 249 | $ 262 | $ 272 | $ 285 | $ 295 | PS Spreadsheet |
| Materials & services (w/o chgs) | 6 | 9 | 11 | 10 | 17 | 49 | 82 | 84 | 87 | 90 | 93 | 3.00% |
| Transfers to other funds | 26 | 30 | 70 | 70 | 50 | 50 | 120 | 120 | 140 | 160 | 180 | Scheduled |
| Capital outlay | - | - | - | - | - | - | - | - | - | 45 | - | Estimated |
| Total expenditures | 207 | 240 | 290 | 287 | 261 | 338 | 451 | 466 | 499 | 580 | 568 | |
| Ending fund balance | | | | | | | | | | | | |
| Policy requirement (50%) | 104 | 120 | 145 | 144 | 131 | # 169 | 226 | 233 | 250 | 268 | 284 | |
| Over (under) policy/reserves | (8) | 164 | 99 | 26 | 6 | 64 | 33 | 52 | 43 | (33) | (79) | |
| Total ending fund balance | 96 | 284 | 244 | 170 | 137 | 233 | 259 | 285 | 293 | 235 | 205 | |
| **Total Requirements** | $ 303 | $ 524 | $ 534 | $ 457 | $ 398 | $ 571 | $ 710 | $ 751 | $ 792 | $ 815 | $ 773 | |

## City of Milwaukie

## Library Fund

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | + 1 | + 2 | + 3 | + 4 | + 5 | |
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 866 | $ - | $ 557 | $ 381 | $ 551 | $ 746 | $ 954 | $ 827 | $ 601 | $ 510 | $ 389 | |
| Allocation of general property taxes | 997 | 1,042 | 936 | 1,011 | 942 | 942 | 839 | 864 | 890 | 917 | 945 | 3.00% |
| Fines - Library and other | 59 | 59 | 61 | 60 | 60 | 51 | 53 | 59 | 60 | 61 | 62 | 2.00% |
| Interest | - | 1 | 1 | 1 | - | - | - | - | - | - | - | 2.00% |
| Intergovernmental | | | | | | | | | | | | |
| Library District dedicated levy | 938 | 1,037 | 1,337 | 1,425 | 1,525 | 1,580 | 1,601 | 1,650 | 1,700 | 1,751 | 1,804 | 3.00% |
| County District Capital Grant | - | - | - | - | - | - | - | 1,000 | - | - | - | 2.00% |
| Ready to Read grant from State | 4 | 4 | 4 | 4 | 6 | 5 | 5 | 5 | 5 | 5 | 5 | 2.00% |
| Miscellaneous | - | 2 | 7 | 8 | 22 | 12 | 15 | 15 | 15 | 15 | 15 | 2.00% |
| Proceeds from Issuance of Debt | - | - | - | - | - | - | - | 9,200 | - | - | - | 2.00% |
| Total revenues | 1,998 | 2,145 | 2,346 | 2,509 | 2,555 | 2,590 | 2,513 | 12,793 | 2,670 | 2,749 | 2,831 | |
| **Total Resources** | $ 2,864 | $ 2,145 | $ 2,903 | $ 2,890 | $ 3,106 | $ 3,336 | $ 3,467 | $ 13,620 | $ 3,271 | $ 3,259 | $ 3,220 | |
| **Requirements** | | | | | | | | | | | | |
| Personnel services | $ 1,273 | $ 1,366 | $ 1,430 | $ 1,471 | $ 1,472 | $ 1,515 | $ 1,614 | $ 1,725 | $ 1,790 | $ 1,870 | $ 1,929 | PS Spreadsheet |
| Materials & services (w/o chgs) | 142 | 165 | 187 | 168 | 178 | 187 | 206 | 209 | 209 | 215 | 222 | 3.00% |
| Debt service | 35 | 35 | 195 | - | - | - | - | - | - | - | - | 0.00% |
| Transfers to other funds | 1,414 | 22 | 710 | 700 | 700 | 680 | 720 | 740 | 762 | 785 | 809 | 3.00% |
| Capital outlay | - | - | - | - | 10 | - | 100 | 10,345 | - | - | - | 0.00% |
| Total expenditures | 2,864 | 1,588 | 2,522 | 2,339 | 2,360 | 2,382 | 2,640 | 13,019 | 2,761 | 2,870 | 2,960 | |
| Ending fund balance | | | | | | | | | | | | |
| Policy requirement (17%) | 75 | 94 | 134 | 138 | 140 | 148 | 168 | 329 | 340 | 354 | 366 | |
| Reserve for endowment | 166 | 166 | 141 | 141 | 141 | 141 | 141 | - | - | - | - | |
| Over (under) policy/reserves | (241) | 297 | 106 | 272 | 465 | 665 | 518 | 272 | 170 | 35 | (105) | |
| Total ending fund balance | - | 557 | 381 | 551 | 746 | 954 | 827 | 601 | 510 | 389 | 261 | |
| **Total Requirements** | $ 2,864 | $ 2,145 | $ 2,903 | $ 2,890 | $ 3,106 | $ 3,336 | $ 3,467 | $ 13,620 | $ 3,271 | $ 3,259 | $ 3,220 | |

*Through FY 2011, the Library activity was budgeted as a Department under the General Fund. When the County Library District levy passed, it dedicated revenues for Library operations, this activity is now budgeted here in its own Library Fund. Prior year activity is shown here for information and comparative purposes only.*

**City of Milwaukie**

## Transportation Fund

***(amounts in thousands)***

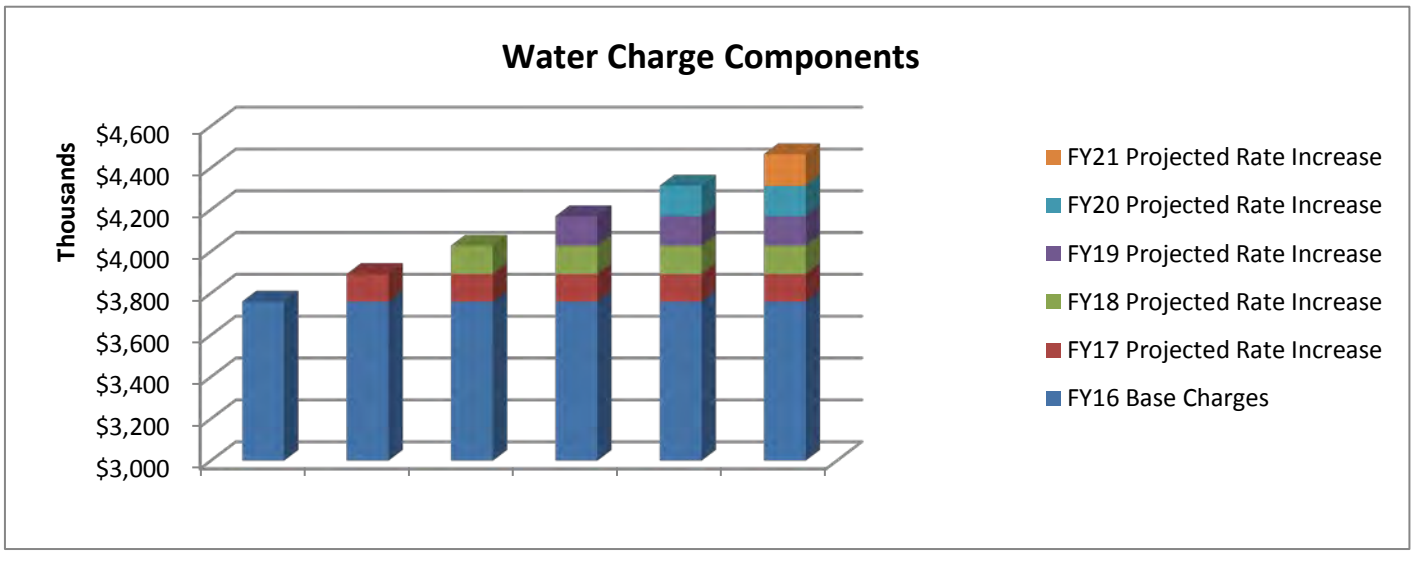
| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1 FY17 | + 2 FY18 | + 3 FY19 | + 4 FY20 | + 5 FY21 | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 856 | $ 1,321 | $ 1,739 | 1,323 | $ 1,459 | $ 2,016 | $ 2,174 | $ 1,366 | $ 1,019 | $ 1,219 | $ 647 | |
| Adjustment to audit balance | 72 | - | - | - | - | - | - | - | - | - | - | |
| Dedicated revenues | | | | | | | | | | | | |
| State Gas Tax Program | | | | | | | | | | | | |
| Franchise fees (from utilities) | 614 | 448 | 616 | 597 | 700 | 761 | 808 | 861 | 896 | 950 | 1,014 | Calculated - not updated yet. |
| Fees in Lieu of Construction (FILOC) | - | - | 74 | - | - | 38 | 140 | - | - | - | - | 3.00% |
| Other Fees | 43 | 18 | - | - | 3 | 5 | - | - | - | - | - | 3.00% |
| State gas tax | 1,018 | 1,110 | 1,117 | 1,172 | 1,184 | 1,215 | 1,227 | 1,239 | 1,243 | 1,247 | 1,251 | 0.30% |
| Intergovernmental | - | - | 116 | 112 | 655 | 1,051 | 4,363 | 180 | 182 | 184 | 186 | 1.00% |
| Intergovernmental - other | 61 | - | - | - | - | - | - | - | - | - | - | 1.00% |
| Miscellanous | - | - | - | 8 | 10 | 15 | 20 | 20 | 20 | 20 | 20 | 1.00% |
| Interest | 6 | - | - | - | - | - | - | - | - | - | - | 0.00% |
| Debt proceeds | - | - | - | - | - | - | 130 | - | - | - | - | 0.00% |
| Transfers from other funds | 1,321 | - | - | - | - | 28 | - | - | - | - | - | 0.00% |
| Total State Gas Tax Program | 3,063 | 1,576 | 1,923 | 1,889 | 2,552 | 3,113 | 6,688 | 2,300 | 2,341 | 2,401 | 2,471 | |
| Dedicated revenues | | | | | | | | | | | | |
| Street Surface Maintenance Program | | | | | | | | | | | | |
| Fees (street maint fee) | 620 | 609 | 612 | 617 | 622 | 625 | 625 | 625 | 631 | 637 | 643 | 1.00% |
| Franchise fees (1.5% tax) | 312 | 324 | 315 | 305 | 315 | 309 | 315 | 321 | 327 | 334 | 341 | 2.00% |
| Intergov'l (local gas tax) | 197 | 179 | 220 | 166 | 167 | 181 | 183 | 185 | 187 | 189 | 191 | 1.00% |
| Intergovernmental - other | - | - | - | 116 | - | - | - | - | - | - | - | 0.00% |
| Fees in Lieu of Construction (FILOC) | - | - | - | 8 | - | 21 | 124 | - | - | - | - | 1.00% |
| Total Street Surface Maintenance Program | 1,129 | 1,112 | 1,147 | 1,212 | 1,104 | 1,136 | 1,247 | 1,131 | 1,145 | 1,160 | 1,175 | |
| Total revenues | 4,192 | 2,688 | 3,070 | 3,101 | 3,656 | 4,249 | 7,935 | 3,431 | 3,486 | 3,561 | 3,646 | |
| **Total Resources** | $ 5,120 | $ 4,009 | $ 4,809 | 4,424 | $ 5,115 | $ 6,265 | $ 10,109 | $ 4,797 | $ 4,505 | $ 4,779 | $ 4,294 | |
| **Requirements** | | | | | | | | | | | | |
| Personnel services | $ 405 | $ 399 | $ 418 | 364 | $ 389 | $ 444 | $ 457 | $ 492 | $ 515 | $ 540 | $ 559 | PS Spreadsheet |
| Materials & services (base) | 186 | 164 | 136 | 105 | 107 | 187 | 263 | 263 | 271 | 279 | 287 | 3.00% |
| M&S (street lights costs) | 319 | 319 | 319 | 244 | 251 | 256 | 269 | 282 | 296 | 311 | 327 | 5.00% |
| Debt service | - | - | - | - | - | - | - | 14 | 14 | 14 | 14 | 0.75% |
| Transfers to other funds | 2,281 | 1,008 | 1,010 | 1,040 | 965 | 925 | 1,090 | 1,000 | 1,050 | 1,103 | 1,158 | 5.00% |
| Capital outlay | | | | | | | | | | | | |
| Street/surface maintenance | 521 | 336 | 1,394 | 909 | 511 | 1,619 | 1,780 | 1,115 | 1,015 | 1,715 | 1,015 | Per CIP |
| State gas tax capital projects | 87 | 44 | 209 | 303 | 876 | 610 | 4,709 | 552 | - | - | - | Per CIP |
| Other | - | - | - | - | - | - | 130 | - | - | - | - | Per CIP |
| Additions (vehicles & equip) | - | - | - | - | - | 50 | 45 | 60 | 125 | 170 | 100 | Per CIP |
| Total expenditures | 3,799 | 2,270 | 3,486 | 2,965 | 3,099 | 4,091 | 8,743 | 3,778 | 3,286 | 4,132 | 3,460 | |
| Ending fund balance | | | | | | | | | | | | |
| Policy requirement (17%) | 540 | 320 | 320 | 300 | 290 | 310 | 350 | 350 | 360 | 380 | 400 | |
| Reserves for vehicle replacement | - | - | 50 | 100 | 150 | 200 | 200 | 200 | 200 | 200 | 200 | |
| Reserves for capital | 200 | 200 | 500 | 500 | 500 | 500 | 450 | 450 | 400 | 400 | 400 | |
| Over (under) policy/reserves | 581 | 1,219 | 453 | 559 | 1,076 | 1,164 | 366 | 19 | 259 | (333) | (166) | |
| Total ending fund balance | 1,321 | 1,739 | 1,323 | 1,459 | 2,016 | 2,174 | 1,366 | 1,019 | 1,219 | 647 | 834 | |
| **Total Requirements** | $ 5,120 | $ 4,009 | $ 4,809 | 4,424 | $ 5,115 | $ 6,265 | 10,109 | 4,797 | $ 4,505 | $ 4,779 | $ 4,294 | |

## City of Milwaukie

## Water Fund

*(amounts in thousands)*

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 (+ 1) | FY18 (+ 2) | FY19 (+ 3) | FY20 (+ 4) | FY21 (+ 5) | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 287 | $ (109) | $ (225) | $ 211 | $ 781 | $ 1,700 | $ 3,100 | $ 2,328 | $ 1,567 | $ 1,759 | $ 1,594 | |
| Adjustment to audit balance | (28) | - | - | - | - | - | - | - | - | - | - | |
| Water charges - base | 2,112 | 2,283 | 2,739 | 3,074 | 3,629 | 3,760 | 3,760 | 3,892 | 4,029 | 4,170 | 4,316 | 0.00% |
| Water charges - rate increases | - | - | - | - | - | - | 132 | 137 | 141 | 146 | 151 | 0.00% |
| Interest | 2 | - | - | - | - | - | - | - | - | - | - | 5.00% |
| Miscellaneous | 61 | 71 | 83 | 83 | 69 | 87 | 65 | 65 | 66 | 67 | 68 | 1.00% |
| Debt proceeds | - | - | - | - | - | - | 130 | - | - | - | - | 0.00% |
| Transfers from other funds | 322 | - | - | - | - | 135 | - | - | - | - | - | 0.00% |
| Total revenues | 2,469 | 2,354 | 2,822 | 3,157 | 3,698 | 3,982 | 4,087 | 4,094 | 4,236 | 4,383 | 4,535 | |
| **Total Resources** | $ 2,756 | $ 2,245 | $ 2,597 | $ 3,368 | $ 4,479 | $ 5,682 | $ 7,187 | $ 6,422 | $ 5,803 | $ 6,142 | $ 6,129 | |
| Personnel services | 449 | 481 | 485 | 540 | 548 | 578 | 728 | 783 | 812 | 854 | 883 | PS Spreadsheet |
| Personnel services (temp/seasonal) | 33 | 34 | 38 | 21 | 27 | 47 | 50 | 55 | 59 | 62 | 65 | PS Spreadsheet |
| Materials & services (base) | 279 | 246 | 194 | 286 | 297 | 335 | 382 | 383 | 393 | 403 | 413 | 2.50% |
| M&S (franchise fee to transportation) | 205 | 181 | 230 | 263 | 290 | 300 | 307 | 318 | 332 | 344 | 356 | Calculated |
| M&S (electricity costs) | 171 | 177 | 177 | 173 | 188 | 192 | 202 | 212 | 223 | 234 | 246 | 5.00% |
| Debt service | - | - | - | - | - | - | - | 14 | 14 | 14 | 14 | 0.75% |
| Transfers to other funds | 1,262 | 987 | 980 | 990 | 915 | 915 | 1,140 | 1,180 | 1,239 | 1,301 | 1,366 | 5.00% |
| Capital outlay | | | | | | | | | | | | |
| Scheduled capital projects | 466 | 364 | 258 | 314 | 514 | 205 | 1,815 | 1,910 | 917 | 1,304 | 1,512 | Per CIP |
| Maintenance improvements | - | - | 24 | - | - | 10 | - | - | - | - | - | Per CIP |
| Additions (vehicles & equip) | - | - | - | - | - | - | 105 | - | 55 | 32 | - | Per CIP |
| Other | - | - | - | - | - | - | 130 | - | - | - | - | |
| Total expenditures | 2,865 | 2,470 | 2,386 | 2,587 | 2,779 | 2,582 | 4,859 | 4,855 | 4,044 | 4,548 | 4,855 | |
| Ending fund balance | | | | | | | | | | | | |
| Policy requirement (50%) | 1,200 | 1,050 | 1,050 | 1,140 | 1,130 | 1,180 | 1,400 | 1,470 | 1,530 | 1,600 | 1,660 | |
| Reserve for vehicle replacement | - | - | 30 | 80 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | |
| Over (under) policy/reserves | (1,309) | (1,275) | (869) | (439) | 470 | 1,820 | 828 | (3) | 129 | (106) | (486) | |
| Total ending fund balance | (109) | (225) | 211 | 781 | 1,700 | 3,100 | 2,328 | 1,567 | 1,759 | 1,594 | 1,274 | |
| **Total Requirements** | $ 2,756 | $ 2,245 | $ 2,597 | $ 3,368 | $ 4,479 | $ 5,682 | 7,187 | 6,422 | $ 5,803 | $ 6,142 | $ 6,129 | |

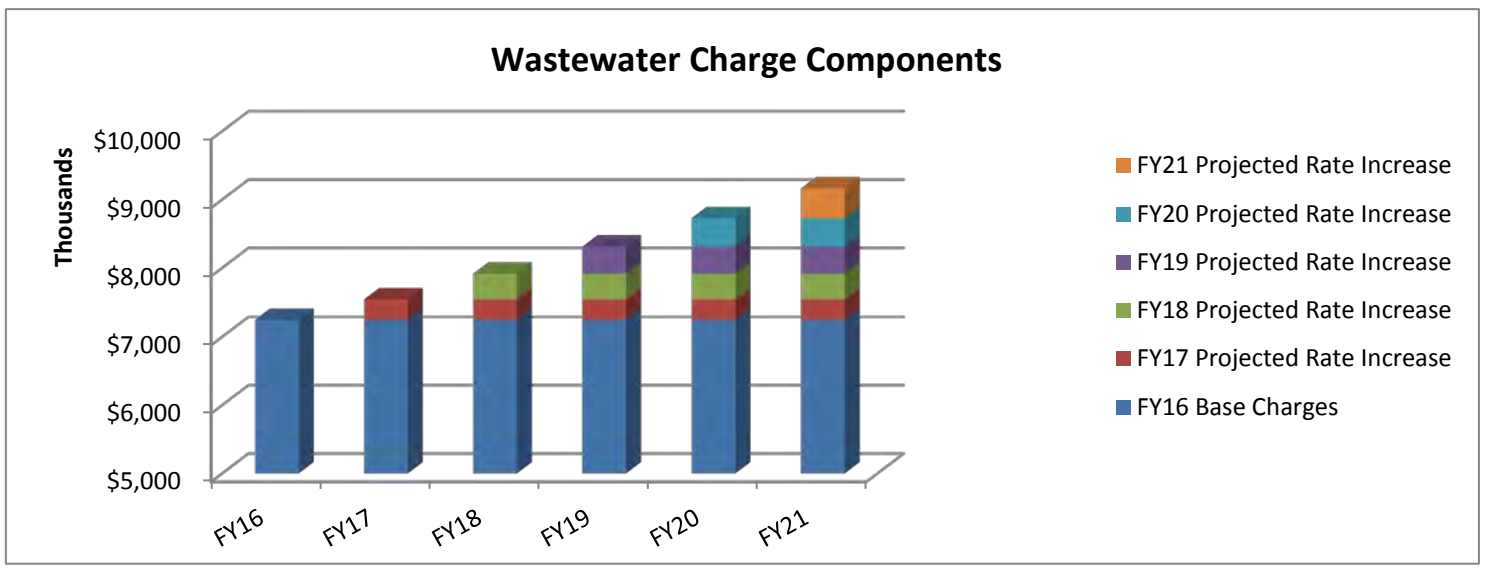


**City of Milwaukie**

# Wastewater Fund

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1 FY17 | + 2 FY18 | + 3 FY19 | + 4 FY20 | + 5 FY21 | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 2,177 | $ 2,722 | $ 3,085 | $ 2,445 | $ 2,318 | $ 2,716 | 3,274 | 2,948 | $ 2,716 | $ 2,465 | $ 2,244 | |
| Adjustment to audit balance | 80 | - | - | - | - | - | - | - | - | - | - | |
| Wastewater charges - base | 5,008 | 4,540 | 6,324 | 6,532 | 6,939 | 7,247 | 7,247 | 7,537 | 7,914 | 8,310 | 8,726 | 0.00% |
| Wastewater - rate increases | - | - | - | - | - | - | 290 | 377 | 396 | 416 | 436 | Scheduled |
| Intergovernmental | - | - | 3 | | | | 15 | 15 | - | - | - | |
| Interest | 100 | - | - | - | - | - | - | - | - | - | - | 3.00% |
| Miscellaneous | 238 | 245 | 22 | 10 | 5 | 2 | 2 | 44 | 45 | 46 | 47 | 2.00% |
| Proceeds from debt issuance | 1,622 | 1,929 | - | - | - | - | - | - | - | - | - | 0.00% |
| Proceeds from Reimb District | - | - | 51 | 55 | 75 | 75 | 75 | 75 | 75 | 75 | 75 | 0.00% |
| Transfers from other funds | 652 | 197 | - | - | - | 62 | - | - | - | - | - | 0.00% |
| Total revenues | 7,620 | 6,911 | 6,400 | 6,597 | 7,019 | 7,386 | 7,629 | 8,048 | 8,430 | 8,847 | 9,284 | |
| **Total Resources** | $ 9,877 | $ 9,633 | $ 9,485 | $ 9,042 | $ 9,337 | $ 10,102 | $ 10,903 | $ 10,996 | $ 11,146 | $ 11,312 | $ 11,528 | |
| **Requirements** | | | | | | | | | | | | |
| Personnel services | $ 398 | $ 393 | 394 | 398 | 414 | 428 | 457 | 493 | 512 | 540 | 557 | PS Spreadsheet |
| Materials & services (base) | 203 | 185 | 211 | 103 | 110 | 137 | 193 | 194 | 200 | 206 | 212 | 3.00% |
| M&S (franchise fee to transportation) | 273 | 121 | 230 | 167 | 204 | 227 | 232 | 247 | 234 | 246 | 258 | Calculated |
| M&S (Contract treatment costs) | 2,887 | 2,804 | 3,968 | 4,076 | 4,243 | 4,353 | 4,531 | 4,724 | 5,281 | 5,550 | 5,828 | Est. Rates per CCSD #1 |
| M&S (CCSD #1 SDC's) | - | - | - | 102 | 11 | - | 100 | 100 | - | - | - | Estimated |
| Debt service | - | 2,028 | 110 | 101 | 104 | 108 | 107 | 107 | 107 | 107 | 107 | Scheduled |
| Transfers to other funds | 1,291 | 1,014 | 980 | 970 | 885 | 935 | 1,070 | 1,120 | 1,142 | 1,165 | 1,188 | 2.00% |
| Capital outlay: | | | | | | | | | | | | |
| Scheduled capital projects | 2,103 | 3 | 1,144 | 807 | 650 | 640 | 1,090 | 1,235 | 965 | 855 | 1,255 | Per CIP |
| Additions (vehicles & equip) | - | - | - | - | - | - | 45 | 60 | 240 | 400 | 100 | Estimated |
| Other | - | - | 3 | - | - | - | 130 | - | - | - | - | Per CIP |
| Total expenditures | 7,155 | 6,548 | 7,040 | 6,724 | 6,621 | 6,828 | 7,955 | 8,280 | 8,681 | 9,069 | 9,505 | |
| Ending fund balance | | | | | | | | | | | | |
| Policy requirement (25%) | 940 | 880 | 1,450 | 1,450 | 1,470 | 1,520 | 1,650 | 1,720 | 1,840 | 1,930 | 2,010 | |
| Reserve for vehicle replacement | - | - | 50 | 100 | 150 | 200 | 250 | 300 | 350 | 400 | 450 | |
| Over (under) policy/reserves | 1,782 | 2,205 | 945 | 768 | 1,096 | 1,554 | 1,048 | 696 | 275 | (86) | (437) | |
| Total ending fund balance | 2,722 | 3,085 | 2,445 | 2,318 | 2,716 | 3,274 | 2,948 | 2,716 | 2,465 | 2,244 | 2,023 | |
| **Total Requirements** | $ 9,877 | $ 9,633 | $ 9,485 | $ 9,042 | $ 9,337 | $ 10,102 | $ 10,903 | $ 10,996 | $ 11,146 | $ 11,312 | $ 11,528 | |

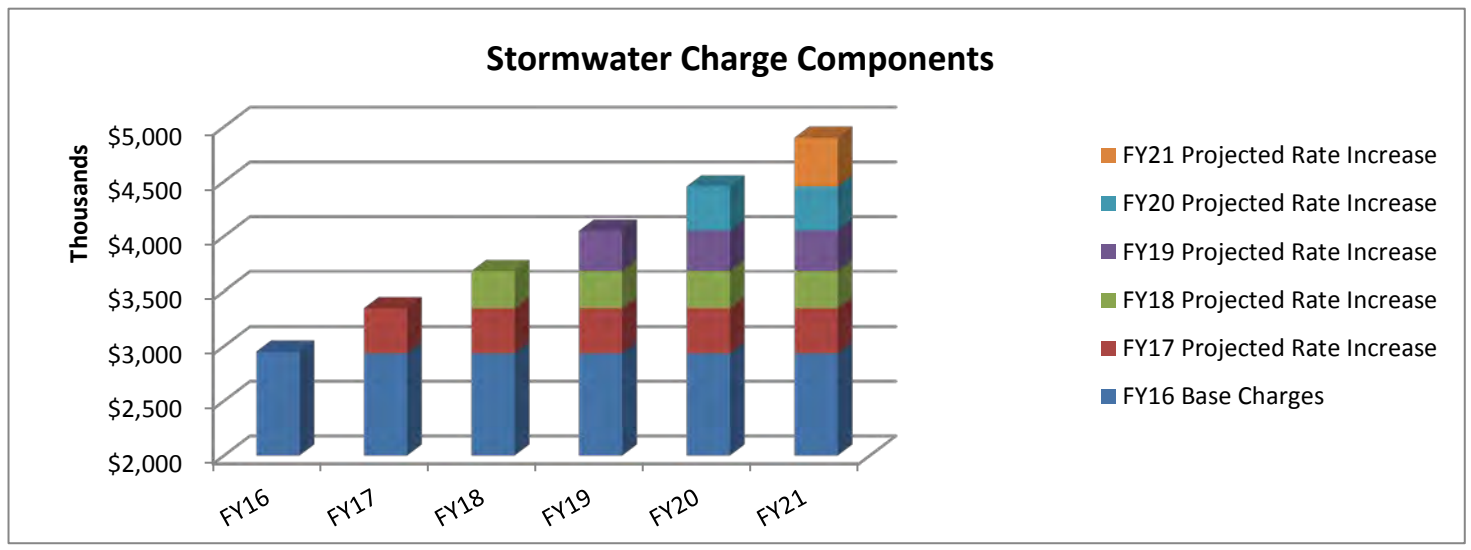


## City of Milwaukie

## Stormwater Fund

*(amounts in thousands)*

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | FY17 (+1) | FY18 (+2) | FY19 (+3) | FY20 (+4) | FY21 (+5) | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 821 | $ 1,081 | $ 1,416 | $ 1,896 | $ 2,528 | $ 3,391 | $ 2,784 | $ 1,909 | 618 | $ 202 | $ 1,441 | |
| Stormwater fee - base | 1,747 | 1,834 | 1,971 | 2,205 | 2,572 | 2,950 | 2,950 | 3,366 | 3,703 | 4,073 | 4,480 | 0.00% |
| Stormwater fee - rate increases | - | - | - | - | - | - | 416 | 337 | 370 | 407 | 448 | Scheduled Below |
| Interest | 2 | - | - | - | - | - | - | - | - | - | - | 0.00% |
| Miscellaneous | 48 | 5 | 19 | 7 | 9 | 4 | 7 | 7 | 7 | 7 | 7 | 3.00% |
| Fees in Lieu of Construction (FILOC) | - | - | - | - | - | 120 | - | - | - | - | - | 0.00% |
| Intergovernmental | - | - | 3 | - | - | - | - | - | - | - | - | 0.00% |
| Debt proceeds | - | - | - | - | - | - | 130 | - | - | - | - | 0.00% |
| Transfers from other funds | 70 | - | - | - | - | 16 | - | - | - | - | - | 0.00% |
| Total revenues | 1,867 | 1,839 | 1,993 | 2,212 | 2,581 | 3,090 | 3,503 | 3,710 | 4,080 | 4,487 | 4,935 | |
| **Total Resources** | $ 2,688 | $ 2,920 | $ 3,409 | $ 4,108 | $ 5,109 | $ 6,481 | $ 6,287 | $ 5,619 | 4,698 | $ 4,689 | $ 6,376 | |
| **Requirements** | | | | | | | | | | | | |
| Personnel Services | $ 386 | $ 399 | $ 423 | 422 | 483 | 518 | 694 | 751 | 784 | 822 | 848 | PS Spreadsheet |
| Materials & services (base) | 114 | 102 | 108 | 95 | 118 | 182 | 220 | 220 | 227 | 234 | 241 | 3.00% |
| M&S (Franchise Fee to Streets) | 136 | 146 | 156 | 178 | 205 | 234 | 269 | 296 | 330 | 360 | 400 | Calculated |
| Debt service | - | - | - | - | - | - | - | 14 | 14 | 14 | 14 | 0.75% |
| Transfers to other funds | 867 | 837 | 740 | 760 | 905 | 965 | 1,020 | 1,060 | 1,081 | 1,103 | 1,125 | 2.00% |
| Capital outlay | | | | | | | | | | | | |
| Scheduled capital projects | 104 | 20 | 83 | 125 | 7 | 1,295 | 1,750 | 2,360 | 1,950 | 620 | 1,000 | Per CIP |
| Unfunded CIP | - | - | 3 | - | - | - | - | - | - | - | - | Estimated |
| Other | - | - | - | - | - | - | 130 | - | - | - | - | |
| Additions (vehicles & equip) | - | - | - | - | - | 503 | 295 | 300 | 110 | 95 | 100 | Estimated |
| Total expenditures | 1,607 | 1,504 | 1,513 | 1,580 | 1,718 | 3,697 | 4,378 | 5,001 | 4,496 | 3,248 | 3,728 | |
| Ending Fund Balance | | | | | | | | | | | | |
| Policy requirement (25%) | 380 | 370 | 360 | 360 | 430 | 470 | 550 | 580 | 610 | 630 | 650 | |
| Reserve for vehicle replacement | - | - | 50 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | |
| Over (under) policy/reserves | 701 | 1,046 | 1,486 | 2,068 | 2,861 | 2,214 | 1,259 | (62) | (508) | 711 | 1,898 | |
| Total ending fund balance | 1,081 | 1,416 | 1,896 | 2,528 | 3,391 | 2,784 | 1,909 | 618 | 202 | 1,441 | 2,648 | |
| **Total Requirements** | $ 2,688 | $ 2,920 | $ 3,409 | $ 4,108 | $ 5,109 | $ 6,481 | $ 6,287 | $ 5,619 | $ 4,698 | $ 4,689 | $ 6,376 | |



## City of Milwaukie

## SDC Fund (in Total)

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1<br>FY17 | + 2<br>FY18 | + 3<br>FY19 | + 4<br>FY20 | + 5<br>FY21 | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 2,062 | $ 2,019 | $ 1,760 | $ 1,633 | $ 1,393 | $ 1,428 | $ 1,352 | $ 1,052 | $ 787 | $ 844 | $ 903 | |
| Fees and charges | 47 | 29 | 16 | 51 | 70 | 50 | 52 | 54 | 56 | 58 | 60 | 3.50% |
| Interest | 13 | - | - | - | - | - | - | - | - | - | - | 0.00% |
| Miscellaneous | - | - | 5 | 1 | - | 1 | 1 | 1 | 1 | 1 | 1 | 0.00% |
| Total revenues | 60 | 29 | 21 | 52 | 70 | 51 | 53 | 55 | 57 | 59 | 61 | |
| **Total Resources** | $ 2,122 | $ 2,048 | $ 1,781 | $ 1,685 | $ 1,463 | $ 1,479 | $ 1,405 | $ 1,107 | $ 844 | $ 903 | $ 964 | |
| **Requirements** | | | | | | | | | | | | |
| Materials & services | $ - | $ - | $ 66 | $ - | $ - | $ - | $ - | $ 50 | $ - | $ - | $ - | 2.00% |
| Capital outlay | 103 | 288 | 82 | 292 | 35 | 127 | 353 | 270 | - | - | - | Estimated |
| Total expenditures | 103 | 288 | 148 | 292 | 35 | 127 | 353 | 320 | - | - | - | |
| Ending fund balance | 2,019 | 1,760 | 1,633 | 1,393 | 1,428 | 1,352 | 1,052 | 787 | 844 | 903 | 964 | |
| **Total Requirements** | $ 2,122 | $ 2,048 | $ 1,781 | $ 1,685 | $ 1,463 | $ 1,479 | $ 1,405 | $ 1,107 | $ 844 | $ 903 | $ 964 | |

## City of Milwaukie

## SDC Fund - Transportation

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1<br>FY17 | + 2<br>FY18 | + 3<br>FY19 | + 4<br>FY20 | + 5<br>FY21 | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 451 | $ 450 | $ 452 | $ 468 | $ 299 | $ 279 | $ 216 | $ 34 | $ 3 | $ 23 | $ 44 | |
| Fees and charges | 14 | 7 | 15 | 17 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 3.50% |
| Interest | 3 | - | - | - | - | - | - | - | - | - | - | 0.00% |
| Miscellaneous | - | - | 1 | - | - | 1 | 1 | 1 | 1 | 1 | 1 | 0.00% |
| Total revenues | 17 | 7 | 16 | 17 | 15 | 17 | 18 | 19 | 20 | 21 | 22 | |
| **Total Resources** | $ 468 | $ 457 | $ 468 | $ 485 | $ 314 | $ 296 | $ 234 | $ 53 | $ 23 | $ 44 | $ 66 | |
| **Requirements** | | | | | | | | | | | | |
| Materials & services | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ 50 | $ - | $ - | $ - | 2.00% |
| Capital outlay | 18 | 5 | - | 186 | 35 | 80 | 200 | - | - | - | - | Per CIP |
| Total expenditures | 18 | 5 | - | 186 | 35 | 80 | 200 | 50 | - | - | - | |
| Ending fund balance | 450 | 452 | 468 | 299 | 279.00 | 216 | 34 | 3 | 23 | 44 | 66 | |
| **Total Requirements** | $ 468 | $ 457 | $ 468 | $ 485 | $ 314 | $ 296 | $ 234 | $ 53 | $ 23 | $ 44 | $ 66 | |

## City of Milwaukie

## SDC Fund - Water

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimated | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1<br>FY17 | + 2<br>FY18 | + 3<br>FY19 | + 4<br>FY20 | + 5<br>FY21 | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 486 | $ 431 | $ 236 | $ 194 | $ 171 | $ 175 | $ 180 | $ 185 | $ 100 | $ 105 | $ 110 | |
| Fees and charges | 8 | 3 | 2 | 18 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | 3.50% |
| Interest | 3 | - | 1 | 1 | - | - | - | - | - | - | - | 0.00% |
| Total revenues | 11 | 3 | 3 | 19 | 4 | 5 | 5 | 5 | 5 | 5 | 5 | |
| **Total Resources** | $ 497 | $ 434 | $ 239 | $ 213 | $ 175 | $ 180 | $ 185 | $ 190 | $ 105 | $ 110 | $ 115 | |
| **Requirements** | | | | | | | | | | | | |
| Capital outlay | $ 66 | $ 198 | $ 45 | $ 42 | $ - | $ - | $ - | $ 90 | $ - | $ - | $ - | Per CIP |
| Total expenditures | 66 | 198 | 45 | 42 | - | - | - | 90 | - | - | - | |
| Ending fund balance | 431 | 236 | 194 | 171 | 175.00 | 180 | 185 | 100 | 105 | 110 | 115 | |
| **Total Requirements** | $ 497 | $ 434 | $ 239 | $ 213 | $ 175 | $ 180 | $ 185 | $ 190 | $ 105 | $ 110 | $ 115 | |

## City of Milwaukie

## SDC Fund - Wastewater

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimate | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1<br>FY17 | + 2<br>FY18 | + 3<br>FY19 | + 4<br>FY20 | + 5<br>FY21 | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 772 | $ 798 | $ 805 | $ 778 | $ 726 | $ 775 | $ 799 | $ 824 | $ 670 | $ 697 | $ 725 | |
| Fees and charges | 21 | 7 | (17) | 9 | 49 | 24 | 25 | 26 | 27 | 28 | 29 | 3.50% |
| Interest | 5 | - | - | - | - | - | - | - | - | - | - | 0.00% |
| Miscellaneous | - | - | 2 | - | - | - | - | - | - | - | - | 0.00% |
| Total revenues | 26 | 7 | (15) | 9 | 49 | 24 | 25 | 26 | 27 | 28 | 29 | |
| **Total Resources** | $ 798 | $ 805 | $ 790 | $ 787 | $ 775 | $ 799 | $ 824 | $ 850 | $ 697 | $ 725 | $ 754 | |
| **Requirements** | | | | | | | | | | | | |
| Capital Outlay | $ - | $ - | $ 12 | $ 61 | $ - | $ - | $ - | $ 180 | $ - | $ - | $ - | Per CIP |
| Total expenditures | - | - | 12 | 61 | - | - | - | 180 | - | - | - | |
| Ending fund balance | 798 | 805 | 778 | 726 | 775.00 | 799 | 824 | 670 | 697 | 725 | 754 | |
| **Total Requirements** | $ 798 | $ 805 | $ 790 | $ 787 | $ 775 | $ 799 | $ 824 | $ 670 | $ 697 | $ 725 | $ 754 | |

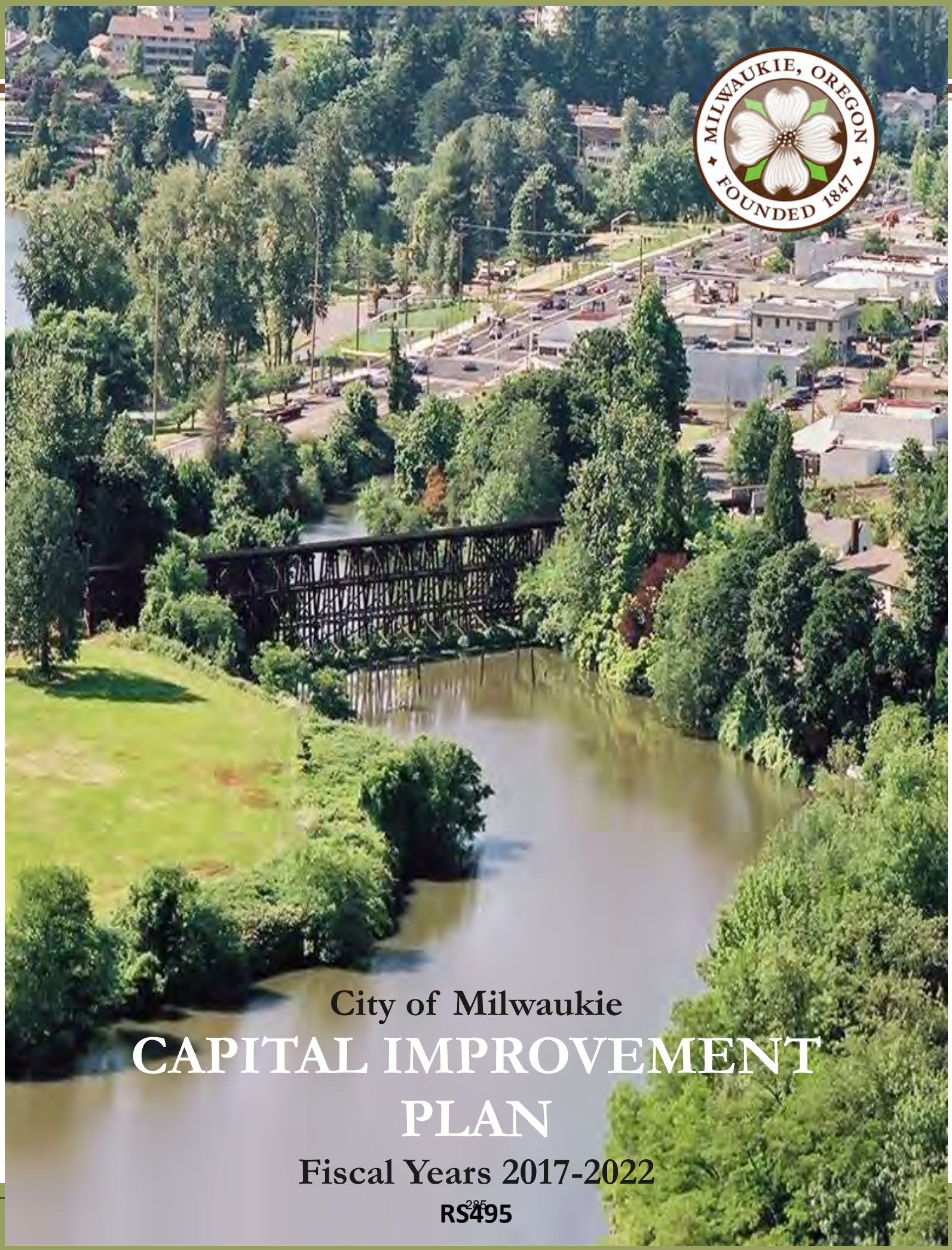
## City of Milwaukie

## SDC Fund - Stormwater

***(amounts in thousands)***

| | ACTUALS | | | | | Current Year Estimate | PROJECTED | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | FY11 | FY12 | FY13 | FY14 | FY15 | FY16 | + 1<br>FY17 | + 2<br>FY18 | + 3<br>FY19 | + 4<br>FY20 | + 5<br>FY21 | |
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 353 | $ 340 | $ 267 | $ 193 | $ 197 | $ 199 | $ 157 | $ 9 | $ 14 | $ 19 | $ 24 | |
| Fees and charges | 4 | 12 | 16 | 7 | 2 | 5 | 5 | 5 | 5 | 5 | 5 | 3.50% |
| Interest | 2 | - | 1 | - | - | - | - | - | - | - | - | 0.00% |
| Total revenues | 6 | 12 | 17 | 7 | 2 | 5 | 5 | 5 | 5 | 5 | 5 | |
| **Total Resources** | $ 359 | $ 352 | $ 284 | $ 200 | $ 199 | $ 204 | $ 162 | $ 14 | $ 19 | $ 24 | $ 29 | |
| **Requirements** | | | | | | | | | | | | |
| Materials & services | $ - | $ - | $ 66 | $ - | $ - | $ - | $ - | $ - | $ - | $ - | $ - | 2.00% |
| Capital Outlay | 19 | 85 | 25 | 3 | - | 47 | 153 | - | - | - | - | Per CIP |
| Total expenditures | 19 | 85 | 91 | 3 | - | 47 | 153 | - | - | - | - | |
| Ending fund balance | 340 | 267 | 193 | 197 | 199.00 | 157 | 9 | 14 | 19 | 24 | 29 | |
| **Total Requirements** | $ 359 | $ 352 | $ 284 | $ 200 | $ 199 | $ 204 | $ 162 | $ 14 | $ 19 | $ 24 | $ 29 | |

# Capital Improvement Plan (CIP)



City of Milwaukie

# CAPITAL IMPROVEMENT PLAN

## Fiscal Years 2017-2022



RS495

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**Message from the City Manager**

As we prepare our third biennial budget, we continue our efforts of improving the budget materials we provide our citizens. This year, we continue our focus is on improving the quality and content of our Capital Improvement Plan (CIP). The aim is to clearly communicate the City's future infrastructure, facilities, and equipment needs, and illustrate how the City is budgeting for the significant resources required to meet those needs. This effort is all the more important as we continue to strive to show our citizens how the City is successfully navigating the impacts of the trying financial times of the past several years.

Our Capital Improvement Program cannot fully keep up with the rate at which our capital assets are depreciating. Flat or declining revenue sources are being outpaced by demands for service and continually increasing needs. Recognizing this, our staff, City Council, citizen members of the Budget Committee, and Citizens Utility Advisory Board have taken a careful look at our needs and the revenue sources required to afford ongoing improvements. Our recent utility rate increases reflect the City Council's efforts to better protect our assets by more aggressively providing funds to protect and improve the quality of our infrastructure. The increases are not sufficient to fully compensate for Milwaukie's previous practice of maintaining low utility rates; however, it is a shift in the right direction. We must continue to identify and prioritize projects most critical to our community to make the greatest impact with the limited funding available.

This document not only identifies where capital funds are being spent, but it shows where funding deficiencies are. It notes those capital projects that must be delayed due to lack of sufficient available funding or sources.
Over the past three years, the City has worked hard to improve its financial outreach and reporting. The Finance Department's efforts have been rewarded as the budget document and reporting materials have received awards for compliance with the highest professional standards. This CIP document has been prepared to attain the same level of professionalism and to educate citizens about capital planning within the framework of the City's financial forecasting. I would like to commend our Engineering and Finance Departments for their outstanding efforts to prepare this CIP. I am pleased to submit it to you as an example of the excellent work undertaken by your City staff to address the ongoing needs of the community.

If you have any questions about this document, I encourage you to contact Engineering Director Charles Eaton at eatonc@milwaukieoregon.gov, or our Finance Director, Casey Camors at camorsc@milwaukieoregon.gov.

Sincerely,

Bill Monahan
Milwaukie City Manager

# How to Use This Document

This Capital Improvement Plan document provides detailed descriptions about projects organized by fund. Each fund section begins with a summary overview of the function of the fund followed by funding and project information. Summary tables and graphs highlight the capital projects within each fund. Following the summary sections are detailed breakdowns of each project, along with project schedules, cost estimates, and operating budget impacts.

Summary information of all capital projects sorted by fund, funding source, and funding status are included as appendices to this document.

The project title and description explains the details and need for each project.

**Kellogg Creek Dam Removal**

This project will remove the Kellogg Dam, address contaminated sediments, re-establish fish passage, and restore riparian habitat for endangered salmon and native wildlife. The Stormwater Fund contributes minimal funding to fund necessary environmental studies as the waterway is an important stormwater feature.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 50,000 | 50,000 | - | - | - | 100,000 |
| Unfunded | | - | - | - | - | - | - | 9,900,000 |
| | TOTAL | - | 50,000 | 50,000 | - | - | - | 10,000,000 |

Operating Budget Impact
Unknown at this time.

The outcome of the project on the operating budget of each fund is described in this area.

This section indicates whether the project is funded or unfunded, the funding source, and the cost for each scheduled project year.

**Capital Improvement Plan Overview**

The Capital Improvement Plan (CIP) establishes guidance and planning for the City of Milwaukie's capital investments in facilities and infrastructure. At the foundation of the CIP are the City's Master Plan documents (Water, Sewer, Storm, Transportation, and Parks), which are an extension of the City's Comprehensive Plan. These master plans illustrate the long-term needs and goals of each department as defined by community input, advisory groups, expert consultants, and City Staff. Planning Commission and City Council goals, operational (i.e. service delivery) needs, and regulatory requirements further refine and shape the CIP.

Projects within the CIP are prioritized and matched with projections of future revenues. Inclusion of a project within this document does not necessarily reflect a budgeted spending commitment, but instead reflects anticipated priority at this point in time based on estimated future revenues. Current revenues are not enough to keep up with all the capital needs of the City and as such, some projects are shown as unfunded or partially funded in the CIP. Additionally, there are restrictions on many revenue sources in related to where the funds may be spent.

A capital expenditure is defined by the City using the following two criteria: relatively high monetary value ($10,000 or greater), and a long asset life (1 or more years of useful life), excluding the cost of normal maintenance and repairs that do not add to the value of the asset or materially extend the asset's life.

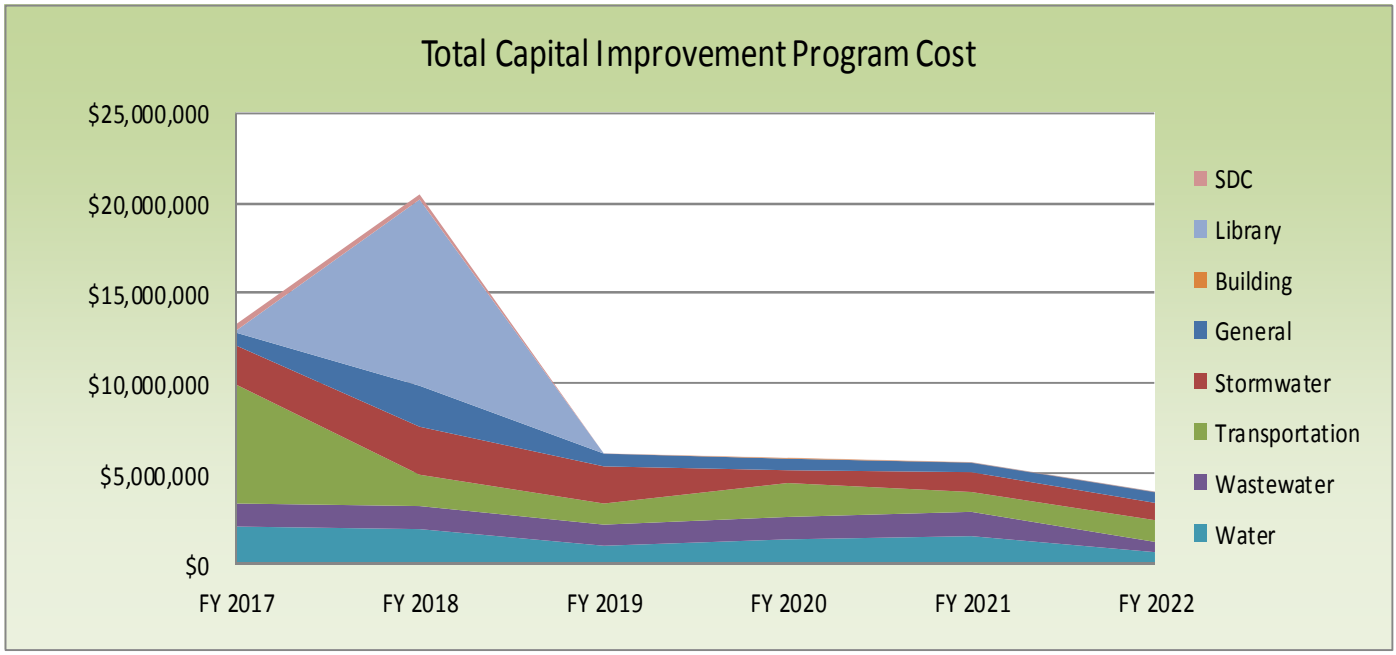
The CIP is intended as a method of communication with citizens, businesses, advisory groups, the Planning Commission, and City Council. It gives the public the opportunity to see the City's proposed plans for the future and provide feedback to the City Council and City staff.

The goal of this Capital Improvement Plan is to provide the maximum sustainable level of priority capital investment to deliver outcomes that are of the highest importance to our citizens and provide for a healthy, safe, active, efficient, and optimized community with excellent livability and quality of life.

| Factors in Evaluating CIP Projects | |
|---|---|
| • Master planning documents | • Health, safety, and environmental effects |
| • City Council and Planning Commission goals | • Community economic effects |
| • Operational needs | • Feasibility, including public support and disruption |
| • Regulatory requirements | • Implications of deferring the project |
| • Fiscal impacts | • Coordination and advantages of joint projects |

## Funding Summary

| Fund | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Unfunded | Total |
|---|---|---|---|---|---|---|---|---|
| General | $715,000 | $2,270,000 | $738,000 | $621,000 | $510,000 | $615,000 | $7,681,000 | $13,150,000 |
| Building | | | | $45,000 | | | | $45,000 |
| Library | $100,000 | $10,345,000 | | | | | | $10,445,000 |
| Transportation | $6,664,000 | $1,727,000 | $1,140,000 | $1,885,000 | $1,115,000 | $1,215,000 | $33,704,000 | $47,450,000 |
| Water | $2,050,000 | $1,910,000 | $972,000 | $1,336,000 | $1,512,000 | $645,000 | | $8,425,000 |
| Wastewater | $1,265,000 | $1,295,000 | $1,205,000 | $1,255,000 | $1,355,000 | $555,000 | | $6,930,000 |
| Stormwater | $2,175,000 | $2,660,000 | $2,060,000 | $715,000 | $1,100,000 | $940,000 | $9,900,000 | $19,550,000 |
| SDC | $353,000 | $270,000 | | | | | | $623,000 |
| **City Wide Total** | **$13,322,000** | **$20,477,000** | **$6,115,000** | **$5,857,000** | **$5,592,000** | **$3,970,000** | **$51,285,000** | **$106,618,000** |



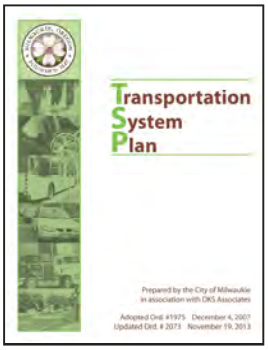

### Funding for capital projects comes from four dis□nct sources

(1) **Fees:** including utility rates, franchise utility fees, state gas tax and vehicle registration fees, interest income, streets/parks fees, and property taxes.
(2) **Bonds**
(3) **Grants and intergovernmental:** from outside agencies such as ODOT, Metro, Clackamas County, DEQ, CDBG, Oregon Parks, and the Oregon Marine Board.
(4) **Development:** funds paid by new development to cover the cost of the development's impact to the systems either by their request or as a condition of development.

# Multi-Document Transparency

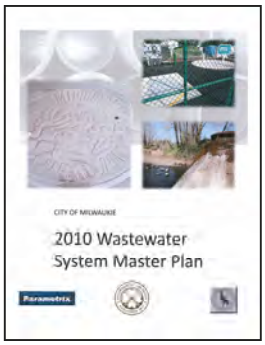
The City of Milwaukie recognizes that the projects included in the Capital Improvement Plan represent a significant amount of public monies and it is the City's intention to present this information across several documents to ensure that projects are clearly understood and accounted for in financial forecasts, budgets, capital improvement plans and master plans.

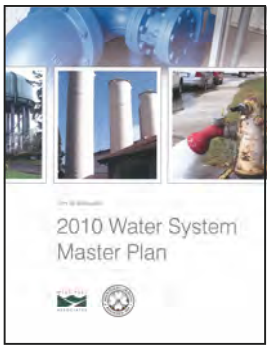
Multi-document transparency means that a capital project necessitated by a master plan will be included in the CIP document and then planned for in the forecast document. Funding for the project will then be included in the budget document and the expense will be recorded in quarterly and annual financial reports.

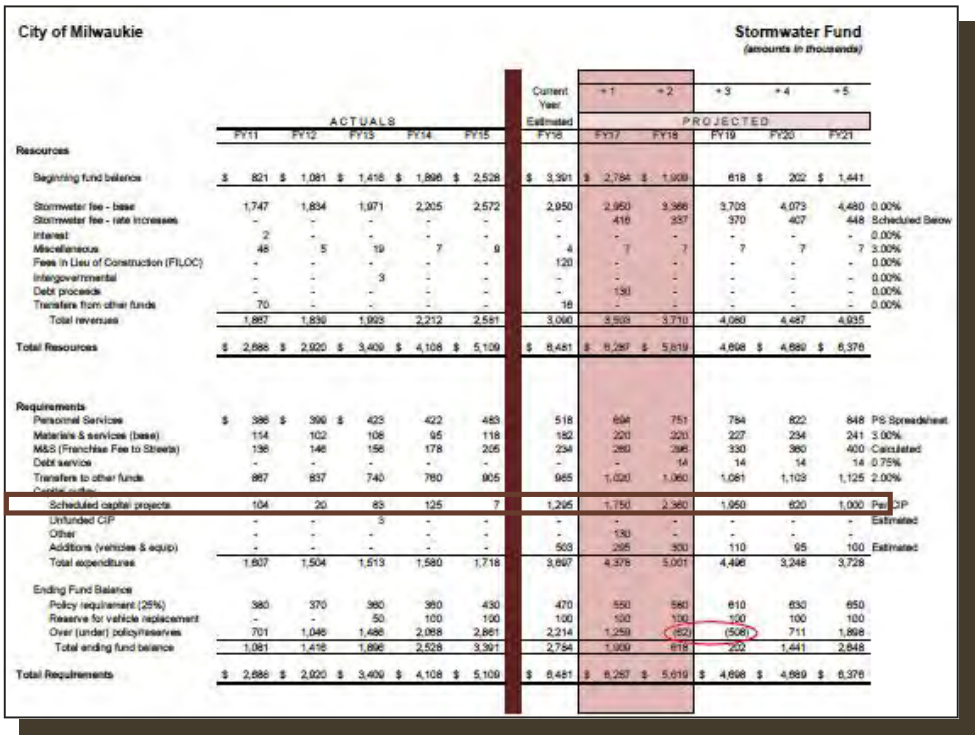


**Master Plans**

Transportation
Stormwater
Wastewater
Water
Parks



City of Milwaukie — Stormwater Fund (amounts in thousands)

| | ACTUALS FY11 | FY12 | FY13 | FY14 | FY15 | Current Year Estimated FY16 | PROJECTED +1 FY17 | +2 FY18 | +3 FY19 | +4 FY20 | +5 FY21 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Resources** | | | | | | | | | | | | |
| Beginning fund balance | $ 821 | $ 1,081 | $ 1,416 | $ 1,896 | $ 2,528 | $ 3,391 | $ 2,784 | $ 1,909 | 618 | $ 202 | $ 1,441 | |
| Stormwater fee - base | 1,747 | 1,834 | 1,971 | 2,205 | 2,572 | 2,950 | 2,950 | 3,366 | 3,703 | 4,073 | 4,480 | 0.00% |
| Stormwater fee - rate increases | - | - | - | - | - | - | 416 | 337 | 370 | 407 | 448 | Scheduled Below |
| Interest | 2 | - | - | - | - | - | - | - | - | - | - | 0.00% |
| Miscellaneous | 48 | 5 | 19 | 7 | 9 | 4 | 7 | 7 | 7 | 7 | 7 | 3.00% |
| Fees in Lieu of Construction (FILOC) | - | - | - | - | - | 120 | - | - | - | - | - | 0.00% |
| Intergovernmental | - | - | 3 | - | - | - | - | - | - | - | - | 0.00% |
| Debt proceeds | - | - | - | - | - | - | 150 | - | - | - | - | 0.00% |
| Transfers from other funds | 70 | - | - | - | - | 18 | - | - | - | - | - | 0.00% |
| Total revenues | 1,867 | 1,839 | 1,993 | 2,212 | 2,581 | 3,090 | 3,503 | 3,710 | 4,080 | 4,487 | 4,935 | |
| **Total Resources** | $ 2,688 | $ 2,920 | $ 3,409 | $ 4,108 | $ 5,109 | $ 6,481 | $ 6,287 | $ 5,619 | 4,698 | $ 4,689 | $ 6,376 | |
| **Requirements** | | | | | | | | | | | | |
| Personnel Services | $ 386 | $ 399 | $ 423 | 422 | 483 | 518 | 694 | 751 | 784 | 822 | 848 | PS Spreadsheet |
| Materials & services (base) | 154 | 102 | 108 | 95 | 118 | 182 | 220 | 220 | 227 | 234 | 241 | 3.00% |
| M&S (Franchise Fee to Streets) | 136 | 146 | 156 | 178 | 205 | 234 | 280 | 296 | 330 | 360 | 400 | Calculated |
| Debt service | - | - | - | - | - | - | - | 14 | 14 | 14 | 14 | 0.75% |
| Transfers to other funds | 867 | 837 | 740 | 780 | 905 | 965 | 1,020 | 1,060 | 1,081 | 1,103 | 1,125 | 2.00% |
| Capital outlay: | | | | | | | | | | | | |
| Scheduled capital projects | 104 | 20 | 83 | 125 | 7 | 1,295 | 1,750 | 2,360 | 1,950 | 620 | 1,000 | Per CIP |
| Unfunded CIP | - | - | 3 | - | - | - | - | - | - | - | - | Estimated |
| Other | - | - | - | - | - | - | 130 | - | - | - | - | |
| Additions (vehicles & equip) | - | - | - | - | - | 503 | 295 | 300 | 110 | 95 | 100 | Estimated |
| Total expenditures | 1,607 | 1,504 | 1,513 | 1,580 | 1,718 | 3,697 | 4,378 | 5,001 | 4,496 | 3,248 | 3,728 | |
| Ending Fund Balance | | | | | | | | | | | | |
| Policy requirement (25%) | 380 | 370 | 380 | 380 | 430 | 470 | 550 | 580 | 610 | 630 | 650 | |
| Reserve for vehicle replacement | - | - | 50 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | |
| Over (under) policy/reserves | 701 | 1,046 | 1,486 | 2,068 | 2,861 | 2,214 | 1,259 | (62) | (508) | 711 | 1,898 | |
| Total ending fund balance | 1,081 | 1,416 | 1,896 | 2,528 | 3,391 | 2,784 | 1,909 | 618 | 202 | 1,441 | 2,848 | |
| **Total Requirements** | $ 2,688 | $ 2,920 | $ 3,409 | $ 4,108 | $ 5,109 | $ 6,481 | $ 6,287 | $ 5,619 | $ 4,698 | $ 4,689 | $ 6,376 | |

**Financial Reporting**

Projects funded within the CIP are reported as "Capital Outlay" in financial forecasts, budgets, quarterly reports, and annual reports. This line item corresponds with the annual funded totals shown in this Capital Improvement Plan (CIP).

The adoption of this CIP document provides the baseline for Capital Outlay that will be included in future budget documents for the Budget Committee to review, consider, and approve, and for the City Council to formally adopt.

# The Process of a CIP Project

**Question:**

How does a project get placed on the Capital Improvement Plan?

**Answer:**

Citizen involvement is the cornerstone of the Capital Improvement Plan. Projects are vetted through a multi-step process (see below) that includes public comment at several stages to ensure that projects meet the community's needs, in addition to expert analyses during plan development. Projects do not begin until funding has been confirmed, approved, and adopted into the City's biennial budget.

**Project Start**

A project is first considered as part of the Master Planning process. Staff, with the assistance of expert consultants and Citizen Advisory Group members, drafts Master Plans for community consideration.

Master Plans are subject to several community meetings where citizens are invited to review the plan scope and corresponding capital projects required to fulfill the plan.

Planning Commission reviews Master Plans and takes citizen comments. The Planning Commission carefully considers the community vision when determining whether to recommend a Master Plan.

City Council then reviews Master Plans and adopts them. Once adopted, a Master Plan becomes the guiding document for that City function and the associated project list required to fulfill the Master Plan.

Staff reviews Council adopted plans such as individual Parks Master Plans, Greenway Plans and other similar documents for inclusion in the CIP.

Staff tracks citizen input, regulatory requirements and infrastructure needs to refine the list of capital needs and the prioritization of projects within the CIP.

Budget Committee reviews and recommends revisions as part of the biennial budget process. City Council adopts the CIP with the biennial budget.

As projects commence, public outreach efforts will focus on impacted neighbors to ensure that project work has a minimal impact on services and the community. The City's website is the primary communications vehicle.

**Project Completion**

## Overview

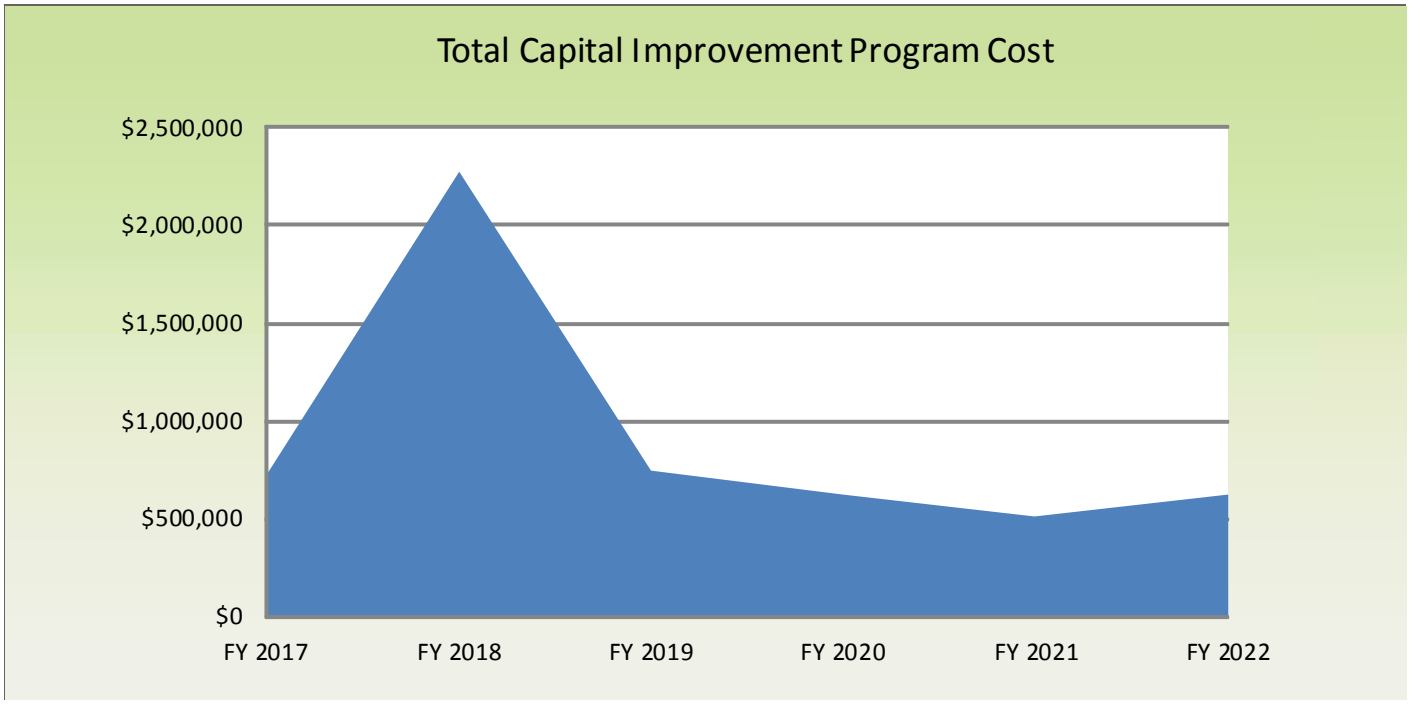
The General Fund is the main operating fund of the City. It accounts for and reports all financial resources not accounted for and reported in another fund.

The City's General Fund accounts for the following departments:

- City Council
- City Manager
- Community Development
- Public Works Administration
- Engineering
- Facilities Management
- Finance
- Fleet Services
- Human Resources
- Information System Technology
- Municipal Court
- Planning
- Code Enforcement
- Public Access Studio
- Records and Information Management
- Police Administration, Field Services & Support
- Non-departmental

Ongoing revenue sources for the General Fund are property taxes, reimbursement charges for services to other funds, intergovernmental revenues, franchise fees, fines and forfeitures, licenses and permits, and miscellaneous income. The General Fund also may anticipates debt proceeds.

The General Fund expenditures consist of Personnel Service to support the budgeted full-time equivalents (FTEs), Materials and Services, Debt Service, and Capital Outlay across the 17 departments listed above.



## General Fund Summary

| Page | Project Name | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Unfunded | Total |
|---|---|---|---|---|---|---|---|---|---|
| 16 | General Fund Department Vehicle Purchases | 95,000 | 70,000 | 210,000 | | 45,000 | 150,000 | 250,000 | 820,000 |
| 17 | Police - Vehicle Replacements | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | | 900,000 |
| 18 | CD - Kronberg Park Multi-Use Trail | | 1,700,000 | | | | | | 1,700,000 |
| 18 | CD - Riverfront Park Phase 3 | | | | | | | 3,000,000 | 3,000,000 |
| 19 | CD - Adams Street Plaza | | 20,000 | | | | | 320,000 | 340,000 |
| 19 | CD - Wayfinding | 40,000 | | | | | | 150,000 | 190,000 |
| 20 | CD - Kronberg Park Improvements | | | | | | | 1,151,000 | 1,151,000 |
| 20 | CD - Riverfront Park Beach | 25,000 | | | | | | | 25,000 |
| 21 | CD - McLoughlin Blvd Gateway and Entryway Improvements | | | | | | | 100,000 | 100,000 |
| 21 | CD - McLoughlin Blvd Bridge | | | | | | | 2,200,000 | 2,200,000 |
| 22 | CD - Dogwood Park Improvements | | | | | | | 100,000 | 100,000 |
| 22 | Non Departmental - Public Education and Government Capital (PEG) | 40,000 | 40,000 | 50,000 | 50,000 | 50,000 | 50,000 | | 280,000 |
| 23 | Finance - Incode VIO Upgrade | 46,000 | | | | | | | 46,000 |
| 23 | Fleet - Equipment | 14,000 | 10,000 | 20,000 | 20,000 | 20,000 | 20,000 | | 104,000 |
| 24 | IT - Data Center Consolidation | | 30,000 | | | | | | 30,000 |
| 24 | IT - Core Infrastructure Update | 50,000 | | | | | | | 50,000 |
| 25 | IT - Back-up System Upgrades | | | 22,000 | | | | | 22,000 |
| 25 | IT - VOIP Polycom Device Upgrade | | 30,000 | | | | | | 30,000 |
| 26 | IT - Annual Security Assessment | | | | 14,000 | | | | 14,000 |
| 26 | IT - Enterprise Security Firewall and Router Upgrades | 50,000 | | | | | | | 50,000 |
| 27 | IT - Help Desk System Application Upgrade | 50,000 | | | | | | | 50,000 |
| 27 | IT - Virtual Environment Host Upgrade | | 65,000 | | | | | | 65,000 |
| 28 | IT - Remote Monitoring and Management Platform | | | | 16,000 | | | | 16,000 |
| | GENERAL FUND SUBTOTAL | 560,000 | 2,115,000 | 452,000 | 250,000 | 265,000 | 370,000 | 7,271,000 | 11,283,000 |

Continued on next page...

## FACILITIES SUMMARY

| Page | Project Name | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Unfunded | Total |
|---|---|---|---|---|---|---|---|---|---|
| 28 | Facilities - Install Bullet Resistance Glass at PSB | 60,000 | | | | | | | 60,000 |
| 29 | Facilities - Install Central AC at Bertman House | | | 20,000 | | | | | 20,000 |
| 29 | Facilities - Replace Main Floor Surface at City Hall | 30,000 | | | | | | | 30,000 |
| 30 | Facilities - Replace Lighting in Fleet Shop at JCB | 15,000 | | | | | | | 15,000 |
| 31 | Facilities - Improve Customer Interaction Windows at City Hall | 40,000 | | | | | | | 40,000 |
| 39 | Facilities - Expand Self-Checkout at the Library | 10,000 | | | | | | | 10,000 |
| 31 | Facilities - Pave Public Works Yard Parking Area at JCB | | | | | | | 70,000 | 70,000 |
| 32 | Facilities - New Concrete Floor in Pole Barn at JCB | | 30,000 | | | | | | 30,000 |
| 32 | Facilities - Construct Mud Room in Public Works Building at JCB | | 40,000 | | | | | | 40,000 |
| 33 | Facilities - Construct Full Height Walls for the Engineering Department at JCB | | 30,000 | | | | | | 30,000 |
| 33 | Facilities - Install Electronic Door Openers in the Fleet Shop at JCB | | 30,000 | | | | | | 30,000 |
| 34 | Facilities - Replace Cabinets at PSB | | 25,000 | | | | | | 25,000 |
| 34 | Facilities - Replace Suspended Ceiling at PSB | | | 40,000 | | | | | 40,000 |
| 35 | Facilities - Replace Windows at Bertman House | | | 50,000 | | | | | 50,000 |
| 35 | Facilities - Construct Meeting Room at JCB | | | 20,000 | | | | | 20,000 |
| 36 | Facilities - Refinish Woodwork at PSB | | | 20,000 | | | | | 20,000 |
| 37 | Facilities - Replace Security System Server at PSB | | | 15,000 | | | | | 15,000 |
| 37 | Facilities - Replace Apparatus Bay Doors at PSB | | | 16,000 | | | | | 16,000 |

Continued on next page...



RS506

**Continued from page 12**

| Page | Project Name | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Unfunded | Total |
|---|---|---|---|---|---|---|---|---|---|
| 38 | Facilities - Install Emergency Generator at City Hall | | | 75,000 | | | | | 75,000 |
| 38 | Facilities - Remodel Council Chambers at City Hall | | | 30,000 | | | | | 30,000 |
| 39 | Facilities - Interior Lighting Upgrades at the Library | | | | | | | 30,000 | 30,000 |
| 40 | Facilities - Landscape Renewal at the Library | | | | | | | 10,000 | 10,000 |
| 40 | Facilities - Replace Roof Mansard at the Library | | | | | | | 50,000 | 50,000 |
| 41 | Facilities - Re-roof 40th & Harvey Office Building | | | | 70,000 | | | | 70,000 |
| 41 | Facilities - Upgrade Surveillance System at PSB | | | | 50,000 | | | | 50,000 |
| 42 | Facilities - Remodel Council Conference Room at City Hall | | | | 20,000 | | | | 20,000 |
| 42 | Facilities - Replace HVAC System at City Hall | | | | 150,000 | | | | 150,000 |
| 43 | Facilities - Remodel Restrooms at City Hall | | | | 30,000 | | | | 30,000 |
| 43 | Facilities - Remodel Restrooms/Locker Rooms at JCB | | | | 35,000 | | | | 35,000 |
| 44 | Facilities - Repaint Shop Floor | | | | 16,000 | | | | 16,000 |
| 44 | Facilities - Replace JCB (CD) Admin Roof | | | | | 110,000 | | | 110,000 |
| 45 | Facilities - Replace Leaking Windows at City Hall | | | | | 20,000 | | | 20,000 |
| 45 | Facilities - Replace Boiler at City Hall | | | | | 15,000 | | | 15,000 |
| 46 | Facilities - Replace HVAC Controls (All City Buildings) | | | | | 100,000 | | | 100,000 |
| 46 | Facilities - Remodel Restrooms at the Library | | | | | | | 40,000 | 40,000 |
| 47 | Facilities - Scott Park Lighting at the Library | | | | | | | 25,000 | 25,000 |

## General Fund

| Page | Project Name | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Unfunded | Total |
|---|---|---|---|---|---|---|---|---|---|
| 47 | Facilities - Replace JCB (Fleet) Roof | | | | | | 150,000 | | 150,000 |
| 48 | Facilities - Rebuild Employee Parking Lot at City Hall | | | | | | 45,000 | | 45,000 |
| 48 | Facilities - Rebuild Public Parking Lot at City Hall | | | | | | 50,000 | | 50,000 |
| 49 | Facilities - Install Seismic Bookshelves at the Library | | | | | | | 150,000 | 150,000 |
| 49 | Facilities - Remodel Breakroom at the Library | | | | | | | 15,000 | 15,000 |
| | FACILITIES SUBTOTAL | 155,000 | 155,000 | 286,000 | 371,000 | 245,000 | 245,000 | 390,000 | 1,847,000 |
| | GENERAL FUND TOTAL | 715,000 | 2,270,000 | 738,000 | 621,000 | 510,000 | 615,000 | 7,661,000 | 13,130,000 |

MILWAUKIE
Dogwood City of the West

**Public Works Property Acquisition**
This project will acquire property adjacent to the existing public works facility to ensure capacity for continued growth of the maintenance and operational needs of the City.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Stormwater | 130,000 | - | - | - | - | - | 130,000 |
| Funded | Wastewater | 130,000 | - | - | - | - | - | 130,000 |
| Funded | Transportation | 130,000 | - | - | - | - | - | 130,000 |
| Funded | Water | 130,000 | - | - | - | - | - | 130,000 |
| TOTAL | | 520,000 | - | - | - | - | - | 520,000 |

Operating Budget Impact
This project will have no impact on operations.

## General Fund Department Vehicle Purchases

Vehicles scheduled to be replaced in FY17 include one for Community Development ($25,000 each) used for transportation to and from meetings or out of town events. The vehicles they currently use are "hand me down" vehicles that police retired years ago and are in poor condition. Also during FY17, the City Hall/Rim (non-departmental) staff vehicle ($25,000) and the Asset Management Technician service truck ($45,000) will be replaced. During FY18, an Engineering Van ($35,000) and the IT staff vehicle ($35,000) will be replaced. During FY19, Public Works Administrator will replace one vehicle ($50,000), Fleet will replace two service trucks ($90,000) and Facilities will replace one vehicle ($45,000). In FY21, Facilities will replace one service truck ($45,000) and in FY22, Community Development will replace one vehicle ($40,000), Engineering will replace one vehicle ($40,000), Fleet will replace one service truck ($60,000) and Facilities will replace the riding lawn mower ($10,000).

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Community Dev | 25,000 | - | 25,000 | - | - | 40,000 | 90,000 |
| Funded | Public Works | 45,000 | - | 50,000 | - | - | - | 95,000 |
| Funded | Non-Department | 25,000 | - | - | - | - | - | 25,000 |
| Funded | IT | - | 35,000 | - | - | - | - | 35,000 |
| Funded | Engineering | - | 35,000 | - | - | - | 40,000 | 75,000 |
| Funded | Fleet | - | | 90,000 | - | - | 60,000 | 150,000 |
| Funded | Facilities | - | - | 45,000 | - | 45,000 | 10,000 | 100,000 |
| TOTAL | | 95,000 | 70,000 | 210,000 | - | 45,000 | 150,000 | 570,000 |

Operating Budget Impact

Replacing vehicles with newer models often reduces expenditures because they require less repair. However, when replacing vehicles with newer models some expenditures may increase, like hours spent to repair an item, due to not having the ability to repair items quickly like in the past. The newer vehicles are of better quality, but it is more difficult to replace simple things such as headlights and keys. For example, a portion of the bumper must be removed to replace headlights now, and all of the keys that come with the vehicles are computerized and the replacement cost is at least $200 per key.

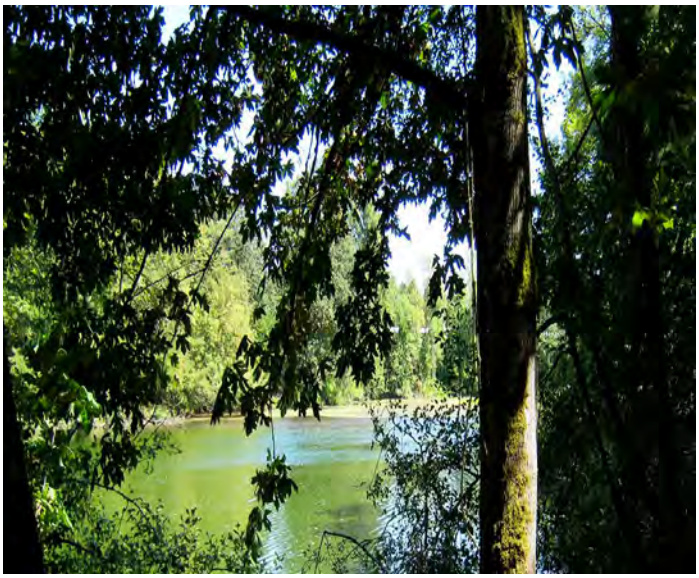
## Police - Vehicle Replacement

Police patrol, detective and chief's vehicles are all on an updated replacement schedule. When a vehicle is scheduled to be replaced, it is evaluated by the Fleet Deptartme to see if the life of the vehicle can be extended or needs to be replaced. The replacement schedule for the vehicles has been extended due to the quality of the vehicles being purchased. However, the down side to newer vehicles is that they are more difficult to work on, and require more time to repair a "little item". Patrol cars are due to be evaluated every 6 years, while detective and police chief vehicles are evaluated every 7 years. Currently both the remaining staff cars (used by all staff for court/training/spare detective or command staff when vehicles are in shop) are in excess of 110k miles. These vehicles have been rotated out of use as command staff or detectives vehicles in years past. Since command staff vehicles have not been replaced, these vehicles are aging and becoming much more costly to run. The three command staff vehicles (daily drivers for two Captains and the Chief) are all in excess of 90k miles. Normally these vehicles would have already been moved to staff vehicles. If they are not replaced soon, they will have as many miles on them as the current staff cars do. The plan is to add one command staff vehicle in each of the next three fiscal years. As the command staff vehicles are replaced the old ones will be rotated to staff vehicles, which in turn will be sent to the Fleet Department for sale. At the end of those three years the current detective vehicles will start requiring replacement as well.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 900,000 |

Operating Budget Impact

These vehicle purchases are anticipated to lower operating costs due to reduced maintenance and repair frequency of newer model vehicles. When newer models are purchased, the maintenance time to repair a vehicle can sometimes take longer than before. For example, just to replace a headlight on the newer vehicles, the entire front bumper shield has to be removed. The Fleet Department cannot just swap out a light bulb on the license plate, without disassembling the back portion of the bumper.



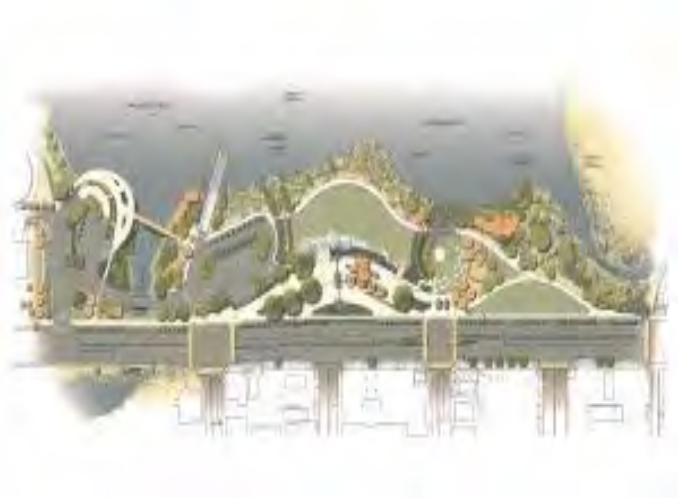
## Community Development - Kronberg Park Multi-Use Trail

This project will construct a multi-use trail connecting the newly constructed Kellogg Creek Bridge to the pedestrian signal across McLoughlin Boulevard at River Road. The trail will include an elevated portion through Kronberg Park.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Grant | - | 1,700,000 | - | - | - | - | 1,700,000 |

Operating Budget Impact

This project will have a marginal impact on maintenance and operations.



## Community Development - Riverfront Park Phase 3

The Downtown and Riverfront Land Use Framework Plan, adopted in 2000, identified development of the Riverfront Park as a high priority project. The existing site contains a boat launch, parking areas and a small restroom. Phase 3 will complete the park and include a play area for children, one large restroom facility, an amphitheater for performances, a festival lawn, fountain water feature, and pathways for pedestrians and bikers.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | - | - | - | - | - | - | 3,000,000 |

Operating Budget Impact

This project will not increase operating expenditures. The maintenance of the park will continue to be handled by North Clackamas Parks and Recreation District.



RS512
302

## Community Development - Adams Street Plaza

The adopted South Downtown Concept Plan calls for a plaza on Main Street connecting Adams Street to Dogwood Park. This will be the focal point of South Main Street and connect the light rail station with future access to Riverfront Park.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Community Dev | - | 20,000 | - | - | - | - | 20,000 |
| Unfunded | | - | - | - | - | - | - | 320,000 |
| TOTAL | | - | 20,000 | - | - | - | - | 340,000 |

Operating Budget Impact

This project will have marginal impacts on operating expenditures.

## Community Development - Wayfinding

With the recent opening of the Main Street Station and Max Orange Line, an expanded wayfinding system is needed. Improvements include potential signage design, content and placement, informational kiosk, and implementation plan.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 40,000 | - | - | - | - | - | 40,000 |
| Unfunded | | - | - | - | - | - | - | 150,000 |
| TOTAL | | 40,000 | - | - | - | - | - | 190,000 |

Operating Budget Impact

This project will require a minor increase in operating and maintenance expenditures due to sign maintenance needs.

## Community Development - Kronberg Park Improvements

City Council adopted a master plan for Kronberg Park in October 2015. The park provides a key connection between the light rail station via the Kellogg Lake bicycle/pedestrian bridge, and the Island Station neighborhood to the south.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Community Dev | - | - | - | - | - | - | 1,151,000 |

Operating Budget Impact

This project will not increase operating expenditures. The maintenance of the park will continue to be handled by North Clackamas Parks and Recreation District.

## Community Development - Riverfront Park Beach

This project will reconstruct the beach area within Riverfront Park and repair the damage caused by the storm event on December 6-26, 2014.

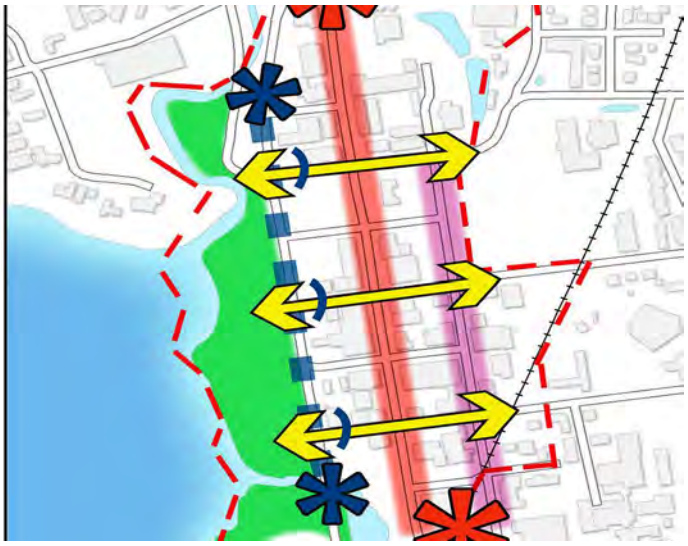
| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Community Dev | 25,000 | - | - | - | — | | 25,000 |

Operating Budget Impact

No impact on the operating budget.



RS514



## Community Development - McLoughlin Blvd Gateway and Entryway Improvements

The Downtown and Riverfront Land Use Framework Plan ("Framework Plan," adopted in 2000, revised and refreshed in 2014 to incorporate the South Downtown Concept) identifies key entrances to downtown and intersections along McLoughlin Blvd. The appropriate gateway improvements will be identified, designed, and constructed.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Community Dev | - | - | - | - | - | - | 100,000 |

Operating Budget Impact

This project may increase operating expenditures. New gateway features may require ongoing maintenance.

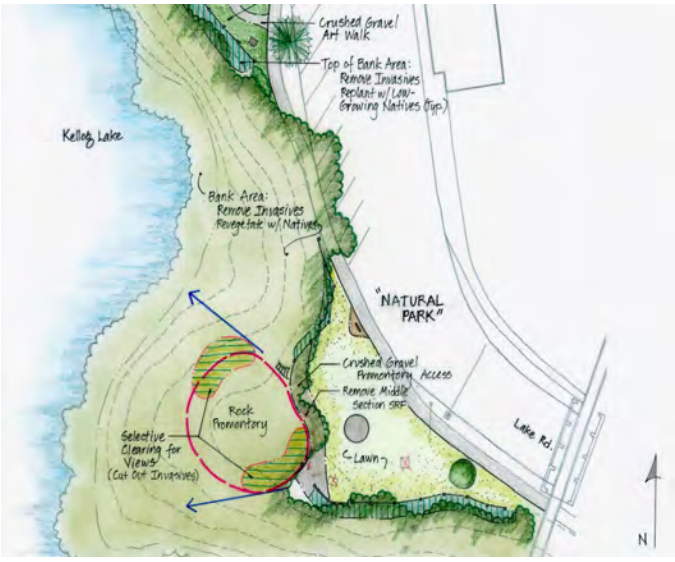
## Community Development - McLoughlin Blvd Bridge

The Downtown and Riverfront Land Use Framework Plan ("Framework Plan," adopted in 2000, revised and refreshed in 2014 to incorporate the South Downtown Concept) identifies a pedestrian bridge connecting downtown to Riverfront Park as a key project to implement the Framework Plan.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Community Dev | - | - | - | - | - | - | 2,200,000 |

Operating Budget Impact

This project may increase operating expenditures. A new City-owned pedestrian bridge will require ongoing maintenance and policing.




## Community Development - Dogwood Park Improvements

The Downtown and Riverfront Land Use Framework Plan (adopted in 2000, revised and refreshed in 2014) identifies Dogwood Park Improvements as a key project to implement the Framework Plan. Dogwood Park is currently minimally improved with a picnic table and a sign. A concept plan for the park was completed in 2011. The concept plan establishes an interim design in anticipation of the implementation of the South Downtown Concept Plan. Refined design for the South Downtown Plaza will include integration with Dogwood Park and will identify key improvements for the area.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Community Dev | - | - | - | - | - | - | 100,000 |

Operating Budget Impact

This project will not increase operating expenditures. The maintenance of the park will continue to be handled by North Clackamas Parks and Recreation District.

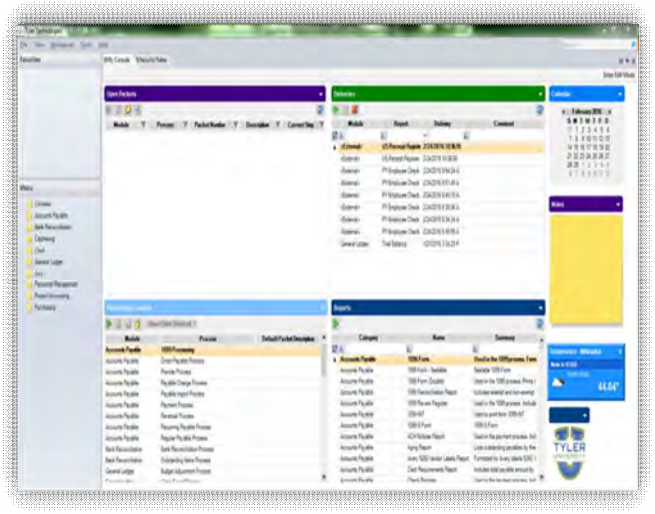
## Non Departmental - Public Education and Government (PEG) Captial

The City collects funds from cable providers to support the capital facilities and equipment of PEG Access Centers. The City supports several PEG access centers: Willamette Falls Media Center, the City of Milwaukie's government access center and the public access center; Sabin Schellenberg Center, an educational access center; and Clackamas Community College, an educational access center. The equipment and facilities of the PEG Access Centers need to be continually updated to keep pace with changes in broadcasting technology.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Dedicated Funds | 40,000 | 40,000 | 50,000 | 50,000 | 50,000 | 50,000 | 280,000 |

Operating Budget Impact

These projects will not increase operating expenditures. The funds are dedicated and can only be used for this purpose.



## Finance—Incode VIO Upgrade

Complete the upgrade of the City's financial software suite to version 10 in Incode, a Tyler Technologies product. The upgrade began in FY2016 and will continue into FY2017 with Cash Collections, Utility Billing and a document storage component. This upgrade will improve on City-wide processing efficiency, sustainability and saves City funds utilizing electronic functionality.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 46,000 | - | - | - | - | - | 46,000 |

Operating Budget Impact

This project would reduce future operational expenditures that would result from the need to operate multiple facilities.

## Fleet - Equipment

During FY2017, the Fleet Department will purchase an automatic parts washing machine to improve efficiencies in the shop. During FY2018, the department will purchase a used fork lift to unload equipment and materials from delivery trucks. During FY2019-22, the department will purchase replacement tools and equipment as needed.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 14,000 | 10,000 | 20,000 | 20,000 | 20,000 | 20,000 | 104,000 |

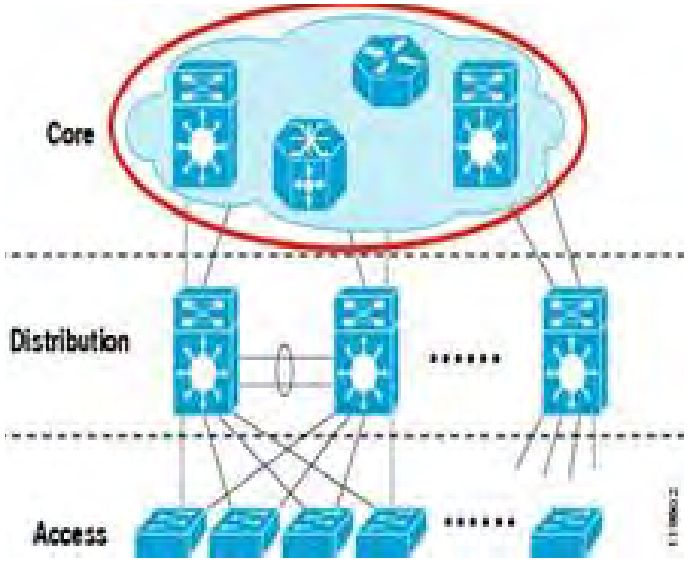
Operating Budget Impact

These purchases is expected to decrease operating expenditures.

## IT - Data Center Consolidation

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 30,000 | - | - | - | - | 30,000 |

Operating Budget Impact



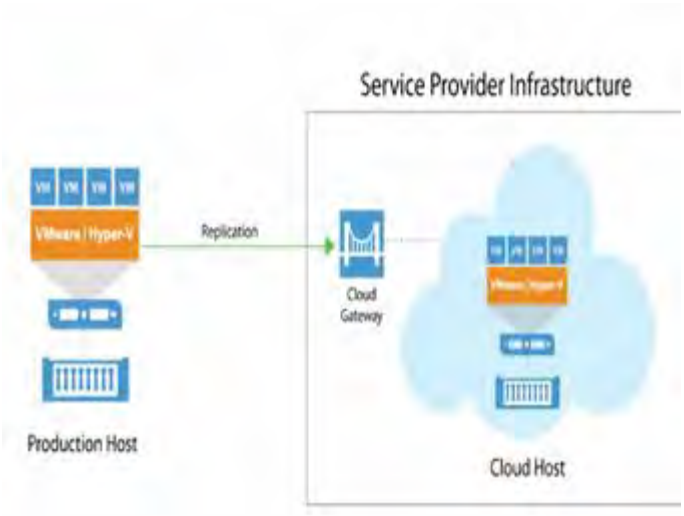

## IT - Core Infrastructure Update

The Core Infrastructure at the City of Milwaukie is approaching obsolescence. Equipment is nearing end-of-life status and poses an increased risk of device failure and bandwidth saturation. The core consists of eight year old network cards, cabling, and switches. Devices must be replaced with current technology to support anticipated data volume growth, and enable faster throughput and application response times to users.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 50,000 | - | - | - | - | - | 50,000 |

Operating Budget Impact

This purchase will not increase operating expenditures and protects the existing investment.




## IT - Back-up System Upgrade for Virtual Environment

The City of Milwaukie needs to consider a backup solution for disaster recovery of virtual servers running on Hyper-V. Veeam software will facilitate this operation with ease and affordability. Veeam restore gives you the ability to recover entire Hyper-V virtual machines (VMs) in minutes and recover individual files or application items residing inside a Hyper-V backup. Also, Veeam software integrates seamless with Cloud storage when that time arises.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | 22,000 | - | - | - | 22,000 |

Operating Budget Impact
No operational impacts.

## IT - VOIP Polycom Device Upgrade

Purchase a supply of replacements for (1) VOIP end user phones which fail intermittently; (2) to upgrade phones needed by front desk teams who answer and monitor multiple user phones such as the City Hall, Johnson Creek, Ledding Library, and Public Safety Building customer-facing front desk/receptionist functions; and (3) to upgrade the audio capabilities for the conference room phone used for Council meetings at City Hall.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 30,000 | - | - | - | - | 30,000 |

Operating Budget Impact
Marginal operating budget impact because equipment would replace obsolete equipment.

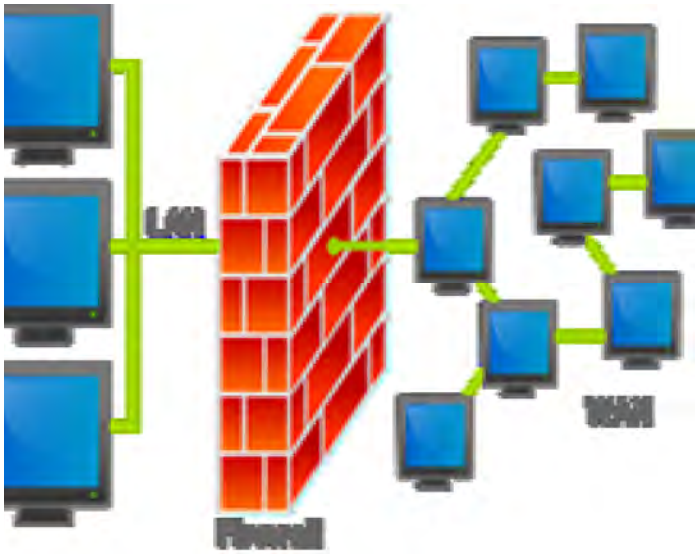
## IT - Annual Security Assessment

Engage an external security auditing firm for a comprehensive security assessment to be followed by an implementation project for necessary upgrades to the environment.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 14,000 | - | - | 14,000 |

Operating Budget Impact

This assessment will not increase operating expenditures.




## IT - Enterprise Security Firewall and Router Upgrades

Upgrade internet security measures including firewalls and perimeter devices to protect against malware, browser vulnerabilities and web-based and other intrusion attempts. The upgrade will also include URL filtering and inspection services. The City's current internet firewall is nearing the end of its vendor supported life and lacks features required for the City's future mobility and remote access needs. Replacement of the security appliance before vendor support ends will maintain a high level of security for the City and position its technology services for increased use of mobile technology improving City service delivery.

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| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 50,000 | - | - | - | - | - | 50,000 |

Operating Budget Impact

Marginal operating budget impact because equipment would replace obsolete equipment.

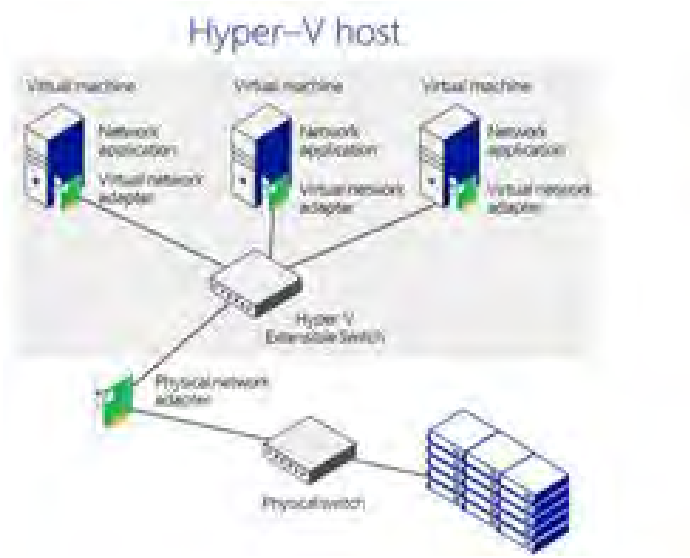
## IT - Help Desk System Application Upgrade

The current Help Desk system, TrackIt, is a tier-one application provided by a leading Help Desk provider, BMC. TrackIt is designed for small entities to manage a Help Desk operation. This project would consider whether the next step product would provide functionality to manage a broader spectrum of IT services and enable the group to scale further.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 50,000 | - | - | - | - | - | 50,000 |

Operating Budget Impact

A marginal operating budget impact is estimated at $7,000 due to migrating to a different software application.




## IT - Virtual Environment Host Upgrade

The current virtual host environment will be 4 years old on July 1, 2017. All enterprise applications are running in that environment, therefore this environment must not be at risk of hardware failure. The environment should be upgraded to a new 5 host, clustered environment. The likelihood of all enterprise applications being offered as cloud-based subscription licenses along with an attractive ROI in this time frame is unlikely. Therefore, further investment in this hardware infrastructure should be anticipated and planned.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 65,000 | - | - | - | - | 65,000 |

Operating Budget Impact

Additional operating budget funds are needed due to adding two additional hosts to the environment. Additional operating funds required would be approximately $5,300 per year.

## IT - Remote Monitoring and Management Platform

Implement a software application to securely and remotely support user systems from the central IT location, enabling IT to expend less time commuting and resolve user issues as quickly as possible.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 16,000 | - | - | 16,000 |

Operating Budget Impact

Marginal operating budget impact as equipment would replace obsolete equipment.

## Facilities - Install Bullet Resistance Glass at PSB

This is a project to replace existing windows around the receptionist office at the Public Safety Building (PSB) with bullet resistant glass. The receptionist interaction area will also be modified so that initial customer contact is moved from the lobby area to a newly created interaction point in the vestibule (between the inner and outer entry doors). This replacement was scheduled for fiscal year 2013-14 before being unfunded. Work has begun with consultations with an architect, and plans have been developed.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 60,000 | - | - | - | - | - | 60,000 |

Operating Budget Impact

This purchase will not increase operating expenditures and protects the existing investment.



RS522
342

## Facilities - Install Central AC at Bertman House

Install central air conditioning and repair HVAC ducting. Air conditioning is currently provided by window mounted units. This upgrade would incorporate the heating system.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Capital Outlay | - | - | - | - | - | - | 20,000 |

Operating Budget Impact

This purchase will lower operating expenditures with an energy efficient unit replacing window mounted units.

## Facilities - Replace Main Floor Surface at City Hall

Replace vinyl floor on main level. The floor was installed 1996 and is at the end of its serviceable life.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 30,000 | - | - | - | - | - | 30,000 |

Operating Budget Impact

This purchase will not increase operating expenditures and protects the existing investment.

**Facilities - Replace Lighting in Fleet Shop at JCB**

Replace inefficient and outdated lighting in the Fleet Shop as part of normal maintenance practice.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 15,000 | - | - | - | - | - | 15,000 |

Operating Budget Impact

This project will not increase operating expenditures significantly and with more efficient lights installed, lower electricity costs will result.

## Facilities - Improve Customer Interaction Windows at City Hall

Current interaction windows do not provide good customer-staff interface or proper security. This project would replace the reception window with a solid flat piece of bullet resistant glass with a transaction drawer and an amplified communication device.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 40,000 | - | - | - | - | - | 40,000 |

Operating Budget Impact

This project is not expected to increase operating expenditures.

## Facilities - Pave Public Works Yard Parking Area at JCB

Complete the paving of the parking area in the PW yard. A portion of the area is surfaced with gravel, a source of dust and frequent maintenance. Paving this surface was anticipated and the impervious surface mitigated with the construction of the swale in the front parking lot in 2010.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Capital Outlay | - | - | - | - | - | - | 70,000 |

Operating Budget Impact

This project will not increase operating expenditures significantly. It adds to the pavement maintenance budget, a cost which is offset by the cost to maintain the gravel surface.

### Facilities - New Concrete Floor in Pole Barn at JCB

Construct new concrete floor for utility truck parking in the pole barn at the Johnson Creek facility (operations yard). The paved floor is worn out and does not support the weight of the public work vehicles.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 30,000 | - | - | - | - | 30,000 |

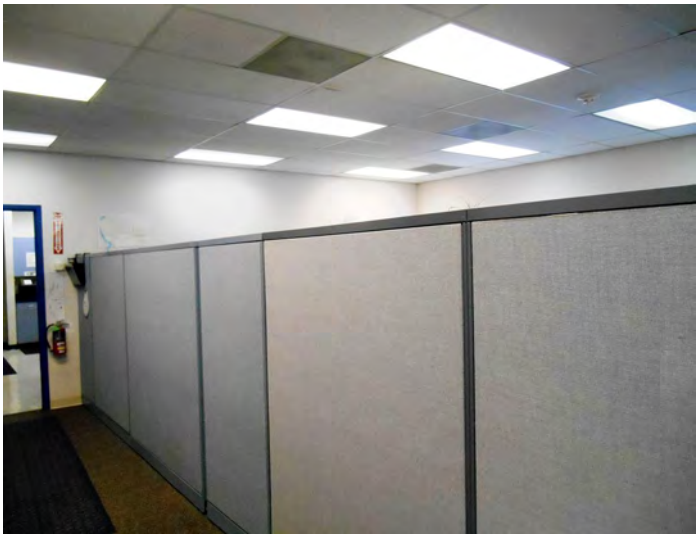
Operating Budget Impact
This project will not increase operating expenditures significantly.

### Facilities - Construct Mud Room in Public Works Building at JCB

Construct a room that will be used to remove muddy boots and outerwear. The locker room is currently used for this function, but it was not designed appropriately.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 40,000 | - | - | - | - | 40,000 |

Operating Budget Impact
This project will not increase operating expenditures significantly.



## Facilities - Construct Full Height Walls for the Engineering Department at JCB

Construct full height walls to provide a sound and visual barrier for the engineering area at the Johnson Creek facility. This project was anticipated when the area was remodeled in 2009 but was postponed due to funding. concerns

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 30,000 | - | - | - | - | 30,000 |

Operating Budget Impact

This project will not increase operating expenditures.

## Facilities - Install Electronic Door Openers in the Fleet Shop at JCB

This project will replace the current seven manual opening doors with electronic operating doors. This purchase will reduce the amount of time used to manually open the doors and greatly reduce the possibility of back injury.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 30,000 | - | - | - | - | 30,000 |

Operating Budget Impact

This project will not increase operating expenditures significantly with a small amount of additional electricity and maintenance time needed.

## Facilities - Replace Cabinets at PSB

Replace all cabinets in the Public Safety Building as recommended in the 2009 Facility Assessment Report. This is part of normal maintenance work.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 25,000 | - | - | - | - | 25,000 |

Operating Budget Impact

This project will not increase operating expenditures.

## Facilities - Replace Suspended Ceiling at PSB

This project replaces the ceiling tiles throughout the Public Safety Building. This project is recommended in the 2009 Facilities Report.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | 40,000 | - | - | - | 40,000 |

Operating Budget Impact

This project will not increase operating expenditures.

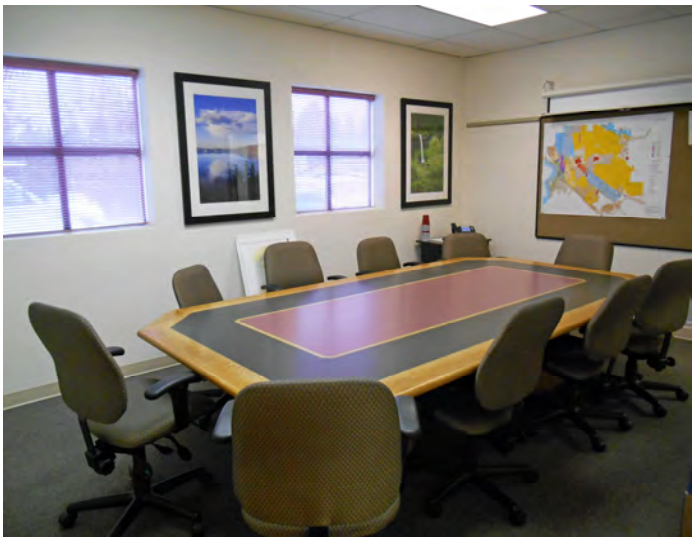
## Facilities - Replace Windows at Bertman House

Existing windows are in poor shape, and structural damage from rain entry is apparent.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | 50,000 | - | - | - | 50,000 |

Operating Budget Impact

This purchase will not increase operating expenditures and protects the existing investment.



## Facilities - Construct Meeting Room at JCB/ OPS

Construct a new meeting room in the second floor of the Operations Building at JCB. Intended to alleviate meeting space shortage. This project has been deferred for a few years.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | 20,000 | - | - | - | 20,000 |

Operating Budget Impact

This project will not increase operating expenditures.

**Facilities - Refinish Woodwork at PSB**

Refinish woodwork within offices and walls at the Public Safety Building as part of normal maintenance.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | 20,000 | - | - | - | 20,000 |

Operating Budget Impact

This project will not increase operating expenditures and protects the building structure.

### Facilities - Replace Security System Server at PSB

Replaces the security server in the Public Safety Building as part of the normal maintenance schedule. This server provides for access card entry and other security features for all City Buildings.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | 15,000 | - | - | - | 15,000 |

Operating Budget Impact

This project will not increase operating expenditures.

### Facilities - Replace Apparatus Bay Doors at PSB

Replace the apparatus bay doors and openers at the Public Safety Building as recommended by the 2009 Facility Assessment Report. Lease payments from CFD1 help offset the cost of capital improvements, such as this one, that benefit the District.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | 16,000 | - | - | - | 16,000 |

Operating Budget Impact

This project will not increase operating expenditures and protects the building structure.

## Facilities - Install Emergency Generator at City Hall

Install a generator at City Hall for protection from outages and emergency use. The other office buildings in the City, PSB and JCB, are served by generators for backup power. City Hall is a backup EOC site and houses the City's key administrative offices.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | 75,000 | - | - | - | 75,000 |

Operating Budget Impact

This project will increase operating expenditures, the generator requires about $2,000 per year for maintenance and fuel.

## Facilities - Remodel Council Chambers at City Hall

Remodel the Council Chambers at City Hall as part of normal maintenance practice. Work includes updating/ replacing furniture and flooring.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | 30,000 | - | - | - | 30,000 |

Operating Budget Impact

This project will not increase operating expenditures.

**Facilities - Expand Self-Checkout at the Library**

Front counter modification to allow for additional self-checkout capacity.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 10,000 | - | - | - | - | - | 10,000 |

Operating Budget Impact

This purchase will not increase operating expenditures significantly and provides for efficiency in checking out patrons.

**Facilities - Interior Lighting Upgrades at the Library**

This project replaces the interior lighting system in the Library as part of the normal maintenance schedule.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Capital Outlay | - | - | - | - | - | - | 30,000 |

Operating Budget Impact

This project will not increase operating expenditures. The new fixtures will be more efficient and lower operational costs.

**Facilities - Landscape Renewal at the Library**
Restore and update landscaping at the Library.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Capital Outlay | - | - | - | - | - | - | 10,000 |

Operating Budget Impact
This purchase will not increase operating expenditures and protects the existing investment.

**Facilities - Replace Roof Mansard at the Library**
Replace the cedar shingle roof on the Library Mansard.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Capital Outlay | - | - | - | - | - | - | 50,000 |

Operating Budget Impact
This purchase will not increase operating expenditures and protects the existing investment.

## Facilities - Re-roof 40th & Harvey Office Building

This project is to replace the entire roof of the office building most recently occupied by North Clackamas Parks and Recreation District (NCPRD) at the 40th and Harvey site. The roof has been patched but is over 30 years old and in poor condition.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 70,000 | - | - | 70,000 |

Operating Budget Impact

This purchase will not increase operating expenditures, but will eliminate the need for temporary patching, providing a small savings of time and money. The larger impact is related to preserving the building by maintaining the integrity of the roof system.

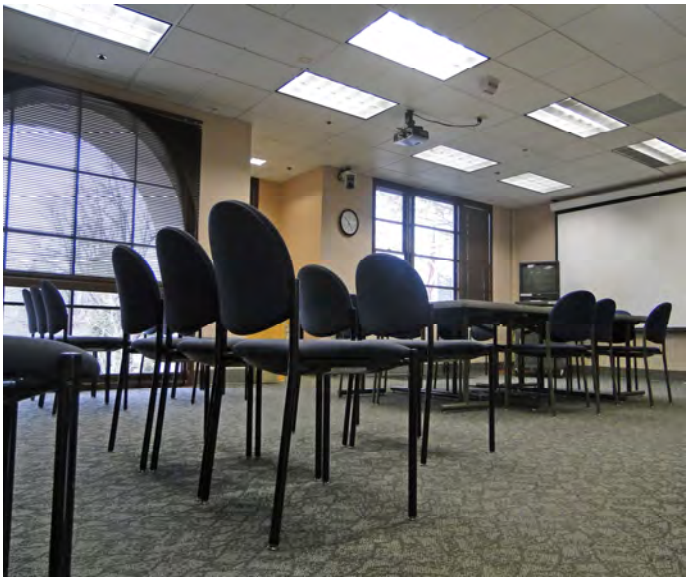
## Facilities - Upgrade Surveillance System at PSB

Upgrade the video surveillance system for the Public Safety Building as part of normal maintenance schedule. Replace non-working cameras.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 50,000 | - | - | 50,000 |

Operating Budget Impact

This project will not increase operating expenditures.



### Facilities - Remodel Council Conference Room at City Hall

Remodel the Council conference room at City Hall as part of normal maintenance practice. Work includes updating/ replacing furniture and flooring.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 20,000 | - | - | 20,000 |

Operating Budget Impact

This project will not increase operating expenditures.

### Facilities - Replace HVAC System at City Hall

Replace the HVAC for City Hall as part of the normal maintenance schedule. The current system was installed in 2000 and is expected to be replaced on a 20-year cycle.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 150,000 | - | - | 150,000 |

Operating Budget Impact

This purchase will not increase operating expenditures and protects the existing investment. The new windows will improve energy savings.

**Facilities - Remodel Restrooms at City Hall**

Remodel the City Hall (main and second floor) restrooms as part of the normal maintenance schedule. Work involves updating fixtures as needed, replace floor, and paint walls.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 30,000 | - | - | 30,000 |

Operating Budget Impact

This project will not increase operating expenditures.

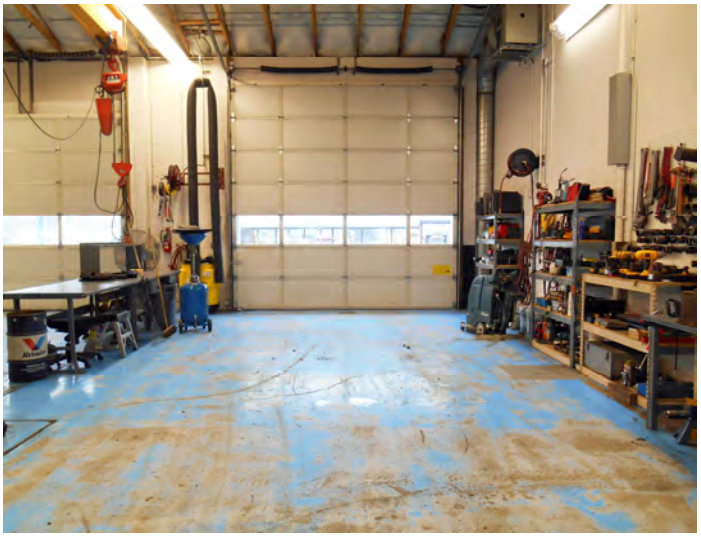
**Facilities - Remodel Restrooms/Locker Rooms at JCB**

Remodel all restrooms and locker rooms at the Johnson Creek facility as part of the normal maintenance schedule.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 35,000 | - | | 35,000 |

Operating Budget Impact

This project will not increase operating expenditures.



## Facilities - Repaint Shop Floor

This project consists of stripping the original paint from 1994, when the building was first built and repainting the concrete floor and replacing all walkway strips and work zone strips.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 16,000 | - | - | 16,000 |

Operating Budget Impact

This project will not increase operating expenditures.

## Facilities - Replace JCB (CD) Admin Roof

The current roof was installed with the initial construction of the building in 1990 and has exceeded its 20 year life as evidenced by increasing leakage issues. The new roof will be a later developed metal roof with a 30 year life.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 110,000 | - | - | 110,000 |

Operating Budget Impact

Little impact although the new roof will have slightly improved insulation properties to reduce energy costs. There will be additional maintenance savings as leakage problems are mitigated.



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## Facilities - Replace Leaking Windows at City Hall

The existing windows are poorly designed and leaking between the panes. The replacement windows must be wooded to match the historic nature of the building.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | - | 20,000 | - | 20,000 |

Operating Budget Impact

This project will not significantly impact the operating budget.

## Facilities - Replace Boiler at City Hall

The boiler is 20 years old and nearing end of life. Replacing it with a high efficiency boiler will provide the City with energy savings and a probable Energy Trust incentive.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | - | 15,000 | - | 15,000 |

Operating Budget Impact

The operating cost for a new boiler will be significantly less due to energy savings and is expected to incur less maintenance cost.

## Facilities - Replace HVAC Controls (All City Buildings)

The existing controls are old enough that they are no longer factory-supported. This project is in the process of reviewing for Energy Savings Performance Contracting (ESPC) with the City's contracted Energy Savings Contractor (ESCO) – Ameresco. If the ESPC process is used this project will be moved forward to FY2017.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | - | 100,000 | - | 100,000 |

Operating Budget Impact

A decrease in the operating budget due to the energy savings would result from energy savings. The new controls would also require less maintenance.

## Facilities - Remodel Restrooms at the Library

Remodel the Library restrooms as part of normal maintenance schedule. This project includes an update of the fixtures, new flooring and painting.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Capital Outlay | - | - | - | - | - | - | 40,000 |

Operating Budget Impact

This project will not increase operating expenditures.

## Facilities - Scott Park Lighting at the Library

Install a new lighting system in Scott Park. The existing system does not provide adequate lighting for security purposes. This project may be affected by library expansion.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Capital Outlay | - | - | - | - | - | - | 15,000 |

Operating Budget Impact

This project will not increase operating expenditures. The new lights are anticipated to be more energy efficient.

## Facilities - Replace JCB (Fleet) Roof

The current roof was installed with initial construction of the building in 1990 and has exceeded its 20 year life as evidenced by increasing leakage issues. The new roof will be a metal roof with a 30 year life.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | - | - | 150,000 | 150,000 |

Operating Budget Impact

Little operating budget impact expected although the new roof will have slightly improved insulation properties to reduce energy costs. There will be additional maintenance savings as leakage problems are mitigated.

## Facilities - Rebuild Employee Parking Lot at City Hall

The pavement for the employee parking lot (behind City Hall exiting on Jackson St) is in poor condition. This project is to grind off the top surface and overlay with 1-1/2" to 2" of asphalt.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | - | - | 45,000 | 45,000 |

Operating Budget Impact

No appreciable impact to the operating budget is expected with this project.

## Facilities - Rebuild Public Parking Lot at City Hall

The public parking lot across from City Hall (not including the lot owned by Metro) is in poor condition including damage from tree roots. This project will grind off the top surface, repair root damage and install root barrier as needed before overlaying with 1-1/2" to 2" of asphalt and restriping.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | - | - | 50,000 | 50,000 |

Operating Budget Impact

No appreciable impact to the operating budget is expected with this project.

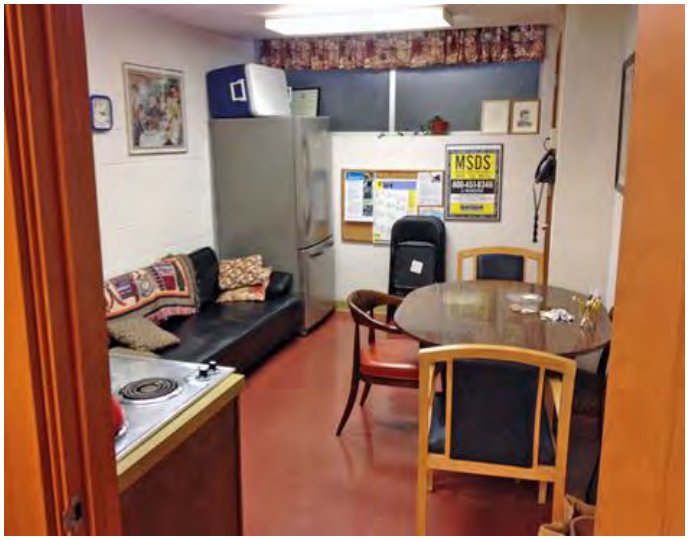
## Facilities - Install Seismic Bookshelves at the Library

This project is a carryover from the previous budget. The need for the seismic reinforcement of the bookshelves was identified in studies. The project has been deferred due to uncertainty over the future of the library expansion.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Capital Outlay | - | - | - | - | - | - | 150,000 |

Operating Budget Impact

This purchase will not increase operating expenditures.




## Facilities - Remodel Break Room at the Library

The break room has not been updated since it has been used as a library (1964). This project includes upgrading the furniture as well as installing new features. This project has been deferred due to uncertainty over the future of the library expansion.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | Capital Outlay | - | - | - | - | - | - | 15,000 |

Operating Budget Impact

This purchase will not increase operating expenditures; a new, more efficient unit will provide lower operating costs.

## Overview

Building Overview

The Building Inspection Fund is the operating fund for Building Inspections Department that functions to ensure the safety of public buildings and private residences through the effective administration of the adopted state specialty codes governing construction in Oregon. The Department's goal is to provide quick, dependable and quality service to the residents of the City of Milwaukie.

The purpose and function of the Building Operations Department is to:

- Perform plan review and inspections for public and privately owned structures;
- Respond to citizen inquiries and code compliance issues; and
- Coordinate with other internal departments on development issues.

### Building Inspections Fund Summary

| Page | Project Name | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Totals |
|---|---|---|---|---|---|---|---|---|
| 51 | Vehicle Purchase | | | | 45,000 | | | 45,000 |
| | Building Inspections Fund Total | | | | 45,000 | | | 45,000 |

**Building Inspections - Vehicle Purchase**
Replacement of one vehicle.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 45,000 | - | - | 45,000 |

Operating Budget Impact
This purchase will decrease operating expenditures. This purchase will take the current vehicle out of service and replace it with a newer vehicle.

MILWAUKIE
Dogwood City of the West

## Overview

Library Overview

The Library Fund is the operating fund for the Ledding Library. The Ledding Library of Milwaukie upholds the principles of intellectual freedom and the public's right to know by providing people of all ages with access and personalized guidance to information, technology, and collections that reflect all points of view. The Library supports the pursuit of education and personal goals by providing informational, recreational, and cultural materials and services including those utilizing advancing technologies.

To carry out this mission, the Ledding Library has the following functions:

- Serve the community by providing reference and readers' advisory to access the collection; interlibrary loan; outreach to the homebound, Head Start, schools, and daycare providers;
- Serve children and teens by stimulating their appreciation for reading and library use, and providing support for their educational growth;
- Provide programming for all ages including preschool, toddler, and infant story times; programs for home schooling families; book clubs for middle school students and adults; summer reading programs for children, teens, and adults; health information lectures for adults; multi-ethnic music, informational, literary, and poetry programs for adults; special performers and storytellers during the summer, and school vacations for school aged children; programs in Spanish for children in the Library's Hispanic community;
- Provide a print, online, and multimedia collection that meets the demands and needs of the community. Materials provided include books, e-books, audiobooks, downloadable books, Kindles, music CDs, DVDs, Blu-Ray discs, computer software and games, newspapers, and magazines for adults and children. Materials are provided in English, Russian and Spanish; and
- Provide electronic resources such as Internet access, word processing, on-line reference databases, computer use instruction for patrons, and CD-ROM stations with educational games for children.

### Library Fund Summary

| Page | Project Name | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Unfunded | Totals |
|---|---|---|---|---|---|---|---|---|---|
| 53 | RFID Installation | 100,000 | | | | | | | 100,000 |
| 53 | Library Expansion | | 10,345,000 | | | | | | 10,345,000 |
| | **Library Fund Total** | **100,000** | **10,345,000** | | | | | | **10,445,000** |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RS546

## Library - RFID Installation

Over the next year, the Ledding Library of Milwaukie will be participating in a County-wide effort to implement RFID (Radio Frequency Identification) technology in all LINCC libraries. By affixing small RFID labels to all materials, and employing different types of scanning equipment, libraries can make their materials handling processes more efficient, streamline inventory processes, and improve the overall library patron experience. Each library is responsible for the tags and equipment needed for this advancement. Initial start -up includes tagging all materials with RFID tags, installation of self-check stations, updating scanners, and updating circulation areas.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 100,000 | - | - | - | - | - | 100,000 |

Operating Budget Impact

This project is expected to reduce the operating budget by safeguarding library materials.

## Library Expansion

The Milwaukie Ledding Library needs to be renovated and expanded by 22,950 sq. ft. (for a total of 35,200 sq. ft.) to meet current and future demands of the community.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | County | - | 1,000,000 | - | - | - | - | 1,000,000 |
| Funded | Bond | - | 9,200,000 | - | - | - | - | 9,200,000 |
| Funded | Library | - | 145,000 | - | - | - | - | 145,000 |
| TOTAL | | - | 10,345,000 | - | - | - | - | 10,345,000 |

Operating Budget Impact

There will be little impact to the Library's operating budget. There will be neither an increase in service hours nor an increase in staffing hours.

## Overview

Milwaukie's Transportation system includes over 148 lane miles of pavement, 10.2 miles of bike lanes, 50 miles of sidewalk, and 510 acres of right-of-way that must constantly be maintained and upgraded to safely and efficiently serve all modes of traffic.

The City of Milwaukie relies on a variety of funding sources for maintaining and improving its transportation infrastructure. Most of these sources are constrained, meaning that they can only be used for a specific function like expanding the system's capacity, paving streets, or building bicycle facilities. The funds also flow into Milwaukie from a variety of sources, most of which are tax based and administered through different levels of government and mechanisms.

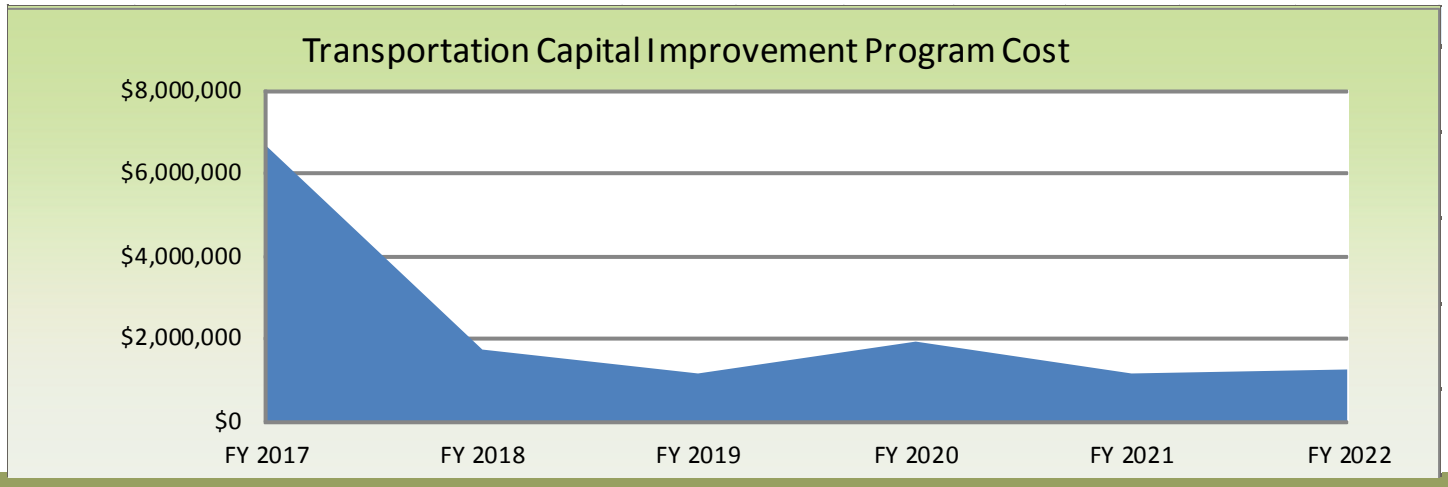
The main sources of funding are:

- Federal Gas Tax Funds (Metro Grants)
- City share of State Highway Trust Fund
- Local Funds—Fees and Taxes:
  Franchise Fees, PGE Privilege Tax, Local Gas Tax, Street Surface Maintenance Fee
- System Development Charges (SDC's)
- Fee in Lieu of Construction (FILOC) Charges

The CIP is based on the projects identified within the plans and programs that affect all of the modes of travel within the Transportation System.

The Transportation CIP identifies and prioritizes projects within each of the Transportation System Programs resulting in a Comprehensive Plan that attempts to balance the systems needs within the available funding parameters.

The resulting CIP includes projects involving bicycle and pedestrian improvements, asphalt paving, surface preservation (crack and slurry seals), roadway reconstruction and capitalized maintenance needs.



## Transportation Summary

| Page | Project Name | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Unfunded | Totals |
|---|---|---|---|---|---|---|---|---|---|
| 15 | Public Works Property Acquisition | 130,000 | | | | | | | 130,000 |
| 58 | 21st & Washington Signal Reconfiguration | 131,000 | | | | | | | 131,000 |
| 59 | Street Surface Maintenance Program Paving | 1,400,000 | 1,000,000 | 1,000,000 | 1,600,000 | 1,000,000 | 1,000,000 | | 7,000,000 |
| 59 | Street Surface Maintenance Program Slurry Seal | | 100,000 | | 100,000 | | 100,000 | | 300,000 |
| 60 | Street Surface Maintenance Program Crack Seal | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | | 90,000 |
| 60 | 17th Avenue Multi-Use Trail | 3,810,000 | | | | | | | 3,810,000 |
| 61 | Transportation Vehicle Purchases | 45,000 | 60,000 | 125,000 | 170,000 | 100,000 | 100,000 | | 600,000 |
| 61 | ADA Ramp Enhancements | 200,000 | | | | | | | 200,000 |
| 62 | Monroe Street Greenway Section E | 15,000 | 125,000 | | | | | 3,100,000 | 3,240,000 |
| 62 | Kellogg Creek Bridge #22142 | 818,000 | 427,000 | | | | | | 1,245,000 |
| 67 | Bicycle and Pedestrian Improvements | 50,000 | | | | | | | 50,000 |
| 68 | Main St. Crossing Improvements | 50,000 | | | | | | | 50,000 |
| 58 | Public Area Requirements (PARs) | | | | | | | 13,300,000 | 13,300,000 |
| 63 | Linwood Pedestrian Improvements | | | | | | | 131,000 | 131,000 |
| 63 | McLoughlin Blvd Improvements | | | | | | | 270,000 | 270,000 |
| 64 | Harrison St/32nd Ave Intersection | | | | | | | 270,000 | 270,000 |
| 64 | Connection through Union Pacific Railroad Property & McFarland Site | | | | | | | 85,000 | 85,000 |
| 65 | Oak St/34th Ave Connection | | | | | | | 100,000 | 100,000 |
| 65 | Campbell St and Railroad Ave Upgrades | | | | | | | 250,000 | 250,000 |
| 66 | Home Ave and King Rd Pedestrian Crossing Improvements | | | | | | | 63,000 | 63,000 |
| 66 | Northern Bike Connection | | | | | | | 85,000 | 85,000 |
| 67 | Crossing at Harrison St/31st Ave | | | | | | | 250,000 | 250,000 |
| 68 | Hwy 224 Intersection Upgrades | | | | | | | 2,300,000 | 2,300,000 |

Continued from Page 55

| Page | Project Name | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Unfunded | Totals |
|---|---|---|---|---|---|---|---|---|---|
| 69 | McLoughlin Intersection Upgrades | | | | | | | 2,000,000 | 2,000,000 |
| 69 | Downtown Parking Improvements | | | | | | | 11,500,000 | 11,500,000 |
| | Transportation Fund Totals | 6,664,000 | 1,727,000 | 1,140,000 | 1,885,000 | 1,115,000 | 1,215,000 | 33,704,000 | 31,650,000 |

## Transportation SDC Summary

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| 58 | 17th Avenue Multi-Use Trail | 20,000 | | | | | | | 20,000 |
| 60 | Kellogg Creek Bridge #22142 | 180,000 | | | | | | | 180,000 |
| | Transportation SDC Fund Total | 200,000 | | | | | | | 200,000 |

## Accessibility Program

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | - | - | - | - | - | - | |

Operating Budget Impact
This project will potentially increase maintenance and operating expenses.

SCHOOL BUS
UNLAWFUL TO PASS
RED LIGHTS FLASH
30

### 21st & Washington Signal Reconfiguration

Reconfigure traffic signal timing and phasing to reduce wait time during preemption by freight rail or light rail traffic.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Tri-Met | 131,000 | - | - | - | - | - | 131,000 |

Operating Budget Impact

This project will not increase operational expense.

### Public Area Requirements (PAR's)

These improvements will complete the downtown refinement plan and all of the associated pedestrian improvements. Project includes roadway, sidewalk parking, lighting, and landscaping improvements throughout the downtown.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | - | - | - | - | - | - | 13,300,000 |

Operating Budget Impact

This project will potentially increase maintenance and operating expenses.





RS552

## Street Surface Maintenance Program - Paving

This paving program began in 2006 and set out to resurface or reconstruct all of the City's arterials and collectors. Once the original goal is completed, the program will begin to focus on the City in a more holistic manner. Addressing the needs that are the most cost effective to the entire network.

- 42nd Ave (Railroad - Monroe) FY 2017
- Home Ave (Railroad - King) FY 2018
- Stanley Ave (Railroad - Lloyd) FY 2018
- Overlay Program

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | SSMP | 1,400,000 | 1,000,000 | 1,000,000 | 1,600,000 | 1,000,000 | 1,000,000 | 7,000,000 |

Operating Budget Impact

This project will reduce operating expenditures by fixing routine trouble spot areas throughout the City.

## Street Surface Maintenance Program - Slurry Seal Program

The purpose of this program is to treat street surfaces in a "good" condition prior to them needing a grind and inlay (or overlay). By surface sealing worn asphalt, the City can prolong the life of its streets thus reducing the need for more costly measures.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | SSMP | - | 100,000 | - | 100,000 | - | 100,000 | 300,000 |

Operating Budget Impact

This project will reduce maintenance operating expenditures by providing a short-term wearing course on the streets and reduce the potential for potholes and surface cracking.

## Street Surface Maintenance Program - Crack Seal

This project will provide protection to roadways from possible damage due to water within cracks that form as part of the natural process by sealing them before more expensive measures are required.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 90,000 |

Operating Budget Impact

This project will reduce maintenance operating expenditures by providing a short-term wearing course on the streets and reduce the potential for potholes and surface cracking.

## 17th Avenue Multi-Use Trail

Originating from the City's Transportation System Plan. This high priority project was selected by Metro to receive Regional Flex Funds allocations. Once completed, the trolley trail (that currently terminates at Riverfront Park) will be extended to Ochoco Street (or the Springwater Corridor). Currently conceptual, the project plans to address many ADA concerns along 17th Avenue while providing a safe place for non-experienced cyclists to ride.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Metro Grant | 3,395,000 | - | - | - | - | - | 3,395,000 |
| Funded | FILOC - HM | 84,000 | - | - | - | - | - | 84,000 |
| Funded | FILOC - HMDT | 16,000 | - | - | - | - | - | 16,000 |
| Funded | Stormwater SDC | 53,000 | - | - | - | - | - | 53,000 |
| Funded | Streets SDC | 20,000 | - | - | - | - | - | 20,000 |
| Funded | SSMP | 315,000 | - | - | - | - | - | 315,000 |
| TOTAL | | 3,883,000 | - | - | - | - | - | 3,883,000 |

Operating Budget Impact

This project will increase operating expenditures for additional street maintenance (bike/ped trail) and stormwater maintenance (water quality facilities). Specific costs have yet to be determined.

## Transportation Vehicle Purchases

In FY 2017, the Department will participate in their portion of purchasing some of the shared vehicles such as sump trucks, loaders, and backhoes totaling $45,000. In FY 2018, the Department will purchase a one ton service truck for approximately $60,000. In FY 2019, $65,000 will be spent on shared vehicles and $60,000 for a service truck. In FY 2020, $50,000 will be spent on shared vehicles and $120,000 on a 5 yard dump truck with a hot box. In FY 2020 and 2021, the Department will participate in their portion of the shared vehicles estimated at $100,000 for each year.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 45,000 | 60,000 | 125,000 | 170,000 | 100,000 | 100,000 | 600,000 |

Operating Budget Impact

These purchases will not increase operating expenditures.

## ADA Ramp Enhancements

This project will enhance pedestrian safety by constructing or reconstructing ADA sidewalk access ramps as part of a Community Development Block Grant (CDBG).

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 50,000 | - | - | - | - | - | 50,000 |
| Funded | CDBG | 150,000 | - | - | - | - | - | 150,000 |
| TOTAL | | 200,000 | - | - | - | - | - | 200,000 |

Operating Budget Impact

This project will have no effect on operational expenditures.

## Monroe Street Greenway - Section E Improvements

This project will further the completion of the Monroe Street Greenway. Current funding is for further development and analysis of the plan and future construction of Section E of the Monroe Street Greenway.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Transportation | 15,000 | 125,000 | - | - | - | - | 140,000 |
| Unfunded | Grant | - | - | - | - | - | - | 3,100,000 |
| | TOTAL | 15,000 | 125,000 | - | - | - | - | 3,240,000 |

Operating Budget Impact

This project has no impact to operational expenditures, however future construction may increase operational expenditures.

## Kellogg Creek Bridge #22142 Emergency Replacement

The access bridge to Riverfront Park and the boat dock was damaged by the storm event of December 6th-23rd 2015. The existing structure will be replaced with a new vehicular bridge that will also accommodate pedestrians and connect Riverfront Park with the Kellogg Creek Trail.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Storm SDC | 100,000 | - | - | - | - | - | 100,000 |
| Funded | Stormwater | 260,000 | - | - | - | - | - | 260,000 |
| Funded | Street SDC | 180,000 | - | - | - | - | - | 180,000 |
| Funded | Capital Outlay | - | 247,000 | - | - | - | - | 247,000 |
| Funded | FEMA | 654,000 | - | - | - | - | - | 654,000 |
| Funded | CCSD #1 | 164,000 | 180,000 | - | - | - | - | 344,000 |
| TOTAL | | 1,358,000 | 427,000 | - | - | - | - | 1,785,000 |

Operating Budget Impact

This project will reduce operating expenditures and address several long-term maintenance issues.



346 RS556

## Linwood Pedestrian Improvements

Provide sidewalks and pedestrian activated signals to improve pedestrian connectivity and safe-route-to-school access.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | - | - | - | - | - | - | 131,000 |

Operating Budget Impact

This project will marginally increase operational expenditures.

## McLoughlin Boulevard Improvements

The Downtown and Riverfront Land Use Framework Plan identifies improvements to McLoughlin Blvd as a key project to implement the Framework Plan. McLoughlin Blvd was improved in 2007, from Harrison St in the north to the UPRR bridge to the south. The section north of Harrison St remains unimproved. Improvements to this section would provide a signal to visitors that they are entering downtown and would enhance pedestrian safety. This project would conduct a refinement study to establish alternatives and explore ways to minimize barriers and improve multi-model mobility.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | - | - | - | - | - | - | 270,000 |

Operating Budget Impact

This project will not increase operating expenditures. The maintenance of the facility will continue to be handled by Oregon Department of Transportation.

### Harrison St/32nd Ave Intersection

Open the currently closed pedestrian crosswalk on the west leg of the intersection. 32nd Ave is a key north-south pedestrian connection between the residential areas to the north and the Milwaukie Marketplace. As of 2014, the intersection of 32nd Ave and Harrison St had marked pedestrian crosswalks and phasing on only three of the four segments. Because intersection capacity analysis from the Transportation System Plan (TSP) assumed full pedestrian access for this intersection, it is assumed that there is sufficient capacity now at this location (and that there will be in 2035 as well) to add a marked pedestrian crosswalk and phasing to the west segment. This will significantly improve pedestrian connectivity and convenience by reducing out-of-direction travel and delay at this location.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | - | - | - | - | - | | 270,000 |

Operating Budget Impact

This project will increase operational expenditures for additional signal maintenance and traffic control.

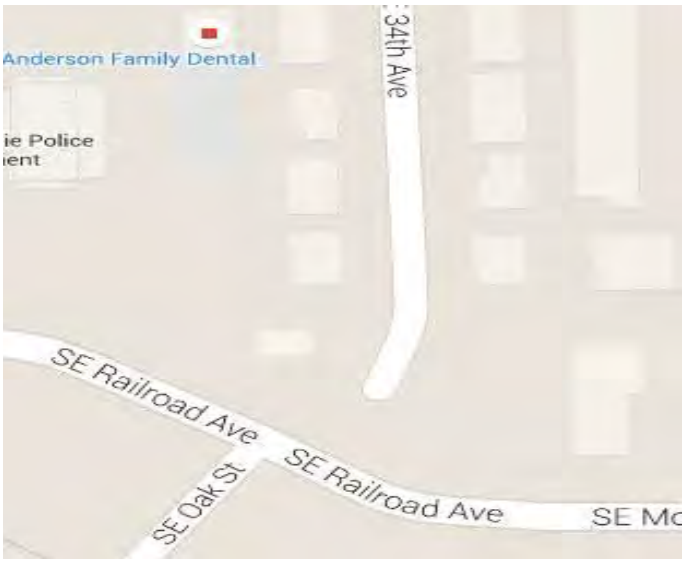
### Connection through Union Pacific Railroad Property and McFarland Site

Provide pedestrian/bicycle connection on Union Pacific Railroad Property and McFarland Site.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | - | - | - | - | - | - | 85,000 |

Operating Budget Impact

This project will increase operational expenses for street maintenance.



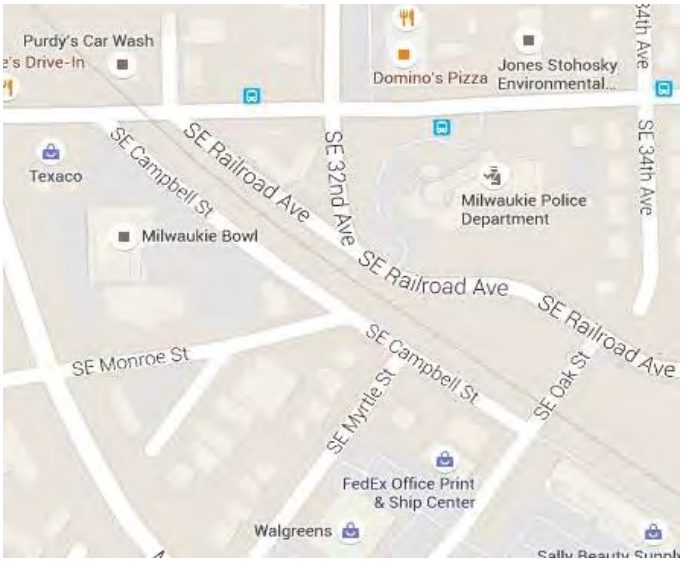

## Oak St/34th Ave Connection

Provide pedestrian/bicycle connection between Monroe St and 34th Ave. (including access for a nearby residential neighborhood).

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | - | - | - | - | - | - | 100,000 |

Operating Budget Impact

This project will increase operational expenses for additional street maintenance.




## Campbell St. and Railroad Ave. Upgrades

Provide pedestrian/bicycle treatments on Campbell St. and Railroad Ave. between Monroe St. and Harrison St. Railroad Ave between Harrison St and Monroe St is the natural direct bicycle connection between the two central Milwaukie opportunity sites (Murphy site and McFarland site).

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | - | - | - | - | - | - | 250,000 |

Operating Budget Impact

This project will increase operational expenses for additional street maintenance.

## Home Ave. and King Rd. Pedestrian Crossing Improvements

Provide pedestrian activated signal (RRFB) to improve pedestrian connectivity and school access.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | - | - | - | - | - | - | 63,000 |

Operating Budget Impact

This project will increase operational expense for signal maintenance.

## Northern Bike Connection

Provide a bicycle connection through the Murphy site north to 29th Ave. Exact location to be determined by future development and is anticipated to utilize 31st Ave.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | - | - | - | - | - | - | 85,000 |

Operating Budget Impact

This project will increase operational expenses for street maintenance.

**Crossing at Harrison St./31st Ave.**
Provide bicycle crossing across Harrison St. between Campbell St. and 31st Ave.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | - | - | - | - | - | - | 250,000 |

Operating Budget Impact
This project will increase operational expenses for signal maintenance.

**Bicycle and Pedestrian Improvements**
This project will construct bicycle and pedestrian improvements. Potential projects include ADA ramps, improved crosswalks, installation of RRFB's, etc.

- Pedestrian improvements on Van Water St
- Pedestrian improvements on Lake Rd.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | SSMP | 36,000 | - | - | - | - | - | 36,000 |
| Funded | FILOC | 14,000 | - | - | - | - | - | 14,000 |
| TOTAL | | 50,000 | - | - | - | - | - | 50,000 |

Operating Budget Impact
No increase on operational or maintenance expense.

### Main Street Crossing Improvements

This project will make additional required improvement to Main Street under Union Pacific Railroad and TriMet structures to comply with new rail order. Work includes new advance warning signs and devices to protect the railroad bridge.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Intergovenmental | 50,000 | - | - | - | - | - | 50,000 |

Operating Budget Impact

This project will have a minor increase in operational expenses by adding warning signals to the network.

### Hwy 224 Intersection Upgrades

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | | - | - | - | - | - | 2,300,000 |

Operating Budget Impact

This project will have a minor increase in operational expenses by adding additional infrastructure.



RS562
352

## McLoughlin Intersetion Upgrades

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | | - | - | - | - | - | 2,000,000 |

Operating Budget Impact
This project will have no effect on operational expenses.

## Downtown Parking Improvements

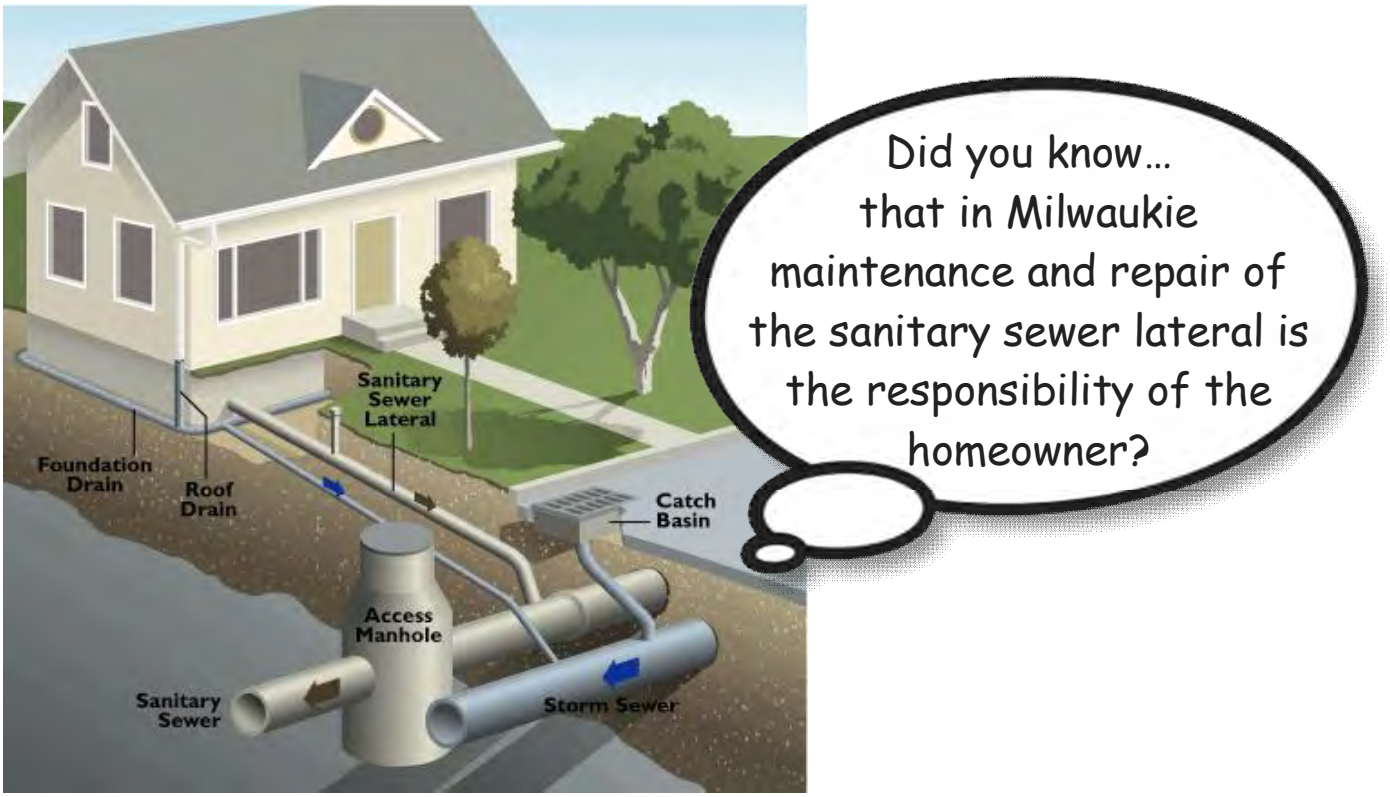
| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Unfunded | | | - | - | - | - | - | 11,500,000 |

Operating Budget Impact
This project will increase operational expenses by adding infrastructure.

## Overview

The City of Milwaukie wastewater system consists of approximately 396,000 feet (75 miles) of pipe, 1,615 manholes and 5 sewage pumping stations. City Engineering and Public Works staff are responsible for pipe and manhole replacement and construction, routine maintenance and inspection, system inventory, emergency call-outs, and flow monitoring. Treatment for the City wastewater system is provided by Clackamas County Sewer District #1. Treatment costs have escalated rapidly over the past three years and are expected to increase further.

Wastewater system capital needs include funding for the Wastewater Main Repair Program (WWMRP), Clay Pipe Replacement Program, and the I&I Reduction Program as well as left station improvements. The 2010 Wastewater Master Plan recommends a yearly WWMRP budget of $100,000. This program's goal is to address wastewater pipe issues identified by operations staff through routine maintenance. The goal of the Clay Pipe Replacement Program is to systematically replace all aging clay pipes within the system. The I&I Reduction Programs goal is to reduce the infiltration and inflow of ground water into the sanitary system reducing the City's treatment needs.

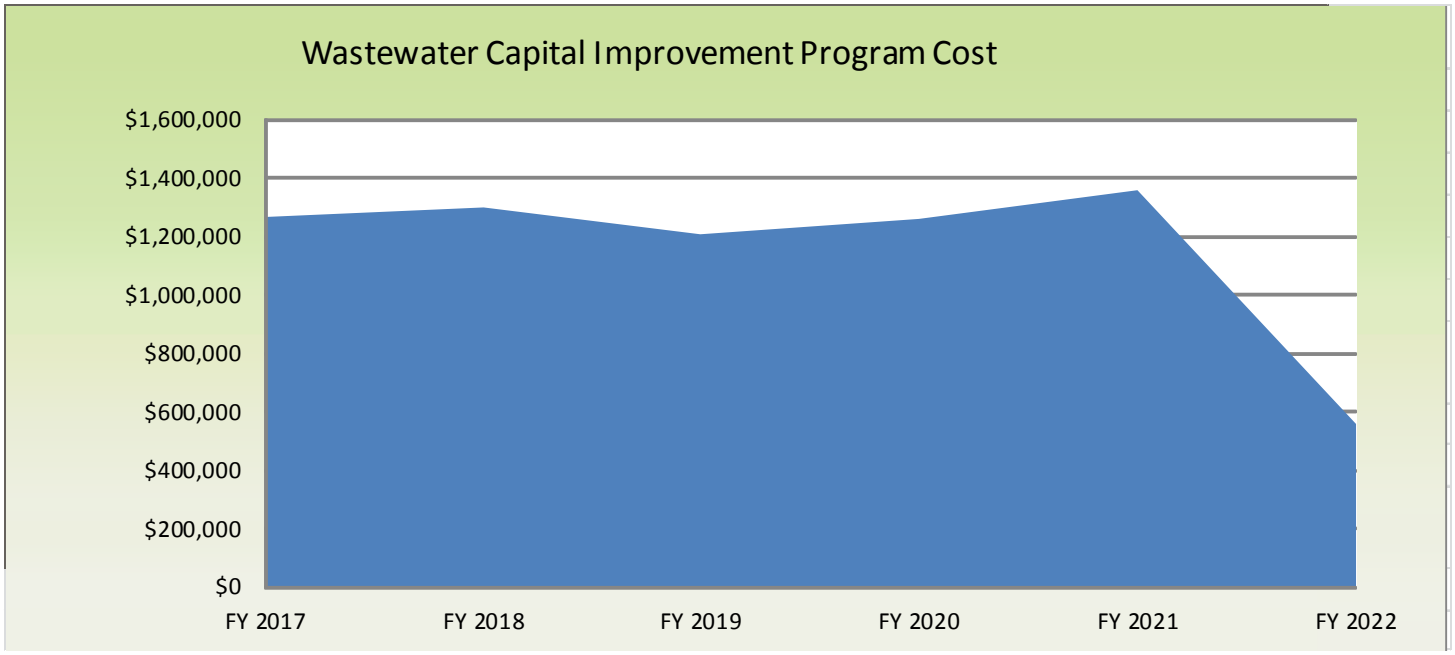


## Wastewater Summary

| Page | Project Name | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Totals |
|---|---|---|---|---|---|---|---|---|
| 72 | Wastewater Main Repair Program | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,200,000 |
| 72 | I&I Reduction Program | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 990,000 |
| 73 | Clay Pipe Replacement Program | 485,000 | 600,000 | | | | | 1,085,000 |
| 73 | Wastewater Vehicle Purchases | 45,000 | 60,000 | 240,000 | 400,000 | 100,000 | 100,000 | 945,000 |
| 74 | Lift Station Improvement Program | 190,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 640,000 |
| 74 | Kellogg Creek Manhole Repair | 50,000 | | | | | | 50,000 |
| 15 | Public Works Property Acquisition | 130,000 | | | | | | 130,000 |
| 75 | Capacity Building Pipe Replacement Project | | 180,000 | | | | | 180,000 |
| 75 | Waverly Heights Wastewater System Reconfiguration (Design) | | | 510,000 | 400,000 | 800,000 | | 1,710,000 |
| **Wastewater Fund Total** | | **1,265,000** | **1,295,000** | **1,205,000** | **1,255,000** | **1,355,000** | **555,000** | **6,930,000** |

## Wastewater SDC Summary

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 75 | Capacity Building Pipe Replacement Project | | 180,000 | | | | | 180,000 |



## Wastewater Main Repair Program

Projects under this program consist of replacements where structural or inadequate flow conditions exist and lining of pipes with excessive groundwater infiltration and/or stormwater inflow. Projects are identified based on routine system monitoring and/or maintenance done by the Wastewater Department and projects identified in the 2010 Wastewater Master Plan.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,200,000 |

Operating Budget Impact

This project will not increase operating expenditures. These projects will replace wastewater pipes one-for-one and will not increase the number of wastewater assets system-wide.

## I&I Reduction Program

This program will reduce infiltration and inflow (I&I) of stormwater or groundwater into the City's collection system by utilizing trenchless technologies and slip lining of identified pipes throughout the City.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Grant | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 90,000 |
| Funded | Capital Outlay | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 900,000 |
| TOTAL | | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 990,000 |

Operating Budget Impact

This project will decrease operating expenditures. These projects seal existing wastewater pipes and as a result increase overall capacity.



RS566 356

## Clay Pipe Replacement Program

This program was created to ensure the replacement of all remaining Vitrified Clay Pipe (VCP) throughout the City. Vitrified Clay Pipes are susceptible to chemical attack at their joints, are brittle, and due to their short lengths and numerous joints, are more prone to infiltration. Sections of VCP to be replaced will be identified by Engineering staff on an annual basis and will focus strongly on coordination with the Street Surface Maintenance Program (SSMP) schedule and replacement recommendations from the Wastewater Department based on routine system monitoring.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 485,000 | 600,000 | - | - | - | - | 1,085,000 |

Operating Budget Impact

This project will not increase operating expenditures. These projects replace wastewater pipes one-for-one and will not increase the number of wastewater assets system-wide.

## Wastewater Vehicle Purchases

In FY 2017, the Department will participate in their portion of purchasing some of the shared vehicles such as dump trucks, loaders and backhoes totaling $45,000. In FY 2018, a one-ton service truck will be replaced for $60,000. In FY 2019, two 3/4-ton service trucks will be replaced for $45,000 each as well as a new TV van for $150,000. In FY 2020, the VacCon is due to be replaced for $350,000 and some shared vehicles will be replaced for the Department totaling $50,000. In FY 2021 and 2022, some shared vehicles for $100,000 will be replaced for each year.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 45,000 | 60,000 | 240,000 | 400,000 | 100,000 | 100,000 | 945,000 |

Operating Budget Impact

These purchases will not increase operating expenditures.

## Lift Station Improvement Program

This program will include equipment and facility upgrades to the City's five sewer lift stations by replacing pumps, upgrading equipment, ect., to improve overall reliability.

- Emergency Generator (FY17) $50,000
- Brookside Wet Well Lining (FY17) $50,000
- Pump Replacement (FY17-22) $40,000/yr
- SCADA Improvements (FY17-22) $50,000/yr

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 190,000 | 90,000 | 90,000 | 90,000 | 90,000 | 90,000 | 640,000 |

Operating Budget Impact

Completing preventive maintenance in advance of emergency repairs should reduce the possibility of sewer back up, claims against the City, and reduce operating expenditures.

## Kellogg Creek Manhole Repair

This project will repair and upgrade the sewer manhole within Kellogg Creek as well as provide streambank stabilization and reestablishment due to the storm event of December 6th-23rd, 2015.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 50,000 | - | - | - | - | - | 50,000 |

Operating Budget Impact

These purchases will not increase operating expenditures.

## Capacity Building Pipe Replacement

This project will increase the capacity within the collection system for the Home and Monroe Basins.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 180,000 | - | - | - | - | 180,000 |
| Funded | SDC | - | 180,000 | - | - | - | - | 180,000 |
| TOTAL | | - | 360,000 | - | - | - | - | 360,000 |

Operating Budget Impact

This purchase will not increase operating expenditures.

## Waverly Heights Wastewater System Reconfiguration Design

This project will replace and reconfigure the aging wastewater system within the Waverly Heights area of northwest Milwaukie. The 2010 Wastewater System Master Plan proposes five design alternatives. Funding for fiscal year 2020 will be used to design the appropriate solution for this neighborhoods sewer system. Construction of this project will follow as soon as design is complete.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | 510,000 | 400,000 | 800,000 | - | 1,710,000 |

Operating Budget Impact

This project will not increase operating expenditures. This design will help solve a major maintenance issue for the City.

## Overview

The City of Milwaukie water supply is provided through seven wells drawing from an underground basin of the Troutdale Aquifer. The pumping capacity of the well system is 6.6 million gallons per day (MGD). The water system consists of 2 treatment facilities, 3 storage tanks totaling 6 million gallons (MG) storage, and 112 miles of pipeline providing potable water to 6,800 customer connections over 4 pressure zones.

The CIP is based on priorities determined as part of the recently completed Water Master Plan. The highest priority projects are prioritized by Street Surface Maintenance Program schedule, fire flow deficiencies in areas zoned "public", 4" diameter pipe installed before 1960, and 6" diameter pipe installed before 1960. The Master Plan identifies $10 million dollars in CIP projects to be completed over the next 10 years.

The Water Master Plan identifies the need for $2 million in Capital Outlay per year. Most of the funding is needed to replace the aging pipelines that delivery water throughout the City. In order to minimize the impact to the water rates needed to provide roughly $1.3 million of additional funding, staff worked with the Citizen's Utility Advisory Board (CUAB) on a ten-year plan to ramp the rates up to the level needed to reach the necessary Capital Outlay funding.

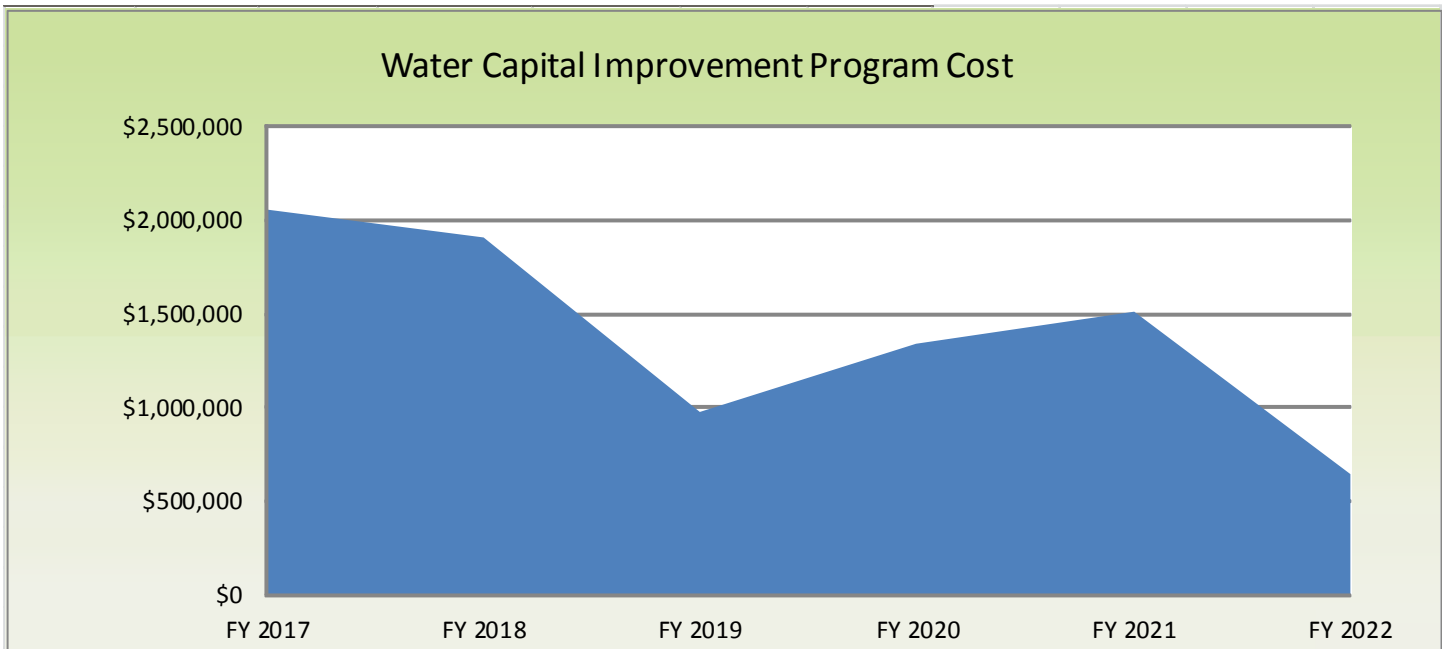
The CIP, as recommended by the CUAB, includes the minimum projects necessary to replace deficient pipelines ahead of the scheduled street surface maintenance projects over the next 4 years. The CUAB's recommendation includes increasing CIP funding over the following 6 years to reach the original goal of $2 million of Capital Outlay per year 10 years from now, meeting the recommended CIP funding level of the Master Plan.

## Water Summary

| Page | Project Name | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Totals |
|---|---|---|---|---|---|---|---|---|
| 78 | McBrod Avenue System Improvements | | 510,000 | | | | | 510,000 |
| 78 | Water Vehicle Purchases | 105,000 | | 55,000 | 32,000 | | | 192,000 |
| 79 | Water Well No. 2 Storage Tank Maintenance | 1,255,000 | | | | | | 1,255,000 |
| 79 | Water Well No. 6 Storage Tank Maintenance | | 400,000 | | | | | 400,000 |
| 80 | Water Well #8 Rehabilitation | 200,000 | 1,000,000 | | | | | 1,200,000 |
| 80 | FY 2017 Water System Improvements | 360,000 | | | | | | 360,000 |
| 81 | FY 2019 Water System Improvements | | | 917,000 | | | | 917,000 |
| 81 | FY 2020 Water System Improvements | | | | 1,304,000 | | | 1,304,000 |
| 82 | FY 2021 Water System Improvements | | | | | 1,512,000 | | 1,512,000 |
| 82 | FY 2022 Water System Improvements | | | | | | 645,000 | 645,000 |
| 15 | Public Works Property Acquisition | 130,000 | | | | | | 130,000 |
| | **Water Fund Total** | **2,050,000** | **1,910,000** | **972,000** | **1,336,000** | **1,512,000** | **645,000** | **8,425,000** |

## Water SDC Summary

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 78 | McBrod Avenue System Improvements | | 90,000 | | | | | 90,000 |



## 2018 Water System Improvements - McBrod Avenue System Improvements

This project consists of replacement of 2,850 feet of existing 6" and 8" lead joint water main with 8" and 10" ductile iron water main. This project is not listed in the January 2001 Water System Master Plan as a project. However, the Milwaukie Water Department has identified this project as a high priority due to the high level of continuing maintenance on the lead joint water mains. This project is in preparation for the McBrod Avenue Street Surface Maintenance Project.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 510,000 | - | - | - | - | 510,000 |
| Funded | Water SDC's | - | 90,000 | - | - | - | - | 90,000 |
| TOTAL | | - | 600,000 | - | - | - | - | 600,000 |

Operating Budget Impact

This project is anticipated to reduce operating expenditures due to the reduction in maintenance issues once the pipe is replaced.

## Water Vehicle Purchases

In FY 2017, the Department will participate in their portion shared vehicles such as dump trucks, loaders, and backhoes totaling $45,000 and purchase a diesel one-ton service truck for $60,000. In FY 2018, there are no purchases for the Department. In FY 2019, the Department will purchase a new service truck for $50,000. In addition the department has an unfunded need to purchase shared vehicles in the amount of $65,000 in FY2019. In FY 2020, shared vehicles will be replaced for the department at the cost of $50,000, $18,000 of which is unfunded. In FY 2021 and FY 2022 the Department has an unfunded need for a service truck in the amount of $60,000 and some shared vehicles need to be replaced in the amount of $100,000, and a tow behind vacuum trailer and exercising machine in the amount of $100,000 needs to be replaced.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 105,000 | - | 55,000 | 32,000 | - | - | 192,000 |
| Unfunded | | - | - | - | - | - | - | 338,000 |

Operating Budget Impact

These purchases will not increase operating expenditures as they replace existing vehicles.

## Water Well No. 2 Storage Tank Maintenance

Well No. 2 elevated storage tank needs to be repainted including the top exterior surface and interior surface, a need that was discovered during inspection in 2015. The estimated cost to paint the exterior surface is $555,000. The cost for the work on the interior of the Well No. 2 elevated storage tank painting is $700,000.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 1,255,000 | - | - | - | - | - | 1,255,000 |

Operating Budget Impact

This purchase will not increase operating expenditures.

## Water Well No. 6 Storage Tank Maintenance

Well No. 6 storage tank needs to be stripped of the exterior paint and repainted. The estimated cost to complete the project is $400,000. It was scheduled for FY 2016 but delayed when the need to paint the interior of Well No. 2 elevated storage tank was discovered.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Water Fund | - | 400,000 | - | - | - | - | 400,000 |

Operating Budget Impact

This purchase will not increase operating expenditures.

## Water Well # 8 Rehabilitation & Relocation

Well 8 is experiencing some issues with excessive iron in the water its drawing. Possible solutions include moving the well to a previous site used by the Wichita Water district that is vacant but planned to be the Wichita Park site for the Linwood Neighborhood. This project provides funding to explore the viability of siting well 8 on the Wichita site and presumes constructing the well there in 2018.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Water Fund | 200,000 | 1,000,000 | - | - | - | - | 1,200,000 |

Operating Budget Impact

Little impact to the operating cost as this well would replace the current well with similar operational and maintenance parameters.

## FY 2017 Water System Improvements

This project consists of water line replacements and abandonments at various locations throughout the City to address hydraulic, structural and water quality issues. Scheduled water line replacements include:

- Main Street Water Line Extension (Mailwell Drive - Beta Street)
- Riverway Lane Water Line Replacement (south of Lava Drive)
- Wood Court Water Line Replacement (Wood Avenue - Cul-de-Sac)
- Monroe Street Water Line Abandonment (37th Avenue - Oak Street)
- Llewellyn Street (32nd Avenue - 34th Avenue)

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 360,000 | - | - | - | - | - | 360,000 |

Operating Budget Impact

This project is anticipated to reduce operating expenditures due to the reduction of maintenance issues once the pipe is replaced.

## FY 2019 Water System Improvements

This project consists of water line replacements at various locations throughout the City to address hydraulic, structural and water quality issues. Scheduled water line replacements include:

- Park Street Water System Improvements (Home Avenue – Beckman Ave)
- Beckman Avenue Water System Improvements (Railroad Avenue – Park Street)
- River Road Pressure Boundary Reconfiguration (Sparrow Street – Highway 99E)
- Milwaukie High School Fire Flow Improvements
- Public Works Campus Fire Flow Improvements

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | 917,000 | - | - | - | 917,000 |

Operating Budget Impact

This project is anticipated to reduce operating expenditures due to the reduction of maintenance issues once the pipe is replaced.

## FY 2020 Water System Improvements

This project consists of water line replacements at various locations throughout the City to address hydraulic, structural and water quality issues. Scheduled water line replacements include:

- Harvey Street (32nd Avenue – 42nd Avenue)
- 33rd Avenue (Harvey Street – Dead End)
- 36th Avenue (Harvey Street – Dead End)
- 42nd Avenue (Harvey Street – Olsen Street)
- Drake Street and 38th Avenue (40th Avenue – End)
- Howe Lane Loop (Howe Lane, 44th Avenue & 46th Avenue south of Howe Street)

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 1,304,000 | - | - | 1,304,000 |

Operating Budget Impact

This project is anticipated to reduce operating expenditures due to the reduction of maintenance issues once the pipe is replaced.

## FY 2021 Water System Improvements

This project consists of water line replacements at various locations throughout the City to address hydraulic, structural and water quality issues. Scheduled water line replacements include:

- 32nd Avenue (Harrison Street – Filbert Street)
- Olsen Street (32nd Avenue – 29th Avenue)
- Malcolm Street (32nd Avenue – 29th Avenue)
- Roswell Street (32nd Avenue – 29th Avenue)
- 29th Avenue (Roswell Street – Van Water Street)
- 30th Avenue (Roswell Street – Van Water Street)
- 31st Avenue (Roswell Street – Van Water Street)
- Llewellyn Street (32nd Avenue – 34th Avenue)

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | - | 1,512,000 | - | 1,512,000 |

Operating Budget Impact

This project is anticipated to reduce operating expenditures due to the reduction of maintenance issues once the pipe is replaced.

## FY 2022 Water System Improvements

This project consists of water line replacements at various locations throughout the City to address hydraulic, structural and water quality issues. Scheduled water line replacements include:

- Public Works Fire Flow Improvements
- 55th Avenue (Firwood Street – Johnson Creek Blvd)
- Firwood Street (55th Avenue – Stanley Avenue)

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | - | - | 645,000 | 645,000 |

Operating Budget Impact

This project is anticipated to reduce operating expenditures due to the reduction of maintenance issues once the pipe is replaced.


366 RS576

## Overview

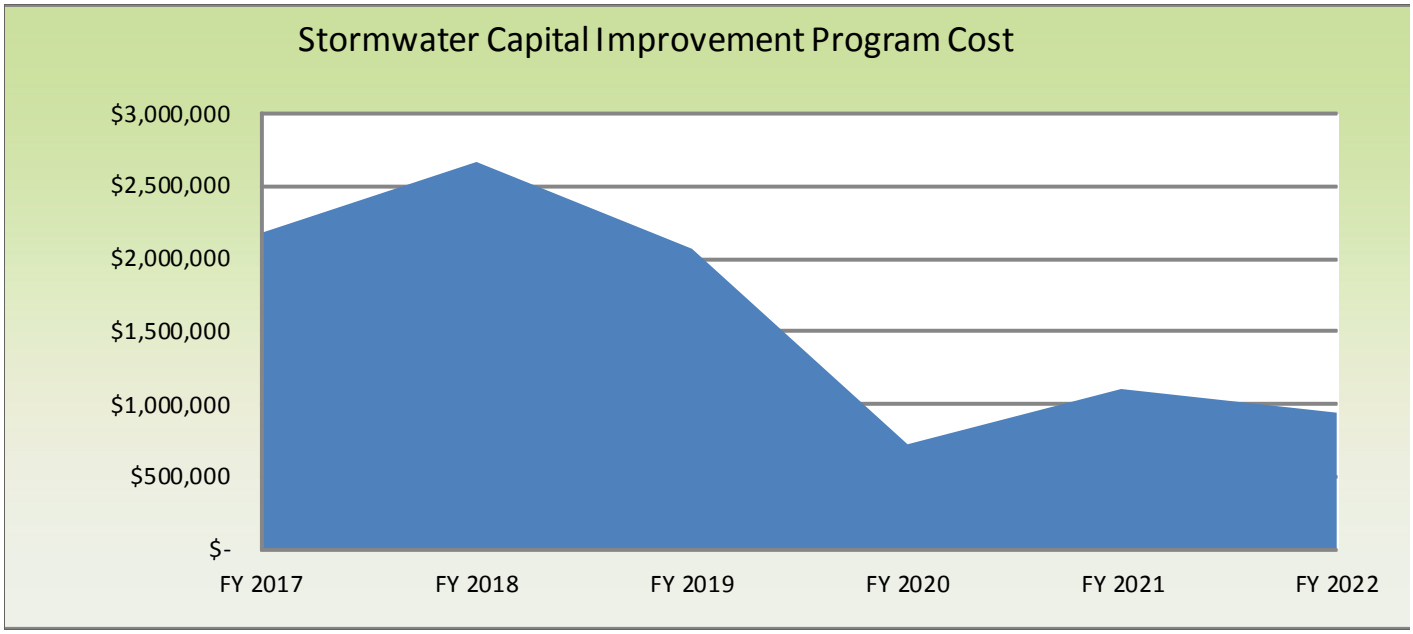
The stormwater system includes 41 miles of pipe, 1,606 catch basins, 559 manholes, 124 sedimentation manholes, 4 water quality manholes, 210 drywells, 126 outfalls, 5 water quality/flood control facilities (detention ponds), and 11 control structures.

Treatment for the City's stormwater system is required by Federal (Clean Water Act) and State law. The City has steadily built the stormwater utility beginning with an utility rate that was implemented in the early 1990's and the need to properly manage stormwater runoff was addressed. Today the stormwater utility is focused on maintaining the infrastructure in a manner that recognizes the correlation with runoff and the environment.

An update of the Stormwater Master Plan was completed in 2014. This update included a new look at the capital improvement need for the utility. The current project list incorporates the updated master plan and includes both infrastructure replacement and facility enhancements.

Primary capital needs involve modification of the drywells or (UICs) so that they are not detrimental to the aquifer. This means providing pretreatment of the runoff flowing to the drywells in addition to regular inspection and maintenance. There are also projects from localized flooding issues to major drainage basin infrastructure identified within the plan. Additional projects address local infiltration facilities constructed by development or the City storm crew.

The Stormwater Capital Maintenance Program's goal is to replace aging pipe and resolve current issues identified by operations staff through routine maintenance and inspection of the system.



## Stormwater Summary

| Page | Project Name | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Totals |
|---|---|---|---|---|---|---|---|---|
| 62 | Kellogg Creek Bridge #22142 | 260,000 | | | | | | 260,000 |
| 86 | 36th Avenue Stormwater Improvements | 105,000 | | | | | | 105,000 |
| 86 | 47th Avenue and Llewellyn Street Stormwater Improvements | 160,000 | | | | | | 160,000 |
| 87 | Main/Milport Pipe Replacement | 250,000 | | | | | | 250,000 |
| 87 | 55th Avenue and Monroe Street Stormwater Improvements | 25,000 | | | | | | 25,000 |
| 88 | Stormwater Vehicle Purchases | 295,000 | 300,000 | 110,000 | 95,000 | 100,000 | 100,000 | 1,000,000 |
| 88 | Kellogg Creek Dam Removal | | 50,000 | 50,000 | | | | 100,000 |
| 89 | Meek Street Pipe Installation | 500,000 | 800,000 | 750,000 | | 750,000 | | 2,800,000 |
| 89 | Hemlock Street Pipe Replacement | | 560,000 | | | | | 560,000 |
| 90 | Linwood Elementary Pipe Replacement | | | | 470,000 | | | 470,000 |
| 90 | Plum and Apple Street Pipe Installation | 180,000 | | | | | | 180,000 |
| 91 | Stormwater Capital Maintenance Program | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 900,000 |
| 91 | Washington Street Pipe Replacement | | 800,000 | 1,000,000 | | | | 1,800,000 |
| 92 | Willow Street Detention Pond Retrofit | | | | | | 70,000 | 70,000 |
| 92 | Stanley-Willow UIC Decommissioning | | | | | 100,000 | | 100,000 |
| 93 | Harrison Street Outfall | | | | | | 620,000 | 620,000 |
| 93 | Washington Water Quality Facility | 120,000 | | | | | | 120,000 |
| 15 | Public Works Property Acquisition | 130,000 | | | | | | 130,000 |
| | **Stormwater Fund Total** | **2,175,000** | **2,660,000** | **2,060,000** | **715,000** | **1,100,000** | **940,000** | **9,650,000** |

## Stormwater SDC Summary

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 62 | Kellogg Creek Bridge #22142 | 100,000 | | | | | | 100,000 |
| 60 | 17th Avenue Milwaukie Multi-Use Path | 53,000 | | | | | | 53,000 |
| | Stormwater SDC Total | 153,000 | | | | | | 153,000 |

### 36th Avenue Stormwater Improvements

This project will install new underground injection control devices or raingardens on 36th Avenue north of King Road to prevent routine flooding.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 105,000 | - | - | - | - | - | 105,000 |

Operating Budget Impact

This project will reduce operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.

### 47th Avenue and Llewellyn Street Stormwater Improvements

This project will install new underground injection control devices or raingardens at the intersection of 47th Avenue and Llewellyn Street. This intersection routinely floods because the existing infrastructure is under capacity.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 160,000 | - | - | - | - | - | 160,000 |

Operating Budget Impact

This project will reduce operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.

## Main/Milport Pipe Replacement

This project replaces the undersized pipe that has caused flooding along Main Street. This project replaces the existing 12x24 elliptical CMP and 18" CP with a new 30" pipe, plus replacement of the existing manholes. This work is being done in preparation of an ODOT project on McLoughlin Boulevard.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 250,000 | - | - | - | - | - | 250,000 |

Operating Budget Impact

This project will reduce operating expenditures.

## 55th Avenue and Monroe Street Stormwater Improvements

This project will install new underground injection control devices or raingardens on 55th Avenue and Monroe Street. This intersection routinely floods because the existing infrastructure in under capacity.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 25,000 | - | - | - | - | - | 25,000 |

Operating Budget Impact

This project will reduce operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.

## Stormwater Vehicle Purchases

In FY 2017, the Department will participate in purchasing some shared vehicles such as dump trucks, loaders and backhoes totaling $45,000. The Department will also purchase a new sweeper in the amount of $250,000. In FY 2018, another sweeper will be purchased in the amount of $180,000 and two 3/4-ton service trucks are due to be replaced for $60,000 each. In FY 2019, a one-ton service truck for $45,000 and they will also participate in purchasing shared vehicles in the amount of $65,000. In FY 2020, a new 3/4-ton service truck for $45,000 and shared vehicles will be replaced for the Department at the cost of $50,000. In FY 2021 and 2022, some shared vehicles will be replaced.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 295,000 | 300,000 | 110,000 | 95,000 | 100,000 | 100,000 | 1,000,000 |

Operating Budget Impact

These purchases will not increase operating expenditures.

## Kellogg Creek Dam Removal

This project will remove the Kellogg Dam, address contaminated sediments, re-establish fish passage, and restore riparian habitat for endangered salmon and native wildlife. The Stormwater Fund contributes minimal funding to fund necessary environmental studies as the waterway is an important stormwater feature.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 50,000 | 50,000 | - | - | - | 100,000 |
| Unfunded | | - | - | - | - | - | - | 9,900,000 |
| | TOTAL | - | 50,000 | 50,000 | - | - | - | 10,000,000 |

Operating Budget Impact

Unknown at this time.


RS582 372

## Meek Street Pipe Installation

This project will install a new 36-inch storm pipe from Boyd Street south to Monroe Street along with two detention facilities totaling 1 acre in size.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 500,000 | 800,000 | 750,000 | - | 750,000 | - | 2,800,000 |

Operating Budget Impact

This project will increase operating expenditures due to the added expense of maintaining the additional pipe and detention ponds. However, this project will also reduce the amount of emergency maintenance on Harrison Street due to flooding caused by its undersized system.

## Hemlock Street Pipe Replacement

This project will replace existing storm pipe on Hemlock and Cedarcrest Streets. The existing pipe is undersized and currently floods in heavy rain events.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 560,000 | - | - | - | - | 560,000 |

Operating Budget Impact

Since this project replaces existing undersized pipe, there will be a net reduction in operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.

## Linwood Elementary Pipe Replacement

This project will replace the existing undersized storm pipe that runs across the Linwood Elementary School property from Linwood Avenue to Stanley Avenue.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | 470,000 | - | - | 470,000 |

Operating Budget Impact

This project replaces existing stormwater pipe and will not generate additional costs to the operating budget.

## Plum and Apple Street Pipe Installation

This project will install new 12-inch stormwater pipe from the intersection of Plum and Apple Streets to the intersection of Juniper and Aspen Streets.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 180,000 | - | - | - | - | - | 180,000 |

Operating Budget Impact

Since this project replaces existing undersized pipe, there will be a net reduction in operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.


RS584
374

## Stormwater Capital Maintenance Program

This yearly project will begin to replace Milwaukie's aging stormwater infrastructure. Complete replacement of the City's system is set to a 75-year cycle.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 900,000 |

Operating Budget Impact

This project will reduce the operating expenditures by upgrading materials which requires less maintenance.

## Washington Street Pipe Replacement

This project will replace existing 18-inch pipe in Washington Street with 24-inch pipe. The current pipe system is under capacity and will flood under 10-year rain events.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | 800,000 | 1,000,000 | - | - | - | 1,800,000 |

Operating Budget Impact

This project will reduce operating expenditures by upgrading the existing system to limit flooding.

## Willow Detention Pond Retrofit

This project will retrofit the existing Willow Street detention pond to incorporate a water quality component. The City's NPDES MS4 Permit requires a water quality retrofit project be identified and constructed within the permit term.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | - | - | 70,000 | 70,000 |

Operating Budget Impact

This project will increase operating expenditures because the pond will require more attention once the treatment component is installed.

## Stanley-Willow UIC Decommissioning

This project will decommission two sub-standard drywells along Stanley Avenue and construct new storm pipe on Stanley Avenue from Hill Street to Ball-Michel Park.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | - | 100,000 | - | 100,000 |

Operating Budget Impact

This project will increase operating expenditures due to additional maintenance of the stormwater pipe conveyance system.


RS586 376

## Harrison Street Outfall

This project replaces the existing 24-inch storm pipe in Harrison Street between 21st Avenue and the outfall into Johnson Creek with 36-inch pipe. This section currently floods in 10-year storm events.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Capital Outlay | - | - | - | - | - | 620,000 | 620,000 |

Operating Budget Impact

This project will reduce the operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.

## Washington Water Quality Facility

The project will install a water quality facility on the Washington Street Basin on Main Street just before it connects to the Lake Rd trunk and provide water quality where none currently exists.

| Status | Funding Source | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 | FY 2022 | Total |
|---|---|---|---|---|---|---|---|---|
| Funded | Tri-Met | 120,000 | - | - | - | - | - | 120,000 |

Operating Budget Impact

This project increases operational expenditures due to the addition of a new water quality facility. Water quality facilities are a regulatory requirement.

378
RS588

**Special thanks to:**

**Administrative Staff Member Joyce B Stahly**

**Citizen Utility Advisory Board:**

**Vince Alvarez**
**DeLon R Lewis**
**Kevin Hasey**
**Edward Simmons**
**Joel Bergman**
**Gary Parkin**

**Public Safety Advisory Board:**

**Angel Falconer, Chair, at large member**
**Meg Elston, Vice Chair (Island Station)**
**Chris Ortolano, Secretary, at large member**
**Ben Rousseau, (Lake Road)**
**Nicole Perry, at large member**
**Ray Bryan, (Historic Milwaukie)**
**Kit Donnelly, at large member**
**Tam Guy, (Lewelling)**
**Kim Travis, (Ardenwald-Johnson Creek)**

**for assistance in the production of this document.**

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**Budget Committee Meeting Q & A – May 12, 2016**

**Mayor Gamba:**

Q1: On page 107, Other Materials and Services increased from $5k to $30k between FY 2015 and FY 2016. During the meeting it was clarified that this was related to the radios. Can you specify how much the radios would be if the bond for Clackamas County passes?

A1: With the bond passage the City will move service from Portland to Clackamas County. Our current radios will not work on the new system and a replacement cost of $4,400 (per radio) will need to be expended. Public Works expects cost to be between $30,000 and $48,000.

Q2: Water Fund Capital Outlay (p. 435) includes the updates to the 40th/Harvey Water Reservoir Tower. Can you clarify which option is presented in the budget for the painting of the tower inside and outside?

A2: The cost proposed in the budget is for a complete removal of the interior coating and recoating of the interior. The exterior surface will not be completely removed but will be completely recoated (not including support legs).

Q3: On page 223 in the Stormwater narrative, what is the City doing to meet the DEQ requirements for the permits? Some residents are impacted with the City's non-participation in North Clackamas Urban Watershed Council (NCUWC) - can there be some discussion of funds allocated to programs such as NCUWC?

A3: The City's actions to meet DEQ requirements are mainly related to our National Pollution Discharge Elimination System (NPDES) permit. The permit regulates nearly all aspects of our maintenance activities including catch basin and manhole cleaning, street sweeping, planted facilities upkeep, piped system inspection and repair and outfall maintenance. We also have an Underground Inject Controls (UIC) permit from DEQ that regulates our maintenance of the roughly 200 UICs used in the City. The City's Environmental Coordinator prepares an annual report to DEQ that lists work accomplished and the City's compliance with the Permits.

We have worked with water shed councils such as the Johnson Creek Water Shed Council for mitigation projects related to the NE sewer extension (NESE) lift station construction, and coordinating events. As our Stormwater permit conditions may benefit from interaction with water shed groups, we will look for opportunities to reach out and seek participation on common goals.

**Councilor Churchill**

Q4: On page 204, why is there a steep climb in Professional Services from FY 2014 through FY 2016?

A4: The change in requirements from $23k in FY 2014, $38k in FY 2015 and an estimated $45k in FY 2016 is due to increased costs in the contracted striping and signal maintenance. Striping was reduced in FY 2014 and now we're catching up. Also, additional school zone flashers were recently installed adding to the maintenance cost.

Q5: On page 211, please explain why Rents & Leases are going up from $8k in FY2015 to $20k in FY2016.

A5: Rents & Leases in the utility funds and the Transportation Fund are primarily for the lease of a public works lot next to the operations building but also include intermitted rentals (like boom lifts). Upon review of this question and review of the accounts, Staff believes that a reduction to these budget allotments could be reasonable (each could be reduced by $15,000 per year for a total of $30,000 per Fund and a $120,000 per biennium) as the City is currently pursuing purchasing the property (which is already included in the approved budget). The risk posed is that if the purchase does not go through, there may not be enough funding to rent another property though we could include such and expense in a supplemental budget.

Q6: On page 217, please explain the increase from $5k in FY 2014 to $14k in FY 2015 for Operating Equipment.

A6: Two nozzles for the Vactor were purchased because a low-pressure option was available. We normally replace one of the different types of nozzles every 2-3 years.

Q7: Why are we purchasing a new sweeper when we just purchased one in FY 2016?

A7: We did not purchase (or budget for) a sweeper in FY 2016. In the proposed budget, we anticipate purchasing two sweepers. The City has used two sweepers for several years, a primary and a backup. When a new sweeper is purchased the existing primary became the backup and the old backup was retired. We deferred purchasing a new sweeper and now our primary sweeper is 9 years old and the backup 21 years old. Neither of the existing sweepers are capable of performing reliably enough to continue in service beyond a year or so (even as a backup). The newer and better of the two sweepers was in the shop 25 times for non-preventive maintenance issues in the past 30 months, often to replace worn out structural and mechanical parts.

The first sweeper we plan to purchase (this summer) will be available for this coming Fall season with backup from the current primary sweeper. Next year we plan to purchase a new backup sweeper that will be smaller and able to clean ped/bike paths, as well as act as the backup street sweeper.

**Councilor Batey**

Q8: Please clarify how Stormwater SDC's work. Are there individual properties that pay and those that don't? How does the impervious area work if the house has mitigated the Stormwater through other measures?

A8: Stormwater SDC's are applied based on impervious surface creation. One (1) unit equals 2,706 sf of impervious surface. Single family is assigned a value of one (1) unit regardless of size. This was determined by the methodology used to create the stormwater SDC fee when the fee was originally adopted. The fee amount would change depending on the methodology used and this type of methodology usually produces the lowest fee. The fee is to address additional City-wide stormwater capacity needs. Those needs are determined based on the current City mitigation requirements so typically an SDC charge would apply to any new home construction meeting current requirements.

There is no exclusion within the existing City SDC Methodology. The methodology adopted has adjusted the requirements for each unit to account for the overall impact to the City system being created by the additional use. To include an exclusion we would have to estimate the number of facilities that would apply for such exclusion, factor in the impacts to the overall City system and adjust the SDC charge accordingly. Typically if a SDC has an exclusion capability the initial base fee is higher.

**Milo Denham:**

Q9: In the Transportation Fund narrative, it would be helpful to readers to know why sweeping services are so important in the City. Can we add this paragraph?

A9: Yes, we have added the following verbiage to the "Why are these Measures Important to us?" section of the narrative: "Street sweeping is required by the City's National Pollutant Discharge Elimination System (NPDES) permit. Removing particles that may contain contaminates from the road surface before they enter into a surface water body is an effective way to reduce pollution."

Q10: Can you quantify the amount of grant "income" for each of the 6 years in the budget document, and note which fund they were shown as a resource?

A10: We have provided Attachment A intended to quantify grant income. However, this is a difficult proposition since we combine Intergovernmental and Grant revenue together and typically use the words interchangeably. Some grants are received for ongoing operations and some are for capital. Additionally, some grants are classified as intergovernmental if we received them through another state or local government. We've added additional information to the previous schedule distributed in Attachment A to clarify the different types as best as we could without reviewing every contract.

**Jon Stoll**

Q11: On page 217, there is a substantial increase in Professional Services and Rents & Leases between the current biennium to the proposed biennium. Can you please explain the increase for each?

A11: Professional Services has historically been budgeted at $20,000 per year for the Wastewater Fund and although the Department hasn't utilized all of it in the past few years, in FY 2013 and prior it was utilized quite extensively for items like rate studies, unanticipated wastewater issues, environmental analysis, etc. Unanticipated service may easily arise during the biennium, therefore, necessitating these funds.

**Michael Osborne**

Q12: On pages 204 and 211, please explain the increase in Rents & Leases between FY 2015 and FY 2016. Is this related to the property on Johnson Creek being purchased? And what is the split of the loan rollover funds (revenue)?

A12: Also refer to Q5 and A5. The Public Works property estimated cost is $520,000. The City plans to finance this purchase by setting up an interfund loan where the Wastewater Fund loans $130,000 to each of the following funds: Water Fund, Stormwater Fund, Transportation Fund (SGT Dept.).

In governmental accounting (modified accrual) we must handle this transaction in a specific way as follows:

- Wastewater Fund loans out $390,000 cash:
  - $130,000 to each other fund in the form of an interfund receivable
  - Formal documentation of the loan is completed and approved with corresponding interest rate
- Three (3) other funds receive cash in the form of an interfund payable
- All four (4) funds purchase their respective shares of the property ($130,000 each in Capital Outlay)
- Three (3) other funds make interest and principle payments back to the Wastewater Fund starting in FY 2018 based on terms approved with loan:
  - Creating miscellaneous revenue for the Wastewater Fund and Debt Service expenditures for the three (3) other funds of $14,000 per year (per fund)

Q13: On page 217, what is the increase in Miscellaneous Revenue from $2k in FY 2017 to $44k in FY 2018?

A13: Miscellaneous Revenue increases in FY 2018 because the Wastewater Fund will begin to receive payments on the interfund loan to the other utilities and Transportation Fund that year for an estimated $42,000 per year (see Q12 and A12).

## Attachment A

***City-wide Intergovernmental and Grant Revenues (in thousands):***

| Department | Source | Approved Biennial Budget FY 2017 | Approved Biennial Budget FY 2018 | Int. / Grant | Type |
|---|---|---|---|---|---|
| Building Inspections Fund | Metro and Construction Excise Tax (1%) | $ 1 | $ 1 | Intergovernmental | Operating |
| Debt Service | Good Neighbor Committee (Riverfront Park Debt Service) | 88 | 86 | Intergovernmental | Debt Service |
| General Fund | Kronberg Park Trail (GNC/NCPRD/OPRD) | - | 510 | Grant | Capital |
| General Fund | Connect Oregon Grant (Kronberg Park) | - | 1,190 | Grant | Capital |
| General Fund | Marijuana Tax | 3 | 5 | Intergovernmental | Operating |
| General Fund | Facilities Grant (Energy Trust for Bay Lighting) | 5 | - | Grant | Capital |
| General Fund | CFD #1 for Facilities (Cabinets) | 5 | - | Intergovernmental | Capital |
| General Fund | Triangle Site - Potable Water (Metro) | 10 | - | Intergovernmental | Capital |
| General Fund | Overtime Grant for T. Garrett (CCITF) | 10 | 10 | Intergovernmental | Operating |
| General Fund | Riverfront Park Beach (FEMA) | 15 | - | Grant | Capital |
| General Fund | Sunday Parkways ($10k Tourism/$6k Other) | 16 | - | Grant | Operating |
| General Fund | Riverfront Park Bridge (OSMB) | 25 | - | Grant | Capital |
| General Fund | Economic Development Personnel Funding (Clack County) | 75 | - | Intergovernmental | Operating |
| General Fund | Riverfront Park Bridge (FEMA) | 75 | - | Grant | Capital |
| General Fund | PD Vest Grant (DOJ) | 3 | 3 | Grant | Operating |
| General Fund | Federal Equitable Share (Evidence Sharing) | 12 | 12 | Intergovernmental | Operating |
| General Fund | County Tourism Grant (Clack County) | 20 | 20 | Grant | Operating |
| General Fund | Cigarette Taxes | 24 | 23 | Intergovernmental | Operating |
| General Fund | State Revenue Sharing | 232 | 243 | Intergovernmental | Operating |
| General Fund | TriMet Police Officer Reimbursement | 421 | 442 | Intergovernmental | Operating |
| General Fund | Liquor Taxes | 340 | 320 | Intergovernmental | Operating |
| Library Fund | One-time Capital from County | - | 1,000 | Intergovernmental | Capital |
| Library Fund | Ready to Read Grant from State | 5 | 5 | Grant | Operating |
| Library Fund | Library District Dedicated Levy | 1,601 | 1,650 | Intergovernmental | Operating |
| State Gas Tax | ADA Ramp Enhancements (CDBG) | 150 | - | Grant | Capital |
| State Gas Tax | Riverfront Park Bridge (CCSD #1) | 164 | 180 | Grant | Capital |
| State Gas Tax | Riverfront Park Bridge (FEMA) | 654 | - | Grant | Capital |
| State Gas Tax | 17th Avenue Grant (Metro) | 3,395 | - | Grant | Capital |
| State Gas Tax | State Gas Tax | 1,227 | 1,239 | Intergovernmental | Operating |
| Street Surface Maintenance | Local Gas Tax | 183 | 185 | Intergovernmental | Operating |
| Wastewater Fund | I & I Reduction Grant | 15 | 15 | Grant | Capital |
| | | ***$ 8,774*** | ***$ 7,139*** | | |

MILWAUKIE CITY COUNCIL
**STAFF REPORT**

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **FY 2017 Master Fee Schedule Update**

From: Casey Camors, Finance Director

Date: June 7, 2016

**ACTION REQUESTED**
Adopt by Resolution an updated City Master Fee Schedule.

**HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**
The City's fiscal policies state that the City will periodically and systematically review user fees and charges to take into account the effects of additional service costs and inflation. An updated Master Fee Schedule is adopted by Council each year, commonly in the June proceeding the fiscal year of applicability. The most recent fee schedule was adopted in June 2015 for FY 2016.

**BACKGROUND**
The attached Master Fee Schedule (a red-line version and a clean version are both provided as attachments to the adopting Resolution), if adopted, would go into effect on July 1, 2016. Each year department heads review their fees and make changes as necessary. The suggested changes generally reflect either a new City practice or a change in the City's cost. The over-arching goal is to accurately recover City costs incurred, per the City's adopted fiscal policies:

> *The City will maximize the use of service and user charges in lieu of ad valorem taxes and subsidies from other City funds, for services that can be identified and where costs are directly related to the level of service provided. The Council may establish fees at less than "full cost recovery" when deemed in the public interest. The City will periodically and systematically review user fees and charges to take into account the effects of additional service costs and inflation.*

The significant changes in this year's update are:

- Upgrade in format and background information presented in the document (i.e. footnotes).
- Increases in utility rates as suggested by the CUAB for water, stormwater and wastewater.
- Update to billable hourly rates schedule to incorporate increases in personnel costs.
- Indexing of Building Department rates adopted through Resolution 73-2015.
- Addition of parklet and painted intersection permits.
- Update/indexing of business registration fees.
- Indexing of applicable system development charges (SDC's).

The Master Fee Schedule is updated through the course of the year as needed.

**CONCURRENCE**

Changes and updates were solicited from all department heads.

**FISCAL IMPACTS**

Changes in the Master Fee schedule will have various impacts City-wide, but none are expected to substantially alter Fund budgets.

**WORK LOAD IMPACTS**

N/A

**ALTERNATIVES**

A delay in adoption would leave current fees in place.

**ATTACHMENTS**

1. FY 2017 Master Fee Resolution
2. FY 2017 Master Fee Schedule
3. FY 2017 Master Fee Schedule - Redline

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

## Resolution No.

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, REVISING FEES AND CHARGES AS SHOWN IN ATTACHMENT 1 AND UPDATING THE MASTER FEES SCHEDULE OF THE CITY OF MILWAUKIE FOR FISCAL YEAR 2017.**

**WHEREAS,** it is the policy and practice of the City of Milwaukie to require the discernment and recovery of certain City costs from fees and charges levied in providing various City services, products and regulations; and

**WHEREAS,** the City Manager shall periodically cause a review of City fees and charges to recover City costs in providing City services, products and regulations, and recommend adjustments to the City Council; and

**WHEREAS,** Milwaukie advisory boards, commissions and committees periodically provide recommended adjustments to the fees and charges levied in providing City services, products, and regulations; and

**WHEREAS,** the City Manager has caused a review of all City fees and charges, has received guidance from advisory boards, commissions, committees, and City staff and has determined the cost for such fees and charges; and

**Now, Therefore, be it Resolved** that the City of Milwaukie "Master Fees" document, included as Attachment A to this resolution, is hereby adopted.

Section 1. The City of Milwaukie "Fees" document included as Attachment 1 to this resolution is hereby adopted.

Section 2. This resolution supersedes previously adopted fee resolutions, clerical errors and omissions excepted.

Introduced and adopted by the City Council on _____.

This resolution is effective on _____.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Pat DuVal, City Recorder

City Attorney

**Attachment 2**

# CITY OF MILWAUKIE

# MASTER FEE SCHEDULE

## FY 2016

Effective July 1, 2016

Resolution #

Adopted



**RS599**

# City of Milwaukie, Oregon

The City of Milwaukie provides a full range of municipal services to the community, including police protection, traffic control and improvement, street maintenance and improvement, water, wastewater, and surfacewater management services, planning and zoning regulation, building inspection and regulation, and community library services. This Master Fee Schedule consolidates all City fees and charges adopted by City Council resolution for the various services that the City provides. Typically, it is updated annually and reflects all fee resolutions passed by Council during the year.

# Fee Variance and Waiver Statement

Based upon an unusual circumstance or event, past practices, demonstrated hardship, or public benefit, the City Manager is authorized to waive or decrease a fee(s) or charge(s) in a particular matter or establish a fee not yet authorized in this schedule. When a new fee is established by the City Manager it shall be incorporated into this document, and it shall be included and specified during the next update to this document. A waiver or reduction request must be in writing and communicated to Council to allow opportunity for comment. If the City Manager or his designee agrees to said waiver or reduction, he/she shall inform the City Council, in writing, of the request and his/her decision, except in minor matters (defined as waivers or reductions valued at $1,000 or less).

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# GENERAL

## Billable Hourly Rates

Unless otherwise specified, the City employee billable hourly rate shall be calculated as 2.5 times step 4 of the employee's job classification, to the nearest $5 increment. This calculation shall be used to recover costs for those services billed on an hourly basis, including but not limited to professional services such as planning, engineering, public works, utility, financial, legal, and police services. The use of a multiplier of 2.5 is intended to recover all overhead, training, benefits, and other costs associated with a City employee's time. Any work performed during overtime hours shall be billed as the calculated hourly rate multiplied by 125 percent. A schedule of hourly billing rates will be maintained. The City Manager or individual department directors are authorized to adjust calculated billings to reflect the impact of unusual circumstances or situations.

| | Hourly Rate |
|---|---|
| **Community Development and Public Works Administration** | |
| Community Development Director | $ 135 |
| Sustainability Director | 120 |
| Light Rail Design Coordinator | 95 |
| Right of Way Coordinator | 75 |
| Administrative Supervisor | 70 |
| Administrative Specialist III | 65 |
| Administrative Specialist II | 55 |
| **Engineering** | |
| Engineering Director | 120 |
| Civil Engineer | 95 |
| Associate Engineer | 75 |
| Engineering Technician | 65 |
| Engineering Intern | 45 |
| **Planning** | |
| Planning Director | 120 |
| Senior Planner | 95 |
| Associate Planner | 80 |
| Assistant Planner | 75 |
| **Building** | |
| Building Official/Inspector | 100 |
| Permit Technician | 65 |
| **Operations** | |
| Public Works Director | 125 |
| Operations Supervisor | 90 |
| Facilities Maintenance Coordinator | 75 |
| Shop Foreman | 75 |
| Water Quality Coordinator | 75 |
| Asset Management Technician | 70 |
| Mechanic | 65 |
| Facilities Maintenance Technician | 65 |
| Utility Worker II | 65 |
| Utility Worker I | 60 |
| **Code Compliance** | |
| Code Compliance Coordinator | 70 |
| Parking Enforcement Officer | $ 50 |

# BUILDING

Building fees include structural, mechanical, plumbing, and electrical charges. Fees are applicable to residential, commercial, and industrial properties unless otherwise specified.

## Structural Permits

Valuation shall be calculated in accordance with OAR 918-050-0100 (Residential/Commercial/Industrial):

| Permit | Base Fee | Plus each additional $1,000 of BV |
|---|---|---|
| $1 to $5,000 | $ 125.38 | $ - |
| $5,001 to $25,000 | 125.38 | 12.96 |
| $25,001 to $50,000 | 384.55 | 9.63 |
| $50,001 to $100,000 | 626.27 | 6.48 |
| Over $100,000 | 949.24 | 5.48 |
| Minimum permit fee | $ 125.38 | $ - |

*(Permit fees are calculated based on the total valuation and square footage of the improvements.)*

**Fee Table for New Single Family Houses and New Accessory Dwelling Units Only:**

| | | |
|---|---|---|
| $1 to $5,000 | $ 125.38 | $ - |
| $5,001 to $25,000 | 125.38 | 9.07 |
| $25,001 to $50,000 | 306.70 | 6.74 |
| $50,001 to $100,000 | 476.43 | 4.53 |
| $100,001 to $170,000 | 703.10 | 3.83 |
| Over $170,000 | 1,332.59 | 5.48 |
| Minimum permit fee | $ 125.38 | $ - |

*(Permit fees are calculated based on the total valuation and square footage of the improvements.)*

**Stand-alone Fire Suppression Systems** (require a backflow device installed by licensed plumbing contractor or person exempt from licensing):

| | |
|---|---|
| 0 sq. ft. to 2,000 sq. ft. | $ 146.94 |
| 2,001 sq. ft. to 3,600 sq. ft. | 220.66 |
| 3,600 sq. ft. to 7,200 sq. ft. | 275.83 |
| 7,201 sq. ft. and greater | $ 513.54 |

| | |
|---|---|
| **Fire and Life Safety Plan Review Fee** (commercial only)[1] | 50% of the structural permit fee |
| **Seismic Site Hazard Report Review** (commercial only) | 1% of the structural & mechanical permit fee |
| **Initial Plan Review Fees** | 75% of the permit fee |
| **Plan Review Fees Required/Requested by Changes, Additions, Revisions** | $ 75/hr. (minimum one hour) |
| **Third Party Plan Review Fee** (for transfer of plan review to a third party) | 10% of the permit fee ($65 minimum) |
| **Residential Solar PV Installation** | $ 100 |
| **Investigation Fee** | $ 105 per hour (minimum one hour) |

[1] Based on valuation of total improvements or $50.00/hr. to review a Fire and Life Safety Master Plan.

## Mechanical Permits

### Residential:

Fees per current Mechanical Permit Application:

| | |
|---|---|
| **Minimum Permit Fee** | $ 136.40 |
| **HVAC – for the installation of:** | |
| **Air handling unit including ducts:** | |
| Up to 10,000 cfm | 24.07 |
| Over 10,000 cfm | 27.08 |
| Air conditioning/heat pump (site plan required) | 42.13 |
| Alteration of existing HVAC system | 19.56 |
| Boiler/compressor | 19.56 |
| **Install/relocate/replace furnace/burner including ductwork and vent:** | |
| Up to 100,000 BTU/H | 19.56 |
| Over 100,000 BTU/H | 23.07 |
| Install/relocate/replace heaters (room, suspended, wall- or floor-mounted) | 19.56 |
| Vent for other than furnace | 19.56 |
| **Environmental Exhaust and Ventilation – for the installation of:** | |
| Appliance vent | 16.05 |
| Dryer exhaust | 13.04 |
| Each hood that is served by a mechanical exhaust or air conditioning | 11.03 |
| Exhaust system and single duct (bath fan) each | 9.03 |
| Exhaust system apart from heating or air conditioning | 13.04 |
| **Fuel Piping and Distribution** | |
| *LPG-NG-Oil fuel piping:* | |
| Up to 4 outlets (including gas tag) | 23.07 |
| Each additional outlet over 4 | 2.51 |
| **Other Listed Application or Equipment** | |
| Decorative fireplace or insert | 37.11 |
| Woodstove/pellet stove | 49.15 |
| For each appliance or piece of equipment regulated by the Code but not classed in another appliance category for which no other fee is listed in the Code, or for which there is an alteration or extension of an existing mechanical system. | $ 19.56 |
| **Plan Check Fee** | 25% of the permit fee |
| **Investigation Fee** | $ 105 per hour (minimum one hour) |

## Mechanical Permits (cont.)

### Commercial/Industrial:

Valuation shall be calculated on the value of the equipment and installation costs. Use this section for commercial installation, replacement or relocation of non-portable mechanical equipment, or mechanical work not covered previously. Indicate the value of all mechanical labor, materials, and equipment.

| Permit Fee: | Base Fee | Plus each additional $1,000 of BV |
|---|---|---|
| $1 to $5,000 | $ 136.41 | $ - |
| $5,001 to $10,000 | 136.41 | 2.11 |
| $10,001 to $100,000 | 241.91 | 16.05 |
| Over $100,000 | 1,686.23 | 10.91 |
| Minimum permit fee | $ 136.41 | $ - |

| | |
|---|---|
| **Plan Review Fees** | 25% of the mechanical permit fee |
| **Plan Review Fees Required/Requested by Changes, Additions, Revisions** | $ 75 per hour (minimum one hour) |
| **Investigation Fee** | $ 105 per hour (minimum one hour) |

## Plumbing Permits

| | |
|---|---|
| **Minimum Permit Fee (Residential/Commercial/Industrial)** | $ 132.40 |
| **Utilities per 100 feet (Residential/Commercial/Industrial)** | 100.30 |
| Catch basin | 44.13 |
| Drywells each | 44.13 |
| Footing drain (per 100 linear feet) | 86.26 |
| Rain drain connector | 44.13 |
| Manholes each | $ 86.26 |

### Residential:

Fees per current Plumbing Permit Application

| **Total Bathrooms Per Dwelling** | |
|---|---|
| 1 bath dwelling (includes 1 kitchen) | $ 547.24 |
| 2 bath dwelling (includes 1 kitchen) | 604.76 |
| 3 bath dwelling (includes 1 kitchen) | 718.25 |
| Additional bathroom/kitchen | $ 286.06 |

Includes the first 100 ft. of water piping, wastewater and stormwater lines, hose bibs, icemakers, under floor low point drains, and rain drain packages that include the piping, gutters, downspouts, and perimeter system.

| **Interior Piping (per 100 linear feet)** | |
|---|---|
| 1st Floor | $ 85.26 |
| Each additional floor | $ 30.09 |

## Plumbing Permits (cont.)

**Multipurpose or Continuous Loop Fire Suppression Systems**

| | |
|---|---|
| 0 sq. ft. to 2,000 sq. ft. | $ 146.94 |
| 2,001 sq. ft. to 3,600 sq. ft. | 220.66 |
| 3,601 sq. ft. to 7,200 sq. ft. | 275.83 |
| 7,201 sq. ft. and greater | $ 513.54 |

### Commercial/Industrial:

Fees per current Plumbing Permit Application

| | |
|---|---|
| **Interior Piping (per 100 linear feet)** | $ 28.08 |
| **Initial Plan Review Fees** | 30% of the plumbing permit fee |
| **Plan Review Fees Required/Requested by Changes, Additions, Revisions** | $ 75 per hour (minimum one hour) |

| **Medical Gas Permits** | **Base Fee** | **Plus each additional $100 of BV** |
|---|---|---|
| $1 to $6,500 | $ 85 | $ - |
| $6,501 to $10,000 | 85 | 1.73 |
| | | **Plus each additional $1,000 of BV** |
| $10,001 to $100,000 | 145.50 | 10.50 |
| Over $100,000 | 1,090.50 | 7.25 |
| Minimum Permit Fee | $ 85 | $ - |

*(Valuation shall be calculated on the value of the equipment and installation costs.)*

**Annual Adjustment.** Structural, mechanical, and plumbing permit fees shall be automatically adjusted each July 1st based on the percentage of the change in the Portland Oregon Consumer Price Index (CPI-W) second half report, published the preceding February of each year, effective July 1st, 2016 ending July 1st, 2020.

## Electrical Permits

### Residential/Commercial/Industrial:

Fees per current Electrical Permit Application

**Residential single family houses, includes attached garage**

| | |
|---|---|
| 1,000 sq. ft. or less | $ 270 |
| Ea. Add'l 500 sq. ft. or portion | 55 |
| Limited energy | 109 |

**Services or feeders installation, alterations, and/or relocation**

| | |
|---|---|
| 200 amps or less | 161 |
| 201 amps to 400 amps | 213 |
| 401 amps to 600 amps | 321 |
| 601 amps to 1,000 amps | 482 |
| Over 1,000 amps or volts | $ 882 |

## Electrical Permits (cont.)

| | |
|---|---|
| **Temporary services or feeders installation, alteration, and/or relocation** | |
| 200 amps or less | $ 94 |
| 201 amps to 400 amps | 200 |
| 401 amps to 599 amps | 270 |
| **Branch circuits** | |
| Branch circuits without service or feeder, 1st circuit | 90 |
| Branch circuits without service, each additional circuit | 12 |
| Branch circuits with service, each circuit | 12 |
| **Miscellaneous (service or feeder not included)** | |
| Each manufactured or modular dwelling, service, and/or feeder | 109 |
| Reconnect only | 109 |
| Pump or irrigation circle | 109 |
| Sign or outline lighting | 109 |
| Signal circuit(s) or limited energy panel, alteration or extension (commercial/industrial only) | 109 |
| Each additional inspection over the allowable | $ 85 |
| **Investigation Fee** | $ 105 per hour (minimum one hour) |

## Other Inspections and Fees

| | |
|---|---|
| **Inspections Outside of Normal Business Hours** (must be preapproved by applicant) | $ 98/hr. (minimum two hour) |
| **Inspections for which no fee is specifically indicated** (must be preapproved by applicant) | $ 75/hr. |
| **Re-inspection Fee** | $ 75/hr. |
| **Replacement Sheets (each)** | $ 23/sheet |
| **Investigation Fee** | $ 105 per hour (minimum one hour) |

### Residential:

| | |
|---|---|
| **Minimum Inspection Fee** | $ 132 |

**Manufactured Dwelling and Cabana Installation Permits** – All jurisdictions in the Tri-County area shall charge a single fee for the installation and set-up of manufactured homes. This single fee shall include the concrete slab, runners, or foundations when they comply with the prescriptive requirements of the Oregon Manufactured Dwelling standard, electrical feeder and plumbing connections, and all cross-over connections.

| | |
|---|---|
| **Installation Permit** | 445 |
| **Earthquake-resistant bracing** | 135 |
| **Re-inspection** | 135 |
| **Statewide Code Development, Training and Monitoring Fee** (in addition to all other manufactured dwelling fees and charges) | $ 30 |

## Other Inspections and Fees (cont.)

**Commercial/Industrial:**

| | |
|---|---|
| **Plan Reviews Not Designated Elsewhere** | 30% of the permit fee |
| **Certificate of Occupancy** | $ 180 |
| **Temporary Certificate of Occupancy** | $ 180 |
| **Change of Use/Occupancy** | $ 300 |
| **Deferred Submittal Fee** (in addition to project plan review fee)[1] | $250 + 10% of deferred item permit fee per deferred submittal (minimum $300) |
| **Phased Permit Fee** (in addition to project plan review fee)[1] | $250 + 10% of the total project permit fee per phase (minimum $300, not to exceed $1,500 per phase) |

## Permit Related Fees

**State surcharge shall be collected in an amount as required by State Law.**

| | |
|---|---|
| **Building Moving/Demolition Permits** | |
| 2,000 sq. ft. or less | $ 78 |
| Each additional 1,000 sq. ft. | $ 38 |
| Plan Review Fee | 75% of the permit fee |
| **Prefabricated Structures** | Per current permit fees |
| **Temporary Structures** | Per current permit fees |
| **Manufactured Dwelling Parks and Mobile Home Parks**[2] | Per current State of Oregon permit fee |
| **Recreational Parks and Organizational Camps**[2] | Per current State of Oregon permit fee |
| **Administrative fee for refunds** | 20% of the permit fee |
| **Miscellaneous Building Valuations:** | |
| **Retaining Walls** | |
| To 8 ft. high, including footing | $ 254/lin. Ft. |
| Over 8ft. high | $ 276/lin. Ft. |
| **Fences** | |
| Over 6ft. to 8ft. high | $ 15/lin. Ft. |
| **Concrete Slabs on Grade Foundations** – For house moves, modular buildings, pole buildings, etc. | |
| Plain Concrete: | |
| 4-in. slab | $ 3.00 / sq. ft. |
| 5-in. slab | 3.10 / sq. ft. |
| 6-in. slab | 3.25 / sq. ft. |
| Reinforced concrete | add $ 1.15/sq. ft. |
| **Crawl Space Foundations** | |
| For house moves, modular, etc. | $ 7.50/sq. Ft. |

[1] OAR 918-050-0170.
[2] OAR. Division 650. Table 1 plus 30%.

## Permit Related Fees (cont.)

| | |
|---|---|
| **Accessory Buildings** | |
| With floor slab | $ 55/sq. ft. |
| Without floor slab | $ 28/sq. ft. |
| **Pole Buildings** | |
| Up to and including 14-ft. eave height | $ 32/sq. ft. |
| Over 14-ft. eave height | 45/sq. ft. |
| *For Insulation:* | |
| Roof – Add | 0.35/sq. ft. |
| Slab – Add | 0.35/sq. ft. |
| Wall – Add | $ 0.35/sq. ft. |
| For slabs on grade | See previous page |
| **Swimming Pools** (pool only/deck extra) | |
| Concrete or unite | $ 70/sq. ft. |
| Plastic below ground | $ 45/sq. ft. |

## In-Fill and Grading

| | |
|---|---|
| **In-Fill and Grading Permit and/or Plan Review Fees** | |
| 1 to 50 cubic yards | $ 100 |
| 51 to 100 cubic yards | 150 |
| 101 to 1,000 cubic yards | 200 |
| 1,001 to 10,000 cubic yards | $ 250 |
| 10,001 cubic yards or more | Total hourly cost[1] |

**Other Inspections and Fees**

| | |
|---|---|
| **Inspections Outside of Normal Business Hours** | $ 75/hr.(minimum two hour) |
| **Re-Inspection Fee or Inspections for which no fee is specifically indicated** (must be preapproved by applicant) | $ 75/hr. |

.

[1] Cost to include supervision, overhead, equipment, hourly wages, and benefits of employees involved.

# ENGINEERING

Engineering fees consist of inspections, permits, printed and electronic maps, as well as erosion control charges.

## Inspections and Permits

| | |
|---|---|
| Right-of-Way Permit | $ 150 |
| Right-of-Way Use Permit | 30 |
| Right-of-way Re-inspection (beyond standard of 2) | 85 |
| Sewer Dye Test | 100 |
| Parklet Permit Fee | 150 |
| Parklet Renewal Fee | 85 |
| Parklet Plan Review | 112.50 |
| Painted Intersection Permit | $ 50 |
| Subdivision Construction Inspection[1] | 5.5% of Total Const. Cost (min. $500) |
| Public Improvement Construction Inspection[2] | 5.5% of Total Const. Cost (min. $500) |
| Street Opening Deposit | $ 25 per square foot, 1,500 minimum |
| Street Opening Deposit (Streets under 5-Year Moratorium) | $ 50 per square foot, 3,000 minimum |
| Right-of-Way Usage for Wireless Communication Facility | $ 250/month per antenna per utility pole |
| Moving Buildings[3] | $ 200 + 65/hr. staff time + 1,000 deposit |

## Materials (Engineering)

| | |
|---|---|
| Public Works Standards | $ 30 |
| Sewer TV Inspection Tape | $ 25 |

**Electronic Drawings:**

| | |
|---|---|
| Paper – All sizes | $ 5 |
| Other format (plus $45/hr. for additional work) | 7 |
| Reproduction charges ($0.10 for additional pages) | $ 1 |

## Printed and Electronic Maps (GIS)

**Standard Selection of GIS maps**

| | |
|---|---|
| Full Sheet (34” x 44”) | $ 45 |
| 1/2 Sheet (22” x 34”) | 35 |
| 1/4 Sheet (17” x 22”) | 25 |
| 1/8 Sheet (11” x 17”) | 15 |
| Electronic file (via electronic mail in PDF, JPG, GIF or TIF formats) | 15 |
| Electronic file (for mailed media, which includes postage, handling, and media charges) | $ 22 |

[1] Street/Sewer/Water/Storm.
[2] Commercial/Industrial/Miscellaneous Development.
[3] Performance bond amount at discretion of City Engineer.

## Printed and Electronic Maps (GIS) (cont.)

**Aerial Maps**

| | |
|---|---|
| Full Sheet (34" x 44") | $ 50 |
| 1/2 Sheet (22" x 34") | 40 |
| 1/4 Sheet (17" x 22") | 30 |
| 1/8 Sheet (11" x 17") | 20 |
| Electronic file (via electronic mail in PDF, JPG, GIF, or TIF formats) | 15 |
| Electronic file (for mailed media, which includes postage, handling, and media charges) | $ 22 |

**Custom Maps**

| | |
|---|---|
| Flat charge per hour plus cost of materials | $ 55 |
| Electronic file (for mailed media, which includes postage, handling, and media charges) | $ 7 |

## Erosion Control

| | |
|---|---|
| Erosion Prevention and Sediment Control Planning and Design Manual (CD) | $ 10 |
| Minimum Charge for Clearing/Construction[1] | 75 |

**Minimum charge applies if:**
Over 500 sq. ft. of disturbed soil. Not in or around a sensitive area (NR Zone, wetlands, conservancies, and streams)
Value of structure/remodel doesn't exceed $20,000

| | |
|---|---|
| Clearing/Construction for Single-Family Residential | 380 |
| Rate if certified in erosion control[2] | 225 |
| Clearing/Construction for Multifamily Residential | 490 |
| Rate if certified in erosion control[2] | 335 |
| (additional $40 per ½ acre over 1 acre) | |
| Clearing/Construction for Subdivision/Commercial/Industrial | 623 |
| Rate if certified in erosion control[2] | 467 |
| (additional $40 per ½ acre over 1 acre) | |
| Additional Site Visit (due to code enforcement) | $ 65 |

[1] Erosion control certification discount does not apply.
[2] Certification requires 4 hours of training in erosion control every 2 years.

# FINANCE

The Finance Department manages the City's Business Registration program which requires an annual renewal for all businesses doing business in the City. Additionally, parking permits are available for purchase by employees working in the downtown area. These fees and more are listed below:

## Business Registration

| | |
|---|---|
| Standard base fee | $ 121 |
| New business commencing between July 1 and December 31 | 64 |
| Change in business ownership fee | 10 |
| Fee for each FTE | 6 |
| Temporary Business (2 weeks or less) | 27 |
| Delinquent Registration | 10% of total fee each calendar month and fraction thereof delinquent |

**Metro Business License versus City Business Registration or Both:**
Instead of getting separate business licenses/registrations within each Portland-area city that you conduct business in, you can get a single license from Metro to construct, alter, and repair structures in 20 cities that have licensing/registration requirements in the metropolitan area, excluding Portland. The license covers all construction trades, both commercial and residential, as well as all landscape contractors. Exception: if your principal place of business is inside the City of Milwaukie, the business is required to apply for a City of Milwaukie Business Registration in addition to the Metro license.

For Metro applications, contact Metro at 503-797-1710 or visit their website at: http://www.oregonmetro.gov/tools-working/regional-contractors-business-license

## Telecommunications

| | |
|---|---|
| Registration Fee | $ 36 |
| New Franchise Review Deposit | 5,000 |
| Franchise Renewal Review Deposit[1] | $ 2,500 |
| Community Service Use – Wireless Communication Facility | (see Planning fees) |
| Right-of-Way Usage for Wireless Communication Facility | (see Engineering fees) |

[1] All grantees shall, within thirty (30) days after written demand therefor, reimburse the City for all reasonable direct and indirect costs and expenses incurred by the City in connection with any modification, amendment, renewal, or transfer of the franchise or any franchise agreement consistent with applicable State and federal laws. Should City costs exceed the deposit amount, grantee will be billed by the City.

## Parking Permit Fees

| | |
|---|---|
| Monthly | $ 40 |
| Quarterly | 115 |
| Discount for Bulk Pass Purchase (>10) | 10% |
| Replacement Pass (each) | $ 5 |

## Motor Vehicle Fuel Tax Penalties

Each day that a violation exists is a separate offense.

| | |
|---|---|
| Failure to secure motor vehicle fuel sales permit[1] | 200% penalty on tax owed and $250.00 |
| Failure to file monthly motor vehicle fuel sales report[1] | 10% penalty on tax owed and $50.00 |
| Late payment of motor vehicle fuel sales tax[1] (depending upon length of delinquency) | 1% or 10% of tax |

## Miscellaneous Permits

| | |
|---|---|
| Filming Permit – Fee varies based upon production budget and time to review application. Fee may be waived under certain conditions. | Up to $ 1,200 |
| Temporary Event Permit – Fee may be charged to cover costs incurred by the City for assisting with an event. Staff time will be based upon billable hourly rates. | No application fee |
| Use of parking stall(s) in the right-of-way during a Temporary Event - (City reserves the right to charge for required staff time if inspection is needed) | $ 30 |

[1] Ord. #1970, adopted 2007

# LIBRARY

The Library collects fines for overdue books, lost or damaged items, and photocopying services.

## Overdue Fine

| | Per Day | Maximum |
|---|---|---|
| Adult | $ 0.25 | $ 3 |
| Juvenile | 0.10 | $ 1 |
| Cultural Pass | $ 5 | Replacement cost |

## Photocopies

| | Per Item |
|---|---|
| Black and White | $ 0.10 |
| Color | 0.50 |
| Microfilm Copies | $ 0.10 |

## Lost or Damaged Items

| | |
|---|---|
| Barcode | $ 1 |
| Book Jacket | 2 |
| Barcode and Book Jacket | 3 |
| Audio Book CD | 10 |
| Missing Pages and Booklets | Refer to Librarian |
| Lost Item | Actual retail cost |
| Damaged Material | Refer to Librarian |
| Lost Library Card | 1 |
| Kindle Kit | 155 |
| Bike Lock | $ 40 |

## Replacement Media Case

| | |
|---|---|
| Cover Sheet | $ 1 |
| Audiobook and CD-ROM Case | 5 |
| DVD Case | 1 |
| CD Case | 2 |
| CD and CD-ROM Booklets | $ 3 |

## Miscellaneous

| | |
|---|---|
| Public Computer Printing: | |
| Black and White (first 5 free) | $ 0.10 |
| Color (first 1 free) | 0.50 |
| Non-District Citizen Library Use | $ 95/annually |

# MUNICIPAL COURT

Milwaukie Municipal Court collects fines for traffic citations, parking violations, and miscellaneous programs approved by the Judge. Traffic fine amounts are set by state legislature based on the offense classification.

## Fees and Charges

| | |
|---|---|
| Payment Plan Installment Fee | $ 25 |
| Failure to Appear | 75 |
| Reinstatement Fee | 15 |
| Suspension Packet Fee | 12 |
| Returned Check Fee | 30 |
| Boot Release Fee | 45 |
| Seat Belt Class Fee | 50 |
| Collection Processing Fee | 25 |
| Trial Cancellation Fee | 25 |
| Young Driver Diversion Fee | 100 |
| Dismissal Fee | |
| Class D | 50 |
| Deferred Sentencing Fee | |
| Class B | 260 |
| Class C | 160 |
| Class D | $ 110 |

## Traffic Fines

| Penalty | Presumptive Fine | Special Zone Fine[1] | Minimum Fine | Maximum Fine |
|---|---|---|---|---|
| Class A | $ 435 | $ 870 | $ 220 | $ 2,000 |
| Class B | 260 | 520 | 130 | 1,000 |
| Class C | 160 | 320 | 80 | 500 |
| Class D | $ 110 | $ 220 | $ 60 | $ 250 |

[1] Special zones include highway work zones, school zones, and safety corridors.

## Parking Fines

| | |
|---|---|
| Abandoned Vehicle | $ 80 |
| Angle Parking | 40 |
| Bicycle Lane | 80 |
| Blocking Driveway | 50 |
| Block Rule | 40 |
| Blocking Disabled Parking Space | 250 |
| Bus Zone/Taxi Zone | 50 |
| Double Parking | 50 |
| During Prohibited Times | 50 |
| Emergency/Safety Zone | 80 |
| Fire Hydrant | 80 |
| Five or More Unpaid Violations | 60 |
| Head in Only Parking | 50 |
| Loading Zone | 50 |
| No Parking Zone/Tow Away Zone | 80 |
| On Crosswalk/Sidewalk | 80 |
| Over 1 Ft. from Curb | 40 |
| Over Space Line | 40 |
| Overtime Parking | 40 |
| Permit Only Parking | 40 |
| Traffic Hazard | 80 |
| Trucks—2 Hr. Limit | 50 |
| Disabled Parking Space | 450 |
| Wrong Side of Street | 50 |
| Where Prohibited | $ 80 |

(Res. #46-2009, adopted 2009)

**Per Milwaukie Municipal Code §10.20.090E, parking fine amounts may increase by 50% when a registered vehicle owner has received four (4) or more previous citations for the same parking violation within a rolling 365 day timeframe. If bail is not posted by the court date the fine will be doubled.** (Ord. #2005, adopted 2009, Ord. #1997, adopted 2009, Ord. #1728, adopted 1993, and Ord. #1361, adopted 1977)

# PLANNING

The City Planning Department oversees land use applications, annexations, special requests, and procurement of City maps and master plans.

## Standard Land Use Applications

The following standard fees apply to all land use applications[1] not listed below. Some applications may require additional fees as described below under Additional Application Fees:

| | |
|---|---|
| Type I Administrative Review | $ 200 |
| Type II Administrative Review | 1,000 |
| Type III Quasi-Judicial Review | 2,000 |
| Type IV Quasi-Judicial Review | 5,000 |
| Type V Legislative Review | $ 5,000 |

## Other Land Use Applications

| | |
|---|---|
| Community Service Use – Minor Modification (Type I) | $ 50 |
| Historic Resource Designation (Type IV) | 150 |
| Minor Land Partition (Type II) | 2,000 |
| Natural Resource[2] | |
| Boundary Verification (Type I) | - |
| Construction Management Plan (Type I) | - |
| Natural Resource Management Plan (Type I) | - |
| Tree Removal Request (Type I) | - |
| Tree Removal Request (Type III) | 500 |
| All Other Type I, II, or III applications[3] | See Application Fees |
| Planned Development – Preliminary Plan Review (Type III) | 4,400 |
| Planned Development—Final Plan Review (Type IV) | 5,700 |
| Property Line Adjustment (Type I) | 650 |
| Subdivision—Preliminary Plat Review (Type III) | $ 4,400 + $ 100 per lot over 4 lots |
| Temporary Structure (Type I) | $ 50 |

## Additional Application Fees

The following fees apply in addition to Land Use Application Fees:

| | |
|---|---|
| Measure 56 Notice (for Zoning Map or Text Amendment) | Actual cost ($1 per affected property, $35/minimum) |
| Reserve Deposit | $ 500 |
| Technical Report Review: | |
| A. Scope of Work Preparation | Actual Cost[4] |
| Reserve Deposit | $ 1,000 |
| B. Review of Technical Report | Actual Cost[2] |

[1] For a complete list of land use application types, see Milwaukie Municipal Code Table 19.901.
[2] Res. #77-2011, adopted 8/16/11
[3] Fees waived for applications that meet all 3 of the following criteria: (1) the application involves only a habitat conservation area (HCA) and not a water quality resource (WQR), (2) the property is used for residential purposes, and (3) the current owner was the owner prior to September 15, 2011, the effective date of Ordinance #2036, pursuant to Resolution #77-2011.
[4] Actual cost to be determined by Planning Director or Engineering Director by estimating the cost of City staff time and resources dedicated to the project. See more information under Deposit Information.

## Additional Application Fees (cont.)

| | |
|---|---|
| **Reserve Deposit** | |
| Traffic | $ 2,500 |
| Natural Resources (Res. #77-2011, adopted 8/16/11, effective 9/15/11) | 2,750 |
| All Others | $ 1,000 |

## Discounts for Land Use Applications

| | Discount |
|---|---|
| Two or More Applications (no discount for most expensive application) | 25% |
| This discount applies to applications which relate to the same unit of land and which will be reviewed and decided concurrently. | |
| Senior Citizens | 10% |
| Seniors must be at least 65 years of age, and must be the property owner. Applicant may only receive one discount; the senior discount or the low income discount. | |
| Low Income Citizens | 25% |
| Low-Income Citizens may qualify for reduced fees by filing the same application used to apply for reduced sewer and water rates. | |
| NDA – Sponsored Land Use Applications Related to Parks | Fees Waived |

## Annexations

| | Fee |
|---|---|
| Annexation (Expedited) | $ 150 |
| Annexation (Non-expedited: No Zone Change or Comp Plan Amendment) | 150 |
| Annexation (Non-expedited: Zone Change only) | 500 |
| Annexation (Non-expedited: Zone Change and Comp Plan Amendment) | $ 3,500 |

## Appeals

| | |
|---|---|
| Appeal to Planning Commission – per Oregon State Statute (ORS 227.175(10))[1] | $ 250 |
| Appeal to City Council[1] | $ 1,000 |

## Deposit Information

In some cases, reserve deposits are collected to ensure that the City's actual expenses are covered. Deposits will be refunded relative to actual costs, and additional money may be required if actual costs exceed the deposit amount. This applies only to reserve deposits—base fees are nonrefundable.

## Early Assistance

| | |
|---|---|
| Pre-application meeting: | |
| First meeting | Free |
| Second meeting | $ 50 |
| Third and subsequent meetings[2] | 100/mtg. |
| Pre-application conference[3] | 200 |
| Pre-application conference – Transportation Facilities Review[4] | 100 |
| Design review consultation with Design and Landmarks Committee | $ 800 |

[1] Fees are waived for NDA-sponsored appeals, pursuant to Resolution #26-1999.
[2] Applies to optional meetings attended by a maximum of two City staff. No written notes provided.
[3] Applies to required or optional meetings that require three or more City staff. Written summary notes provided two weeks after meeting.
[4] Additional meeting required to discuss Transportation Impact Study.

## Special Requests

| | |
|---|---|
| Property Value Reduction Claims (pertaining to Measures 37 or 49)[1] | $ 1,515 |
| Significant Modification of Complete Land Use Application | 500 |
| Reschedule of Public Hearing at Applicant's Request (when re-notification required) | 500 |
| Temporary Occupancy Request | 100 |
| Time Extension of Previously Granted Land Use Approval (Title 17 only) | 50 |
| Zoning Confirmation (General) | 50 |
| Zoning Confirmation (DMV Permit, LUCS)[2] | $ 25 |

## Permit Review and Inspections

| | |
|---|---|
| Building Permit Review and Inspections (Minor; e.g., Demolition or Erosion Control) | $ 25 |
| Building Permit Review and Inspections (Major) | 200 |
| Additional Planning Inspection Fee | 50 |
| Modifications to Building Permit during review[3] | 100 |
| Original Art Mural | 100 |
| Sign Permit Review (per sign) | 100 |
| Sign Permit Review (daily display or "sandwich board" sign) | $ 150 |

## Materials

Most materials are available online for free or contact Planning for additional information:
http://www.milwaukieoregon.gov/planning/planning-documents-ordinances-plans-and-guidelines

| | |
|---|---|
| Zoning Ordinance | $ 51 |
| Comprehensive Plan | 21 |
| Sign Ordinance | 5 |
| Land Division Ordinance | 4 |
| Downtown and Riverfront Public Area Requirements | $ 15 |
| GIS Maps (e.g., large Zoning Map) | See Engineering |
| **Downtown Design Guidelines** | |
| Black and White | $ 10 |
| Color | $ 35 |
| **Maps (e.g. Comprehensive Plan, Zoning Ordinance, or NR Administrative)** | |
| 11x17 handout (color) | $ 1 |

[1] Fee will be refunded if applicant prevails. If claim is denied, additional money may be required to cover contract-attorney or appraiser costs, as determined by City Manager.
[2] Waived for LUCS for emergency sewer connection.
[3] Fee applies to site plan revisions generated by applicant, not those required by staff during review process.

## Materials (cont.)

**Comprehensive Plan Ancillary Documents:**

| | |
|---|---|
| Ardenwald Park Master Plan | $ 1 |
| Downtown and Riverfront Land Use Framework Plan | 23 |
| Elk Rock Island Natural Area Management Plan | 5 |
| Furnberg Park Master Plan | 17 |
| Homewood Park Master Plan | 2 |
| Johnson Creek Resources Management Plan | 15 |
| Lake Road Multimodal Plan | 8 |
| Lewelling Community Park Master Plan | 1 |
| North Clackamas Park North Side Master Plan | 7 |
| North Clackamas Public Facilities Plan | 50 |
| Scott Park Master Plan | 2 |
| Spring Park Master Plan | 5 |
| Springwater Corridor Master Plan | 9 |
| Tacoma Station Area Plan | 60 |
| Town Center Master Plan | 19 |
| Water Tower Park Master Plan | 1 |
| Wichita Park Master Plan | $ 1 |
| Vision Statement (one page) | No charge |

**Transportation System Plan:**

| | |
|---|---|
| Full Document | $ 67 |
| Executive Summary | 8 |
| CD-ROM | $ 2 |

# POLICE

The City's Police Department collects fees for permits, licenses, and other miscellaneous services listed below:

## Permits/Licenses

| | |
|---|---|
| Adult Business | $ 372 |
| Alarm Permit—Residential (seniors 60+ exempt from fee requirement | 20 |
| Alarm Permit—Business | 26 |
| Gun Background Check | 21 |
| Liquor License (Original Application) | 100 |
| Liquor License (Name or Other Change) | 75 |
| Liquor License (Renewal Application) | 35 |
| Liquor License (Temporary License) | $ 35 |

## Police Reports

| | |
|---|---|
| Video tape copy | $ 31 |
| Police report | 15 |
| Copy of Field Contact Report (FCR card) | 5 |
| Photo CD | 15 |
| Traffic Citation Discovery | $ 10 |
| (additional research charges may apply for unusual/complex requests) | |

## Police Services

| | |
|---|---|
| False Alarm Response (first three) | No Charge |
| False Alarm Response (customer age 65 and over) | No Charge |
| False Alarm Response (each alarm after third) | $ 160 |
| Good Conduct Background Letter | 5 |
| Vehicle Impound | 100 |
| Fingerprinting | 10 |
| Loud Party Response—first response | Warning |
| Loud Party Response—second response and/or each subsequent response in 24-hr. period | $ 50 |
| Fire and Emergency Services fee (Ord. #1764, adopted 1994) | Actual cost |

# SYSTEMS DEVELOPMENT CHARGES & CONSTRUCTION EXCISE TAXES

SDC fees for Water, Stormwater, and Transportation shall be indexed for inflation annually using the Engineering-News Record Construction Cost Index (CCI) for Seattle (Resolution 40-2007). The CCI increase is 2.5%. Based on Oregon State Statute (ORS 223.304), the charges are broken down into three components; (1) reimbursement (to recover existing facility capacity available for growth), (2) improvement (to recover planned capacity improvements for growth), and (3) administration (to recover direct costs).

## Water System Development Charge

| | Fee | | | |
|---|---|---|---|---|
| **Meter Size** | **Reimbursement** | **Improvement** | **Administration** | **TOTAL** |
| ¾" x ¾" | $ 907 | $ 754 | $ 127 | **$ 1,788** |
| 1" | 1,512 | 1,259 | 212 | **2,983** |
| 1.5" | 3,025 | 2,513 | 424 | **5,962** |
| 2" | 4,838 | 4,023 | 679 | **9,540** |
| 3" | 9,678 | 8,044 | 1,357 | **19,079** |
| 4" | 15,121 | 12,569 | 2,121 | **29,811** |
| 6" | 30,242 | 25,139 | 4,241 | **59,622** |
| 8" | 48,388 | 40,224 | 6,786 | **95,398** |
| 10" | 69,556 | 57,821 | 9,756 | **137,133** |
| 12" | $ 136,089 | $ 113,130 | $ 19,087 | **$ 268,307** |

## Wastewater System Development Charge

A wastewater unit is equal to 16 fixture units derived from Table 7-3 of the Oregon Plumbing Specialty Code. Each residential dwelling unit is 1 wastewater unit.

| | **Reimbursement** | **Improvement** | **Administration** | **TOTAL** |
|---|---|---|---|---|
| Wastewater SDC | $ 394 | $ 681 | - | **$ 1,075** |

## Stormwater System Development Charge

Stormwater unit is equal to 2,706 square feet of impervious surface on the property. Each single-family residential property is 1 Stormwater unit.

| | **Reimbursement** | **Improvement** | **Administration** | **TOTAL** |
|---|---|---|---|---|
| Stormwater SDC | - | $ 845 | - | **$ 845** |
| Fee in Lieu of Construction: Per 100 sq. ft. of impervious area | - | $ 844 | - | **$ 844** |

## Transportation System Development Charge

Trip generation rates for each land use type are derived from the Institute of Transportation (ITE) report Trip Generation (7th Edition, 2003). Trip rates are expressed as vehicle trips entering and leaving a property during the p.m. peak travel period.

| | Fee | | | |
|---|---|---|---|---|
| | **Reimbursement** | **Improvement** | **Administration** | **TOTAL** |
| Transportation SDC (per trip) | $ 92 | $ 1,829 | - | **$ 1,921** |

## Parks and Recreation System Development Charge

Collected for the North Clackamas Parks and Recreation District (adopted Clackamas Board of County Commissioners, Ordinance 09-2007, Oct. 25, 2007).

| | |
|---|---|
| Single-Family Residential | $ 3,985 per dwelling unit |
| Multifamily Residential | 3,608 per dwelling unit |
| Nonresidential | $ 60 per employee[1] |

## School Construction Excise Tax

Collected for North Clackamas School District (adopted North Clackamas School District, December 6, 2007).

| | |
|---|---|
| Residential | $ 1.20 per square foot |
| Commercial | $ 0.60 per square foot[2] |

## Metro Construction Excise Tax

Collected for Metro (adopted Metro Council, Ordinance 06-1115, March 23, 2006, effective July 1, 2006; extended Metro Council, Ordinance 14-1328, June 19, 2014).

| | |
|---|---|
| Metro Construction Excise Tax | $ 0.12 per $100 of permit value |

Permits for construction projects valued at $100,000 or less will be exempted from this tax as well as permits for development of affordable housing units and permits issued to 501(c)(3) nonprofit organizations for other projects aimed at serving low-income populations. Permits for construction valued at more than $10 million will be assessed a flat $12,000 fee (0.12 percent of $10 million).

[1] Number of employees calculated according to type of business and building square feet. For more information, go to: http://www.clackamas.us/engineering/sdc.html.

[2] Total commercial fee capped at $29,900 per project. Private schools, public improvements, low-income (HUD) housing, hospitals, religious facilities, and agricultural buildings are exempt. Construction under 1,000 square feet is exempt.

## Bancroft Financing for Commercial System Development Charges

Bancroft Financing provides the opportunity for property owners of single family, multi-family, not-for-profit, public organizations, and commercial properties, to finance system development charge(s) over a ten year period, or less at the desire of the property owner, subject to the following interest rate (Ordinance 2108, adopted 2015):

| | |
|---|---|
| Bank Prime Rate | 3.50% as of December 16, 2015; subject to change as published by the Federal Reserve System[1] |
| Administration | 2.00% |
| **TOTAL** | Current Prime Rate plus 2.00% |

For the current bank prime rate visit: **http://www.federalreserve.gov/releases/h15/Current/**

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[1] The bank prime rate established by the Federal Reserve is updated periodically as determined by the Federal Reserve Board. The current bank prime rate can be found on the Federal Reserve website under "bank prime loan".

# UTILITIES

The City of Milwaukie provides water, wastewater, stormwater, and street maintenance service to citizens. These services are billed monthly at the following rates[1]:

## Water

| | Volume Charge (per CCF of consumption) |
|---|---|
| Water | $ 3.35 |

| Residential & Commercial Meters | |
|---|---|
| **Meter Size** | **Fixed Charge[2]** |
| 5/8" - 3/4" | $ 7.40 |
| 1" | 10.33 |
| 1 1/2" | 16.66 |
| 2" | 25.88 |
| 3" | 63.80 |
| 4" | 109.67 |
| 6" | $ 161.80 |

| Standby Service for Fire Flow Purposes | |
|---|---|
| **Connection Size** | **Fixed Charge** |
| 2" | $ 11.03 |
| 4" | 39.71 |
| 6" | 57.83 |
| 8" | 78.49 |
| 10" | 99.16 |
| 12" | $ 119.84 |

## Wastewater

| Account Type | Treatment (per EDU) | Billing and Administration (per account) | Volume[3] (per CCF of water consumption) |
|---|---|---|---|
| Residential | $ 29.93 | $ 8.77 | $ 2.83 |
| Low Income | 14.97 | 4.39 | 1.41 |
| Commercial | $ 65.06 | $ 8.77 | $ 2.83 |

## Stormwater

| | Single Family Residential | Low Income | Commercial |
|---|---|---|---|
| Stormwater | $ 19.39 | $ 9.70 | $ 19.39 (per 2,706 sq. ft. of impervious area) |

## Transportation

| Street Maintenance Rate for All Categories | |
|---|---|
| **Account Type** | **Rates** |
| Single Family Residential | $ 3.35 |
| Low Income | Exempt |
| Commercial | $ .35 per daily trip generated[4] |
| Multi-Family Residential | 2.10 per unit |
| Elderly Housing/Mobile Homes | 1.40 per unit |
| Congregate Care | $ .70 per unit |

[1] The Citizens Utility Advisory Board reviews the existing rate structure and capital improvement plan to advise City Council on utility rates.

[2] Customers participating in the City's Low Income Utility Assistance program are exempt from the monthly fixed charge.

[3] Residential wastewater volume charges are determined by the average monthly water usage from November to February (winter average). The winter average is adjusted annually on March 31st.

[4] Commercial daily trip generated is calculated based on type of use and building square feet. Monthly bill is capped at $250 indexed annually for CPI published by the Bureau of Labor Statistics. Current maximum is $296.88 (Municipal Code Section 3.25.060).

## Other Charges

**Water:**

| | |
|---|---|
| Connect Service 5/8" or 3/4" Residential Service | $ 2,700 |
| Connect Service 1" | 2,800 |
| Connect Service 1 1/2" | 3,200 |
| Connect Service 2" | 3,300 |
| 3/4" Meter Equipment | 230 |
| 1" Meter Equipment | 330 |
| 1 1/2" Meter Equipment | 560 |
| 2" Meter Equipment | 680 |
| Hydrant Meter Deposit (refundable less water usage) | $ 2,200 |

**Sewer Connection:**

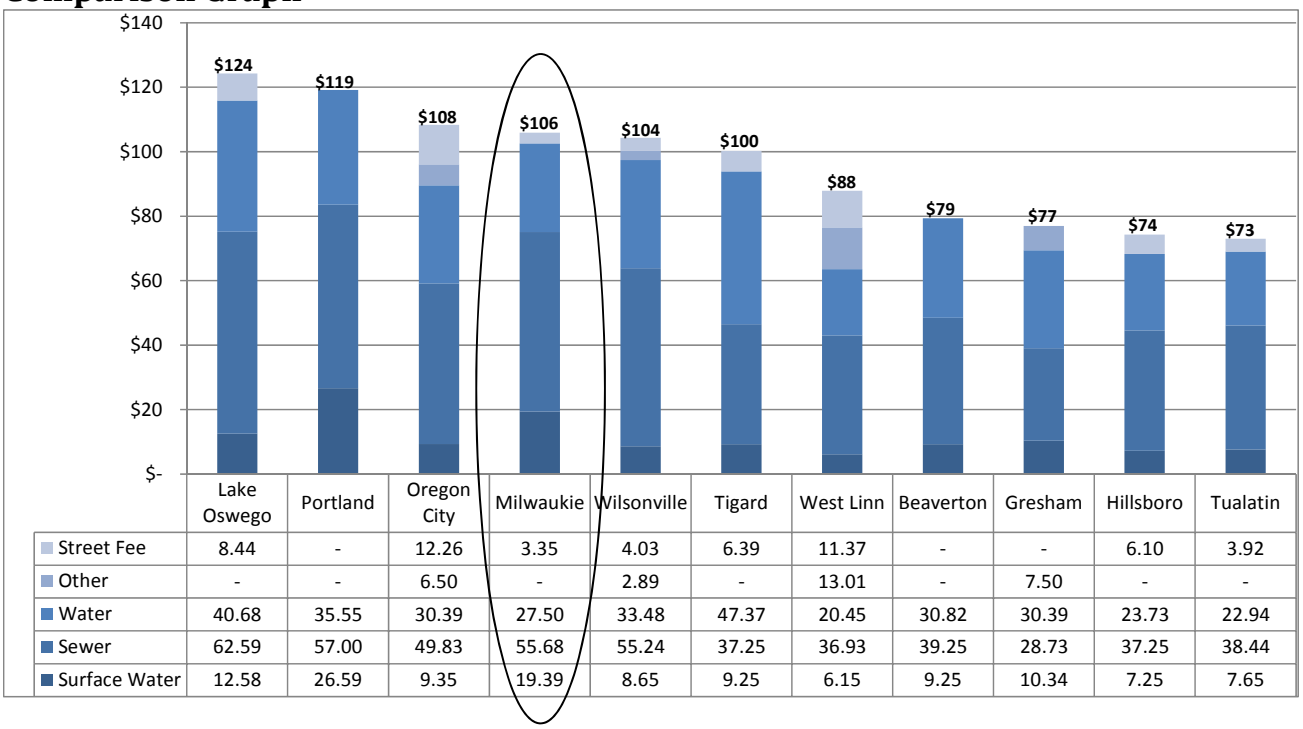
| | |
|---|---|
| A fee charged to the City by Clackamas County and collected to recover invoiced costs for each new connection to the public sanitary sewer system. | $ 5,970 per EDU[1] |

**Miscellaneous:**

| | |
|---|---|
| Delinquent Account – Past Due Notice | $ 5 |
| Delinquent Account – Notice of Termination | 10 |
| Shut-off/Turn-on | 35 |
| After-hours Restoration of Service (Monday-Friday 3:00-8:00 p.m.; Saturday and Sunday 8:00 a.m. – 8:00 p.m.) | $ 85 |
| Reimbursement District Fee | To be determined by the scope of project |

[1] An EDU or "equivalent dwelling unit" is a unit of measurement of sewer usage that is assumed to be equivalent to the usage of an average dwelling unit.

## Comparison Graph




| | Lake Oswego | Portland | Oregon City | Milwaukie | Wilsonville | Tigard | West Linn | Beaverton | Gresham | Hillsboro | Tualatin |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Street Fee | 8.44 | - | 12.26 | 3.35 | 4.03 | 6.39 | 11.37 | - | - | 6.10 | 3.92 |
| Other | - | - | 6.50 | - | 2.89 | - | 13.01 | - | 7.50 | - | - |
| Water | 40.68 | 35.55 | 30.39 | 27.50 | 33.48 | 47.37 | 20.45 | 30.82 | 30.39 | 23.73 | 22.94 |
| Sewer | 62.59 | 57.00 | 49.83 | 55.68 | 55.24 | 37.25 | 36.93 | 39.25 | 28.73 | 37.25 | 38.44 |
| Surface Water | 12.58 | 26.59 | 9.35 | 19.39 | 8.65 | 9.25 | 6.15 | 9.25 | 10.34 | 7.25 | 7.65 |

This graph compares the average utility bills for the neighboring cities surrounding Milwaukie. As some cities bill monthly, some bill every two months, and some bill every three months, these amounts are converted to average monthly amounts so they are comparable to Milwaukie. Cities increase different rates at different times during the year; therefore, this graph is simply a picture in time reflecting the rates when the survey was conducted. Cities have different average water consumption amounts per household; so for the sake of this comparison, these rates are computed using an average 6ccfs of water used per month to be comparable to Milwaukie's overall average. Below are Milwaukie's calculations:

| | July 1, 2014 | | | July 1, 2015 | | | July 1, 2016 | | |
|---|---|---|---|---|---|---|---|---|---|
| | increased | | avg bill | increased | | avg bill | increased | | avg bill |
| Water Service Fee | | | | | | | | | |
| Base | 12.8% | 0.77 | $ 6.81 | 5.0% | 0.34 | $ 7.15 | 3.5% | 0.25 | $ 7.40 |
| Plus per 6ccf | 12.8% | 2.10 | 18.54 | 5.0% | 0.90 | 19.44 | 3.5% | 0.66 | 20.10 |
| *Avg water per house (6ccfs)* | | | 25.35 | | | 26.59 | | | 27.50 |
| Sewer Service Fee | | | | | | | | | |
| Base fee | 5.6% | 1.44 | 27.54 | 4.5% | 1.24 | 28.78 | 4.0% | 1.15 | 29.93 |
| Plus per 6ccf | 5.6% | 1.26 | 23.67 | 4.5% | 1.08 | 24.75 | 4.0% | 1.00 | 25.75 |
| *Avg sewer per house* | | | 51.21 | | | 53.53 | | | 55.68 |
| Storm Water Management Fee | 14.1% | 1.84 | 14.89 | 14.1% | 2.10 | 16.99 | 14.1% | 2.40 | 19.39 |
| Street Maintenance Fee | 0% | N/A | 3.35 | 0% | N/A | 3.35 | 0% | N/A | 3.35 |
| ***Average bill per residence*** | | $ 7.41 | $ 94.80 | | $ 5.66 | $ 100.46 | | $ 5.46 | $ 105.92 |

# MUNICIPAL CODE VIOLATIONS

Violation of the Milwaukie Municipal Code may results in the following fees or penalties. Each day that a violation exists is a separate offense.

## General

| | |
|---|---|
| General penalty (applies to any Municipal Code violation where no other penalty is specified)[1] | $ 150 to 200 |
| Third or subsequent violation (applies to any Municipal Code violation)[1] | 1,000 |
| Nuisance violation[2] | Maximum 500 |
| Shopping cart retrieval programmatic violation[3] | Maximum 500 |
| Noise control violation[4] | Maximum 500 |
| Adult business code violation[5] | Maximum 500 |
| Public urination or defecation[6] | up to 750 |
| Curfew violation[7] | up to 300 |
| Failure to retrieve shopping cart within 72 hours[8] | 50 |
| Solid waste regulation/un-franchised violation[9] | up to 500 |
| Abatement[10] (applies to any Municipal Code violation citation)[11] | $ 50 |

## Building Penalties

| | |
|---|---|
| Violation of vacant building standards[12] | up to $ 300 |
| Interference with fire control device[13] | up to 750 |
| Swimming pool barrier violation[14] | up to 100 per week[15] |
| Building relocation violation[16] | Not less than 1,000 |
| Failure to comply with stop work order[17] | up to 1,000 |
| Any violation of Title 15 for which a specific penalty has not been expressly provided[18] | up to $ 1,000 |

[1] Ord. #1935, adopted 2004, Ord. #1758, adopted 1994, and Ord. #1591, adopted 1986.
[2] Ord. #1503, adopted 1981, and Ord. #1028, adopted 1964.
[3] Ord. #1980, adopted 2008.
[4] Ord. #1528, adopted 1982.
[5] Ord. #1533, adopted 1982.
[6] Ord. #1953, adopted 2005.
[7] Ord. #1503, adopted 1981, and Ord. #995, adopted 1963.
[8] Ord. #1980, adopted 2008.
[9] Ord. #1955, adopted 2005, Ord. #2092 adopted 2015.
[10] All violations of the Municipal Code are additionally subject to the Code Enforcement abatement fee, additional state and county assessments and the general penalty for third or subsequent violations.
[11] Ord. #1998, adopted 2009, Ord. #1758, adopted 1994, and Ord. #1659, adopted 1989.
[12] Ord. #1464, adopted 1980.
[13] Ord. #1515, adopted 1982.
[14] Ord. #1430, adopted 1979.
[15] Each week that this violation exists is a separate offense.
[16] Ord. #1952, adopted 2005.
[17] Ord. #1881, adopted 2000.
[18] Ord. #2011, adopted 2010.

## Specialty Code Penalties

| | |
|---|---|
| Violation of various Specialty Codes: building, plumbing, mechanical, and electrical[1] | up to $1,000 per day (maximum $5,000) |
| Appeal of Specialty Code violation[2] | $ 250 |

## Engineering Penalties

| | |
|---|---|
| Violation of capital improvement regulations[3] | up to $ 500 |
| Basketball hoop regulation violation[4] | up to 250 |
| Vegetation too low in the right-of-way[5] | up to 100 |
| Clear vision violation[6] | up to 250 |
| Failure to repair sidewalk[7] | up to 250 |
| Sidewalk bench violation[8] | up to 100 |
| Failure to remove street bench after permit termination[9] | 25 |
| Flood hazard violation[10] | up to 1,000 |
| Access management violation[11] | up to 250 |
| Right-of-way encroachment[12] | up to 250 |
| Erosion control violation[13] | up to 300 |
| Unpermitted tree cutting in the public right-of-way[14] | $ 1,000 |

## Police Penalties

| | |
|---|---|
| No active alarm permit on file for property (when dispatched) | $ 25 |
| Weapon discharge violation[15] | up to 750 |
| Public consumption of alcohol[16] | up to 250 |
| Failure to pay Fire and Emergency Services Fee[17] | up to 300 |
| Security Alarm Violation[18] | Maximum $ 500 |
| Traffic violation penalty[19] | At least 50% of maximum under Oregon Statute |

[1] Ord. #1814, adopted 1997, and Ord. #2011, adopted 2010.
[2] Ord. #2011, adopted 2010.
[3] Ord. #1707, adopted 1991.
[4] Ord. #1503, adopted 1981, and Ord. #1405, adopted 1978.
[5] Ord. #1999, adopted 2009.
[6] Ord. #1679, adopted 1990.
[7] Ord. #1697, adopted 1991.
[8] Ord. #1503, adopted 1981, and Ord. #1289, adopted 1974.
[9] Ord. #1289, adopted 1974.
[10] Ord. #1983, adopted 2008, and Ord. #1899, adopted 2002.
[11] Ord. #2004 adopted 2009.
[12] Ord. #2004 adopted 2009, and Ord. #1866 adopted 2000.
[13] Ord. #1899 adopted 2002.
[14] (Title 16) Ord. #1836, adopted 1998.
[15] Ord. #1515, adopted 1982.
[16] Ord. #1746, adopted 1993.
[17] Ord. #1767, adopted 1994, and Ord. #1764, adopted 1994.
[18] Ord. #1568, adopted 1984.
[19] Ord. #1922, adopted 2003.

## Planning Penalties

| | |
|---|---|
| Violation of Sign Ordinance[1] | up to $ 100 |
| Violation of Land Division Ordinance[2] | 200 |
| Violation of Zoning Ordinance[3] | up to $ 200 |

## Utility Penalties

| | |
|---|---|
| Low income utility rate violation[4] | up to $ 200 |
| Water, wastewater, or storm system regulation violation[5] | 25 to 500 |
| Sewer violation[6] | Maximum 500 |
| Fats, oils, and grease violation [7] | Maximum $ 500 |

## Business Registration Penalties

| | |
|---|---|
| Violation of business registration requirements[8] | up to $ 200 |
| Violation of "Milwaukie Junk Dealers, Secondhand Dealers, Pawnbrokers and Transient Merchants Ordinance"[9] | up to $ 300 |

[1] (Title 14) Ord. #1965, adopted 2006, and Ord. #1733, adopted 1993.
[2] (Title 17) Ord. #1907, adopted 2002.
[3] (Title 19) Ord. #2025, adopted 2011.
[4] Ord. #1424, adopted 1979.
[5] Ord. #1418, adopted 1978, Ord. #1548, adopted 1986 and Ord. #1755, adopted 1994.
[6] Ord. #1548, adopted 1983.
[7] Ord. #1990, adopted 2008, Ord. #1985, adopted 2008, and Ord. #1972, adopted 2007.
[8] Ord. #1863, adopted 1999, and Ord. #1349, adopted 1976.
[9] Ord. #1552, adopted 1983.

City of Milwaukie
10722 SE Main St
Milwaukie, OR 97222

503-786-7555
http://www.milwaukieoregon.gov/finance/current-year-fy16-fee-schedule

CITY OF MILWAUKIE

# MASTER FEE SCHEDULE

FY 2016

Effective July 1, 2016

Resolution #

Adopted

# City of Milwaukie, Oregon

The City of Milwaukie provides a full range of municipal services to the community, including police protection, traffic control and improvement, street maintenance and improvement, water, wastewater~~sewer~~, and surfacewater management services, planning and zoning regulation, building inspection and regulation, and community library services. This Master Fee Schedule consolidates all City fees and charges adopted by City Council resolution for the various services that the City provides. Typically, it is updated annually and reflects all fee resolutions passed by Council during the year. ~~For easy reference, the current Master Fees Schedule is available online at: http://www.milwaukieoregon.gov/finance.~~

# Fee Variance and Waiver Statement

Based upon an unusual circumstance or event, past practices, demonstrated hardship, or public benefit, the City Manager is authorized to waive or decrease a fee(s) or charge(s) in a particular matter or establish a fee not yet authorized in this schedule. When a new fee is established by the City Manager it shall be incorporated into this document, and it shall be included and specified during the next update to this document.~~ It shall be communicated to Council in writing to allow opportunity for comment. The request for~~ A~~a~~ waiver or reduction request must be in writing and communicated to Council to allow opportunity for comment. If the City Manager or his designee agrees to said waiver or reduction, he/she shall inform the City Council, in writing, of the request and his/her decision, except in minor matters (defined as waivers or reductions valued at $1,000 or less).

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**RS638**

# GENERAL

## Billable Hourly Rates

Unless otherwise specified, the City employee billable hourly rate shall be calculated as 2.5 times step 4 of the employee's job classification, to the nearest $5 increment. This calculation shall be used to recover costs for those services billed on an hourly basis, including but not limited to professional services such as planning, engineering, public works, utility, financial, legal, and police services. The use of a multiplier of 2.5 is intended to recover all overhead, training, benefits, and other costs associated with a City employee's time. Any work performed during overtime hours shall be billed as the calculated hourly rate multiplied by 125 percent. A schedule of hourly billing rates will be maintained. The City Manager or individual department directors are authorized to adjust calculated billings to reflect the impact of unusual circumstances or situations.

| | Hourly Rate |
|---|---|
| **Community Development and Public Works Administration** | |
| Community Development Director | $ ~~130~~135 |
| Sustainability Director | ~~115~~120 |
| Light Rail Design Coordinator | ~~90~~95 |
| Right of Way Coordinator | 75 |
| Administrative Supervisor | ~~65~~70 |
| Administrative Specialist III | ~~60~~65 |
| Administrative Specialist II | 55 |
| **Engineering** | |
| Engineering Director | ~~115~~120 |
| Civil Engineer | ~~90~~95 |
| Associate Engineer | 75 |
| Engineering Technician | ~~60~~65 |
| Engineering Intern | ~~40~~45 |
| **Planning** | |
| Planning Director | ~~115~~120 |
| Senior Planner | ~~90~~95 |
| Associate Planner | 80 |
| Assistant Planner | ~~70~~75 |
| **Building** | |
| Building Official/Inspector | 100 |
| Permit Technician | ~~60~~65 |
| **Operations** | |
| Public Works Director | ~~115~~125 |
| Operations Supervisor | ~~85~~90 |
| Facilities Maintenance Coordinator | 75 |
| Shop Foreman | 75 |
| Water Quality Coordinator | ~~70~~75 |
| Asset Management Technician | ~~65~~70 |
| Mechanic | ~~60~~65 |
| Facilities Maintenance Technician | ~~60~~65 |
| Utility Worker II | 65 |
| Utility Worker I | ~~55~~60 |
| **Code Compliance** | |
| Code Compliance Coordinator | 70~~65~~ |
| Parking Enforcement Officer | $ 50 |

# BUILDING

Building fees include structural, mechanical, plumbing, and electrical charges. Fees are applicable to residential, commercial, and industrial properties unless otherwise specified.

## Structural Permits

Valuation shall be calculated in accordance with OAR 918-050-0100 (Residential/Commercial/Industrial):

| Permit | Base Fee | Plus each additional $1,000 of BV |
|---|---|---|
| $1 to $5,000 | $ ~~125.00~~125.38 | $ - |
| $5,001 to $25,000 | ~~125.00~~125.38 | ~~12.92~~12.96 |
| $25,001 to $50,000 | ~~383.40~~384.55 | ~~9.60~~9.63 |
| $50,001 to $100,000 | ~~623.40~~626.27 | ~~6.46~~6.48 |
| Over $100,000 | ~~946.40~~949.24 | ~~5.46~~5.48 |
| Minimum permit fee | $ ~~125.00~~125.38 | $ - |

*(Permit fees are calculated based on the total valuation and square footage of the improvements.)*

**Fee Table for New Single Family Houses and New Accessory Dwelling Units Only:**

| | | |
|---|---|---|
| $1 to $5,000 | $ ~~125.00~~125.38 | $ - |
| $5,001 to $25,000 | ~~125.00~~125.38 | ~~9.04~~9.07 |
| $25,001 to $50,000 | ~~305.80~~306.70 | ~~6.72~~6.74 |
| $50,001 to $100,000 | ~~475.00~~476.43 | ~~4.52~~4.53 |
| $100,001 to $170,000 | ~~701.00~~703.10 | ~~3.82~~3.83 |
| Over $170,000 | ~~1,328.60~~1,332.59 | ~~5.46~~5.48 |
| Minimum permit fee | $ ~~125.00~~125.38 | $ - |

*(Permit fees are calculated based on the total valuation and square footage of the improvements.)*

**Stand-alone Fire Suppression Systems** (require a backflow device installed by licensed plumbing contractor or person~~s~~ exempt from licensing):

| | |
|---|---|
| 0 sq. ft. to 2,000 sq. ft. | $ ~~146.50~~146.94 |
| 2,001 sq. ft. to 3,600 sq. ft. | ~~220.00~~220.66 |
| 3,600 sq. ft. to 7,200 sq. ft. | ~~275.00~~275.83 |
| 7,201 sq. ft. and greater | $ ~~512.00~~513.54 |

| | |
|---|---|
| **Fire and Life Safety Plan Review Fee** (commercial only)[1] | 50% of the structural permit fee |
| **Seismic Site Hazard Report Review** (commercial only) | 1% of the structural & mechanical permit fee |
| **Initial Plan Review Fees** | 75% of the permit fee |
| **Plan Review Fees Required/Requested by Changes, Additions, Revisions** | $ 75/hr. (minimum one hour) |
| **Third Party Plan Review Fee** (for transfer of plan review to a third party) | 10% of the permit fee ($65 minimum) |
| **Residential Solar PV Installation** | $ 100 |
| **Investigation Fee** | $ 105 per hour (minimum one hour) |

[1] Based on valuation of total improvements or $50.00/hr. to review a Fire and Life Safety Master Plan.

## Mechanical Permits

### Residential:

Fees per current Mechanical Permit Application:

| | |
|---|---|
| **Minimum Permit Fee** | $ ~~136.00~~136.40 |
| **HVAC – for the installation of:** | |
| **Air handling unit including ducts:** | |
| Up to 10,000 cfm | ~~24.00~~24.07 |
| Over 10,000 cfm | ~~27.00~~27.08 |
| Air conditioning/heat pump (site plan required) | ~~42.00~~42.13 |
| Alteration of existing HVAC system | ~~19.50~~19.56 |
| Boiler/compressor | ~~19.50~~19.56 |
| **Install/relocate/replace furnace/burner including ductwork and vent:** | |
| Up to 100,000 BTU/H | ~~19.50~~19.56 |
| Over 100,000 BTU/H | ~~23.00~~23.07 |
| Install/relocate/replace heaters (room, suspended, wall- or floor-mounted) | ~~19.50~~19.56 |
| Vent for other than furnace | ~~19.50~~19.56 |
| **Environmental Exhaust and Ventilation – for the installation of:** | |
| Appliance vent | ~~16.00~~16.05 |
| Dryer exhaust | ~~13.00~~13.04 |
| Each hood that is served by a mechanical exhaust or air conditioning | ~~11.00~~11.03 |
| Exhaust system and single duct (bath fan) each | ~~9.00~~9.03 |
| Exhaust system apart from heating or air conditioning | ~~13.00~~13.04 |
| **Fuel Piping and Distribution** | |
| *LPG-NG-Oil fuel piping:* | |
| Up to 4 outlets (including gas tag) | ~~23.00~~23.07 |
| Each additional outlet over 4 | ~~2.50~~2.51 |
| **Other Listed Application or Equipment** | |
| Decorative fireplace or insert | ~~37.00~~37.11 |
| Woodstove/pellet stove | ~~49.00~~49.15 |
| For each appliance or piece of equipment regulated by the Code but not classed in another appliance category for which no other fee is listed in the Code, or for which there is an alteration or extension of an existing mechanical system. | $ ~~19.50~~19.56 |
| **Plan Check Fee** | 25% of the permit fee |
| **Investigation Fee** | $ 105 per hour (minimum one hour) |

## Mechanical Permits (cont.)

### Commercial/Industrial:

Valuation shall be calculated on the value of the equipment and installation costs. Use this section for commercial installation, replacement or relocation of non-portable mechanical equipment, or mechanical work not covered previously. Indicate the value of all mechanical labor, materials, and equipment.

| Permit Fee: | Base Fee | Plus each additional $1,000 of BV |
|---|---|---|
| $1 to $5,000 | $ ~~136.00~~136.41 | $ - |
| $5,001 to $10,000 | ~~136.00~~136.41 | ~~2.10~~2.11 |
| $10,001 to $100,000 | ~~241.00~~241.91 | ~~16.00~~16.05 |
| Over $100,000 | ~~1,681.00~~1,686.23 | ~~10.88~~10.91 |
| Minimum permit fee | $ ~~136.00~~136.41 | $ - ~~-~~ |

| | |
|---|---|
| **Plan Review Fees** | 25% of the mechanical permit fee |
| **Plan Review Fees Required/Requested by Changes, Additions, Revisions** | $ 75 per hour (minimum one hour) |
| **Investigation Fee** | $ 105 per hour (minimum one hour) |

## Plumbing Permits

| | |
|---|---|
| **Minimum Permit Fee (Residential/Commercial/Industrial)** | $ ~~132.00~~132.40 |
| **Utilities per 100 feet (Residential/Commercial/Industrial)** | ~~100.00~~100.30 |
| Catch basin | ~~44.00~~44.13 |
| Drywells each | ~~44.00~~44.13 |
| Footing drain (per 100 linear feet) | ~~86.00~~86.26 |
| Rain drain connector | ~~44.00~~44.13 |
| Manholes each | $ ~~86.00~~86.26 |

### Residential:

Fees per current Plumbing Permit Application

| **Total Bathrooms Per Dwelling** | |
|---|---|
| 1 bath dwelling (includes 1 kitchen) | $ ~~545.60~~547.24 |
| 2 bath dwelling (includes 1 kitchen) | ~~602.95~~604.76 |
| 3 bath dwelling (includes 1 kitchen) | ~~716.10~~718.25 |
| Additional bathroom/kitchen | $ ~~285.20~~286.06 |

Includes the first 100 ft. of water piping, wastewater and stormwater lines, hose bibs, icemakers, under floor low point drains, and rain drain packages that include the piping, gutters, downspouts, and perimeter system.

| **Interior Piping (per 100 linear feet)** | |
|---|---|
| 1st Floor | $ ~~85.00~~85.26 |
| Each additional floor | $ ~~30.00~~30.09 |

## Plumbing Permits (cont.)

| | |
|---|---|
| **Multipurpose or Continuous Loop Fire Suppression Systems** | |
| 0 sq. ft. to 2,000 sq. ft. | $ ~~146.50~~146.94 |
| 2,001 sq. ft. to 3,600 sq. ft. | ~~220.00~~220.66 |
| 3,601 sq. ft. to 7,200 sq. ft. | ~~275.00~~275.83 |
| 7,201 sq. ft. and greater | $ ~~512.00~~513.54 |

**Commercial/Industrial:**

Fees per current Plumbing Permit Application

| | |
|---|---|
| **Interior Piping (per 100 linear feet)** | $ ~~28.00~~28.08 |
| **Initial Plan Review Fees** | 30% of the plumbing permit fee |
| **Plan Review Fees Required/Requested by Changes, Additions, Revisions** | $ 75 per hour (minimum one hour) |

| **Medical Gas Permits** | **Base Fee** | **Plus each additional $100 of BV** |
|---|---|---|
| $1 to $6,500 | $ 85 | $ - |
| $6,501 to $10,000 | 85 | 1.73 |

| | | **Plus each additional $1,000 of BV** |
|---|---|---|
| $10,001 to $100,000 | 145.50 | 10.50 |
| Over $100,000 | 1,090.50 | 7.25 |
| Minimum Permit Fee | $ 85 | $ - |

*(Valuation shall be calculated on the value of the equipment and installation costs.)*

**Annual Adjustment.** Structural, mechanical, and plumbing permit fees shall be automatically adjusted each July 1st based on the percentage of the change in the Portland Oregon Consumer Price Index (CPI-W) second half report, published the preceding February of each year, effective July 1st, 2016 ending July 1st, 2020.

## Electrical Permits

**Residential/Commercial/Industrial:**

Fees per current Electrical Permit Application

| | |
|---|---|
| **Residential single family houses, includes attached garage** | |
| 1,000 sq. ft. or less | $ 270 |
| Ea. Add'l 500 sq. ft. or portion | 55 |
| Limited energy | 109 |
| **Services or feeders installation, alterations, and/or relocation** | |
| 200 amps or less | 161 |
| 201 amps to 400 amps | 213 |
| 401 amps to 600 amps | 321 |
| 601 amps to 1,000 amps | 482 |
| Over 1,000 amps or volts | $ 882 |

## Electrical Permits (cont.)

| | |
|---|---|
| **Temporary services or feeders installation, alteration, and/or relocation** | |
| 200 amps or less | $ 94 |
| 201 amps to 400 amps | 200 |
| 401 amps to 599 amps | 270 |
| **Branch circuits** | |
| Branch circuits without service or feeder, 1st circuit | 90 |
| Branch circuits without service, each additional circuit | 12 |
| Branch circuits with service, each circuit | 12 |
| **Miscellaneous (service or feeder not included)** | |
| Each manufactured or modular dwelling, service, and/or feeder | 109 |
| Reconnect only | 109 |
| Pump or irrigation circle | 109 |
| Sign or outline lighting | 109 |
| Signal circuit(s) or limited energy panel, alteration or extension (commercial/industrial only) | 109 |
| Each additional inspection over the allowable | $ 85 |
| **Investigation Fee** | $ 105 per hour (minimum one hour) |

## Other Inspections and Fees

| | |
|---|---|
| **Inspections Outside of Normal Business Hours** (must be preapproved by applicant) | $ 98/hr. (minimum two hour) |
| **Inspections for which no fee is specifically indicated** (must be preapproved by applicant) | $ 75/hr. |
| **Re-inspection Fee** | $ 75/hr. |
| **Replacement Sheets (each)** | $ 23/sheet |
| **Investigation Fee** | $ 105 per hour (minimum one hour) |

### Residential:

| | |
|---|---|
| **Minimum Inspection Fee** | $ 132 |

**Manufactured Dwelling and Cabana Installation Permits –** All jurisdictions in the Tri-County area shall charge a single fee for the installation and set-up of manufactured homes. This single fee shall include the concrete slab, runners, or foundations when they comply with the prescriptive requirements of the Oregon Manufactured Dwelling standard, electrical feeder and plumbing connections, and all cross-over connections.

| | |
|---|---|
| **Installation Permit** | 445 |
| **Earthquake-resistant bracing** | 135 |
| **Re-inspection** | 135 |
| **Statewide Code Development, Training and Monitoring Fee** (in addition to all other manufactured dwelling fees and charges) | $ 30 |

## Other Inspections and Fees (cont.)

**Commercial/Industrial:**

| | |
|---|---|
| **Plan Reviews Not Designated Elsewhere** | 30% of the permit fee |
| **Certificate of Occupancy** | $ 180 |
| **Temporary Certificate of Occupancy** | $ 180 |
| **Change of Use/Occupancy** | $ 300 |
| **Deferred Submittal Fee** (in addition to project plan review fee)[1] | $250 + 10% of deferred item permit fee per deferred submittal (minimum $300) |
| **Phased Permit Fee** (in addition to project plan review fee)[1] | $250 + 10% of the total project permit fee per phase (minimum $300, not to exceed $1,500 per phase) |

## Permit Related Fees

**State surcharge shall be collected in an amount as required by State Law.**

| | |
|---|---|
| **Building Moving/Demolition Permits** | |
| 2,000 sq. ft. or less | $ 78 |
| Each additional 1,000 sq. ft. | $ 38 |
| Plan Review Fee | 75% of the permit fee |
| **Prefabricated Structures** | Per current permit fees |
| **Temporary Structures** | Per current permit fees |
| **Manufactured Dwelling Parks and Mobile Home Parks**[2] | Per current State of Oregon permit fee |
| **Recreational Parks and Organizational Camps**[2] | Per current State of Oregon permit fee |
| **Administrative fee for refunds** | 20% of the permit fee |
| **Miscellaneous Building Valuations:** | |
| **Retaining Walls** | |
| To 8 ft. high, including footing | $ 254/lin. Ft. |
| Over 8ft. high | $ 276/lin. Ft. |
| **Fences** | |
| Over 6ft. to 8ft. high | $ 15/lin. Ft. |
| **Concrete Slabs on Grade Foundations** – For house moves, modular buildings, pole buildings, etc. | |
| Plain Concrete: | |
| 4-in. slab | $ 3.00 / sq. ft. |
| 5-in. slab | 3.10 / sq. ft. |
| 6-in. slab | 3.25 / sq. ft. |
| Reinforced concrete | add $ 1.15/sq. ft. |
| **Crawl Space Foundations** | |
| For house moves, modular, etc. | $ 7.50/sq. Ft. |

[1] OAR 918-050-0170.
[2] OAR. Division 650. Table 1 plus 30%.

## Permit Related Fees (cont.)

| | |
|---|---|
| **Accessory Buildings** | |
| With floor slab | $ 55/sq. ft. |
| Without floor slab | $ 28/sq. ft. |
| **Pole Buildings** | |
| Up to and including 14-ft. eave height | $ 32/sq. ft. |
| Over 14-ft. eave height | 45/sq. ft. |
| *For Insulation:* | |
| Roof – Add | 0.35/sq. ft. |
| Slab – Add | 0.35/sq. ft. |
| Wall – Add | $ 0.35/sq. ft. |
| For slabs on grade | See previous page |
| **Swimming Pools** (pool only/deck extra) | |
| Concrete or unite | $ 70/sq. ft. |
| Plastic below ground | $ 45/sq. ft. |

## In-Fill and Grading

| | |
|---|---|
| **In-Fill and Grading Permit and/or Plan Review Fees** | |
| 1 to 50 cubic yards | $ 100 |
| 51 to 100 cubic yards | 150 |
| 101 to 1,000 cubic yards | 200 |
| 1,001 to 10,000 cubic yards | $ 250 |
| 10,001 cubic yards or more | Total hourly cost[1] |

**Other Inspections and Fees**

| | |
|---|---|
| **Inspections Outside of Normal Business Hours** | $ 75/hr.(minimum two hour) |
| **Re-Inspection Fee or Inspections for which no fee is specifically indicated** (must be preapproved by applicant) | $ 75/hr. |

[1] Cost to include supervision, overhead, equipment, hourly wages, and benefits of employees involved.

# ENGINEERING

Engineering fees consist of inspections, permits, printed and electronic maps, as well as erosion control charges.

## Inspections and Permits

| | |
|---|---|
| Right-of-Way Permit | $ 150 |
| Right-of-Way Use Permit | 30 |
| Right-of-way Re-inspection (beyond standard of 2) | 85 |
| Sewer Dye Test | 100 |
| Parklet Permit Fee | 150 |
| Parklet Renewal Fee | 85 |
| Parklet Plan Review | 112.50 |
| Painted Intersection Permit | $ 50 |
| Subdivision Construction Inspection[1] | 5.5% of Total Const. Cost (min. $500) |
| Public Improvement Construction Inspection[2] | 5.5% of Total Const. Cost (min. $500) |
| Street Opening Deposit | $ 25 per square foot, 1,500 minimum |
| Street Opening Deposit (Streets under 5-Year Moratorium) | $ 50 per square foot, 3,000 minimum |
| Right-of-Way Usage for Wireless Communication Facility | $ 250/month per antenna per utility pole |
| Moving Buildings[3] | $ 200 + 65/hr. staff time + 1,000 deposit |

## Materials (Engineering)

| | |
|---|---|
| Public Works Standards | $ 30 |
| Sewer TV Inspection Tape | $ 25 |

**Electronic Drawings:**

| | |
|---|---|
| Paper – All sizes | $ 5 |
| Other format (plus $45/hr. for additional work) | 7 |
| Reproduction charges ($0.10 for additional pages) | $ 1 |

## Printed and Electronic Maps (GIS)

**Standard Selection of GIS maps**

| | |
|---|---|
| Full Sheet (34” x 44”) | $ 45 |
| 1/2 Sheet (22” x 34”) | 35 |
| 1/4 Sheet (17” x 22”) | 25 |
| 1/8 Sheet (11” x 17”) | 15 |
| Electronic file (via electronic mail in PDF, JPG, GIF or TIF formats) | 15 |
| Electronic file (for mailed media, which includes postage, handling, and media charges) | $ 22 |

[1] Street/Sewer/Water/Storm.
[2] Commercial/Industrial/Miscellaneous Development.
[3] Performance bond amount at discretion of City Engineer.

## Printed and Electronic Maps (GIS) (cont.)

| | |
|---|---|
| **Aerial Maps** | |
| Full Sheet (34" x 44") | $ 50 |
| 1/2 Sheet (22" x 34") | 40 |
| 1/4 Sheet (17" x 22") | 30 |
| 1/8 Sheet (11" x 17") | 20 |
| Electronic file (via electronic mail in PDF, JPG, GIF, or TIF formats) | 15 |
| Electronic file (for mailed media, which includes postage, handling, and media charges) | $ 22 |
| **Custom Maps** | |
| Flat charge per hour plus cost of materials | $ 55 |
| Electronic file (for mailed media, which includes postage, handling, and media charges) | $ 7 |

## Erosion Control

| | |
|---|---|
| Erosion Prevention and Sediment Control Planning and Design Manual (CD) | $ 10 |
| Minimum Charge for Clearing/Construction[1] | 75 |
| **Minimum charge applies if:** | |
| Over 500 sq. ft. of disturbed soil. Not in or around a sensitive area (NR Zone, wetlands, conservancies, and streams) | |
| Value of structure/remodel doesn't exceed $20,000 | |
| Clearing/Construction for Single-Family Residential | 380 |
| Rate if certified in erosion control[2] | 225 |
| Clearing/Construction for Multifamily Residential | 490 |
| Rate if certified in erosion control[2] | 335 |
| (additional $40 per ½ acre over 1 acre) | |
| Clearing/Construction for Subdivision/Commercial/Industrial | 623 |
| Rate if certified in erosion control[2] | 467 |
| (additional $40 per ½ acre over 1 acre) | |
| Additional Site Visit (due to code enforcement) | $ 65 |

[1] Erosion control certification discount does not apply.
[2] Certification requires 4 hours of training in erosion control every 2 years.

## FINANCE

The Finance Department manages the City's Business Registration program which requires an annual renewal for all businesses doing business in the City. Additionally, parking permits are available for purchase by employees working in the downtown area. These fees and more are listed below:

### Business Registration

| | |
|---|---|
| Standard base fee | $ ~~118.00~~121 |
| New business commencing between July 1 and December 31 | ~~62.00~~64 |
| Change in business ownership fee | 10 |
| Fee for each FTE | 6 |
| Temporary Business (2 weeks or less) | ~~26.00~~27 |
| ~~Duplicate receipt~~ | ~~10.00~~ |
| Delinquent Registration | 10% of ~~base~~ total fee each calendar month and fraction thereof delinquent |

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**Metro Business License versus City Business Registration or Both:**
Instead of getting separate business licenses/registrations within each Portland-area city that you conduct business in, you can get a single license from Metro to construct, alter, and repair structures in 20 cities that have licensing/registration requirements in the metropolitan area, excluding Portland. The license covers all construction trades, both commercial and residential, as well as all landscape contractors. ~~The Metro license allows contractors or landscapers to operate in 20 cities surrounding Portland having licensing/registration requirements in the metropolitan area, excluding Portland.~~ Exception: if your principal place of business is inside the City of Milwaukie, the business is required to apply for a City of Milwaukie Business Registration in addition to the Metro l~~L~~icense.

For Metro applications, contact Metro at 503-797-1710 or visit their website at: http://www.oregonmetro.gov/tools-working/regional-contractors-business-license

### Telecommunications

| | |
|---|---|
| Registration Fee | $ 36 |
| New Franchise Review Deposit | 5,000 |
| Franchise Renewal Review Deposit[1] | $ 2,500 |
| Community Service Use – Wireless Communication Facility | (see Planning fees) |
| Right-of-Way Usage for Wireless Communication Facility | (see Engineering fees) |

[1] All grantees shall, within thirty (30) days after written demand therefor, reimburse the City for all reasonable direct and indirect costs and expenses incurred by the City in connection with any modification, amendment, renewal, or transfer of the franchise or any franchise agreement consistent with applicable State and federal laws. Should City costs exceed the deposit amount, grantee will be billed by the City.

## Parking Permit Fees

| | |
|---|---|
| Monthly | $ 40 |
| Quarterly | 115 |
| Discount for Bulk Pass Purchase (>10) | 10% |
| Replacement Pass (each) | $ 5 |

## Motor Vehicle Fuel Tax Penalties

Each day that a violation exists is a separate offense.

| | |
|---|---|
| Failure to secure motor vehicle fuel sales permit[1] | 200% penalty on tax owed and $250.00 |
| Failure to file monthly motor vehicle fuel sales report[1] | 10% penalty on tax owed and $50.00 |
| Late payment of motor vehicle fuel sales tax[1] (depending upon length of delinquency) | 1% or 10% of tax |

## Miscellaneous Permits

| | |
|---|---|
| Filming Permit – Fee varies based upon production budget and time to review application. Fee may be waived under certain conditions. | Up to $ 1,200 |
| Temporary Event Permit – Fee may be charged to cover costs incurred by the City for assisting with an event. Staff time will be based upon billable hourly rates. | No application fee |
| Use of parking stall(s) in the right-of-way during a Temporary Event - (City reserves the right to charge for required staff time if inspection is needed) | $ 30 |

[1] Ord. #1970, adopted 2007

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RS650

## LIBRARY

The Library collects fines for overdue books, lost or damaged items, and photocopying services.

### Overdue Fine

| | Per Day | Maximum |
|---|---|---|
| Adult | $ 0.25 | $ 3 |
| Juvenile | 0.10 | $ 1 |
| Cultural Pass | $ 5 | Replacement cost |

### Photocopies

| | Per Item |
|---|---|
| Black and White | $ 0.10 |
| Color | 0~~0.90~~.50 |
| Microfilm Copies | $ 0.10 |

### Lost or Damaged Items

| | |
|---|---|
| Barcode | $ 1 |
| Book Jacket | 2 |
| Barcode and Book Jacket | 3 |
| Audio Book CD | 10 |
| Missing Pages and Booklets | Refer to Librarian |
| Lost Item | Actual retail cost |
| Damaged Material | Refer to Librarian |
| Lost Library Card | 1 |
| Kindle Kit | 155 |
| Bike Lock | $ 40 |

### Replacement Media Case

| | |
|---|---|
| Cover Sheet | $ 1 |
| Audiobook and CD-ROM Case | 5 |
| DVD Case | 1 |
| CD Case | 2 |
| CD and CD-ROM Booklets | $ 3 |

### Miscellaneous

| | |
|---|---|
| Public Computer Printing: | |
| Black and White (first 5 free) | $ 0.10 |
| Color (first 1 free) | 0.50 |
| Non-District Citizen Library Use | $ 95/annually |

## MUNICIPAL COURT

Milwaukie Municipal Court collects fines for traffic citations, parking violations, and miscellaneous programs approved by the Judge. Traffic fine amounts are set by state legislature based on the offense classification.

### Fees and Charges

| | |
|---|---|
| Payment Plan Installment Fee | $ 25 |
| Failure to Appear | 75 |
| Reinstatement Fee | 15 |
| Suspension Packet Fee | 12 |
| Returned Check Fee | 30 |
| Boot Release Fee | 45 |
| Seat Belt Class Fee | 50 |
| Collection Processing Fee | 25 |
| Trial Cancellation Fee | 25 |
| Young Driver Diversion Fee | 100 |
| Dismissal Fee | |
| Class D | 50 |
| Deferred Sentencing Fee | |
| Class B | 260 |
| Class C | 160 |
| Class D | $ 110 |

### Traffic Fines

| Penalty | Presumptive Fine | Special Zone Fine[1] | Minimum Fine | Maximum Fine |
|---|---|---|---|---|
| Class A | $ 435 | $ 870 | $ 220 | $ 2,000 |
| Class B | 260 | 520 | 130 | 1,000 |
| Class C | 160 | 320 | 80 | 500 |
| Class D | $ 110 | $ 220 | $ 60 | $ 250 |

[1] Special zones include highway work zones, school zones, and safety corridors.

## Parking Fines

| | |
|---|---|
| Abandoned Vehicle | $ 80 |
| Angle Parking | 40 |
| Bicycle Lane | 80 |
| Blocking Driveway | 50 |
| Block Rule | 40 |
| Blocking Disabled Parking Space | 250 |
| Bus Zone/Taxi Zone | 50 |
| Double Parking | 50 |
| During Prohibited Times | 50 |
| Emergency/Safety Zone | 80 |
| Fire Hydrant | 80 |
| Five or More Unpaid Violations | 60 |
| Head in Only Parking | 50 |
| Loading Zone | 50 |
| No Parking Zone/Tow Away Zone | 80 |
| On Crosswalk/Sidewalk | 80 |
| Over 1 Ft. from Curb | 40 |
| Over Space Line | 40 |
| Overtime Parking | 40 |
| Permit Only Parking | 40 |
| Traffic Hazard | 80 |
| Trucks—2 Hr. Limit | 50 |
| Disabled Parking Space | 450 |
| Wrong Side of Street | 50 |
| Where Prohibited | $ 80 |

(Res. #46-2009, adopted 2009)

**Per Milwaukie Municipal Code §10.20.090E, parking fine amounts may ~~shall~~ increase by 50% when a registered vehicle owner has received four (4)~~of that violations bail amount~~ or more previous citations for the same parking violation within a rolling 365 day timeframe. If bail is not posted by the court date the fine will be doubled.** (Ord. #2005, adopted 2009, Ord. #1997, adopted 2009, Ord. #1728, adopted 1993, and Ord. #1361, adopted 1977)

# PLANNING

The City Planning Department oversees land use applications, annexations, special requests, and procurement of City maps and master plans.

## Standard Land Use Applications

The following standard fees apply to all land use applications[1] not listed below. Some applications may require additional fees as described below under Additional Application Fees:

| | |
|---|---|
| Type I Administrative Review | $ 200 |
| Type II Administrative Review | 1,000 |
| Type III Quasi-Judicial Review | 2,000 |
| Type IV Quasi-Judicial Review | 5,000 |
| Type V Legislative Review | $ 5,000 |

## Other Land Use Applications

| | |
|---|---|
| Community Service Use – Minor Modification (Type I) | $ 50 |
| Historic Resource Designation (Type IV) | 150 |
| Minor Land Partition (Type II) | 2,000 |
| Natural Resource[2] | |
| Boundary Verification (Type I) | - |
| Construction Management Plan (Type I) | - |
| Natural Resource Management Plan (Type I) | - |
| Tree Removal Request (Type I) | - |
| Tree Removal Request (Type III) | 500 |
| All Other Type I, II, or III applications[3] | See Application Fees |
| Planned Development – Preliminary Plan Review (Type III) | 4,400 |
| Planned Development—Final Plan Review (Type IV) | 5,700 |
| Property Line Adjustment (Type I) | 650 |
| Subdivision—Preliminary Plat Review (Type III) | $ 4,400 + $ 100 per lot over 4 lots |
| Temporary Structure (Type I) | $ 50 |

## Additional Application Fees

The following fees apply in addition to Land Use Application Fees:

| | |
|---|---|
| Measure 56 Notice (for Zoning Map or Text Amendment) | Actual cost ($1 per affected property, $35/minimum) |
| Reserve Deposit | $ 500 |
| Technical Report Review: | |
| A. Scope of Work Preparation | Actual Cost[4] |
| Reserve Deposit | $ 1,000 |
| B. Review of Technical Report | Actual Cost[2] |

[1] For a complete list of land use application types, see Milwaukie Municipal Code Table 19.901.
[2] Res. #77-2011, adopted 8/16/11
[3] Fees waived for applications that meet all 3 of the following criteria: (1) the application involves only a habitat conservation area (HCA) and not a water quality resource (WQR), (2) the property is used for residential purposes, and (3) the current owner was the owner prior to September 15, 2011, the effective date of Ordinance #2036, pursuant to Resolution #77-2011.
[4] Actual cost to be determined by Planning Director or Engineering Director by estimating the cost of City staff time and resources dedicated to the project. See more information under Deposit Information.

## Additional Application Fees (cont.)

| | |
|---|---|
| **Reserve Deposit** | |
| Traffic | $ 2,500 |
| Natural Resources (Res. #77-2011, adopted 8/16/11, effective 9/15/11) | ~~2,000.00~~2,750 |
| All Others | $ 1,000 |

## Discounts for Land Use Applications

| | Discount |
|---|---|
| Two or More Applications (no discount for most expensive application) | 25% |
| This discount applies to applications which relate to the same unit of land and which will be reviewed and decided concurrently. | |
| Senior Citizens | 10% |
| Seniors must be at least 65 years of age, and must be the property owner. Applicant may only receive one discount; the senior discount or the low income discount.~~May get Senior or Low Income Discount.~~ | |
| Low Income Citizens | 25% |
| Low-Income Citizens may qualify for reduced fees by filing the same application used to apply for reduced sewer and water rates. | |
| NDA – Sponsored Land Use Applications Related to Parks | Fees Waived |

## Annexations

| | Fee |
|---|---|
| Annexation (Expedited) | $ 150 |
| Annexation (Non-expedited: No Zone Change or Comp Plan Amendment) | 150 |
| Annexation (Non-expedited: Zone Change only) | 500 |
| Annexation (Non-expedited: Zone Change and Comp Plan Amendment) | $ 3,500 |

## Appeals

| | |
|---|---|
| Appeal to Planning Commission – per Oregon State Statute (ORS 227.175(10))[1] | $ 250 |
| Appeal to City Council[1] | $ 1,000 |

## Deposit Information

In some cases, reserve deposits are collected to ensure that the City's actual expenses are covered. Deposits will be refunded relative to actual costs, and additional money may be required if actual costs exceed the deposit amount. This applies only to reserve deposits—base fees are nonrefundable.

## Early Assistance

| | |
|---|---|
| Pre-application meeting: | |
| First meeting | Free |
| Second meeting | $ 50 |
| Third and subsequent meetings[2] | 100/mtg. |
| Pre-application conference[3] | 200 |
| Pre-application conference – Transportation Facilities Review[4] | 100 |
| Design review consultation with Design and Landmarks Committee | $ 800 |

[1] Fees are waived for NDA-sponsored appeals, pursuant to Resolution #26-1999.
[2] Applies to optional meetings attended by a maximum of two City staff. No written notes provided.
[3] Applies to required or optional meetings that require three or more City staff. Written summary notes provided two weeks after meeting.
[4] Additional meeting required to discuss Transportation Impact Study.

## Special Requests

| | |
|---|---|
| Property Value Reduction Claims (pertaining to Measures 37 or 49)[1] | $ 1,515 |
| Significant Modification of Complete Land Use Application | 500 |
| Reschedule of Public Hearing at Applicant's Request (when re-notification required) | 500 |
| Temporary Occupancy Request | 100 |
| Time Extension of Previously Granted Land Use Approval (Title 17 only) | 50 |
| Zoning Confirmation (General) | 50 |
| Zoning Confirmation (DMV Permit, LUCS)[2] | $ 25 |

## Permit Review and Inspections

| | |
|---|---|
| Building Permit Review and Inspections (Minor; e.g., Demolition or Erosion Control) | $ 25 |
| Building Permit Review and Inspections (Major) | 200 |
| Additional Planning Inspection Fee | 50 |
| Modifications to Building Permit during review[3] | 100 |
| Original Art Mural | 100 |
| Sign Permit Review (per sign) | 100 |
| Sign Permit Review (daily display or "sandwich board" sign) | $ 150 |

## Materials

Most materials are available online for free or contact Planning for additional information:
http://www.milwaukieoregon.gov/planning/planning-documents-ordinances-plans-and-guidelines

| | |
|---|---|
| Zoning Ordinance | $ 51 |
| Comprehensive Plan | 21 |
| Sign Ordinance | 5 |
| Land Division Ordinance | 4 |
| Downtown and Riverfront Public Area Requirements | $ 15 |
| GIS Maps (e.g., large Zoning Map) | See Engineering |
| **Downtown Design Guidelines** | |
| Black and White | $ 10 |
| Color | $ 35 |
| **Maps (e.g. Comprehensive Plan, Zoning Ordinance, or NR Administrative)** | |
| 11x17 handout (color) | $ 1 |

[1] Fee will be refunded if applicant prevails. If claim is denied, additional money may be required to cover contract-attorney or appraiser costs, as determined by City Manager.
[2] Waived for LUCS for emergency sewer connection.
[3] Fee applies to site plan revisions generated by applicant, not those required by staff during review process.

## Materials (cont.)

| | |
|---|---|
| **Comprehensive Plan Ancillary Documents:** | |
| Ardenwald Park Master Plan | $ 1 |
| Downtown and Riverfront Land Use Framework Plan | 23 |
| Elk Rock Island Natural Area Management Plan | 5 |
| Furnberg Park Master Plan | 17 |
| Homewood Park Master Plan | 2 |
| Johnson Creek Resources Management Plan | 15 |
| Lake Road Multimodal Plan | 8 |
| Lewelling Community Park Master Plan | 1 |
| North Clackamas Park North Side Master Plan | 7 |
| North Clackamas Public Facilities Plan | 50 |
| Scott Park Master Plan | 2 |
| Spring Park Master Plan | 5 |
| Springwater Corridor Master Plan | 9 |
| Tacoma Station Area Plan | 60 |
| Town Center Master Plan | 19 |
| Water Tower Park Master Plan | 1 |
| Wichita Park Master Plan | $ 1 |
| Vision Statement (one page) | No charge |
| **Transportation System Plan:** | |
| Full Document | $ 67 |
| Executive Summary | 8 |
| CD-ROM | $ 2 |

# POLICE

The City's Police Department collects fees for permits, licenses, and other miscellaneous services listed below:

## Permits/Licenses

| | |
|---|---|
| Adult Business | $ 372 |
| Alarm Permit—Residential (seniors 60+ exempt from fee requirement | 20 |
| Alarm Permit—Business | 26 |
| Gun Background Check | 21 |
| Liquor License (Original Application) | 100 |
| Liquor License (Name or Other Change) | 75 |
| Liquor License (Renewal Application) | 35 |
| Liquor License (Temporary License) | $ 35 |

## Police Reports

| | |
|---|---|
| Video tape copy | $ 31 |
| Police report | 15 |
| Copy of Field Contact Report (FCR card) | 5 |
| Photo CD | 15 |
| Traffic Citation Discovery | $ 10 |
| (additional research charges may apply for unusual/complex requests) | |

## Police Services

| | |
|---|---|
| False Alarm Response (first three) | No Charge |
| False Alarm Response (customer age 65 and over) | No Charge |
| False Alarm Response (each alarm after third) | $ 160 |
| Good Conduct Background Letter | 5 |
| Vehicle Impound | 100 |
| Fingerprinting | 10 |
| Loud Party Response—first response | Warning |
| Loud Party Response—second response and/or each subsequent response in 24-hr. period | $ 50 |
| Fire and Emergency Services fee (Ord. #1764, adopted 1994) | Actual cost |

## SYSTEMS DEVELOPMENT CHARGES & CONSTRUCTION EXCISE TAXES

SDC fees for Water, Stormwater, and Transportation shall be indexed for inflation annually using the Engineering-News Record Construction Cost Index (CCI) for Seattle (Resolution 40-2007). The CCI increase is 2.5%. Based on Oregon State Statute (ORS 223.304), the charges are broken down into three components; (1) reimbursement (to recover existing facility capacity available for growth), (2) improvement (to recover planned capacity improvements for growth), and (3) administration (to recover direct costs).

### Water System Development Charge

| | Fee | | | |
|---|---|---|---|---|
| **Meter Size** | **Reimbursement** | **Improvement** | **Administration** | **TOTAL** |
| ¾" x ¾" | $ - ~~906~~907 | $ ~~753~~754 | $ 127 | **$ ~~1,786~~1,788** |
| 1" | ~~1,510~~1,512 | ~~1,257~~1,259 | 212 | **~~2,979~~2,983** |
| 1.5" | ~~3,021~~3,025 | ~~2,510~~2,513 | ~~423~~424 | **~~5,954~~5,962** |
| 2" | ~~4,832~~4,838 | ~~4,018~~4,023 | ~~678~~679 | **~~9,528~~9,540** |
| 3" | ~~9,665~~9,678 | ~~8,034~~8,044 | ~~1,355~~1,357 | **~~19,054~~19,079** |
| 4" | ~~15,101~~15,121 | ~~12,553~~12,569 | ~~2,118~~2,121 | **~~29,772~~29,811** |
| 6" | ~~30,203~~30,242 | ~~25,106~~25,139 | ~~4,235~~4,241 | **~~59,544~~59,622** |
| 8" | ~~48,325~~48,388 | ~~40,172~~40,224 | ~~6,777~~6,786 | **~~95,274~~95,398** |
| 10" | ~~69,465~~69,556 | ~~57,746~~57,821 | ~~9,743~~9,756 | **~~136,954~~137,133** |
| | $ | $ | | **$** |
| 12" | ~~135,912~~136,089 | ~~112,983~~113,130 | $ ~~19,062~~19,087 | **~~267,957~~268,307** |

### Wastewater System Development Charge

A wastewater unit is equal to 16 fixture units derived from Table 7-3 of the Oregon Plumbing Specialty Code. Each residential dwelling unit is 1 wastewater unit.

| | Reimbursement | Improvement | Administration | TOTAL |
|---|---|---|---|---|
| Wastewater SDC | $ ~~327~~394 | $ ~~566~~681 | - | **$ ~~893~~1,075** |

### Stormwater System Development Charge

Stormwater unit is equal to 2,706 square feet of impervious surface on the property. Each single-family residential property is 1 Stormwater unit.

| | Reimbursement | Improvement | Administration | TOTAL |
|---|---|---|---|---|
| Stormwater SDC | - | $ ~~844~~845 | - | **$ ~~844~~845** |
| Fee in Lieu of Construction: Per 100 sq. ft. of impervious area | - | $ 844 | - | **$ 844** |



**RS659**

## Transportation System Development Charge

Trip generation rates for each land use type are derived from the Institute of Transportation (ITE) report Trip Generation (7th Edition, 2003). Trip rates are expressed as vehicle trips entering and leaving a property during the p.m. peak travel period.

| | Fee | | | |
|---|---|---|---|---|
| | **Reimbursement** | **Improvement** | **Administration** | **TOTAL** |
| Transportation SDC (per trip) | $ ~~91~~92 | $ 1,829 | - | $ ~~1,920~~1,921 |

## Parks and Recreation System Development Charge

Collected for the North Clackamas Parks and Recreation District (adopted Clackamas Board of County Commissioners, Ordinance 09-2007, Oct. 25, 2007).

| | |
|---|---|
| Single-Family Residential | $ 3,985 per dwelling unit |
| Multifamily Residential | 3,608 per dwelling unit |
| Nonresidential | $ 60 per employee[1] |

## School Construction Excise Tax

Collected for North Clackamas School District (adopted North Clackamas School District, December 6, 2007).

| | |
|---|---|
| Residential | $ 1.20 per square foot |
| Commercial | $ 0.60 per square foot[2] |

## Metro Construction Excise Tax

Collected for Metro (adopted Metro Council, Ordinance 06-1115, March 23, 2006, effective July 1, 2006; extended Metro Council, Ordinance 14-1328, June 19, 2014).

| | |
|---|---|
| Metro Construction Excise Tax | $ 0.12 per $100 of permit value |

Permits for construction projects valued at $100,000 or less will be exempted from this tax as well as permits for development of affordable housing units and permits issued to 501(c)(3) nonprofit organizations for other projects aimed at serving low-income populations. Permits for construction valued at more than $10 million will be assessed a flat $12,000 fee (0.12 percent of $10 million).

[1] Number of employees calculated according to type of business and building square feet. For more information, go to: http://www.clackamas.us/engineering/sdc.html.

[2] Total commercial fee capped at $29,900 per project. Private schools, public improvements, low-income (HUD) housing, hospitals, religious facilities, and agricultural buildings are exempt. Construction under 1,000 square feet is exempt.

## Bancroft Financing for Commercial System Development Charges

Bancroft Financing provides the opportunity for property owners of single family, multi-family, not-for-profit, public organizations, and commercial properties, to finance system development charge(s) over a ten year period, or less at the desire of the property owner, subject to the following interest rate (Ordinance 2108, adopted 2015):

| | |
|---|---|
| Bank Prime Rate | 3.50% as of December 16, 2015; subject to change as published by the Federal Reserve System[1] |
| Administration | 2.00% |
| **TOTAL** | Current Prime Rate plus 2.00% |

For the current bank prime rate visit: **http://www.federalreserve.gov/releases/h15/Current/**

.

[1] The bank prime rate established by the Federal Reserve is updated periodically as determined by the Federal Reserve Board. The current bank prime rate can be found on the Federal Reserve website under "bank prime loan".

# UTILITIES

The City of Milwaukie provides water, wastewater, stormwater, and street maintenance service to citizens. These services are billed monthly at the following rates[1]:

## Water

| | Volume Charge (per CCF of consumption) |
|---|---|
| Water | $ ~~3.24~~3.35 |

| Residential & Commercial Meters | |
|---|---|
| **Meter Size** | **Fixed Charge[2]** |
| 5/8" - 3/4" | $ ~~7.15~~7.40 |
| 1" | ~~9.98~~10.33 |
| 1 1/2" | ~~16.10~~16.66 |
| 2" | ~~25.00~~25.88 |
| 3" | ~~61.64~~63.80 |
| 4" | ~~105.96~~109.67 |
| 6" | $ ~~156.33~~161.80 |

| Standby Service for Fire Flow Purposes | |
|---|---|
| **Connection Size** | **Fixed Charge** |
| 2" | $ ~~10.66~~11.03 |
| 4" | ~~38.37~~39.71 |
| 6" | ~~55.87~~57.83 |
| 8" | ~~75.84~~78.49 |
| 10" | ~~95.81~~99.16 |
| 12" | $ ~~115.79~~119.84 |

## Wastewater

| Account Type | Treatment (per EDU) | Billing and Administration (per account) | Volume[3] (per CCF of water consumption) |
|---|---|---|---|
| Residential | $ ~~28.78~~29.93 | $ ~~8.43~~8.77 | $ ~~2.72~~2.83 |
| Low Income | ~~14.39~~14.97 | ~~4.22~~4.39 | ~~1.36~~1.41 |
| Commercial | $ ~~62.56~~65.06 | $ ~~8.43~~8.77 | $ ~~2.72~~2.83 |

## Stormwater

| | Single Family Residential | Low Income | Commercial |
|---|---|---|---|
| Stormwater | $ ~~16.99~~19.39 | $ ~~8.50~~9.70 | $ ~~16.99~~19.39 (per 2,706 sq. ft. of impervious area) |

## ~~Streets~~Transportation

| Street Maintenance Rate for All Categories | |
|---|---|
| **Account Type** | **Rates** |
| Single Family Residential | $ 3.35 |
| Low Income | Exempt |
| Commercial | $ .35 per daily trip generated[4] |
| Multi-Family Residential | 2.10 per unit |
| Elderly Housing/Mobile Homes | 1.40 per unit |
| Congregate Care | $ .70 per unit |

[1] The Citizens Utility Advisory Board reviews the existing rate structure and capital improvement plan to advise City Council on utility rates.

[2] Customers participating in the City's Low Income Utility Assistance program are exempt from the monthly fixed charge.

[3] Residential wastewater volume charges are determined by the average monthly water usage from ~~December to March~~November to February (winter average). The winter average is adjusted annually on March 31st.

[4] Commercial daily trip generated is calculated based on type of use and building square feet. Monthly bill is capped at $250 indexed annually for CPI published by the Bureau of Labor Statistics. Current maximum is $~~293.58~~296.88 (Municipal Code Section 3.25.060).

## Other Charges

**Water:**

| | |
|---|---|
| Connect Service 5/8" or 3/4" Residential Service | $ 2,700 |
| Connect Service 1" | 2,800 |
| Connect Service 1 1/2" | 3,200 |
| Connect Service 2" | 3,300 |
| 3/4" Meter Equipment | 230 |
| 1" Meter Equipment | 330 |
| 1 1/2" Meter Equipment | 560 |
| 2" Meter Equipment | 680 |
| Hydrant Meter Deposit (refundable less water usage) | $ 2,200 |

**Sewer Connection:**

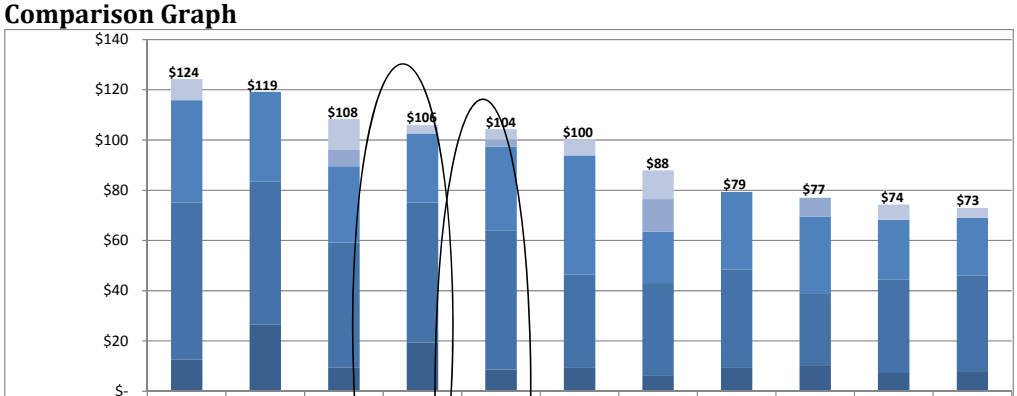
| | |
|---|---|
| A fee charged to the City by Clackamas County and collected to recover invoiced costs for each new connection to the public sanitary sewer system. | $ 5,970 per EDU[1] |

**Miscellaneous:**

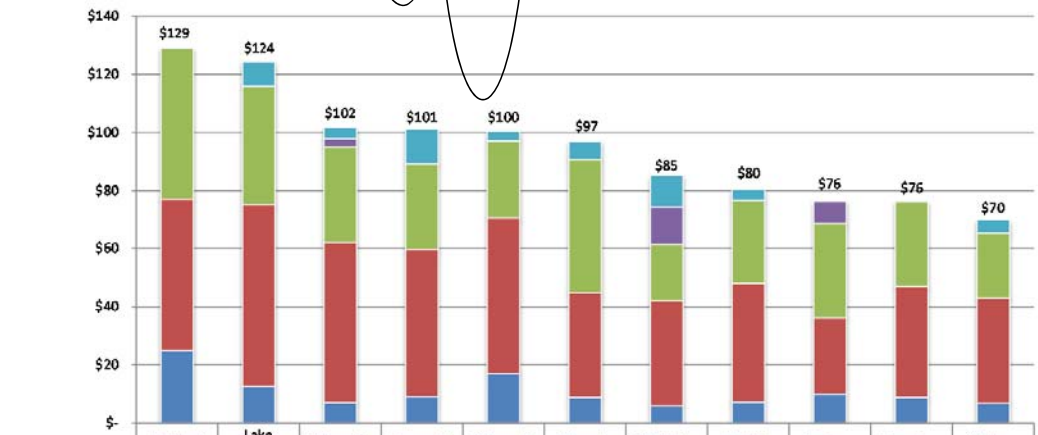
| | |
|---|---|
| Delinquent Account – Past Due Notice | $ 5 |
| Delinquent Account – Notice of Termination | 10 |
| Shut-off/Turn-on | 35 |
| After-hours Restoration of Service | $ 85 |
| (Monday-Friday 3:00-8:00 p.m.; Saturday and Sunday 8:00 a.m. – 8:00 p.m.) | |
| Reimbursement District Fee | To be determined by the scope of project |

[1] An EDU or "equivalent dwelling unit" is a unit of measurement of sewer usage that is assumed to be equivalent to the usage of an average dwelling unit.

## Comparison Graph




| | Lake Oswego | Portland | Oregon City | Milwaukie | Wilsonville | Tigard | West Linn | Beaverton | Gresham | Hillsboro | Tualatin |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Street Fee | 8.44 | - | 12.26 | 3.35 | 4.03 | 6.39 | 11.37 | - | - | 6.10 | 3.92 |
| Other | - | - | 6.50 | - | 2.89 | - | 13.01 | - | 7.50 | - | - |
| Water | 40.68 | 35.55 | 30.39 | 27.50 | 33.48 | 47.37 | 20.45 | 30.82 | 30.39 | 23.73 | 22.94 |
| Sewer | 62.59 | 57.00 | 49.83 | 55.68 | 55.24 | 37.25 | 36.93 | 39.25 | 28.73 | 37.25 | 38.44 |
| Surface Water | 12.58 | 26.59 | 9.35 | 19.89 | 8.65 | 9.25 | 6.15 | 9.25 | 10.34 | 7.25 | 7.65 |




| | Portland | Lake Oswego | Wilsonville | Oregon City | Milwaukie | Tigard | West Linn | Tualatin | Gresham | Beaverton | Hillsboro |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Street Fee | - | 8.44 | 4.03 | 11.90 | 3.35 | 6.12 | 10.83 | 3.92 | - | - | 4.64 |
| Other | - | - | 2.89 | - | - | - | 13.01 | - | 7.50 | - | - |
| Water | 51.86 | 40.68 | 32.72 | 29.46 | 26.59 | 45.87 | 19.48 | 28.46 | 32.59 | 29.22 | 22.41 |
| Sewer | 52.20 | 62.59 | 55.24 | 50.64 | 53.53 | 36.17 | 36.08 | 40.79 | 26.30 | 38.17 | 36.17 |
| Surface Water | 24.88 | 12.58 | 6.95 | 9.05 | 16.99 | 8.75 | 5.86 | 7.25 | 9.84 | 8.75 | 6.75 |

This graph compares the average utility bills for the neighboring cities surrounding Milwaukie. As some cities bill monthly, some bill every two months, and some bill every three months, these amounts are converted to average monthly amounts so they are comparable to Milwaukie. Cities increase different rates at different times during the year; therefore, this graph is simply a picture in time reflecting the rates when

the survey was conducted. Cities have different average water consumption amounts per household; so for the sake of this comparison, these rates are computed using an average 6ccfs of water used per month to be comparable to Milwaukie's overall average. Below are Milwaukie's calculations:

| | July 1, 2013 | | | July 1, 2014 | | | July 1, 2015 | | |
|---|---|---|---|---|---|---|---|---|---|
| | increased | | avg bill | increased | | avg bill | increased | | avg bill |
| Water Service Fee | | | | | | | | | |
| Base | 14.6% | 0.77 | $ 6.04 | 12.8% | 0.77 | $ 6.81 | 5.0% | 0.34 | $ 7.15 |
| Plus per 6ccf | 14.6% | 2.10 | 16.44 | 12.8% | 2.10 | 18.54 | 5.0% | 0.90 | 19.44 |
| *Avg water per house (6ccfs)* | | | 22.48 | | | 25.35 | | | 26.59 |
| Sewer Service Fee | | | | | | | | | |
| Base fee | 0% | N/A | 26.10 | 5.6% | 1.44 | 27.54 | 4.5% | 1.24 | 28.78 |
| Plus per 6ccf | 0% | N/A | 22.41 | 5.6% | 1.26 | 23.67 | 4.5% | 1.08 | 24.75 |
| *Avg sewer per house* | | | 48.51 | | | 51.21 | | | 53.53 |
| Storm Water Management Fee | 14% | 1.61 | 13.05 | 14.1% | 1.84 | 14.89 | 14.1% | 2.10 | 16.99 |
| Street Maintenance Fee | 0% | N/A | 3.35 | 0% | N/A | 3.35 | 0% | N/A | 3.35 |
| ***Average bill per residence*** | | $ 4.48 | $ 87.39 | | $ 7.41 | $ 94.80 | | $ 5.66 | $ 100.46 |

| | July 1, 2014 | | | July 1, 2015 | | | July 1, 2016 | | |
|---|---|---|---|---|---|---|---|---|---|
| | increased | | avg bill | increased | | avg bill | increased | | avg bill |
| Water Service Fee | | | | | | | | | |
| Base | 12.8% | 0.77 | $ 6.81 | 5.0% | 0.34 | $ 7.15 | 3.5% | 0.25 | $ 7.40 |
| Plus per 6ccf | 12.8% | 2.10 | 18.54 | 5.0% | 0.90 | 19.44 | 3.5% | 0.66 | 20.10 |
| *Avg water per house (6ccfs)* | | | 25.35 | | | 26.59 | | | 27.50 |
| Sewer Service Fee | | | | | | | | | |
| Base fee | 5.6% | 1.44 | 27.54 | 4.5% | 1.24 | 28.78 | 4.0% | 1.15 | 29.93 |
| Plus per 6ccf | 5.6% | 1.26 | 23.67 | 4.5% | 1.08 | 24.75 | 4.0% | 1.00 | 25.75 |
| *Avg sewer per house* | | | 51.21 | | | 53.53 | | | 55.68 |
| Storm Water Management Fee | 14.1% | 1.84 | 14.89 | 14.1% | 2.10 | 16.99 | 14.1% | 2.40 | 19.39 |
| Street Maintenance Fee | 0% | N/A | 3.35 | 0% | N/A | 3.35 | 0% | N/A | 3.35 |
| ***Average bill per residence*** | | $ 7.41 | $ 94.80 | | $ 5.66 | $100.46 | | $ 5.46 | $105.92 |

## MUNICIPAL CODE VIOLATIONS

Violation of the Milwaukie Municipal Code may results in the following fees or penalties. Each day that a violation exists is a separate offense.

### General

| | |
|---|---|
| General penalty (applies to any Municipal Code violation where no other penalty is specified)[1] | $ 150 to 200 |
| Third or subsequent violation (applies to any Municipal Code violation)[1] | 1,000 |
| Nuisance violation[2] | Maximum 500 |
| Shopping cart retrieval programmatic violation[3] | Maximum 500 |
| Noise control violation[4] | Maximum 500 |
| Adult business code violation[5] | Maximum 500 |
| Public urination or defecation[6] | up to 750 |
| Curfew violation[7] | up to 300 |
| Failure to retrieve shopping cart within 72 hours[8] | 50 |
| Solid waste regulation/un-franchised violation[9] | up to 500 |
| Abatement[10] (applies to any Municipal Code violation citation)[11] | $ 50 |

### Building Penalties

| | |
|---|---|
| Violation of vacant building standards[12] | up to $ 300 |
| Interference with fire control device[13] | up to 750 |
| Swimming pool barrier violation[14] | up to 100 per week[15] |
| Building relocation violation[16] | Not less than 1,000 |
| Failure to comply with stop work order[17] | up to 1,000 |
| Any violation of Title 15 for which a specific penalty has not been expressly provided[18] | up to $ 1,000 |

[1] Ord. #1935, adopted 2004, Ord. #1758, adopted 1994, and Ord. #1591, adopted 1986.
[2] Ord. #1503, adopted 1981, and Ord. #1028, adopted 1964.
[3] Ord. #1980, adopted 2008.
[4] Ord. #1528, adopted 1982.
[5] Ord. #1533, adopted 1982.
[6] Ord. #1953, adopted 2005.
[7] Ord. #1503, adopted 1981, and Ord. #995, adopted 1963.
[8] Ord. #1980, adopted 2008.
[9] Ord. #1955, adopted 2005, Ord. #2092 adopted 2015.
[10] All violations of the Municipal Code are additionally subject to the Code Enforcement abatement fee, additional state and county assessments and the general penalty for third or subsequent violations.
[11] Ord. #1998, adopted 2009, Ord. #1758, adopted 1994, and Ord. #1659, adopted 1989.
[12] Ord. #1464, adopted 1980.
[13] Ord. #1515, adopted 1982.
[14] Ord. #1430, adopted 1979.
[15] Each week that this violation exists is a separate offense.
[16] Ord. #1952, adopted 2005.
[17] Ord. #1881, adopted 2000.
[18] Ord. #2011, adopted 2010.

## Specialty Code Penalties

| | |
|---|---|
| Violation of various Specialty Codes: building, plumbing, mechanical, and electrical[1] | up to $1,000 per day (maximum $5,000) |
| Appeal of Specialty Code violation[2] | $ 250 |

## Engineering Penalties

| | |
|---|---|
| Violation of capital improvement regulations[3] | up to $ 500 |
| Basketball hoop regulation violation[4] | up to 250 |
| Vegetation too low in the right-of-way[5] | up to 100 |
| Clear vision violation[6] | up to 250 |
| Failure to repair sidewalk[7] | up to 250 |
| Sidewalk bench violation[8] | up to 100 |
| Failure to remove street bench after permit termination[9] | 25 |
| Flood hazard violation[10] | up to 1,000 |
| Access management violation[11] | up to 250 |
| Right-of-way encroachment[12] | up to 250 |
| Erosion control violation[13] | up to 300 |
| Unpermitted tree cutting in the public right-of-way[14] | $ 1,000 |

## Police Penalties

| | |
|---|---|
| No active alarm permit on file for property (when dispatched) | $ 25 |
| Weapon discharge violation[15] | up to 750 |
| Public consumption of alcohol[16] | up to 250 |
| Failure to pay Fire and Emergency Services Fee[17] | up to 300 |
| Security Alarm Violation[18] | Maximum $ 500 |
| Traffic violation penalty[19] | At least 50% of maximum under Oregon Statute |

[1] Ord. #1814, adopted 1997, and Ord. #2011, adopted 2010.
[2] Ord. #2011, adopted 2010.
[3] Ord. #1707, adopted 1991.
[4] Ord. #1503, adopted 1981, and Ord. #1405, adopted 1978.
[5] Ord. #1999, adopted 2009.
[6] Ord. #1679, adopted 1990.
[7] Ord. #1697, adopted 1991.
[8] Ord. #1503, adopted 1981, and Ord. #1289, adopted 1974.
[9] Ord. #1289, adopted 1974.
[10] Ord. #1983, adopted 2008, and Ord. #1899, adopted 2002.
[11] Ord. #2004 adopted 2009.
[12] Ord. #2004 adopted 2009, and Ord. #1866 adopted 2000.
[13] Ord. #1899 adopted 2002.
[14] (Title 16) Ord. #1836, adopted 1998.
[15] Ord. #1515, adopted 1982.
[16] Ord. #1746, adopted 1993.
[17] Ord. #1767, adopted 1994, and Ord. #1764, adopted 1994.
[18] Ord. #1568, adopted 1984.
[19] Ord. #1922, adopted 2003.

## Planning Penalties

| | |
|---|---|
| Violation of Sign Ordinance[1] | up to $ 100 |
| Violation of Land Division Ordinance[2] | 200 |
| Violation of Zoning Ordinance[3] | up to $ 200 |

## Utility Penalties

| | |
|---|---|
| Low income utility rate violation[4] | up to $ 200 |
| Water, wastewater, or storm system regulation violation[5] | 25 to 500 |
| Sewer violation[6] | Maximum 500 |
| Fats, oils, and grease violation [7] | Maximum $ 500 |

## Business Registration Penalties

| | |
|---|---|
| Violation of business registration requirements[8] | up to $ 200 |
| Violation of "Milwaukie Junk Dealers, Secondhand Dealers, Pawnbrokers and Transient Merchants Ordinance"[9] | up to $ 300 |

[1] (Title 14) Ord. #1965, adopted 2006, and Ord. #1733, adopted 1993.
[2] (Title 17) Ord. #1907, adopted 2002.
[3] (Title 19) Ord. #2025, adopted 2011.
[4] Ord. #1424, adopted 1979.
[5] Ord. #1418, adopted 1978, Ord. #1548, adopted 1986 and Ord. #1755, adopted 1994.
[6] Ord. #1548, adopted 1983.
[7] Ord. #1990, adopted 2008, Ord. #1985, adopted 2008, and Ord. #1972, adopted 2007.
[8] Ord. #1863, adopted 1999, and Ord. #1349, adopted 1976.
[9] Ord. #1552, adopted 1983.

City of Milwaukie
10722 SE Main St
Milwaukie, OR 97222

503-786-7555
http://www.milwaukieoregon.gov/finance/current-year-fy16-fee-schedule



**RS669**

MILWAUKIE CITY COUNCIL
**STAFF REPORT**

Agenda Item: **RS 5. E.**
Meeting Date: **June 7, 2016**

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **Financial Policies Update**

From: Casey Camors, Finance Director

Date: June 7, 2015

**ACTION REQUESTED**
Adopt resolution updating the City financial policies.

**HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**
**2007** – Financial policies were developed by Staff and the Budget Committee.

**2011** – Updated financial policies were adopted.

**2012** – Updated financial policies were adopted.

**April & May 2016** – Proposed update to financial policies was discussed with the City Budget Committee.

**BACKGROUND**
The City of Milwaukie adopts financial policies to serve as a basic framework for overall financial management of the City, to guide day-to-day and long-range fiscal planning and decision making, and to achieve financial goals. City Staff abides by these policies in fiscal management, including budgeting, financial reporting, and every day management. Reserve policies (included in the financial policies) identify minimum reserve levels for all of the City's 9 funds.

Reserve policy requirements are commonly used for (per GFOA Best Practices):

- Meeting future capital needs
- Offsetting difficult economic times
- Stabilizing fluctuations in cash flow requirements
- Providing for emergency situations

Factors that should be considered in development of reserve policy requirements are (per GFOA Best Practices):

- Predictability of revenues
- Volatility of expenditures
- Availability of resources from other funds
- Potential drain on General Fund
- Liquidity
- Designations

Historically, we have seen some funds fall into unfortunate financial situations based on a variety of factors. Most recently, the Water Fund experienced significant declines in revenue due to low water usage caused by unseasonably wet weather. The City of Milwaukie Water Fund is not unlike any other water fund in the Portland-Metro area and due to the poor revenues, fund balance fell below set reserves and actually went negative, requiring money from other fund resources to stay afloat.

| | ACTUALS | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 |
| Ending fund balance | | | | | | | | |
| Policy requirement (25%) | 370 | 370 | 390 | 600 | 530 | 530 | 570 | 570 |
| Reserve for vehicle replacement | - | 437 | 442 | - | - | 30 | 80 | 100 |
| Over (under) policy/reserves | 204 | (822) | (679) | (709) | (755) | (349) | 131 | 1,030 |
| Total ending fund balance | 708 | 119 | 287 | (109) | (225) | 211 | 781 | 1,700 |

However, the Water Fund has recovered from this downturn (again due to weather) and has accumulated significant fund balance to support operations and long deferred infrastructure improvements.

| | Current Year Estimated | + 1 | + 2 | + 3 | + 4 | + 5 |
|---|---|---|---|---|---|---|
| | | PROJECTED | | | | |
| | FY16 | FY17 | FY18 | FY19 | FY20 | FY21 |
| Ending fund balance | | | | | | |
| Policy requirement (50%) | 1,180 | 1,400 | 1,470 | 1,530 | 1,600 | 1,660 |
| Reserve for vehicle replacement | 100 | 100 | 100 | 100 | 100 | 100 |
| Over (under) policy/reserves | 1,820 | 828 | (3) | 129 | (106) | (486) |
| Total ending fund balance | 3,100 | 2,328 | 1,567 | 1,759 | 1,594 | 1,274 |
| **Total Requirements** | $ 5,682 | 7,187 | 6,422 | $ 5,803 | $ 6,142 | $ 6,129 |

Staff has monitored the Water Fund and based on GFOA Best Practices, recommends that the reserve policies for the Water Fund be increased to offset future difficult times and stabilize fluctuations in cash flow as the weather could shift at an time, again putting the Water Fund at risk.

Water, Wastewater and Stormwater Funds have historically had reserve policy percentages of 25% (or three months) of operating budget. Staff recommends that the Water Fund reserve policy percentage be updated to 50% (or six months) of operating budget.

**CONCURRENCE**
The Public Works Director agrees with this update.

**FISCAL IMPACTS**
The proposed change will not impact revenues or expenditures directly but will insulate the Water Fund from future fluctuations.

**WORK LOAD IMPACTS**
N/A

**ALTERNATIVES**
Leave the Water Fund reserve policy at 25%.

**ATTACHMENTS**
1. Resolution
2. Financial Policies Draft
2. Financial Policies Draft Redline

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, ADOPTING UPDATED FINANCIAL POLICIES.**

**WHEREAS,** the City of Milwaukie adopted formal financial policies, including reserve policies, in 2007 with subsequent updates in 2011 and 2012; and

**WHEREAS,** circumstances change periodically that necessitate a change in the City's financial policies; and

**WHEREAS,** the City has identified that the Water Fund is extremely sensitive to year-to-year fluctuations in the climate which have historically resulted fiscal instability; and

**WHEREAS,** the Water Fund is currently in fair financial condition allowing for increases to Water Fund reserve policies that will help to insulate the Fund from future financial fluctuations; and

**Now, Therefore, be it Resolved** by the City Council of the City of Milwaukie that the City financial policies incorporate an increase to the Water Fund reserve from 25% (or three months) to 50% (or six months) of the operating reserve.

Introduced and adopted by the City Council on _____.

This resolution is effective on _____.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Pat DuVal, City Recorder

City Attorney

**City of Milwaukie Fiscal Policies**

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## Purpose

The City of Milwaukie is committed to responsible fiscal management through financial integrity, prudent stewardship of public assets, planning, accountability and full disclosure. The broad purpose of these Fiscal Policies is to enable the City to achieve and maintain a long-term stable and positive financial condition. These policies are adopted by the City Council as the basic framework for overall financial management of the City, to guide day-to-day and long-range fiscal planning and decision making, and to achieve the following general financial goals:

1. Provide an adequate financial base to sustain the desired level of municipal services to maintain the social wellbeing and physical conditions of the City.
2. Deliver cost effective and efficient services to citizens.
3. Provide and maintain essential public facilities, utilities, and capital equipment.
4. Protect and enhance the City's credit rating so as to obtain the lowest cost of borrowing and assure taxpayers and the financial community that the City is well managed and financially sound.
5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents and businesses.
6. Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association, the Governmental Accounting Standards Board and other professional standards.
7. Fully comply with finance related legal mandates, laws and regulations.

To achieve these goals, fiscal policies generally cover areas of revenue management, operating and capital budgeting, financial planning and forecasting, investment and asset management, debt management, accounting and financial reporting, reserves and internal controls. These policies are reviewed annually by management, the Budget Review Board, and City Council and amended as necessary, as part of the budget process.

## Revenue Policies

1. The City will strive for and maintain diversified and stable revenue sources to prevent undue or unbalanced reliance on any one source of funds. Revenue diversity will also reduce risk to the City from short-term fluctuations in any one revenue source.
2. One-time revenues will be used only for one-time expenditures. The City will minimize using temporary revenues to fund continuing programs and services.
3. The City will maximize the use of service and user charges in lieu of ad valorem taxes and subsidies from other City funds, for services that can be identified and where costs are directly related to the level of service provided. The Council may establish fees at less than "full cost recovery" when deemed in the public interest.

The City will periodically and systematically review user fees and charges to take into account the effects of additional service costs and inflation.

4. Unless prohibited by law, City fees may be deferred or waived by the City Manager or City Council action when it can be demonstrated that a direct public benefit will be obtained. In addition, the City Council may direct that City fees, e.g., system development charges, building permit fees, planning fees, be paid on behalf of applicants and City Council's action will include a determination of the source of funds to pay such fees. Fees that are deferred or waived by the City Manager exceeding $1,000 will be communicated to the Council.

5. All fees, charges or assessments that are deferred for later payment will be evidenced by a written promissory note or agreement. The City may charge periodic interest, processing fees and additional interest and penalties for delinquencies as appropriate.

6. System development charges shall be established to fund the costs of improvements to service additional increments to growth such as street, water, wastewater and storm water facilities and infrastructure.

7. Water, Wastewater and Stormwater funds will be self-supporting through user fees. Utility rates will be established to fully recover costs, including operation, administration, replacement of assets, capital expansion, with consideration given to return on investment and existing and or anticipated debt to insure a debt coverage ratio of no less than 1.50.

8. Fee adjustments will be based on five-year financial plans that will be reviewed and updated annually.

9. The City Manager shall approve all grant applications before their submission. Additionally, all potential grants that require matching funds, on-going resource requirements, or include new or additional continuing compliance requirements shall be evaluated and considered before submittal of the application. The City Council will be provided the evaluation with the request for their acceptance of the grant.

10. Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively. The City will estimate its revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.

11. Charges for services shall accurately reflect the actual or estimated costs of providing a specific service. The cost of providing specific services shall be recalculated periodically and the fee adjusted accordingly.

12. The City shall pursue an aggressive policy for collecting delinquent accounts. When necessary, the City shall use such methods as small claims courts, collection agencies, liens to enforce collection. The City may impose late fees and penalties.

**Budget Policies**

1. The City will prepare a budget with the participation of all departments that incorporates GFOA recommendations relative to budgeting for results and outcomes.

   a. Determine how much money is available. The budget should be built on expected revenues. This includes base revenues, any new revenue sources, and the potential use of fund balance.
   b. Prioritize results. The results or outcomes that matter most to citizens should be defined. Elected leaders should determine what programs are most important to their constituents.
   c. Allocate resources among high priority results. The allocations should be made in a fair and objective manner.
   d. Conduct analysis to determine what strategies, programs, and activities will best achieve desired results.
   e. Budget available dollars to the most significant programs and activities. The objective is to maximize the benefit of the available resources.
   f. Set measures of annual progress, monitor, and close the feedback loop. These measures should spell out the expected results and outcomes and how they will be measured.
   g. Check what actually happened. This involves using performance measures to compare actual versus budgeted results.
   h. Communicate performance results. Internal and external stakeholders should be informed of the results in an understandable format.

2. All budgetary procedures will conform to existing state regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state: 1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and 2) the total of all resources of the entity must equal the total of all expenditures and all requirements for the entity.

3. The budget process will be coordinated so that major policy issues and department goals and objectives are identified and incorporated into the budget. Additionally, the Budget Review Board as established by its charge, shall review the budget of selected departments and/or City functions and shall make recommendations on service levels and the appropriate budget resources necessary to achieve that service level, consistent with its Council approved annual work plan to the full Budget Committee.

4. A cost allocation plan will be developed and incorporated into the City budget. The cost allocation plan will be the basis for distribution of general government and internal service costs to other funds and capital projects.

5. Unless otherwise authorized by City Council, general fund unrestricted revenues shall not be assigned for specific programs, activities or services.

6. The City Council shall adopt the budget at the fund, departmental or program level as a total dollar amount for all appropriations except contingency,

unappropriated ending fund balance and reserves, which shall be stated separately.

7. At a minimum, a mid-year review process will be conducted by the City Manager in order to address any necessary adjustments to the adopted budget.

8. The City will submit the Adopted Budget Document to the Government Finance Officers Association (GFOA) to obtain the Award for Distinguished Budget Presentation.

9. A budget calendar will be prepared detailing the key elements in the development of the budget. (Please see exhibit 1).

**Expenditure Control Policies**

1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each Department or Division Manager or Director will be responsible for the administration of his/her department/division budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division budget for compliance with spending limitations.

2. The City Manager will administer expenditure control at the category level and program or divisional level. Additionally, the City Manager may give authorization to mandate this level of control down to any line item level. Expenditures anticipated to be in excess of these levels require approval of the City Manager, or Finance Director. Any increase in a budget category anticipated to exceed $50,000 will require City Council approval.

3. All purchases of goods and services must comply with the City's Purchasing Policies, guidelines and procedures and with State laws and regulations.

4. All compensation planning and collective bargaining will include analyses of total cost of compensation, which includes analysis of salary increases, health benefits, pension contributions, and other fringe benefits. The City will only propose operating personnel costs that can be supported by continuing operating revenues.

5. City staff are to make every effort to control expenditures to ensure City services and programs provided to its citizens and taxpayers are cost effective and efficient. Expenditures that will reduce future costs will be encouraged.

**Capital Improvement Investment Policies**

1. A five-year Capital Improvement Program (CIP) encompassing all City facilities, including utilities infrastructure, buildings and major equipment and vehicles, shall be prepared and updated periodically as needed. A public process will be utilized to consider public testimony on the CIP, including review and approval of the CIP by the Citizens Utility Advisory Board (CUAB), Budget Review Board, and the City Council. The five-year CIP will be incorporated into the City's budget and long-range financial planning processes and as such its annual review and approval is anticipated to occur approximately six months, i.e., prior to December 31, prior to the beginning of the subsequent fiscal year. (Please see exhibit 1, Budget Calendar).

2. Projects included in the CIP shall describe the need for the project, the scope of work, total cost estimates, future operating and maintenance costs and how the project and future operations and maintenance will be funded.

3. An objective process, e.g., a rating matrix that includes but is not limited to neighborhood association support for projects within or directly or indirectly impacting a neighborhood association, public safety considerations, engineering, operations, connectivity, inter-departmental and or inter-governmental commitments or requirements, and funding availability, will be established to evaluate and rank CIP projects with respect to each utility and to the overall needs of the City. The ranking of projects will be used to allocate resources to ensure projects are completed effectively and efficiently.

4. Changes to the CIP such as addition of new projects, significant change to the scope of the project or reprioritization of projects will require City Manager or City Council approval.

5. The City will maintain its physical assets at a level adequate to protect the City's capital investment and to minimize future operating maintenance and replacement costs. The City recognizes that deferred maintenance increases future capital costs, thus placing a burden on future residents. Therefore, the CIP will include an orderly and systemic replacement of capital facilities and equipment.

6. The City will establish and fund infrastructure and building reserves adequate to sustain each utility and the City's building facilities. The City will also establish major repairs and replacement reserves to provide stable funding of major repairs and replacements. The reserves will be included and identified as separate components of fund balance in the various funds.

7. The City will utilize "pay-as-you-go" funding for capital improvement expenditures considered recurring, operating or maintenance in nature whenever possible. The City may also utilize "pay-as-you-go" funding for capital improvements when current revenues and adequate fund balances are available or when issuing debt would adversely affect the City's credit rating or debt terms are unfavorable relative to the benefits derived from the capital improvement.

8. The City will consider the use of debt financing for capital projects and equipment under the following circumstances:

   a. When the use of debt will result in total project cost savings that exceed borrowing costs.
   b. When the project's useful life will exceed the terms of the financing.
   c. When resources are deemed sufficient and reliable to service the long-term debt.
   d. When market conditions present favorable interest rates for City financing.
   e. When the issuance of debt will not adversely affect the City's credit rating.

**Financial Planning Policies**

1. The Finance Department, collaborating with other departments, will prepare a Five Year Financial Forecast for each fund to promote responsible planning for the use of resources. The long-term financial plan will include projected revenues, expenditures and reserve balances for the next five years.

2. The City's financial plan should be strategic, reflecting the City Council and community priorities for service while providing resources that fund desired service levels.

3. Long-term projections of revenues and expenditures will be based upon disclosed assumptions, and prepared consistent with best practices established by the Government Finance Officers Association.

4. The Five Year Financial Forecast will be integral to the development of the budget and will be included in the proposed budget presented to the Budget Committee. (Please see exhibit 1, Budget Calendar).

**Economic Development Funding Policies**

1. The City may utilize economic development incentives to encourage value-added development and accrue public benefits to the City of Milwaukie. Public benefits may include but are not limited to, the following:

   a. A benefit that materially enhances the financial position of the City by increasing its employment base or assessed valuation.
   b. A contribution to the basic infrastructure of the City that is greater than that which would be required of the development alone.
   c. A benefit that increases access to other public services.

2. Economic development incentives may include formation of improvement or redevelopment districts, reimbursement, deferral of certain fees and charges, use of discount lease rates or other forms of financial incentives. All such incentives will be evaluated as to the costs, risks and level of benefit as well as the financial impact of such incentives on the City's operating and capital budgets.

3. The fiscal impact evaluation will be presented to City Council along with the City Manager's recommendation. The City Council shall make the final decision

concerning proposed economic development incentives including any repayment of incentives if performance requirements are not met.

4. Funding for economic development incentives must be identified before approval of all such incentives.

5. A development incentive shall not be provided if the development does not provide sufficient public benefit or if the cost and risks to the City will have a materially adverse impact on the City's finances or operations.

**Pension and Retirement Funding Policies**

1. All current pension liabilities shall be funded on an annual basis.

2. The City does not pay for any portion of retiree health insurance premiums except in a limited number of cases as grandfathered in under a previous policy. A retiring employee may be able to purchase City provided benefits if the person meets the eligibility requirements.

**Cash Management and Investment Policies**

1. The Finance Director or their designee shall invest all City funds according to four criteria, in order of their importance: (1) legality, (2) safety, (3) liquidity, and (4) yield.

2. The City shall maintain and comply with a written Investment Policy that has been approved by City Council.

3. The City will consolidate or pool cash balances from various funds for investment purposes and will apply interest earned to offset bank fees. In the event that interest exceeds fees, interest will be allocated to funds based on their respective share of the pool.

4. The City's investment securities will be protected through third party custodial safekeeping.

**Accounting and Financial Reporting Policies**

1. The City Manager or Finance Director shall present fiscal policy and changes to fiscal policies to the City Council. Such fiscal policies and changes in policies shall be approved by the City Council.

2. The City will comply with the following accounting and reporting standards:

   a. Generally Accepted Accounting Principles (GAAP) developed by Governmental Accounting Standards Board;
   b. Government Accounting, Auditing and Financial Reporting standards prescribed by the Government Finance Officers Association (GFOA);
   c. Government Accounting Standards, issued by the Comptroller General of the United States;
   d. Oregon Revised Statues relating to Municipal finance; and
   e. U.S. Office of Management and Budget (OMB) Circular A-133.

3. Monthly financial reports comparing actual to budgeted expenditures will be prepared timely by the Finance Department. Reports will be distributed to City Management and the City Council. Significant budget to actual variances will be identified and explained. If an additional appropriation is anticipated, such shall be noted.

4. Quarterly financial reports comparing actual to budgeted revenues and expenditures will also be prepared and will be posted on the City's website.

5. A system of internal controls and procedures will be maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions and compliance with applicable laws and regulations.

6. In accordance with State law, a comprehensive financial audit including an audit of federal grants will be performed annually by an independent public accounting firm with the objective of expressing an opinion on the City's financial statements and assessing the accounting principles used and evaluating the internal controls in place.

7. The City will prepare its financial statements and maintain its accounting and internal control systems in accordance with applicable standards with the goal of obtaining an unqualified opinion from its auditors.

8. The City will prepare a Comprehensive Annual Financial Report (CAFR) and submit its CAFR to the GFOA's "Certificate of Achievement for Excellence in Financial Reporting" program.

9. Upon request, all departments will provide notice of all significant events and financial and related matters to the Finance Director for the City's annual disclosures to the municipal markets as required by SEC Regulation 15-C-2-12. Full disclosure will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the City's bonds, adverse tax opinions or events affecting the tax exempt status

of bonds, the release, substitutions or sale of property securing repayment of bonds and other events having a significant impact on the City's finances and outstanding bonds. The Finance Director will notify all Nationally Recognized Municipal Securities Information Repositories of these significant events.

10. The City's asset capitalization policy is to capitalize and depreciate assets greater than $10,000 with a useful life beyond one year. Capital assets costing less than $10,000 or having a useful life of one year or less will be treated as operating expenditures. Assets will be depreciated straight line over their estimated useful lives.

**Fund Balance Policies**

In accordance with accounting principles generally accepted in the United States of America, Council defines **governmental funds'** fund balances as follows:

1. **Non-spendable** – Include amounts that by their nature cannot be spent such as inventories, prepaid expenditures, long-term loans and notes receivable, permanent contributions, and property held for resale.

2. **Restricted** – Includes constrained amounts that are restricted which are 1) externally imposed by creditors, grantors, contributors, or laws/regulations, or 2) internally imposed by law through constitutional provisions or *enabling legislation.* Enabling legislation authorizes the City to assess, levy, charge, or mandate payment of resources from outside the government, and includes a legally enforceable requirement that those resources be used only for specific purposes. Legally enforceable means the City can be compelled by those outside the government to use those resources for the purposes specified in the legislation.

   *Practical Application of Enabling Legislation – Board Ordinances and provisions of the City Code and external restrictions.*

3. **Committed** – Includes constrained amounts that can be used only for specific purposes imposed by City Council. Commitments can only be reversed by taking the same action employed to commit the amounts (e.g. ordinance). The difference between Restricted and Committed is that committed resources can be redeployed for other purposes with appropriate due process. Compliance with the commitment is not legally enforceable by those outside the government.

   *Practical Application – Ordinances and City Code.*

4. **Assigned** – Includes amounts constrained by the *intent* that they be used for specific purposes. Intent can be expressed by either the City Council or officials and committees to whom the Council has delegated authority.

   *Practical Application – Board Resolutions*

5. **Unassigned** – Defined as the residual fund balance that is not non-spendable, restricted, committed, or assigned. Unassigned fund balance applies only to the General fund.

**Debt Management Policies**

1. The Finance Director will structure all debt issuances and oversee the on-going management of all City debt. Debt includes general obligation bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest payments.

2. No debt shall be issued for which the City has not identified specific revenue sufficient for repayment. The Finance Director shall prepare an analysis of the source of repayment prior to issuance of any debt.

3. The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that can be funded from current resources, unless the use of debt is otherwise determined to be in the best interest of the City.

4. The City may utilize short-term debt or inter-fund loans to cover temporary cash flow deficiencies due to timing of cash flows, such as may result from delay in receipting grant proceeds or other revenues and delay in issuance of long-term debt.

5. When issuing long-term debt, the City will ensure that the debt is soundly financed by:

    a. Incurring debt only when necessary for capital improvements too large to be financed from current available resources,
    b. Insuring that capital projects financed through long-term debt shall be financed for a period not to exceed the useful life of the project,
    c. Determining that the benefits of the project financed exceed the cost of financing including interest costs,
    d. Analyzing the source of repayment, debt coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long-term debt.

6. All bond issuances, promissory notes, and capital leases will be authorized by resolution of the City Council.

7. The City will consider establishing a credit rating when issuing debt in the capital markets and once established maintain or enhance the credit rating.

**Reserve Policies**

1. The City will maintain sufficient contingency and reserves in each fund for the ability to:

   a. Maintain a positive fund balance at all times.
   b. Mitigate short-term volatility in revenues.
   c. Mitigate short-term economic downturns (two years or less).
   d. Absorb unanticipated operating needs that arise during the fiscal year but were not anticipated during the budget process.
   e. Sustain City services in the event of an emergency.
   f. Meet operating cash flow requirements before the collection of property taxes, grant proceeds and other operating revenues.
   g. Absorb unexpected claims or litigation settlements.
   h. Meet major facility and equipment repair and replacement needs.
   i. Meet requirements for debt reserves.

2. Reserve amounts for individual funds:

   a. General Fund - General Fund undesignated reserves are desired to be sufficient to meet expenditure requirements without the use of short-term borrowing. This is anticipated to be approximately twenty-five percent (25%) of General Fund operating expenditures.
   b. Building Inspection Fund – Building Inspection Fund undesignated reserves are desired to be at least fifty percent (50%, approximately six months) of the operating budget to provide operational stability given the volatility of the revenue sources for this fund.
   c. Water - The City desires to maintain undesignated operating reserves of at least fifty percent (50%, or six months) of the operating budget for its water fund. Additionally, a major capital repair and replacement reserve and capital improvement reserve will be created and maintained in this fund.
   d. Wastewater and Stormwater Funds – The City desires to maintain undesignated operating reserves of at least twenty five percent (25%, or three months) of the operating budget for its wastewater and stormwater utility funds. Additionally, a major capital repair and replacement reserve and capital improvement reserve will be created and maintained in each fund.
   e. All other funds –Undesignated reserves of at least seventeen percent (17%, or two months) of the operating budget in all other operating funds unless it can be demonstrated that less than 17% is adequate to meet the needs of the fund are desired.

3. The City may use reserves on a one-time or temporary basis for purposes described above. In the event that reserve funds are presently or decrease to levels below the levels desired by this policy, the City will develop a plan to restore reserves to the desired levels.

4. The City shall establish a contingency reserve as part of the budget process. Funds may not be disbursed directly from contingency but must be reclassified into a spendable budget category through a supplemental budget.

**Definition of Terms**

*Budget Committee* – is the legal body appointed by the City Council consisting of the five citizen members and the five councilors, all with equal vote. The role of the Budget Committee is governed by the State of Oregon's *Local Budget* Law and includes reviewing the City Manager's proposed budget and making recommendations to the Council regarding budget items and property tax rates.

*Budget Review Board (BRB)* – is an advisory board appointed by the City Council consisting of the five citizen members of the budget committee. The board was established to provide Council with the citizen member's expertise developed during the budget process during the year when the budget committee is not in session.

*Government Finance Officers Association (GFOA)* – is the national finance officers' organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

*Category level* – for budget control purposes, categories include personal services, materials and services, capital outlay, debt service, transfers, contingency, reserves and unappropriated.

*Program level* – for budget control purposes, programs may include, community services, community development, finance, human resources, etc.

*Divisional level* – for budget control purposes, divisional level would include water, street, storm water, and wastewater divisions within the public works department. Other divisions may include the police field services, police administration, and police support services within the police department.

*Capital Improvement Plan (CIP)* – The CIP is a schedule of capital projects including estimated cost and timing. There is a separate CIP for each major infrastructure system in the City, e.g., water, streets, sidewalks, storm water, wastewater, information technology, City facilities and vehicles.

*Debt Coverage Ratio (DCR)* – represents the ratio of "net revenues" available to pay scheduled debt service. A ratio of 1.0 reflects "net revenues" equal to scheduled debt service. A ratio greater than 1.0 reflects "net revenues" in excess of scheduled debt services and a ratio less than 1.0 indicates "net revenue" is less than scheduled debt service.

*Oregon Revised Statutes (ORS)* – Oregon's compilation of state laws including rules of civil procedure.

**Exhibit 1**
**Draft Budget Calendar**

| Description | Parties | Proposed Date | Latest Date |
|---|---|---|---|
| Council approval of CIP | Council, City Mgr, dept heads | End of Dec | End of Jan |
| Estimate current year-end revenue and expenditures (ORS 294.361 and 294.352) | Dept heads | End of Jan | Mid-Feb |
| Review December financials, preliminary year-end estimates, five-year financial projections and budget process with Budget Committee | Dept heads | End of Jan | Mid-Feb |
| ***Council Goal Setting*** | Council with City Mgr | Dec | End of Jan |
| Requested budget prepared and provided to finance | Dept heads | End of Feb | Mid-Mar |
| Updates to five-year financial plan, e.g., staffing and other assumptions provided to finance director | Dept heads | End of Feb | Mid-Mar |
| Dept meetings with City Manager and Finance Director | Dept heads, staff and City Mgr | Mid-Mar | End of Mar |
| Budget narratives completed | Dept heads | Early April | End of April |
| Update year-end revenue and expenditure estimates | Dept heads | Monthly | Monthly |
| Publish "Notice of Budget Committee Meeting" (ORS 294.401) | Finance Dir | Xx days before meeting | Xx days before meeting |
| Publish "Second Notice of Budget Committee Meeting" (ORS 294.401) | Finance Dir | Xx days before meeting | Xx days before meeting |
| Provide Proposed Budget (ORS 294.396) and Five-Year Financial Projections to Budget Committee | Finance Dir | End of April | Mid-May |
| First Budget Committee meeting (ORS 294.401) | Budget Committee, City Mgr and dept heads | 1st Council meeting in May | 2nd Council meeting in May |
| Additional Budget Committee meetings (ORS 294.406) | Budget Committee, City Mgr and dept heads | Week following 1st Council meeting in May | Week following 2nd Council meeting in May |
| Budget Committee approves budget (ORS 294.406) | Budget Committee | Mid-May | End of May |

| | | | |
|---|---|---|---|
| Publish "Notice of Budget Hearing" (ORS 294.413, 416, ***418***) | Finance Dir | Xx days before meeting | Xx days before meeting |
| City Council holds public hearing; adopts budget; levies taxes (ORS 294.430, 435) | City Council | 1st Council meeting in June | June 30 |
| Adopted Budget goes into effect | City-wide | July 1 | July 1 |
| Adopted Budget submitted to County Assessor and Department of Revenue (ORS 294.555) | Finance Dir | July 1 | July 15 |

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1. Provide an adequate financial base to sustain the desired level of municipal services to maintain the social wellbeing and physical conditions of the City.
2. Deliver cost effective and efficient services to citizens.
3. Provide and maintain essential public facilities, utilities, and capital equipment.
4. Protect and enhance the City's credit rating so as to obtain the lowest cost of borrowing and assure taxpayers and the financial community that the City is well managed and financially sound.
5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents and businesses.
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**Revenue Policies**

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2. One-time revenues will be used only for one-time expenditures. The City will minimize using temporary revenues to fund continuing programs and services.
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5. All fees, charges or assessments that are deferred for later payment will be evidenced by a written promissory note or agreement. The City may charge periodic interest, processing fees and additional interest and penalties for delinquencies as appropriate.

6. System development charges shall be established to fund the costs of improvements to service additional increments to growth such as street, water, wastewater and storm water facilities and infrastructure.

7. Water, Wastewater and Stormwater funds will be self-supporting through user fees. Utility rates will be established to fully recover costs, including operation, administration, replacement of assets, capital expansion, with consideration given to return on investment and existing and or anticipated debt to insure a debt coverage ratio of no less than 1.50.

8. Fee adjustments will be based on five-year financial plans that will be reviewed and updated annually.

9. The City Manager shall approve all grant applications before their submission. Additionally, all potential grants that require matching funds, on-going resource requirements, or include new or additional continuing compliance requirements shall be evaluated and considered before submittal of the application. The City Council will be provided the evaluation with the request for their acceptance of the grant.

10. Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively. The City will estimate its revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.

11. Charges for services shall accurately reflect the actual or estimated costs of providing a specific service. The cost of providing specific services shall be recalculated periodically and the fee adjusted accordingly.

12. The City shall pursue an aggressive policy for collecting delinquent accounts. When necessary, the City shall use such methods as small claims courts, collection agencies, liens to enforce collection. The City may impose late fees and penalties.

**Budget Policies**

1. The City will prepare a budget with the participation of all departments that incorporates GFOA recommendations relative to budgeting for results and outcomes.

    a. Determine how much money is available. The budget should be built on expected revenues. This includes base revenues, any new revenue sources, and the potential use of fund balance.
    b. Prioritize results. The results or outcomes that matter most to citizens should be defined. Elected leaders should determine what programs are most important to their constituents.
    c. Allocate resources among high priority results. The allocations should be made in a fair and objective manner.
    d. Conduct analysis to determine what strategies, programs, and activities will best achieve desired results.
    e. Budget available dollars to the most significant programs and activities. The objective is to maximize the benefit of the available resources.
    f. Set measures of annual progress, monitor, and close the feedback loop. These measures should spell out the expected results and outcomes and how they will be measured.
    g. Check what actually happened. This involves using performance measures to compare actual versus budgeted results.
    h. Communicate performance results. Internal and external stakeholders should be informed of the results in an understandable format.

2. All budgetary procedures will conform to existing state regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state: 1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and 2) the total of all resources of the entity must equal the total of all expenditures and all requirements for the entity.

3. The budget process will be coordinated so that major policy issues and department goals and objectives are identified and incorporated into the budget. Additionally, the Budget Review Board as established by its charge, shall review the budget of selected departments and/or City functions and shall make recommendations on service levels and the appropriate budget resources necessary to achieve that service level, consistent with its Council approved annual work plan to the full Budget Committee.

4. A cost allocation plan will be developed and incorporated into the City budget. The cost allocation plan will be the basis for distribution of general government and internal service costs to other funds and capital projects.

5. Unless otherwise authorized by City Council, general fund unrestricted revenues shall not be assigned for specific programs, activities or services.

6. The City Council shall adopt the budget at the fund, departmental or program level as a total dollar amount for all appropriations except contingency,

unappropriated ending fund balance and reserves, which shall be stated separately.

7. At a minimum, a mid-year review process will be conducted by the City Manager in order to address any necessary adjustments to the adopted budget.

8. The City will submit the Adopted Budget Document to the Government Finance Officers Association (GFOA) to obtain the Award for Distinguished Budget Presentation.

9. A budget calendar will be prepared detailing the key elements in the development of the budget. (Please see exhibit 1).

**Expenditure Control Policies**

1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each Department or Division Manager or Director will be responsible for the administration of his/her department/division budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division budget for compliance with spending limitations.

2. The City Manager will administer expenditure control at the category level and program or divisional level. Additionally, the City Manager may give authorization to mandate this level of control down to any line item level. Expenditures anticipated to be in excess of these levels require approval of the City Manager, or Finance Director. Any increase in a budget category anticipated to exceed $50,000 will require City Council approval.

3. All purchases of goods and services must comply with the City's Purchasing Policies, guidelines and procedures and with State laws and regulations.

4. All compensation planning and collective bargaining will include analyses of total cost of compensation, which includes analysis of salary increases, health benefits, pension contributions, and other fringe benefits. The City will only propose operating personnel costs that can be supported by continuing operating revenues.

5. City staff are to make every effort to control expenditures to ensure City services and programs provided to its citizens and taxpayers are cost effective and efficient. Expenditures that will reduce future costs will be encouraged.

**Capital Improvement Investment Policies**

1. A five-year Capital Improvement Program (CIP) encompassing all City facilities, including utilities infrastructure, buildings and major equipment and vehicles, shall be prepared and updated periodically as needed. A public process will be utilized to consider public testimony on the CIP, including review and approval of the CIP by the Citizens Utility Advisory Board (CUAB), Budget Review Board, and the City Council. The five-year CIP will be incorporated into the City's budget and long-range financial planning processes and as such its annual review and approval is anticipated to occur approximately six months, i.e., prior to December 31, prior to the beginning of the subsequent fiscal year. (Please see exhibit 1, Budget Calendar).

2. Projects included in the CIP shall describe the need for the project, the scope of work, total cost estimates, future operating and maintenance costs and how the project and future operations and maintenance will be funded.

3. An objective process, e.g., a rating matrix that includes but is not limited to neighborhood association support for projects within or directly or indirectly impacting a neighborhood association, public safety considerations, engineering, operations, connectivity, inter-departmental and or inter-governmental commitments or requirements, and funding availability, will be established to evaluate and rank CIP projects with respect to each utility and to the overall needs of the City. The ranking of projects will be used to allocate resources to ensure projects are completed effectively and efficiently.

4. Changes to the CIP such as addition of new projects, significant change to the scope of the project or reprioritization of projects will require City Manager or City Council approval.

5. The City will maintain its physical assets at a level adequate to protect the City's capital investment and to minimize future operating maintenance and replacement costs. The City recognizes that deferred maintenance increases future capital costs, thus placing a burden on future residents. Therefore, the CIP will include an orderly and systemic replacement of capital facilities and equipment.

6. The City will establish and fund infrastructure and building reserves adequate to sustain each utility and the City's building facilities. The City will also establish major repairs and replacement reserves to provide stable funding of major repairs and replacements. The reserves will be included and identified as separate components of fund balance in the various funds.

7. The City will utilize "pay-as-you-go" funding for capital improvement expenditures considered recurring, operating or maintenance in nature whenever possible. The City may also utilize "pay-as-you-go" funding for capital improvements when current revenues and adequate fund balances are available or when issuing debt would adversely affect the City's credit rating or debt terms are unfavorable relative to the benefits derived from the capital improvement.

8. The City will consider the use of debt financing for capital projects and equipment under the following circumstances:

   a. When the use of debt will result in total project cost savings that exceed borrowing costs.
   b. When the project's useful life will exceed the terms of the financing.
   c. When resources are deemed sufficient and reliable to service the long-term debt.
   d. When market conditions present favorable interest rates for City financing.
   e. When the issuance of debt will not adversely affect the City's credit rating.

**Financial Planning Policies**

1. The Finance Department, collaborating with other departments, will prepare a Five Year Financial Forecast for each fund to promote responsible planning for the use of resources. The long-term financial plan will include projected revenues, expenditures and reserve balances for the next five years.

2. The City's financial plan should be strategic, reflecting the City Council and community priorities for service while providing resources that fund desired service levels.

3. Long-term projections of revenues and expenditures will be based upon disclosed assumptions, and prepared consistent with best practices established by the Government Finance Officers Association.

4. The Five Year Financial Forecast will be integral to the development of the budget and will be included in the proposed budget presented to the Budget Committee. (Please see exhibit 1, Budget Calendar).

**Economic Development Funding Policies**

1. The City may utilize economic development incentives to encourage value-added development and accrue public benefits to the City of Milwaukie. Public benefits may include but are not limited to, the following:

   a. A benefit that materially enhances the financial position of the City by increasing its employment base or assessed valuation.
   b. A contribution to the basic infrastructure of the City that is greater than that which would be required of the development alone.
   c. A benefit that increases access to other public services.

2. Economic development incentives may include formation of improvement or redevelopment districts, reimbursement, deferral of certain fees and charges, use of discount lease rates or other forms of financial incentives. All such incentives will be evaluated as to the costs, risks and level of benefit as well as the financial impact of such incentives on the City's operating and capital budgets.

3. The fiscal impact evaluation will be presented to City Council along with the City Manager's recommendation. The City Council shall make the final decision

concerning proposed economic development incentives including any repayment of incentives if performance requirements are not met.

4. Funding for economic development incentives must be identified before approval of all such incentives.

5. A development incentive shall not be provided if the development does not provide sufficient public benefit or if the cost and risks to the City will have a materially adverse impact on the City's finances or operations.

**Pension and Retirement Funding Policies**

1. All current pension liabilities shall be funded on an annual basis.

2. The City does not pay for any portion of retiree health insurance premiums except in a limited number of cases as grandfathered in under a previous policy. A retiring employee may be able to purchase City provided benefits if the person meets the eligibility requirements.

**Cash Management and Investment Policies**

1. The Finance Director or their designee shall invest all City funds according to four criteria, in order of their importance: (1) legality, (2) safety, (3) liquidity, and (4) yield.

2. The City shall maintain and comply with a written Investment Policy that has been approved by City Council.

3. The City will consolidate or pool cash balances from various funds for investment purposes and will apply interest earned to offset bank fees. In the event that interest exceeds fees, interest will be allocated to funds based on their respective share of the pool.

4. The City's investment securities will be protected through third party custodial safekeeping.

**Accounting and Financial Reporting Policies**

1. The City Manager or Finance Director shall present fiscal policy and changes to fiscal policies to the City Council. Such fiscal policies and changes in policies shall be approved by the City Council.

2. The City will comply with the following accounting and reporting standards:
   a. Generally Accepted Accounting Principles (GAAP) developed by Governmental Accounting Standards Board;
   b. Government Accounting, Auditing and Financial Reporting standards prescribed by the Government Finance Officers Association (GFOA);
   c. Government Accounting Standards, issued by the Comptroller General of the United States;
   d. Oregon Revised Statues relating to Municipal finance; and
   e. U.S. Office of Management and Budget (OMB) Circular A-133.

3. Monthly financial reports comparing actual to budgeted expenditures will be prepared timely by the Finance Department. Reports will be distributed to City Management and the City Council. Significant budget to actual variances will be identified and explained. If an additional appropriation is anticipated, such shall be noted.

4. Quarterly financial reports comparing actual to budgeted revenues and expenditures will also be prepared and will be posted on the City's website.

5. A system of internal controls and procedures will be maintained to provide reasonable assurance of the safeguarding of assets and proper recording of financial transactions and compliance with applicable laws and regulations.

6. In accordance with State law, a comprehensive financial audit including an audit of federal grants will be performed annually by an independent public accounting firm with the objective of expressing an opinion on the City's financial statements and assessing the accounting principles used and evaluating the internal controls in place.

7. The City will prepare its financial statements and maintain its accounting and internal control systems in accordance with applicable standards with the goal of obtaining an unqualified opinion from its auditors.

8. The City will prepare a Comprehensive Annual Financial Report (CAFR) and submit its CAFR to the GFOA's "Certificate of Achievement for Excellence in Financial Reporting" program.

9. Upon request, all departments will provide notice of all significant events and financial and related matters to the Finance Director for the City's annual disclosures to the municipal markets as required by SEC Regulation 15-C-2-12. Full disclosure will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the City's bonds, adverse tax opinions or events affecting the tax exempt status

of bonds, the release, substitutions or sale of property securing repayment of bonds and other events having a significant impact on the City's finances and outstanding bonds. The Finance Director will notify all Nationally Recognized Municipal Securities Information Repositories of these significant events.

10. The City's asset capitalization policy is to capitalize and depreciate assets greater than $10,000 with a useful life beyond one year. Capital assets costing less than $10,000 or having a useful life of one year or less will be treated as operating expenditures. Assets will be depreciated straight line over their estimated useful lives.

**Fund Balance Policies**

In accordance with accounting principles generally accepted in the United States of America, Council defines **governmental funds'** fund balances as follows:

1. **Non-spendable** – Include amounts that by their nature cannot be spent such as inventories, prepaid expenditures, long-term loans and notes receivable, permanent contributions, and property held for resale.

2. **Restricted** – Includes constrained amounts that are restricted which are 1) externally imposed by creditors, grantors, contributors, or laws/regulations, or 2) internally imposed by law through constitutional provisions or *enabling legislation.* Enabling legislation authorizes the City to assess, levy, charge, or mandate payment of resources from outside the government, and includes a legally enforceable requirement that those resources be used only for specific purposes. Legally enforceable means the City can be compelled by those outside the government to use those resources for the purposes specified in the legislation.

   *Practical Application of Enabling Legislation – Board Ordinances and provisions of the City Code and external restrictions.*

3. **Committed** – Includes constrained amounts that can be used only for specific purposes imposed by City Council. Commitments can only be reversed by taking the same action employed to commit the amounts (e.g. ordinance). The difference between Restricted and Committed is that committed resources can be redeployed for other purposes with appropriate due process. Compliance with the commitment is not legally enforceable by those outside the government.

   *Practical Application – Ordinances and City Code.*

4. **Assigned** – Includes amounts constrained by the *intent* that they be used for specific purposes. Intent can be expressed by either the City Council or officials and committees to whom the Council has delegated authority.

   *Practical Application – Board Resolutions*

5. **Unassigned** – Defined as the residual fund balance that is not non-spendable, restricted, committed, or assigned. Unassigned fund balance applies only to the General fund.

**Debt Management Policies**

1. The Finance Director will structure all debt issuances and oversee the on-going management of all City debt. Debt includes general obligation bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest payments.

2. No debt shall be issued for which the City has not identified specific revenue sufficient for repayment. The Finance Director shall prepare an analysis of the source of repayment prior to issuance of any debt.

3. The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that can be funded from current resources, unless the use of debt is otherwise determined to be in the best interest of the City.

4. The City may utilize short-term debt or inter-fund loans to cover temporary cash flow deficiencies due to timing of cash flows, such as may result from delay in receipting grant proceeds or other revenues and delay in issuance of long-term debt.

5. When issuing long-term debt, the City will ensure that the debt is soundly financed by:

    a. Incurring debt only when necessary for capital improvements too large to be financed from current available resources,
    b. Insuring that capital projects financed through long-term debt shall be financed for a period not to exceed the useful life of the project,
    c. Determining that the benefits of the project financed exceed the cost of financing including interest costs,
    d. Analyzing the source of repayment, debt coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long-term debt.

6. All bond issuances, promissory notes, and capital leases will be authorized by resolution of the City Council.

7. The City will consider establishing a credit rating when issuing debt in the capital markets and once established maintain or enhance the credit rating.

**Reserve Policies**

1. The City will maintain sufficient contingency and reserves in each fund for the ability to:

   a. Maintain a positive fund balance at all times.
   b. Mitigate short-term volatility in revenues.
   c. Mitigate short-term economic downturns (two years or less).
   d. Absorb unanticipated operating needs that arise during the fiscal year but were not anticipated during the budget process.
   e. Sustain City services in the event of an emergency.
   f. Meet operating cash flow requirements before the collection of property taxes, grant proceeds and other operating revenues.
   g. Absorb unexpected claims or litigation settlements.
   h. Meet major facility and equipment repair and replacement needs.
   i. Meet requirements for debt reserves.

2. Reserve amounts for individual funds:

   a. General Fund - General Fund undesignated reserves are desired to be sufficient to meet expenditure requirements without the use of short-term borrowing. This is anticipated to be approximately twenty-five percent (25%) of General Fund operating expenditures.
   b. Building Inspection Fund – Building Inspection Fund undesignated reserves are desired to be at least fifty percent (50%, approximately six months) of the operating budget to provide operational stability given the volatility of the revenue sources for this fund.
   c. Water - The City desires to maintain undesignated operating reserves of at least fifty percent (50%, or six months) of the operating budget for its water fund. Additionally, a major capital repair and replacement reserve and capital improvement reserve will be created and maintained in this fund.
   d. Wastewater and Stormwater Funds – The City desires to maintain undesignated operating reserves of at least twenty five percent (25%, or three months) of the operating budget for its wastewater and stormwater utility funds. Additionally, a major capital repair and replacement reserve and capital improvement reserve will be created and maintained in each fund.
   e. All other funds –Undesignated reserves of at least seventeen percent (17%, or two months) of the operating budget in all other operating funds unless it can be demonstrated that less than 17% is adequate to meet the needs of the fund are desired.

3. The City may use reserves on a one-time or temporary basis for purposes described above. In the event that reserve funds are presently or decrease to levels below the levels desired by this policy, the City will develop a plan to restore reserves to the desired levels.

4. The City shall establish a contingency reserve as part of the budget process. Funds may not be disbursed directly from contingency but must be reclassified into a spendable budget category through a supplemental budget.

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**Definition of Terms**

*Budget Committee* – is the legal body appointed by the City Council consisting of the five citizen members and the five councilors, all with equal vote. The role of the Budget Committee is governed by the State of Oregon's *Local Budget* Law and includes reviewing the City Manager's proposed budget and making recommendations to the Council regarding budget items and property tax rates.

*Budget Review Board (BRB)* – is an advisory board appointed by the City Council consisting of the five citizen members of the budget committee. The board was established to provide Council with the citizen member's expertise developed during the budget process during the year when the budget committee is not in session.

*Government Finance Officers Association (GFOA)* – is the national finance officers' organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

*Category level* – for budget control purposes, categories include personal services, materials and services, capital outlay, debt service, transfers, contingency, reserves and unappropriated.

*Program level* – for budget control purposes, programs may include, community services, community development, finance, human resources, etc.

*Divisional level* – for budget control purposes, divisional level would include water, street, storm water, and wastewater divisions within the public works department. Other divisions may include the police field services, police administration, and police support services within the police department.

*Capital Improvement Plan (CIP)* – The CIP is a schedule of capital projects including estimated cost and timing. There is a separate CIP for each major infrastructure system in the City, e.g., water, streets, sidewalks, storm water, wastewater, information technology, City facilities and vehicles.

*Debt Coverage Ratio (DCR)* – represents the ratio of "net revenues" available to pay scheduled debt service. A ratio of 1.0 reflects "net revenues" equal to scheduled debt service. A ratio greater than 1.0 reflects "net revenues" in excess of scheduled debt services and a ratio less than 1.0 indicates "net revenue" is less than scheduled debt service.

*Oregon Revised Statutes (ORS)* – Oregon's compilation of state laws including rules of civil procedure.

**Exhibit 1**
**Draft Budget Calendar**

| Description | Parties | Proposed Date | Latest Date |
|---|---|---|---|
| Council approval of CIP | Council, City Mgr, dept heads | End of Dec | End of Jan |
| Estimate current year-end revenue and expenditures (ORS 294.361 and 294.352) | Dept heads | End of Jan | Mid-Feb |
| Review December financials, preliminary year-end estimates, five-year financial projections and budget process with Budget Committee | Dept heads | End of Jan | Mid-Feb |
| ***Council Goal Setting*** | Council with City Mgr | Dec | End of Jan |
| Requested budget prepared and provided to finance | Dept heads | End of Feb | Mid-Mar |
| Updates to five-year financial plan, e.g., staffing and other assumptions provided to finance director | Dept heads | End of Feb | Mid-Mar |
| Dept meetings with City Manager and Finance Director | Dept heads, staff and City Mgr | Mid-Mar | End of Mar |
| Budget narratives completed | Dept heads | Early April | End of April |
| Update year-end revenue and expenditure estimates | Dept heads | Monthly | Monthly |
| Publish "Notice of Budget Committee Meeting" (ORS 294.401) | Finance Dir | Xx days before meeting | Xx days before meeting |
| Publish "Second Notice of Budget Committee Meeting" (ORS 294.401) | Finance Dir | Xx days before meeting | Xx days before meeting |
| Provide Proposed Budget (ORS 294.396) and Five-Year Financial Projections to Budget Committee | Finance Dir | End of April | Mid-May |
| First Budget Committee meeting (ORS 294.401) | Budget Committee, City Mgr and dept heads | 1st Council meeting in May | 2nd Council meeting in May |
| Additional Budget Committee meetings (ORS 294.406) | Budget Committee, City Mgr and dept heads | Week following 1st Council meeting in May | Week following 2nd Council meeting in May |
| Budget Committee approves budget (ORS 294.406) | Budget Committee | Mid-May | End of May |

| | | | |
|---|---|---|---|
| Publish "Notice of Budget Hearing" (ORS 294.413, 416, ***418***) | Finance Dir | Xx days before meeting | Xx days before meeting |
| City Council holds public hearing; adopts budget; levies taxes (ORS 294.430, 435) | City Council | 1st Council meeting in June | June 30 |
| Adopted Budget goes into effect | City-wide | July 1 | July 1 |
| Adopted Budget submitted to County Assessor and Department of Revenue (ORS 294.555) | Finance Dir | July 1 | July 15 |

MILWAUKIE CITY COUNCIL
**STAFF REPORT**

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **Authorization to Issue Bonds**

From: Casey Camors, Finance Director

Date: June 7, 2016

**ACTION REQUESTED**

Adopt Resolution authorizing the issuance of General Obligation Bonds and related matters.

**HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**

February 16, 2016 – The City Council adopted Resolution 18-2016 authorizing the bond measure for the May 17, 2016 ballot in the amount of $9,200,000 for Library repairs and improvements and to pay bond issuance costs.

May 17, 2016 – Milwaukie Citizens passed bond measure 3-477 allowing the City to issue General Obligation Bonds.

**BACKGROUND**

*Measure 3-477 Passes* - On May 17, 2016, voters approved Ballot Measure 3-477 authorizing the issuance of up to $9.2 million in general obligation bonds to allow for repairs and improvements to the City's Ledding Library (the "Project"). It is estimated that this measure will increase the property tax rate by $0.35 per $1,000 of assessed value and that the tax impact on an average Milwaukie home with an assessed value of $200,000 is estimated at $62 per year.

*Legal Debt Maximum and Current Debt Outstanding* – The City's legal debt maximum of general obligation bonds (3% of total market value) is currently estimated at $65 million. The City currently has one general obligation debt issuance outstanding. Below is a summary of all debt outstanding:

| Obligation | Date of Issuance | Date of Maturity | Amount Issued | Amount Outstanding |
|---|---|---|---|---|
| Oregon SELP Loan | 9/30/2003 | 12/15/2018 | $ 170,938 | $ 32,989 |
| Series 2005 Pension Obligation | 9/23/2005 | 6/1/2028 | 4,285,500 | 3,715,000 |
| Oregon SPWF Loan | 4/11/2007 | 12/1/1931 | 738,000 | 556,409 |
| 2010 Oregon DEQ Wastewater Loan | 3/31/2010 | 3/31/1931 | 3,857,858 | 1,446,700 |
| Series 2014 GO Bonds | 7/29/2014 | 6/1/2034 | 3,695,000 | 3,450,000 |
| Series 2014 FFCO | 9/18/2014 | 6/1/2029 | $ 965,000 | 855,000 |
| | | | | $ 10,056,098 |

In summary, this Resolution provides for the following:

1. Authorization to issue general obligation bonds
2. Designation of authorized representative as the City Manager and Finance Director, or designee

3. Security of the full faith and credit and taxing powers of the City of Milwaukie
4. Bonds in book-entry only form
5. Execution of the bonds with manual or facsimile signature of the Mayor
6. Bonds may be subject to optional redemption and mandatory redemption prior to maturity
7. Use of the proceeds of the bonds complies with IRC so that interest paid is exempt from federal income tax
8. Authorized representative may establish terms and sale of the bonds
9. Classifies taxes levied to pay principal and interest on the bonds
10. Adoption of post-issuance compliance procedures
11. Appointment of Bond Counsel and Financial Advisor

**CONCURRENCE**

The City Manager, Finance Director, City Financial Advisor, and City Bond Counsel concur that the Resolution to authorize the issuance of general obligation bonds should be adopted if the Council chooses to move forward with the issuance of the bonds.

**FISCAL IMPACTS**

If the Council does not authorize the issuance of general obligation bonds at this time, bonds could be issued later, or the Project could cease. If delayed, the City would need to pay Project costs up front and could be reimbursed by the bonds when issued, however, this may pose a cash flow issue for the City.

**ALTERNATIVES**

The City could delay the issuance of bonds or not issue bonds, with the above fiscal impacts.

**ATTACHMENTS**

1. Resolution Authorizing the Issuance of Bonds
2. Certified Election Results (Under separate cover.)

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

# Resolution No.

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, AUTHORIZING THE ISSUANCE, SALE, EXECUTION AND DELIVERY OF GENERAL OBLIGATION BONDS IN AN AGGREGATE PRINCIPAL AMOUNT NOT TO EXCEED $9,200,000, IN ONE OR MORE SERIES, TO FINANCE CAPITAL CONSTRUCTION AND CAPITAL IMPROVEMENTS RELATED TO A LIBRARY PROJECT; CLASSIFYING THE AD VALOREM TAX LEVY AS TAXES TO PAY PRINCIPAL AND INTEREST ON GENERAL OBLIGATION INDEBTEDNESS EVIDENCED BY THE BONDS AND PROVIDING FOR NOTICE OF ADOPTION OF THIS RESOLUTION; DESIGNATING AN AUTHORIZED REPRESENTATIVE; DELEGATING RESPONSIBILITIES; AND RELATED MATTERS.**

**WHEREAS**, on February 16, 2016, the City Council (the "City Council") of the City of Milwaukie (the "City") adopted Resolution No. 18-2016 authorizing submission to the voters of the City at a measure election on May 17, 2016, the question of contracting a general obligation bonded indebtedness in an aggregate principal amount not to exceed $9,200,000 (the "Bonds") to finance capital construction and capital improvements related to a library project and to pay bond issuance costs (the "Projects"); and

**WHEREAS**, the election was duly and legally held on May 17, 2016 and the election officers of Clackamas County, Oregon, and Multnomah County, Oregon, have certified to the City that a majority of the electors of the City who voted in the measure election voted in the affirmative on the question submitted to the ballot by the City Council regarding the Bonds and approved the issuance of the Bonds by the City; and

**WHEREAS**, pursuant to the ballot title and the provisions of Oregon law, including ORS Chapter 287A, the City is authorized to issue general obligation bonds to finance the Projects; and

**WHEREAS**, the City adopts this Resolution (i) to provide the terms under which the Bonds will be sold, executed and delivered; (ii) to designate an authorized representative of the City and delegate responsibilities; and (iii) to classify the ad valorem taxes levied to pay debt service on the Bonds as not being subject to the limits of sections 11 and 11b, Article XI of the Oregon Constitution;

**NOW, THEREFORE, BE IT RESOLVED by the City of Milwaukie, Oregon**:

**Section 1.** **General Obligation Bonds Authorized**. The City authorizes the issuance, sale, execution and delivery of the Bonds, in one or more series, in an aggregate principal amount not to exceed $9,200,000 to finance the Projects.

Any series of Bonds issued shall mature over a period of twenty (20) years or less from the date such series is issued and shall initially be subject to a book-entry only system of ownership and transfer as provided for in a Bond Declaration ("Bond Declaration") to be executed and delivered on the date the Bonds are delivered (the "Delivery Date"), which shall establish the terms of the Bonds consistent with this Resolution.

**Section 2.** **Designation of Authorized Representative**. The City Council designates each of the City Manager and Finance Director or their designee (collectively, the "Authorized Representative"), to act on behalf of the City and determine the terms of the Bonds as provided for in this Resolution.

**Section 3.** **Security**. The Bonds are general obligations of the City. The full faith and credit and taxing powers of the City are pledged to the successive owners of each of the Bonds ("Owners" or "Bondowners") for the punctual payment of such obligations when due. The City covenants with the Bondowners to levy annually a direct ad valorem tax upon all of the taxable property within the City without limitation as to rate or amount, and outside of the limitations of sections 11 and 11b, Article XI of the Oregon Constitution, after taking into consideration discounts taken and delinquencies that may occur in the payment of such taxes, to pay interest accruing and the principal maturing on the Bonds promptly when and as they become due.

**Section 4.** **Form of Bonds**. The Bonds shall be prepared in book-entry only form by Bond Counsel in substantially the form approved by the Authorized Representative and shall be attached to the Bond Declaration.

**Section 5.** **Execution of Bonds**. The Bonds shall be executed on behalf of the City with the manual or facsimile signature of the Mayor of the City and attested to by the manual or facsimile signature of an Authorized Representative of the City.

**Section 6.** **Book-Entry System**. The Bonds shall be initially issued in the form of a single fully registered certificate, one for each maturity of the Bonds, held in a book-entry only system through The Depository Trust Company, New York, New York ("DTC"). The Bonds shall be registered in the name of Cede & Co., as nominee for DTC. The City has entered into a Blanket Issuer Letter of Representations representing that it will comply with the requirements stated in DTC's Operational Arrangements as they may be amended from time to time. All other provisions with respect to DTC shall be set forth in the Bond Declaration.

**Section 7.** **Redemption and Notice of Redemption of Bonds**. The Bonds may be subject to optional redemption and mandatory redemption prior to maturity as determined by the Authorized Representative pursuant to this Resolution and as set forth in the Bond

Declaration, including provisions with respect to the form, content and delivery of notices of redemption.

**Section 8.** **Tax-Exempt Status of Bonds**. The City covenants to use the proceeds of the Bonds, and the facilities financed with the Bonds, and to otherwise comply with the provisions of the Internal Revenue Code of 1986, as amended (the "Code"), so that interest paid on the Bonds will not be includable in gross income of the Bondowners for federal income tax purposes. The City specifically covenants:

(a) to comply with the "arbitrage" provisions of Section 148 of the Code, and to pay any rebates to the United States on the gross proceeds of the Bonds;

(b) to operate the facilities financed with the proceeds of the Bonds so that the Bonds are not "private activity bonds" under Section 141 of the Code; and

(c) comply with all reporting requirements.

The Authorized Representative may enter into covenants on behalf of the City to protect the tax-exempt status of the Bonds.

**Section 9.** **Delegation for Establishment of Terms and Sale of the Bonds**. The Authorized Representative is hereby authorized, on behalf of the City and without further action of the City Council, to:

(a) negotiate, execute and deliver a Bond Declaration that among other things, sets forth the final terms, covenants, representations and agreements determined by the Authorized Representative to be necessary and appropriate in connection with the issuance, sale, execution and delivery of the Bonds and consistent with the intents and purposes set out in this Resolution;

(b) establish the dated date, principal and interest payment dates, principal amounts, optional and mandatory redemption provisions, if any, interest rates, and denominations, defeasance provisions, and all other terms for the Bonds;

(c) appoint a paying agent and Bond Registrar for the Bonds;

(d) establish funds and accounts under the Bond Declaration into which the proceeds of the Bonds shall be deposited, which funds and accounts shall be continually maintained, except as otherwise provided, so long as the Bonds remain unpaid;

(e) approve the form of the Bonds and take such actions as are necessary to qualify the Bonds for the Book-Entry System of DTC;

(f) determine the need for municipal bond insurance for the Bonds, and if purchased, direct expenditure of Bond proceeds to pay any bond insurance premium and execute and deliver any required insurance commitments, insurance agreements

and any other documents, agreements or certificates in connection therewith and establish and provide for terms and conditions related to bond insurance in the Bond Declaration, if necessary;

(g) obtain one or more ratings on the Bonds if determined by the Authorized Representative to be in the best interest of the City, and expend Bond proceeds to pay the costs of obtaining such rating;

(h) authorize the publication of a Notice of Adoption of Resolution Classifying Taxes pursuant to Section 10;

(i) enter into covenants regarding the use of the proceeds of the Bonds and the Project financed with the proceeds of the Bonds, to maintain the tax-exempt status of the Bonds;

(j) approve of and authorize the distribution of preliminary and final official statements for the Bonds;

(k) approve, execute and deliver a Continuing Disclosure Certificate pursuant to SEC Rule 15c2-12, as amended;

(l) establish the level of original issue premium/discount with respect to the issuance of the Bonds;

(m) approve, execute and deliver the Bond closing documents and certificates;

(n) approve the final form of and cause a notice of bond sale for a competitive sale, substantially in the form approved by the Authorized Representative to be published electronically or otherwise, and award the successful bid or reject the bids for the Bonds, consistent with the provisions of this Resolution; or if determined by the Authorized Representative to be in the best interest of the City, negotiate the terms of the Bonds with an underwriter selected by the Authorized Representative and enter into a bond purchase agreement for the sale of the Bonds; and

(o) execute and deliver a certificate specifying the action taken by the Authorized Representative pursuant to this Section 9, and any other certificates, documents or agreements that the Authorized Representative determines are desirable to issue, sell, deliver and administer the Bonds in accordance with this Resolution.

**Section 10. <u>Resolution Classifying Taxes</u>**. The City hereby classifies the taxes levied to pay principal and interest on the Bonds as not subject to the limits of sections 11 and 11b, Article XI of the Oregon Constitution. This Resolution constitutes a resolution authorizing issuance of bonded indebtedness in the form of the Bonds that includes a classification of bonded indebtedness, in the form of the Bonds, as not subject to the limits of sections 11 and 11b, Article XI of the Oregon Constitution for purposes of ORS 305.583 and ORS 310.145. The

Authorized Representative is hereby authorized to cause to be published a notice in a newspaper of general circulation in the City of the City's adoption of this Resolution, and classification of taxes levied to pay principal and interest on the Bonds as not being subject to the limits of sections 11 and 11b, Article XI of the Oregon Constitution in substantially the form of the notice as shown on Exhibit A attached hereto, within 15 days after passage of this Resolution and which meets the requirements of ORS 305.583.

**Section 11.** **Adoption of Post-Issuance Compliance Procedures**. The City hereby authorizes an Authorized Representative to prepare and incorporate into the practices of the City's Finance Department post-issuance compliance procedures to comply with applicable tax and securities law requirements for the Bonds and future debt obligations of the City issued on a tax-exempt basis, and to ensure that interest on the Bonds remains excludable from gross income under Section 103 of the Code.

**Section 12.** **Appointment Of Bond Counsel and Financial Advisor**. The City appoints Orrick, Herrington & Sutcliffe LLP as bond counsel to the City relating to the Bonds and appoints Piper Jaffray & Co. as financial advisor to the City relating to the Bonds.

**Section 13.** **Resolution to Constitute Contract**. In consideration of the purchase and acceptance of any or all of the Bonds by the Owners, the provisions of this Resolution shall be part of the contract of the City with the Owners and shall be deemed to be and shall constitute a contract between the City and the Owners. The covenants, pledges, representations and agreements contained in this Resolution or in the closing documents executed in connection with the Bonds, including without limitation the City's covenants and pledges contained in Section 3, and the other covenants and agreements set forth in this Resolution to be performed by or on behalf of the City shall be contracts for the equal benefit, protection and security of the Owners, all of which shall be of equal rank without preference, priority or distinction of any of such Bonds over any other thereof, except as expressly provided in or pursuant to this Resolution.

**Section 14.** **Effective Date of Resolution**. This Resolution shall take effect immediately upon adoption by the City Council.

Introduced and adopted by the City Council on June 7, 2016.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Pat DuVal, City Recorder

City Attorney

**EXHIBIT A**

**NOTICE OF ADOPTION**
**OF RESOLUTION CLASSIFYING TAXES AND SPECIFYING**
**THE AUTHORIZED USES OF BOND PROCEEDS**

The City of Milwaukie, Oregon (the "City") hereby gives notice that on June 7, 2016 the City Council of the City adopted its Resolution No. [____] (the "Resolution."). The Resolution classifies the ad valorem taxes to be levied upon all of the taxable property within the City for the purpose of paying principal and interest on the City's $9,200,000 aggregate principal amount of its general obligation bonded indebtedness to be issued in one or more series, approved by the legal voters of the City at the election held May 17, 2016, as not being subject to the limits of sections 11 and 11b, Article XI of the Oregon Constitution. Complete copies of the Resolution may be obtained by contacting Ms. Casey Camors, Finance Director, City of Milwaukie, Oregon, 10722 SE Main Street, Milwaukie, OR 97222, Telephone: 503-786-7522. Judicial review of the City's classification of such taxes and specification of authorized uses may be sought within 60 days of the date of the Resolution pursuant to ORS 305.583.

This Notice is published pursuant to ORS 305.583 and ORS 310.145.

**CITY OF MILWAUKIE, OREGON**

Published: June [__], 2016, in *The Oregonian*.

| Regular Session Agenda Item No. | 6 |
| --- | --- |

# Other Business

MILWAUKIE CITY COUNCIL
STAFF REPORT

**To:** Mayor and City Council

**Through:** Bill Monahan, City Manager
Alma Flores, Community Development Director

**Subject:** **Urban Renewal Plan Update**

**From:** Denny Egner, Planning Director

**Date:** May 23, for the June 7, 2016, Regular Session

## ACTION REQUESTED

No action is requested. This is an opportunity for the Council to be introduced to the draft Urban Renewal Plan and Report and ask questions. The Plan and Report are scheduled to come before the Milwaukie Redevelopment Commission on June 21 for review and back before the City Council for a public hearing on August 2. The Council serves as the Milwaukie Redevelopment Commission.

## HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

**February 2, 2016:** The Council adopted a resolution creating the Milwaukie Urban Renewal Advisory Group and appointed members to group.

**December 15, 2015:** The Council adopted a resolution directing staff and the consultant team to develop a draft urban renewal plan for the downtown and central Milwaukie urban renewal feasibility study area.

**December 1, 2015:** The Council held a work session and heard a presentation from Nick Popenuk of ECONorthwest regarding urban renewal feasibility in Milwaukie.

**November 3, 2015:** The Council held a work session at which the City's consultant team consisting of ECONorthwest and Elaine Howard provided an overview of issues related to urban renewal.

**June 30, 2015:** The City Council held a study session regarding their 2015 Goal to develop an urban renewal strategy for the downtown and the north industrial area.

**May 19, 2015:** The City Council adopted goals for the 2015-16 fiscal year including a goal to develop an "Urban Renewal Strategy for the Downtown and the North Industrial Area."

## BACKGROUND AND DISCUSSION

Over the past three months the urban renewal consulting team of ECONorthwest and Elaine Howard have worked with City staff and the Milwaukie Urban Renewal Advisory Group to develop a draft urban renewal plan and urban renewal report. The June 7 Council meeting is the first step toward adopting the documents later this summer. This report describes the plan, the process to develop it, and the next steps in the adoption process.

## Urban Renewal Plan

The goals, objectives, and projects in the Urban Renewal Plan were developed with input from the Milwaukie Urban Renewal Advisory Group (MURAG) and were based on the Downtown and Riverfront Framework Plan and the Central Milwaukie Framework Plan, both of which were adopted by the City in 2015 as part of the Moving Forward Milwaukie project. The Urban Renewal plan includes a proposed maximum indebtedness of $92.5 million with an approximate $57.8 million available to spend on projects, programs and administration. The difference between the two numbers is the anticipated inflation costs of projects from today's dollars. The financing scenario has been reviewed with the City Finance Director.

The project list is included as Table 1. The table displays the percentage of funding for each of the major project categories.

### Table 1. Milwaukie Urban Renewal Project Cost Summary

| Projects | Costs (Millions) Total | URA | Other | % of URA Funding |
|---|---|---|---|---|
| **Economic Development: New Places to Live, Work, Eat and Shop** | | | | |
| Pre-development assistance for development opportunities | $2.5 | $2.5 | $0.0 | 4% |
| Tenant improvements | $2.2 | $2.2 | $0.0 | 4% |
| Small business development fund | $2.0 | $2.0 | $0.0 | 3% |
| Developer Assistance | $9.9 | $9.9 | $0.0 | 17% |
| Downtown Main Street Enhancements | $0.5 | $0.5 | $0.0 | 1% |
| **Subtotal** | **$17.1** | **$17.1** | **$0.0** | **30%** |
| **Infrastructure: Getting to, and through Downtown and Central Milwaukie** | | | | |
| *Downtown* | | | | |
| McLoughlin Blvd improvements | $0.5 | $0.5 | $0.0 | 1% |
| McLoughlin intersection upgrades | $2.0 | $1.5 | $0.5 | 3% |
| Pedestrian bridge across McLoughlin | $2.2 | $1.2 | $1.0 | 2% |
| Parking Solutions | $11.5 | $10.5 | $1.0 | 18% |
| Streetscape Improvements | $13.3 | $10.3 | $3.0 | 18% |
| **Subtotal** | **$29.5** | **$24.0** | **$5.5** | **42%** |
| *Central Milwaukie* | | | | |
| McFarland site bike/ped path | $0.9 | $0.9 | $0.0 | 2% |
| Murphy site and County Housing Authority site bike/ped path | $0.5 | $0.1 | $0.4 | 0% |
| Other bicycle and pedestrian connections | $1.5 | $1.5 | $0.0 | 3% |
| Oak, Myrtle, Penzance Street and Milwaukie Marketplace | $0.5 | $0.5 | $0.0 | 1% |
| Improved access to opportunity sites | $0.5 | $0.5 | $0.0 | 1% |
| Hwy 224 intersection upgrades (37th = $2.1 M) | $2.3 | $1.8 | $0.5 | 3% |
| Improve transit stops | $0.5 | $0.5 | $0.0 | 1% |
| Monroe Street Greenway includes Monroe/224 | $2.3 | $1.8 | $0.5 | 3% |
| **Subtotal** | **$9.0** | **$7.6** | **$1.4** | **13%** |

## Table 1. *Cont.* Milwaukie Urban Renewal Project Cost Summary

| | | | | |
|---|---|---|---|---|
| **Public Amenities: Parks and Open Space** | | | | |
| South Downtown Plaza | $1.0 | $1.0 | $0.0 | 2% |
| Dogwood Park | $0.5 | $0.5 | $0.0 | 1% |
| Scott Park | $0.5 | $0.5 | $0.0 | 1% |
| New parks and open spaces in Central Milwaukie | $1.0 | $1.0 | $0.0 | 2% |
| Gateway/Entryway improvements on McLoughlin | $0.3 | $0.3 | $0.0 | 1% |
| Wayfinding signage, heritage plaques | $0.2 | $0.2 | $0.0 | 0% |
| Kronberg Park and path | $2.9 | $1.0 | $1.9 | 2% |
| Kellogg dam removal | $9.9 | $1.0 | $8.9 | 2% |
| **Subtotal** | **$19.3** | **$7.0** | **$12.3** | **12%** |
| **Administration** | **$2.1** | **$2.1** | **$0.0** | **4%** |
| **Total** | **$77.0** | **$57.8** | **$19.2** | **100%** |

**Table prepared May 18, 2016**

## Public Participation

**Milwaukie Urban Renewal Advisory Group -** MURAG is comprised of neighborhood, community and taxing district representatives. MURAG met four times to review components of the Milwaukie Urban Renewal Plan and Report accompanying the Plan (Report), specifically the boundary, goals and objectives, projects, amendment procedures, duration of the Plan, financing and the draft Plan and Report. All agendas as well as other urban renewal information have been posted on the City of Milwaukie website.

The members of MURAG present at the final meeting on May 18, 2016 voted unanimously with one abstention to forward the Plan and Report to the Milwaukie Redevelopment Commission (MRC) for their consideration.

MURAG made recommendations on the following components for the MRC and City Council to consider:

1. Goals and Objectives:
   - Establish an ongoing Citizens' Advisory Group to assist the Redevelopment Commission in decisions regarding plan implementation as identified in the Amendments section of the Plan. MURAG left the decision of when to start this committee and its makeup to the City Council.
   - Support affordable housing development.

2. Projects:
   - Developer Assistance - Support affordable housing development (including rent stabilization and other anti-displacement strategies)

3. Amendments:
   - MURAG recommended two levels of amendments: major (substantial, as required by statute) and minor amendments.

4. Duration:
   - MURAG had an extensive discussion regarding the duration of the urban renewal plan. The financial scenarios were run with a projected 29-year duration, with 25 years to start new projects. MURAG voted to recommend the timing outlined below.

     No new projects may be started after 25 years of tax increment collections, (FYE 2043). The Plan was developed with a projected duration of tax increment collections for 29 years, with no new projects started after 25 years. The financial projections for the Plan will be reviewed at the latest at the 25th year of the tax increment collections of the Plan (FYE 2043). If the anticipated duration of 25 years for projects is not sufficient to allow for the completion of the projects and full collection of the maximum indebtedness, the Milwaukie Redevelopment Commission may, by a minor amendment to the Plan, authorize an extension of up to 2 years to start projects. If the projected extension for the starting projects is over 2 years, and the Milwaukie Redevelopment Commission wishes to extend this date over 2 years, it may be done through a substantial amendment to the Plan.

**Open House -** An Open House was held on April 20, 2016 at which eight citizens participated. Staff and the consultant provided background information on urban renewal, the proposed plan and on the process for adoption of an urban renewal plan. Attendees were asked to participate in a group exercise to identify their most important projects. In the Economic Development category, pre-development assistance, small business development fund, developer assistance, and downtown Main Street enhancements received the most votes. In the Infrastructure category, the pedestrian bridge across McLoughlin, Hwy 224 intersection upgrades, and Monroe Street Greenway received the most votes. In the Public Amenities category, South Downtown plaza, Riverfront Park, Kronberg Park and Path, and the Kellogg dam removal received the most votes.

**First Friday -** A member of the consultant team attended the May First Friday and spoke with approximately 25 people, all of whom gave positive feedback about the prospect of urban renewal. Comment cards were made available, but only one was filled out. The comment was a desire to see the Monroe Street Greenway project funded.

A representative of the consultant team will also be at the June 3, 2016 First Friday event.

**Farmers Market -** A member of the Consultant team attended the May 22, 2016 Farmers Market and spoke with approximately 90 people. The overall response was positive. The feedback opportunity was revised from comment cards to a “dot” exercise to try to get more participation. An overwhelming majority of the people to whom the consultants spoke participated in the dot exercise. The booth had a poster of the projects and locations and another poster for voting which had three main categories: Economic Development, Transportation and Public Amenities.

Each person was given two dots, a blue and red. The blue was for their first priority of types of projects, the red for their second priority. The blue dots were weighted two points and the red were weighted one point for overall tallies as shown below:

| | Blue | Red | Weighted Blue | Weighted Red | **Total** |
|---|---|---|---|---|---|
| Economic Development | 30 | 17 | 60 | 17 | **77** |
| Transportation | 18 | 12 | 36 | 12 | **48** |
| Public Amenities | 19 | 26 | 38 | 26 | **64** |

**Milwaukie Pilot -** There was an article on the proposed urban renewal plan and the public process in the March issue of the Milwaukie Pilot and another article is scheduled for the June issue. There will also be articles and notices in the July and August issues.

**Process – Next Steps**

The process has included significant public participation, detailed below. The remaining scheduled meetings and activities are:

| | |
|---|---|
| June 26 | Farmers Market |
| June 21 | Milwaukie Redevelopment Commission (forward to public review process) |
| June 22 | Consult and Confer letters to Taxing Districts |
| July 12 | Planning Commission (find conformance with Milwaukie Comprehensive Plan) |
| July TBD | County Commission presentation (briefing only, no vote) |
| August 2 | City Council public hearing |
| August 16 | City Council vote (if necessary) |

**CONCURRENCE**
No other departments reviewed the draft report.

**FISCAL IMPACTS**
The urban renewal feasibility and plan project carries out a Council goal and was included in the Community Development Department budget.

**WORK LOAD IMPACTS**
The work associated with this project is assumed to be within the normal workload capacity of the Planning and Community Development staff.

**ALTERNATIVES**
The resolution documents the Council direction to prepare an urban renewal plan. No alternative approaches have been explored.

**ATTACHMENTS**
1. Draft Urban Renewal Plan
2. Draft Report Accompanying Urban Renewal Plan

# Milwaukie Urban Renewal Plan

Draft 2 – May 26, 2016
(Note: highlights indicate something that still needs to be checked or changed)

DRAFT

Adopted by the City of Milwaukie
Date
Ordinance No. ___

ECONorthwest
Elaine Howard Consulting, LLC

List of Participants

| | |
|---|---|
| Mayor: | Mark Gamba |
| City Council: | Scott Churchill, Position 1<br>Lisa Batey, Position 2<br>Wilda Parks, Position 3<br>Karin Power, Position 4 |
| Planning Commission: | Sine Adams, Chair<br>Shaun Lowcock<br>Shane Abma<br>Shannah Anderson<br>Scott Barbur<br>Greg Hemer<br>Adam Argo |
| City Manager: | Bill Monahan |
| Community Development Director: | Alma Flores |
| Finance Director: | Casey Camors |
| Planning Director: | Denny Egner |
| Associate Planner: | Vera Kolias |
| Administrative Specialist II: | Alicia Martin |
| Urban Renewal Advisory Group: | Chair – City Councilor Lisa Batey |
| | City Manager Bill Monahan (Ex-Officio)<br>Casey Camors, Finance Director (Ex-Officio)<br>Sine Adams, Planning Commission Chair<br>Ray Bryan, Downtown Milwaukie Neighborhood<br>Kim Travis, Ardenwald Neighborhood<br>Zac Perry, Linwood Neighborhood<br>Kathy Lyle, Downtown Business Association<br>Neil Hankerson, business owner<br>Troy Reichlein, business owner<br>Dave Knight, business owner<br>Kimberly Maguire, business owner<br>Tory McVay, Milwaukie School District<br>Bob Cochran, PE, Clackamas Community College<br>Gary Barth, North Clackamas Parks and Recreation District<br>Fire Chief Fred Charlton, Clackamas Fire District No. 1<br>Christa Bosserman Wolfe, Clackamas County |
| Consultant Team: | ECONorthwest, Nick Popenuk, Ali Danko, Lizzie Gooding<br>Elaine Howard Consulting LLC, Elaine Howard |

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## I. DEFINITIONS

"Advisory Group" means the committee composed of public officials and stakeholders to provide input on the Milwaukie Urban Renewal Plan. Those members are identified on the acknowledgement page of the urban renewal plan.

"Redevelopment Commission" means the Milwaukie Redevelopment Commission. This Redevelopment Commission is the urban renewal agency responsible for administration of the urban renewal plan. In Milwaukie, the Redevelopment Commission is the Milwaukie City Council.

"Annual report" means annual report on impacts to taxing jurisdictions and former year and following year budgets as required in ORS 457.460.

"Area" means the properties and rights of way located with the Milwaukie urban renewal boundary.

"Blight" is defined in ORS 457.010(1)(A-E) and identified in the ordinance adopting the urban renewal plan.

"City" means the city of Milwaukie, Oregon.

"City Council" or "Council" means the City Council of the city of Milwaukie.

"Comprehensive Plan" means the city of Milwaukie comprehensive land use plan and its implementing ordinances, policies and standards.

"County" means Clackamas County.

"Fiscal year" means the year commencing on July 1 and closing on June 30.

"Frozen base" means the total assessed value including all real, personal, manufactured and utility values within an urban renewal area at the time of adoption. The County Assessor certifies the assessed value after the adoption of an urban renewal plan.

"Increment" means that part of the assessed value of a taxing district attributable to any increase in the assessed value of the property located in an urban renewal area, or portion thereof, over the assessed value specified in the certified statement.

"Maximum indebtedness" means the amount of the principal of indebtedness included in a plan pursuant to ORS 457.190 and does not include indebtedness incurred to refund or refinance existing indebtedness.

"Milwaukie Transportation Systems Plan (TSP)" means the transportation system plan adopted by the Milwaukie City Council.

"ORS" means the Oregon revised statutes and specifically Chapter 457, which relates to urban renewal.

"Planning Commission" means the Milwaukie Planning Commission.

"Revenue Sharing" means sharing tax increment proceeds as defined in ORS 457.470.

"Tax increment financing (TIF)" means the funds that are associated with the division of taxes accomplished through the adoption of an urban renewal plan.

"Tax increment revenues" means the funds allocated by the assessor to an urban renewal area due to increases in assessed value over the frozen base within the area.

"Under-levy" means taking less than the available tax increment in any year as defined in ORS 457.455.

“Urban renewal agency” or “Agency” means an urban renewal agency created under ORS 457.035 and 457.045. This agency is responsible for administration of the urban renewal plan.

“Urban renewal area” means a blighted area included in an urban renewal plan or an area included in an urban renewal plan under ORS 457.160.

“Urban renewal plan” or “Plan” means a plan, as it exists or is changed or modified from time to time, for one or more urban renewal areas, as provided in ORS 457.085, 457.095, 457.105, 457.115, 457.120, 457.125, 457.135 and 457.220.

“Urban renewal project” or “project” means any work or undertaking carried out under ORS 457.170 in an urban renewal area.

“Urban renewal report” or “Report” means the official report that accompanies the urban renewal plan pursuant to ORS 457.085(3).

## II. INTRODUCTION

The Milwaukie Urban Renewal Plan (Plan) has been developed for the Milwaukie City Council (City Council) with the cooperative input of an Urban Renewal Advisory Group (Advisory Group) and additional community input.

The Advisory Group met four times to review components of the Plan and Report accompanying the Plan (Report), specifically the boundary, goals and objectives, projects, amendment procedures, duration of the Plan, financing and draft Plan and Report. The Advisory Group voted, with one abstention, unanimously of the remaining members to forward the Plan and Report to the Milwaukie Redevelopment Commission for their consideration.

A public meeting was held on April 20, 2016 at which eight citizens participated. Staff and the consultant provided background information on urban renewal, the proposed plan and on the process for adoption of an urban renewal plan. Attendees were asked to participate in a group exercise to identify their most important projects. The results were compiled and placed on the city of Milwaukie website. Several additional opportunities were available for public input including, two First Friday events, two Farmers' Market events, and a public survey on the city webpage.

In addition, the consultant and city staff briefed the Clackamas County Board of County Commissioners on _____.

There was also opportunity for public input at the Milwaukie Redevelopment Commission (Redevelopment Commission) meeting, the Milwaukie Planning Commission (Planning Commission) meeting, and the Milwaukie City Council meeting.

The Plan contains goals, objectives, and projects for the development of the Milwaukie Urban Renewal Area (Area). The overall purpose of the Plan is to use tax increment financing (TIF) to overcome obstacles to the proper development of the Area.

The purpose of urban renewal is to improve specific areas of a city that are poorly developed or underdeveloped, called blighted areas in ORS 457. These areas can have old or deteriorated buildings, public spaces that need improvements, streets and utilities that are inadequate or in poor condition, a complete lack of streets and utilities altogether, or other obstacles to development. The Area has infrastructure needs as identified in the Report and specifically cited in the ordinance for adoption of the urban renewal plan.

Urban renewal allows for the use of tax increment financing (TIF), a financing source that is unique to urban renewal, to fund its projects. Tax increment revenues – the amount of property taxes generated by the increase in total assessed value in the urban renewal area from the time the urban renewal area is first established – are used to repay borrowed funds. The funds borrowed are used to pay for urban renewal projects.

In general, urban renewal projects can include construction or improvement of streets, utilities, and other public facilities; assistance for rehabilitation or redevelopment of property; acquisition and re-sale of property (site assembly) from willing sellers; and improvements to public spaces. The specific projects to be approved in this Plan are outlined in Sections IV and V.

Urban renewal is put into effect when the local government (the City of Milwaukie, in this case) adopts an urban renewal plan. The urban renewal plan defines the urban renewal area, states goals and objectives for the area, lists projects and programs that can be undertaken, provides a dollar limit on the funds borrowed for urban renewal projects, and states how the plan may be changed in the future.

The Area, shown in Figure 1, consists of approximately 257.8 total acres: 168.13 acres of land in parcels and 89.67 acres of public right-of-way.

The Plan will be administered by the Redevelopment Commission, which was established by the Milwaukie City Council as the city's Urban Renewal Agency. Substantial changes to the plan must be approved by the City Council as outlined in Section IX of this Plan.

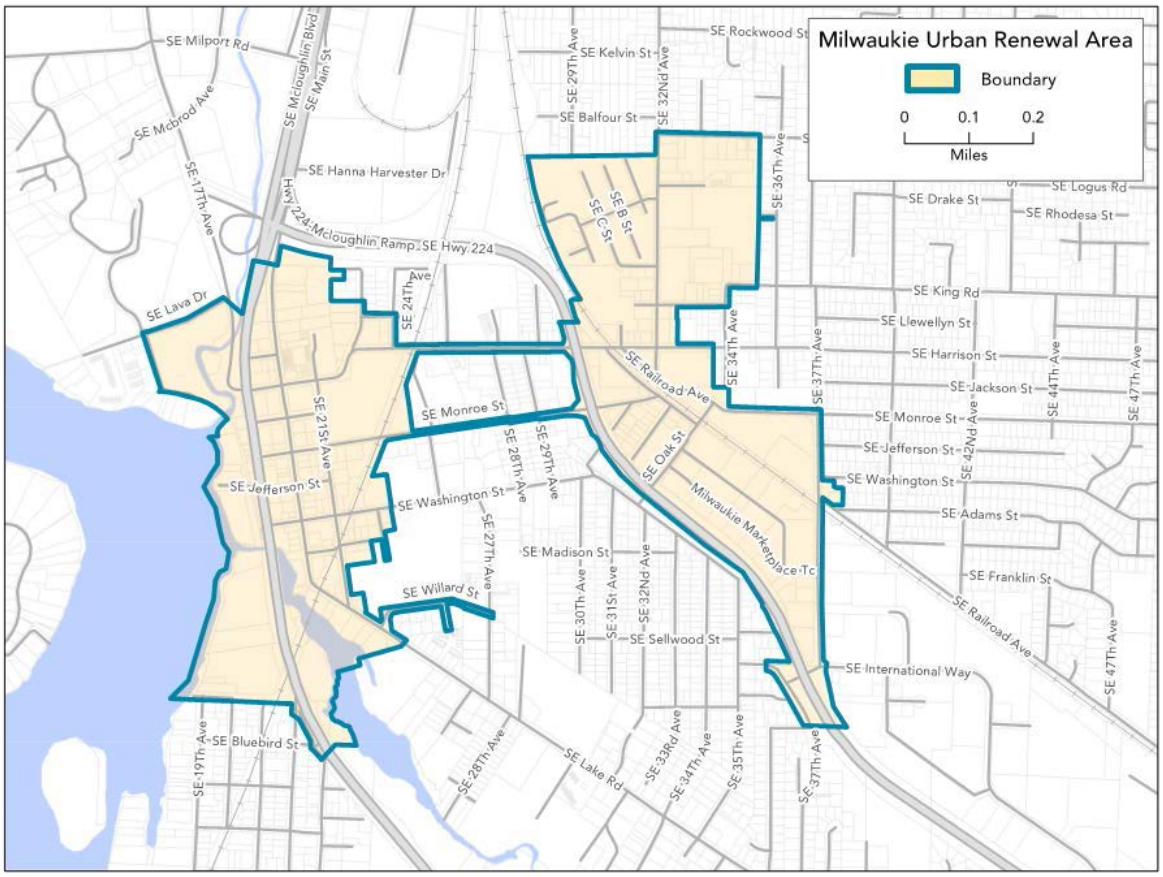
The Plan is accompanied by the Report that contains additional information, as required by ORS 457.85. The technical information in the Report includes:

- A description of the physical, social, and economic conditions in the area;
- Expected impact of the Plan, including fiscal impact in light of increased services;
- Reasons for selection of each Area in the Plan;
- The relationship between each project to be undertaken and the existing conditions;
- The estimated total cost of each project and the source of funds to pay such costs;
- The anticipated completion date of each project;
- The estimated amount of funds required in the Area, and the anticipated year in which the debt will be retired;
- A financial analysis of the Plan;
- A fiscal impact statement that estimates the impact of tax increment financing upon all entities levying taxes upon property in the urban renewal area; and
- A relocation report.

It is anticipated that the Plan will take 29 years to implement. The maximum amount of indebtedness (amount of tax increment financing for projects and programs) that may be issued for the Plan is $92,500,000.

Future amendments will be listed numerically in this section of the Plan and then incorporated into the Plan document and noted by footnote as to amendment number and date adopted.

**Figure 1** - Urban Renewal Area



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## III. GOALS AND OBJECTIVES

The goals of the Plan represent the basic intents and purposes. Accompanying each goal are objectives, which generally describe how the Redevelopment Commission intends to achieve the goals. The urban renewal projects identified in Sections IV and V of the Plan are the specific means of meeting the objectives. The goals relate to adopted plans, as detailed in Section XI, and were developed with input from the Milwaukie Urban Renewal Advisory Group. The goals and objectives will be pursued as economically as is feasible and at the discretion of the Redevelopment Commission. The goals and objectives are not ranked by priority.

**Goal 1: *PUBLIC INVOLVEMENT***

- Provide opportunities for public input throughout the implementation process.
- Engage and inform stakeholders to maximize diverse participation in the revitalization of the downtown and Central Milwaukie.
- Ensure the opportunity for citizens to be involved in all phases of the urban renewal implementation process by providing accurate and timely information and genuinely encouraging public input and involvement.

**Objectives:**

1. Utilize ad hoc Advisory Groups to review major changes to projects, programs or goals and objectives in the Plan as identified in the Amendments section of the Plan in meetings that are open to the public.
2. Public participation might involve public meetings, surveys, open houses, workshops, polling, citizen's Advisory Groups and other forms of direct involvement with the public with the aim of offering opportunities to a diverse and typically unengaged groups of our citizenry.
3. Establish an ongoing Citizens' Advisory Group to assist the Redevelopment Commission in decisions regarding plan implementation as identified in the Amendments section of the Plan.

**Goal 2: *ECONOMIC DEVELOPMENT/DEVELOPMENT***

- Reactivate Main Street to reestablish and strengthen lively storefront retail character with a pedestrian emphasis and 18-hour use.
- Enhance economic opportunities in downtown and Central Milwaukie.
- Support a downtown that is lively and active and includes a range of housing options.
- Complement, protect, and promote the continued growth and vitality of current businesses.
- Remove barriers and constraints to development.
- Capitalize on the light rail investment to serve as a catalyst for future investment and development.

**Objectives:**

1. Invest in catalyst projects that leverage public-private partnerships, incentives, and other tools that contribute to advancing multiple objectives of the Urban Renewal Plan.
2. Support the development of transit-oriented residential, commercial, employment and recreational uses that will benefit from and support light rail.

3. Implement pedestrian and bicycle system improvements that will enhance connectivity between downtown and central Milwaukie and surrounding residential and commercial areas.
4. Create a tool kit of Public-Private Partnership (PPP) tools that can be used to invest in appropriate catalyst projects.
5. Promote programs that help mitigate the impacts of gentrification by assisting existing businesses with their growth and viability.
6. Develop and implement wayfinding systems plans for the downtown and Central Milwaukie areas.
7. Encourage adaptive re-use of developed sites with vacant or underperforming buildings.
8. Encourage a mix of retail uses to support a downtown that is lively and active.
9. Encourage housing as part of new-mixed use development.
10. Proactively encourage development on vacant parcels.
11. Make publicly-owned sites available to developers.
12. Support affordable housing development.

**Goal 3: *INFRASTRUCTURE: PUBLIC SPACES and TRANSPORTATION***

- Provide adequate infrastructure and public amenities to support new development.
- Enhance McLoughlin Boulevard as the primary entry point into downtown Milwaukie from the north and south.
- Improve pedestrian connections from the downtown commercial area to Riverfront Park and the Trolley Trail to enhance the sense of place for downtown visitors.
- Improve significant parks and open spaces.
- Improve access to and within Central Milwaukie for pedestrians, cyclists, and vehicles.

**Objectives:**

1. Improve connectivity in Downtown Milwaukie including streetscape improvements.
2. Enhance existing downtown parks.
3. Assist with funding of streetscape improvements (Public Area Requirements identified in the Public Works Standards) for catalyst projects.
4. Upgrade pedestrian and bicycle connections across McLoughlin Boulevard.
5. Provide gateway and entryway improvements along McLoughlin Boulevard.
6. Construct the South Downtown Plaza.
7. Provide additional public space amenities in Central Milwaukie.
8. Address transportation infrastructure deficiencies for Central Milwaukie.
9. Improve connectivity within the Central Milwaukie district with easily accessible multimodal pathways that are safe and attractive.

10. Facilitate creation of a more connected and complete street network within Central Milwaukie, especially through the Murphy and McFarland opportunity sites.

11. Improve external connections to the Central Milwaukie district.

12. Assist in the development of parking solutions in Downtown Milwaukie.

**Goal 4: *SENSE OF PLACE***

- Build on existing assets Downtown, including local businesses, existing buildings, and the City's unique character.
- Foster a sense of place in Central Milwaukie by enhancing the identity of the area.
- Maintain an overall character complementary to and protective of surrounding neighborhoods.
- Feature the natural environment, especially the Willamette River.
- Strengthen Main Street as a source of pride and to ensure economic success.

**Objectives:**

1. Promote development of gateway and entryway projects.
2. Install downtown and Central Milwaukie wayfinding signage and heritage plaques.
3. Promote high-quality, urban design that is complementary to surrounding areas.
4. Employ parking management measures as needed to limit potential negative impacts of new development on residential parking needs.
5. Explore public-private partnerships to provide additional public space in Central Milwaukie.
6. Assist in the completion of streetscape improvements (Public Area Requirements) in Downtown Milwaukie.
7. Assist in improvements to existing and planned parks, plazas, and open spaces.

**Goal 5: *FISCAL STEWARDSHIP***

- Work with taxing jurisdictions to both inform them of the annual project and financial activities of the urban renewal area and to evaluate opportunities to share tax increment revenues.

**Objectives:**

1. Send a copy of the annual report required by ORS 457.460 and financial report to all taxing jurisdictions, informing them of the activities of the urban renewal area.
2. Notify taxing jurisdictions of revenue sharing responsibilities and the timing of those responsibilities.
3. Reimburse city for annual costs in administering the urban renewal area.

## III. OUTLINE OF MAJOR URBAN RENEWAL PROJECT ACTIVITIES

The projects and activities within the Area are divided into the following main categories:

***Development/Economic Development***

***Infrastructure: Transportation Downtown and Central Milwaukie***

***Public Amenities: Parks and Open Space***

***Debt Service and Plan Administration***

## IV. URBAN RENEWAL PROJECTS

Urban renewal projects authorized by the Plan are described below.

### *A. Development/Economic Development*

1. Pre-Development Assistance for Development Opportunities

Assist with the up-front costs of development on a site such as technical assistance, feasibility studies, and site planning, to name a few. Providing this assistance can incentivize investment in a development project.

2. Tenant Improvements

The goal of this program is to partner with downtown property and/or new business owners to encourage and fund high-quality tenant improvements to the interiors of vacant commercial spaces. The program would assist property owners in attracting businesses to locations that are difficult and costly to renovate, and incentivize new retail and restaurant businesses to locate within the Project Area.

3. Small Business Development Fund

The goal of this program is to provide funds and/or financing for things such as equipment and machinery, to help small and micro-businesses expand or become established in Milwaukie.

4. Developer Assistance

Develop public/private partnership tools that may include but not be limited to programs such as façade/storefront improvement, retail and food-related tenant Improvement, a small business start-up fund, developer assistance (for catalytic projects: land assembly, SDC/permit write down, assistance with public area requirements, green building assistance, parking, utility relocations, adaptive re-use and other assistance), community economic development activities such as a bike share, affordable housing assistance (including rent stabilization, and other anti-displacement strategies), technical assistance, feasibility studies, and site planning.

5. Downtown Main Street Enhancements

Urban renewal could fund a portion of some activities included in a Main Street Program in downtown, focusing on four elements: Design, Economic Vitality, Organization, and Promotions. The intent of a Main Street program is to work collaboratively with both private organizations and established City committees to achieve the following broad goals: create a visually appealing downtown; assist existing businesses in identifying and taking advantage of business opportunities and encourage prospective new businesses to locate in Downtown Milwaukie; develop a highly-functioning Main Street

organization; and promote the program and Downtown Milwaukie. Urban renewal expenditures would focus on design, planning, and capital projects related to the downtown Main Street corridor.

### *B. Infrastructure*: *Transportation* Downtown

1. McLoughlin Boulevard Improvements

Improve the section of McLoughlin Boulevard north of Harrison Street to enhance pedestrian safety and signal visitors that they are entering downtown. Upgrade sidewalks where needed.

2. McLoughlin Boulevard Intersection Upgrades

Improve all existing crossings of McLoughlin Boulevard, using better signage and extended crossing times and distinctive crosswalk paving. Construct improvements at Harrison Street, Monroe Street, Jackson Street, Jefferson Street, and Washington Street to enhance bike/pedestrian crossings.

3. Pedestrian Bridge across McLoughlin Boulevard

Establish a dedicated bicycle and pedestrian connection across McLoughlin Boulevard.

4. Parking Solutions

Develop a variety of parking solutions, such as creative parking management tools, including the potential assistance in the development of structured parking as part of a larger mixed-use development that would service downtown uses.

5. Streetscape Improvements

Improvements to public spaces along streets have been installed at some locations in Downtown Milwaukie, but there are many blocks where the improvements have not been constructed. This project would assist in the installation of sidewalk bulb-outs, lighting, wider sidewalks, and pedestrian amenities consistent with the required public area street standards in Downtown Milwaukie.

### *C. Infrastructure*: Transportation Central Milwaukie

1. McFarland Site Bike/Pedestrian Path

Create a bicycle and pedestrian connection through the McFarland site from Railroad Ave to Oak Street which would help to provide better connectivity through Central Milwaukie. It will also provide a more direct connection from Railroad Avenue to the Monroe Street Neighborhood Greenway.

2. Murphy/Housing Authority Site Bike/Pedestrian Path

Create a bicycle and pedestrian connection through the Murphy Site from 31st Avenue to Meek Street in order to provide a north-south connection to central Milwaukie from the 29th Avenue bikeway. This project would also include a path through the Clackamas County Housing Authority property north of the Murphy site.

3. Other Bicycle and Pedestrian Connections

The goal is to provide connections to and through Central Milwaukie for pedestrians and bicyclists. The projects include improving bicycle routes and pedestrian ways along Harrison Street, Railroad Avenue, Oak Street, 37th Avenue, and 29th Avenue Provide connections to and through Central Milwaukie for pedestrians and bicyclists as designated in the Central Milwaukie Land Use & Transportation Plan and the Transportation Systems Plan. These connections include improvements on Campbell Street and

Railroad Avenue. These improvements would enhance pedestrian connections and improve bike trails and facilities to increase safe and convenient multimodal access throughout the district. Designate and improve Primary Bicycle Routes along Harrison Street, Railroad Avenue, Oak Street, 37th Avenue, and 29th Avenue. Implement features to enhance pedestrian and cyclist safety.

4. Oak, Myrtle, Penzance Streets and Milwaukie Marketplace

Safe pedestrian connections do not currently exist along these residential streets and through the Milwaukie Marketplace commercial area. This project would develop and improve pedestrian connections along Oak, Myrtle, and Penzance Streets and the Milwaukie Marketplace.

5. Improved Access to Opportunity Sites

This project would provide improved vehicle access to the Murphy and McFarland development opportunity sites in Central Milwaukie, which would encourage investment in development of the sites.

6. Highway 224 Intersection Upgrades

This project would improve pedestrian crossings at 37th Avenue, Oak Street, Monroe Street, and Harrison Street. Improve intersection crossing safety for bicyclists at Washington Street and Oak Street.

7. Improve Transit Stops

This project would provide transit shelters as sites are developed and to ensure excellent transit service to Central Milwaukie. It would also add Transit Tracker and LED lighting units at main stops along bus routes.

8. Monroe Street Greenway Includes Monroe Street/Highway224

This project would implement central Milwaukie and downtown improvements for the Monroe Street Neighborhood Greenway which would implement the design concepts developed under an Oregon Department of Transportation grant and are expected to include lane striping, signage, and the application of sharrows, and potential traffic diverters.

**D. Public Amenities: Parks and Open Space**

1. South Downtown Plaza

As identified in the South Downtown Concept Plan, this project would construct a public plaza at the intersection of Adams Street and Main Street that connects the new light rail station with Main Street and creates a focal point at the south end of downtown.

2. Riverfront Park

This project would fund implementation of Phases 3 and 4 of the Riverfront Park master plan, which include a plaza, an amphitheater, a fountain, large restroom facilities, and additional landscaping.

3. Dogwood Park

This project would fund improvements to Dogwood Park as outlined in the South Downtown Concept Plan. An expanded Dogwood Park would be integrated to the north and east with the South Downtown Plaza and Main Street streetscape improvements, and to the south and west with the Kellogg Natural Area. A refined design for the South Downtown Plaza will include integration with Dogwood Park and will identify key improvements for the area.

4. Scott Park

This project would fund completion of remaining phases of improvements to Scott Park per the 1990 Scott Park Master Plan. Specific projects to be determined.

5. New Parks and Open Spaces in Central Milwaukie

There are currently no parks in Central Milwaukie. This project would fund the development of new parks and opens spaces to serve Central Milwaukie as underdeveloped sites are preparing to develop. The project could also include exploring a partnership with Union Pacific Railroad to turn the small area at Railroad Avenue and Oak Street into a public park or install park improvements at the Murphy and McFarland sites.

6. Gateway/Entryway Improvements on Mcloughlin Boulevard

This project would install gateway and entryway signage at the north and south entrances to downtown along McLoughlin Boulevard. It would use elements such as gateway features, plantings, lighting, and related improvements to draw more traffic off of McLoughlin Boulevard and into downtown.

7. Wayfinding Signage and Heritage Plaques

This project would fund the implementation of the 2016 downtown Wayfinding Systems Plan, including the installation of wayfinding signage and kiosks to aid residents and visitors in exploring Milwaukie by providing easy access to cultural and recreational opportunities within an area that can be easily accessed by foot, bicycle, and transit. This project would also fund the installation of heritage plaques to celebrate the architectural history of the city and describe Milwaukie's heritage and culture.

8. Kronberg Park

This project would fund the implementation of the adopted 2015 Kronberg Park Master Plan, which includes the construction of a pathway in Kronberg Park to connect Kellogg Lake to south downtown.

9. Kellogg Dam Removal

The Kellogg Dam currently blocks fish passage through Kellogg Creek. This project would replace the McLoughlin Boulevard Bridge over Kellogg Creek, remove the dam, and restore habitat, as well as construct a bike/pedestrian undercrossing between downtown and Riverfront Park.

### E. Debt Service and Plan Administration

This activity would allow for the repayment of costs associated with the implementation of the Milwaukie Urban Renewal Plan. It also includes ongoing administration and any financing costs associated with issuing long- and short-term debt, relocation costs and other administrative costs, including the potential repayment of costs for any amendments of the urban renewal plan.

## V. PROPOSED LAND USES, MAXIMUM DENSITIES AND BUILDING REQUIREMENTS

The proposed land uses, densities, and building requirements for the Area will comply with the Milwaukie Comprehensive Plan and Milwaukie Municipal Code as stated in those documents and incorporated herein by reference. If those documents change, those changes will be automatically incorporated into this Plan. The specific zones within the Area are:

**Medium and High Density Residential:**

The medium and high density residential zones are intended to create and maintain higher density residential neighborhoods that blend a range of housing types with a limited mix of neighborhood-scale commercial, office, and institutional uses.

**Downtown Zones:**

The downtown zones are Downtown Mixed Use Zone DMU and Open Space Zone OS. The zones are shown on Figure 19.304-1.These zones implement the Town Center and Public land use designations in the Milwaukie Comprehensive Plan. The downtown zones implement the Downtown and Riverfront Land Use Framework Plan and Milwaukie Comprehensive Plan.

The downtown and riverfront area is envisioned as the focus of the community. Two zones are designated to distinguish between areas intended for public open space and those intended for downtown development. Specific use, development, and design standards are adopted for the downtown zones to assure an active, attractive, and accessible environment for shoppers, employees, and residents.

Downtown Mixed Use (DMU):

The Downtown Mixed Use Zone provides for a wide range of uses, including retail, office, commercial, and residential—that will bring visitors to the downtown to live, work, shop, dine, and recreate. The desired character for this zone is a pedestrian-friendly and vibrant urban center, with a prominent main street and connections to the riverfront, and which includes buildings that are built to the right-of-way and oriented toward the pedestrian, with primary entries located along streets rather than parking lots.

Open Space (OS):

The Open Space Zone provides a specific zone to accommodate open space, park, and riverfront uses. The Open Space Zone is generally applied to lands that are in public ownership along the Willamette River, Kellogg Creek, Spring Creek, and Johnson Creek in the downtown area. The desired character for the Open Space Zone includes parkland, open space, and riverfront amenities.

**Community Shopping (C-CS):**

Development shall be a community-scale shopping center including uses such as department store uses; drug and/or variety store uses; food supermarkets; and retail specialty shops.

**Business Industrial (BI):**

This section is adopted to implement the policies of the Comprehensive Plan for industrial land uses providing a mix of clean, employee-intensive, industrial and office uses, with associated services, in locations supportive of mass transit and the regional transportation network.

**General Mixed-Use (GMU):**

The General Mixed Use Zone is intended to recognize the importance of central Milwaukie as a primary commercial center and promote a mix of uses that will support a lively and economically robust district. It is also intended to ensure high-quality urban development that is pedestrian-friendly and complementary to the surrounding area.

**Limited Commercial (C-L):**

The Limited Commercial Zone is intended to allow small-scale commercial services within residential neighborhoods. These services provide convenience and whose activities generate a minimal amount of traffic and maintain the general character of a residential neighborhood.

**Low Density Residential:**

The low density residential zones are intended to create, maintain, and promote neighborhoods with larger lot sizes where the land use is primarily single-family dwellings. They allow for some non-household living uses but maintain the overall character of a single-family neighborhood.

## VI. PROPERTY ACQUISITION AND DISPOSITION

The Plan authorizes the acquisition and disposition of property as described in this section. Property includes any and all interests in property, including fee simple ownership, lease, easements, licenses, or other rights to use.

### *A. Property acquisition for public improvements*

The Redevelopment Commission may acquire any property within the Area for the public improvement projects undertaken pursuant to the Plan by all legal means, including use of eminent domain. Good faith negotiations for such acquisitions must occur prior to institution of eminent domain procedures.

### B. Property acquisition – from willing sellers

The Plan authorizes Redevelopment Commission acquisition of any interest in property within the Area that the Redevelopment Commission finds is necessary to support private redevelopment, but only in those cases where the property owner wishes to convey such interest to the Redevelopment Commission. The Plan does not authorize the Redevelopment Commission to use the power of eminent domain to acquire property from a private party to transfer property to another private party for private redevelopment. Property acquisition from willing sellers may be required to support development of projects within the Area.

### C. Land disposition

The Redevelopment Commission will dispose of property acquired for a public improvement project by conveyance to the appropriate public agency responsible for the construction and/or maintenance of the public improvement. The Redevelopment Commission may retain such property during the construction of the public improvement.

The Redevelopment Commission may dispose of property acquired under Subsection B of this Section VI by conveying any interest in property acquired. Property shall be conveyed at its fair reuse value. Fair reuse value is the value, whether expressed in terms of rental or capital price, at which the Redevelopment Commission, in its discretion, determines such land should be made available in order that it may be developed, redeveloped, cleared, conserved, or rehabilitated for the purposes specified in such plan. Because fair reuse value reflects limitations on the use of the property to those purposes specified in the Plan, the value may be lower than the property's fair market value.

Where land is sold or leased, the purchaser or lessee must agree to use the land for the purposes designated in the Plan and to begin and complete the building of its improvements within a period of time that the Redevelopment Commission determines is reasonable.

## VII. RELOCATION METHODS

When the Redevelopment Commission acquires occupied property under the Plan, residential or commercial occupants of such property shall be offered relocation assistance, as required under applicable state law. Prior to such acquisition, the Redevelopment Commission shall adopt rules and regulations, as necessary, for the administration of relocation assistance.

## VIII. TAX INCREMENT FINANCING OF THE PLAN

Tax increment financing consists of using annual tax increment revenues to make payments on loans, usually in the form of tax increment bonds. The proceeds of the bonds are used to finance the urban renewal projects authorized in the Plan. Bonds may be either long-term or short-term.

Tax increment revenues equal most of the annual property taxes imposed on the cumulative *increase* in assessed value within an urban renewal area over the total assessed value at the time an urban renewal plan is adopted. (Under current law, the property taxes for general obligation (GO) bonds and local option levies approved after October 6, 2001 are not part of the tax increment revenues.)

### *A. General description of the proposed financing methods*

The Plan will be financed using a combination of revenue sources. These include:

- Tax increment revenues;
- Advances, loans, grants, and any other form of financial assistance from the federal, state, or local governments, or other public bodies;
- Loans, grants, dedications, or other contributions from private developers and property owners, including, but not limited to, assessment districts; and
- Any other public or private source.

Revenues obtained by the Redevelopment Commission will be used to pay or repay the costs, expenses, advancements, and indebtedness incurred in (1) planning or undertaking project activities, or (2) otherwise exercising any of the powers granted by ORS Chapter 457 in connection with the implementation of this Plan.

### *B. Tax increment financing and maximum indebtedness*

The Plan may be financed, in whole or in part, by tax increment revenues allocated to the Redevelopment Commission, as provided in ORS Chapter 457. The ad valorem taxes, if any, levied by a taxing district in which all or a portion of the Area is located, shall be divided as provided in Section 1c, Article IX of the Oregon Constitution, and ORS 457.440. Amounts collected pursuant to ORS 457.440 shall be deposited into the unsegregated tax collections account and distributed to the Agency based upon the distribution schedule established under ORS 311.390.

The maximum amount of indebtedness that may be issued or incurred under the Plan, based upon good faith estimates of the scope and costs of projects in the Plan and the schedule for their completion is $92,500,000 (ninety-two million five hundred thousand dollars). This amount is the principal of such indebtedness and does not include interest or indebtedness incurred to refund or refinance existing indebtedness or interest earned on bond proceeds. It does include initial bond financing fees and interest earned on tax increment proceeds, separate from interest on bond proceeds.

## IX. FUTURE AMENDMENTS TO PLAN

The Plan may be amended as described in this section.

### *A. Substantial Amendments*

Substantial Amendments, in accordance with ORS 457.085(2)(i), shall require the same notice, hearing, and approval procedure required of the original Plan, under ORS 457.095, including public involvement, consultation with taxing districts, presentation to the Redevelopment Commission, the Planning Commission, and adoption by the City Council by non-emergency ordinance after a hearing. Notice of such hearing shall be provided to individuals or households within the City of Milwaukie, as required by ORS 457.120. Notice of adoption of a Substantial Amendment shall be provided in accordance with ORS 457.095 and 457.115.

Substantial Amendments are amendments that:

1. Add land to the urban renewal area, except for an addition of land that totals not more than 1% of the existing area of the urban renewal area; or
2. Increase the maximum amount of indebtedness that can be issued or incurred under the Plan.

Minor Amendments are amendments that are not Substantial Amendments or Council Approved Amendments as defined in this Plan and in ORS 457. Minor Amendments require approval by the Redevelopment Commission by resolution.

### *B. Amendments to the Milwaukie Comprehensive Plan and/or Milwaukie Zoning Ordinance*

Amendments to the Milwaukie Comprehensive Plan and/or Milwaukie Zoning Ordinance that affect the Urban Renewal Plan and/or the Urban Renewal Area shall be incorporated automatically within the Urban Renewal Plan without any separate action required by the Redevelopment Commission or the City Council.

## X. DURATION OF THE PLAN

After the completion of FYE 2042 (the 25th year of tax increment revenue collection), no expenditures may be made for new projects, with the exception of annual administrative expenses and the expenditure of any bond or loan proceeds received prior to the completion of FYE 2042. If more than 25 years is needed to complete all projects identified in the Plan, or to use up the full amount of the maximum indebtedness of the Plan, then this limitation may be extended or deleted through an amendment to the Plan. Extending the duration for up to two more years may be done through a minor amendment to the Plan. Extending the duration for more than two years, or eliminating this limitation entirely may be done through a substantial amendment to the Plan. Note that this is not a limitation on the length of time that the Plan is eligible to receive tax increment revenues. However, the intention of the Plan is that all debt would be repaid by FYE 2046 (the 29th year of tax increment revenue collection).

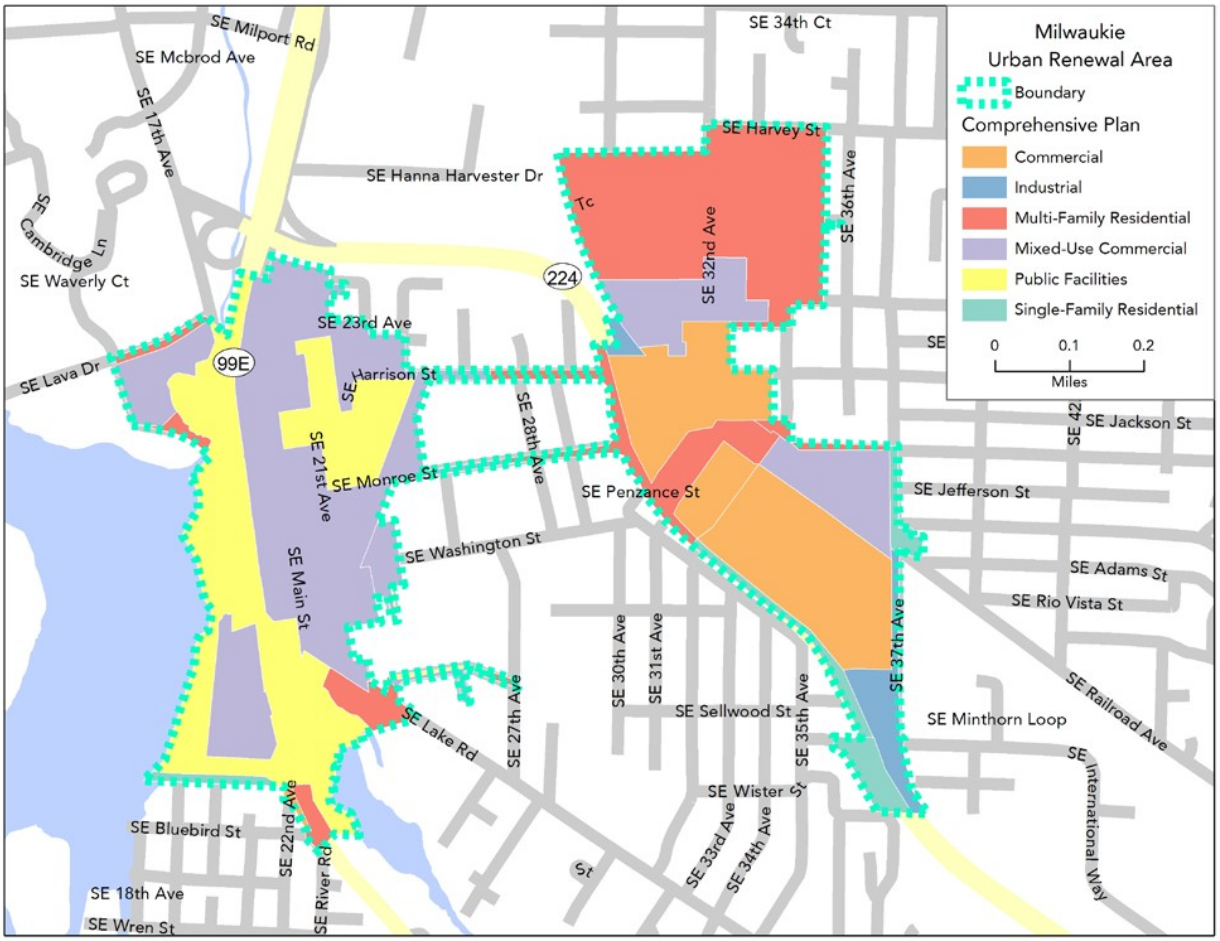
The consulting team is in the process of having legal counsel review of this proposed language. This language will suffice for this draft, but we may suggest revisions. We will have review finished before the June 7 City Council briefing.

## XI. RELATIONSHIP TO LOCAL OBJECTIVES

The Plan relates to local planning and development objectives contained within the Milwaukie Comprehensive Plan and Municipal Code (Title 19: Zoning Ordinance), and the Transportation System Plan. The following section describes the purpose and intent of these plans, the particular goals and policies within each planning document to which the proposed Plan relates, and an explanation of how the Plan relates to these goals and policies. The numbering of the goals, policies, and implementation strategies will reflect the numbering that occurs in the original document. Italicized text is text that *has* been taken directly from an original planning document. The Comprehensive Plan designations are shown in Figure 2. The maximum densities and building requirements are contained in the Milwaukie Zoning Ordinance. The proposed land uses conform to Figure 2.

This is not a comprehensive list of all parts of the Milwaukie Comprehensive Plan that are supported by this Plan. This list includes the major Goals and Policies from the Comprehensive Plan that are supported; however, there may be other Goals and Policies that are not listed, but are still supported by this Plan.

**Figure 2** – Comprehensive Plan Designations



### *A. Milwaukie Comprehensive Plan*

The Plan conforms to the Citizen Involvement, Land Use: Residential Land Use and Housing Element, Economic Base and Industrial/Commercial Land Use Element, Recreational Needs Element, Willamette Greenway Element, Neighborhood Element, Transportation, Public Facilities and Energy Conservation: Transportation Element, Public Facilities and Services Element, Energy Conservation Element sections of the Comprehensive Plan as it contains projects to upgrade the transportation infrastructure, to support existing business and allow for development of new businesses to create jobs, utilizing underutilized and/or blighted sites and improve public amenities throughout the Area.

#### *Chapter 1 - Citizen Involvement*

*Policy: Citizen Involvement To encourage and provide opportunities for citizens to participate in all phases of the planning process, to keep citizens informed and to open lines of communication for the sharing of questions, problems and suggestions regarding the Comprehensive Plan and land use regulations.*

The Plan conforms with the Citizen Involvement Section of the Comprehensive Plan as members of the neighborhood associations were on the Advisory Group and the process included many opportunities for public input including the Advisory Group meetings, Planning Commission hearing, City Council hearing, and six community events at which there was information about the urban renewal plan. Information was also posted to the city of Milwaukie website and articles published in the March, May, June, July and August editions of the Milwaukie Pilot.

#### *Chapter 4 - Land Use - Residential Land Use and Housing Element*

*GOAL STATEMENT: To provide for the maintenance of existing housing, the rehabilitation of older housing and the development of sound, adequate new housing to meet the housing needs of local residents and the larger metropolitan housing market, while preserving and enhancing local neighborhood quality and identity.*

*OBJECTIVE #1 — BUILDABLE LANDS*

*To utilize lands in the City according to their relative measure of buildability, based on land type classifications.*

The Plan conforms to the buildable lands objective as one of the goals in the Plan is to develop vacant and underutilized properties within the Area that may have residential uses as a component of the redevelopment. There are specific programs authorized in the Plan that would provide developer assistance.

*OBJECTIVE #2 — RESIDENTIAL LAND USE: DENSITY AND LOCATION*

*To locate higher density residential uses so that the concentration of people will help to support public transportation services and major commercial centers and foster implementation of the Town Center Master Plan.*

The Plan conforms to the residential land use: density and location objective as one of the goals in the Plan is to develop vacant and underutilized properties within the Area that may have residential uses as a component of the redevelopment. There are specific programs authorized in the Plan that would provide developer assistance.

*OBJECTIVE #4 — NEIGHBORHOOD CONSERVATION*

*To maximize the opportunities to preserve, enhance and reinforce the identity and pride of existing well-defined neighborhoods in order to encourage the long-term maintenance of the City's housing stock.*

The Plan conforms to the neighborhood conservation objective as a goal of the Plan is to preserve the downtown core and enhance opportunities in central Milwaukie, both of which will help support the existing residential neighborhoods.

*OBJECTIVE #5 — HOUSING CHOICE*

*To continue to encourage an adequate and diverse range of housing types and the optimum utilization of housing resources to meet the housing needs of all segments of the population.*

The Plan conforms to the housing choice objective as one of the goals in the Plan is to develop vacant and underutilized properties within the Area that may have residential as a component of the redevelopment. There are specific programs authorized in the Plan that would provide developer *assistance*.

*OBJECTIVE #6 – HOUSING ASSISTANCE*

*To assist low and moderate income households in obtaining housing which is consistent with other housing objectives and policies.*

The Plan conforms to the housing assistance objective as one of the goals in the Plan is to develop vacant and underutilized properties within the Area that may have residential as a component of the redevelopment. There are specific programs authorized in the Plan that would provide developer assistance.

***Economic Base and Industrial/ Commercial Land Use Element***

*GOAL STATEMENT: To continue to support and encourage the development of a broad industrial base in the City, and to encourage the expansion of service facilities in the community.*

*OBJECTIVE #1 — ECONOMIC DEVELOPMENT*

*The City will encourage an increase in the overall economic development activity within the City, will strive to retain existing businesses as well as actively attract new businesses, particularly those identified as having growth potential.*

The Plan conforms to the economic development objective as there are programs within the Plan designed to increase overall economic development activity for both existing businesses and attracting new businesses.

*OBJECTIVE #2 — EMPLOYMENT OPPORTUNITY*

*To continue to support a wide range of employment opportunities for Milwaukie citizens.*

The Plan conforms to the economic opportunity objective as there are programs within the Plan designed to increase overall economic development activity for both existing businesses and attracting new businesses, providing a range of employment opportunities for Milwaukie citizens.

*OBJECTIVE #3 — COORDINATION*

*To continue to participate in economic development and employment programs and develop a working partnership with the private sector and various agencies to meet the economic development needs of Milwaukie.*

The Plan conforms to the coordination objective as there are programs within the Plan designed to increase overall economic development activity for both existing businesses and attracting new businesses, coordinating with private sector and other agencies as opportunities occur.

*OBJECTIVE #6 — COMMERCIAL LAND USE*

*To encourage new commercial uses to locate within designated commercial areas of the City, in order to take maximum advantage of existing access and public facilities serving these areas.*

The Plan conforms to the commercial land use objective as there are underutilized and vacant commercial parcels included within the area where in the city intends to encourage economic development.

*OBJECTIVE #8 — COMMERCIAL LAND USE: COMMUNITY CENTER*

*To provide for the weekly and comparison goods shopping needs of the City's and surrounding areas' residents.*

The Plan conforms to the commercial land use: community center objective as there are underutilized and vacant commercial parcels included within the area where in the city intends to encourage economic development that could provide for the weekly and comparison goods shopping needs for the community.

*OBJECTIVE #12 — TOWN CENTER*

*To emphasize downtown Milwaukie and the expanded city center as a Town Center with the major concentration of mixed use and high density housing, office, and service uses in the City*

The Plan conforms to the Town Center objective as the downtown and the expanded city center are included in the urban renewal area with goals to increase mixed-use and high density housing, office and services in the Area.

*OBJECTIVE #13 — MCLOUGHLIN BOULEVARD*

*To provide for limited highway service uses along McLoughlin Boulevard while improving the visual and pedestrian-oriented linkages between downtown and the Willamette River, and making McLoughlin Boulevard more attractive.*

The Plan conforms to the McLoughlin Boulevard objective as projects are included within the plan to improve links between downtown and the Willamette River, making McLoughlin Boulevard more attractive.

***Recreational Needs Element***

*GOAL STATEMENT: To provide for the recreational needs of present and future City residents by maximizing the use of existing public facilities, encouraging the development of private recreational facilities, and preserving the opportunity for future public recreational use of vacant private lands.*

*OBJECTIVE #6 — MAXIMIZATION OF EXISTING PARKS*

*To maximize the use of existing City parks consistent with their natural features and carrying capacity.*

The Plan conforms to the Maximization of Existing Parks objective as there are projects within the Plan to upgrade parks within the Area.

*OBJECTIVE #7 — RIVERFRONT RECREATION*

*To maximize the recreational use of the Willamette River shoreland and waterways.*

The Plan conforms to the Riverfront Recreation objective as one of the projects within the Plan is to assist in the completion of the Willamette Riverfront Park.

***Willamette Greenway Element***

*GOAL STATEMENT: To protect, conserve, enhance, and maintain the natural, scenic, Downtown, agricultural, economic, and recreational qualities of lands along the Willamette River as the Willamette River Greenway.*

*OBJECTIVE #5 — PUBLIC ACCESS AND VIEW PROTECTION*

*To provide, improve, and maintain public access and visual access within the Greenway and to the Willamette River and Kellogg Lake.*

The Plan conforms to the Riverfront Recreation objective as one of the projects within the Plan is to assist in the completion of the Willamette Riverfront Park and assist with improvements to Kellogg Lake.

***Neighborhood Element***

*GOAL STATEMENT: To preserve and reinforce the stability and diversity of the City's neighborhoods in order to attract and retain long-term residents and ensure the City's residential quality and livability.*

*OBJECTIVE #1 — NEIGHBORHOOD CHARACTER*

*To maintain the residential character of designated neighborhood areas.*

The Plan conforms to the neighborhood character objective as improvement to the downtown commercial core in Central Milwaukie will help support the neighborhood residential areas.

*OBJECTIVE #2 — NEIGHBORHOOD NEEDS*

*To meet the needs of neighborhood areas for public facilities and services.*

The Plan conforms to the neighborhood needs objective as improvement to the downtown commercial core in Central Milwaukie will help support the neighborhood residential areas.

***Chapter 5 - Transportation, Public Facilities and Energy Conservation***

*Policy: The City of Milwaukie has a responsibility to its present and future residents to provide a full range of urban services including streets, sewers and water, as well as police and fire protection. In order to create a healthy living environment and efficiently allocate public expenditures, the City believes that these public facilities must be planned prior to future growth, and continually upgraded and maintained once constructed. The Plan elements which address these concerns are:*

***Transportation Element***

*The Transportation System Plan (TSP) is an ancillary Comprehensive Plan document that contains the City's long-term transportation goals and policies for pedestrians, cyclists, drivers, transit users, and freight carriers. It provides for the coordination of transportation improvements at the local level and the integration of the local transportation system with the regional transportation system. It also identifies the transportation issues, policies, and projects that are important to the community.*

*Transportation goals form the basis for how the local transportation system will be developed and maintained over the long term. Given their importance, the City involved agency, business, and citizen stakeholders in developing goals that support a multimodal approach to transportation planning that reflects how citizens think about and experience the transportation system. Since they are equally important in different ways, they are not listed in order of importance or priority.*

*GOAL 1: Livability. Design and construct transportation facilities in a manner that enhances the livability of Milwaukie's community.*

The Plan conforms to the livability goal as there are transportation projects, specifically projects to allow the development of underutilized parcels in the Area, within the Plan that will enhance the livability of Milwaukie's community.

*GOAL 2: Safety. Develop and maintain a safe and secure transportation system.*

The Plan conforms to the safety goal as there are transportation projects, specifically projects to allow the development of underutilized parcels in the Area and to improve intersections and other connections and corridors, within the Plan that will enhance the safety of Milwaukie's transportation system.

*GOAL 3 Travel Choices. Plan, develop, and maintain a transportation system that provides travel choices and allows people to reduce the number of trips made by single-occupant vehicles.*

The Plan conforms to the travel choices goal as there are transportation projects, specifically projects to allow the development of underutilized parcels in the Area, within the Plan that will enhance the livability of Milwaukie's community. These projects include enhanced transportation options for pedestrians and bicyclists.

*GOAL 4: Quality Design. Establish and maintain a set of transportation design and development regulations that are sensitive to local conditions.*

The Plan conforms to the quality design goal as there are transportation projects, specifically projects to allow the development of underutilized parcels in the Area, within the Plan that will enhance the livability of Milwaukie's community. These projects will be constructed in conformance with Milwaukie's transportation design and development regulations.

*GOAL 5: Reliability and Mobility. Develop and maintain a well-connected transportation system that reduces travel distance, improves reliability, and manages congestion.*

The Plan conforms to the reliability and mobility goal as there are transportation projects, specifically projects to allow the development of underutilized parcels in the Area, within the Plan that will reduce travel distance, improve reliability and manage congestion.

*GOAL 6: Sustainability. Provide a sustainable transportation system that meets the needs of present and future generations.*

The Plan conforms to the sustainability goal as there are transportation projects, specifically projects to allow the development of underutilized parcels in the Area, within the Plan that will reduce travel distance, improve reliability and manage congestion. These projects include enhanced transportation options for pedestrians and bicyclists.

*GOAL 7: Efficient and Innovative Funding. Efficiently allocate available funding for recommended transportation improvements, and pursue additional transportation funding that includes innovative funding methods and sources.*

The Plan conforms to the efficient and innovative funding goal as there are transportation projects, specifically projects to allow the development of underutilized parcels in the Area, within the Plan that will allow the city to use funds other than the city's general fund to provide for recommended transportation improvements.

*GOAL 8: Compatibility. Develop a transportation system that is consistent with the City's Comprehensive Plan and coordinates with County, State, and regional plans.*

The Plan conforms to the compatibility goal as there are transportation projects, specifically projects to allow the development of underutilized parcels in the Area, within the Plan that will be coordinated by the city to ensure compliance with the comprehensive plan and coordination with the county, state and regional plans.

*GOAL 9: Economic Vitality. Promote the development of Milwaukie's, the region's and the state's economies through the efficient movement of people, goods and services, and the distribution of information.*

The Plan conforms to the economic vitality goal as there are transportation projects in the area that will promote the development of Milwaukie, the region, and the state economies through the efficient movement of people, goods and services, and the distribution of information.

***Public Facilities and Services Element***

*To plan, develop and maintain a timely, orderly and efficient arrangement of public facilities and services to serve urban development.*

*OBJECTIVE #1 — PRIORITY*

*To ensure that adequate levels of public facilities and services are provided to existing City residents and businesses as a first priority as urban development or growth occurs.*

The Plan conforms to the Priority objective as public facilities including streets bike paths, pedestrian facilities, will be upgraded within the Area.

*OBJECTIVE #2 — COORDINATION*

*To encourage cooperation and coordination between all public service agencies to maximize the efficient provision of all services.*

The Plan conforms to the Coordination objective as the city will coordinate with other public service agencies to maximize the efficient provision of both services. The urban renewal advisory group that

helped with the development of the Plan had representatives of the Clackamas Fire District No. 1, Milwaukie School District, Clackamas Community College and Clackamas County.

***Energy Conservation Element***

*GOAL STATEMENT: To conserve energy by encouraging energy efficient land use patterns and transportation systems, and by encouraging the construction industry and private homeowners to participate in energy conservation programs.*

*OBJECTIVE #1 — LAND USE*

*To encourage an energy efficient land use pattern.*

The Plan conforms to the commercial land use objective as there are underutilized and vacant commercial parcels included within the Area where in the city intends to encourage economic development that would encourage an energy efficient land use pattern.

*OBJECTIVE #2 — TRANSPORTATION SYSTEM*

*To encourage an energy efficient transportation system.*

The Plan conforms to the Transportation System objective as there are transportation projects, specifically projects to allow the development of underutilized parcels in the Area, within the Plan that will encourage an energy efficient transportation system.

### *B. Central Milwaukie Land Use and Transportation Plan – Ancillary document to the Milwaukie Comprehensive Plan*

*The Central Milwaukie Land Use and Transportation Plan was adopted by Ordinance #2110 on December 15, 2015. The document presents a land use and transportation framework for development and circulation in Central Milwaukie. Its purpose is to provide a cohesive vision for the area and facilitate future private and public investment that will meet community needs and desires while also achieving economic success.*

*The Guiding Principles are:*

- *Maintain and improve Central Milwaukie as the city's primary commercial center*
- *Foster a sense of place in Central Milwaukie by promoting an identity and*
- *a vision*
- *Enhance economic opportunities in the area*
- *Add a mix of uses to support a district*
- *that is lively and active*
- *Maintain an overall character complementary to and protective of surrounding neighborhoods*
- *Improve access to and within the area for pedestrians, cyclists, and vehicles*

*The Fundamental Concepts are:*

- *Facilitate development of the Murphy and McFarland opportunity sites*
- *Promote high-quality, urban design that is complementary to the*
- *surrounding area*
- *Encourage a range of housing types as a part of new mixed-use development*
- *Improve connectivity within the district with easily accessible multimodal*
- *pathways that are safe and attractive*

- *Improve external connections to the district*

The Plan conforms to the Central Milwaukie Land Use and Transportation Plan as there are specific projects including transportation upgrades and connectivity projects and programs that provide developer assistance identified within the Plan that will provide implementation tools for the Central Milwaukie Land Use and Transportation Plan.

### *C. Milwaukie Downtown and Riverfront Land Use Framework Plan - Ancillary document to the Milwaukie Comprehensive Plan*

*The Milwaukie Downtown and Riverfront Land Use Framework Plan was adopted by Ordinance #1880 on September 19, 2000, revised by Ordinance #2106, adopted September 1, 2015. The Milwaukie Downtown and Riverfront Land Use Framework Plan (Framework Plan) represents a major opportunity to reinvigorate downtown Milwaukie. With aggressive and focused efforts from both the public and private sectors over the coming years, downtown Milwaukie will be revitalized. This Framework Plan outlines the components necessary to make such a vision of Milwaukie a reality. It foremost builds upon existing assets, capitalizes upon significant existing uses, and features the natural environment. It also sets out a realistic agenda and implementation program that the City and private development can follow.*

*The Guiding Principles are:*

*Creating a Livable Community*
*Ensuring Economic Success*

*The Fundamental Concepts are:*

*Anchors and Attractors*
*The Main Street Retail Spine*
*McLoughlin Boulevard Commercial Corridor*
*21st Avenue Mixed-Use Corridor*
*Connecting to the River*
*South Downtown Planning Area*

The Plan conforms to the Milwaukie Downtown and Riverfront Land Use Framework Plan as there are specific projects including parks projects, transportation upgrades and connectivity projects and programs that provide developer assistance identified within the Plan that will provide implementation tools for the Milwaukie Downtown and Riverfront Land Use Framework Plan.

### *D. Regional Center Master Plan*

*Adopted December 2, 1997 Ordinance #1826*
*The Milwaukie Regional Center Master Plan established the framework for the city center referenced in the Milwaukie Vision Statement. The Master Plan complies the objectives for housing, transportation, commercial, urban design and general land use changes in the Regional Center.*

The Plan conforms to the Regional Center Master Plan, as updated by the Milwaukie Downtown and Riverfront Land Use Framework Plan and the Central Milwaukie Land Use and Transportation Plan, as there are specific projects including transportation upgrades and connectivity projects and programs that provide developer assistance identified within the Plan.

### *E. Transportation Systems Plan*

*The Milwaukie Transportation System Plan (TSP) is the City's long-term plan for transportation improvements and includes policies and projects that could be implemented through the City Capital*

*Improvement Plan, development review, or grant funding. The 2007 TSP planning process was a great opportunity for the community to fully define its transportation goals and discuss how the whole transportation system could be improved to support livability in Milwaukie. The 2013 TSP update process provided an opportunity to ensure that the plan reflected current conditions and took into account the latest forecasts and projections.*

*Goals*

*Transportation goals and policies form the basis for how the local transportation system will be developed and maintained over the next 22 years. The City's transportation goals support a multimodal approach to transportation planning and reflect how citizens think about and experience Milwaukie's transportation system. The City's nine transportation goals are:*

*GOAL 1 Livability: Design and construct transportation facilities in a manner that enhances the livability of Milwaukie's community.*

*GOAL 2 Safety: Develop and maintain a safe and secure transportation system.*

*GOAL 3 TRAVEL CHOICES: Plan, develop, and maintain a transportation system that provides travel choices and allows people to reduce the number of trips made by single-occupant vehicles.*

*GOAL 4 QUALITY DESIGN: Establish and maintain a set of transportation design and development regulations that are sensitive to local conditions.*

*GOAL 5 RELIABILITY AND MOBILITY: Develop and maintain a well-connected transportation system that reduces travel distance, improves reliability, and manages congestion.*

*GOAL 6 SUSTAINABILITY: Provide a sustainable transportation system that meets the needs of present and future generations.*

*GOAL 7 EFFICIENT AND INNOVATIVE FUNDING: Efficiently allocate available funding for recommended transportation improvements, and pursue additional transportation funding that includes innovative funding methods and sources.*

*GOAL 8 COMPATIBILITY: Develop a transportation system that is consistent with the City's Comprehensive Plan and coordinates with County, State, and regional plans.*

*GOAL 9 ECONOMIC VITALITY: Promote the development of Milwaukie's, the region's, and the state's economies through the efficient movement of people, goods, and services, and the distribution of information.*

The Plan conforms to the Transportation Systems Plan as there are specific projects including transportation upgrades and connectivity projects identified within the Plan.

### *Parks Master Plans*

There are master plans for Kronberg and Scott parks.

The Plan conforms to these master plans as there are specific projects identified within the Plan for the upgrading of these parks.

## XII. APPENDIX A: LEGAL DESCRIPTION

INSERT TEXT LEGAL DESCRIPTION OF URBAN RENEWAL DISTRICT BOUNDARY THAT IS CONSISTENT WITH THE ENCLOSED MAP

# REPORT ACCOMPANYING MILWAUKIE URBAN RENEWAL PLAN

Draft 2 – May 26, 2016

(Note: highlights indicate something that still needs to be checked or changed)

DRAFT

Urban Renewal Plan Adopted by the City of Milwaukie

DATE

Ordinance No. ___

# Milwaukie Urban Renewal Area

ECONorthwest
Nick Popenuk
Ali Danko
Rob Wyman

Elaine Howard Consulting, LLC
Elaine Howard

**RS751**

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# I. INTRODUCTION

The Report on the Milwaukie Urban Renewal Plan (Report) contains background information and project details that pertain to the Milwaukie Urban Renewal Plan (Plan). The Report is not a legal part of the Plan, but is intended to provide public information and a basis for the findings made by the City Council as part of the approval of the Plan.

The Report provides the analysis required to meet the standards of ORS 457.085(3), including financial feasibility. The format of the Report is based on this statute. The Report documents not only the proposed projects in the Plan, but also documents the existing conditions in the Milwaukie Urban Renewal Area (Area).

However, the Report provides only guidance on how the urban renewal plan might be implemented. As the Milwaukie Redevelopment Commission (Redevelopment Commission) reviews revenues and potential projects each year, they have the authority to make adjustments to the assumptions in this Report. They may allocate budgets differently, adjust the timing of the projects, decide to incur debt at different timeframes than projected in this Report, and make other changes, as allowed in the amendments section of the Plan.

# II. EXISTING PHYSICAL, SOCIAL, AND ECONOMIC CONDITIONS AND IMPACTS ON MUNICIPAL SERVICES

This section of the Report describes existing conditions within the Area and documents the occurrence of "blighted areas," as defined by ORS 457.010(1).

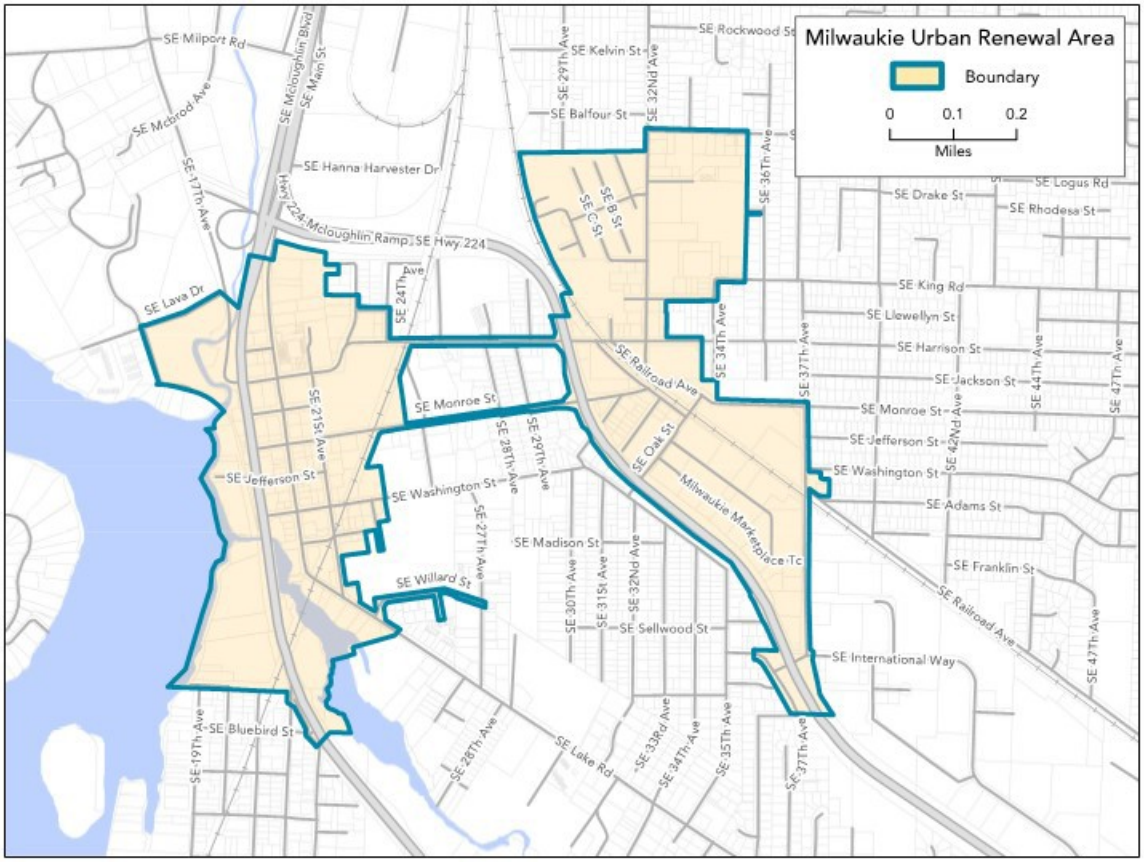
## A. Physical Conditions

### *1. Land Use*

The Milwaukie Urban Renewal Area (Area) shown in Figure 1, contains 318 parcels consisting of 168.13 acres and 89.67 acres of right of way, for a total of 257.8 acres.

The Area is located in Downtown and Central Milwaukie in Clackamas County.

**Figure 1** – Milwaukie Urban Renewal Plan Area Boundary




We evaluated the land use designation of parcels in the Area, as reported by Metro (RLIS 2016 Quarter 1 GIS data). By acreage, commercial use accounts for the largest land use within the area (56%). This is followed by multi-family residential uses (13%). The total land uses of the Area, by acreage and parcel, are shown in Table 1.

**Table 1** – Existing Land Use of Area

| Existing Land Use | Parcels | Acres | Percent of Acres |
|---|---|---|---|
| Commercial | 169 | 93.35 | 55.5% |
| Vacant | 45 | 21.50 | 12.8% |
| Multi-Family Residential | 45 | 21.30 | 12.7% |
| Single Family Residential | 51 | 13.08 | 7.8% |
| Industrial | 7 | 11.45 | 6.8% |
| Rural | 1 | 7.45 | 4.4% |
| **Total** | **318** | **168.13** | **100.0%** |

Source: Metro RLIS 2016 Quarter 1 GIS data

### 2. *Zoning and Comprehensive Plan Designations*

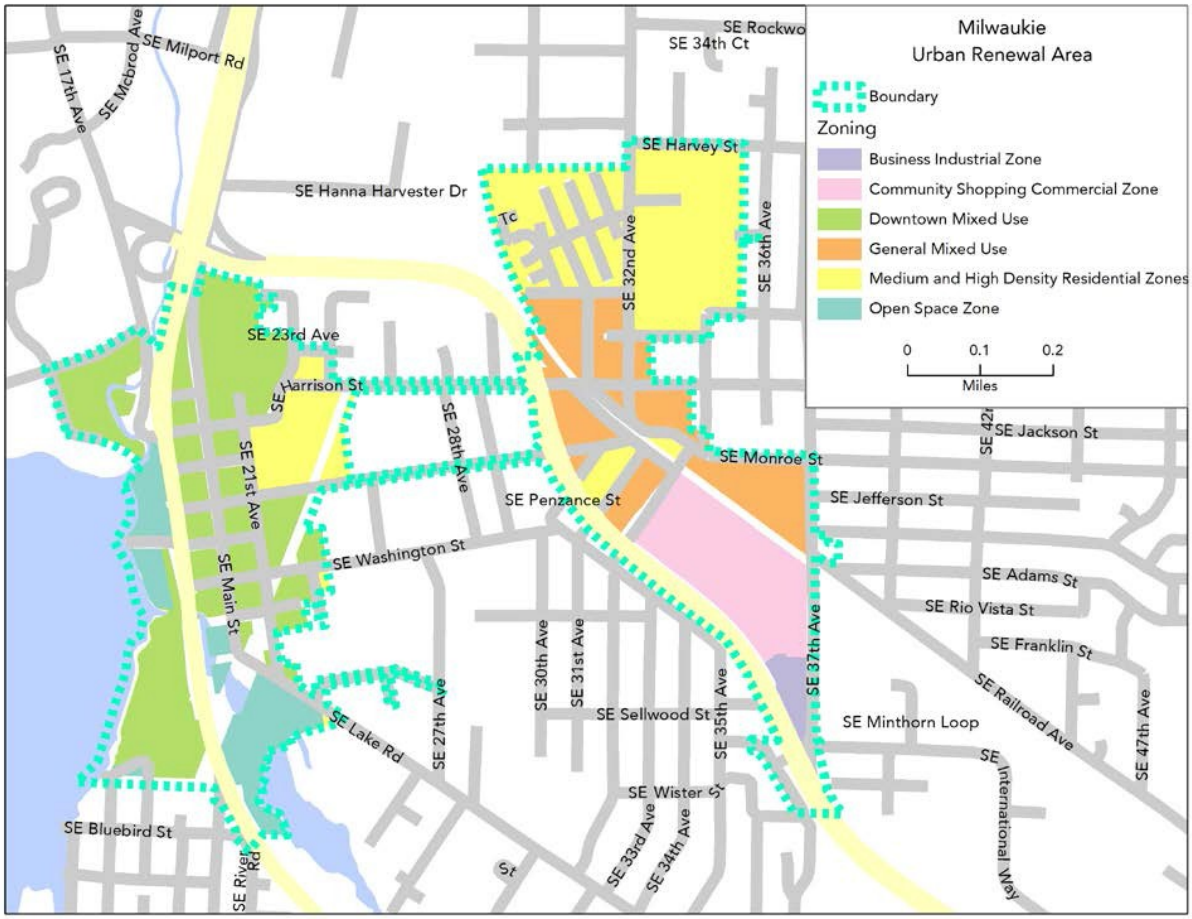
As shown in Table 2 and Figure 2, 31% of these properties are zoned Medium and High Density Residential and 30% are Downtown Mixed Use. Open Space zoning accounts for 9% of the acreage.

**Table 2** – Existing Zoning Plan Designations of Area

| Zoning | Parcels | Acres | Percent of Acres |
|---|---|---|---|
| Medium and High Density Residential | 65 | 52.31 | 31.2% |
| Downtown Mixed Use | 163 | 50.98 | 30.4% |
| General Mixed Use | 39 | 26.17 | 15.6% |
| Community Shopping Commercial | 17 | 19.77 | 11.8% |
| Open Space | 27 | 15.34 | 9.1% |
| Business Industrial | 4 | 2.67 | 1.6% |
| Low Density Residential | 2 | 0.62 | 0.4% |
| Limited Commercial | 1 | 0.27 | 0.2% |
| **Total** | **317** | **167.86** | **100.00%** |

Source: City of Milwaukie GIS data, provided on 4/13/2016.

**Figure 2** – Area Zoning Designations



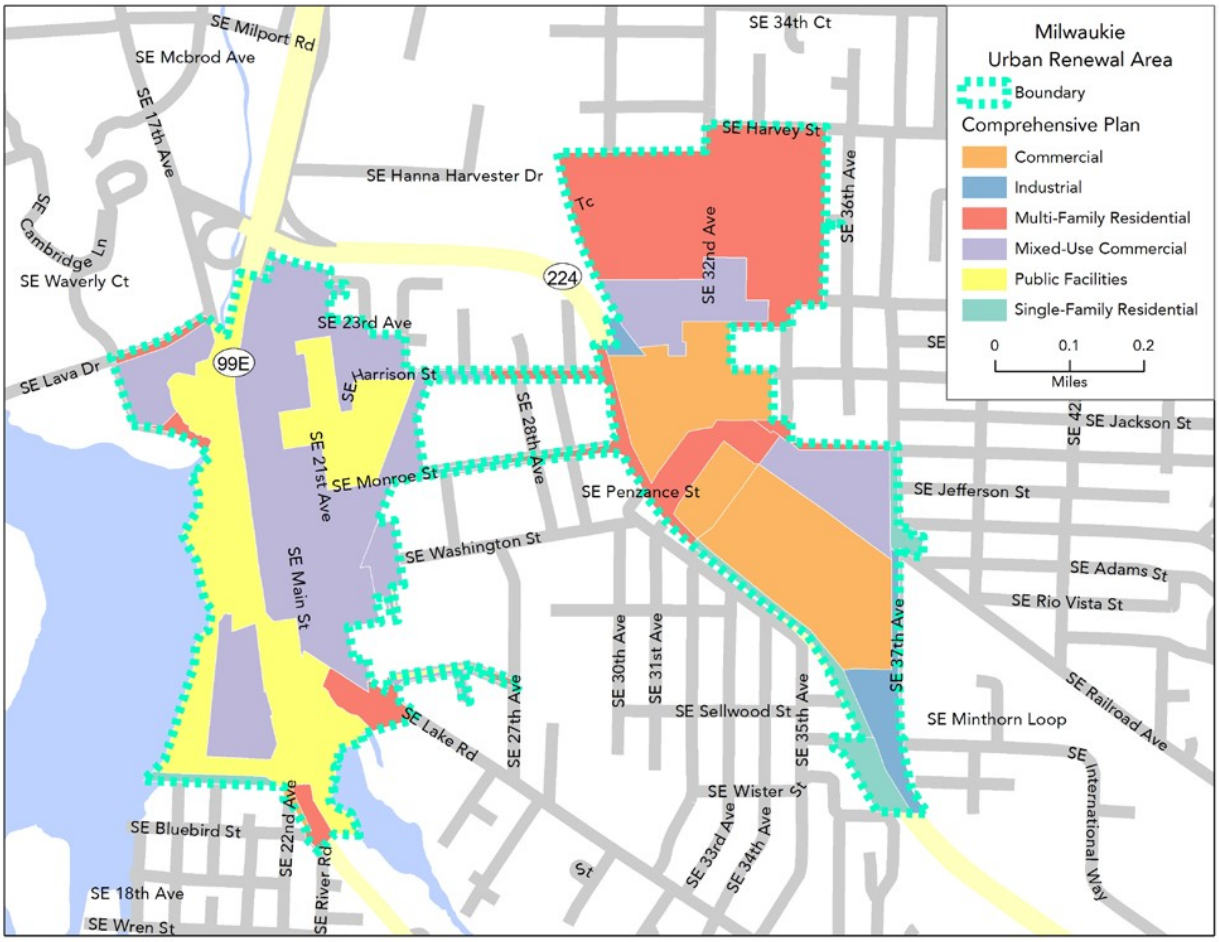
As illustrated in Table 3 and Figure 3, 26% of the acreage is designated as Mixed-Use Commercial and 23% as Commercial in the City of Milwaukie Comprehensive Plan.

**Table 3** – Existing Comprehensive Plan Designations of Area

| Comprehensive Plan | Parcels | Acres | Percent of Acres |
|---|---|---|---|
| Mixed-Use Commercial | 161 | 43.89 | 26.1% |
| Commercial | 49 | 38.32 | 22.8% |
| Multi-Family Residential | 57 | 29.69 | 17.7% |
| Pubic Facilities | 39 | 25.06 | 14.9% |
| Industrial | 3 | 17.79 | 10.6% |
| Single Family Residential | 9 | 13.37 | 8.0% |
| **Total** | **309** | **168.13** | **100.0%** |

Source: City of Milwaukie GIS data, provided on 4/13/2016.

**Figure 3** – Area Comprehensive Plan Designations



## B. Infrastructure

This section identifies the existing conditions in the Area, helping to establish deficient conditions in the Area as part of the blight analysis. There are projects listed in City of Milwaukie Capital Improvement Plan (CIP) and the Central Milwaukie Land Use and Transportation Plan (CMLUTP) that identify these existing conditions. **This does not mean all of these projects are included in the urban renewal plan.** The specific projects to be included in the urban renewal plan are listed in Sections IV, V, and VI of this document.

### *1. Transportation*

The transportation needs within the Area as identified in the CIP.

Streets and Intersections

1. Monroe Street Greenway Phase 1 Improvements
   - Phase 1 Improvements for the Monroe Street Greenway will implement the design concepts developed under an Oregon Department of Transportation grant and are expected to include lane striping, signage, and the application of sharrows.
   - Monroe Bicycle Boulevard – Designate as a Bicycle Boulevard and install bicycle boulevard improvements.
   - Monroe Street Sidewalks – Fill in sidewalk gaps on both sides of street.
2. Kellogg Creek Dam Removal and Highway 99 East Underpass – Replace Highway 99 East bridge over Kellogg Creek, remove dam, restore habitat; construct pedestrian undercrossing between downtown Milwaukie and Riverfront Park.
3. Public Transit - Downtown transit center improvements – Construct new bus layover facility outside the downtown core. Improve downtown bus stops and shelters and include ample bike parking.
4. Downtown Parking Management
   - Downtown Parking Signage – Install wayfinding and identification signage at McLoughlin Boulevard intersections and around public parking lots.
   - Downtown Parking Enforcement – Implement parking management system, including dedicated parking manager.
   - Downtown Public Parking Lot Improvements – Upgrade and maintain off-street public parking facilities with improved landscaping and lighting.
5. Kronberg Park Trail - Build a trail through the park connecting the pedestrian bridge to the McLoughlin pedestrian crossing at the River Road intersection.
6. Intersection Improvements at Highway 224 Crossings - As part of the Highway 224/99 East corridor plan, improve bike and pedestrian crossings at Oak, Monroe, and Harrison Streets.
7. Bike Lanes
   - Harrison Street Bike Lanes – Bike lanes on a major road, part of a grid of bike lanes; connects east-west to downtown.

- 37th Avenue Bike Lanes – Bike lanes on a major road, part of a grid of bike lanes; connects north-south.
- Railroad Avenue Bike Lanes – Bike lanes on a major road, part of a grid of bike lanes; continues to south-east.

8. Downtown Streetscape Improvements – Install sidewalk bulb outs, lighting, and pedestrian amenities. Note: According to city staff as of April 2016, 31 block faces have been completed and 38 block faces have not been completed.

9. McLoughlin Boulevard Sidewalks – Fill in sidewalk gaps and improve inadequate sidewalks.

10. Union Pacific Mainline Railroad Crossing Improvements at Monroe Street – Upgrade paving materials to concrete or rubberized material to improve longevity and enhance for alternative modes.

11. Pedestrian Walkway Amenities – Install amenities, such as benches, along key walking routes.

12. McLoughlin Boulevard Intersection Improvements at 17th Avenue – Prohibit left turn movement from 17th Ave to northbound McLoughlin Boulevard and include in Highway 224 and Highway 99 East Refinement Plan.

13. Pedestrian Way Signage – Provide maps and wayfinding signage on streets that identify ways to get around the city.

14. Harrison St Capacity Improvements – Widen to standard 3-lane cross section from 32nd Avenue to 42nd Avenue.

15. Harrison Street Intersection Improvements at Main Street – Add westbound shared through/right turn lane or eastbound right turn lane.

Sidewalk Deficiencies

A 2016 City of Milwaukie survey showed deficiencies on sidewalks within the Area as shown below. The sections identified are those areas that do not comply with city and Americans with Disability Act (ADA) standards. In addition, there is a ramp inventory where numerous ramps within Priority 1 Corridors are rated as failing. Priority 1 corridors are the streets within downtown including McLoughlin Boulevard, Main Street, 21st Avenue, and other streets within the Area including Willard Street, Kronberg Pathway, Harrison Street, Monroe Street, Washington Street, and 32nd Avenue.

Streets that do not comply with sidewalk standards:

1. Main Street west side between Harrison Street and Jefferson Street.
2. Main Street east side between Jefferson Street and Washington Street.
3. Monroe Street south side from McLoughlin Boulevard to Main Street.
4. Jefferson Street north side from Main Street to 21st Avenue.
5. Washington Street north side from McLoughlin Boulevard to Main Street.

6. Washington Street south side from McLoughlin Boulevard to Main Street and Main Street to 21st Avenue.
7. Access to Scott Park.
8. Harrison Street south side from 29th Avenue to Highway 224.
9. Harrison Street north side to 34th Avenue.
10. Lake Road and both sides north of Willard Street.
11. Willard Street south side between Lake Road and 27th Avenue.
12. Numerous ramps throughout the Area are not ADA compliant.

Improvements identified in the Central Milwaukie LUTP

1. Murphy Site Internal Circulation – Provide auto, bike, and pedestrian circulation.
2. McFarland Site Internal Circulation – Provide auto, bike, and pedestrian circulation.
3. Harrison Street/32nd Avenue Intersection – Open the currently closed pedestrian crosswalk on the west leg of the intersection.
4. Oak Street/34th Avenue connection – Provide pedestrian/bike connection between central Milwaukie and nearby residential neighborhood.
5. Northern Bike Route – Bicycle connection through the Murphy site north to 29th Avenue. Exact location to be determined.
6. Campbell Street Upgrades – Pedestrian and bicycle treatments between Monroe Street and Harrison Street.
7. Connection Through Railroad Property – Provide connection between Monroe Street and Campbell Street.
8. Access Point across Harrison at 21st Avenue – Provide connection across Harrison Street between Campbell Street and the Murphy site.
9. Parking Management – Employ parking management measures as needed to limit potential negative impacts of new development on residential streets.
10. Transit – Enhance transit connections to the Area.

### *2. Water*

The water system need within the Area as identified in the CIP is full water main replacement between Harrison Street and Harvey Street on 32nd Avenue.

### *3. Storm Water*

The stormwater system needs within the Area as identified in the CIP are:

- Kellogg Creek Dam Removal – This project will remove the Kellogg Dam, address contaminated sediments, re-establish fish passage and restore riparian habitat for endangered salmon and native wildlife.
- Washington Street Pipe Replacement – This project will replace existing 18 inch pipe in Washington Street with 24 inch pipe.
- Harrison Street Outfall - This project replaces the existing 24 inch storm pipe in Harrison Street between 21st Avenue and the outfall into Johnson Creek with 36 inch pipe.

#### *4. Sewer*

The sewer system need within the Area identified in the CIP is clay pipe replacement.

#### *5. Parks and Open Space*

The parks and open space needs within the Area as identified in the CIP and CMLUTP are:

- Riverfront Park – The completed park design will include new parking areas north and south of Kellogg Creek, a play area for children, one laree and one small restroom facility, an amphitheater for performances, a festival lawn, two overlooks for river viewing and pathways for pedestrians and bikers.
- Install a new lighting system in Scott Park.
- Open Space – Explore public-private partnerships to provide additional public space in Central Milwaukie.

#### *6. Other Utilities*

Clackamas County has constructed nearly 200 miles of broadband infrastructure, the Clackamas Broadband exchange, serving Milwaukie. There are broadband lines within the Area on 21st Avenue, 22nd Avenue, Monroe Street, Jefferson Street, Harrison Street and 32nd Avenue.

### C. Social Conditions

There are 96 parcels representing 34.38 acres shown as residential use in the county assessor's records. The United States Census Bureau American Community Survey for 2009 to 2013, provides the most current demographic data available for this area. This information is available at the "block group" level. Our analysis was conducted on the block groups that most closely approximate the specific Area boundary, however, this is not an exact match, and the Census block groups comprise an area that is larger than the specific Area boundary. The total population at the block group level is estimated to be 2,528, however, much of this population likely resides in residential neighborhoods adjacent to the Area boundary, but inside the same block groups.

Two-thirds of the population is under 54 years old.

**Table 4** – Age in the Area

| Age | Number | Percent |
|---|---|---|
| Under 5 Years | 65 | 3% |
| 5 to 9 Years | 85 | 3% |
| 10 to 14 Years | 123 | 5% |
| 15 to 17 Years | 139 | 5% |
| 18 to 24 Years | 275 | 11% |
| 25 to 34 Years | 367 | 15% |
| 35 to 44 Years | 234 | 9% |
| 45 to 54 Years | 352 | 14% |
| 55 to 64 Years | 468 | 19% |
| 65 to 74 Years | 256 | 10% |
| 75 to 84 Years | 96 | 4% |
| 85 Years and over | 68 | 3% |
| **Total** | **2,528** | **100%** |

Source: U.S. Census Bureau, ACS 2009-2013; Social Explorer

The majority of the residents are white. The second largest category of race is American Indian and Alaska Native.

**Table 5** – Race in the Area

| Race | Number | Percent |
|---|---|---|
| White Alone | 2,174 | 86% |
| American Indian and Alaska Native Alone | 184 | 7% |
| Two or More races | 130 | 5% |
| Black or African American Alone | 20 | 1% |
| Some Other Race Alone | 18 | 1% |
| Asian Alone | 2 | 0% |
| Native Hawaiian and Other Pacific Islander Alone | 0 | 0% |
| Total | 2,528 | 100% |

Source: U.S. Census Bureau, ACS 2009-2013; Social Explorer

Sixty-three percent of the residents in the Area have at least some college education, with 21% earning a bachelor's degree or higher. Twelve percent of residents in the area have less than a high school education.

**Table 6** – Educational Attainment in the Area

| Educational Attainment | Number | Percent |
|---|---|---|
| Some college | 766 | 42% |
| High School Graduate (includes equivalency) | 456 | 25% |
| Bachelor's degree | 240 | 13% |
| Less Than High School | 230 | 12% |
| Master's degree | 116 | 6% |
| Professional school degree | 23 | 1% |
| Doctorate degree | 10 | 1% |
| Total | 1,841 | 100% |

Source: U.S. Census Bureau, ACS 2009-2013; Social Explorer

The majority of the residents (67 percent) travel less than 30 minutes to work, including those who work at home.

**Table 7** – Travel time to Work in the Area

| Travel Time to Work | Number | Percent |
|---|---|---|
| Less than 10 minutes | 119 | 10% |
| 10 to 19 minutes | 289 | 25% |
| 20 to 29 minutes | 276 | 24% |
| 30 to 39 minutes | 248 | 21% |
| 40 to 59 minutes | 99 | 9% |
| 60 to 89 minutes | 27 | 2% |
| 90 or More minutes | 10 | 1% |
| Worked at home | 88 | 8% |
| **Total** | **1,156** | **100%** |

Source: U.S. Census Bureau, ACS 2009-2013; Social Explorer

The majority of residents (79 percent) drove alone to work.

**Table 8** – Mode of Transportation to Work in the Area

| Means of Transportation to Work | Number | Percent |
|---|---|---|
| Drove Alone | 917 | 79% |
| Carpooled | 45 | 4% |
| Public transportation (Includes Taxicab) | 43 | 4% |
| Motorcycle | 0 | 0% |
| Bicycle | 32 | 3% |
| Walked | 21 | 2% |
| Other means | 10 | 1% |
| Worked at home | 88 | 8% |
| **Total** | **1,156** | **100%** |

Source: U.S. Census Bureau, ACS 2009-2013; Social Explorer

## D. Economic Conditions

### *1. Taxable Value of Property within the Area*

The estimated total assessed value of the Milwaukie Area, including all real, personal, personal manufactured and utility properties, is $138,482,705. The utility values were calculated by applying the tax code area's utility to real property value to the urban renewal area's real property value. This number will be adjusted when the assessor certifies the frozen base. The total assessed value of the City of Milwaukie is $1,897,526,766. The frozen base value of the Area is 7.3% of Milwaukie's total assessed value.

### *2. Building to Land Value Ratio*

An analysis of property values can be used to evaluate the economic condition of real estate investments in a given area. The relationship of a property's improvement value (the value of buildings and other improvements to the property) to its land value is generally an accurate indicator of the condition of real estate investments. This relationship is referred to as the "Improvement to Land Ratio," or "I:L." The values used are real market values as estimated by the Clackamas County Assessor. In urban renewal areas, the I:L may be used to measure the intensity of development or the extent to which an area has achieved its short- and long-term development objectives.

Table 9 below shows the improvement to land ratios for taxable properties within Area. These I:L figures represent an area with a mix of uses and development intensities. A healthy I:L in what would be a mixed-use neighborhood, as identified by ECONorthwest, would be 3:1. As the table shows, 16% of the property in the area has no improvement value, meaning it is not developed. Over 72% of the Area has less than a 3.0 improvement value, including the properties with no improvement values. The I:L ratios for improved properties in the urban renewal study area are very low compared to a fully developed urban commercial and residential mixed-use area. The Area, as a whole, is underdeveloped and not contributing fully to the tax base in Milwaukie.

**Table 9** – I:L Ratio of Parcels in the Area

| Improvement/Land Ratio | Parcels | Acres | Percent of Acres |
|---|---|---|---|
| No Improvement Value | 57 | 27.57 | 16.4% |
| 0.01-0.50 | 36 | 31.20 | 18.6% |
| 0.51-1.00 | 19 | 9.01 | 5.4% |
| 1.01-1.50 | 38 | 21.69 | 12.9% |
| 1.51-2.00 | 46 | 13.36 | 7.9% |
| 2.01-2.50 | 21 | 12.38 | 7.4% |
| 2.51-3.00 | 16 | 6.42 | 3.8% |
| 3.01-4.00 | 13 | 11.53 | 6.9% |
| > 4.00 | 72 | 34.97 | 20.8% |
| **Total** | **318** | **168.13** | **100.0%** |

Source: Clackamas County Assessor Real Market Value data

### E. Impact on Municipal Services

The fiscal impact of tax increment financing on taxing districts that levy taxes within the Area (affected taxing districts) is described in Section IX Impact of Tax Increment Financing of this Report. This subsection discusses the fiscal impacts resulting from potential increases in demand for municipal services.

The projects being considered for future use of urban renewal are economic development, infrastructure, and public amenity projects. The use of urban renewal funding for these projects allows the city to implement plans developed for these Areas. Many of the projects could not be constructed without tax increment funds. These funds also allow the city to match other funding sources to actually construct the improvements. It also allows the city to tap a different funding source besides the city's general funds or system development charge (SDC) funds to make these improvements.

It is anticipated that these projects will catalyze development on the undeveloped and underdeveloped parcels. This development will require city services. However, since the property is within the urban growth boundary, the city has anticipated the need to provide infrastructure to the Area. As the development will be new construction or redevelopment, it will be up to current building code and will aid in any fire protection needs.

These impacts will be countered by, in the future, providing jobs to the Milwaukie residents, placing property back on the property tax rolls, and future increased tax base for all taxing jurisdictions.

## III. Reasons for Selection of Each Urban Renewal Area in the Plan

The primary reason for selecting the Area is to provide the ability to fund improvements necessary to cure blight within the Area. Secondary reasons are to improve the economic vitality of the Area to enable it to pay its full share of property taxes. This improved vitality includes the upgrading of existing buildings and the development of under-utilized sites and improvements to the infrastructure and public amenities in the Area, setting the stage for economic activity in the Area.

## IV. The Relationship Between Urban Renewal Projects and the Existing Conditions in the Urban Renewal Area

The projects identified for the Area are described below, including how they relate to the existing conditions in the Area.

The projects are listed in no particular order. The finance plan specifies an order to project at this point in time. However, the Redevelopment Commission will determine through their annual budgeting process the order of projects to be completed in the Area.

## A. Development/Economic Development

### *1. Pre-Development Assistance for Development Opportunities*

Assist with the up-front costs of development on a site such as technical assistance, feasibility studies, and site planning, to name a few. Providing this assistance can incentivize investment in a development project.

**Existing Conditions:** There is no program in existence in the Area to provide this type of assistance for private development sites.

### *2. Tenant Improvements*

The goal of this program is to partner with downtown property and/or new business owners to encourage and fund high-quality tenant improvements to the interiors of vacant commercial spaces. The program would assist property owners in attracting businesses to locations that are difficult and costly to renovate, and incentivize new retail and restaurant businesses to locate within the Project Area.

**Existing Conditions:** There is a small program in existence in the Area to provide this type of assistance, however there are more needs than the existing program can finance.

### *3. Small Business Development Fund*

The goal of this program is to provide funds and/or financing for things such as equipment and machinery to help small and micro-businesses expand or become established in Milwaukie.

**Existing Conditions:** There is no program in existence in the Area to provide this type of assistance**.**

### *4. Developer Assistance*

Develop Public/Private Partnership Tools that may include but not be limited to programs such as Façade/Storefront Improvement, Retail and Food-related Tenant Improvement, Small Business Start-up Fund, Developer Assistance (for catalytic projects: land assembly, SDC/Permit write down, assistance with Public Area Requirements, green building assistance, parking, utility relocations, adaptive re-use and other assistance), community economic development activities such as a bike share, affordable housing assistance (rent stabilization, and other anti-displacement strategies), technical assistance, feasibility studies, and site planning.

**Existing Conditions:** The current economic development tools in the city of Milwaukie are sparse. The only available tools in the downtown is a commercial bancrofting program to help offset the costs of eligible SCDs for a mixed-use project, eligible New Market Tax Credit and EB5 Investment Program in census tracts around the downtown and central Milwaukie, and a Metro Storefront program for the downtown. These programs are for eligible projects and are managed by outside entities like the federal government or our Metro Planning agency which serves the region.

There is no city program in existence in the Area to provide this type of assistance**.**

### *5. Downtown Main Street Enhancements*

Urban renewal could fund a portion of some activities included in a Main Street Program in downtown, focusing on four elements: Design, Economic Vitality, Organization, and Promotions. The intent of a Main Street program is to work collaboratively with both private organizations and established city committees to achieve the following broad goals: create a visually

appealing downtown; assist existing businesses in identifying and taking advantage of business opportunities and encourage prospective new businesses to locate in Downtown Milwaukie; develop a highly-functioning Main Street organization; and promote the program and downtown Milwaukie. Urban renewal expenditures would focus on design, planning, and capital projects related to the downtown Main Street corridor.

**Existing Conditions:** A small amount of seed money for assistance with these activities has been included in the 2017-2018 budget. However, there are more needs than this budget can finance.

## B. Infrastructure: Transportation Downtown

### *1. McLoughlin Boulevard Improvements*

Improve the section of McLoughlin Boulevard north of Harrison Street to enhance pedestrian safety and signal visitors that they are entering downtown. Upgrade sidewalks where needed.

**Existing Conditions:** There are inadequate sidewalks and there is no median on McLoughlin Boulevard at this location.

### *2. McLoughlin Boulevard Intersection Upgrades*

Improve all existing crossings of McLoughlin Boulevard, using better signage and extended crossing times. Construct improvements at Harrison Street, Monroe Street, Jackson Street, Jefferson Street, and Washington Street to enhance bike/pedestrian crossings.

**Existing Conditions:** There are specific intersection improvements required at Harrison Street, Monroe Street, Jackson Street, Jefferson Street, and Washington Street. These intersections do not presently have adequate signage, crossing times, nor adequate bike/pedestrian crossings.

### *3. Pedestrian Bridge across McLoughlin Boulevard*

Establish a dedicated bicycle and pedestrian connection across McLoughlin Boulevard.

**Existing Conditions:** There is no pedestrian bridge to provide safe access from the downtown to Milwaukie Riverfront Park.

### *4. Parking Solutions*

Study the need for a variety of parking solutions, such as creative parking management tools, including the assistance in the development of structured parking as part of a larger mixed-use development that would service downtown uses.

**Existing Conditions:** There is surface parking on lots in downtown Milwaukie, and it is hoped that these surface lots are developed in the future. There is presently no structured parking in downtown Milwaukie. Parking management tools need to be established for the Area.

### *5. Streetscape Improvements*

Improvements to public spaces along streets have been installed at some locations in Downtown Milwaukie, but there are many blocks where the improvements have not been constructed. This project would assist in the installation of sidewalk bulb-outs, lighting, wider sidewalks, and pedestrian amenities consistent with the required public area street standards in Downtown Milwaukie.

**Existing Conditions:** These Public Area Requirements improvements have been installed at some locations in downtown Milwaukie, with small portions on Harrison Street, Jackson Street,

Monroe Street, Jefferson Street, Washington Street and Adams Street Main Street and 21st Avenue. These amount to 31 block faces that have been completed. There are an additional 38 block faces that need to be completed in the downtown.

## C. Infrastructure: Transportation Central Milwaukie

### *1. McFarland Site Bike/Pedestrian Path*

Create a bicycle and pedestrian connection through the McFarland site from Railroad Avenue to Oak Street which would provide a more continuous north-south connection through Central Milwaukie. It will also provide a more direct connection from Railroad Avenue to the Monroe Street Neighborhood Greenway.

**Existing Conditions:** The McFarland site is an approximately 7 acre vacant site that was identified as a key opportunity site in central Milwaukie. There are presently no pedestrian or bicycle connections; the vision is to create these connections as well as encourage mixed-use development on the site.

### *2. Murphy Site Bike/Pedestrian Path*

Create a bicycle and pedestrian connection through the Murphy Site from 31st Avenue to Meek Street. in order to provide a north-south connection to central Milwaukie from the 29th Avenue bikeway. This connection would also include the Clackamas County Housing Authority property adjacent to the north of the Murphy site, which would provide a key connection to the other commercial areas in central Milwaukie.

**Existing Conditions:** The Murphy site is an approximately 7 acre vacant site that was identified as a key opportunity site in central Milwaukie. There are presently no pedestrian or bicycle connections; the vision is to create these connections as well as encourage mixed-use development on the site.

### *3. Other Bicycle and Pedestrian Connections*

The goal is to provide connections to and through Central Milwaukie for pedestrians and bicyclists. The projects include improving bicycle routes and pedestrian ways along Harrison Street, Railroad Avenue, Oak Street, 37th Avenue, and 29th Avenue. Provide connections to and through Central Milwaukie for pedestrians and bicyclists as designated in the Central Milwaukie Land Use & Transportation Plan and the Transportation Systems Plan. These connections include improvements on Campbell Street and Railroad Avenue as well as connections between the residential area made up of Myrtle Street and Penzance Street and the Milwaukie Marketplace. Also included are potential improvements to pedestrian and bicycle circulation through the Milwaukie Marketplace development. These improvements would enhance pedestrian connections and improve bike trails and facilities to increase safe and convenient multimodal access throughout the district. Designate and improve Primary Bicycle Routes along Harrison Street, Railroad Avenue, Oak Street, 37th Avenue, and 29th Avenue. Implement features to enhance pedestrian and cyclist safety.

**Existing Conditions:** Central Milwaukie does not have adequate pedestrian and bicycle connections as identified in the TSP and the Central Milwaukie Land Use and Transportation Plan. Virtually no convenient or safe north-south connections exist, limiting multi-modal access to key retail and service commercial nodes in the area, which serves as a central commercial area for several different neighborhoods, multi-family housing, as well as a regional hospital and medical facility.

Safe pedestrian connections currently do not exist between Myrtle Street and Penzance Street and the Milwaukie Marketplace, nor do they exist through the Marketplace development.

#### *4. Oak, Myrtle, Penzance Streets and Milwaukie Marketplace*

Safe pedestrian connections do not currently exist between these residential streets and the Milwaukie Marketplace commercial area. This project would develop and improve pedestrian connections between Oak, Myrtle, and Penzance Streets and the Milwaukie Marketplace.

**Existing Conditions:** Safe pedestrian connections currently do not exist between Myrtle Street and Penzance Street and the Milwaukie Marketplace, nor do they exist through the Marketplace development.

#### *5. Improved Access to Opportunity Sites*

This project would provide improved vehicle access to the Murphy and McFarland development opportunity sites in Central Milwaukie, which would encourage investment in development of the sites.

**Existing Conditions:** Both of these identified opportunity sites are over 7 acres in size and present tremendous development opportunity in the area. However, neither has improved. Efficient vehicle access is needed in order to fulfill their development potential.

#### *6. Highway 224 Intersection Upgrades*

This project would improve pedestrian crossing at Freeman Way, 37th Avenue, Oak Street, Monroe Street, and Harrison Street. Improve intersection crossing safety for bicyclists at Washington Street and Oak Street.

**Existing Conditions:** There are specific intersection improvements required at Freeman Way, 37th Avenue, Oak Street, Monroe Street, and Harrison Street. These intersections do not presently have adequate signage, crossing times, nor bike/pedestrian crossings.

#### *7. Improve Transit Stops*

This project would provide transit shelters as sites are developed and ensure excellent transit service to Central Milwaukie. It would also add Transit Tracker and LED lighting units at main stops along bus routes.

**Existing Conditions:** The Harrison Street/32nd Avenue intersection provides frequent service bus transit connections to Downtown Milwaukie and MAX light rail. This provides the Murphy site with excellent transit connectivity. Additionally, the Milwaukie Shuttle provides shopping service to the Milwaukie Marketplace from both Downtown Milwaukie and the Clackamas Town Center. This service may be re-routed to serve the opportunity sites as well. Regional transit integration is provided through bus connections at the Milwaukie Bus Shelter Area on Jackson Street and via the downtown.

#### *8. Monroe Street Greenway Includes Monroe Street/Highway 224*

This project would implement Phase 1 improvements for the Monroe Street Neighborhood Greenway which would implement the design concepts developed under an Oregon Department of Transportation grant and are expected to include lane striping, signage, and the application of sharrows.

**Existing Conditions:** There are specific intersection improvements required on Monroe Street throughout the section designated for the greenway improvements. Monroe Street does not have adequate signage, crossing times, nor bike/pedestrian crossings.

## D. Public Amenities: Parks and Open Space

### *1. South Downtown Plaza*

As identified in the South Downtown Concept Plan, this project would construct a public plaza at the intersection of Adams Street and Main Street that connects the new light rail station with Main Street and creates a focal point at the south end of downtown.

**Existing Conditions:** This does not exist, but is identified in the South Downtown Concept Plan. A small amount of seed money for assistance with this project has been included in the 2017-2018 budget. However, there are more needs than this budget can finance.

### *2. Riverfront Park*

This project would fund implementation of Phases 3 and 4 of the Riverfront Park master plan, which include a plaza, an amphitheater, a fountain, large restroom facilities, and additional landscaping.

**Existing Conditions:** Phases 1 and 2 have been completed to date. Phases 3 and 4 require additional funding for completion of the plaza, amphitheater, fountain, large restroom facilities, and additional landscaping. These facilities and improvements do not presently exist in the Riverfront Park.

### *3. Dogwood Park*

This project would fund improvements to Dogwood Park as outlined in the South Downtown Concept Plan. An expanded Dogwood Park would be integrated to the north and east with the South Downtown Plaza and Main Street streetscape improvements, and to the south and west with the Kellogg Natural Area. A refined design for the South Downtown Plaza will include integration with Dogwood Park and will identify key improvements for the area.

**Existing Conditions:** Dogwood is underdeveloped and requires improvements specified in the South Downtown Concept Plan. It is not presently integrated with the South Downtown Plaza and Main Street, nor with the Kellogg Natural Area.

### *4. Scott Park*

This project would fund completion of remaining phases of improvements to Scott Park per the 1990 Scott Park Master Plan. Specific projects are to be determined.

**Existing Conditions:** A Scott Park Master Plan was adopted in 1990, portions of which have been completed, but additional funding is required for full implementation of the plan. The master plan had three phases. In Phase I the Parking Area Improvements have not been fully implemented, the Walk Steps and Viewing Platform have not been constructed. In Phase II, the South Viewing Area on Harrison Street was not constructed. In Phase III, the Picnic Area Improvements, new sidewalk adjacent to east curb of library parking lot, and the viewing terrace along the pond edge north of the amphitheater were not constructed.

### *5. New Parks and Open Spaces in Central Milwaukie*

There are currently no parks in Central Milwaukie. This project would fund the development of new parks and opens spaces to serve Central Milwaukie as underdeveloped sites are preparing to develop. The project could also include exploring a partnership with Union Pacific Railroad to

turn the small area at Railroad Avenue and Oak Street into a public park and encourage the development of public/open space in Milwaukie Marketplace.

**Existing Conditions:** There are currently no public parks or open space areas in Central Milwaukie.

#### *6. Gateway/Entryway Improvements on Mcloughlin Boulevard*

This project would install gateway and entryway signage at the north and south entrances to downtown along McLoughlin Boulevard. It would use elements such as gateway features, plantings, lighting, and related improvements to draw more traffic off of McLoughlin Boulevard and into downtown.

**Existing Conditions:** There are no gateway or entryway improvements along McLoughlin Boulevard.

#### *7. Wayfinding Signage and Heritage Plaques*

This project would fund the implementation of the 2016 downtown Wayfinding Systems Plan, including the installation of wayfinding signage and kiosks to aid residents and visitors in exploring Milwaukie by providing easy access to cultural and recreational opportunities within an area that can be easily accessed by foot, bicycle, and transit. This project would also fund the installation of heritage plaques to celebrate the architectural history of the city and describe Milwaukie's heritage and culture.

**Existing Conditions:** There is inadequate wayfinding signage and there are no heritage plaques in Milwaukie.

#### *8. Kronberg Park*

This project would fund the implementation of the adopted 2015 Kronberg Park Master Plan, which includes the construction of a pathway in Kronberg Park to connect Kellogg Lake to south downtown.

**Existing Conditions:** There is an adopted Kronberg Park Master Plan and funding does not exist for implementation of the plan. There is no pathway in the park that makes the connection from Kellogg Lake to south downtown. There are no experiential nodes, viewing areas, other multi-use pathways and needed fencing.

#### *9. Kellogg Dam Removal*

The Kellogg Dam currently blocks fish passage through Kellogg Creek. This project would replace the McLoughlin Boulevard Bridge over Kellogg Creek, remove the dam, and restore habitat, as well as construct a bike/pedestrian undercrossing between downtown and Riverfront Park

**Existing Conditions:** There is a dam in Kellogg Lake that inhibits passage of salmon. The habitat is degraded and needs to be reestablished as natural habitat. There is no bike/pedestrian undercrossing between downtown and Riverfront Park through Kellogg Park.

### E. Debt Service and Administration

This project will allow for the repayment of costs associated with the implementation of the Milwaukie Urban Renewal Plan. It also includes ongoing administration and any financing costs associated with issuing long and short term debt, relocation costs and other administrative costs.

**Existing Conditions:** As there is currently no urban renewal program, these activities do not exist.

## V. THE ESTIMATED TOTAL COST OF EACH PROJECT AND THE SOURCES OF MONEYS TO PAY SUCH COSTS

The costs of the projects are shown in Table 10. The sources of funds in the urban renewal column are tax increment revenues. There will be other funding sources sought to leverage urban renewal funds. These sources include City of Milwaukie general funds, system development funds, state funding, or other sources of funding the City may identify, including private developer contributions.

The allocations are the best estimates of expenditures at the time of preparation of the urban renewal plan. The Redevelopment Commission will be able to review the allocations on an annual basis when they prepare the budget. The numbers are in constant dollars, or dollars that do not include future inflation. The inflation adjustment was 3% annually. The table shows $77 million of project costs and $57.8 million of those costs funded through tax increment revenues. The $57.8 million equates to $92.5 million in nominal (inflated) dollars, the maximum indebtedness amount.

**Table 10 –** Projects to be Completed Using Urban Renewal Area Funds

| Projects | Costs (Millions) Total | URA | Other | % of URA Funding |
|---|---|---|---|---|
| **Economic Development:** | | | | |
| **New Places to Live, Work, Eat and Shop** | | | | |
| Pre-development assistance for development opportunitie | $2.5 | $2.5 | $0.0 | 4% |
| Tenant improvements | $2.2 | $2.2 | $0.0 | 4% |
| Small business development fund | $2.0 | $2.0 | $0.0 | 3% |
| Developer Assistance | $9.9 | $9.9 | $0.0 | 17% |
| Downtown Main Street Enhancements | $0.5 | $0.5 | $0.0 | 1% |
| **Subtotal** | **$17.1** | **$17.1** | **$0.0** | **30%** |
| **Infrastructure:** | | | | |
| **Getting to, and through Downtown and Central Milwaukie** | | | | |
| *Downtown* | | | | |
| McLoughlin Blvd improvements | $0.5 | $0.5 | $0.0 | 1% |
| McLoughlin intersection upgrades | $2.0 | $1.5 | $0.5 | 3% |
| Pedestrian bridge across McLoughlin | $2.2 | $1.2 | $1.0 | 2% |
| Parking Solutions | $11.5 | $10.5 | $1.0 | 18% |
| Streetscape Improvements | $13.3 | $10.3 | $3.0 | 18% |
| **Subtotal** | **$29.5** | **$24.0** | **$5.5** | **42%** |
| *Central Milwaukie* | | | | |
| McFarland site bike/ped path | $0.9 | $0.9 | $0.0 | 2% |
| Murphy site and County Housing Authority site bike/ped | $0.5 | $0.1 | $0.4 | 0% |
| Other bicycle and pedestrian connections | $1.5 | $1.5 | $0.0 | 3% |
| Oak, Myrtle, Penzance Street and Milwaukie Marketplac | $0.5 | $0.5 | $0.0 | 1% |
| Improved access to opportunity sites | $0.5 | $0.5 | $0.0 | 1% |
| Hwy 224 intersection upgrades (37th = $2.1 M) | $2.3 | $1.8 | $0.5 | 3% |
| Improve transit stops | $0.5 | $0.5 | $0.0 | 1% |
| Monroe Street Greenway includes Monroe/224 | $2.3 | $1.8 | $0.5 | 3% |
| **Subtotal** | **$9.0** | **$7.6** | **$1.4** | **13%** |
| **Public Amenities:** | | | | |
| **Parks and Open Space** | | | | |
| South Downtown Plaza | $1.0 | $1.0 | $0.0 | 2% |
| Riverfront Park | $3.0 | $1.5 | $1.5 | 3% |
| Dogwood Park | $0.5 | $0.5 | $0.0 | 1% |
| Scott Park | $0.5 | $0.5 | $0.0 | 1% |
| New parks and open spaces in Central Milwaukie | $1.0 | $1.0 | $0.0 | 2% |
| Gateway/Entryway improvements on McLoughlin | $0.3 | $0.3 | $0.0 | 1% |
| Wayfinding signage, heritage plaques | $0.2 | $0.2 | $0.0 | 0% |
| Kronberg Park and path | $2.9 | $1.0 | $1.9 | 2% |
| Kellogg dam removal | $9.9 | $1.0 | $8.9 | 2% |
| **Subtotal** | **$19.3** | **$7.0** | **$12.3** | **12%** |
| **Administration** | **$2.1** | **$2.1** | **$0.0** | **4%** |
| **Total** | **$77.0** | **$57.8** | **$19.2** | **100%** |

Source: City of Milwaukie /Milwaukie

# VI. THE ANTICIPATED COMPLETION DATE FOR EACH PROJECT

The timing of individual projects will vary based on the specific opportunities and priorities that change over time. The projects will be ongoing and will be completed as directed by the Redevelopment Commission. The projections in the financial model are all based on assumptions reviewed with the City of Milwaukie Finance Director and Planning Director.

The estimated schedule of expenditures for four broad categories of projects are shown in Table 11. The Redevelopment Commission may change the completion dates in their annual budgeting process or as project decisions are made in administering the urban renewal plan.

**Table 11** – Project Dates

| Project Categories | Years 1-5 | Years 6-10 | Years 11-15 | Years 16-20 | Years 21-25 | Total |
|---|---|---|---|---|---|---|
| Economic Development | $5,000,000 | $5,000,000 | $3,000,000 | $2,500,000 | $1,600,000 | **$17,100,000** |
| Infrastructure | $5,000,000 | $2,500,000 | $11,000,000 | $4,000,000 | $9,100,000 | **$31,600,000** |
| Public Amenities | $0 | $1,000,000 | $1,000,000 | $4,500,000 | $500,000 | **$7,000,000** |
| Administration and Finance Fees | $400,000 | $400,000 | $400,000 | $400,000 | $500,000 | **$2,100,000** |
| **Total** | **$10,400,000** | **$8,900,000** | **$15,400,000** | **$11,400,000** | **$11,700,000** | **$57,800,000** |
| | | | | | | |
| **Project Categories** | **Years 1-5** | **Years 6-10** | **Years 11-15** | **Years 16-20** | **Years 21-25** | **Total** |
| Economic Development | 48% | 56% | 19% | 22% | 14% | 30% |
| Infrastructure | 48% | 28% | 71% | 35% | 78% | 55% |
| Public Amenities | 0% | 11% | 6% | 39% | 4% | 12% |
| Administration and Finance Fees | 4% | 4% | 3% | 4% | 4% | 4% |
| **Total** | 100% | 100% | 100% | 100% | 100% | 100% |

Source: ECONorthwest

## VII. THE ESTIMATED AMOUNT OF TAX INCREMENT REVENUES REQUIRED AND THE ANTICIPATED YEAR IN WHICH INDEBTEDNESS WILL BE RETIRED

Table 12 shows the tax increment revenues and their allocation to loan repayments, reimbursements, debt service, and debt service reserve funds.

It is anticipated that all debt will be retired by FY 2045-46 (any outstanding bonds will be defeased). The maximum indebtedness is $92,500,000 (ninety two million five hundred thousand dollars).

The estimated total amount of tax increment revenues required to service the maximum indebtedness of $92,500,000 is $120,080,243.

The interest rate for the bonds are estimated at 5% with varying terms. The time frame of urban renewal is not absolute; it may vary depending on the actual ability to meet the maximum indebtedness. If the economy is slower, it may take longer; if the economy is more robust than the projections, it may take a shorter time period. The Redevelopment Commission may decide to issue bonds on a different schedule, and that will alter the financing assumptions. These assumptions show one scenario for financing and this scenario is financially feasible.

The remaining amount for debt service in FY 2045-46 will come from the debt service reserve fund.

**Table 12** – Tax Increment Revenues and Allocations to Debt Service

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2025-26 |
|---|---|---|---|---|---|---|---|---|---|
| ***DEBT SERVICE FUND*** | | | | | | | | | |
| | | | | | | | | | |
| **Resources** | | | | | | | | | |
| Beginning Fund Balance | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Interest Earnings | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| TIF for URA | $135,342 | $258,598 | $477,890 | $1,035,595 | $1,277,060 | $1,663,100 | $1,937,671 | $2,418,748 | $2,725,833 |
| **Total Resources** | **$135,342** | **$258,598** | **$477,890** | **$1,035,595** | **$1,277,060** | **$1,663,100** | **$1,937,671** | **$2,418,748** | **$2,725,833** |
| | | | | | | | | | |
| **Expenditures** | | | | | | | | | |
| *Debt Service* | | | | | | | | | |
| New Loan 2020 | | | -$320,970 | -$320,970 | -$320,970 | -$320,970 | -$320,970 | -$320,970 | -$320,970 |
| New Loan 2022 | | | | | -$521,577 | -$521,577 | -$521,577 | -$521,577 | -$521,577 |
| New Loan 2025 | | | | | | | | -$722,183 | -$722,183 |
| New Loan 2028 | | | | | | | | | |
| New Loan 2032 | | | | | | | | | |
| New Loan 2037 | | | | | | | | | |
| New Loan 2040 | | | | | | | | | |
| New Loan 2042 | | | | | | | | | |
| Early Payment of Outstanding Principal | | | | | | | | | |
| **Total Debt Service** | **$0** | **$0** | **-$320,970** | **-$320,970** | **-$842,547** | **-$842,547** | **-$842,547** | **-$1,564,730** | **-$1,564,730** |
| | | | | | | | | | |
| *Coverage Ratio* | *0.00* | *0.00* | *1.49* | *3.23* | *1.52* | *1.97* | *2.30* | *1.55* | *1.74* |
| | | | | | | | | | |
| Transfer to Project Fund | -$135,342 | -$258,598 | -$156,920 | -$714,625 | -$434,513 | -$820,553 | -$1,095,124 | -$854,018 | -$1,161,103 |
| | | | | | | | | | |
| **Total Expenditures** | **-$135,342** | **-$258,598** | **-$477,890** | **-$1,035,595** | **-$1,277,060** | **-$1,663,100** | **-$1,937,671** | **-$2,418,748** | **-$2,725,833** |
| | | | | | | | | | |
| **Ending Fund Balance** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | |
| ***PROJECT FUND*** | | | | | | | | | |
| | | | | | | | | | |
| ***Resources*** | | | | | | | | | |
| Beginning Fund Balance | $0 | $82,342 | $286,752 | $369,506 | $1,027,979 | $16,232 | $775,366 | $1,811,067 | $272,940 |
| Pay-as-you-go (Transfer from D/S Fund) | $135,342 | $258,598 | $156,920 | $714,625 | $434,513 | $820,553 | $1,095,124 | $854,018 | $1,161,103 |
| Bond/Loan Proceeds | $0 | $0 | $4,000,000 | $0 | $6,500,000 | $0 | $0 | $9,000,000 | $0 |
| Interest Earnings | $0 | $412 | $1,434 | $1,848 | $5,140 | $81 | $3,877 | $9,055 | $1,365 |
| **Total Resources** | **$135,342** | **$341,352** | **$4,445,106** | **$1,085,979** | **$7,967,632** | **$836,866** | **$1,874,367** | **$11,674,140** | **$1,435,408** |
| | | | | | | | | | |
| ***Expenditures*** | | | | | | | | | |
| Projects | | | -$3,939,300 | | -$7,761,700 | | | -$11,156,000 | |
| Admin | -$53,000 | -$54,600 | -$56,300 | -$58,000 | -$59,700 | -$61,500 | -$63,300 | -$65,200 | -$67,200 |
| Finance Fees | $0 | $0 | -$80,000 | $0 | -$130,000 | $0 | $0 | -$180,000 | $0 |
| **Total Expenditures** | **-$53,000** | **-$54,600** | **-$4,075,600** | **-$58,000** | **-$7,951,400** | **-$61,500** | **-$63,300** | **-$11,401,200** | **-$67,200** |
| | | | | | | | | | |
| **Ending Fund Balance** | **$82,342** | **$286,752** | **$369,506** | **$1,027,979** | **$16,232** | **$775,366** | **$1,811,067** | **$272,940** | **$1,368,208** |

Source: ECONorthwest

**Table 12** – Tax Increment Revenues and Allocations to Debt Service, continued

| | 2026-27 | 2027-28 | 2028-29 | 2029-30 | 2030-31 | 2031-32 | 2032-33 | 2033-34 | 2034-35 |
|---|---|---|---|---|---|---|---|---|---|
| ***DEBT SERVICE FUND*** | | | | | | | | | |
| | | | | | | | | | |
| **Resources** | | | | | | | | | |
| Beginning Fund Balance | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| Interest Earnings | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 |
| TIF for URA | $2,942,868 | $3,144,507 | $3,354,210 | $3,572,302 | $3,799,117 | $4,035,005 | $4,280,329 | $4,535,465 | $4,800,807 |
| **Total Resources** | **$2,942,868** | **$3,144,507** | **$3,354,210** | **$3,572,302** | **$3,799,117** | **$4,035,005** | **$4,280,329** | **$4,535,465** | **$4,800,807** |
| | | | | | | | | | |
| **Expenditures** | | | | | | | | | |
| *Debt Service* | | | | | | | | | |
| New Loan 2020 | -$320,970 | -$320,970 | -$320,970 | -$320,970 | -$320,970 | -$320,970 | -$320,970 | -$320,970 | -$320,970 |
| New Loan 2022 | -$521,577 | -$521,577 | -$521,577 | -$521,577 | -$521,577 | -$521,577 | -$521,577 | -$521,577 | -$521,577 |
| New Loan 2025 | -$722,183 | -$722,183 | -$722,183 | -$722,183 | -$722,183 | -$722,183 | -$722,183 | -$722,183 | -$722,183 |
| New Loan 2028 | | -$481,456 | -$481,456 | -$481,456 | -$481,456 | -$481,456 | -$481,456 | -$481,456 | -$481,456 |
| New Loan 2032 | | | | | | -$621,880 | -$621,880 | -$621,880 | -$621,880 |
| New Loan 2037 | | | | | | | | | |
| New Loan 2040 | | | | | | | | | |
| New Loan 2042 | | | | | | | | | |
| Early Payment of Outstanding Principal | | | | | | | | | |
| **Total Debt Service** | **-$1,564,730** | **-$2,046,186** | **-$2,046,186** | **-$2,046,186** | **-$2,046,186** | **-$2,668,066** | **-$2,668,066** | **-$2,668,066** | **-$2,668,066** |
| | | | | | | | | | |
| *Coverage Ratio* | *1.88* | *1.54* | *1.64* | *1.75* | *1.86* | *1.51* | *1.60* | *1.70* | *1.80* |
| | | | | | | | | | |
| Transfer to Project Fund | -$1,378,138 | -$1,098,321 | -$1,308,024 | -$1,526,116 | -$1,752,931 | -$1,366,939 | -$1,612,263 | -$1,867,399 | -$2,132,741 |
| | | | | | | | | | |
| **Total Expenditures** | **-$2,942,868** | **-$3,144,507** | **-$3,354,210** | **-$3,572,302** | **-$3,799,117** | **-$4,035,005** | **-$4,280,329** | **-$4,535,465** | **-$4,800,807** |
| | | | | | | | | | |
| **Ending Fund Balance** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | |
| ***PROJECT FUND*** | | | | | | | | | |
| | | | | | | | | | |
| ***Resources*** | | | | | | | | | |
| Beginning Fund Balance | $1,368,208 | $2,683,987 | $337,328 | $1,573,639 | $3,032,023 | $4,722,214 | $27,764 | $1,557,566 | $3,347,653 |
| Pay-as-you-go (Transfer from D/S Fund | $1,378,138 | $1,098,321 | $1,308,024 | $1,526,116 | $1,752,931 | $1,366,939 | $1,612,263 | $1,867,399 | $2,132,741 |
| Bond/Loan Proceeds | $0 | $6,000,000 | $0 | $0 | $0 | $7,750,000 | $0 | $0 | $0 |
| Interest Earnings | $6,841 | $13,420 | $1,687 | $7,868 | $15,160 | $23,611 | $139 | $7,788 | $16,738 |
| **Total Resources** | **$2,753,187** | **$9,795,728** | **$1,647,039** | **$3,107,623** | **$4,800,114** | **$13,862,764** | **$1,640,166** | **$3,432,753** | **$5,497,132** |
| | | | | | | | | | |
| ***Expenditures*** | | | | | | | | | |
| Projects | | -$9,267,100 | | | | -$13,599,800 | | | -$5,260,500 |
| Admin | -$69,200 | -$71,300 | -$73,400 | -$75,600 | -$77,900 | -$80,200 | -$82,600 | -$85,100 | -$87,700 |
| Finance Fees | $0 | -$120,000 | $0 | $0 | $0 | -$155,000 | $0 | $0 | $0 |
| **Total Expenditures** | **-$69,200** | **-$9,458,400** | **-$73,400** | **-$75,600** | **-$77,900** | **-$13,835,000** | **-$82,600** | **-$85,100** | **-$5,348,200** |
| | | | | | | | | | |
| **Ending Fund Balance** | **$2,683,987** | **$337,328** | **$1,573,639** | **$3,032,023** | **$4,722,214** | **$27,764** | **$1,557,566** | **$3,347,653** | **$148,932** |

Source: ECONorthwest

**Table 12** – Tax Increment Revenues and Allocations to Debt Service, continued

| DEBT SERVICE FUND | 2035-36 | 2036-37 | 2037-38 | 2038-39 | 2039-40 | 2040-41 | 2041-42 | 2042-43 | 2043-44 | 2044-45 | 2045-46 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | |
| **Resources** | | | | | | | | | | | |
| Beginning Fund Balance | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $2,115,757 | $5,242,124 | $8,742,696 | $13,374,023 |
| Interest Earnings | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $10,579 | $26,211 | $43,713 | $66,870 |
| TIF for URA | $5,076,763 | $5,363,756 | $5,662,230 | $5,972,642 | $6,295,471 | $6,631,214 | $6,980,385 | $7,343,525 | $7,721,189 | $8,113,959 | $8,522,441 |
| **Total Resources** | **$5,076,763** | **$5,363,756** | **$5,662,230** | **$5,972,642** | **$6,295,471** | **$6,631,214** | **$6,980,385** | **$9,469,861** | **$12,989,524** | **$16,900,368** | **$21,963,334** |
| | | | | | | | | | | | |
| **Expenditures** | | | | | | | | | | | |
| *Debt Service* | | | | | | | | | | | |
| New Loan 2020 | -$320,970 | -$320,970 | -$320,970 | -$320,970 | | | | | | | |
| New Loan 2022 | -$521,577 | -$521,577 | -$521,577 | -$521,577 | -$521,577 | -$521,577 | | | | | |
| New Loan 2025 | -$722,183 | -$722,183 | -$722,183 | -$722,183 | -$722,183 | -$722,183 | -$722,183 | -$722,183 | -$722,183 | | |
| New Loan 2028 | -$481,456 | -$481,456 | -$481,456 | -$481,456 | -$481,456 | -$481,456 | -$481,456 | -$481,456 | -$481,456 | -$481,456 | -$481,456 |
| New Loan 2032 | -$621,880 | -$621,880 | -$621,880 | -$621,880 | -$621,880 | -$621,880 | -$621,880 | -$621,880 | -$621,880 | -$621,880 | -$621,880 |
| New Loan 2037 | | -$882,668 | -$882,668 | -$882,668 | -$882,668 | -$882,668 | -$882,668 | -$882,668 | -$882,668 | -$882,668 | -$882,668 |
| New Loan 2040 | | | | | -$963,423 | -$963,423 | -$963,423 | -$963,423 | -$963,423 | -$963,423 | -$963,423 |
| New Loan 2042 | | | | | | | -$518,018 | -$518,018 | -$518,018 | -$518,018 | -$518,018 |
| Early Payment of Outstanding Principal | | | | | | | | | | | -$18,436,224 |
| **Total Debt Service** | **-$2,668,066** | **-$3,550,734** | **-$3,550,734** | **-$3,550,734** | **-$4,193,187** | **-$4,193,187** | **-$4,189,628** | **-$4,189,628** | **-$4,189,628** | **-$3,467,445** | **-$21,903,669** |
| | | | | | | | | | | | |
| *Coverage Ratio* | *1.90* | *1.51* | *1.59* | *1.68* | *1.50* | *1.58* | *1.67* | *1.75* | *1.84* | *2.34* | *2.46* |
| | | | | | | | | | | | |
| Transfer to Project Fund | -$2,408,697 | -$1,813,022 | -$2,111,496 | -$2,421,908 | -$2,102,284 | -$2,438,027 | -$675,000 | -$38,109 | -$57,200 | -$58,900 | -$59,600 |
| | | | | | | | | | | | |
| **Total Expenditures** | **-$5,076,763** | **-$5,363,756** | **-$5,662,230** | **-$5,972,642** | **-$6,295,471** | **-$6,631,214** | **-$4,864,628** | **-$4,227,737** | **-$4,246,828** | **-$3,526,345** | **-$21,963,269** |
| | | | | | | | | | | | |
| **Ending Fund Balance** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$2,115,757** | **$5,242,124** | **$8,742,696** | **$13,374,023** | **$65** |
| | | | | | | | | | | | |
| ***PROJECT FUND*** | | | | | | | | | | | |
| | | | | | | | | | | | |
| ***Resources*** | | | | | | | | | | | |
| Beginning Fund Balance | $148,932 | $2,468,074 | $98,036 | $2,114,222 | $4,448,001 | $8,525 | $2,341,895 | $17,304 | $0 | $0 | $0 |
| Pay-as-you-go (Transfer from D/S Fund) | $2,408,697 | $1,813,022 | $2,111,496 | $2,421,908 | $2,102,284 | $2,438,027 | $675,000 | $38,109 | $57,200 | $58,900 | $59,600 |
| Bond/Loan Proceeds | $0 | $11,000,000 | $0 | $0 | $10,000,000 | $0 | $4,000,000 | $0 | $0 | $0 | $0 |
| Interest Earnings | $745 | $12,340 | $490 | $10,571 | $22,240 | $43 | $11,709 | $87 | $0 | $0 | $0 |
| **Total Resources** | **$2,558,374** | **$15,293,436** | **$2,210,022** | **$4,546,701** | **$16,572,525** | **$2,446,595** | **$7,028,604** | **$55,500** | **$57,200** | **$58,900** | **$59,600** |
| | | | | | | | | | | | |
| ***Expenditures*** | | | | | | | | | | | |
| Projects | | -$14,882,400 | | | -$16,262,400 | | -$6,823,500 | | | | |
| Admin | -$90,300 | -$93,000 | -$95,800 | -$98,700 | -$101,600 | -$104,700 | -$107,800 | -$55,500 | -$57,200 | -$58,900 | -$59,600 |
| Finance Fees | $0 | -$220,000 | $0 | $0 | -$200,000 | $0 | -$80,000 | $0 | $0 | $0 | $0 |
| **Total Expenditures** | **-$90,300** | **-$15,195,400** | **-$95,800** | **-$98,700** | **-$16,564,000** | **-$104,700** | **-$7,011,300** | **-$55,500** | **-$57,200** | **-$58,900** | **-$59,600** |
| | | | | | | | | | | | |
| **Ending Fund Balance** | **$2,468,074** | **$98,036** | **$2,114,222** | **$4,448,001** | **$8,525** | **$2,341,895** | **$17,304** | **$0** | **$0** | **$0** | **$0** |

Source: ECONorthwest.

# VIII. FINANCIAL ANALYSIS OF THE PLAN

The estimated tax increment revenues through FY 2045/46, as shown above, are based on projections of the growth in assessed value within the Area and the total tax rate that will apply to the Area. Assessed value growth comes from appreciation as well as new development. Due to Oregon's property tax system, most properties experience appreciation in *assessed value* of 3.0% per year, regardless of market trends that affect *real market values*. Thus, new development is typically needed to experience growth in assessed value above 3.0% per year.

Long-term, beginning in FY 2027-28, we forecast the Area to experience annual growth in assessed value of 4.0% per year, which implies some ongoing new construction activity. This growth rate is similar to citywide and countywide trends in assessed value growth. In the short-term, we provide a more specific forecast of assessed value growth, based on 3.0% appreciation, and hypothetical new development on seven key "opportunity sites" located in the Area. These development assumptions are based on previous analysis conducted by the City for the Moving Forward Milwaukie project in 2014. These assumptions are speculative, and the exact timing, amount, and value of development on these sites is uncertain.

Table 13 shows the assumptions for annual exception value from new development in the Area from FYE 2016 to FYE 2027. Exception Value is new value that is above the frozen base and is usually created by new development or substantial redevelopment within the Area.

**Table 13** – Projected Exception Value from New Development

| FYE | Exception AV |
|---|---|
| 2016 | $0 |
| 2017 | $0 |
| 2018 | $0 |
| 2019 | $4,061,606 |
| 2020 | $9,173,491 |
| 2021 | $32,539,498 |
| 2022 | $9,732,622 |
| 2023 | $18,797,147 |
| 2024 | $10,675,258 |
| 2025 | $23,761,880 |
| 2026 | $11,324,975 |
| 2027 | $4,773,325 |

Source: ECONorthwest with input from the City of Milwaukie

Table 14 shows a more detailed forecast of future development within the Area, as provided by ECONorthwest and based on projections done for the Moving Forward Milwaukie project in 2014.The projections are based on the economy being strong and supporting these levels of development.

**Table 14** – Development Projections

| | Site 1 | Site 2 | Site 3 | Site 4 | Site 5 |
|---|---|---|---|---|---|
| **Square Feet** | 95,963 | 50,297 | 18,763 | 33,087 | 23,794 |
| **Land Use Type** | Apartment | Apartment | Office | Office | Apartment |
| **Total RMV** | $27,856,836 | $10,526,781 | $5,170,169 | $12,322,645 | $4,822,988 |
| **CPR** | 0.715 | 0.715 | 0.794 | 0.794 | 0.715 |
| **Total AV** | $19,917,637 | $7,526,648 | $4,105,114 | $9,784,180 | $3,448,436 |
| **Less Existing AV** | $0 | $393,764 | $388,077 | $0 | $0 |
| **Exception AV** | $19,917,637 | $7,132,884 | $3,717,037 | $9,784,180 | $3,448,436 |
| **Year on Tax Roll** | 2021 | 2023 | 2019 | 2025 | 2027 |

| | Murphy Site | | | |
|---|---|---|---|---|
| Name | Year 1 | Year 2 | Year 3 | Year 4 |
| **Address** | | | | |
| **Square Feet** | 44,141 | 44,141 | 44,141 | 44,141 |
| **Land Use Type** | Mixed-Use | Mixed-Use | Mixed-Use | Mixed-Use |
| **Total RMV** | $11,432,029 | $11,432,029 | $11,432,029 | $11,432,029 |
| **CPR** | 0.781 | 0.781 | 0.781 | 0.781 |
| **Total AV** | $8,928,415 | $8,928,415 | $8,928,415 | $8,928,415 |
| **Less Existing AV** | $777,823 | $777,823 | $777,823 | $777,823 |
| **Exception AV** | $8,150,592 | $8,150,592 | $8,150,592 | $8,150,592 |
| **Year on Tax Roll** | 2020 | 2021 | 2022 | 2023 |

| | McFarland Site | | |
|---|---|---|---|
| Name | Year 1 | Year 2 | Year 3 |
| **Address** | | | |
| **Square Feet** | 52,115 | 52,115 | 52,115 |
| **Land Use Type** | Senior Housing | Senior Housing | Senior Housing |
| **Total RMV** | $12,230,206 | $12,230,206 | $12,230,206 |
| **CPR** | 0.715 | 0.715 | 0.715 |
| **Total AV** | $8,744,597 | $8,744,597 | $8,744,597 |
| **Less Existing AV** | $317,649 | $317,649 | $317,649 |
| **Exception AV** | $8,426,948 | $8,426,948 | $8,426,948 |
| **Year on Tax Roll** | 2024 | 2025 | 2026 |

Source: ECONorthwest with input from the City of Milwaukie AV is assessed value

Table 15 shows the projected incremental assessed value, projected tax rates, and the annual tax increment revenues (not adjusted for under-collection, penalties, and interest). These projections of increment are the basis for the projections in Table 12.

Revenue Sharing is not projected to commence before the termination of the Plan, as the Area is not projected to meet revenue sharing targets at 10% of initial maximum indebtedness in the life of the Plan.

**Table 15** – Projected Incremental Assessed Value, Tax Rates, and Tax Increment Revenues

| | | | | | Tax Increment Finance Revenue | | | |
|---|---|---|---|---|---|---|---|---|
| FYE | Assessed Value | Frozen Base | Excess Value | Tax Rate | Gross TIF | Adjust-ments | Net TIF | Cumulative TIF |
| 2016 | $138,482,705 | $138,482,705 | $0 | 16.9409 | 0 | 0 | 0 | 0 |
| 2017 | $142,637,186 | $138,482,705 | $0 | 16.9105 | 0 | 0 | 0 | 0 |
| 2018 | $146,916,301 | $138,482,705 | $8,433,596 | 16.8926 | 142,465 | (7,123) | 135,342 | 135,342 |
| 2019 | $155,385,396 | $138,482,705 | $16,902,691 | 16.1044 | 272,208 | (13,610) | 258,598 | 393,940 |
| 2020 | $169,220,449 | $138,482,705 | $30,737,744 | 16.3656 | 503,042 | (25,152) | 477,890 | 871,830 |
| 2021 | $206,836,561 | $138,482,705 | $68,353,856 | 15.9479 | 1,090,100 | (54,505) | 1,035,595 | 1,907,425 |
| 2022 | $222,774,280 | $138,482,705 | $84,291,575 | 15.9479 | 1,344,274 | (67,214) | 1,277,060 | 3,184,485 |
| 2023 | $248,254,655 | $138,482,705 | $109,771,950 | 15.9479 | 1,750,632 | (87,532) | 1,663,100 | 4,847,585 |
| 2024 | $266,377,553 | $138,482,705 | $127,894,848 | 15.9479 | 2,039,654 | (101,983) | 1,937,671 | 6,785,256 |
| 2025 | $298,130,760 | $138,482,705 | $159,648,055 | 15.9479 | 2,546,051 | (127,303) | 2,418,748 | 9,204,004 |
| 2026 | $318,399,658 | $138,482,705 | $179,916,953 | 15.9479 | 2,869,298 | (143,465) | 2,725,833 | 11,929,837 |
| 2027 | $332,724,972 | $138,482,705 | $194,242,267 | 15.9479 | 3,097,756 | (154,888) | 2,942,868 | 14,872,705 |
| 2028 | $346,033,970 | $138,482,705 | $207,551,265 | 15.9479 | 3,310,007 | (165,500) | 3,144,507 | 18,017,212 |
| 2029 | $359,875,329 | $138,482,705 | $221,392,624 | 15.9479 | 3,530,747 | (176,537) | 3,354,210 | 21,371,422 |
| 2030 | $374,270,342 | $138,482,705 | $235,787,637 | 15.9479 | 3,760,318 | (188,016) | 3,572,302 | 24,943,724 |
| 2031 | $389,241,155 | $138,482,705 | $250,758,450 | 15.9479 | 3,999,071 | (199,954) | 3,799,117 | 28,742,841 |
| 2032 | $404,810,802 | $138,482,705 | $266,328,097 | 15.9479 | 4,247,374 | (212,369) | 4,035,005 | 32,777,846 |
| 2033 | $421,003,234 | $138,482,705 | $282,520,529 | 15.9479 | 4,505,609 | (225,280) | 4,280,329 | 37,058,175 |
| 2034 | $437,843,363 | $138,482,705 | $299,360,658 | 15.9479 | 4,774,174 | (238,709) | 4,535,465 | 41,593,640 |
| 2035 | $455,357,098 | $138,482,705 | $316,874,393 | 15.9479 | 5,053,481 | (252,674) | 4,800,807 | 46,394,447 |
| 2036 | $473,571,382 | $138,482,705 | $335,088,677 | 15.9479 | 5,343,961 | (267,198) | 5,076,763 | 51,471,210 |
| 2037 | $492,514,238 | $138,482,705 | $354,031,533 | 15.9479 | 5,646,059 | (282,303) | 5,363,756 | 56,834,966 |
| 2038 | $512,214,807 | $138,482,705 | $373,732,102 | 15.9479 | 5,960,242 | (298,012) | 5,662,230 | 62,497,196 |
| 2039 | $532,703,399 | $138,482,705 | $394,220,694 | 15.9479 | 6,286,992 | (314,350) | 5,972,642 | 68,469,838 |
| 2040 | $554,011,536 | $138,482,705 | $415,528,831 | 15.9479 | 6,626,812 | (331,341) | 6,295,471 | 74,765,309 |
| 2041 | $576,171,998 | $138,482,705 | $437,689,293 | 15.9479 | 6,980,225 | (349,011) | 6,631,214 | 81,396,523 |
| 2042 | $599,218,879 | $138,482,705 | $460,736,174 | 15.9479 | 7,347,774 | (367,389) | 6,980,385 | 88,376,908 |
| 2043 | $623,187,634 | $138,482,705 | $484,704,929 | 15.9479 | 7,730,026 | (386,501) | 7,343,525 | 95,720,433 |
| 2044 | $648,115,139 | $138,482,705 | $509,632,434 | 15.9479 | 8,127,567 | (406,378) | 7,721,189 | 103,441,622 |
| 2045 | $674,039,745 | $138,482,705 | $535,557,040 | 15.9479 | 8,541,010 | (427,051) | 8,113,959 | 111,555,581 |
| 2046 | $701,001,335 | $138,482,705 | $562,518,630 | 15.9479 | 8,970,991 | (448,550) | 8,522,441 | 120,078,022 |

Source: ECONorthwest

# IX. IMPACT OF THE TAX INCREMENT FINANCING

This section describes the impact of tax increment financing of the new maximum indebtedness, both until and after the indebtedness is repaid, upon all entities levying taxes upon property in the urban renewal area and on property owners.

Two jurisdictions, Clackamas Community College and the North Clackamas School District, have outstanding general obligation (GO) bonds approved by voters prior to 2001. In accordance with ORS 457, these bonds will be included in the tax rate used to calculate tax increment revenues for a new urban renewal area. Both of these bonds are scheduled to be repaid in full by FYE 2020. As shown in Table 16, the Milwaukie Urban Renewal Area will cause a very small increase in the amount of these tax rates through FYE 2020, when the bonds expire. The combined increase in tax rates will be no more than $0.0007 per $1,000 of assessed value in any year. For a property with $100,000 in assessed value, the annual impact on property tax bills would be no more than $0.07, with a cumulative impact of only $0.14 over the life of the Urban Renewal Plan. Any bonds issued after October, 2001 would not be impacted by the creation of a new urban renewal area.

**Table 16** – Projected Impact on Property Owners due to General Obligation Bonds

| | Impact of Milwaukie UR on Tax Rates (per $1,000 AV) | | | GO Bond Tax Rates (per $1,000 AV) | | Annual GO Bond Property Tax Paid per $100,000 AV | | |
|---|---|---|---|---|---|---|---|---|
| FYE | Clackamas CC | N. Clack. SD | Total | Without UR | With UR | Without UR | With UR | Impact of UR |
| 2016 | 0.0000 | 0.0000 | 0.0000 | 0.9779 | 0.9779 | $97.79 | $97.79 | $0.00 |
| 2017 | 0.0000 | 0.0000 | 0.0000 | 0.9477 | 0.9477 | $94.77 | $94.77 | $0.00 |
| 2018 | 0.0000 | 0.0006 | 0.0006 | 0.9441 | 0.9447 | $94.41 | $94.47 | $0.06 |
| 2019 | 0.0001 | 0.0000 | 0.0001 | 0.1564 | 0.1565 | $15.64 | $15.65 | $0.01 |
| 2020 | 0.0001 | 0.0006 | 0.0007 | 0.4170 | 0.4177 | $41.70 | $41.77 | $0.07 |
| **Total** | | | | | | **$344.31** | **$344.45** | **$0.14** |

Source: ECONorthwest

The impact of tax increment financing on overlapping taxing districts consists primarily of the property tax revenues foregone on permanent rate levies as applied to the growth in assessed value in the Area. These projections are for impacts estimated through FYE 2046, and are shown in Tables 17a and 17b.

Revenue sharing is part of the 2009 legislative changes to urban renewal and means that, at thresholds defined in ORS 457.470, the impacted taxing jurisdictions will receive a share of the incremental growth in the area. The share is a percentage basis dependent upon the tax rates of the taxing jurisdictions. The first threshold is 10% of the original maximum indebtedness. At the 10% threshold, the Redevelopment Commission will receive the full 10% of the initial maximum indebtedness plus 25% of the increment above the 10% threshold and the taxing jurisdictions will receive 75% of the increment above the 10% threshold. The second threshold is set at 12.5% of the maximum indebtedness. Revenue sharing is not projected to occur for this urban renewal area, as the Area is expected to cease collecting TIF prior to achieving the revenue sharing thresholds.

The North Clackamas School District and the Clackamas Education Service District are not *directly* affected by the tax increment financing, but the amounts of their taxes divided for the urban renewal plan are shown in the following tables. Under current school funding law, property tax revenues are combined with State School Fund revenues to achieve per-student funding targets. Under this system, property taxes foregone, due to the use of tax increment financing, are substantially replaced with State School Fund revenues, as determined by a funding formula at the State level.

Tables 17a and 17b show the projected impacts to permanent rate levies of taxing districts as a result of this Plan. Table 17a shows the general government levies and Table 17b shows the education levies. These tables assume the growth as projected in the other tables in this Report.

**Table 17a** – Projected Impact on Taxing District Permanent Rate Levies General Government

| FYE | Clackamas County Perm | County Extension & 4H Perm | County Library Perm | County Soil and Water Perm | Fire District #1 Perm | North Clackamas Park Perm | City of Milwaukie Perm | Port of Portland Perm | Metro Perm | Vector Control Perm | Subtotal |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 2018 | -$19,262 | -$401 | -$3,184 | -$401 | -$19,238 | -$4,312 | -$33,143 | -$562 | -$774 | -$52 | -$81,329 |
| 2019 | -$38,606 | -$803 | -$6,381 | -$803 | -$38,557 | -$8,642 | -$66,425 | -$1,126 | -$1,551 | -$104 | -$162,998 |
| 2020 | -$70,205 | -$1,460 | -$11,604 | -$1,460 | -$70,117 | -$15,716 | -$120,795 | -$2,047 | -$2,821 | -$190 | -$296,415 |
| 2021 | -$156,119 | -$3,247 | -$25,806 | -$3,247 | -$155,925 | -$34,949 | -$268,621 | -$4,552 | -$6,273 | -$422 | -$659,161 |
| 2022 | -$192,521 | -$4,004 | -$31,823 | -$4,004 | -$192,281 | -$43,097 | -$331,255 | -$5,613 | -$7,735 | -$521 | -$812,854 |
| 2023 | -$250,718 | -$5,214 | -$41,442 | -$5,214 | -$250,405 | -$56,125 | -$431,389 | -$7,310 | -$10,074 | -$678 | -$1,058,569 |
| 2024 | -$292,110 | -$6,075 | -$48,284 | -$6,075 | -$291,746 | -$65,391 | -$502,609 | -$8,517 | -$11,737 | -$790 | -$1,233,334 |
| 2025 | -$364,634 | -$7,583 | -$60,272 | -$7,583 | -$364,179 | -$81,626 | -$627,395 | -$10,632 | -$14,651 | -$986 | -$1,539,541 |
| 2026 | -$410,929 | -$8,546 | -$67,924 | -$8,546 | -$410,416 | -$91,990 | -$707,049 | -$11,982 | -$16,511 | -$1,111 | -$1,735,004 |
| 2027 | -$443,647 | -$9,227 | -$73,332 | -$9,227 | -$443,094 | -$99,314 | -$763,346 | -$12,936 | -$17,826 | -$1,199 | -$1,873,148 |
| 2028 | -$474,045 | -$9,859 | -$78,357 | -$9,859 | -$473,454 | -$106,119 | -$815,649 | -$13,822 | -$19,047 | -$1,282 | -$2,001,493 |
| 2029 | -$505,659 | -$10,516 | -$83,582 | -$10,516 | -$505,028 | -$113,196 | -$870,043 | -$14,744 | -$20,317 | -$1,367 | -$2,134,968 |
| 2030 | -$538,537 | -$11,200 | -$89,017 | -$11,200 | -$537,865 | -$120,556 | -$926,614 | -$15,702 | -$21,638 | -$1,456 | -$2,273,785 |
| 2031 | -$572,730 | -$11,911 | -$94,669 | -$11,911 | -$572,015 | -$128,210 | -$985,447 | -$16,699 | -$23,012 | -$1,548 | -$2,418,152 |
| 2032 | -$608,291 | -$12,651 | -$100,547 | -$12,651 | -$607,532 | -$136,171 | -$1,046,633 | -$17,736 | -$24,441 | -$1,645 | -$2,568,298 |
| 2033 | -$645,274 | -$13,420 | -$106,660 | -$13,420 | -$644,469 | -$144,450 | -$1,110,268 | -$18,814 | -$25,927 | -$1,745 | -$2,724,447 |
| 2034 | -$683,737 | -$14,220 | -$113,018 | -$14,220 | -$682,884 | -$153,060 | -$1,176,447 | -$19,936 | -$27,472 | -$1,849 | -$2,886,843 |
| 2035 | -$723,738 | -$15,052 | -$119,630 | -$15,052 | -$722,835 | -$162,015 | -$1,245,274 | -$21,102 | -$29,080 | -$1,957 | -$3,055,735 |
| 2036 | -$765,339 | -$15,917 | -$126,506 | -$15,917 | -$764,384 | -$171,328 | -$1,316,853 | -$22,315 | -$30,751 | -$2,069 | -$3,231,379 |
| 2037 | -$808,604 | -$16,816 | -$133,658 | -$16,816 | -$807,595 | -$181,013 | -$1,391,296 | -$23,577 | -$32,489 | -$2,186 | -$3,414,050 |
| 2038 | -$853,600 | -$17,752 | -$141,095 | -$17,752 | -$852,535 | -$191,085 | -$1,468,717 | -$24,889 | -$34,297 | -$2,308 | -$3,604,030 |
| 2039 | -$900,396 | -$18,725 | -$148,830 | -$18,725 | -$899,273 | -$201,561 | -$1,549,234 | -$26,253 | -$36,178 | -$2,434 | -$3,801,609 |
| 2040 | -$949,064 | -$19,738 | -$156,875 | -$19,738 | -$947,879 | -$212,456 | -$1,632,972 | -$27,672 | -$38,133 | -$2,566 | -$4,007,093 |
| 2041 | -$999,678 | -$20,790 | -$165,241 | -$20,790 | -$998,431 | -$223,786 | -$1,720,060 | -$29,148 | -$40,167 | -$2,703 | -$4,220,794 |
| 2042 | -$1,052,317 | -$21,885 | -$173,942 | -$21,885 | -$1,051,004 | -$235,570 | -$1,810,631 | -$30,683 | -$42,282 | -$2,845 | -$4,443,044 |
| 2043 | -$1,107,061 | -$23,023 | -$182,991 | -$23,023 | -$1,105,680 | -$247,825 | -$1,904,825 | -$32,279 | -$44,481 | -$2,993 | -$4,674,181 |
| 2044 | -$1,163,995 | -$24,208 | -$192,402 | -$24,208 | -$1,162,543 | -$260,570 | -$2,002,787 | -$33,939 | -$46,769 | -$3,147 | -$4,914,568 |
| 2045 | -$1,223,207 | -$25,439 | -$202,189 | -$25,439 | -$1,221,680 | -$273,825 | -$2,104,667 | -$35,665 | -$49,148 | -$3,307 | -$5,164,566 |
| 2046 | -$1,284,787 | -$26,720 | -$212,368 | -$26,720 | -$1,283,184 | -$287,610 | -$2,210,622 | -$37,461 | -$51,622 | -$3,474 | -$5,424,568 |
| **Total** | **-$18,098,810** | **-$376,402** | **-$2,991,629** | **-$376,402** | **-$18,076,228** | **-$4,051,568** | **-$31,141,066** | **-$527,713** | **-$727,204** | **-$48,934** | **-$76,415,956** |

Source: ECONorthwest

**Table 17b** – Projected Impact on Taxing District Permanent Rate Levies Education

| FYE | Clackamas CC Perm | Clackamas ESD Perm | North Clackamas SD Perm | Subtotal | Total |
|---|---|---|---|---|---|
| 2018 | -$4,472 | -$2,954 | -$39,019 | -$46,445 | -$127,774 |
| 2019 | -$8,963 | -$5,920 | -$78,202 | -$93,085 | -$256,083 |
| 2020 | -$16,300 | -$10,766 | -$142,211 | -$169,277 | -$465,692 |
| 2021 | -$36,247 | -$23,942 | -$316,245 | -$376,434 | -$1,035,595 |
| 2022 | -$44,699 | -$29,524 | -$389,983 | -$464,206 | -$1,277,060 |
| 2023 | -$58,211 | -$38,449 | -$507,870 | -$604,530 | -$1,663,099 |
| 2024 | -$67,821 | -$44,797 | -$591,718 | -$704,336 | -$1,937,670 |
| 2025 | -$84,660 | -$55,919 | -$738,627 | -$879,206 | -$2,418,747 |
| 2026 | -$95,408 | -$63,019 | -$832,403 | -$990,830 | -$2,725,834 |
| 2027 | -$103,005 | -$68,036 | -$898,680 | -$1,069,721 | -$2,942,869 |
| 2028 | -$110,062 | -$72,698 | -$960,256 | -$1,143,016 | -$3,144,509 |
| 2029 | -$117,402 | -$77,546 | -$1,024,294 | -$1,219,242 | -$3,354,210 |
| 2030 | -$125,036 | -$82,588 | -$1,090,894 | -$1,298,518 | -$3,572,303 |
| 2031 | -$132,975 | -$87,832 | -$1,160,158 | -$1,380,965 | -$3,799,117 |
| 2032 | -$141,231 | -$93,285 | -$1,232,192 | -$1,466,708 | -$4,035,006 |
| 2033 | -$149,818 | -$98,957 | -$1,307,108 | -$1,555,883 | -$4,280,330 |
| 2034 | -$158,748 | -$104,856 | -$1,385,020 | -$1,648,624 | -$4,535,467 |
| 2035 | -$168,035 | -$110,990 | -$1,466,049 | -$1,745,074 | -$4,800,809 |
| 2036 | -$177,694 | -$117,370 | -$1,550,320 | -$1,845,384 | -$5,076,763 |
| 2037 | -$187,739 | -$124,005 | -$1,637,960 | -$1,949,704 | -$5,363,754 |
| 2038 | -$198,186 | -$130,905 | -$1,729,107 | -$2,058,198 | -$5,662,228 |
| 2039 | -$209,051 | -$138,082 | -$1,823,899 | -$2,171,032 | -$5,972,641 |
| 2040 | -$220,351 | -$145,545 | -$1,922,483 | -$2,288,379 | -$6,295,472 |
| 2041 | -$232,102 | -$153,307 | -$2,025,011 | -$2,410,420 | -$6,631,214 |
| 2042 | -$244,324 | -$161,380 | -$2,131,639 | -$2,537,343 | -$6,980,387 |
| 2043 | -$257,034 | -$169,775 | -$2,242,534 | -$2,669,343 | -$7,343,524 |
| 2044 | -$270,253 | -$178,506 | -$2,357,863 | -$2,806,622 | -$7,721,190 |
| 2045 | -$284,001 | -$187,587 | -$2,477,805 | -$2,949,393 | -$8,113,959 |
| 2046 | -$298,298 | -$197,031 | -$2,602,546 | -$3,097,875 | -$8,522,443 |
| **Total** | **-$4,202,126** | **-$2,775,571** | **-$36,662,096** | **-$43,639,793** | **-$120,055,749** |

Source: ECONorthwest. Please refer to the explanation of the schools funding in the preceding section

Table 18 shows the projected increased revenue to the taxing jurisdictions after tax increment proceeds are projected to be terminated. These projections are for FYE 2047.

**Table 18** – Additional Revenues Obtained after Termination of Tax Increment Financing

| | | Tax Revenue in FYE 2047 (year after expiration) | | |
|---|---|---|---|---|
| | | From | | |
| **General Government** | | | | |
| Clackamas County | 2.4042 | $332,940 | $1,419,821 | $1,752,761 |
| County Extension & 4H | 0.0500 | $6,924 | $29,528 | $36,452 |
| County Library | 0.3974 | $55,033 | $234,688 | $289,721 |
| County Soil and Water | 0.0500 | $6,924 | $29,528 | $36,452 |
| Fire District #1 | 2.4012 | $332,525 | $1,418,050 | $1,750,575 |
| North Clackamas Park | 0.5382 | $74,531 | $317,839 | $392,370 |
| City of Milwaukie | 4.1367 | $572,861 | $2,442,964 | $3,015,825 |
| Port of Portland | 0.0701 | $9,708 | $41,398 | $51,106 |
| Metro | 0.0966 | $13,377 | $57,048 | $70,425 |
| Vector Control | 0.0065 | $900 | $3,839 | $4,739 |
| *Subtotal* | 10.1509 | $1,405,724 | $5,994,702 | $7,395,687 |
| **Education** | | | | |
| Clackamas CC | 0.5582 | $77,301 | $329,650 | $406,951 |
| Clackamas ESD | 0.3687 | $51,059 | $217,739 | $268,798 |
| North Clackamas SD | 4.8701 | $674,425 | $2,876,080 | $3,550,505 |
| *Subtotal* | 5.7970 | $802,784 | $3,423,469 | $4,226,254 |
| **Total** | **15.9414** | **$2,207,608** | **$9,414,333** | **$11,621,941** |

Source: ECONorthwest

# X. COMPLIANCE WITH STATUTORY LIMITS ON ASSESSED VALUE AND SIZE OF URBAN RENEWAL AREA

State law limits the percentage of both a municipality's total assessed value and the total land area that can be contained in an urban renewal area at the time of its establishment to 25% for municipalities under 50,000 in population. As noted below, the frozen base, including all real, personal, manufactured, and utility properties in the Area, is projected to be $138,482,705, 7.3% of the city's assessed value. The total assessed value of the City of Milwaukie is $1,897,526,766. The Urban Renewal Area has 257.8 acres, including right-of-way, and the City of Milwaukie has 3,239.5 acres according to the City of Milwaukie GIS; therefore 7.96% of the City's acreage is in an urban renewal area, below the 25% state limit.

**Table 19** – Urban Renewal Area Conformance with Assessed Value and Acreage Limits

| Urban Renewal Area | Frozen Base/Assessed Value | Acres |
|---|---|---|
| Milwaukie URA | $138,482,705 | 257.8 |
| City of Milwaukie | $1,897,526,766 | 3,239.50 |
| Percent of Total | 7.30% | 7.96% |

Source: City of Milwaukie, Clackamas County Assessor

# XI. RELOCATION REPORT

There is no relocation report required for the Plan. No relocation activities are anticipated.

MILWAUKIE CITY COUNCIL
**STAFF REPORT**

Agenda Item: **RS 6. B.**
Meeting Date: June 7, 2016

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **Downtown Wayfinding Systems Design Update**

From: Alma Flores, Community Development Director
Vera Kolias, Associate Planner

Date: May 27, 2016 for June 7, 2016 Regular Session

## ACTION REQUESTED

Listen to and provide feedback on a presentation by Susan Jurasz and Peter Reedijk from Sea Reach, Ltd. (Sea Reach), the consulting firm hired to prepare the Downtown Wayfinding Systems Plan. Sea Reach will present a refined design concept for the signage as well as preliminary locations for the signs and a legend plan.

## HISTORY OF PRIOR ACTIONS AND DISCUSSIONS

Staff and Sea Reach presented initial information to Council at the April 21 worksession.

## BACKGROUND

To date, the following activities have taken place as part of the Downtown Wayfinding Systems Plan project (See Attachment 1 for results):

- Wayfinding Open House: April 18—the public had the opportunity to meet the project staff and the consultants for the first time and respond to six (6) questions that addressed who we are, what exemplifies Milwaukie for you, what is wayfinding, what brings people to downtown, and what does a wayfinding system look like. This information helped inform the preliminary design showcased for the first time at the farmer's market on May 8.
- Farmers Market: May 8 – the public had the opportunity to meet with staff and the consultant to discuss the project. Participants were asked to review the preliminary designs and provide input on their preferred design as well as any feedback or questions. A total of 58 people provided feedback at the market.
- City Hall display: May 9 to May 20 – the public was asked to review the preliminary designs and provide input on their preferred design as well as any feedback or questions. A total of 20 provided feedback.
- Online survey: May 13 – May 20 – the public was asked to review the preliminary designs and provide input on their preferred design as well as any feedback or questions. A total of 164 provided feedback.
- Public Open House #2: June 2 - The public was invited to attend an open house to review a refined design package based on input received.

## CONCURRENCE

Community Development Director and City Manager concur with this report.

## FISCAL IMPACTS

The Community Development Department has funds within its budget for this contract.

## WORK LOAD IMPACTS

The economic development division of the Community Development department and the city manager's office offer staff time to oversee the project, coordinate public events, and technical assistance.

## ALTERNATIVES

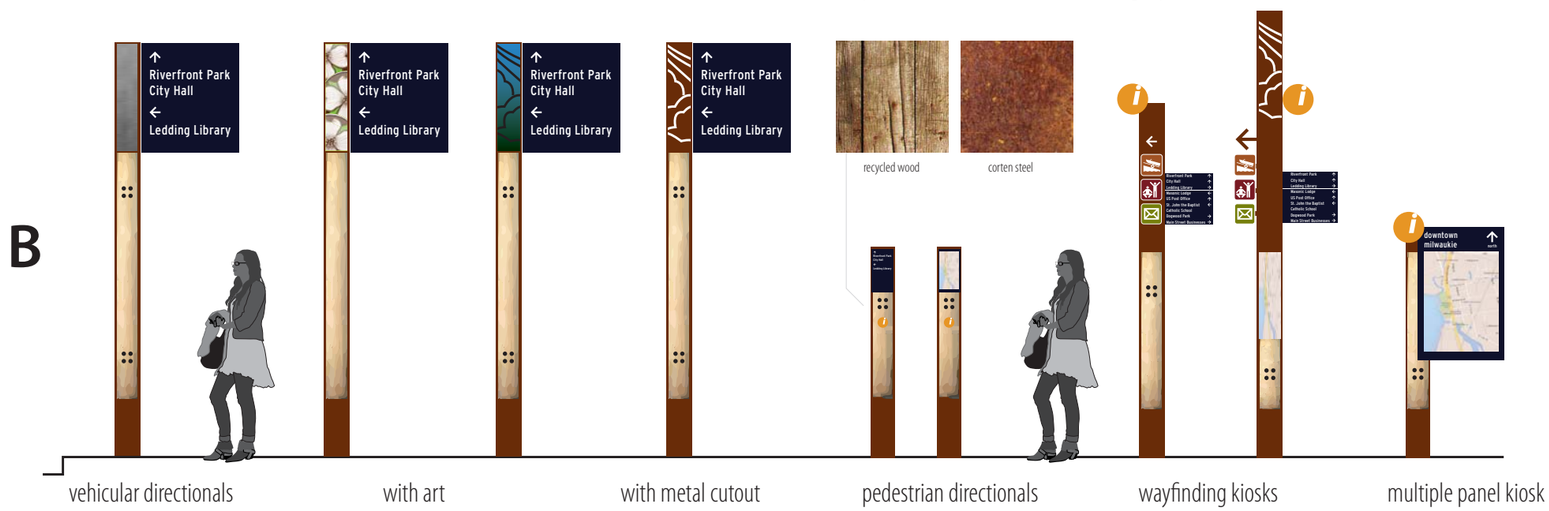
None

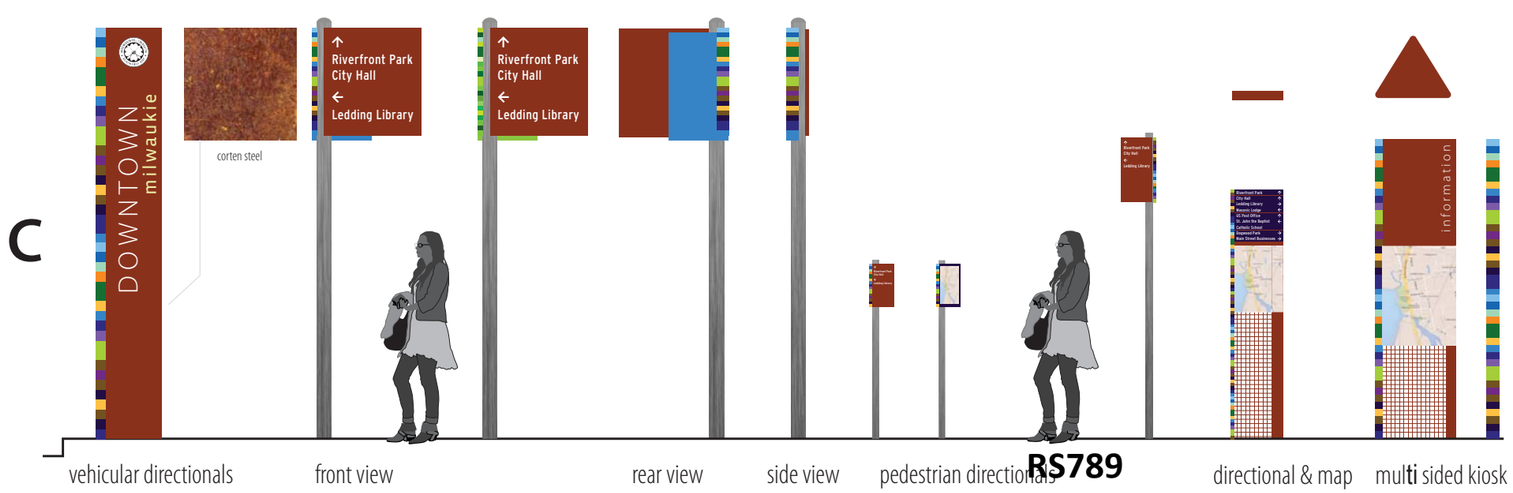
## ATTACHMENTS

1. Preliminary concept designs and results of public input
2. Refined concept designs - to be sent under separate cover

# preliminary wayfinding concept

ATTACHMENT 1




The City of Milwaukie is soliciting comments on the design of a downtown wayfinding system. Please look over the following design concepts and answer a few questions that will help determine the look and feel of the sign family.

*Note: These designs are conceptual and will evolve over the course of this project. The final designs will consider public feedback, cost, and logistical issues in addition to complying with all federal, state, and local traffic regulations.*

## What is Wayfinding?

Put simply, wayfinding is a process that is designed to solve three interrelated questions: Where am I? Where am I going? How do I get from here to there?

Wayfinding systems are both functional and aesthetic. While the functional portion of the systems is constrained by regulations that create design parameters, there is plenty of room for creating unique expressions of place. We welcome comments on the aesthetics of the design.

## Design Options

**Series A:** The design of this series uses clean lines and simple forms to provide wayfinding information. The arch and dogwood flower are featured prominently in this family. Inspiration for the design came from a few of the mid-century buildings that exist (or existed) in the Downtown. As many of the signs will be located along busy intersections with existing street features (such as benches and garbage cans), this design features the possibility to incorporate these components.

**Series B:** This family incorporates wood accent pieces into the pole design in order to provide a warmer, more natural feel. The wood also pays homage to Milwaukie's early history as a mill town. A space for artistic elements (metal cutouts, vinyl graphics, or other media) is provided at the top of the poles. These can be repeated in certain areas to give a block, a street, or other grouping a consistent feel—or they can all be unique. Large icons allow users to quickly orient themselves and navigate to Downtown and Waterfront destinations.

**Series C:** This fun and modern design celebrates Downtown's architectural, demographic, and historical diversity with bursts of colors set against weathering steel. The weathering steel (or painted aluminum designed to resemble it) provides a neutral pallet as well as evokes many of the historic brick structures and rail line that are in Downtown. This series uses bold gateways to alert users they arrived in Downtown. The color strips and backers can be coordinated to identify zones or types of features. This series also uses large, centrally located kiosks as opposed to smaller dispersed maps.

**Figure 1. Responses from all sources**

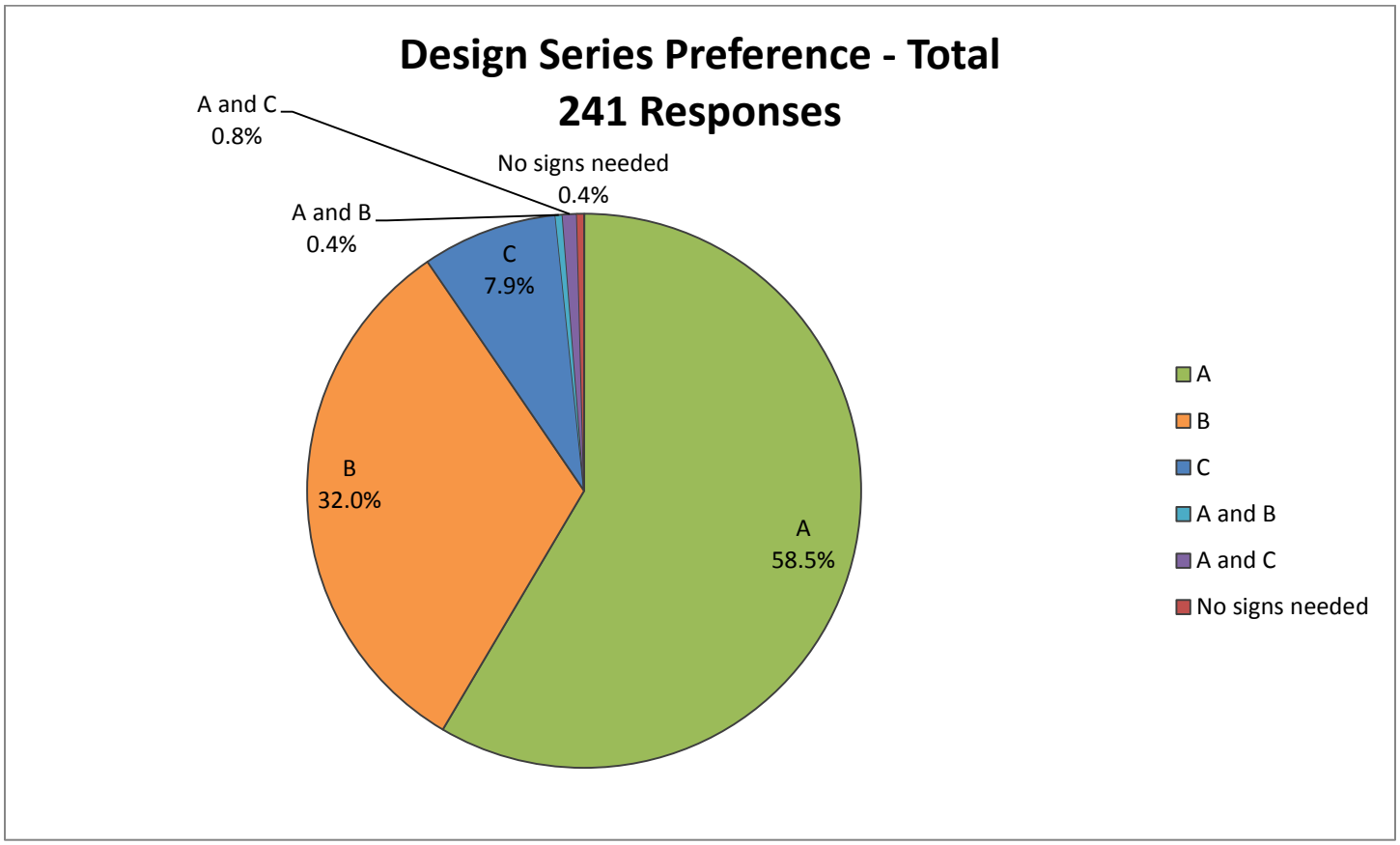



**Figure 2. Responses from City Hall**

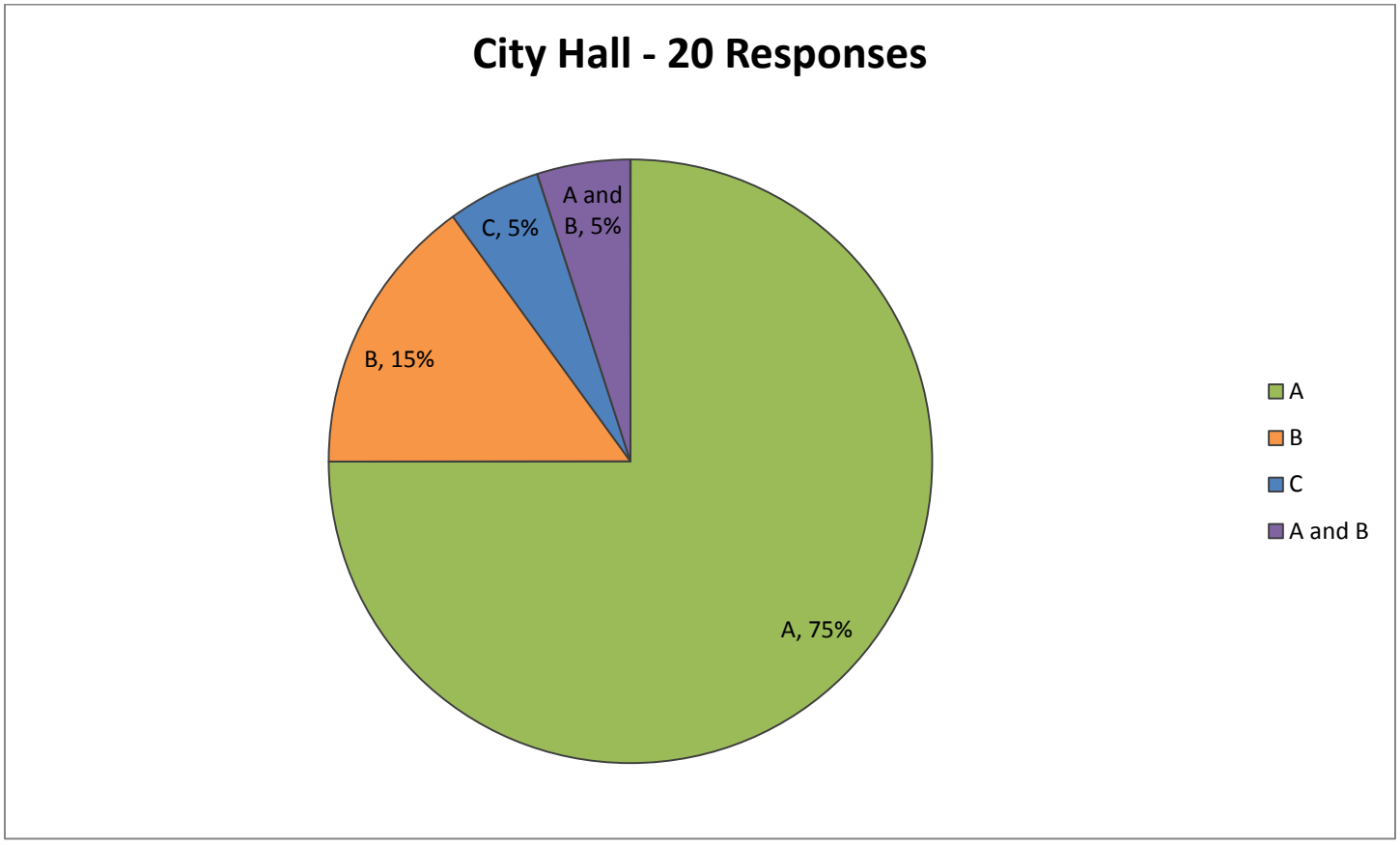


**Figure 3. Responses from Sunday Farmers Market**

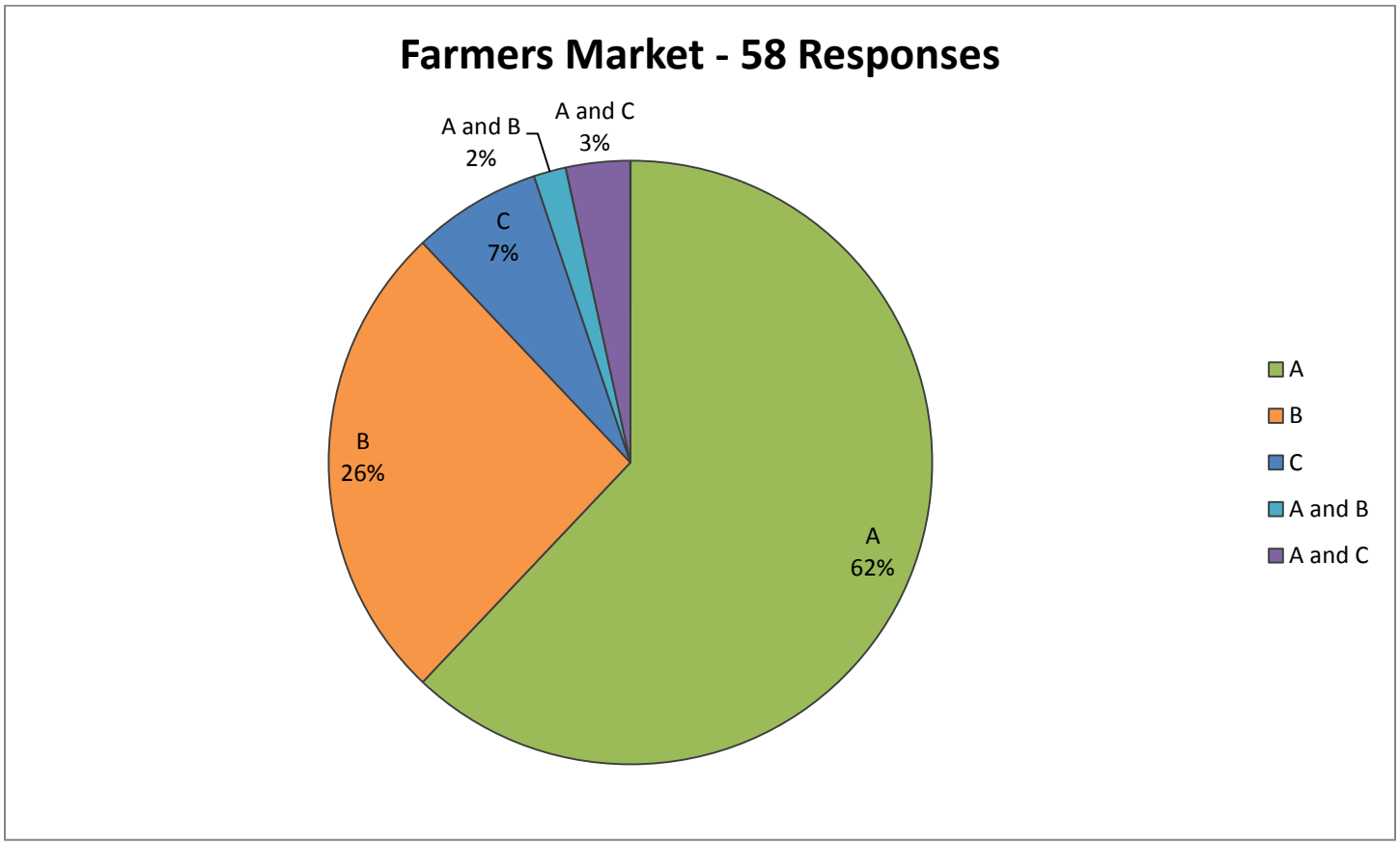



**Figure 4. Responses from Online Survey**

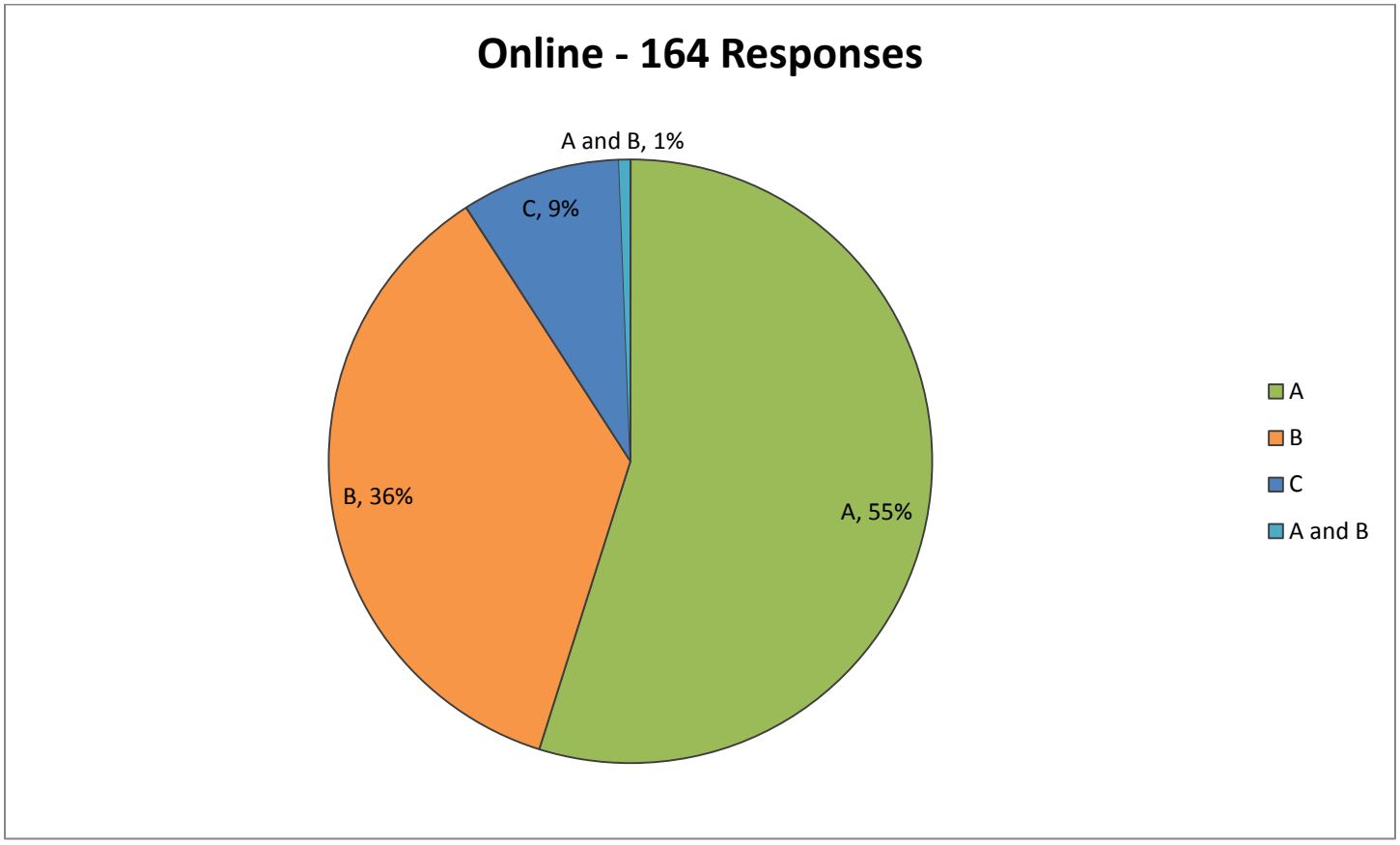


**Figure 5. Design Comments by preferred concept and source - Total: 73**

| Preferred Design Concept | Comments | Source |
|---|---|---|
| A | The only thing I would change is the curved arch on the top --> eliminate or make straight | City Hall |
| A | Simple and clean is the ay to go. No wood or funny colors. Too much visual clutter in some places already. | City Hall |
| A | Nice, modern look. Love the Arch! | City Hall |
| A | Love the _____ concepts! | City Hall |
| A | I like series A best but not as fond of the arch at the top nor the dogwood symbol. Prefer clean lines and simple design | City Hall |
| A | I like A because it is clean and easy to read | City Hall |
| A | Use of arch in A, In B Nice wood but too blocky - square | Farmers Market |
| A | Slat system with corten steel | Farmers Market |
| A | Simply & clear! | Farmers Market |
| A | Simplicity, easy to read - classy | Farmers Market |
| A | More maps | Farmers Market |
| A | May be useful to incorporate the logos (Example B) into this signage | Farmers Market |
| A | love the incorporation of the dogwood | Farmers Market |
| A | Love clean line design | Farmers Market |
| A | I like the simplicity, I think recycled wood is great and the gateway sign would be great. | Farmers Market |
| A | I like the simplicity & dogwood symbol | Farmers Market |
| A | I like the clean lines & colors. Also like the consistent use of the dogwood flower | Farmers Market |
| A | I like the arch - mirrors action of river - waves, river bend | Farmers Market |
| A | I also like the designs in B to make each one a little unique | Farmers Market |
| A | Dogwood design for Milw. Dogwood and the green is brighter and happier | Farmers Market |
| A | Clearly the best! | Farmers Market |
| A | But with poles, colorstrips, and kiosk of C | Farmers Market |
| A | Sign design B is my second choice. | online survey |
| A | I love all three but the first one look like the one that will keep the longest, in my opinion. | online survey |
| A | I like the clean look and consistency of Design A, although thinking about the long term in terms of color choices and the Milwaukie logo, how would those get updated if/when the time came?<br><br>I like the natural elements of Design B although the different artistic elements may detract from consistency when folks are looking for the next sign, etc.<br><br>Overall, super cool designs and excited to see these up. | online survey |

| | | |
|---|---|---|
| A | I also like the sign design B (a close second)as it hearkens to the city's history, but I would want the sign plates to better match the naturalized components in the post designs. The modern blue mixed in with that doesn't work for me, and I don't like the 'i' bubble on the wayfinders.<br><br>I like design A best for its uniformity in design elements and the dogwood symbols.<br><br>Also, as a Trimet user for 12+ years, might I recommend permanent sidewalk arrows pointing pedestrians from the bus transit mall to/from the MAX station? It's the most common question I receive while in downtown Milwaukie--I think in addition to signage, a cute way to have directionals underfoot would be helpful. | online survey |
| A | Design A is sleek, clean, and easy to read. The colors are modern, yet timeless. Design B looks like the Old West, more suited for a ghost town or western attraction like Tombstone or Old Tucson. There is too much going on, they are not cohesive with the varying artwork at the top of the posts. Design C is not appealing at all. It looks like a mall directional. | online survey |
| A | The simplicity of A is appealing, but the multi-sided kiosk is more helpful to users. Recycled materials should be used whenever possible. | online survey |
| A | Since the primary purpose of the wayfinding signs is to help people find their way, design A seems to be the clearest and cleanest. I also like design B because it incorporates wood and varied artwork, but the signs themselves seem rather chunky and overpowering. | online survey |
| A | more places to sit down for the Elderly/disabled | online survey |
| A | Love the new orange line and water front upgrade. | online survey |
| A | Keep it simple and not too busy so it blends in well with current signage. | online survey |
| A | I prefer A because I think that the directional information stands out better making it easier to read the information it conveys. The arch indicates that the sign conveys directional information so that if you are looking for other informational signs you can look for the arch. The darkness of the navy with the contrasting white letters makes the information easier for me to read. The lime green also allows the signage to stand out more as well. | online survey |
| A | I like the timelessness of option a I am afraid the others are too busy. I also like the Dogwood flower addition on a | online survey |
| A | I like the simplicity and consistency of option a | online survey |
| A | I like the minimalist approach with small artwork and clean lines. | online survey |
| A | I like the dogwood design. | online survey |

| | | |
|---|---|---|
| A | I like the design and consistency of design A. It's easy to read and draws your attention. When you're driving, your main focus is on the road, so if you were following these signs, you would be looking for a consistent color to jump out at you, or consistent look that is easily identifiable. I feel the green color would also stand out from any building behind it. Design B will have too many inconsistancies to be found/easily read while driving and possibly blend too much with surroundings. And I'm sorry, design C is just ugly. I also think there's not enough contrast to read them easily. | online survey |
| A | I like the clean, modern feel of design A. | online survey |
| A | I have lived in Milwaukie since 1978. Own a home. Love it here! | online survey |
| A | I especially like the trash can in "A". It's so important to have trash cans available, people will litter less. I like the simple design of "A", for me, it's easier to read. | online survey |
| A | I don't really think we need this sort of thing, but as long as you are asking I'm voting....and likely I'm paying through one tax or another so I might as well have some say in the wasted tax dollars you are going to spend. | online survey |
| A | I also like B. Definitely not C | online survey |
| A | Design A is the only one that has some Asymmetry, some natural curves and does not look like someone just stuck a piece of wood in the ground! | online survey |
| A | Design A is by far the best. No contest. Must have the dogwood logo. | online survey |
| A | As long as people buy coffee, we'll need to provide trash cans. | online survey |
| A | Are designs B and C supposed to be jokes? They look like cartoon signs. Design A is the only design that is even remotely acceptable. I would be embarrassed to show someone around downtown if design B or C were chosen. | online survey |
| A and C | parts of each, A: Like the curved rod, really like the 3 sided kiosk, like the trim and colors on C. Also like the wood trim from B | Farmers Market |
| A and C | I like the post style in A and C, but not the arched post top in A. Black, green, dogwood logo all good. Kiosk in C good. | Farmers Market |
| B | The wayfinding kiosks pictures may be confusing with the arrow overhead as the locations are the other way. Also, the size may be off in the pictures but the signs are hard to read on the kiosks. | City Hall |
| B | Yes recycled materials & clear graphics | Farmers Market |
| B | Love the combination of salvaged wood & corten steel. Think it best captures the Milwaukie vibe. | Farmers Market |
| B | I like the timelessness of B with the practical elements (like a bench and trash cans) of A | Farmers Market |
| B | Everything is just a great idea, good job | Farmers Market |
| B | B - less utilitarian and ugly | Farmers Market |

| | | |
|---|---|---|
| B | Signs are the very least of the problems for downtown Milwaukie. If there is nothing there or no new development to draw people in then what is the point of installing signs. Tear down the old and build mid rise mixed use development in the entire area. It worked pretty damn well in the pearl. | online survey |
| B | Design B incorporating natural wood and artistic elements will bring a unique and appealing aesthetic to our area. | online survey |
| B | Would like to have been able to enlarge the individual designs, but the description of each design was appreciated. | online survey |
| B | Thank your for requesting my opinion. I hope you are presenting this to the public also. | online survey |
| B | it appears that once again it's all about downtown. Will any wayfinding be used on the east side of 224? | online survey |
| B | I'm a big fan of Design B, but as an architect, I've seen too many projects using cor-ten which aren't maintained properly and stain the surrounding concrete. Would love the combination of reclaimed wood and metal, but would encourage selection of a different metal material such as galvanized, coated aluminum or zinc (dependent upon budget). | online survey |
| B | I would like to see the dogwood motif kept, but as far as the signs themselves, I like these materials best. | online survey |
| B | I think design B has a good feel to it | online survey |
| B | I prefer the warmer materials in choices B and C. Choice A feels a little to slick and clinical -- I work at OHSU and it would feel right at home in that setting, but I think the goal is to have a more welcoming and homey downtown to encourage folks to stay awhile, so some shopping, grab a drink. Thank you for trying to improve the downtown area -- looking forward to the day when it's full and bustling enough that one can spend a whole day enjoying it! | online survey |
| B | I like design B but with dogwood logo from design A. | online survey |
| B | I also like Design A as well. | online survey |
| B | Design B is contemporary and timeless. It is a better representation of the Downtown Milwaukie environment than the other two. It is environmentally concious through the use of recycled wood, which also ties to the area's natural resources. The metal reflects the city's industrial history and eludes to the railroad and light rail lines. The other two designs don't feel like they belong. | online survey |
| B | Design A seems a bit generic. Design B references Milwaukie's history and the wooded feel of many neighborhoods. Design C feels like the Pearl or Central Eastside industrial chic. | online survey |
| B | design A is a very close second. I do not like design C at all. | online survey |
| C | Series C! | online survey |
| C | Please make sure the directions are correct and stay up to date. Some of the green signs that went up a few years back don't make sense in terms of where the arrows are pointed. | online survey |

| | | |
|---|---|---|
| C | I would enjoy as a resident walking thru downtown with Design C for the pop of color. But ultimately, the cost and labor factor are very important in making a decision. | online survey |
| | I would vote for none of the above. Milwaukie is a very small downtown and does not have a lot of businesses compared to other cities of like size. I feel that this is a big waste of money and these funds could be better used elsewhere. | online survey |

MILWAUKIE CITY COUNCIL
**STAFF REPORT**

Agenda Item: **RS 6. C.**
Meeting Date: **June 7, 2016**

To: Mayor and City Council

Through: Bill Monahan, City Manager

Subject: **FEMA Hazard Mitigation Grant**

From: Charles Eaton, Engineering Director

Date: May 26, 2016

**ACTION REQUESTED**
Adoption of a resolution authorizing the Engineering Director to apply for a FEMA Hazard Mitigation grant for the properties within the City of Milwaukie affected by flooding in December of 2015.

**HISTORY OF PRIOR ACTIONS AND DISCUSSIONS**
None

**BACKGROUND**
Some of the properties along Mt. Scott creek at Rusk Road were severely impacted by the flooding that took place in December 2015. FEMA has a program called the Hazard Mitigation Grant Program that potentially could help the affected properties by providing grants to buy out the owners and remove the structures from the floodway of Mt. Scott Creek. FEMA will pay between 75% and 100% of RMV to acquire the properties and the demolition cost to return the properties to their natural condition. At least one of the properties within the City appears to qualify for this program but application must be completed by June 30, 2016. Therefore, in order to allow FEMA to pursue the grant program the potential benefit of the property owners, the City must make formal application to the State of Oregon no later than June 14, 2016.

**FISCAL IMPACTS**
There will be a minor impact to operation and maintenance budgets to maintain the properties as perpetual open space, once the property is transferred in its natural state to the City.

**WORK LOAD IMPACTS**
Significant staff time will need to be dedicated over the next two weeks to meet the mandated time lines to comply and administer the grant.

**ALTERNATIVES**
The City could elect not to participate in the program which would make this program not available to the affected residents.

**ATTACHMENTS**

1. Statement of Voluntary Participation
2. Resolution

**Attachment 1**

O.M.B. No. 1660-0103 Expires August 31, 2011

DEPARTMENT OF HOMELAND SECURITY
FEDERAL EMERGENCY MANAGEMENT AGENCY

**Statement of Voluntary Participation for**
**Acquisition of Property for Purpose of Open Space**
**FEMA's Hazard Mitigation Assistance Programs**

THIS AGREEMENT is made and entered into this on *(date)* _____, by and between (name of Sub grantee) _____, hereinafter referred to as "Subgrantee," and (property owner) _____, hereinafter referred to as "Seller." The parties agree as follows:

1. Seller affirms that I/we own the property located at *(legal address)* _____, hereinafter referred to as "property."

2. Subgrantee has notified Seller that the Subgrantee may wish to purchase the referenced property, and, if Seller agrees to sell, Seller must permanently relocate from property.

3. Subgrantee has identified that the purchase offer valuation of the property as of *(date)* _____ is $ _____, as determined by appropriate valuation procedures implemented by Subgrantee and based on FEMA acquisition requirements provided in 44 C.F.R. Part 80, and relevant program guidance as documented below *(e.g., Pre-Disaster Mitigation, Hazard Mitigation Grant Program, Flood Mitigation Assistance).* _____

   _____

4. Subgrantee has notified the Seller that **neither the *State* nor the *Local Government* will use its eminent domain authority to acquire the property for open-space purpose if the Seller chooses not to participate, or if negotiations fail.**

5. Subgrantee has notified Seller that if the Seller agrees to sell the property to the Subgrantee the transaction is voluntary and the Seller is not entitled to relocation benefits provided by the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, which are available to property owners who must sell their properties involuntarily.

6. Subgrantee affirms that it has provided the notifications and explained the information described in the preceding paragraphs to the seller, and property identified above is not a part of an intended, planned, or designated project area where all or substantially all of the property within the area is to be acquired within specific time limits.

7. This Agreement shall expire on *(date of closing)* _____, unless Seller has voluntarily sold Property to the Sub grantee by that date.

| | |
|---|---|
| _____ Property Owner Signature | _____ Date |
| _____ Property Owner Signature | _____ Date |
| _____ Subgrantee's Authorized Agent Signature | _____ Date |

## PAPERWORK BURDEN DISCLOSURE NOTICE

Public reporting burden for Property Owners Voluntary Participation Statement is estimated to average 1 hour per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the needed data and completing and submitting the form. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC, 20472, and Paperwork Reduction Project (1660-0103). **Note: Do not send your completed form to this address.**

**CITY OF MILWAUKIE**
*"Dogwood City of the West"*

**Resolution No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, REQUESTING FEMA HAZARD MITIGATION GRANT FUNDS TO ACQUIRE REAL PROPERTY ALONG SE RUSK RD IMPACTED BY FLOODING ATTRIBUTED TO DECEMBER 2015 STORMS.**

**WHEREAS,** on February 19th, the Federal Emergency Management Agency (FEMA) issued a major disaster declaration in the State of Oregon in response to severe winter storms, straight-line winds, flooding, landslides and mudslides during the period of December 6th through December23rd of 2015; and

**WHEREAS,** with this declaration, FEMA, through the State of Oregon Office of Emergency Management (OEM), is making funds available to cover costs that local governments incurred to repair roads and utilities damaged by the storms and has reserved a pool of funds for a Hazard Mitigation Grant Program (HGMP) that will be directed to projects that reduce risks to property and lives attributed to future storms; and

**WHEREAS,** the City of Milwaukie desires to submit an HMGP grant application to acquire certain privately owned residential properties along SE Rusk Rd that were adversely impacted by flooding that occurred during the storms; and

**WHEREAS,** once the properties are acquired, City is prepared to coordinate removal of the structures and maintain the properties as open space, thus eliminating the risk of further damage to the property and lives as a result of flooding attributed to future storms; and

**WHEREAS,** the City understands that FEMA and OEM have put in place a formal process for preparing, reviewing and administering such grants and is prepared to dedicate staff and other resources as needed to fully participate in the process and assist affected private property owners in understanding their options; and

**WHEREAS,** the City of Milwaukie possesses sufficient funds to fulfill its obligations related to this grant application should FEMA award the grant; and

**Now, Therefore, be it Resolved** that the Engineering Director of the City of Milwaukie is authorized to apply for a Hazard Mitigation Grant for the purpose specified above and shall serve as the City's designated agent to implement the grant should it be approved.

Introduced and adopted by the City Council on _____.

This resolution is effective on _____.

Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC

Pat DuVal, City Recorder

City Attorney