



CITY OF MILWAUKIE, OREGON



ADOPTED BUDGET FOR THE 2013-2014 BIENNIUM

JULY 1, 2012 THROUGH JUNE 30, 2014



MILWAUKIE
Dogwood City of the West

2013-2014 Biennial Budget

*For the biennium beginning
July 1, 2012 and ending June 30, 2014*

City of Milwaukie, Oregon

BUDGET COMMITTEE

COUNCIL MEMBERS

Mayor Jeremy Ferguson
Council President Greg Chaimov
Councilor Dave Hedges
Councilor Joe Loomis
Councilor Mike Miller

CITIZEN MEMBERS

Jon Stoll – Chair
Gabe Storm – Vice Chair
Jeffrey Dondino
John Fox
Ronald Palmer



Milwaukie Sustainability
Printed on recycled paper



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Milwaukie
Oregon**

For the Fiscal Year Beginning

July 1, 2011

Linda C. Danison *Jeffrey R. Enos*

President

Executive Director

Milwaukie Finance received the Distinguished Budget Presentation Award for its Fiscal Year 2012 Budget from the *Government Finance Officers Association of the United States and Canada*.

An entity must satisfy nationally recognized guidelines for budget presentation designed to assess how well the document serves as:

- A policy document,
- A financial plan,
- An operations guide, and
- A communications device.

The Finance Department believes this biennial budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Table of Contents

Reader's Guide for the Adopted Biennial Budget

Section	Page
Budget Guide Overview	1
City Manager's Budget Message	3
City Overview	12
Calendar, Process, Policies, and Personnel:	
Budget Calendar	14
Budget Process	16
City Goals and Priorities	21
Financial Policies	24
Fund Accounting	33
Debt Overview	36
Demographics and Financial Trends	37
Transfers Overview	40
Personnel Overview	44
Budget Overview	48
Budgets:	
City-wide Overall Budget	51
Department Budgets	
City Council	54
City Manager	59
Community Dev. & Public Works Admin.	63
Engineering	67
Facilities Management	71
Finance	77
Fleet Services	82
Human Resources	87
Information Systems Technology	90
Municipal Court	95
Planning Services	100

TABLE OF CONTENTS

Community Services	105
Code Enforcement	109
Public Access Studio	113
Records & Information Management	116
Non-Departmental	121
Police Administration	122
Police Field Services	126
Police Support Services	130
Library	133
Building	139
Transportation	144
Water	149
Wastewater	154
Stormwater	159
Systems Development Charges	166
 Glossary of Budget Terms	 173
 Appendices	 181
1. <i>Motion to Approve the Budget</i>	
2. <i>Motion to Adopt the Budget</i>	
3. <i>Appropriation Resolution</i>	
4. <i>Eligibility for State Shared Revenues Resolution</i>	
5. <i>Five Year Financial Forecast</i>	
6. <i>Capital Improvement Projects for FY 2013 - 2017</i>	

Budget Guide Overview

How to best make sense of this document

Overview

This overview is designed to assist the reader in the use and comprehension of the City of Milwaukie's budget document which serves as a policy document, a financial plan, an operations guide and a communications device for the City. It is the foundation for the City's allocation of resources toward service delivery plans providing quality services, targeted investments, and continued improvements. It also encapsulates incremental changes addressing service requirements and builds upon initiatives funded in prior years while establishing new direction for programs. The budget document is also used to evaluate the effectiveness of City programs and services while providing extensive information on municipal operations.

Budget Sections

The budget document is arranged in the following general sections; a brief description of each section is as follows:

Introduction, Message, and General Sections:

- City Manager's Budget Message
- City Overview
- Budget Process
- Goals & Priorities
- Financial Policies
- Demographics & Financial Trends
- Personnel

Budgets:

- City-wide Overall Budget
- Department Budgets

Glossary

Appendices:

- Motions
- Resolutions
- Five Year Financial Forecasts
- Capital Improvement Plan Projects



City Manager's Budget Message

By state law, the budget officer of the City - the City Manager in Milwaukie - prepares a balanced proposed budget for the Budget Committee to review. This section includes the City Manager's budget message that delivers the proposed budget which summarizes the financial plan for the coming budget period.

The budget message is the City Manager's communication to the Budget Committee highlighting significant funding changes in the proposed budget from the prior period. The executive summary describes the policies affecting the budget, and presents a summary of the revenues the City will collect, the funds the City will spend, and program changes that have been proposed for service delivery. Overall, the budget message provides the reader with a synopsis of the proposed budget.

City Overview

This section of the budget provides a general overview of the City.

Budget Process

This section summarizes the budget process, how Local Budget Law in the State of Oregon works, and general information on the method of accounting used.

Goals & Priorities

This section shows the high-level goals and priorities that Council has adopted for the coming year that were utilized in developing the proposed budget.

Financial Policies

This section summarizes the financial policies of the City to include policies on reserve levels which are used as targets in developing the proposed budget. A goal of this section is to educate the user on the City of Milwaukie's financial and budget policies.

Demographics & Financial Trends

This section highlights the overall demographics of the City and various financial trends.

Personnel

Personnel costs make up the largest portion of the City budget. This section lists all City employee's by position and full-time equivalent (FTE) count.

Budget Overview

This section contains an overall summary of all departmental and fund budgets rolled up into one City-wide total. These schedules typically show the prior two budget period actuals, the current year budget, the current year estimate, and the projected budgets for the coming budget period.

Budget Detail

This section contains detailed budgets by Fund and Department. They are arranged with the General Fund and its underlying Departments first, Special Revenue Funds second, Enterprise Funds third and the Capital Projects Fund last.

Appendix

This section is designed to assist the user in locating information within the document or in obtaining additional information. It contains relevant resolutions, five year forecasts, capital improvement projects and a glossary of terms and definitions.

Budget Message for the 2013-2014 Biennium

City Manager Bill Monahan

April 26, 2012

The Honorable Mayor Jeremy Ferguson and Milwaukie City Councilors
Members of the Budget Review Board
Citizens' Utility Advisory Board
Department Directors and Leadership
Citizens of Milwaukie

Dear Mayor Ferguson Et al.,



The City of Astoria turns off their street lights

*Beaverton's Council spends \$8.65 million
to buy Round building*

*City of Tillamook sued for \$1.5 in wastewater
treatment plan*

Ashland agrees to no lights on path

Molalla auditor finds books a mess, but no fraud

Elgin searches for new Police Chief

Lincoln City renews their urban renewal

Wood Village extends business incentives

Wilsonville holds groundbreaking for wastewater treatment plant

Keizer considers foreclosing on defaulting LID properties

Stockton, CA makes last ditch effort to avoid bankruptcy

Every city has its unique set of challenges and Milwaukie is no different. Today's economy continues to challenge everyone and every organization. Most recently, we are seeing rising gas prices and cities such as Stockton, CA and Harrisburg, PA start exploring drastic action in an attempt to right their financial situations. Since being appointed as City Manager in October 2010, I have focused on Milwaukie's financial and operating challenges.

Leadership means understanding what needs to change, when best to change it, and being able to motivate those involved to ensure the needed changes occur. I have been, and continue to be impressed by the level of commitment that the Mayor, City Council, members of various City boards, commissions, and committees, staff members, and citizens have to the City of Milwaukie. Without exception, I have found the entire community to be dedicated to the mission of maintaining and enhancing Milwaukie as a great place to live and work. My commitment to this mission has been to contribute my leadership capabilities in providing fair and equitable quality government service within the financial resources available while maintaining a clean and safe Milwaukie.

The process and development of last year's budget was a daunting task. Since then we have worked tirelessly at improving the process even more, communicating results, and empowering Department Heads with the task of identifying areas where we can make cuts in this budget while delivering quality service. This budget, as directed by Council last year, contains cuts in strategic ways which I feel best allocates our financial resources while meeting the community needs.

Biennial Budgeting

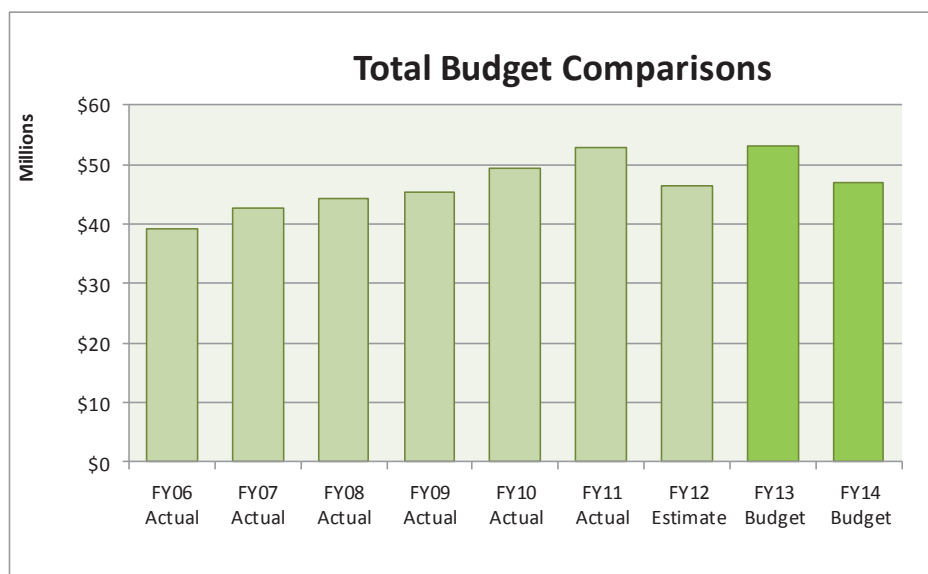
One of the first things you will notice with this budget is that it is prepared on a biennial basis. As you recall, the Budget Committee moved to approve biennial budgeting and the Council passed a resolution providing this direction. Understanding that presenting two year numbers may lead to confusion, we show each fiscal year amount alongside the biennium total. One advantage of biennial budgeting is that it allows us to focus on longer-range financial planning. Credit rating agencies favor this long-term focus. If and when the City is prepared to issue more debt, this will be crucial.

Obligation to TriMet

The other new item with this budget document is less about the format and more about addressing a financial obligation. As you and the community are fully aware, in 2008 the Council contractually obligated the City to a \$5 million pledge to TriMet to help fund the Light Rail project. We have studied all options on this commitment and have developed a framework for compromise with TriMet through the past year. To that end, we have worked with TriMet so that the entire \$5 million will not have to come out of our General Fund reserves this summer, but rather the obligation can be spread out over twenty years to better align with the economic return that the City will hopefully incur once the project is completed. However, because of budgetary regulations, in FY 2013 the total loan proceeds and capital outlay for the project are included in budgetary totals accompanied by the start of the obligation payments in debt service. This budgetary presentation causes a spike in expenditures as shown in the discussion below.

Overall City Budget

For the biennium period beginning July 1, 2012, the budget totals \$88 million and is balanced, as required by the statutory limits of Oregon budget law. Personnel services represent 31% of the total budgeted expenditures at \$28 million, materials and services represent 22% of total expenditures at \$19 million, debt service represents 2% of total expenditures at \$2 million, and capital outlay makes up 24% of the total budgeted expenditures at \$21 million. Transfers, contingency, and ending fund balances comprise the remaining portion of the budget, balancing it at \$88 million. Below is a historic look at how these budget totals compare with the last five years of actual activity.



Budget for Controllable Operating Expenses is Down

The above total budget chart shows increases in the total budgets for FY 2013 and FY 2014. However, if capital items were excluded, the budget would indicate decreases. The point I would like to make clear is that the Operation portion of the Budget (non-capital items such as personnel services, materials and services, debt service, and transfers) has been cut from prior budgets.

- \$35,264,000 – FY 2011 Operations Budget
- \$29,905,000 – FY 2012 Operations Budget
- \$28,015,000 – FY 2013 Operations Budget
- \$29,143,000 – FY 2014 Operations Budget

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 and utility reserves built up over required policy minimums in prior years. We are actually showing an increase in our minimum policy requirements from \$5.1 million in FY12 to \$5.5 million in FY14 as the summary chart below illustrates. The true challenge for the City, as the below summary chart also illustrates, is two years out in FY16 where it is projected that the City may also spend down our minimum policy requirements if additional solutions are not identified and utilized.

	Current Year	BN 2014		BN 2016		
		+ 1	+ 2	+ 3	+ 4	+ 5
		P R O J E C T E D				
	FY12	FY13	FY14	FY15	FY16	FY17
Ending fund balance						
Policy requirements	\$ 5,091	\$ 5,307	\$ 5,488	\$ 5,626	\$ 5,867	\$ 6,268
Reserves for debt service	-	-	-	-	-	-
Reserves for vehicle replacement	-	216	432	648	864	816
Reserves for capital	2,354	2,025	1,763	1,621	1,483	1,348
Reserves for utilities	3,094	2,007	1,559	1,371	1,444	1,552
Over (under) policy/reserves	3,995	1,950	717	41	(2,102)	(2,839)
Total ending fund balance	\$ 14,534	\$ 11,505	\$ 9,958	\$ 9,307	\$ 7,556	\$ 7,146

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 almost half 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, we implemented processes to ensure that any vacant position within the City is closely scrutinized before any plan to fill the position commences. Through this process, there is an overall decrease of 3.57 FTE proposed in the present budget.

- 138.26 FTEs in FY 2013 Budget
- 141.83 FTEs in FY 2012 Budget
- 141.16 FTEs in FY 2011 Budget
- 140.75 FTEs in FY 2010 Budget

There are several smaller changes in the FTE positions which are highlighted in the Positions and Salary Ranges section in this budget document. Two of the larger positional changes include the discontinuation of an FTE in Community Development for the Resource & Economic Development Specialist and the discontinuation of an FTE between the three utility Funds for a Utility Worker I position.

We believe that despite these reductions the City can 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 fiscal year as labor agreements are negotiated and completed, and as the economic situation changes. In addition, we will watch carefully for any opportunities that may be presented where we can consider restructuring positions when vacancies occur. Some savings may be possible.

Utility Rate Increases – Five Year Plan

With respect to the utility rate increases, this budget includes updated recommendations from the Citizens' Utility Advisory Board.

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. It is projected that the updated utility rate financing plan below will adequately prepare these funds for the City's future infrastructure needs including the funding of utility capital projects scheduled in our Capital Improvement Plan. It is estimated that effective July 1, 2012 and July 1, 2013, these increases will add an additional \$6.19 and \$6.01 per month respectively to the utility bills of an average resident.

	2008	2009	2010	2011	2012
Water rates	4.27%	4.23%	2.40%	-----%	15.50%
Wastewater rates	5.96%	5.96%	5.97%	3.83%	7.00%
Stormwater rates	5.65%	5.91%	-----%	-----%	7.50%
Wastewater surcharge	-----%	-----%	new	-----%	*
St/Surf maintenance	-----%	-----%	-----%	-----%	-----%
Overall average	4.30%	5.50%	14.80%	1.70%	9.11%

** Rolled into City's wastewater rate*

Below is the updated Five Year Utility Rate Plan. The CUAB recommends the first years of rate increases effective July 1, 2012 for FY 2013 and July 1, 2013 for FY 2014. The CUAB took this action with the understanding that it will review the potential rate increases for future years on an ongoing basis.

	2013	2014	2015	2016	2017
Water rates	17.10%	14.70%	12.70%	8.80%	8.10%
Wastewater rates	7.00%	6.00%	5.00%	5.00%	5.00%
Stormwater rates	7.00%	7.00%	7.00%	8.50%	8.00%
St/Surf maintenance	-----%	-----%	-----%	-----%	-----%
Overall average	9.20%	8.18%	7.29%	6.44%	6.18%

Measures 5 and 50

Oregon's current property tax system continues to be shaped by two constitutional amendments passed in the mid-1990s: Measures 5 and 50. Previously, Oregon property taxes were assessed under a levy-based system, with the levy amount applied to each property's real market value. In order to meet community service demands, each taxing district calculated its own levy based on budgetary needs. However, Measures 5 and 50 combined to create a rate-based tax system which reduces taxable values and limits tax rate growth. The rate has become a constitutionally-fixed amount restricting local government and school revenues.

Today's economic times are difficult on everyone. Where we have typically seen 4 to 5 percent growth rates in recent years, the economic downturn has resulted in a projected increase of 3 percent.

Debt Overview

Our City-wide outstanding debt is relatively low at \$7 million in comparison to total assets with a historic accounting cost of \$79 million. The City has an additional obligation to TriMet for the Portland-Milwaukie Light Rail project for \$4 million that is authorized but not yet incurred. As we have developed a framework for compromise it is expected that this obligation will be incurred on July 1, 2012.

Our credit rating is fairly solid at the AA level. However, with emergency reserves in our General Fund ranging from \$2 to \$4 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, the 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. This is 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 3% increase, effective starting in July 2013.

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 2013.

July 2009: 5.50% plus 6%
 July 2010: 5.5% plus 6%
 July 2011: 11.75% plus 6%
 July 2012: 11.75% plus 6%
 July 2013: 14.75% plus 6%

Fund Structure

As you recall and effective with last year's budget, the Government Accounting Standards Board (GASB) issued a new pronouncement: GASB 54, Fund Balance Reporting and Governmental Fund Type Definitions. GASB 54 covers the organization and categorization of Funds within municipal governments and establishes related policies.

Previously, the City of Milwaukie maintained a complex Fund structure including eight (8) internal service Funds and six (6) enterprise Funds with a grand total of 29 Funds City-wide. Internal service Funds have no revenues of their own and instead require a complex set of internal charges and transfers to be maintained during the year with a year-end conversion that reverses the budget activity for the audit report. Non value-added maintenance and conversion tasks such

as this have historically kept our Finance Department buried. We also note that this complex web of internal charges and transfers have essentially grossed-up the overall City-wide budget by \$10 million, artificially inflating revenues and expenditures.

Throughout the budget process our goal has been to reorganize 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, reducing the number of Funds from 29 to 8 Fund as follows:

General Fund

1. General Fund

Special Revenue Funds:

2. Library Fund
3. Building Inspections Fund
4. Transportation Fund

Enterprise Funds

5. Water Fund
6. Wastewater Fund
7. Stormwater Fund

Capital Project Funds:

8. Systems Development Charges Fund

The previous departments under the Administrative Services Fund (City Council, City Manager, Human Resources, Finance, Records and Information Management, and Information Systems Technology) are now departments under the General Fund along with the previous internal service Funds (Community Development, Engineering, Fleet, and Facilities).

We continue to be committed to making our municipal budget as simple to understand as possible and we pledge to be as transparent as possible. This new Fund structure provides the foundation for solid and transparent financial planning well into the future.

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 – does not start being 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 future years use, unless significant unforeseen issues arise that require action by management. The use of Unappropriated Ending Fund Balance must be approved by the City Council through a supplemental budget process. There were no substantial changes to the fiscal policies during this last fiscal year.

Finance Leadership

We continue with our February 2011 arrangement with the City of West Linn finance management contract with their proven and successful Finance Department leadership. This cost-neutral structure has benefited the City with the West Linn staff guiding us through our budgets, five-year financial forecasting, audits, and much more. In addition to Richard and Casey, Rina Byrne, hired in 2011 as our Assistant Finance Director, brings additional professional financial expertise further enhancing our Finance Department's capabilities.

Budget Award Received

Milwaukie Finance received the national Distinguished Budget Presentation Award from the Government Finance Officers Association for its Fiscal Year 2012 Budget document. This award represents a significant achievement by the City and reflects the commitment of the Budget Review Board, Council and City Staff to meeting the highest principles of governmental budgeting.

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 David Ashenbrenner, Leslie Schockner, Melissa Arne, Gabe Storm and Jon Stoll 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, which is 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 which the public may not find acceptable or which 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 who conceded some of their own department's interests in an effort to ensure success city-wide. To all of you, thank you and know that in the end we were able to maintain all of our services at high levels while significantly improving our budget process.

Finally, to the City's newest additions to the Finance Department, Richard Seals, Casey Camors, and Rina Byrne, a big thank you. Under their guidance, this budget process and document evolved into something to be proud of. Without them, this quality that you find in this budget would not have been possible.

Respectfully presented this 26th day of April 2012.

A handwritten signature in blue ink that reads "Bill Monahan". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Bill Monahan
City Manager





City Overview

About Milwaukie

About

The City of Milwaukie, located just 11 miles south of downtown Portland, offers a small town feel with easy access to Portland and regional activities and services. Within the City, residents regularly engage in city activities as board members, volunteers or simply as participants in a myriad of events organized by local residents and organizations. The City's estimated population is 20,920.

Known as the "Dogwood City of the West," Milwaukie's economy is linked with that of the entire Portland Metropolitan area. The downtown area of Milwaukie is undergoing a revival in which new apartments and retail space are under construction and a riverfront park is being developed. Milwaukie is home to Dark Horse Comics International Headquarters, as well as Bob's Red Mill, a modern-day gristmill and natural foods company. There are also two business industrial districts (North Industrial and Milwaukie Business/Industrial) within City limits.

Named as one of the 50 best places to raise a family, Milwaukie provides a clean environment, good transportation, schools and health care, and many cultural opportunities. The Sunday Farmers' Market, Art a la Carte on the first Friday of the month, and the on-going poetry series are just a few of the many cultural offerings in the City. Nearby recreational opportunities include whitewater 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 City Council act as representatives concentrating on policy issues that are responsive to the community's needs. All powers of the City of Milwaukie are vested in the Council except as otherwise specifically provided in the City of Milwaukie Charter of 1975. The Mayor and City Councilors are elected at-large and serve staggered four-year terms. The Mayor presides at official meetings and work sessions. 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 of each month at City Hall. Council meetings are televised live on cable channel 30 and are replayed at various times during the week. They are also available online the day after the meetings at <http://ci.milwaukie.or.us>.



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 County Fire District #1 provides fire and emergency services and North Clackamas Parks and Recreation District provides parks and recreation services to the community. Milwaukie is within Clackamas County, which is headed by five commissioners and is based in Oregon City. Milwaukie is also part of METRO, the tri-county urban services district based in Portland.

History

Milwaukie was founded in 1848 as a rival to the upriver Oregon City by Lot Whitcomb, who named it after Milwaukee, Wisconsin. Some accounts also state that the Oregon Milwaukie used an alternate spelling to prevent confusion at the post office.

Settling on a donated land claim, Lot Whitcomb built a sawmill anticipating that the location (the head of navigation on the Willamette River) would become a source of lumber for the California gold rush. With a partner, he also built a gristmill, and provided flour to the California gold fields. Milwaukie post office was established in 1850, with Whitcomb as the first postmaster.

On November 21, 1850, the first issue of a local newspaper, the Western Star, was published and on January 25, 1851, Lot Whitcomb's stern wheel steamship, the Lot Whitcomb, made its first trip. Milwaukie became a "Port of Delivery" by Congressional Appointment in April of 1851 and in November of 1869 the railroad reached the City. Milwaukie's first circulating library was started in 1889 by Alfred Lewelling.

The City, then also known as the Dogwood City of the West, was incorporated in 1903 in an effort to thwart the ever-present hazard of powder houses built along the railroad and to rectify the miserable conditions of streets and the town site. The original petition, signed by a number of townspeople in 1901 began the actions, and resulted in city status on February 4, 1903. In 1944, after lengthy study of city government forms, the citizens voted for the Council-Manager type of government. Milwaukie was one of the first of Willamette Valley cities to establish an adequate sewage disposal plant and system.

In the year 1950, one hundred years from its founding, Milwaukie was a city of little more than 5,000 people. Within the few intervening years, by orderly annexation and growth, its area and population had increased rapidly.

Budget Calendar

A Budget Forecast

LOCAL BUDGET LAW

Local Budget Law in the State of Oregon covers most local governments. ORS Chapter 294 contains specific laws and procedures which governments must follow to prepare and adopt budgets. Below is a budget calendar for the City of Milwaukie which adheres to the “nine required steps” of Local Budget Law.

MARCH 2012

- Budget Committee work sessions are held to review Department estimates

APRIL 2012 – MAY 2012

- Budget Committee meetings are advertised
- City Manager presents budget message and delivers Proposed Budget document at the first official Budget Committee meeting
- Advertise notice of state revenue sharing uses
- Budget Committee discusses and deliberates
 - Thursday – 6pm – City Hall – April 26, 2012 (Proposed Budget is delivered)
 - Thursday – 6pm – City Hall – May 24, 2012
 - Thursday – 6pm – City Hall – May 31, 2012
- Budget Committee discusses, deliberates and approves the budget
- Budget is updated to reflect any Committee changes
- Prepare and publish Financial Summary and Notice of Budget Hearing

JUNE 2012

- Council discusses, deliberates and reviews approved budget from Committee
- Council passes resolutions for state revenue sharing eligibility and proposed uses
- Council holds Budget Hearing and adopts the Budget, makes appropriations and declares tax rate and any bonded debt levies



JULY 2012

- Adopted Budget goes into effect July 1st
- Budget and property tax certification is submitted to County by July 15th



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 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 and shall not extend beyond the end of the budget period 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) 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 the 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.

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 off liabilities of the current period.

Significant revenues that are considered to be measurable and available under the modified accrual basis of accounting are property taxes, franchise fees, and assessment lien installments received within approximately 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 audit, as reported in the audit document, 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 audit uses the full-accrual method of accounting for the Proprietary Funds. The audit document shows all of the City's funds on both a budgetary and GAAP basis for comparison purposes.

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 or for a different purpose than described in the adopted budget.

Goals: Responsible budget management; monitoring and review; reporting to citizens; budget updates and changes.





City Goals & Priorities

Policy Objectives for the Community



Mayor Jeremy Ferguson

The Milwaukie City Council meets periodically to develop, update, and revise City Council goals.

GOALS AND FOCUS FOR 2012-2013

1. Identify where the \$5 million for light rail comes from
2. Pursue economic development initiatives
 - Promote small business investment and development that capitalize on making Milwaukie a unique destination
 - Promote development of neighborhood-centered commercial centers, including 20-minute walking neighborhoods
 - Promote downtown as a special place
 - Identify facilities in the City to attract destination events and activities
 - Continue to explore the opportunity to bring minor league baseball and secure the ODOT property
3. Complete a fair wastewater agreement with Clackamas County Service District #1 and make the Kellogg Plant a good neighbor
4. Parks District Master Plan:
 - Continue development of Riverfront Park
 - Bring forward cost and scope information to complete Master Plans for Kronberg and Balfour Parks and complete the plan for Kronberg Park by the time light rail opens
 - Complete Kellogg for Coho Project by Jan. 1, 2016
 - Determine if funding of City parks and open spaces can be part of a NCPD levy
5. Develop a plan for consideration of Ledding Library expansion options
6. Develop the station building with the Light rail line so the building is in place when the Light Rail line opens in Milwaukie
7. Review the City's boundaries - negotiate with Happy Valley in establishing Milwaukie's eastern border
8. Establish a Quiet Zone
 - Status Report
 - What has been done?
 - What's left to do?
 - What's an achievable product?
 - Timeline
 - Funding Source
 - Expense Limit
9. Allocate resources within the Capital Improvement Plan to
 - Improve livability in the neighborhoods
 - Conduct an analysis of a possible sidewalk maintenance/improvement fee program – considering sidewalk walkability in neighborhoods and designation of safety corridors in school zones.



*Council President
Greg Chaimov*



Councilor Dave Hedges



Councilor Joe Loomis



Councilor Mike Miller

UNPRIORITIZED GOALS

Gather more information on Tree City USA designation, assess current greening efforts, and decide how the City will care for City parks, open space, median strips and other public area that are the responsibility of the City

Develop an intra-city transportation system to coordinate with Light Rail

Review Public Facilities Study and provide direction for implementation



Financial Policies

Milwaukie's Financial Business Practices

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 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..

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 Milwaukee. 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 Statutes 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, 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 utility funds. Additionally, a major capital repair and replacement reserve and capital improvement reserve will be created and maintained in each fund.
 - d. 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

Budgeting Methodology

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 non-profit organizations and 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.

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

Nonprofit organizations and government agencies have special requirements to show, in financial statements and reports, how money is spent, rather than how much profit was earned. Unlike profit oriented businesses, which use a single set of self-balancing accounts (or general ledger), nonprofits 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 other funds.

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. Fixed assets acquired and long-term debts incurred by a capital project are assigned to the government's General Fixed Assets and Long-Term Debts.

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 special assessment and proprietary funds are serviced within those funds, rather than by a separate debt service fund.

Special assessment funds account for public infrastructure improvements financed by special levies against property holders. Sidewalk and alley repairs often rely on special assessments.

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 either trust or agency funds; a trust fund generally exists for a longer period of time than an agency fund.

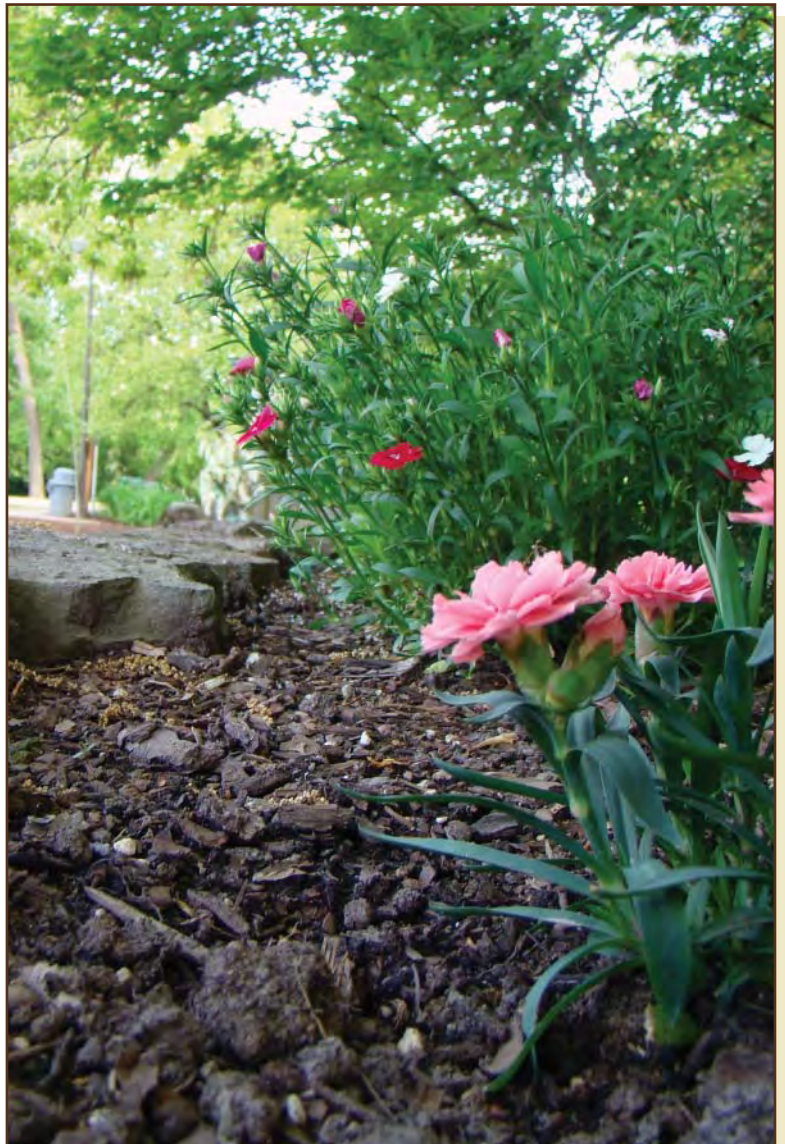
Fixed assets and long-term debts

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 preferred over expenses for modified accrual accounting, are recognized when the related liability is incurred.

Proprietary funds, used for business-like activities, usually 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 accounting basis applied to fiduciary funds depends upon the needs of a specific fund. If the trust involves a business-like operation, accrual basis accounting would be appropriate to show the fund’s profitability. Accrual basis is also appropriate for trust funds using interest and dividends from invested principle amounts to pay for supported programs, because the profitability of those investments would be important.

Financial reporting

State and local governments report the results of their annual 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

Summary of Outstanding Debt

Summary of Outstanding Debt

The City of Milwaukie will have \$7 million in long-term debt outstanding at the beginning of this budget reporting period (July 1, 2012).

Below is a table showing the outstanding balances by type, interest rates, and annual debt service. The largest outstanding long-term debt issue is \$4.1 million relating 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	-	None	-	-
Full Faith and Credit Obligations	-	None	-	-
Revenue Bonds	-	None	-	-
Loans:				
1999 Oregon Energy Loan	6.50%	\$ 62,519	2	\$ 35,292
2001 Oregon Energy Loan	5.70%	10,725	2	7,140
2003 Oregon Energy Loan	4.30%	84,099	6	15,480
2005 PERS Unfunded Liab Bonds	4% - 5.5%	4,135,000	16	279,785
2006 Oregon Public Works Loan	2.08%	651,891	20	51,388
2006 Library Property	7.09%	228,766	9	34,515
2010 Oregon DEQ Loan	0%	1,829,167	19	105,250
		<u>\$ 7,002,167</u>		<u>\$ 528,850</u>

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 \$62 million, all of which is available as the City has no outstanding General Obligation debt at this time.

Plans for Future Debt

The City has developed a framework for compromise with TriMet regarding our commitment to fund a portion of the Portland-Milwaukie Light Rail project. Our intention is to spread out payments on that obligation over twenty years to better align with the economic benefit we will receive.

There are no additional plans for future debt issues. Council is holding discussions for a possible baseball stadium site and construction, but this is still in early visioning stages.

Demographic & Financial Trends

Economic Overview

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 20,920. The Portland State Population Research Center estimated zero population growth in Milwaukie between 2009 and 2010.

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 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 summarized below: Of the available revenues anticipated, 74 percent of the total is represented by five revenue categories: Fees & Charges, Property Taxes, Transfers, Intergovernmental and Franchise Fee revenues. These revenue sources are described in greater detail in the subsequent pages. The remainder is derived from Debt Proceeds (5%), Other (4%) and Fund Balance Reserves (17%).

Fees & Charges (37%)

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 (18%)

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 94 percent collection rate for property tax revenue, so the budgeted total amount of property taxes is approximately 94 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 offset by their annual bonded debt rate until then existing bonds are paid off in fiscal year 2014-15. 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 and less CCFD's bonded debt rate.

Intergovernmental (15%)

State revenues 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.

Transfers from Other Funds (12%)

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 inter-fund 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.

Franchise Fees (7%)

The City of Milwaukie receives franchise fees for the use of public rights of way within the city for utility, solid waste, and recycling collection, and similar purchases. Fees are paid for the right to this access.

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

Fifty-three percent of total requirements are represented by Personnel Services (31 percent) and Materials & Services (22 percent). These requirements relate to the people who provide City services and the materials they need to complete their job requirements. Citywide, budgeted requirements are based on current budgeted staffing levels and expected increases in salaries and benefits.

Personnel Services (35%)

Citywide, Personnel Services budgeted requirement increases from fiscal year 2012 to the 2013-2014 biennium are attributable primarily to increasing benefits costs.

Materials & Services (24%)

Citywide, Materials & Services budgeted requirement increases over the prior fiscal year are based on known expenditure increases in many situations. Where such increases are unknown, 2013-2014 biennium amounts are identified using an inflationary cost increase from fiscal year 2012.

Transfers to Other Funds (11%)

Budgeted transfers represent transfers to account for the support services costs of General Fund departments.

Capital Outlay (28%)

The fiscal year 2013 Capital Outlay budget had increased dramatically from fiscal year 2012 due to planned and necessary infrastructure projects over the 2013-2014 biennium as well as anticipated costs relating to the Portland Milwaukie Light Rail project.

Debt Service (2%)

Biennial 2013-2014 Debt Service requirements are based on known obligations of the City and estimates of Debt Service related to the city's obligation to TriMet for the Portland Milwaukie Light Rail project.

Summary of Long Term Financial Planning Processes

The City of Milwaukie prepared a Financial Forecast prior to the development of the budget. The five year model takes into account projected increases and decreases in revenues and expenditures. This information is shared during budget deliberations. Financial forecasts are key to strategizing, studying different financial outcomes, modeling demographic trends, anticipating changes in revenue streams, and forecasting utility rates.

Transfers Overview

An explanation of Activity Based Costing

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 is 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 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.

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 FTEs that each of these other Funds are home to. FTEs may be used to 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) 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.

City of Milwaukee - Finance Department
Activity Based Costing (ABC) Allocation of Transfers
FY 2014

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.

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 HR Department in the General Fund out to the other funds based upon the number of FTEs that each of these other Funds are home to. FTEs may be used to 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.

This spreadsheet shows the City of Milwaukee'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 budgets	Description of Cost Driver used to allocate	General Fund's portion of costs		Total recalibrated transfers to General		Library		Building Inspections		Transportation		Water		Wastewater		Stormwater										
			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									
	\$	49	No. of FTEs	93.25	67%	33	45	33%	16	19.76	14%	7	2	1%	1	6.00	4%	2	7.00	5%	2	5.00	4%	2	5.25	4%	2
		528	No. of FTEs	93.25	67%	356	45	33%	172	19.76	14%	75	2	1%	8	6.0	4%	23	7.0	5%	27	5	4%	19	5.3	4%	20
		1,467	Functions served	3	30%	440	7	70%	1,026	-	0%	-	-	0%	-	2	20%	293	2	20%	293	2	20%	293	1	10%	147
		639	Functions served	1	20%	128	4	80%	512	-	0%	-	-	0%	-	1	20%	128	1	20%	128	1	20%	128	1	20%	128
		1,287	Sq ft (1000)	54	78%	1,002	15	22%	286	12	17%	223	0.4	1%	7	0.68	1%	13	0.93	1%	17	0.68	1%	13	0.68	1%	13
		724	Total Budget	16,448	52%	374	15,428	48%	349	1,685	5%	38	227	1%	5	4,358	14%	99	1,823	6%	41	5,027	16%	114	2,308	7%	52
		633	No. of Veh/Equip	59	44%	279	75	56%	355	-	0%	-	2	1%	9	23	17%	109	19	14%	90	12	9%	57	19	14%	90
		365	No. of FTEs	93.25	67%	246	45	33%	118	19.76	14%	52	2	1%	5	6.0	4%	16	7.0	5%	18	5	4%	13	5.3	4%	14
		966	No. of Computers	222	76%	731	72	24%	236	40	14%	132	4	1%	13	7	2%	23	9	3%	28	6	2%	20	6	2%	20
		346	No. of FTEs	93.25	79%	272	25	21%	74	-	0%	-	2	2%	6	6.0	5%	18	7.0	6%	20	5	4%	15	5.3	4%	15
		629	No. of FTEs	93.25	79%	495	25	21%	135	-	0%	-	2	2%	11	6.0	5%	32	7.0	6%	37	5	4%	27	5.3	4%	28
		343	No. of FTEs	93.25	67%	231	45	33%	111	19.76	14%	49	2	1%	5	6.0	4%	15	7.0	5%	17	5	4%	12	5.3	4%	13
		214	No. of FTEs	93.25	67%	144	45	33%	70	19.76	14%	31	2	1%	3	6.0	4%	9	7.0	5%	11	5	4%	8	5.3	4%	8
		50	No. of FTEs	93.25	67%	34	45	33%	17	19.76	14%	7	2	1%	1	6.0	4%	2	7.0	5%	3	5	4%	2	5.3	4%	2
		450	No. of FTEs	93.25	67%	304	45	33%	147	19.76	14%	64	2	1%	7	6.0	4%	20	7.0	5%	23	5	4%	16	5.3	4%	17
		867	Claims areas	1	33%	284	2	67%	582	0.05	2%	14	-	0%	-	0.50	16%	142	0.50	16%	142	0.50	16%	142	0.50	16%	142
		521	No. of FTEs	93.25	100%	521																					
		5,300	No. of FTEs	93.25	100%	5,300																					
		375	No. of FTEs	93.25	100%	375																					
		695																									
	\$	16,448				11,549			4,206			692			81			944			897			881			711
			Misc adjustment to actual			-			254			38			(1)			56			53			59			49
			Recalibrated Transfer amount			11,549			4,460			730			80			1,000			950			940			760



Personnel Overview

The People Behind the City of Milwaukie

Summary Overview of Personnel Changes

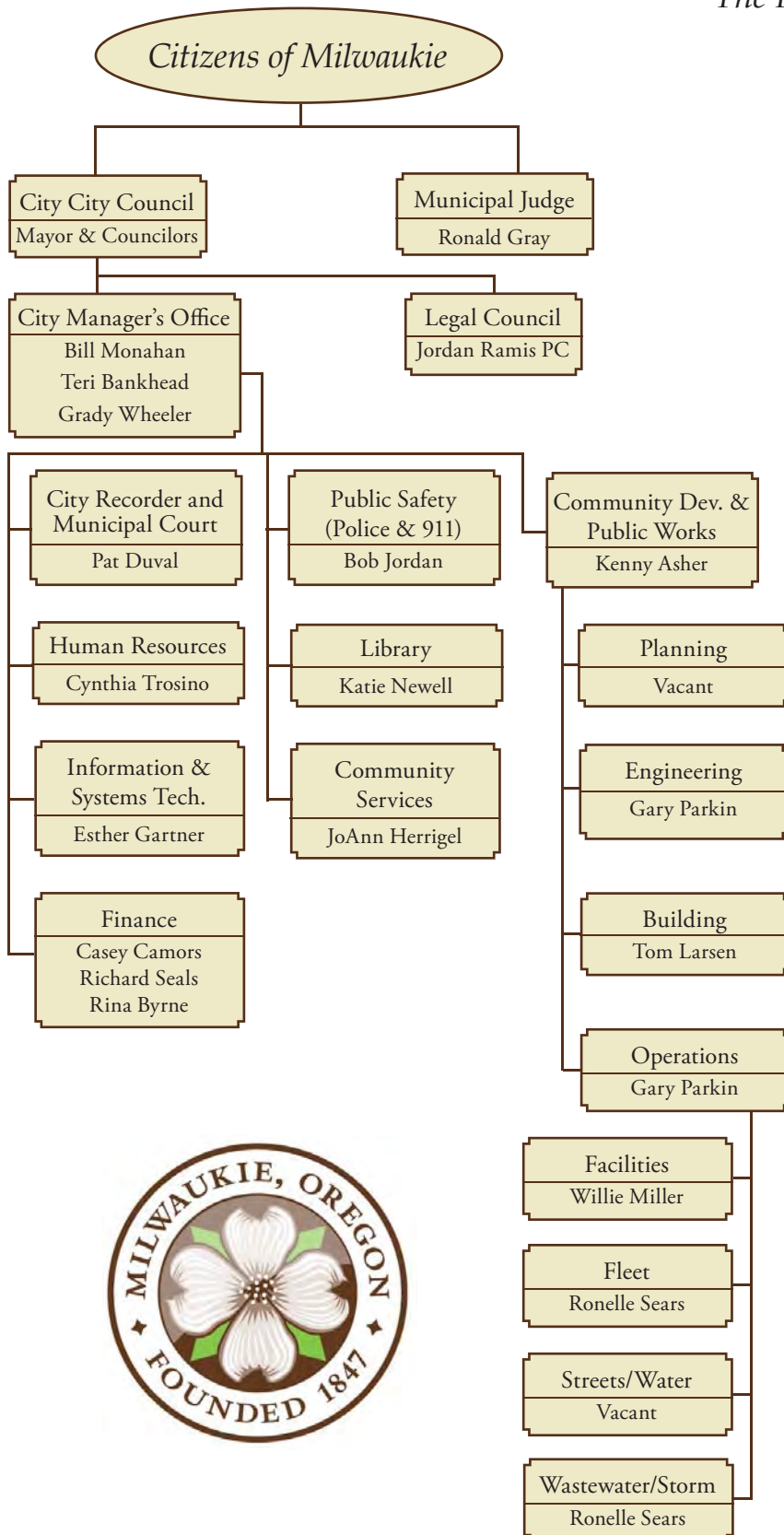
Overall, this budget includes funding for 138.26 full-time equivalent (FTE) positions for the biennium, an overall decrease of 3.57 FTEs from the prior year of 141.83 FTEs.

There are several changes in the FTE positions with this budget and are as follow:

- A decrease of 1 FTE in the Community Development and Public Works Administration Department.
- A decrease of 1 FTE in the Information Systems Technology Department.
- A decrease of .67 FTE in the Facilities Management Department.
- A decrease of .3 FTE in the Transportation Fund.
- A decrease of .3 FTE in the Water Fund.
- A decrease of .55 FTE in the Stormwater Fund.
- An increase of .25 FTE in the Police Administration Department.

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, and if the economic situation worsens.



BN 2013-2014 POSITIONS & SALARY RANGES

FTE Counts				Department and Position	Annual Compensation per FY12 Compensation Ranges	
Prior Year	Current Year	Budget Year	Budget Year		Lowest Step	Highest Step
FY 2011	FY 2012	FY 2013	FY 2014			
				CITY MANAGER'S OFFICE		
1.00	1.00	1.00	1.00	City Manager	\$103,236	\$139,680
0.50	1.00	1.00	1.00	Assistant to the City Manager	58,740	74,976
-	1.00	1.00	1.00	Public Affairs Coordinator	58,740	74,976
1.50	3.00	3.00	3.00			
				COMM DEV & PUBLIC WORKS ADMIN		
1.00	1.00	1.00	1.00	Community Development & Public Works Director	82,656	108,144
1.00	1.00	1.00	1.00	Civil Engineer	58,740	74,976
1.00	1.00	-	-	Resource & Economic Development Specialist	50,748	64,764
1.00	1.00	1.00	1.00	Administrative Supervisor	43,836	55,944
3.00	3.00	3.00	3.00	Administrative Specialist II	36,060	46,032
0.50	0.50	-	-	Community Development Coordinator	25,476	32,508
0.50	0.50	-	-	Admin. Help, On-Call		
8.00	8.00	6.00	6.00			
1.00	1.00	1.00	1.00	Operations Director	74,976	95,688
1.00	1.00	1.00	1.00	Asset Management Technician	43,836	55,944
1.00	1.00	1.00	1.00	Administrative Specialist III	39,756	50,748
1.00	1.00	1.00	1.00	Administrative Specialist II	36,060	46,032
-	-	1.00	1.00	GIS Coordinator	50,748	64,764
4.00	4.00	5.00	5.00			
12.00	12.00	11.00	11.00			
				ENGINEERING SERVICES		
1.00	1.00	1.00	1.00	Engineering Director	74,976	95,688
3.00	3.00	3.00	3.00	Civil Engineer	58,740	74,976
1.00	1.00	1.00	1.00	Associate Engineer	48,336	61,680
0.50	0.50	0.50	0.50	<i>Part-time employee(s)</i>		
5.50	5.50	5.50	5.50			
				FACILITIES MANAGEMENT		
1.00	1.00	1.00	1.00	Facilities Maintenance Coordinator	48,336	61,680
1.00	1.00	1.00	1.00	Facilities Maintenance Technician	39,756	50,748
0.67	0.67	-	-	<i>Part-time employee(s)</i>		
2.67	2.67	2.00	2.00			
				FINANCE		
1.00	-	-	-	Finance Director	74,976	95,688
-	1.00	1.00	1.00	Assistant Finance Director	64,764	82,656
2.00	1.00	1.00	1.00	Accountant	50,748	64,764
1.00	1.00	1.00	1.00	Payroll Specialist	43,836	55,944
1.00	2.00	2.00	2.00	Accounting Technician	39,756	50,748
-	1.00	1.00	1.00	Administrative Specialist II	36,060	46,032
0.30	-	-	-	<i>Part-time employee(s)</i>		
5.30	6.00	6.00	6.00			
				FLEET SERVICES		
1.00	-	1.00	1.00	Shop Foreman	48,336	61,680
5.00	3.00	2.00	2.00	Mechanic	39,756	50,748
6.00	3.00	3.00	3.00			

BN 2013-2014 POSITIONS & SALARY RANGES

FTE Counts				Department and Position	Annual Compensation per FY12 Compensation Ranges	
Prior Year FY 2011	Current Year FY 2012	Budget Year FY 2013	Budget Year FY 2014		Lowest Step	Highest Step
				HUMAN RESOURCES		
1.00	1.00	1.00	1.00	Human Resources Director	74,976	95,688
1.00	1.00	1.00	1.00	Human Resources Assistant	43,836	55,944
2.00	2.00	2.00	2.00			
				INFORMATION SYSTEMS TECHNOLOGY		
1.00	1.00	1.00	1.00	IST Director	74,976	95,688
1.00	1.00	1.00	1.00	IST Analyst II	55,944	71,400
1.00	1.00	-	-	GIS Coordinator	50,748	64,764
1.00	1.00	1.00	1.00	IST Analyst I	48,336	61,680
4.00	4.00	3.00	3.00			
				MUNICIPAL COURT		
1.00	1.00	1.00	1.00	Court Clerk	39,756	50,748
2.00	2.00	2.00	2.00	Administrative Specialist II	36,060	46,032
3.00	3.00	3.00	3.00			
				PLANNING SERVICES		
1.00	1.00	1.00	1.00	Planning Director	74,976	95,688
1.00	1.00	1.00	1.00	Senior Planner	58,740	74,976
2.00	2.00	2.00	2.00	Associate Planner	50,748	64,764
1.00	1.00	1.00	1.00	Assistant Planner	46,032	58,740
5.00	5.00	5.00	5.00			
				COMMUNITY SERVICES		
0.90	1.00	1.00	1.00	Community Services Director	74,976	95,688
1.00	-	-	-	Public Information Coordinator	58,740	74,976
1.00	1.00	1.00	1.00	Program Coordinator	48,336	61,680
2.90	2.00	2.00	2.00			
				CODE ENFORCEMENT		
1.00	1.00	1.00	1.00	Code Compliance Coordinator	43,836	55,944
-	-	0.50	0.50	Code Compliance Assistant	31,152	39,756
1.00	1.00	0.50	0.50	Code Compliance Specialist	36,060	46,032
2.00	2.00	2.00	2.00			
				RECORDS & INFORMATION MGMT		
1.00	1.00	1.00	1.00	City Recorder / RIM Director	74,976	95,688
1.00	1.00	1.00	1.00	Deputy City Recorder	43,836	55,944
2.00	1.00	1.00	1.00	Administrative Specialist II	36,060	46,032
-	0.50	0.50	0.50	<i>Part-time employee(s)</i>		
4.00	3.50	3.50	3.50			
				POLICE ADMINISTRATION		
1.00	1.00	1.00	1.00	Police Chief	82,656	108,144
2.00	2.00	2.00	2.00	Police Captain	71,400	91,128
-	-	0.25	0.25	<i>Part-time employee(s)</i>		
3.00	3.00	3.25	3.25			
				POLICE FIELD SERVICES		
7.00	7.00	7.00	7.00	Police Sergeant	56,736	72,408
1.00	1.00	1.00	1.00	Police Sergeant - TriMet	56,736	72,408
22.50	22.50	24.00	24.00	Police Officer	49,020	62,544
2.00	2.00	2.00	2.00	Police Officer - TriMet	49,020	62,544
2.00	2.00	-	-	Police Officer Recruit	44,484	46,704
-	-	0.50	0.50	<i>Part-time employee(s)</i>		
34.50	34.50	34.50	34.50			

BN 2013-2014 POSITIONS & SALARY RANGES

FTE Counts				Department and Position	Annual Compensation per FY12 Compensation Ranges	
Prior Year FY 2011	Current Year FY 2012	Budget Year FY 2013	Budget Year FY 2014		Lowest Step	Highest Step
				POLICE RECORDS		
1.00	1.00	1.00	1.00	Senior Administrative Specialist	43,836	55,944
3.00	3.00	3.00	3.00	Records Specialist	36,060	46,032
-	0.50	0.50	0.50	<i>Part-time employee(s)</i>		
4.00	4.50	4.50	4.50			
				LIBRARY SERVICES		
1.00	1.00	1.00	1.00	Library Director	74,976	95,688
2.00	2.00	2.00	2.00	Library Supervisor	48,336	61,680
3.48	4.25	4.25	4.25	Librarian	43,836	55,944
3.70	3.80	3.80	3.80	Library Aide II	36,060	46,032
7.75	7.75	7.75	7.75	Library Aide I	29,664	37,860
0.96	0.96	0.96	0.96	<i>Other part-time employee(s)</i>		
18.89	19.76	19.76	19.76			
				BUILDING INSPECTIONS		
1.00	1.00	1.00	1.00	Building Official	64,764	82,656
1.00	1.00	1.00	1.00	Permit Technician	39,756	50,748
2.00	2.00	2.00	2.00			
				TRANSPORTATION		
0.50	0.50	0.50	0.50	Streets/Water Supervisor	55,944	71,400
1.00	1.00	1.00	1.00	Utility Worker II	41,748	53,280
4.00	4.00	4.00	4.00	Utility Worker I	36,060	46,032
0.80	0.80	0.50	0.50	<i>Part-time employee(s)</i>		
6.30	6.30	6.00	6.00			
				WATER		
0.50	0.50	0.50	0.50	Streets/Water Supervisor	55,944	71,400
1.00	1.00	1.00	1.00	Water Quality Coordinator	46,032	58,740
1.00	1.00	1.00	1.00	Utility Worker II	41,748	53,280
2.00	3.00	3.00	3.00	Utility Worker I	36,060	46,032
1.00	1.00	1.00	1.00	Utility Specialist I	36,060	46,032
0.80	0.80	0.50	0.50	<i>Part-time employee(s)</i>		
6.30	7.30	7.00	7.00			
				WASTEWATER		
0.50	0.50	0.50	0.50	Sewer/Storm Supervisor	55,944	71,400
1.00	1.00	1.00	1.00	Utility Worker II	41,748	53,280
0.50	0.50	0.50	0.50	Utility Specialist II	43,836	55,944
3.00	3.00	3.00	3.00	Utility Worker I	36,060	46,032
5.00	5.00	5.00	5.00			
				STORMWATER		
0.50	0.50	0.50	0.50	Sewer/Storm Supervisor	55,944	71,400
1.00	1.00	1.00	1.00	Utility Worker II	41,748	53,280
0.50	0.50	0.50	0.50	Utility Specialist II	43,836	55,944
3.00	3.00	3.00	3.00	Utility Worker I	36,060	46,032
0.80	0.80	0.25	0.25	<i>Part-time employee(s)</i>		
5.80	5.80	5.25	5.25			
				TOTAL		
136.33	135.80	133.30	133.30	Total Full-Time Positions		
5.33	6.03	4.96	4.96	Total Part-Time FTEs		
141.66	141.83	138.26	138.26	Total Full-Time Equivalents (FTEs)		

Budget Overview

Budgeting in Milwaukie

Budgeting in Milwaukie

The City of Milwaukie budgets at the “fund” level. A fund is a fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, and balances and changes, which are segregated for specific activities and objectives. Funds are grouped into three types:

Governmental Funds

Governmental funds are used to account for most of the City’s functions and include general, special revenue, debt service, and capital projects funds.

Proprietary Funds

Proprietary funds are used to account for city activities that are similar to those often found in the private sector and include enterprise funds.

Fiduciary Funds

Fiduciary funds account for resources received and held by the City in a fiduciary capacity. The City of Milwaukie does not currently have any fiduciary funds.

Description of Funds

General Fund

The general fund of the City of Milwaukie provides the accounting for the City’s administrative, financial, human resources, municipal court, fleet, facilities maintenance, public safety, community development, engineering and community services activities.

Library Fund

The library fund is a special revenue fund used to account for the operation of the City’s library activities. The library fund also earns interest income from a trust whose principal balance is reserved.

Building Inspections Fund

The building inspections fund is a special revenue fund that accounts for the building inspection program.

Transportation Fund

The transportation fund is a special revenue fund used to account for the maintenance and operation of the City’s streets, sidewalks, street signage, medians, and rights-of-way.

Water Fund

The water fund is an enterprise fund that accounts for the maintenance and operation of the water utility. All water related revenue and expenditures, including capital replacement and betterments, are included in this fund. Capital expansion projects are accounted for in the System Development Charges (SDC) Fund.

Wastewater Fund

The wastewater fund is an enterprise fund that accounts for the maintenance and operation of the City's sewer utility. All sewer collection and treatment revenue and expenditures, including capital replacement, are included in this fund. Capital expansion projects are accounted for in the SDC Fund.

Stormwater Fund

The stormwater fund is an enterprise fund that accounts for the maintenance and operation of the City's surface water utility. All surface water related revenue and expenditures, including capital replacement, are included in this fund. Capital expansion projects are accounted for in the SDC Fund.

SDC Fund

The systems development charges (SDC) fund accounts for the City's collection and expenditure of transportation, water, wastewater, and stormwater SDCs.

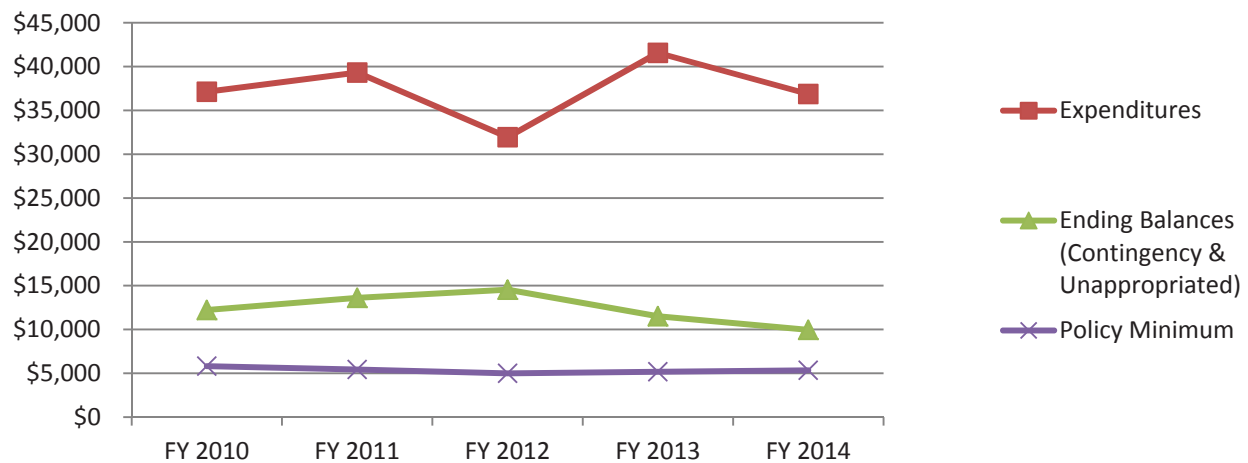


Total of All Funds - City of Milwaukie Annual Budget

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Requirements							
Personnel Services	\$ 12,363	\$ 12,640	\$ 13,671	\$ 12,830	\$ 13,352	\$ 14,267	\$ 27,619
Materials & Services	9,282	9,271	9,889	8,697	9,467	9,713	19,180
Debt Service	513	391	1,519	2,419	896	743	1,639
Operations before Other Items	22,158	22,302	25,079	23,946	23,715	24,723	48,438
M&S - Internal Charges	6,387	-	-	-	-	-	-
Transfers to Other Funds	3,127	12,962	4,826	5,557	4,340	4,460	8,800
Capital Outlay	5,456	4,057	4,308	2,438	13,510	7,684	21,194
Total Expenditures before Reserves	37,128	39,321	34,213	31,941	41,565	36,867	78,432
Reserves:							
Contingency	-	-	2,608	-	2,450	2,650	2,650
Unappropriated Ending Fund Balance	12,220	13,615	7,341	14,534	9,055	7,308	7,308
Total Reserves	12,220	13,615	9,949	14,534	11,505	9,958	9,958
Total Requirements	\$ 49,348	\$ 52,936	\$ 44,162	\$ 46,475	\$ 53,070	\$ 46,825	\$ 88,390

Budgeted Positions (in FTEs)	144.02	141.16	141.83	140.91	138.26	138.26	138.26
Monthly Operating Costs per Capita	\$110	\$113	\$125	\$118	\$112	\$116	\$114

Expenditure Trends for All City Funds



GENERAL FUND

General Fund

	Actual	Actual	Budget	Estimate	Adopted Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY 2014	Total
Resources							
Beginning Fund Balance	\$ 4,862	\$ 5,864	\$ 5,010	\$ 6,485	\$ 5,717	\$ 5,043	\$ 5,717
Adjustment to Audited Fund Balance	426	278	426	-	-	-	-
Property Taxes	6,021	6,164	5,212	5,407	5,947	5,979	11,926
Franchise Fee Revenues:							
Franchise Fees - PGE	893	726	750	756	771	786	1,557
Franchise Fees - NW Natural	355	283	325	304	310	316	626
Franchise Fees - Cable	285	83	325	241	246	251	497
Franchise Fees - Qwest	142	302	130	74	75	77	152
Franchise Fees - Solid Waste	160	166	175	251	256	261	517
Franchise Fees - Others	3	75	3	67	69	70	139
Total Franchise Fees	1,838	1,635	1,708	1,693	1,727	1,761	3,488
Fines - Traffic and Court	1,049	931	1,112	1,145	1,016	1,046	2,062
Fines - Photo Radar	693	439	635	272	364	375	739
Fines - Training and Community Safety	-	82	100	46	-	-	-
Fines - Surcharge (FY 2011 collections)	-	342	-	-	-	-	-
Fines - Other	25	3	-	-	-	-	-
Fees and Charges	323	303	343	354	365	376	741
Fees and Charges - Light Rail (1)	-	-	-	-	698	-	698
Interest	88	92	92	56	58	60	118
Miscellaneous	66	94	68	209	68	70	138
Intergovernmental Revenues:							
Intergovernmental - Library	889	938	-	-	-	-	-
Intergovernmental - 911 Dispatch	-	102	81	100	102	101	203
Intergovernmental - Cig & Liq Taxes	247	298	260	295	304	306	610
Intergovernmental - St Rev Sharing	170	163	180	191	197	203	400
Intergovernmental - Metro CET Grant	-	-	224	-	-	-	-
Interg - Metro Bond Local Share Grant	-	-	76	76	-	-	-
Interg - Metro Nature in Neigh Grant	-	-	178	42	183	-	183
Intergovernmental - Other	4,127	594	671	610	516	543	1,059
Total Intergovernmental	5,433	2,095	1,670	1,314	1,302	1,153	2,455
Charges for Services (internal)	4,012	1,135	-	-	-	-	-
Debt Proceeds - Light Rail (1)	-	-	-	-	4,010	-	4,010
Transfers from Other Funds	2,429	10,613	4,629	4,629	4,340	4,460	8,800
Total Resources	\$ 27,265	\$ 30,070	\$ 21,005	\$ 21,610	\$ 25,612	\$ 20,323	\$ 40,892

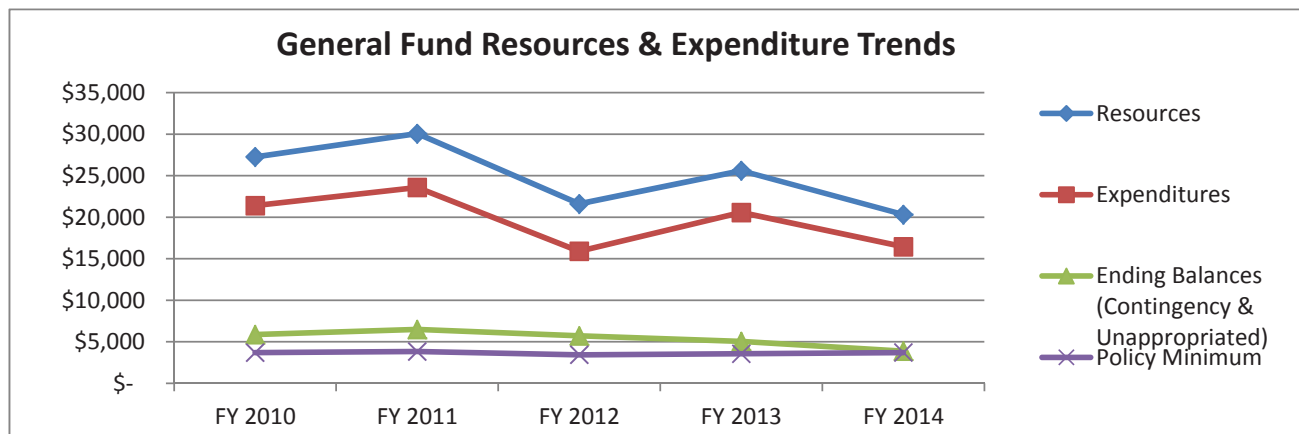
(1) Fees and Charges for \$698K and Debt Proceeds for \$4,010K (totaling \$4,708K) are the General Fund's portion of resources budgeted to cover the \$5 million settlement with TriMet for the Light Rail Project. In 2006, the then Council contractually bound the City to a \$5 million obligation. In April 2012, the City settled to cover this obligation over a period of not to exceed 20 years; therefore accordingly, this budget reflects a gross-up of \$5M in both resources and expenditures capturing the complete obligation, along with annual debt service payments capturing the settlement arrangement.

[Fund Budget continued from previous page]

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Requirements							
Personnel Services	\$ 10,562	\$ 10,794	\$ 10,250	\$ 9,640	\$ 9,988	\$ 10,662	\$ 20,650
Materials & Services	4,200	4,492	4,973	4,068	4,222	4,138	8,360
Materials & Services (internal)	4,622	-	-	-	-	-	-
Debt Service	382	391	374	374	751	598	1,349
Transfers to Other Funds	619	7,235	197	928	-	-	-
Capital Outlay	1,016	673	1,119	883	5,608	1,050	6,658
General Fund Reserve:							
Contingency Reserves	-	-	510	-	750	750	750
Unappropriated Reserves:							
Reserve for Debt Service	382	391	374	374	751	598	598
Reserve for Fleet Reserves:							
Transportation	152	152	120	152	152	105	105
Water	440	405	400	367	367	262	262
Wastewater	217	180	180	144	144	74	74
Stormwater	281	281	250	281	281	18	18
Building	14	14	-	14	14	14	14
Reserve - undesignated	4,378	5,062	2,258	4,384	2,584	2,054	2,054
Unappropriated Ending Fund Balance	5,864	6,485	3,582	5,717	4,293	3,124	3,124
Total General Fund Reserve	5,864	6,485	4,092	5,717	5,043	3,875	3,875
Total Requirements	\$ 27,265	\$ 30,070	\$ 21,005	\$ 21,609	\$ 25,612	\$ 20,323	\$ 40,892

Budgeted Positions (in FTEs)	99.4	96.9	95.7	95	93	93	93
Monthly Operating Costs per Capita	\$85	\$95	\$64	\$ 60	\$ 60	\$ 61	\$ 61

Contingency and Ending Balances per above	\$5,864	\$6,485	\$4,092	\$ 5,717	\$ 5,043	\$ 3,874	\$ 3,874
Policy Requirement (25%)	3,690	3,820	3,810	3,430	3,550	3,700	3,700
Amount over (under) Policy Requirement	\$2,174	\$2,665	\$282	\$ 2,287	\$ 1,493	\$ 174	\$ 174



DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	City Council	#200
DEPARTMENT HEAD:	City Manager Bill Monahan	
DEPARTMENT HEAD EMAIL:	monahanb@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7501	
DEPARTMENT LOCATION:	City Hall, 1 st 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]ll 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 7:00 pm;
- 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 2012-2013

1. Identify where the \$5 million for light rail comes from
2. Pursue economic development initiatives
 - a. promote small business investment and development that capitalize on making Milwaukie a unique destination
 - b. promote development of neighborhood-centered commercial centers, including 20-minute walking neighborhoods
 - c. promote downtown as a special place

- d. identify facilities in the City to attract destination events and activities
 - e. continue to explore the opportunity to bring minor league baseball and secure the ODOT property
- 3. Complete a fair wastewater agreement with Clackamas County Service District #1 and make the Kellogg Plant a good neighbor
- 4. Parks District Master Plan:
 - a. Continue development of Riverfront Park
 - b. Bring forward cost and scope information to complete Master Plans for Kronberg and Balfour Parks and complete the plan for Kronberg Park by the time light rail opens
 - c. Complete Kellogg for Coho Project by Jan. 1, 2016
 - d. Determine if funding of City parks and open spaces can be part of a NCPD levy
- 5. Develop a plan for consideration of Ledding Library expansion options
- 6. Develop the station building with the Light rail line so the building is in place when the Light Rail line opens in Milwaukie
- 7. Review the City's boundaries - negotiate with Happy Valley in establishing Milwaukie's eastern border
- 8. Establish a Quiet Zone
 - a. Status Report
 - i. What has been done?
 - ii. What's left to do?
 - iii. What's an achievable product?
 - b. Timeline
 - c. Funding Source
 - d. Expense Limit
- 9. Allocate resources within the Capital Improvement Plan to
 - Improve livability in the neighborhoods
 - Conduct an analysis of a possible sidewalk maintenance/improvement fee program – considering sidewalk walkability in neighborhoods and designation of safety corridors in school zones.

UNPRIORITIZED GOALS

- Gather more information on Tree City USA designation, assess current greening efforts, and decide how the City will care for City parks, open space, median strips and other public area that are the responsibility of the City

- Develop an intra-city transportation system to coordinate with Light Rail
- Review Public Facilities Study and provide direction for implementation

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
City Council Meetings Attended, including work sessions and study sessions (24 Council, 24ws, 12 ss)			60	60	60	60
Average hours of Council Meetings			120	120	120	120
City Ordinances Adopted	8	18	12	18	13	13
City Resolutions Adopted	94	80	89	90	80	80
Number of Neighborhood District Association meetings attended by City Councilors *			103	105	105	105
City Council meetings with City advisory boards annually (8 boards, commissions, committees and 2 task forces)			10	10	10	10
Number of regional, non-city meetings attended by all City Councilor's annually (e.g. C4, NCUWC, PMLR, NCPRD, CCSD#1, Regional Water Providers Consortium)			172	150	150	150

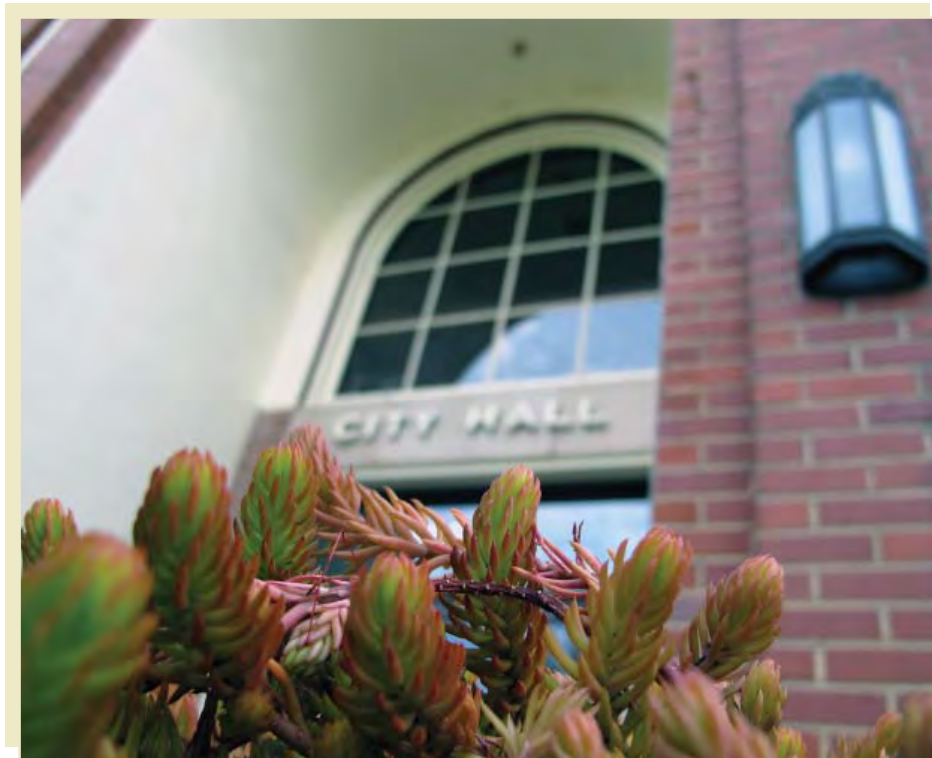
PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
% of Council Goals tracked with quarterly reports			100	100	100	100
% Conclusion of Council regular meetings by 9:00pm			92	100	100	100
Reduction in number of items continued from agenda by Council						
% Completion of study session meetings within three (3) hours			100	100	100	100
% City Council conducts timely performance reviews of the City Manager, Judge and City Attorney				100	100	100
% City Council reviews prospective candidates for boards, commissions, and committees within 60 days of a vacancy				100	100	100
% Boards, commissions, and committee vacancies filled within 30 days of start of term.				100	100	100

Why are these Measures Important to us?

They establish benchmarks and give the City Council a process to evaluate actions against.

Comments and Other Relevant Department Issues

*City Council as a body does not meet with each NDA separately. However, individual councilors attend NDA meetings at their own discretion and have provided an average number of annual meetings they do attend.



General Fund - City Council

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	-	-	-	-	-	-	-
Council Stipends (1)	\$ 12	\$ 15	\$ 14	\$ 16	\$ 16	\$ 16	\$ 32
Employee Benefits	5	2	6	2	2	2	4
Total Personnel Services	<u>17</u>	<u>17</u>	<u>20</u>	<u>18</u>	<u>18</u>	<u>18</u>	<u>36</u>
Materials & Services							
General Office Supplies	2	6	3	1	3	3	6
Dues and Subscriptions	4	1	1	1	1	1	2
General Council Meals & Travel	4	6	7	8	6	6	12
Citizen Appreciation Program	-	-	-	-	1	1	2
Education and Training							
Available for Mayor	-	1	1	1	1	1	2
Available for Councilor #1	-	-	1	1	1	1	2
Available for Councilor #2	-	-	1	1	1	1	2
Available for Councilor #3	-	-	1	1	1	1	2
Available for Councilor #4	-	-	1	1	1	1	2
Contractual Services							
Videographer Charges	13	13	15	13	15	15	30
	<u>23</u>	<u>27</u>	<u>31</u>	<u>28</u>	<u>31</u>	<u>31</u>	<u>62</u>
Internal Charges	10	-	-	-	-	-	-
Total Materials & Services	<u>33</u>	<u>27</u>	<u>31</u>	<u>28</u>	<u>31</u>	<u>31</u>	<u>62</u>
City Council Total	<u>\$ 50</u>	<u>\$ 44</u>	<u>\$ 51</u>	<u>\$ 46</u>	<u>\$ 49</u>	<u>\$ 49</u>	<u>\$ 98</u>

Through FY 2011, this Department's activity was budgeted in another Fund called the Administrative Services Fund. With FY 2012, this other Fund was closed and moved to the General Fund. Previous year's activity for Departments under this other Fund is presented here for informational and comparative purposes.

(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:	City Manager Bill Monahan	
DEPARTMENT HEAD EMAIL:	monahanb@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7501	
DEPARTMENT LOCATION:	City Hall, 1 st Floor	

DEPARTMENT MISSION STATEMENT

To efficiently and effectively manage all City operations.

PURPOSE AND FUNCTION OF CITY MANAGER 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 is a three FTE department, which has responsibility for City administration.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR

CITY MANAGER:

- Took the City Council through goal setting and established goals;
- Revamped boards, commissions and committees appointment process and defined terms;
- Moved communication functions into the City Manager’s office to enhance and expand internal and external communications and added a FTE Assistant to the City Manager; and
- Moved from an annual to a biennial budget.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- To provide leadership to the organization as it provides fair and equitable municipal services for the community and citizens of Milwaukie;
- To ensure that the City Council's goals which were developed in early 2011, revised in early 2012 and reproduced in the City Goals section of the budget document, are carried out;
- To lead, guide, and direct each Department so they are sufficiently supported to be successful with their Department Goals; and
- To continue to improve the level of communication of city events, programs and activities in ways that best inform the community and citizens of Milwaukie.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
City Council Meetings Attended, including work sessions and study sessions (24 Council, 24ws, 12 ss)			60	60	60	60
Average hours of Council Meetings			120	120	120	120
Distribute Friday Updates to City Council			12	52	52	52
City Ordinances Adopted	8	18	12	18	13	13
City Resolutions Adopted	94	80	89	90	80	80
Communication Indicators						
Speaking engagements of City staff and officials coordinated	1	4	6	8	10	12
Recreation of the Citizen Education Series Program		Plan	Stage	Stage		
Press releases issued	8	16	50	80	90	100
Number of Pilot Newsletters Mailed **			170,000	28,000	28,000	28,000
News articles posted and/or printed relating to press releases issued	NA	NA	40	60	80	90
Social media messages issued	0	0	60	100	140	160
Newsletters produced and mailed	12	10	10	10	0	0
Number of website hits	NA	NA	276,000	280,000	285,000	300,000

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
% of Council Goals tracked with quarterly reports			100	100	100	100
% Conclusion of Council regular meetings by 9:00pm			92	100	100	100
Reduction in number of items continued from agenda by Council						
Citizen rating of satisfaction of city government services (1-5)				***	***	***
% Completion of study session meetings within three (3) hours			100	100	100	100
% City Council reviews prospective candidates for boards, commissions, and committees within 60 days of a vacancy				100	100	100
% Boards, commissions, and committee vacancies filled within 30 days of start of term.				100	100	100
Maintain contact with City businesses in economic development efforts, serving as point of contact and resource. Respond to request for information or assistance within 72 hours.						
Communication Measures						
Surveys and/or focus groups – citizens satisfied with information that is provided by the City				***	***	***
Majority of citizens know where to get information on City issues	NA	NA	NA			
Majority of citizens receive enough information from the City	NA	NA	NA			

Why are these Measures Important to us?

They establish benchmarks and give the City Council a process to evaluate actions against.

If our citizens know where to go for information, and believe those information sources are credible and reliable, this is even more important than the number of hits our website gets. It demonstrates to our citizens that we are doing a good job communicating with our constituency.

Comments and Other Relevant Department Issues

**The Milwaukie Pilot is posted on-line every month on the City's website and a new "Co-Pilot" bulletin that encourages residents to review the full on-line version is inserted into every month's utility bill.

***It is a goal to conduct community-wide satisfaction and attitude surveys in the next few years. At this time, there is no baseline information for comparison; however this measure has been included to indicate future interest.

General Fund - City Manager

	Actual	Actual	Budget	Estimate	Adopted Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	1.5	1.0	3.0	3.0	3.0	3.0	3.0
Salaries & Wages	\$ 175	\$ 136	\$ 282	\$ 261	\$ 290	\$ 302	\$ 592
Employee Benefits	82	47	135	116	130	147	277
Total Personnel Services	<u>257</u>	<u>183</u>	<u>417</u>	<u>377</u>	<u>420</u>	<u>449</u>	<u>869</u>
Materials & Services							
General Office Supplies	1	2	2	2	1	1	2
Dues and Subscriptions	15	2	2	2	2	2	4
Education and Training	1	1	4	4	-	-	-
Other Materials & Supplies	-	-	1	1	-	-	-
Professional Services	87	-	16	17	-	-	-
General Liability Insurance	214	-	-	-	-	-	-
Advertising and Publicity (Pilot)	-	-	-	-	15	15	30
City Attorney Charges:							
General/City Council	-	118	60	120	55	45	100
Planning	-	22	50	13	-	-	-
Community Development	-	31	50	3	-	-	-
Police	-	4	20	32	-	-	-
Finance and Risk Mgmt	-	11	20	16	-	-	-
Total City Attorney	<u>-</u>	<u>186</u>	<u>200</u>	<u>184</u>	<u>55</u>	<u>45</u>	<u>100</u>
	<u>318</u>	<u>191</u>	<u>225</u>	<u>210</u>	<u>73</u>	<u>63</u>	<u>136</u>
Internal Charges	9	-	-	-	-	-	-
Total Materials & Services	<u>327</u>	<u>191</u>	<u>225</u>	<u>210</u>	<u>73</u>	<u>63</u>	<u>136</u>
City Manager Total	<u>\$ 584</u>	<u>\$ 374</u>	<u>\$ 642</u>	<u>\$ 587</u>	<u>\$ 493</u>	<u>\$ 512</u>	<u>\$ 1,005</u>

Through FY 2011, this Department's activity was budgeted in another Fund called the Administrative Services Fund. With FY 2012, this other Fund was closed and moved to the General Fund. Previous year's activity for Departments under this other Fund is presented here for informational and comparative purposes.

In FY 2011 and 2012, City Attorney services were budgeted here in the City Manager's Department. As of FY 2013 these services have been move back out to the individual departments.

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Community Development & Public Works Administration	#203
DEPARTMENT HEAD:	Kenny Asher	
DEPARTMENT HEAD EMAIL:	asher@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7654	
DEPARTMENT LOCATION:	Johnson Creek Building	

DEPARTMENT MISSION STATEMENT

The Community Development & Public Works Administration Department oversees and supports the City's Planning, Engineering, Building, Economic Development, and Public Works functions.

PURPOSE AND FUNCTION OF DEPARTMENT

This department has responsibility for serving the public's interest in guiding how land and structures in Milwaukie are developed, used and served by infrastructure. The Department supervises the divisions that serve and regulate land and structures, and also proactively participates in community development activities that support the city's vision of its future. The CD & PW Department includes management of the Public Works Operations Division including oversight of six divisions: Fleet, Facilities, Water, Wastewater, Storm, and Streets.

The CD & PW Administrative Department carries out the following functions:

- Oversee, coordinate and support the city's efforts to provide planning and development services to property owners and developers.
- Oversee, coordinate and support management of the city's right-of-way and utility systems to support new and existing development.
- Oversee, coordinate and support the city's economic development activities.
- Oversee and coordinate the city's engagement with regional partners on regional growth issues and regionally significant transportation projects, including light rail.
- Retain and recruit businesses and business investment in the City of Milwaukie.
- Secure grant-based funding for City projects.
- Oversee, coordinate, plan and stimulate new development, especially in downtown.
- Provide leadership and demonstration projects that help move the City on to a more sustainable footing.

PERSONNEL DESCRIPTION

The department is comprised of 12 FTE positions employees:

- Community Development & Public Works Director – 1 FTE

- Operations Director for Public Works – 1 FTE (vacant)
- Administrative Supervisor – 1 FTE
- Resource & Economic Development Specialist – 1 FTE (vacant)
- Light Rail Design Coordinator - 1 FTE
- Asset Management Technician (PW) – 1 FTE
- Administrative Specialist III (PW) – .75 FTE (the remainder of this position is funded through the Fleet and Facilities divisions)
- Administrative Specialist II – 4.5 FTE (CD - 3.5 / PW -1)
- Community Development Coordinator (Intern) – .5 FTE (vacant)

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR

- Implemented the Façade Improvement program;
- Implemented the Walk Safely Milwaukie Program;
- Finished the Jackson Street project;
- Progressed Kellogg For Coho Initiative (KFCI), supporting USACE feasibility study, completing activities under American Rivers Grant, and secured position as eligible restoration project under Portland Superfund NRDA process;
- Completed several applications for transportation funding, including two efforts to identify funds for Kellogg Lake bike/pedestrian bridge and path;
- Completed a Memorandum of Understanding with TriMet regarding the transit oriented development on the "triangle site";
- Facilitated approval of the South Downtown concept by Council;
- Began feasibility phases for minor league baseball project; and
- Performed light rail project management and advocacy.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Support the economic revitalization of Main Street by activating Adams Street as part of the South Downtown implementation effort;
- Secure a development team and begin efforts toward implementation of the joint development project on the "triangle site";
- If feasible, secure a minor league baseball franchise and the site of the ODOT maintenance yard in the Tacoma station area; and
- Progress the Kellogg-for-Coho-Initiative.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Number of existing and prospective businesses visited/contacted	38	32	25	10	12	14
Number of developer meetings to discuss Milwaukie revitalization opportunities				3	4	5
Number of new businesses relocated or assisted	2	2	4	1	2	2
Number of grant applications and intergovernmental agreements	15	8	9	2	2	3
Number of City Council briefings				10	10	10
Number of positive Oregonian print articles on Milwaukie community development				6	10	13

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
City of Milwaukie taxable assessed value (in millions)	\$1,468	\$1,512	\$1,557	\$1,557	\$1,600	\$1,650
Value of resources secured for CD projects (in thousands)	\$1,145	\$2,000	\$2,600	\$20,000	\$3,000	\$3,000

Why are these Measures Important to us?

Community Development and Public Works activities should enhance the value of Milwaukie's land, which can be tracked through property values, property transactions in Milwaukie, 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 this department, and what private parties are doing with respect to Milwaukie'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 or ten years. Because land and buildings are so expensive to improve, results take years to achieve. Community Development performance should also be viewed over a span of years, rather than year-over-year.

Comments and Other Relevant Department Issues

Public Works Operations measures are still under development, as that part of the organization is undergoing organizational change. The transition between Operations Directors has made it difficult to determine the best measures to track. With the hiring of a new Operations Director in late 2011, the Public Works side of the Department should be seeing a new and improved set of measures for the fiscal years beginning in 2012.

General Fund - Community Development & Public Works Administration

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	12.0	12.0	12.0	11.0	11.0	11.0	11.0
Salaries & Wages	\$ 671	\$ 676	\$ 735	\$ 574	\$ 718	\$ 744	\$ 1,462
Employee Benefits	316	311	394	294	352	397	749
Total Personnel Services	987	987	1,129	868	1,070	1,141	2,211
Materials & Services							
General Office Supplies	14	10	12	11	15	15	30
Dues and Subscriptions	2	2	9	3	4	4	8
Education and Training	8	7	16	5	8	8	16
Other Materials & Supplies	6	-	4	-	-	-	-
Professional Services	168	65	25	25	140	140	280
City Attorney	-	-	-	-	50	50	100
Economic Devel. Initiatives	-	-	100	100	100	100	200
Kellog-for-Coho Initiative	-	-	50	-	-	-	-
ODOT Property and Baseball	-	-	60	60	-	-	-
City-wide Public Facilities Study	-	-	25	25	-	-	-
Light Rail Design	-	-	40	40	-	-	-
Other - Repairs & Maintenance	10	8	2	1	-	-	-
Other - Printing Costs	4	2	7	5	7	7	14
Other - Miscellaneous	6	4	2	1	2	2	4
	218	98	352	276	326	326	652
Internal Charges	352	-	-	-	-	-	-
Total Materials & Services	570	98	352	276	326	326	652
Transfers to Other Funds	25	-	-	-	-	-	-
Capital Outlay (1)	-	-	-	-	4,865	-	4,865
Community Development Total	\$ 1,582	\$ 1,085	\$ 1,481	\$ 1,144	\$ 6,261	\$ 1,467	\$ 7,728

(1) Capital Outlay relates to the General Fund's portion of costs for the Light Rail project. The total obligation is \$5 million which the two entities contractually agreed to in 2008, and subsequently settled on terms in May 2012.

Portland-Milwaukie Light Rail Capital Outlay:

Offset by additional Planning fees from Light Rail project	\$ 38
Offset by additional Engineering fees from Light Rail project	660
Offset by additional Building fees from Light Rail project	157
Offset by settlement agreement with TriMet	4,010
General Fund's portion of settlement agreement	4,865
Offset by additional SDC Water fees from Light Rail project	74
Offset by additional SDC Stormwater fees from Light Rail project	61
Portion of settlement agreement in other funds	135
Total obligation settlement with TriMet	\$ 5,000

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Engineering Services	#205
DEPARTMENT HEAD:	Gary Parkin, PE	
DEPARTMENT HEAD EMAIL:	parking@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7601	
DEPARTMENT LOCATION:	Johnson Creek Building	

DEPARTMENT MISSION STATEMENT

Provide engineering services for the City's utility/street infrastructure and community development. 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 City's public rights-of-way (ROW). This involves administration of the permitting program for all work within the ROW and management of the Capital Improvement Program (CIP) for the City's utility and transportation systems.

The CIP is implemented through a 5 year Capital Improvement Plan that is updated annually. The Plan provides for the timely construction of projects needed to maintain the utility and transportation and systems, scheduling the projects with consideration of budget and need. Guidance for the work is provided by master plans which are updated periodically on a 5-8 year schedule.

Engineering is also responsible for the review of land use applications and building permits, defining the required public utility and street improvements and overseeing their design and construction.

PERSONNEL DESCRIPTION

The department consists of the Engineering Director managing three Civil Engineers, one Associate Engineer and an engineering intern.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Completion/construction of a couple of large projects including the Lake Road Multimodal street improvement project and the replacement of the water mains on 42nd Ave from King Road to Railroad and Harrison Street from 42nd to Hwy 224;
- Worked with Public Works Operations staff to complete local drainage repair projects to address flooding issues;
- Worked with Public Works Operations staff on the National Pollutant Discharge Elimination System (NPDES) permit renewal and on the issuance process of the Underground Injection Control (UIC) permit;

- The first projects from the Walk Safely Milwaukie Program were constructed;
 - Managed the Street Surface Maintenance Program, completing the paving of Roswell, providing funding for the Lake Road project (the pavement cost) and planning for the Summer 2012 paving of International way and Harrison Street (west of Hwy 224 to 42nd);
 - Managed the permit process for the City's right-of-way issuing permits and inspecting work completed related to sidewalks, driveway approaches, sewer connections, tree trimming/removal, and private (franchise) utilities;
 - Reviewed light rail construction plans related to the work within City right-of-way and the City's utilities. Interacted with Tri-Met to work for the best possible project outcome; and
 - Provided quality engineering service in support of the City, mostly in support of transportation related issues.
-
- **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;
 - Begin and complete the Stormwater master plan. Review master plans and utility rates. Ensure that the Capital Improvement Plan addresses the City's needs;
 - Complete the construction of the next cycle of the Walk Safely Milwaukie Program;
 - Provide engineering support of the City's utilities including transportation;
 - Provide engineering support for the Milwaukie to Portland Light Rail; and
 - Complete the continuing education needed to maintain licensure and stay current with the civil engineering practice.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Total capital outlay expended for CIP projects completed or under construction (Thousands of dollars constructed)	\$2,427	\$3,690	\$3,367	\$2,831	\$4,906	\$4,023
Total number of CIP projects in construction/completed	7	8	8	6	12	12
Master Plan updates completed or underway	1	1	2	2	1	0
Franchise Permits processed	106	102	97	100	100	100
Right of Way Permits processed	43	43	37	30	30	35
Development Reviews (Building permits, Pre-App, etc)	126	85	70	70	70	80

Light Rail plan review, meetings (estimated hours)		200	500	600	400	200
Inspections performed by Project Engineer	30	35	35	40	60	60
Boards/Committees served	2	2	2	2	2	2
Presentations to NDAs and other community groups	5	4	6	8	10	10

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Percentage of annual recommended Master plan projects completed		40%	40%	50%	60%	80%
Percentage of projects completed within 5% of their baseline schedule			78%	90%	90%	90%
Percentage of projects completed within budget			89%	95%	95%	95%
Average number of Change Orders per project	3	2	2	1	1	1
Average time for contract to be signed after Council approval (days)			5	5	3	3

Why are these Measures Important to us?

These measures tell us something important about our services and processes. They let us know how well we are doing, if we are meeting our goals, and if and where 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.

Keeping the Master Plans up to date is important as they map the way for the most efficient management of the utility infrastructure. Implementation of the master plans is important to ensure that the utility systems are properly maintained.

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

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Salaries & Wages	\$ 365	\$ 354	\$ 373	\$ 357	\$ 397	\$ 416	\$ 813
Employee Benefits	172	156	187	187	181	205	386
Total Personnel Services	<u>537</u>	<u>510</u>	<u>560</u>	<u>544</u>	<u>578</u>	<u>621</u>	<u>1,199</u>
Materials & Services							
General Office Supplies	-	1	1	1	2	2	4
Dues and Subscriptions	1	1	1	1	-	-	-
Education and Training	2	2	7	5	5	5	10
Other Materials & Supplies	-	3	7	6	1	1	2
Professional Services	11	17	-	24	10	10	20
Contractual Services	6	5	-	-	-	-	-
Other - Light Rail Engineering	-	-	5	5	-	-	-
Other - Geotechnical Engineering	-	-	5	5	-	-	-
Other - Traffic Engineering	-	-	5	5	-	-	-
Other - Walk Safely Milw Program	-	-	10	10	-	-	-
Water/Storm Master Plan Modeling	-	-	15	15	-	-	-
Other - Software Supplies	3	-	1	-	-	-	-
	<u>23</u>	<u>29</u>	<u>57</u>	<u>77</u>	<u>18</u>	<u>18</u>	<u>36</u>
Internal Charges	215	-	-	-	-	-	-
Total Materials & Services	<u>238</u>	<u>29</u>	<u>57</u>	<u>77</u>	<u>18</u>	<u>18</u>	<u>36</u>
Capital Outlay	<u>24</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Engineering Services Total	<u>\$ 799</u>	<u>\$ 539</u>	<u>\$ 617</u>	<u>\$ 621</u>	<u>\$ 596</u>	<u>\$ 639</u>	<u>\$ 1,235</u>

Through FY 2011, this Department's activity was budgeted in its own Fund and funded through internal charges. This Department is now reported under the General Fund and therefore internal charges are no longer relevant. Previous year's activity is presented here for informational and comparative purposes.

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Facilities Management	#206
DEPARTMENT HEAD:	Willie Miller	
DEPARTMENT HEAD EMAIL:	millerw@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7621	
DEPARTMENT LOCATION:	Johnson Creek Campus-OPS. Building	

DEPARTMENT MISSION STATEMENT

The mission of the Facility Department is to maintain City buildings and properties in a clean and safe condition.

PURPOSE AND FUNCTION OF DEPARTMENT

The department's purpose is to manage repairs, construction in progress (CIP), operations of buildings, systems, and properties. Prioritize energy use reduction at each building site. Administer current operating procedures and implement new procedures as required. We direct vendors and contractors to adhere to professional standards. Supervise the department budget in a fiscally sound manner. Administer the security system and cover the system on-call service 24 hours a day, 365 days a year. Since the City of Milwaukie purchased and owns its security system, we also have to maintain it at all times. The Facility Department has been delegated with the responsibility of maintaining the security system and is the primary contact for security on-call coverage.

PERSONNEL DESCRIPTION

The Facility Department currently has 2.0 FTE's: (1) Facility Maintenance Coordinator, (1) Facility Maintenance Technician. The 2.0 FTE's have extensive experience and certifications in many facets of Facilities Maintenance, which they use to effect repairs and maintenance of all aspects of City properties and building systems.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- City Hall brick mortar repair Phase II & III;
- Library replace portion of roof;
- Library/Old House replace HVAC System;
- JCB Operations HVAC modifications;
- PSB HVAC equipment replacement;
- Energy savings project that qualified for cash incentive from the Energy Trust of Oregon;
- Successful Level I Certification in Building Operations of Facilities Maintenance Technician;
- 30% Completion of energy savings occupancy sensors project in city buildings;

FACILITIES

- Applied and secured grant funding from Clackamas County to fund energy savings upgrade projects;
- Applied for cash incentives from the Energy Trust of Oregon for 7 qualified energy savings upgrade projects;
- Installed a 95% efficient furnace in PSB's Storage area;
- Replaced water heaters with efficient tankless water heaters at PSB;
- Switched out a roof top HVAC unit for an efficient heat pump at PSB;
- Converted a conventional water heater to an efficient condensing unit at JCB;
- Converted a conventional water heater to an efficient condensing unit at OPS;
- Installed additional insulation at City Hall;
- Insulated supply ducting in City Hall;
- Added insulation in the attic at the Pond House;
- Retrofitted all outside lighting to high efficiency lighting at City Hall, Library, Pond House, Public Safety Building, and Public Works;
- Successful completion of upgrade of UPS system at PSB;
- Upgrade to the security system at PSB;
- Repair of sidewalks around the parking lot across the street from City Hall;
- Remodel of front entrance to Public Services Administration building at JCB;
- Completed replacement of City Hall HVAC in Computer Server room; and
- Obtained \$100,000 grant for replacement of incompatible 800 Mhz portable radios (allows interoperability to current Emergency Communication System) for Public Works.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Review and implement recommendations from the consultant of the Facilities Asset Management Study (the challenge will be to implement recommendations with little or no funds to pay for them);
- Maintain city-owned buildings to the highest standards possible within budget constraints;
- Strive to implement innovative solutions to decrease energy consumption in the City of Milwaukie facilities;
- Administer the city-wide security system to deliver excellent service to the users of the system; and
- Endeavor to obtain grants for energy efficiency upgrades to afford us to move towards our Sustainability Goals.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Service requests	504	572	473	500	500	500
Capital projects	375,000	275,000	200,000	100,000	50,000	0
Buildings repaired						

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Service requests	504	572	473	500	500	500
Percentage of capital projects completed				5		0
Overtime expended (percent of straight time) goal is 15%						

Why are these Measures Important to us?

To maintain and secure the City's facility investments as well as provide a safe and comfortable work environment.

Comments and Other Relevant Department Issues

Service order numbers do not clearly depict volume of requests. Maintenance personnel often receive verbal requests when on site. Without a service order system, it is difficult to accurately track work requested vs. work performed.

There is a need to find a balance between what the facility department's responsibility is vs. what should be handled by requester.

Budget constraints will determine what, if any, Capital Improvement Projects (CIP's) will be accomplished.

FACILITIES

General Fund - Facilities Management

	Actual	Actual	Budget	Estimate	Adopted Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	2.67	2.67	2.67	2.00	2.00	2.00	2.00
Salaries & Wages	\$ 138	\$ 147	\$ 155	\$ 128	\$ 143	\$ 147	\$ 290
Employee Benefits	65	64	77	65	66	75	141
Total Personnel Services	203	211	232	193	209	222	431
Materials & Services							
General Office Supplies	1	-	1	1	3	3	6
Dues and Subscriptions	1	-	1	1	1	1	2
Education and Training	2	2	5	2	5	5	10
Other Materials & Supplies	10	3	2	-	-	-	-
Professional Services	10	24	30	12	25	30	55
Contractual Services	130	104	-	-	-	-	-
Contractual - Electricians	-	-	26	15	26	26	52
Contractual - HVAC	-	-	25	10	25	25	50
Contractual - Plumbing	-	-	20	8	20	20	40
Contractual - Carpentry	-	-	20	10	20	20	40
Contractual - Painting	-	-	20	20	20	20	40
Other - Facility Repairs	129	237	210	210	210	210	420
Utilities - Telephone	3	3	4	4	-	-	-
Utilities - Electricity	119	100	110	127	132	137	269
Utilities - Natural Gas	31	37	44	30	31	32	63
Utilities - Refuse Disposal	20	16	21	18	19	19	38
Utilities - Janitorial	120	126	138	112	138	138	276
Utilities - Water/Swr/Storm/St	41	40	75	60	70	75	145
Other - Property Taxes	10	8	10	10	10	11	21
Other - Self Insured Losses	1	-	5	1	5	5	10
	628	700	767	651	760	777	1,537
Internal Charges	89	-	-	-	-	-	-
Total Materials & Services	717	700	767	651	760	777	1,537
Debt Service (Oregon SELP Loans)	58	58	58	58	58	58	116
Transfers to Other Funds	183	-	-	-	-	-	-

[Department Budget continued on next page]

[Department Budget continued from previous page]

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	<i>Proposed Biennial Budget</i>		
					FY 2013	FY 2014	Total
Capital Outlay:							
City Hall - Backflow Prevention Dev	-	-	-	25			
City Hall - Roof & Brick Improveme	-	43	-	-			
City Hall - Sidewalk Repairs	-	-	50	50			
City Wide - Security Upgrades	-	35	20	20			
JCB - Admin Bldg Front Entrance Re	-	-	20	20			
Library - Roof Improvements	-	23	-	-			
Other Repairs/Improvements	235	-	-	-			
Pond House - Improvements	-	7	-	-			
PSB - Battery Server Back-up Repla	-	-	10	10			
PSB - HVAC Replacement/Repairs	-	13	-	-			
	235	121	100	125			
Funded Capital for BN 2014:							
JCB - Property Retaining Wall					80	-	80
Library - Seismic Bookshelf Phase I & II					-	150	150
PSB - Install Bullet Resistance Glass					-	80	80
PSB - Replace Emergency Generator					100	-	100
					180	230	410
Unfunded Capital for FY 2013:							
City Wide - Upgrade Security System					35	-	35
JCB - Admin. Fresh Air Intake Relocation					15	-	15
Library - Book Security System					75	-	75
Library - Replace Main Air Handler					75	-	75
Library - Scott Park Night Lighting					25	-	25
PSB - Upgrade Video Surveillance System					100	-	100
					325	-	325
Unfunded Capital for FY 2014:							
City Hall - Brick Mortar Repair					-	80	80
City Hall - Exterior Trim Painting					-	15	15
JCB - Admin Bldg Roof Coat Painting					-	30	30
JCB - Install Concrete Parking Area in Pole Barn					-	30	30
JCB - Paint Exterior					-	25	25
Library - Exterior Painting					-	20	20
Library - Replace Roof Mansard					-	50	50
Library / Old House - Replace Windows					-	20	20
PSB - Replace Roof					-	350	350
PSB - Seal Brick					-	30	30
					-	650	650

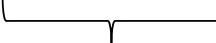
[Department Budget continued on next page]

FACILITIES

[Department Budget continued from previous page]

Capital Priority Projects Slated for FY 2015:

City Hall - Cooling System Upgrad A/V Roon						10	10
City Hall - Council Chamber Remodel						20	20
City Hall - Council Workroom Remodel						15	15
City Hall - Main & 2nd Floor Restroom Renovations						30	30
City Hall - Purchase & Install Emergency Generator						95	95
City Hall - Repair Paint Interior Walls						30	30
City Hall - Replace HVAC						120	120
City Hall - Replace Main Floor Covering						40	40
City Wide - Occupancy Sensors for Lighting						20	20
JCB - Admin Bldg - Replace HVAC						50	50
JCB - Asphalt Parking Lot Repair						70	70
JCB - Front Office - HVAC Modifications						20	20
JCB - Main Bldg Restroom & Locker Rooms Renovations						35	35
JCB - Paint Interior						15	15
JCB / Fleet - Install Automatic Door Openers						20	20
JCB / Fleet - Upgrade Lighting						15	15
JCB Ops - Construct 2nd Floor Meeting Room						25	25
Library - Break Room Remodel						15	15
Library - Interior Lighting Upgrades						20	20
Library - Landscape Renewal						10	10
Library - Paint Interior						15	15
Library - Restrooms Renovations						40	40
Library - Self Check - Out System Upgrade						20	20
PSB - EOC Storage Room Reconfiguration						10	10
PSB - Kitchen Refresh						15	15
PSB - Paint East Exterior Wall						20	20
PSB - Paint Exterior						15	15
PSB - Paint Security Block Wall						10	10
PSB - Refinish Interior Woodwork						20	20
PSB - Renovate Commity Meeting Room						25	25
PSB - Replace 2nd Floor Carpets						20	20
PSB - Replace First Floor Office Carpets						40	40
						925	925
Total BN 2013 and Future Slated Project Needs	505	1,805	2,310				
Less Unfunded BN 2014 and Future Slated Project Needs	(325)	(1,575)	(1,900)				
	235	121	100	125	180	230	410
Facilities Management Total	\$ 1,396	\$ 1,090	\$ 1,157	\$ 1,027	\$ 1,207	\$ 1,287	\$ 2,494



Through FY 2011, this Department's activity was budgeted in its own Fund and funded through internal charges. This Department is now reported under the General Fund and therefore internal charges are no longer relevant. Previous year's activity is presented here for informational and comparative purposes.

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Finance	#207
DEPARTMENT HEAD:	Casey Camors/Richard Seals	
DEPARTMENT HEAD EMAIL:	camorsc@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7522	
DEPARTMENT LOCATION:	City Hall, 2 nd Floor	

DEPARTMENT MISSION STATEMENT

Our mission is to ensure the fiscal integrity of the financial operations of the City.

PURPOSE AND FUNCTION OF DEPARTMENT

Below are the processes that Milwaukie Finance 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

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 six full-time equivalents (FTE's) and a contract director arrangement with the City of West Linn, all carrying out the duties listed above.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Financial Policies were developed and adopted by Council in January 2011;
- Transitioned successfully to shared Director services with the City of West Linn;
- Reduced the number of funds from 29 to eight;
- Designed the Fund structure to simplify overall accounting and reporting;

- Implemented Five-Year Financial Forecasts encompassing all City functions;
- Utilized the Five-Year forecasts to successfully complete the FY 2012 budget process with budget adoption by June 30th;
- Converted Annual Financial Statements to a full Comprehensive Audit Financial Report (CAFR) and submitted it to Government Finance Officers Association (GFOA) for national award recognition;
- Submitted FY 2011-12 Budget document to GFOA for national award recognition and received award;
- Assumed and improved the risk management role and processes subsequent to the retirement of the City's Risk Manager in FY 2010 (previously budgeted in the Records and Information Management Department);
- Managed the transition of responsibilities following the retirements of two key employees in general accounting and payroll;
- Completed the recruitment of four key Finance positions in payroll, utility billing, accounts payable, and accounts receivable; and
- Introduced performance measures into the Proposed Budget document.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Develop funding options for \$5 million commitment to Portland-Milwaukie light rail;
- Develop funding options for possible GO Bond issue in November 2012;
- Continue shared Director services with the City of West Linn;
- Work with Budget Committee, Budget Review Board, and Citizen Utility Advisory Board (CUAB), supporting their goals and requirements;
- Overhaul the presentation of the budget document to emphasize readability and transparency;
- Update Five-Year Financial Forecast encompassing all City functions;
- Develop written policy and procedures manual for all financial functions and processes;
- Implement centralized review process for City contracting; and
- Continue improvements to Risk Management role and processes

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Utility bills processed and delivered (converted to monthly billing in February 2011)	43,200	43,200	88,800	88,800	89,000	90,000
Number of utility accounts maintained and managed (NESE annexations increased counts in FY11)	7,200	7,200	7,400	7,400	7,420	7,480
Business licenses renewed and issued	1,508	1,499	1,415	1,400	1,400	1,420
Number of City Funds	29	26	29	8	8	8
Number of journal entries processed	1,491	1,575	1,045	1,000	900	850
Number of accounts payable invoices processed	13,300	12,500	12,600	7,600	7,500	
Number of payroll checks issued	3,900	4,000	3,775	3,900	3,800	3,800
Debt issues outstanding at fiscal year-end	8	8	7	7	7	7
Debt outstanding in amount at fiscal year-end (in millions)	\$6.5M	\$8.1M	\$9.2M	\$9.0M		
Total City Budget in amount managed (in millions)	\$45M	\$54M	\$47M	\$46M	\$48M	\$48M

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Unqualified annual auditor's opinion received on Annual Financial Statements 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- Aa3	AA Aa3	AA Aa3	AA Aa3
Number of adjustments proposed by auditors	35	25	1	0	0	0
Average number of days after the end of each quarter to the publishing and distribution of quarterly reports	Not done	60 days	50 days	30 days	20 Days	20 days
National GFOA award for annual audit document received	-	-	Yes	Yes	Yes	Yes
National GFOA award for budget document received	-	-	-	Yes	Yes	Yes

Why are these Measures Important to us?

Unqualified audit opinions and receiving national awards for audit and budget documents all indicate a well run financial operation.

The City's credit rating is maintained at the levels of AA and Aa3 by Standard and Poor's and Moody's Investment Services respectively, providing outside evidence of sound financial performance.

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 14.5 percent? This means that 14.5 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 types of risk 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

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	5.3	5.3	6.0	6.0	6.0	6.0	6.0
Salaries & Wages	\$ 215	\$ 324	\$ 355	\$ 300	\$ 335	\$ 354	\$ 689
Employee Benefits	101	76	185	133	143	164	307
Total Personnel Services	<u>316</u>	<u>400</u>	<u>540</u>	<u>433</u>	<u>478</u>	<u>518</u>	<u>996</u>
Materials & Services							
General Office Supplies	10	14	15	15	15	15	30
Dues and Subscriptions	3	3	6	5	4	4	8
Education and Training	2	11	6	5	6	6	12
Other Materials & Supplies	-	2	10	10	-	-	-
Professional Services	22	17	24	8	5	5	10
Contractual Services	21	86	22	25	26	26	52
City Attorney	-	-	-	-	20	20	40
Other - Contract with West Linn	-	42	100	100	100	100	200
Other - Contract with A. Parks	60	81	-	-	-	-	-
Other - Contract with Auditors	51	50	36	25	30	30	60
	<u>169</u>	<u>306</u>	<u>219</u>	<u>193</u>	<u>206</u>	<u>206</u>	<u>412</u>
Internal Charges	42	-	-	-	-	-	-
Total Materials & Services	<u>211</u>	<u>306</u>	<u>219</u>	<u>193</u>	<u>206</u>	<u>206</u>	<u>412</u>
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Finance Total	<u>\$ 527</u>	<u>\$ 706</u>	<u>\$ 759</u>	<u>\$ 626</u>	<u>\$ 684</u>	<u>\$ 724</u>	<u>\$ 1,408</u>

Through FY 2011, this Department's activity was budgeted in another Fund called the Administrative Services Fund. With FY 2012, this other Fund was closed and moved to the General Fund. Previous year's activity for Departments under this other Fund is presented here for informational and comparative purposes.

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Fleet Services	#208
DEPARTMENT HEAD:	Ronelle Sears	
DEPARTMENT HEAD EMAIL:	searsr@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7615	
DEPARTMENT LOCATION:	Johnson Creek Building	

DEPARTMENT MISSION STATEMENT

The goal of Fleet Services is to provide quality repair and maintenance of vehicles and equipment owned and operated by the City of Milwaukie at the lowest possible cost to the tax payers, general fund departments and dedicated funds (utility funds).

PURPOSE AND FUNCTION OF DEPARTMENT

It is the responsibility of Fleet Services Department to provide timely repair and scheduled preventative maintenance at a cost that is competitive with the private sector. Fleet Services also provides some repair and vehicle maintenance to Clackamas River Water vehicles.

HISTORY OR BACKGROUND OF DEPARTMENT

Effective July 1, 2011, this department experienced the loss of the Clackamas County Fire District #1 (CCSD#1) vehicle maintenance contract. This reduced the work force from six mechanics to three. An analysis of the Fleet Services Department was completed to determine what was needed to maintain the remaining workload, mostly City owned vehicles and equipment. It was determined that a department of 2.5 mechanics and .5 shop foreman was needed.

The City's fleet (including Clackamas River Water inventory) consists of approximately 150 vehicles. Most of the vehicles are police cruisers which require a high level of proper maintenance in order to minimize the number that are out of service for any extended period of time. The City's inventory also includes newer equipment such as VacCons, Vactors and Hybrid vehicles which require ongoing special training to keep up with the changing technology for repairs. Additionally, the City has 187 pieces of power-operated equipment which require maintenance and repairs.

PERSONNEL DESCRIPTION

Fleet Services consists one half time Shop Foreman and two and a half full time mechanics with supervision provided by an Operations Supervisor. In the past the department was supervised directly by the Operations Director but is now supervised directly by Operations Supervisor for more uniform supervision.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Stayed in compliance for our “Green” shop certification;
- The City’s used oil from our vehicles is picked up by a company called ORRICO, which recycles the used oil and turns it into heating fuel for use by low income families in Clackamas County;
- Performed all preventative maintenance on vehicles and equipment on schedule;
- Purchased a new alignment machine for increased shop efficiency;
- Ordered and purchased the new vehicles from our 2011-2012 budget;
- Fleet parts and stock were inventoried at the beginning of the fiscal year;
- The department transitioned out of the IGA with CCFD#1 at the end of FY 2011 which included returning all CCFD#1 parts inventory, restructure of the department and adequate determination of mechanics needed;
- Improved the process of calculating and scheduling preventative maintenance on City owned vehicles, which is more efficient and accurate than the previous practice;
- All mechanics became DEQ Certified during this fiscal year;
- All mechanics became trained in completing annual DOT vehicle inspections; and
- The mechanics created a safer working environment by cleaning and organizing the work areas daily.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Maintain and repair vehicles and perform preventative maintenance on time and under budget;
- Continue to meet the “Green” shop requirements;
- Complete an upgrade to Managers Plus software that will improve efficiencies of scheduling preventative maintenance;
- Clean and maintain shop on a regular basis to stay current with City safety policies;
- Continue education and training to ensure an accident-free environment;
- Ensure mechanics obtain necessary CEU's to keep ASE and DEQ certifications in force; and
- Sell all surplus vehicles & equipment that are no longer being used or are obsolete at highest possible dollar.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Number of city owned vehicle's to be maintained	137	137	139	143	140	145
Number of city owned power equipment to be maintained	170	170	170	170	187	190
Number of certified mechanics on staff	6	6	5	3	3	3
Number of Hybrids owned by the City	1	2	4	4	4	4

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Percent of repairs completed without error	95% (est)	95%(est)	95%(est)	100%(goal)	100%	100%
Percent of mechanics qualified on 3 or more vehicles types (goal is all trained on all types about 15)	100%	100%	100%	100%	100%	100%
Percent of fleet vehicles within preventative maintenance schedules	90%(est)	90%(est)	95%(est)	95%	100% (goal)	100%

Why are these Measures Important to us?

It is important to the City to complete preventative maintenance on schedule, to defer costly repairs, keep all vehicles in service and keep repair cost down.

The department is required to have multiple types of equipment fully operational at all times due to emergency response.

It is important the mechanics stay current with all certifications due to the complexity and the large variety of vehicle and equipment.

The department goal is to replace vehicles once they have reached the point when it is more cost effective to replace them, than continue to complete repairs.

Comments and Other Relevant Department Issues

The Fleet department is in need of a software upgrade or purchase of new software to accurately calculate preventative maintenance schedules for all City owned vehicles. The existing current software is "Gas Boy" which is extremely outdated and only tracks gallons of fuel and vehicle mileage. The department also uses Managers Plus to track work orders and inventory. An upgrade to this software would schedule preventative maintenance for City vehicles automatically.

The department has recently contracted to provide vehicle maintenance to Sunrise Water Authority for vehicle maintenance.

General Fund - Fleet Services

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	6.0	6.0	3.0	3.0	3.0	3.0	3.0
Salaries & Wages	\$ 310	\$ 307	\$ 152	\$ 162	\$ 163	\$ 171	\$ 334
Employee Benefits	145	123	84	65	80	90	170
Total Personnel Services	<u>455</u>	<u>430</u>	<u>236</u>	<u>227</u>	<u>243</u>	<u>261</u>	<u>504</u>
Materials & Services							
General Office Supplies	-	2	2	2	1	1	2
Dues and Subscriptions	-	-	2	1	-	-	-
Education and Training	2	3	3	4	3	3	6
Other Materials & Supplies	-	1	3	-	-	-	-
Professional Services	-	1	5	-	5	5	10
Other - Facility Repairs	5	1	5	2	3	3	6
Repairs, Fuel, and Parts:							
Fuel and Oil Purchases	155	185	160	165	165	165	330
Fleet Repair Parts	187	166	200	150	160	160	320
Tire Purchases	54	48	30	10	10	10	20
Sweeper Parts	10	10	12	20	20	20	40
Fire Engine Repair Parts	56	107	-	-	-	-	-
Supplies, Rags, Towing and Misc.	72	69	22	8	5	5	10
	<u>541</u>	<u>593</u>	<u>444</u>	<u>362</u>	<u>372</u>	<u>372</u>	<u>744</u>
Internal Charges	<u>415</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Materials & Services	<u>956</u>	<u>593</u>	<u>444</u>	<u>362</u>	<u>372</u>	<u>372</u>	<u>744</u>
Transfers to Other Funds	<u>256</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Outlay:							
Street Vehicles/Equipment	26	-	-	-	-	47	47
Water Vehicles/Equipment	55	35	30	38	-	105	105
Wastewater Vehicles/Equipment	25	37	60	36	-	70	70
Stormwater Vehicles/Equipment	20	-	-	-	-	263	263
Other Fleet Vehicles/Equipment	64	61	10	13	-	-	-
Facilities Vehicles/Equipment	28	22			[now in Facilities]		
Police Vehicles/Equipment	175	150			[now in Police]		
	<u>393</u>	<u>305</u>	<u>100</u>	<u>87</u>	<u>-</u>	<u>485</u>	<u>485</u>
Fleet Services Total	<u>\$ 2,060</u>	<u>\$ 1,328</u>	<u>\$ 780</u>	<u>\$ 676</u>	<u>\$ 615</u>	<u>\$ 1,118</u>	<u>\$ 1,733</u>

Through FY 2011, this Department's activity was budgeted in its own Fund and funded through internal charges. This Department is now reported under the General Fund and therefore internal charges are no longer relevant. Previous year's activity is presented here for informational and comparative purposes.

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Human Resources	#209
DEPARTMENT HEAD:	Cynthia Trosino, SPHR	
DEPARTMENT HEAD EMAIL:	trosinoc@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7506	
DEPARTMENT LOCATION:	City Hall, 1 st Floor	

DEPARTMENT MISSION STATEMENT

To provide quality services and support in employment, training, employee relations, benefits, compensation and safety beyond the expectations of all employees enabling them to better serve our external customers.

PURPOSE AND FUNCTION OF DEPARTMENT

Human Resources serve as an internal consultant to all departments within the City for all human resource functions including:

- Employee recruitment and selection;
- Management of employee and labor relations;
- Legal compliance of the City in respect to personnel issues;
- Maintenance and management of the employee personnel records;
- Management of the performance evaluation process;
- Benefits administration;
- Equitable and consistent interpretation and application of personnel policies, procedures, and systems throughout the City;
- Guidance to department heads and supervisors relating to the management of employee performance and discipline procedures;
- Management and administration of the employee classification and compensation systems;
- Employee Recognition and Wellness programs;
- Assistance with organizational development and training;
- Workers' compensation claim processing.

PERSONNEL DESCRIPTION

Two people, the HR Director and HR Specialist, staff the department. They work together to provide the full range of Human Resource services to the City as listed above.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Successful recruitment of excellent staff in various City departments including full staffing in the Police and Finance Departments;

- Over-all reduction of worker's compensation claims; and
- Provided relevant training for staff.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Provide effective Human Resource Management by developing and implementing policies, programs and services which contribute to the over-all mission of the City of Milwaukie;
- Work with the Policy Review Committee to evaluate the City's administrative and human resource policies for compliance and organizational understanding;
- Hire the most qualified employees by pre-planning staffing needs; ensuring an effective internal interview process; increasing the City of Milwaukie's visibility in the employment marketplace; identifying the best and most cost effective recruitment resources; and conducting thorough background checks;
- Offer benefits services to all employees by administering orientation sessions for all new staff; providing individualized benefits counseling; and providing appropriate training, resources and contacts for employee's specific benefits advising needs;
- Retain valued employees by providing competitive wages and benefits; furnishing technical, and interpersonal training and coaching; conducting exit interviews and supplying relevant feedback to management; and enhancing two-way communication between employees and management;
- Ensure a diverse workforce in a safe and discrimination/harassment free environment by maintaining compliance with employment laws and government regulations; providing management and employee training; and developing policies and procedures.
- Continued evaluation of worker's compensation claims to better manage smaller claims with the goal of reducing over-all insurance premiums;
- Help managers provide effective performance feedback in a consistent, timely manner and ensure employee performance reviews are conducted for all employees;
- Improve employee effectiveness, productivity and capacity through skill building and relevant training; and
- Provide the Safety Committee training and education to minimize work related accidents through safety awareness and proactive programs.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Labor Contracts Negotiated	-	2	-	1	1	1
Training Events Provided by City Staff	22	20	20	20	20	20
Recruitments Processed	25	20	25	7	7	7
Employment Applications Received	442	750	800	424	424	424
Number of New Hires/Orientations	31	38	25	33	33	33

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Percentage of regular status employees who successfully complete their first 180-days.	Data not available	Data not available	Data not available	88%	90%	90%
Average Time to Fill Positions	Data not available	Data not available	Data not available	53 Days	45 Days	45 Days

Why are these Measures Important to us?

The percentage of regular status employees that successfully complete their first 180 days indicates the Department's performance in accomplishing its goal of developing and retaining a skilled workforce.

The measure of the time to fill vacancies demonstrates the Departments ability to manage the hiring process effectively, which improves productivity for the City.

Comments and Other Relevant Department Issues



General Fund - Human Resources

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Salaries & Wages	\$ 137	\$ 149	\$ 151	\$ 146	\$ 157	\$ 161	\$ 318
Employee Benefits	65	61	69	67	69	78	147
Total Personnel Services	202	210	220	213	226	239	465
Materials & Services							
General Office Supplies	2	1	2	2	2	2	4
Dues and Subscriptions	1	1	1	1	-	-	-
Education and Training	2	2	7	2	1	1	2
Other Materials & Supplies	-	-	-	-	-	-	-
Negotiation & Other Services	32	86	40	40	40	40	80
Contractual Services	4	15	10	77	70	70	140
Advertising and Publicity	2	2	1	2	1	1	2
Other - Centralized Training	3	4	8	6	5	5	10
Other - Employee Recognition	6	4	6	6	6	6	12
Other - Wellness Program	1	2	1	1	1	1	2
Other - HRIS Software	-	-	60	-	-	-	-
	53	117	136	137	126	126	252
Internal Charges	30	-	-	-	-	-	-
Total Materials & Services	83	117	136	137	126	126	252
Human Resources Total	\$ 285	\$ 327	\$ 356	\$ 350	\$ 352	\$ 365	\$ 717

Through FY 2011, this Department's activity was budgeted in another Fund called the Administrative Services Fund. With FY 2012, this other Fund was closed and moved to the General Fund. Previous year's activity for Departments under this other Fund is presented here for informational and comparative purposes.

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Information Systems Technology	#210
DEPARTMENT HEAD:	Esther L. Gartner	
DEPARTMENT HEAD EMAIL:	gartner@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7404	
DEPARTMENT LOCATION:	Public Safety Facility	

DEPARTMENT MISSION STATEMENT

The mission of the IST department is to 1) provide effective, efficient and secure management of the City's information and communications technologies, 2) partner with City departments in evaluating, selecting and implementing sound technology solutions for defined needs, and 3) guide City-wide technology planning with a forward-looking vision.

PURPOSE AND FUNCTION OF DEPARTMENT

This includes the research, procurement, implementation and ongoing maintenance of the City's network, telephony systems, computer hardware and software systems, web sites, and applications that support the operations of the City. The IST Department also provides training on key applications and technology consulting to all City departments and partner agencies

- *Administration* – IST provides software and hardware administration and maintenance on all server, desktop and laptop/mobile platforms. This includes keeping them current on operating systems and approved City applications; maintaining proper routing and security on the City network; tracking all software licensing used in the City and administering the new VoIP (Voice over Internet Protocol) telephone system throughout the City. IST also administers all multi-function (copy/print/scan/fax) machine leases for the City.
- *Asset Management* – IST is responsible for the research, procurement, placement and disposal of over 30 server platforms (physical and virtual), 150+ desktop computers, 50+ laptop/mobile computers, 15+ public terminal stations (Library), software licensing, printers, networking equipment (switches, routers, firewalls, etc.), telephone hardware, fax machines, cell phones, SmartPhones and pagers.
- *Communication Services* – IST procures and provides ongoing maintenance for the City's telephony systems, which include the new VoIP system and all desk phones, voice circuits, data circuits, VPNs, firewalls, remote access, Ham Radio, fax machines, cell phones, BlackBerry and pager service.

- *Customer Service/Helpdesk* – IST provides quality customer service support, primarily to internal customers, through its centralized Helpdesk service. IST works with staff and/or vendors to resolve issues as quickly as possible with its multi-tiered analytical team. Calls and e-mails requesting trouble resolution and service orders currently tracked by manual means will be tracked in the department's new database application.
- *Data Development/Programming* – IST is responsible for the development and programming of various code and scripts to aid in the running of mission critical applications within the organization. IST will also work with the City's various vendors on custom programming and design specifications to meet the needs of the organization.
- *Research* – IST conducts research, feasibility studies and testing on all potential applications to be used by City staff prior to final approval, acquisition and deployment to staff. IST works with each department to identify, strategize and coordinate technology needs, determining if current software applications can fit the need or if a new application is warranted. Best practices and industry standards help guide research and decision-making for all proposed technology solutions.
- *Training* – IST conducts or contracts for training on newly implemented major applications. IST coordinates with HR on smaller application training needs utilizing local vendor training vouchers to obtain the needed instruction.

PERSONNEL DESCRIPTION

The department is comprised of three members: one IST Director, one IST Analyst II, and one IST Analyst I position. The IST Analyst II position provides essential server, printer, application and network administrative support to the City. The IST Analyst I position provides primary support for the Helpdesk, desktop and mobile hardware and software, and general application support.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Implemented new VoIP telephone system to replace current obsolete PBX system, which includes voicemail to email processing, desktop faxing and presence management system;
- Replaced and upgraded entire obsolete City internetworking switch environment to provide for 1GB backbone speed;

- Implemented dynamic GIS mapping solution through City Internet web site;
- Implemented new work order and mapping system for Wastewater department (GraniteXP) that integrates with existing asset management application (Hansen);
- Upgraded City's Internet connection to provide greater bandwidth for new Internet services;
- Implemented public and private wireless solution at City Hall;
- Migrated and upgraded Blackberry server from physical to virtual solution;
- Assisted the Records and Information Management department in converting existing onsite records management platform (FileNet) to State's hosted records management system (HP TRIM); and
- Replaced five multi-function machines (print/copy/scan/fax) going off lease with a new make and model, providing equal or better services, resulting in a savings of over six thousand dollars per year.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Upgrade City's email systems to provide current vendor support and additional functionality that include enhanced mobile device capabilities, additional messaging features and voicemail stability;
- Migrate City's current domain name structure from "ci.milwaukie.or.us" to "milwaukieoregon.gov" for mail, web, network and remote services;
- Migrate City's current network WAN (wide area network) services to County's Broadband Fiber Ring network (five sites);
- Migrate and upgrade Financial, Municipal Court and Human Resources application software;
- Replace portion of City desktops with new hardware and Windows 7 solution; develop solution to upgrade remaining desktops to Windows 7;
- Implement service order tracking system for IST Helpdesk; and
- Replace obsolete Motorola MDCs (mobile data computer) in Police vehicles with Panasonic ToughBooks, providing greater portability, operational capacity and support for field activities.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Number of servers supported	30	30	33	34	35	36
Number of network devices supported	32	34	36	38	47	48
Number of network accounts supported	Unknown	305	318	325	386	390
Number of email accounts supported	Unknown	Unknown	311	315	320	325
Number of laptop and desktop computers supported	218	220	234	240	243	245
Number of printer, copier and fax machines supported	56	55	53	54	60	59
Amount of storage supported (in terabytes)	1.2	1.2	7.4	9.0	8.7	8.5
Number of phone numbers and lines supported	298	300	305	310	468	464
Number of mobile phones, air cards and pagers supported	101	108	112	117	115	115
Service requests logged to Helpdesk (estimated)	5,480	5,643	3,610	4,100	4,000	3,900
Number of spam messages	734,208	756,234	986,950	1,121,600	1,100,000	1,100,000
Number of hardware and software contracts administered	37	37	38	40	42	42

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Network up-time	99%	98%	99%	99%	99%	99%
Internet up-time	99%	99%	99%	99%	99%	99%

Why are these Measures Important to us?

Review of service requests on a regular basis can highlight trends indicating 1) opportunities for training, 2) application issues requiring vendor correction, or 3) areas to improve operational efficiency.

Review of operational support conditions help dictate the number of staff as well as the training and skill levels required to support the ongoing needs of the organization.

Comments and Other Relevant Department Issues

Providing quality customer service is a large part of the work of the IST department. Additional tools need to be implemented to help measure the value the organization perceives it is receiving from IST in this area.

General Fund - Information Systems Technology

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	<i>Adopted Biennial Budget</i>		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions - IST	3.0	3.0	3.0	3.0	3.0	3.0	3.0
FTE Positions - GIS	1.0	1.0	1.0	1.0	-	-	-
Salaries & Wages	\$ 290	\$ 335	\$ 305	\$ 296	\$ 251	\$ 258	\$ 509
Employee Benefits	137	127	120	136	100	113	\$ 213
Total Personnel Services	<u>427</u>	<u>462</u>	<u>425</u>	<u>432</u>	<u>351</u>	<u>371</u>	<u>722</u>
Materials & Services							
General Office Supplies	34	37	38	38	44	44	88
Education and Training	3	2	14	5	8	10	18
Other Materials & Supplies	-	3	9	9	-	-	-
Professional Services	47	83	-	-	15	20	35
Other - Mass Storage Consultant	-	-	40	35	-	-	-
Other - Rents and Leases	40	41	42	40	40	40	80
Other - Maintenance Agrmts	199	221	-	-	-	-	-
Maint Agmt - Incode	-	-	55	60	65	65	130
Maint Agmt - Microsoft	-	-	32	32	32	32	64
Maint Agmt - Granicus	-	-	18	19	20	20	40
Maint Agmt - Hansen	-	-	17	17	18	18	36
Maint Agmt - HP Servers	-	-	17	16	17	17	34
Maint Agmt - ESRI	-	-	11	11	11	11	22
Maint Agmt - Others	-	-	100	80	92	104	196
Other - Telephone	100	97	100	140	135	128	263
Other - Software Supplies	5	16	10	9	8	8	16
Other - Hardware Supplies	11	29	15	15	58	28	86
	<u>439</u>	<u>529</u>	<u>518</u>	<u>526</u>	<u>563</u>	<u>545</u>	<u>1,108</u>
Internal Charges	49	-	-	-	-	-	-
Total Materials & Services	<u>488</u>	<u>529</u>	<u>518</u>	<u>526</u>	<u>563</u>	<u>545</u>	<u>1,108</u>
Capital Outlay							
Computer Hardware	-	20	-	-	50	50	100
Computer Software	19	-	-	-	-	-	-
Phone System	-	87	250	250	-	-	-
Replacement Servers	16	-	90	70	-	-	-
	<u>35</u>	<u>107</u>	<u>340</u>	<u>320</u>	<u>50</u>	<u>50</u>	<u>100</u>
Information Systems Tech Total	<u>\$ 950</u>	<u>\$ 1,098</u>	<u>\$ 1,283</u>	<u>\$ 1,278</u>	<u>\$ 964</u>	<u>\$ 966</u>	<u>\$ 1,930</u>

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Municipal Court	#211
DEPARTMENT HEAD:	Pat DuVal, CRM CMC	
DEPARTMENT HEAD EMAIL:	duvalp@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7502	
DEPARTMENT LOCATION:	City Hall, 2 nd 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, and violations of City ordinances.

PURPOSE AND FUNCTION OF DEPARTMENT

Court staff responds to questions about the Court schedule, bail 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 compliance, police department, and other criminal justice and state agencies. Critical issues facing the department are an adequately sized facility for photo traffic enforcement and misdemeanor court.

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 this the busiest municipal court in Clackamas County.

PERSONNEL DESCRIPTION

The Court consists of 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. In addition to the judge who is on a personal services contract, there is one court clerk position and 2.0 FTE support staff

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Assessed impacts of 2011 & 2012 legislative actions on the municipal court operation;
- Completed request for proposal (RFP) for city prosecutor services and negotiated one-year personal services agreement at an annual savings of \$40,000;
- Restructured court docket to reduce overtime and compensatory time costs;
- Recovered old accounts from Metro Area Collections and reviewing status of those accounts;
- 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;
- Continued staff education toward certifications; and
- Implemented InCode macro feature to streamline after-court process and reduce staff time.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Reduce operating costs per processed citations;
- Build relationship and develop communication strategy with new city prosecutor;
- Relocation of courtroom to accommodate facility needs and safety depending on land use application decision;
- 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;
- Review collection agency contract with Finance Department;
- 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;
- Continue to purge files from InCode that have met retention period to free up server space; and
- Continue to keep overtime costs low.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Number of traffic citations processed	13,447	12,540	9529	7345	8080	9000
Number of code violations processed	85	74	102	117	129	142
Number of parking violations processed	1013	384	387	706	777	855
Number of MIP cases filed	86	102	121	67	74	83
Accounts sent to collections after a 90-day period if failed to appear	N/A	N/A	N/A	333	400	420
Accounts sent to collections for failure to comply	N/A	N/A	N/A	297	330	375
Number of licenses suspended for failure to pay fine	N/A	N/A	N/A	353	450	480
Number of trials docketed	1000	1125	1073	749	800	880
Total amount collected (net of statutory remittances to other agencies)	\$1,609,378	\$1,809,671	1,856,927	\$1,463,000	\$1,380,000	\$1,421,000
Number of electronic files purged from the system	N/A	N/A	N/A	9000	7587	10998
Cubic feet of paper records purged from the system	N/A	N/A	N/A	27	30	35

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Cases disposed of within 90 days of issuance	N/A	N/A	N/A	4939	5078	5895
Cases resulting in license suspension for failure to pay	N/A	N/A	N/A	353	450	480
Payments received via internet, Court, or automated phone payments	N/A	N/A	85	905	1010	1120
Operating cost per processed violation	N/A	N/A	36	43	40	34
Number of truancy court cases processed	N/A	20	58	63	70	78

Why are these Measures Important to us?

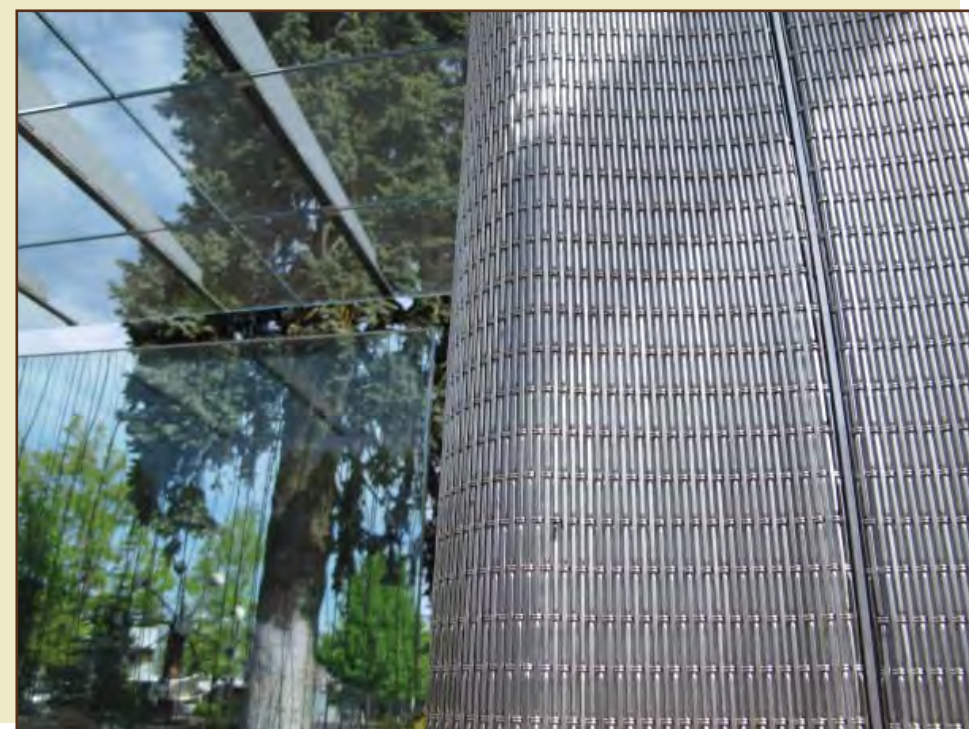
Streamlined processes will reduce the cost per citation to process, and measures indicate where improvements can be made.

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

The 2011 Legislature approved HB 2710 that established presumptive fine amounts and made \$60 of a fine payable to the State. It went into effect January 1, 2012. At this time in the fiscal year, the impacts on municipal court revenues are still being tracked.



General Fund - Municipal Court

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	-	3.0	3.0	3.0	3.0	3.0	3.0
Salaries & Wages	\$ -	\$ 186	\$ 193	\$ 178	\$ 191	\$ 195	\$ 386
Employee Benefits	-	75	89	82	85	95	180
Total Personnel Services	-	261	282	260	276	290	566
Materials & Services							
General Office Supplies	1	3	6	6	2	2	4
Education and Training	-	2	1	3	2	2	4
Professional Services	144	68	84	69	52	42	94
Contractual Services	3	26	22	13	10	10	20
	148	99	113	91	66	56	122
Internal Charges	9	-	-	-	-	-	-
Total Materials & Services	157	99	113	91	66	56	122
Transfers to Other Funds	-	-	-	-	-	-	-
Capital Outlay (1)	-	-	-	-	20	-	20
Municipal Court Total	\$ 157	\$ 360	\$ 395	\$ 351	\$ 362	\$ 346	\$ 708

Starting with FY 2011, three and a half full-time equivalent employee positions involved with Municipal Court operations were budgeted here in the Municipal Court Department. Previously, these FTEs were budgeted in the Records and Information Management (RIM) Department.

(1) Capital Outlay relates to costs of relocating Municipal Court operations from City Hall to the Public Safety facility.

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Planning Services	#212
DEPARTMENT HEAD:	Vacant	
DEPARTMENT HEAD EMAIL:		
DEPARTMENT HEAD PHONE NUMBER:	503-786-7652	
DEPARTMENT LOCATION:	Johnson Creek Building	

DEPARTMENT MISSION STATEMENT

Advance the community's vision of Milwaukie as a livable city, in collaboration with other City departments and citizen stakeholders. Provide timely and 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 AND 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 Regional Functional 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 Director of Community Development and Public Works in long-range planning and capital improvement projects.
- Promote livability and protect property and natural resources by seeking compliance with City regulations.

HISTORY OR BACKGROUND OF DEPARTMENT

Staffing of the Planning Department has been volatile over the past 20 years with historically high rates of turnover and fluctuation in the size of the department. The current crew has worked hard to reverse this trend, and the past five years has been a period of productivity and stability. The long-term dynamic, however, combined with the legacy of controversy in Milwaukie about regional planning issues, has left Milwaukie with an out-of-date Comprehensive Plan (last updated in 1989) and archaic Zoning Code. During the slower development periods, the department has continuously tackled the modernization of Milwaukie's basic transportation and land development tools.

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 of community and regional significance. This work is spread among the Planning Director and four full-time planning staff.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Continued to effectively manage development review process. Improved processes and procedures to improve efficiency and quality of service;
- Completed local land use permitting for the light rail bridge over Kellogg Creek and modifications to the Trolley Trail;
- Anticipate completion of the Residential Development Standards project. This required extensive public involvement and consensus-building to lead the community to a better and more appropriate set of standards for infill development;
- Began the Neighborhood Main Streets project to support the Commercial Core Enhancement Program;
- Successfully advocated for high quality infrastructure through final design of the light rail project;
- Supported Community Development projects including South Downtown planning, light rail final design and permitting;
- Developed a strategy to update the Transportation System Plan in 2012; and
- Managed implementation of the Downtown Storefront Improvement Program.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Complete Transportation System Plan update to comply with the Regional Transportation Plan;
- Develop a strategy to update the Comprehensive Plan; and
- Complete land use permitting for downtown light rail station and other elements of the light rail project.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Number of land use decisions completed						
Type I (staff)	14	18	17	20 YTD	TBD	TBD
Type II (Planning Dir.)	5	3	5	2 YTD	TBD	TBD
Type III (Planning Commission)	17	9	3	10 YTD	TBD	TBD

PLANNING

Design Review (DLC recommendation)	1	0	0	0	TBD	TBD
Annexations (City Council)	1	3	8	5 YTD	10	10
Type IV or V (City Council)	4	5	5	2 YTD	4	4
Number of DLC or PC meetings staffed	31	31	35	34	36	36
Number of project briefings provided to DLC, PC, CC, or other advisory group	58	58	47	78	55	55
Intergovernmental coordination meetings attended			25	21	20	20
Average hours per week spent on development review customer service	n/a	n/a	n/a	60	60	60
Number of pre-application conferences conducted	20	13	15	16 YTD	15	15

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Meet state-mandated deadlines for land use decisions						
Performed completeness review within 30 days of submittal	100%	96%	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	0	0	1	0	0	0
Appeals to City Council	0	0	1	0	0	0
Appeals upheld	n/a	n/a	1	n/a	n/a	n/a
Provide high quality support to PC & DLC committees						
Provide meeting packet materials at least 7 days in advance	100%	100%	100%	100%	100%	100%
Hold first PC hearing on Type III applications within 50 days after application is deemed complete, unless 120-day deadline is waived	100%	100%	90%	100%	100%	100%
Returned phone & email messages within 24 hrs (% of time)	n/a	n/a	99%	100%	100%	100%
Number of grants awarded	1	1	1	1	1	1
Reports / studies/ plans/ amendments adopted or accepted by Council	4	5	5			
Public involvement meetings rated as "valuable" by participants.	Data not available	Data not available	Data not available	TBD	TBD	TBD

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.

Tracking the volume of land use decisions completed is an indicator of how much staff time is spent on processing 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

We are interested in customer feedback, but do not have the resources to perform a reliable customer survey. It could be valuable to receive qualitative feedback from customers about the counter service, permitting service, and Planning Commission. It would also be valuable to receive evaluations from committee members.



General Fund - Planning Services

	Actual	Actual	Budget	Estimate	<i>Adopted Biennial Budget</i>		
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Salaries & Wages	\$ 314	\$ 355	\$ 350	\$ 355	\$ 372	\$ 384	\$ 756
Employee Benefits	148	140	165	153	167	188	355
Total Personnel Services	<u>462</u>	<u>495</u>	<u>515</u>	<u>508</u>	<u>539</u>	<u>572</u>	<u>1,111</u>
Materials & Services							
General Office Supplies	1	3	1	2	-	-	-
Dues and Subscriptions	2	2	2	2	2	2	4
Education and Training	2	2	2	2	2	2	4
Other Materials & Supplies	2	6	2	-	-	-	-
Professional Services	23	26	-	-	2	2	4
City Attorney	-	-	-	-	50	50	100
Transportation Master Plan Update	-	-	25	27	18	-	18
Comm'l Core Enhancement Project	-	-	10	1	-	-	-
Residential Standards Project	-	-	5	4	-	-	-
Other - Wetlands Inspections	-	-	1	3	-	-	-
Planning Commission Minutes	9	-	8	6	1	1	2
Assisted Annexation Program	-	3	8	5	3	-	3
	<u>39</u>	<u>42</u>	<u>64</u>	<u>52</u>	<u>78</u>	<u>57</u>	<u>135</u>
Internal Charges	178	-	-	-	-	-	-
Total Materials & Services	<u>217</u>	<u>42</u>	<u>64</u>	<u>52</u>	<u>78</u>	<u>57</u>	<u>135</u>
Transfers to Other Funds	<u>123</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Planning Services Total	<u>\$ 802</u>	<u>\$ 537</u>	<u>\$ 579</u>	<u>\$ 560</u>	<u>\$ 617</u>	<u>\$ 629</u>	<u>\$ 1,246</u>

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Community Services	#214
DEPARTMENT HEAD:	JoAnn Herrigel	
DEPARTMENT HEAD EMAIL:	herrigelj@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7508	
DEPARTMENT LOCATION:	City Hall, 2 nd Floor	

DEPARTMENT MISSION STATEMENT

Community Services works to preserve and enhance the community and its livability by facilitating and supporting public discussion and involvement. Code enforcement, also within this department, enhances the city's livability by working with code violators to attain compliance before citations are issued.

PURPOSE AND FUNCTION OF DEPARTMENT

Conveying community needs and desires to staff and City Council through facilitation of public participation and supporting neighborhood leadership.

HISTORY OR BACKGROUND OF DEPARTMENT

The Community Services Department consists of two Community Services staff and three Code Enforcement staff (1.5 FTE in code and .5 FTE in parking enforcement). The Code and Parking Enforcement budget and performance measures are described in detail under their own section.

Note: In July 2011 the Information Coordinator was transferred from Community Services to the City Manager's Office.

PERSONNEL DESCRIPTION

Community Services staff includes two full time positions (2 FTEs) including the Department Director and a Program Coordinator.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Continued to publish high quality information about the City and its activities using a variety of outreach tools to provide timely information to the public;
- Coordinated meetings, open houses and information distribution on major projects including Lake Road Improvements, Portland to Milwaukie Light Rail, Milwaukie Riverfront Park construction and Residential Design Standard changes;
- Completed construction plans, obtained final permits and issued RFP for contractor for Klein Point Overlook at Milwaukie Riverfront Park;
- Coordinated grant application and obtain \$3 million award for MTIP funding for 17th Ave multi-use path;
- Completed public outreach regarding proposed code guiding mural development in public spaces throughout the City;
- Continued to provide staff support to NDA's, artMob, Park and Recreation Board, Riverfront Task Force and to special community events;

- Initiated a capital campaign for Riverfront Park;
- Developed successful application for 17th Avenue multi-use path (PE to begin in 2013); and
- Solicited and installed 3 new sculptures in City Hall Sculpture Garden.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Continue to publish high quality information using a variety of outreach tools to provide timely information to the public;
- Coordinate meetings, open houses and information distribution on major projects including Portland to Milwaukie Light Rail and Milwaukie Riverfront Park construction;
- Enhance support for neighborhood district associations (NDAs);
- Enhance facilitation of volunteer participation in civic events and activities through web site and volunteer intake management;
- Assist with public outreach and project management for Preliminary Engineering phase of 17th Avenue multi-use path;
- Oversee construction contract for Klein Point, obtain Corps of Engineers permit and complete 100% construction plans for the entire park;
- Oversee capital campaign for Riverfront Park (60 pledges of \$15,000 each by December 2012);
- Support efforts to complete a master plan for Kronberg Park, final design for Wichita Park and master plan for Balfour Park;
- Begin implementation of the public mural program;
- Begin Comcast negotiation process by hiring consultant for the existing system survey and evaluation process; and
- Review and permit all community events and coordinate city-sponsored events.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Committee/Board meetings coordinated	30	30	30	30	30	30
artMOB projects coordinated	NA	NA	4	3	3	3
Park Board projects coordinated	NA	NA	3	3	3	3
Riverfront Board projects coordinated	NA	NA	4	4	3	3
Meeting Coordination: Light Rail	18	18	20	15	10	5
Meeting Coordination: NDA Leadership	6	6	9	NA	NA	NA
Meeting Coordination: Major City project outreach	NA	5	5	5	5	5
NDA meetings attended as liaisons	36	36	36	28	28	28
Event applications processed		30	30	34	34	34
Events coordinated by Community Services	3	3	4	5	5	5
Educational materials produced						
Community Services Projects	NA	NA	8	11	10	10
Other City Departments	NA	NA	4	2	5	5
Community/NDA event or meeting	NA	NA	6	8	7	7

Light Rail postcards/fliers	NA	NA	15	5	2	0
Community Booth deployment at Farmers Market	48	48	24	24	24	24
Art a la Carte City Hall participation	NA	NA	9	8	8	8
Number of non-City groups at which staff represents City	5	5	5	6	6	6
Grants applications completed	2	2	2	3	2	2
Grants awarded	2	2	2	3	2	2
Franchise transfers administered	0	0	2	NA	NA	NA
Resolutions/Ordinances submitted to Council	NA	NA	8	8	8	8
Resolutions/Ordinances approved by Council	100%	100%	100%	100%	8	8

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Estimated number of attendees at all City-coordinated events during this year	NA	NA	3,000	3,600	3000	3000
Number of individual methods employed to reach out to public	8	8	10	10	10	10

Why are these measures important to us?

Positive and substantive Board and committee work leads to well-informed public participation.

Public outreach methods are changing and the addition of Facebook and Twitter in 2011 has enhanced the City's ability to distribute timely information to a broad percentage of our population.

Public events engage the public in positive and enjoyable activities which lead to positive public engagement and good public relations.

Frequent public interaction and engagement increases the public understanding of City projects, leading to public support.

Comments and other relevant department issues

Community Services staff will work closely with NDAs in FY2013 to increase visibility of and participation in civic activities and processes.

General Fund - Community Services

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	2.9	2.9	2.0	2.0	2.0	2.0	2.0
Salaries & Wages	\$ 208	\$ 222	\$ 149	\$ 155	\$ 165	\$ 170	\$ 335
Employee Benefits	98	102	74	82	78	88	166
Total Personnel Services	306	324	223	237	243	258	501
Materials & Services							
General Office Supplies	2	2	2	2	1	1	2
Dues and Subscriptions	1	2	1	1	1	1	2
Education and Training	1	2	1	1	1	1	2
Other Materials & Supplies	19	2	-	-	8	8	16
Other - MACC (23% of Comcast)	65	43	57	57	50	50	100
Other - Website Programming	9	-	-	-	-	-	-
Other - JC Watershed Council	-	-	4	4	4	4	8
County Tourism Grant	22	27	30	30	20	20	40
Advertising and Publicity (Pilot)	79	58	63	63	-	-	-
Local Community Meetings	3	3	5	3	-	-	-
	201	139	163	161	85	85	170
Internal Charges	126	-	-	-	-	-	-
Total Materials & Services	327	139	163	161	85	85	170
Transfers to Other Funds	-	-	-	-	-	-	-
Capital Outlay							
Riverfront Design:							
Apps-Corps/Plan	114	-	-	-	-	-	-
Klein Pt plus 100%	-	-	100	80	100	80	180
Riverfront Site Prep:							
Water Line Relocation	80	-	-	-	-	-	-
Power Pole Relocation	-	140	50	-	-	-	-
Capital Information Distribution	-	-	-	-	30	30	60
Construction (City Match Portion)	-	-	-	-	50	100	150
Grant Funded:							
Metro Bond Local Share	76	-	76	76	-	-	-
Metro Nature in Neigh (Klein Point)	-	-	178	42	183	-	183
	270	140	404	198	363	210	573
Community Services Total	\$ 903	\$ 603	\$ 790	\$ 596	\$ 691	\$ 553	\$ 1,244

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Code Enforcement	#215
DEPARTMENT HEAD:	JoAnn Herrigel	
DEPARTMENT HEAD EMAIL:	herrigelj@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7508	
DEPARTMENT LOCATION:	City Hall, 2 nd Floor	

DEPARTMENT MISSION STATEMENT

To achieve neighborhood preservation, code compliance and nuisance abatement and 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, resource referral, and abatement.

PERSONNEL DESCRIPTION

The Code Compliance department is currently comprised of one full-time employee and two half time employees (2 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) and the Code Compliance Specialist (.5 FTE). Downtown parking enforcement is handled by the Parking Enforcement Officer (.5 FTE).

ACCOMPLISHMENTS OF PRIOR YEAR/CURRENT YEAR:

- Coordinated one abatement of a nuisance property;
- Developed a Code Enforcement Policy document;
- Developed new code enforcement process in response to City Council's goal to move towards "active" code enforcement (in place January 2012);
- Coordinated with Clackamas County Corrections for 12 days' worth of labor for removal of litter, debris and vegetation in the City;
- Hired and trained a new position for downtown parking enforcement; and
- Developed a new property evaluation program - the "I Live By the Code" program was designed for citizens to demonstrate what a code compliant property looks like.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Achieve 90% case resolution prior to citation for all code cases;
- Increase contract with Clackamas County Corrections to 27 days' worth of labor to alleviate code violations in the City and on City owned property; and
- Continue improving customer service, which may include more educational opportunities and possible public trainings.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
"Code Corner" Articles	11	12	9	12	12	12
City Council, Boards & Commissions Meetings Attended	3	4	2	4	2	2
Neighborhood Meetings Attended	N/A	N/A	5	7	7	7
Civil Issues Assisted	N/A	N/A	N/A	50	50	50
Outside City Calls Received and Redirected	N/A	N/A	N/A	75	75	75
Parking Permits Sold	1756	1221	870	850	850	850
--- Parking Permits Issued by Contractor	N/A	N/A	468	450	450	450
--- Parking Permits Issued by City Staff	N/A	N/A	402	400	400	400
Parking Citations Issued	844	212	295	700	1300	1300
Code Citations Issued	77	53	101	85	85	85
I Live By the Code Certification	N/A	N/A	N/A	20	30	30
Total Code Cases Generated	740	604	750	700	750	750
---Citizen or non-City Staff Generated	N/A	N/A	N/A	550	500	500
---Other City Staff Generated	N/A	N/A	N/A	50	50	50
---Code Staff Generated	N/A	N/A	N/A	100	200	200

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Percentage of Cases Where No Violation Existed*	7%	13%	24%	15%	11%	11%
Percentage of Compliance after Notice(s)*	82%	79%	66%	75%	79%	79%
Percentage of Compliance after Citation*	11%	8%	10%	9%	9%	9%
Number of Properties in Compliance after Abatement Notice Posted*	0	1	1	1	1	1
Properties Cleaned by City*	1	1	3	3	3	3
Weekly Average of Hours Spent Conducting Parking Enforcement in Downtown	N/A	N/A	N/A	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 complaints without issuing a citation wherever possible, as this is beneficial to our citizens and is more cost effective for the City. Whenever possible, we try to resolve complaints through education and personal contact 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 Code Enforcement process was modified in January 2012 to decrease time between violation identification and compliance.

With increased parking enforcement and anticipated displacement of parking in downtown due to light rail construction, the Historic Milwaukie NDA is considering permit parking and may request staff resources from Council in 2013 or 2014.

General Fund - Code Enforcement

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Salaries & Wages	\$ 97	\$ 103	\$ 106	\$ 90	\$ 99	\$ 103	\$ 202
Employee Benefits	45	51	56	51	70	79	149
Total Personnel Services	<u>142</u>	<u>154</u>	<u>162</u>	<u>141</u>	<u>169</u>	<u>182</u>	<u>351</u>
Materials & Services							
General Office Supplies	1	1	2	6	6	6	12
Dues and Subscriptions	-	-	1	1	1	1	2
Education and Training	1	2	2	1	-	-	-
Other Materials & Supplies	3	1	4	-	-	-	-
Clean-up Abatement	-	2	5	5	5	5	10
Other - Parking Administration	-	10	10	15	11	11	22
Maint for Parking Enforcement Tool	-	5	5	5	4	4	8
Correction Cleanup Crew	-	-	5	-	5	5	10
	<u>5</u>	<u>21</u>	<u>34</u>	<u>33</u>	<u>32</u>	<u>32</u>	<u>64</u>
Internal Charges	91	-	-	-	-	-	-
Total Materials & Services	<u>96</u>	<u>21</u>	<u>34</u>	<u>33</u>	<u>32</u>	<u>32</u>	<u>64</u>
Transfers to Other Funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Code Enforcement Total	<u>\$ 238</u>	<u>\$ 175</u>	<u>\$ 196</u>	<u>\$ 174</u>	<u>\$ 201</u>	<u>\$ 214</u>	<u>\$ 415</u>

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Public Access Studio	#216
DEPARTMENT HEAD:	JoAnn Herrigel	
DEPARTMENT HEAD EMAIL:	herrigelj@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7508	
DEPARTMENT LOCATION:	City Hall, 2 nd Floor	

DEPARTMENT MISSION STATEMENT

To provide support and funding for educational and public access services utilized by the residents, schools and City entities.

PURPOSE AND FUNCTION OF DEPARTMENT

This is not a department but rather a fund used to support contracts with public and educational 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 facility in Oregon City. All Milwaukie public access users now use Willamette Falls studio for program development. The funds in this budget pay for the contract with Willamette Falls TV, capital costs for the public and government access programs and an education grant for capital equipment.

PERSONNEL DESCRIPTION

The City currently contracts with Willamette Falls TV in Oregon City for the provision of public and government access program production and broadcasting.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Continued live and replayed broadcasting of City Council, Planning Commission and other public meetings;
- Continued to coordinate Cable Access Grant Program to spur cable access use and to help local educators improve their programs; and
- Continued to make programming such as the Milwaukie Poetry Series available on the City's web site.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Negotiate contract with public and government access services provider; and
- Assist ascertainment consultant in gathering data from Willamette Falls on public and government access needs and strengths.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Public meetings televised				65	65	65
Public Access studio users from Milwaukie				15	15	15
Daily non-repeated Milwaukie-produced public access programs broadcast				5	5	5
Educational grants awarded			3	3	3	3

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Weekly hours of Milwaukie-produced public access programming						
Weekly hours of training completed by Milwaukie users						
Estimated number of government access program viewers						

Why are these Measures Important to us?

Use statistics reported by service provider will assist with budget decisions in this fund.

Comments and Other Relevant Department Issues

Willamette Falls TV will transition to a non-profit in July 2012. Staff will work with the board and staff of the new entity to ensure no lapse in service provision.

General Fund - Public Access Studio

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	-	-	-	-	-	-	-
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits	-	-	-	-	-	-	-
Total Personnel Services	-	-	-	-	-	-	-
Materials & Services							
Comcast Managed Network (1)	32	34	32	32	43	-	43
Willamette Falls TV	29	30	30	30	30	30	60
Education Grants	-	20	20	20	20	20	40
	61	84	82	82	93	50	143
Internal Charges	-	-	-	-	-	-	-
Total Materials & Services	61	84	82	82	93	50	143
Capital Outlay	9	-	30	8	-	-	-
Public Access Studio Total	<u>\$ 70</u>	<u>\$ 84</u>	<u>\$ 112</u>	<u>\$ 90</u>	<u>\$ 93</u>	<u>\$ 50</u>	<u>\$ 143</u>

Tracking Public Education and Government (PEG)							
Reserve funds dedicated to PEG Capital spending:							
	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Carryover from prior year	\$ 27	\$ 44	\$ 30	\$ 48	\$ 25	\$ (9)	\$ 25
Dedicated PEG revenues	58	58	59	59	59	60	119
Comcast Managed Network	(32)	(34)	(32)	(32)	(43)	-	(43)
Education Grants	-	(20)	(20)	(20)	(20)	(20)	(40)
Capital PEG expenditures:							
Govt equipment at City Hall	(9)	-	(15)	(15)	(15)	(15)	(30)
Public equipment at WFTV	-	-	(15)	(15)	(15)	(15)	(30)
Total PEG Capital	(41)	(54)	(82)	(82)	(93)	(50)	(143)
Carryover to next year	<u>\$ 44</u>	<u>\$ 48</u>	<u>\$ 7</u>	<u>\$ 25</u>	<u>\$ (9)</u>	<u>\$ 1</u>	<u>\$ 1</u>

(1) In FY 2014, the City will move 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 Systems Technology Department going forward.

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@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7502	
DEPARTMENT LOCATION:	City Hall, 2 nd Floor	

DEPARTMENT MISSION STATEMENT

The mission of the City Recorder's Office is to provide accurate information and maximize access to municipal government.

PURPOSE AND FUNCTION OF DEPARTMENT

Main functions include:

- Respond to the legislative needs of the Milwaukie City Council and its constituents by emphasizing access to information as it relates to the legislative process. Support the State's policy of open decision-making by keeping the public informed of meeting times and locations, providing documentation, and preparing and maintaining minutes and agendas as permanent records.
- Utilize technology and best practices in effective service delivery 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's official record and legislative documents in as many different mediums as possible for a diverse public and advance in effective information storage and retrieval.
- Administer municipal elections and serve as filing officer for the City of Milwaukie. Proper administration of elections serves the people's right to exercise their vote by ensuring an expeditious, complete process.
- The office is responsible for ensuring that City Councilors, Planning Commissioners, City Manager, City Attorney, and Municipal Court Judge are aware of annual Statement of Economic Interest filing requirements with the Ethics Commission.

HISTORY OR BACKGROUND OF DEPARTMENT

The 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 resolution records, preparation of official meeting and legal notices, and processing all official

documents and minutes of the Milwaukie City Council. Staff is responsible for technical webpage assistance and Municipal Court support.

PERSONNEL DESCRIPTION

The main functional areas of the department are City Council and City Manager support. City Recorder functions include records management and elections. The 3.5 FTE include the RIM Manager/City Recorder; Deputy City Recorder; 1 Administrative Specialist II assigned to records management and website technical oversight support services as needed; and .5 Administrative Specialist II assigned to assist with implementation of Oregon Records Management Solution (ORMS) Project. The Department also has 1 Clerical Summer Help position that works on special scanning and records management projects.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Continued to meet or exceed statutory requirements for public meetings and public records;
- Implemented Oregon Records Management Solution Project through the Secretary of State's Office for legacy documents;
- Implemented process changes to comply with recent public records laws and definitions adopted by Legislature;
- Analyzed additional uses of Granicus 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; and
- Continued staff training and education toward certifications.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Prepare feasibility report on central support services;
- Implement HP TRIM rollout by department and ensure adequate training and support;
- Continue to make improvements to HP TRIM users' guide and training materials;
- Integrate email with HP TRIM;
- Conduct records audit to ensure electronic records that have met retention are purged;
- Continue implementation of online services to strengthen the City's connection with the public;
- Continue to meet or exceed statutory requirements for public meetings and public records;
- Provide timely and complete responses to public records requests;
- Participate in the Oregon Records Management Solution (ORMS) team by moving documents to HP TRIM and removing paper files to low cost, secure off-site storage;
- Continue staff training and education toward certifications;
- Expand the use of Granicus to support citizen communication and staff training; and
- Consider feasibility of paperless City Council packets.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Number of City Council meetings	48	45	46	59	60	60
Number of Paper Copy Packets Prepared	576	540	552	708	720	720
Number of items processed for City Council discussion or action	263	281	331	400	445	494
Number of ordinances adopted and processed	12	13	13	13	13	13
Number of resolutions adopted and processed	60	92	76	76	80	80
Number of hits on Granicus for City Council	-	-	1231	1560	1685	1820
Number of Community Connections published on website	-	-	-	52	52	52
Number of records request processed	56	58	47	69	50	50
Number of documents recorded	28	39	55	39	39	39
Number of electronic files saved into TRIM	-	-	-	96,000	10,000	10,000
Number of electronic files deleted from TRIM	-	-	-	-	-	-
Cubic feet of paper files moved to secure offsite storage	242	195	-	-		
Cubic feet of paper files purged from system	1	1	3	5	5	5
Number of City Council or City Measure elections held	1	1	1	-	2	-

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Percentage of agendas and packet material provided to the City Council and public, including website posting, one week in advance	100	100	100	100	100	100
Average number of unique City Council meeting packet page views per month	-	-	187	222	260	304.2
Percentage of City Council minutes prepared for approval within 2 business meetings	33	16	6	33	50	60
Percentage of ordinances posted to the City website by noon the day after adoption	-	-	95	95	95	95
Percentage of resolutions posted to the City website by noon the day after adoption	-	-	97	97	97	97
Number of unique page views to the ordinance and resolution page	-	-	610	1044	1190	1357
Percentage of meeting videos and action minutes posted to the website by noon the day after the meeting	100	100	100	100	100	100
Number of unique page views for	-	-	1116	1104	1104	1104

Community Connection						
Number of unique page views to the Board and Commission pages	-	-	745	792	792	792
Percentage of records requests submitted online	-	-	82	86	91	94
Percentage of records requests completed within 5 working days of receipt			90	85	90	90
Percentage of records requests for which the requestor is provided with an acknowledgment within 4 working hours	-	-	-	100	100	100

Why are these Measures Important to us?

In keeping with the department's combined goals of access 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 to 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 key to the City's mission and to ensuring a transparent government. To this end, the Records and Information Management Department is dedicated to being on the cutting edge of information storage and retrieval and embracing best business practices.

Milwaukie is a pilot entity in the Secretary of State's Oregon Records Management Solution (ORMS) Project. In doing this, the goal is 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. A component of this program is software as a service offering remote management of what would otherwise be an expensive effort in terms of hardware and software purchases and a burden on exiting IT staff. Looking forward, we plan to implement an e-file system that allows citizens to carry out online content search on records that are public.

The potential for reaching out to the public via the internet is substantial, so tracking our strengths and weaknesses in that area is important to focusing resources on the right path.

Comments and Other Relevant Department Issues

General Fund - Records and Information Management

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	7.5	4.0	3.5	4.0	3.5	3.5	3.5
Salaries & Wages	\$ 366	\$ 233	\$ 220	\$ 213	\$ 220	\$ 229	\$ 449
Employee Benefits	172	84	91	78	75	85	160
Total Personnel Services	538	317	311	291	295	314	609
Materials & Services							
General Office Supplies	33	30	30	26	26	26	52
Dues and Subscriptions	2	2	2	2	2	2	4
Education and Training	6	2	6	6	4	4	8
Other Materials & Supplies	-	-	1	-	-	-	-
Professional Services	-	-	-	-	55	55	110
Contractual Services	23	35	9	9	9	9	18
Other - ERMIS Archiving	-	-	36	11	40	40	80
Other - Filenet Project	-	-	4	-	-	-	-
Other - DMV Forms Project	-	-	6	7	-	-	-
Other - Rents and Leases	3	3	3	-	-	-	-
	67	72	97	61	136	136	272
Internal Charges	34	-	-	-	-	-	-
Total Materials & Services	101	72	97	61	136	136	272
Capital Outlay	-	-	-	-	-	-	-
Records and Info Mgmt Total	\$ 639	\$ 389	\$ 408	\$ 352	\$ 431	\$ 450	\$ 881

Through FY 2011, this Department's activity was budgeted in another Fund called the Administrative Services Fund. With FY 2012, this other Fund was closed and moved to the General Fund. Previous year's activity for Departments under this other Fund is presented here for informational and comparative purposes.

Starting with FY 2011, three and half full-time equivalent employee positions involved with Municipal Court operations are budgeted in the Municipal Court Department, now under the General Fund.

General Fund - Non-Departmental

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	-	-	-	-	-	-	-
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employee Benefits	-	-	-	-	-	-	-
Total Personnel Services	-	-	-	-	-	-	-
Materials & Services							
General Office Supplies	-	-	2	-	2	2	4
Dues and Subscriptions	-	15	15	15	16	17	33
Other - General Liab Insurance	-	194	210	170	222	233	455
Comm'l Core Planning (Metro CET Grant)	-	-	224	-	-	-	-
Other - Risk Management	-	-	25	2	25	25	50
Other - Economic Development	20	15	20	-	-	-	-
Other - Neighborhood Grants	-	28	28	31	31	31	62
Other - Mainstreet Program	-	-	5	-	-	-	-
Other - Emergency Utility Assistance	-	-	4	3	4	4	8
Other - Knutson Pioneer Cemetry	-	-	-	-	6	5	11
Other - Elections	-	-	-	-	14	-	14
Other - Miscellaneous	-	67	10	-	10	10	20
	20	319	543	221	330	327	657
Internal Charges	-	-	-	-	-	-	-
Total Materials & Services	20	319	543	221	330	327	657
Debt Service							
2008 SPWF Loan from State	48	48	47	60	99	119	218
2006 Bonds to Fund PERS UAL	-	-	269	256	233	229	462
TriMet Obligation	-	-	-	-	361	192	553
	48	48	316	316	693	540	1,233
Transfers to Other Funds	32	7,235	197	928	-	-	-
Capital Outlay	-	-	-	-	-	-	-
Non-Departmental Total	100	7,602	1,056	1,465	1,023	867	1,890
Contingency - General Fund	-	-	510	-	750	750	750
Unappropriated Ending Fund Balance - General Fund	5,438	6,485	3,582	5,717	4,293	3,124	3,124
Total	<u>\$ 5,538</u>	<u>\$ 14,087</u>	<u>\$ 5,148</u>	<u>\$ 7,182</u>	<u>\$ 6,066</u>	<u>\$ 4,741</u>	<u>\$ 4,741</u>

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Police Administration	#311
DEPARTMENT HEAD:	Police Chief Bob Jordan	
DEPARTMENT HEAD EMAIL:	jordanr@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7405	
DEPARTMENT LOCATION:	Public Safety Facility	

DEPARTMENT MISSION STATEMENT

The Milwaukie Police Department is dedicated to providing the finest police service possible. Our mission is to proudly serve the citizens of Milwaukie, using philosophies of community/police partnerships, pro-active crime prevention strategies, citizen and community input, and constant introspection.

PURPOSE AND FUNCTION OF DEPARTMENT

Administration of the Police Department: Investigations, Operations and Administration.

PERSONNEL DESCRIPTION

The Police Department operates a Command Staff described as follows: one Chief of Police and two police Captains. One Captain is responsible for Patrol and Operations; the second Captain is responsible for the Detective Unit and Administrative matters. The Command Staff provides executive level leadership, administration, policy direction, adherence to professional standards, budgeting and direct supervision of the sworn and non-sworn members of the Police Department.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Continued our commitment to provide full service police response to community public safety needs through prompt response to emergency calls, detailed and professional investigative work on criminal matters and thorough enforcement of traffic laws on our highways and neighborhood streets;
- Continued the process for the Milwaukie Police Department to become accredited by the Oregon Accreditation Alliance;
- Provided executive and leadership training through the FBI's National Academy, the Southern Policing Institute or an equivalent (Captain Dave Rash is currently enrolled and in residence (August 2011) at the FBI National Academy); and
- Worked with City Council and the Public Safety Advisory Committee to enhance public awareness of our photo radar program and its benefits.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Implement the renewed Photo Radar Program with the recommendations of City Council to enhance public education about the program;
- Continue the Department's relationship with the Metro Gang Task Force; Clackamas County Sheriff's Inter-Agency Task Force; the Joint Terrorism Task Force and the Transit Police Division of TRIMET;
- Work with the Department of Human Resources, City of Milwaukie to ensure hiring and recruiting are maintaining our workload at full staffing;
- Maintain a role in the Oregon Association of Chiefs of Police to promote professionalism among police agencies in Oregon;
- Expand the Milwaukie Police Bikes for Kids Program from one elementary school as a pilot project to all of Milwaukie's elementary schools and the Rowe Middle School; and
- Maintain a position for the Chief on the Board of Directors of the Clackamas County Children's Center (which assists in the diagnosis and treatment of child sex abuse in the County).

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY10	FY11	FY12	FY13(est.)
Maintain our commitment to having a School Resource Officer assigned to the North Clackamas School District and our Milwaukie High School (## of officers)	1	1	1	1
Recruit interested citizens for the Milwaukie Police Citizens Academy	6	8	5	5
Maintain community partnerships by having police presence at the monthly Neighborhood District Association meetings (seven NDAs per month)	84	84	84	84
Maintain partnership with the Public Safety Advisory Committee (one meeting per month)	12	12	12	12
Expansion of the Milwaukie Police Bikes for Kids Program (## bikes to kids)	8	50	75	75

PERFORMANCE MEASURES	FY10	FY11	FY12	FY13 (est.)
Deployment of the renewed Photo Radar program in the City (in the number of weeks)	35	40	52	52
Number of Community contacts other than meetings with the Neighborhood District Associations, wherein the Chief of Police is the Chairperson or on the Board of Directors to include the Joint Terrorism Task Force, Northwest Regional Computer Forensic Laboratory, Clackamas County Children's Center, Clackamas County Chiefs Association, Oregon Chiefs Association, Oregon State Police Amber Alert Committee, Metro Gang Task Force, Clackamas County Criminal Justice Training Council	37	37	33 (off of NWRCFL)	33
Law Enforcement Related Speaking engagements outside of the City (Workplace Violence/Active Shooter, Terrorism)	2	3	4	4

Prescription turn in day	1	1	1	1
Document Shred Day	1	1	1	1

Why are these Measures Important to us?

These workload indicators and performance measures are a rough indicator of our voluntary contacts with the citizens of Milwaukie, i.e., those not associated with our response to 9-1-1 calls. They are also a rough indicator of our efforts to promote traffic safety and reduce traffic accidents in the City of Milwaukie.

Comments and Other Relevant Department Issues



General Fund - Police Administration

	Actual	Actual	Budget	Estimate	Adopted Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	3.0	3.0	3.0	3.3	3.3	3.3	3.3
Salaries & Wages	\$ 210	\$ 309	\$ 310	\$ 304	\$ 332	\$ 342	\$ 674
Employee Benefits	99	127	170	153	128	144	272
Total Personnel Services	<u>309</u>	<u>436</u>	<u>480</u>	<u>457</u>	<u>460</u>	<u>486</u>	<u>946</u>
Materials & Services							
General Office Supplies	3	2	6	10	5	5	10
Dues and Subscriptions	2	1	-	-	-	-	-
Education and Training	4	8	9	7	4	4	8
Other Materials & Supplies	4	-	4	2	-	-	-
Professional Services	-	-	2	1	2	2	4
City Attorney	-	-	-	-	20	20	40
Contractual Services	-	-	4	-	4	4	8
	<u>13</u>	<u>11</u>	<u>25</u>	<u>20</u>	<u>35</u>	<u>35</u>	<u>70</u>
Internal Charges	<u>130</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Materials & Services	<u>143</u>	<u>11</u>	<u>25</u>	<u>20</u>	<u>35</u>	<u>35</u>	<u>70</u>
Transfers to Other Funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Outlay	<u>2</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Police Administration Total	<u>\$ 454</u>	<u>\$ 447</u>	<u>\$ 505</u>	<u>\$ 477</u>	<u>\$ 495</u>	<u>\$ 521</u>	<u>\$ 1,016</u>

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Police Field Services	#312
DEPARTMENT HEAD:	Police Chief Bob Jordan	
DEPARTMENT HEAD EMAIL:	jordanr@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7405	
DEPARTMENT LOCATION:	Public Safety Facility	

DEPARTMENT MISSION STATEMENT

It is the Milwaukie Police Department's Mission to protect life and property and treat all citizens with respect and dignity. We strive to maintain and enhance community livability by implementing problem solving partnerships, actively educate 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

Patrol and investigative services of the Police Department: Respond to calls for service, traffic enforcement/investigation, criminal investigation, follow-up detective investigations, property room management, major crime investigations, state and federal task force operations and support.

PERSONNEL DESCRIPTION

The Department consists of 34.5 FTE. The department consists of seven sergeants, three detectives, one criminalist, a traffic unit consisting of two and one-half motorcycle officers, and one officer assigned fulltime to photo radar operations and eighteen officers assigned to patrol operations (including one officer assigned as the School Resource Officer). Two patrol officers and one sergeant are assigned to the TriMet Police Unit. TriMet pays their salary and benefit packages. These positions are backfilled with new hires to keep our complement of officers assigned to patrol operations in Milwaukie at eighteen.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Continued Milwaukie Police Department participation and leadership in the cooperative regional and national efforts that provide security to our residents. These efforts included, but were not limited to, the Metro Gang Task Force, the TriMet Police Department, FBI's Joint Terrorism Task Force and the Clackamas County SWAT Team;
- Continued the operation of the Photo Radar Van Program, focusing on traffic safety and improving the efficiency of the deployment of the van;
- Re-configured staffing for the Evidence Property Room, as recommended by a 2008 Study;
- Provided leadership and training opportunities to our command staff, including assignment to the FBI's National Academy and other high level training venues; and

- Continued our commitment to the North Clackamas School District (NCSD) by deploying a full-time (during the school year) School Resource Officer (SRO) to the NCSD and provide staffing to the truancy court.

GOALS AND FOCUS FOR COMING BUDGET PERIOD

- Continue the prior goals.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY10	FY11	FY 12 (est)	FY13 (est.)
Priority One Calls	1,436	1,444	1,222	1,367
Priority Two Calls	1,718	1,587	916	1,407
Animal, Ordinance, or Nuisance Calls	965	980	1,042	995
Alarm Calls	602	618	636	618
Total Police Contacts	19,775	22,823	21,094	21,230
Average contacts per day	54	62	58	58
Injury Traffic Crashes	31	42	69	47
Non-Injury Traffic Crashes	101	92	129	107
Total Traffic Accidents	132	134	198	154

PERFORMANCE MEASURES	FY10	FY11	FY12 (est)	FY13 (est.)
Average response time to priority one calls (hh:mm:ss)	00:04:20	00:04:17	00:04:17	00:04:17
Average response time to priority two calls (hh:mm:ss)	00:05:20	00:05:20	00:05:26	00:05:26
Number of traffic stops	7,349	8,657	6,442	7482
Number of citations issued	11,535	8,756	7,146	9,112
Percent of increase or decrease of total traffic accidents	-17%	+2%	+48%	-22%

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.

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 the Milwaukie Public Safety Advisory Committee. 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 pulled from CAMIN. It should be noted that Traffic Officers have been used to fill shortages in minimum staffing to mitigate overtime cost and have not been available to focus on traffic enforcement during the first 9 months of FY12. You can see as the number of citations decrease, the number of accidents increase. We hope to resolve these staffing issues by the first of May 2012 and redirect traffic officers to enforcement efforts directed at reducing traffic accidents.

Numbers for FY 12 are first 6 months x 1.5. This accounts for increase in photo radar deployment and traffic officers returning to traffic unit for last 3 months of FY. Again, this is consistent with our belief that accident reduction is a function of photo radar, traffic officer enforcement, and patrol personnel traffic enforcement. FY 13 is the average from the previous three years.

Citation numbers are from INCODE. 2012 numbers for citations issued are first 6 months of FY 12 x 2. Projections for FY13 are the average of the last three years

Statistics regarding calls for service, response times and traffic stops come from LOCOM's CAD System. Numbers are first 6 months of FY 12 x 2.

General Fund - Police Field Services

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	35.5	34.5	34.5	34.5	34.5	34.5	34.5
Salaries & Wages	\$ 2,674	\$ 2,692	\$ 2,814	\$ 2,788	\$ 2,807	\$ 2,920	\$ 5,727
Employee Benefits	1,257	1,144	1,340	1,340	1,263	1,429	2,692
Total Personnel Services	<u>3,931</u>	<u>3,836</u>	<u>4,154</u>	<u>4,128</u>	<u>4,070</u>	<u>4,349</u>	<u>8,419</u>
Materials & Services							
General Office Supplies	14	14	37	37	37	37	74
Dues and Subscriptions	1	3	1	1	1	1	2
Education and Training	34	39	34	34	34	34	68
Other Materials & Supplies	12	3	15	15	15	15	30
Public Safety Supplies	85	112	85	85	85	85	170
Professional Services	6	37	10	20	10	10	20
Contractual Services	14	194	66	66	71	55	126
Other - 911 Dispatch to LO	458	526	489	489	506	526	1,032
Other - Conviction fee (\$25 per)	75	-	150	40	60	60	120
Other - Photo Radar Lease	45	-	45	24	24	24	48
Training and Equipment	-	-	50	23	-	-	-
Community Safety Upgrades	-	-	50	23	-	-	-
Emergency Management & CERT	-	-	5	5	-	-	-
Telephone (800 mhz)	20	20	25	1	25	25	50
Traffic Assessment	16	16	16	-	-	-	-
Canine Related Expenses	-	-	20	20	20	20	40
	<u>780</u>	<u>964</u>	<u>1,098</u>	<u>883</u>	<u>888</u>	<u>892</u>	<u>1,780</u>
Internal Charges	1,843	-	-	-	-	-	-
Total Materials & Services	<u>2,623</u>	<u>964</u>	<u>1,098</u>	<u>883</u>	<u>888</u>	<u>892</u>	<u>1,780</u>
Capital Outlay:							
Vehicles	-	-	110	110	115	60	175
Equipment	48	-	5	5	15	15	30
License Plate Reader	-	-	20	20	-	-	-
eTicketing Program Upgrades	-	-	10	10	-	-	-
	<u>48</u>	<u>-</u>	<u>145</u>	<u>145</u>	<u>130</u>	<u>75</u>	<u>205</u>
Police Field Services Total	<u>\$ 6,602</u>	<u>\$ 4,800</u>	<u>\$ 5,397</u>	<u>\$ 5,156</u>	<u>\$ 5,088</u>	<u>\$ 5,316</u>	<u>\$ 10,404</u>

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	General Fund	#110
DEPARTMENT:	Police Support Services	#313
DEPARTMENT HEAD:	Police Chief Bob Jordan	
DEPARTMENT HEAD EMAIL:	jordanr@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7405	
DEPARTMENT LOCATION:	Public Safety Facility	

DEPARTMENT MISSION STATEMENT

The Milwaukie Police Department's Support Services Division strives to provide high quality service to both internal and external customers through the accurate, timely, and efficient management of the Department's records and evidence handling.

PURPOSE AND FUNCTION OF DEPARTMENT

Records maintenance for police operations: Administration, Investigations, Field Operations, and local, regional, and national records entry and management.

PERSONNEL DESCRIPTION

The department consists of three and a half FTE police records personnel, and one FTE Senior Administrative Specialist. These four and half FTE provide records entry, recovery, notification, professional standards administration and management, and management for local, state, and federal crime data collection systems representing all sub-functions of the Police Department.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR

- Re-configure staffing for the Evidence Property Room, as recommended by a 2008 Study, by the hiring of a part-time, non-sworn Evidence Technician

GOALS AND FOCUS FOR COMING BUDGET PERIOD

- Ensure compliance with state and federal statutes regarding the collection, retention and dissemination of police records

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY10	FY11	FY12	FY13 (est.)
Reports / cases processed by records department	4,795	5,127	5,254	5,516
Number of discovery request processed	138	270	90	166
Number of pages transcribed	1634	1692	1,663	1,663
Pieces of evidence / property received in property room	2,005	2,487	2,808	2,433

PERFORMANCE MEASURES	FY10	FY11	FY12	FY13 (est.)
Number of LEDS Validations Completed	405	367	355	375
Number of vehicle releases processed	248	235	284	255
Number of reports / records purged	8,500	9,700	11,000	9,733
Pieces of evidence / property purged from property room	1,342	346	545	744

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 13,671 items of evidence / property in our custody.

In the first half of FY12 we have submitted 245 pieces of evidence in 42 cases to the Oregon State Crime Lab for processing.

General Fund - Police Support Services

	Actual	Actual	Budget	Estimate	Adopted Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY 2014	Total
Personnel Services							
FTE Positions	4.5	4.0	4.5	4.5	4.5	4.5	4.5
Salaries & Wages	\$ 190	\$ 187	\$ 218	\$ 191	\$ 220	\$ 232	\$ 452
Employee Benefits	90	101	126	122	123	139	262
Total Personnel Services	<u>280</u>	<u>288</u>	<u>344</u>	<u>313</u>	<u>343</u>	<u>371</u>	<u>714</u>
Materials & Services							
General Office Supplies	-	-	1	2	3	3	6
Education and Training	1	1	2	2	1	1	2
Other Materials & Supplies	-	-	2	-	-	-	-
	<u>1</u>	<u>1</u>	<u>5</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>8</u>
Internal Charges	133	-	-	-	-	-	-
Total Materials & Services	<u>134</u>	<u>1</u>	<u>5</u>	<u>4</u>	<u>4</u>	<u>4</u>	<u>8</u>
Transfers to Other Funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Capital Outlay	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Police Support Services Total	<u>\$ 414</u>	<u>\$ 289</u>	<u>\$ 349</u>	<u>\$ 317</u>	<u>\$ 347</u>	<u>\$ 375</u>	<u>\$ 722</u>

DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	Library Fund	#310
DEPARTMENT:	Library Operations	#410
DEPARTMENT HEAD:	Katie Newell	
DEPARTMENT HEAD EMAIL:	newellk@ci.milwaukie.or.us	
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:

1. 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.
2. Serve children and teens by stimulating their appreciation for reading and library use and to provide support for their educational growth.
3. 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.
4. Provide a print and multimedia collection that meets the demands and needs of the community. Materials provided include books, e-books, audiobooks, downloadable books, music CDs, DVDs, Blu-Ray discs, videocassettes, computer software, newspapers and magazines for adults and children. Materials are provided in Russian and Spanish as well as English.
5. Provide electronic resources such as Internet access, word processing, on-line reference databases, computer use instruction for patrons and a CD-ROM station 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 Ledding Library Board, a group of seven citizens, acts as an advisory group to the City Council.

The Ledding Library is part of a countywide consortium of public libraries. Twelve 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 that 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 countywide library district in 2008. This district, which took effect on July 1, 2009, provides stable and adequate funding for the Ledding Library. A cooperative spirit extends throughout the tri-county area, allowing Milwaukie patrons to borrow materials from any public library in the metropolitan area. The library augments its budget by encouraging patrons to contribute used books that may either be added to the collection or sold in the annual Friends of the Library book sale. The library also receives funding from its Friends group for collection development projects, library programs, furniture and equipment. The Ledding Library Foundation was formed in 2008. The Foundation provides a mechanism for achieving the fundraising that will be necessary to expand the Ledding Library.

PERSONNEL DESCRIPTION

The library director, greatly aided by a staff of 28 full time and part time employees, (20.08 FTE) oversees day-to-day operations.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Created the Library Expansion Task Force that includes members of the Library Board, City Council, staff and concerned citizens;
- Evaluated options to either expand the Ledding Library or to pursue additional library facilities within the city that deliver services in association with the Ledding Library;
- Continuing to evaluate the library's collection and update and develop areas that need improvement;
- Continued for a fifth season the Milwaukie Poetry Series at the Library Pond House; and
- Coordinated with the Friends of the Ledding Library to promote the Ledding Library and its programs throughout the community.

GOALS AND FOCUS FOR COMING BUDGET PERIOD

- Purchase and install people counter to track number of patrons using the Library;
- Expand scope of programming;
- Evaluate impact of assuming responsibility for delivering library services to the unincorporated areas of Clackamas County;
- Cost out the options and present preliminary estimates to the City Council for direction on expanding the Library;
- Obtain necessary consultant services to develop detailed plans to present to City Council;
- Continue the Milwaukie Poetry Series at the Library Pond House;
- Continue working with the Friends of the Ledding Library to promote the Ledding Library and its programs throughout the community; and
- Collaborate with the ARTMob to develop the Library Pond House as an art venue.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Number of high quality programs that fulfill informational, cultural and recreational needs of the public	305 programs	378 programs	408 programs	380 programs	384 programs	390 programs
Circulation of library materials	651,764 items	671,554 items	717,821 items	705,816 items	712,874 items	720,000
Interlibrary loan transactions	239,783	325,998	372,037	368,191	371,873	375,591
Number of hours donated by library volunteers	6,992	8,513	8,493	7,821	7,900	7,978
Number of outdated items removed from the collection	5,503	5,353	5,054	7817	7,900	7,950
Number of reference questions answered by library staff	40,630	41,782	42,568	45,960	46,000	46,500
Number of items in the library's collection	107,924	117,788	120,498	124,460	125,000	126,000
Number of patron computer sessions	n/a	n/a	n/a	n/a	Base year	
Number of patron visits	n/a	n/a	n/a	n/a	Base year	

LIBRARY FUND

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Increase attendance at library programs by providing relevant and engaging programs for the public	9,902 attendees	11,295 attendees	11,987 attendees	11,634 attendees	11,798 attendees	12,000 attendees
Increase circulation of library materials by at least 5% over the previous year	11% increase	3% increase	6% increase	5% increase	1% increase	1.5% increase
Increase interlibrary loan transactions from previous year	11% increase	36% increase	14% increase	1% increase	3% increase	5% increase
Increase in volunteer hours from previous year	.5%	22%	-.2%	1%	2%	2%
Withdraw 5% of items from the collection annually	5.1%	4.5%	4.1%	4.5%	5%	5%
Attain a collection turnover rate of six times per year	6.03	5.7	5.89	6.0	6.0	6.0
Add a minimum of 10,000 items per year	10,003	11,865	10,180	8,777	10,000	10,000
Attain the Oregon Library Association's "excellent" standard of four library items per capita, based on Ledding Library's population service area of 33,288 (as of FY13).	3.46 items per capita	3.78 items per capita	3.86 items per capita	3.99 items per capita	4.0 items per capita	4.0 items per capita
Perform customer satisfaction surveys	n/a	n/a	n/a	1	3	3
Increase number of reference questions answered by library staff by 2% per year	-.3%	3%	2%	2%	2%	2%

Why are these Measures Important to us?

Each of the workload indicators and performance measures listed above is 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 increasing circulation of materials and reference questions answered are clear verifications 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 donated 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

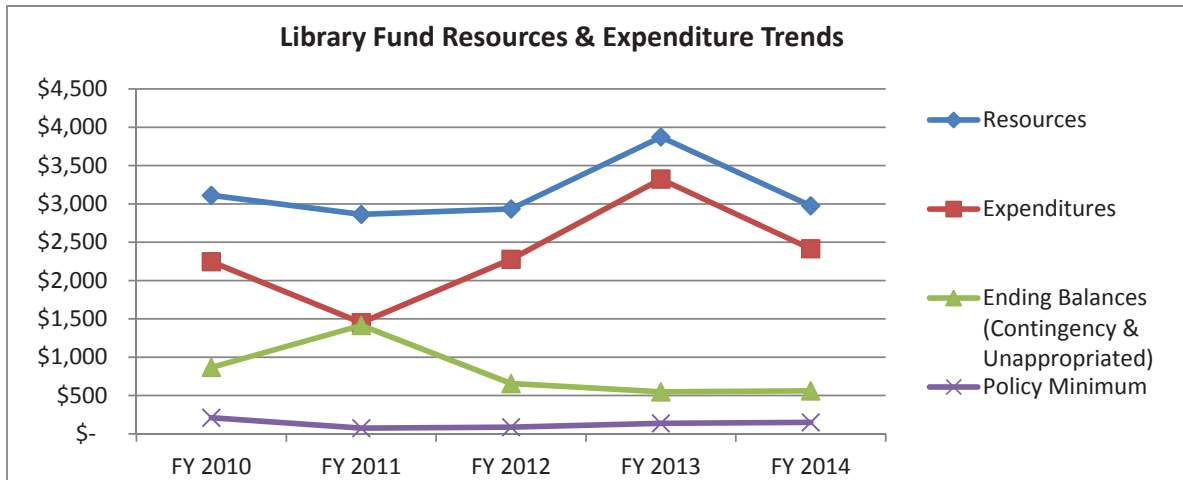
We have chosen performance measures that we feel provide an accurate indication of the work done by the Ledding Library. By most standards, the library provides good services and programs to its clientele. Attaining some of these measures is dependent upon budgetary constraints and, though desirable, may not be possible.

Library Fund Summary

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Resources							
Beginning Fund Balance	\$ 1,155	\$ 866	\$ 731	\$ -	\$ 657	\$ 548	\$ 657
Intergovernmental							
Library District Dedicated Levy	889	938	988	1,040	1,392	1,434	2,826
One-time Capital from County	-	-	-	-	1,000	-	1,000
Ready to Read Grant from State	5	4	4	4	5	5	10
Fines - Library and Other	25	59	56	60	61	62	123
Interest	-	-	2	-	-	-	-
Miscellaneous	-	-	2	-	-	-	-
Allocation of General Property Taxes	1,038	997	1,099	1,099	757	927	1,684
Transfers from Other Funds	-	-	-	731	-	-	-
Total Resources	\$ 3,112	\$ 2,864	\$ 2,882	\$ 2,934	\$ 3,872	\$ 2,976	\$ 6,300
Requirements							
Personnel Services	\$ 1,193	\$ 1,273	\$ 1,347	\$ 1,325	\$ 1,366	\$ 1,463	\$ 2,829
Materials & Services	35	33	42	36	44	45	89
M&S - Books and Programs	116	109	131	128	134	142	276
M&S - Professional Design fees	-	-	35	-	35	-	35
M&S - Internal Charges	867	-	-	-	-	-	-
Debt Service	35	35	35	35	35	35	70
Transfers to Other Funds	-	-	753	753	710	730	1,440
Capital Outlay	-	-	-	-	1,000	-	1,000
Contingency	-	-	100	-	100	100	100
Unappropriated Ending Fund Balance	866	1,414	439	657	448	461	461
Total Requirements	\$ 3,112	\$ 2,864	\$ 2,882	\$ 2,934	\$ 3,872	\$ 2,976	\$ 6,300
Budgeted Positions (in FTEs)	19.25	18.89	19.76	19.76	19.76	19.76	19.76
Monthly Operating Costs per Capita	\$ 10	\$ 6	\$ 10	\$ 9	\$ 9	\$ 10	\$ 10
Contingency and Ending Balances per above	\$ 866	\$ 1,414	\$ 539	\$ 657	\$ 548	\$ 560	\$ 560
Policy Requirement (17%)	210	75	240	87	137	150	150
Reserve for Library Endowment	166	166	131	166	131	131	131
Amount over (under) Policy Requirement	\$ 490	\$ 1,173	\$ 168	\$ 404	\$ 280	\$ 280	\$ 280

Through FY 2011, the Library activity was budgeted as a Department under the General Fund. Now that the County Library District levy passed dedicating 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.

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.



DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	Building Inspections Fund	#300
DEPARTMENT:	Building Operations	#400
DEPARTMENT HEAD:	Tom Larsen	
DEPARTMENT HEAD EMAIL:	larsent@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7611	
DEPARTMENT LOCATION:	Johnson Creek Building	

DEPARTMENT MISSION STATEMENT

Ensure the safety of public buildings and private residences through the effective administration of the adopted state specialty codes which govern construction in Oregon.

PURPOSE AND FUNCTION OF DEPARTMENT

The purpose and function of the Building 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 departments on development issues.

HISTORY OR BACKGROUND OF DEPARTMENT

The Building Department has been in existence since the mid-seventies when Oregon adopted a state-wide building code.

Milwaukie has had a history of hiring contract employees to manage the Building Department, which resulted in numerous complaints from the citizens, city staff, and the development community and a significant loss in revenue. Since hiring a full time in-house Building Official in 2002, the department has streamlined services, reduced customer complaints and has been entirely self-funding.

PERSONNEL DESCRIPTION

The Department consists of two FTE; a Building Official and a Permit Technician, under the direction of the Community Development / Public Works Director. The Department has Intergovernmental Agreements with the City of Happy Valley and the City of West Linn to cover inspections when needed.

The Building Official is a member of the Oregon Building Officials Association (OBOA) Public Outreach Committee. The Permit Technician is a member of the OBOA Hospitality Committee for the International Code Council Business Meeting this fall in Portland.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- 100% of all plan reviews were completed within the time frames outlined in our operating plan (10 business days for residential, 15 business days for commercial);
- 98% of all inspections were performed the same day as requested;
- Instituted a modest increase in plumbing and mechanical fees in order to keep pace with inflation while maintaining affordability for the end user;
- Reviewed light rail construction plans at the 30, 60 and 90 percent design stages; Interacted with Tri-Met and other city departments to work for the best possible project outcome;
- Completed the implementation of the new full-service permitting software in conjunction with the State of Oregon Building Codes Division. The new software allows contractors and other applicants to submit plans and permit applications on-line, and provides access to real-time inspection reports as well as providing on-line access to archived permit records; and
- Continued to provide exemplary customer service, both externally with the public, and internally with other departments (notably Planning and Engineering).

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;
- 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;
- Perform a fee analysis to determine if appropriate fees are being charged, based on cost of service and fees charged in other local jurisdictions of comparable size;
- Implement a system to streamline the permitting and inspection process for the Light Rail project, to include building, plumbing, mechanical, right of way, grading and erosion control permits; and
- 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.



PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Permits Issued	600	523	544	550	560	570
Revenue collected for other departments	Not Measured	Not Measured	\$200,000	\$800,000	Unknown	Unknown
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.	Not Measured	Not Measured	1,000 (est.)	1200 (Due to Light Rail)	Unknown	Unknown
Investigations	60	56	78	75	75	75
Violations	24	18	19	22	20	20
Public records Requests and Citizen Inquiries	No Data	No Data	No Data	365	375	375

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (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.	Not Measured	Not Measured	Not Measured	95%	95%	95%

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 citizens have the perception that the City (the building 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.

Comments and Other Relevant Department Issues

The Building Department provides a core service that is important to the citizens of Milwaukee. The department needs a stable funding source to see it through lean economic times.

Did You Know?

The Building Department, on average, issues 85 Right of Way permits each year for the Engineering Department and 25 sign permits for the Planning Department.

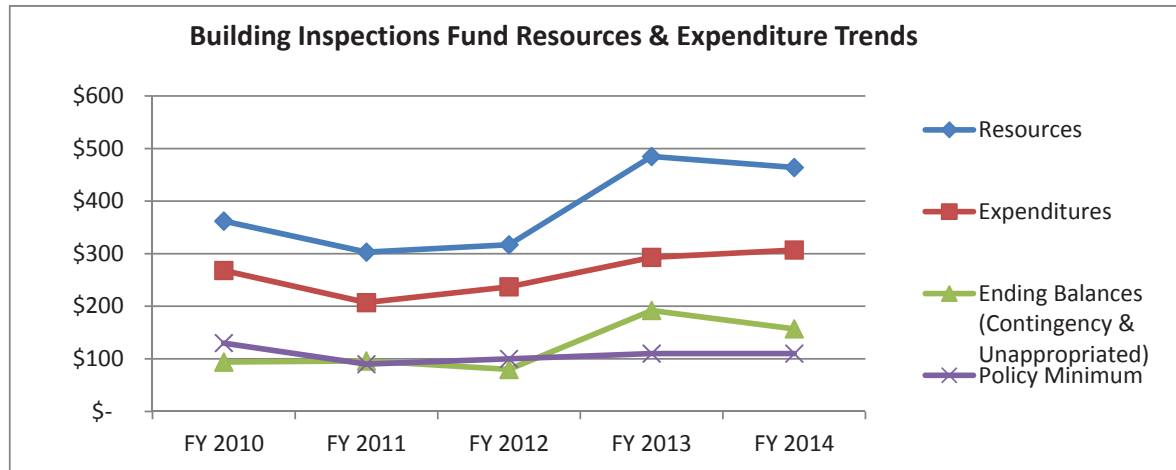
The Building Department schedules and tracks, on average, more than 250 inspections for Engineering and 50 inspections for Planning each year.

In addition, the Building Department collects over \$200,000 in fees for Engineering and nearly \$11,000 for Planning each year.

Building Inspections Fund Summary

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Resources							
Beginning Fund Balance	\$ 195	\$ 94	\$ 107	\$ 96	\$ 80	\$ 192	\$ 80
Adjustment to Audited Fund Balance	-	(30)	-	-	-	-	-
Intergovernmental	2	3	2	-	-	-	-
Fees & Charges	159	235	217	221	243	267	510
Fees & Charges - Light Rail (1)	-	-	-	-	157	-	157
Interest	1	1	1	-	-	-	-
Miscellaneous	5	-	10	-	5	5	10
Total Resources	\$ 362	\$ 303	\$ 337	\$ 317	\$ 485	\$ 464	\$ 757
Requirements							
Personnel Services	\$ 189	\$ 175	\$ 208	\$ 198	\$ 205	\$ 219	\$ 424
Materials & Services	26	6	14	9	8	8	16
M&S - Internal Charges	39	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Transfers to Other Funds	14	26	30	30	80	80	160
Capital Outlay	-	-	-	-	-	-	-
Contingency	-	-	64	-	50	50	50
Unappropriated Ending Fund Balance	94	96	21	80	142	107	107
Total Requirements	\$ 362	\$ 303	\$ 337	\$ 317	\$ 485	\$ 464	\$ 757
Budgeted Positions (in FTEs)	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Monthly Operating Costs per Capita	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
Contingency and Ending Balances per above	\$ 94	\$ 96	\$ 85	\$ 80	\$ 192	\$ 157	\$ 157
Policy Requirement (50%)	130	90	110	100	110	110	110
Amount over (under) Policy Requirement	\$ (36)	\$ 6	\$ (25)	\$ (20)	\$ 82	\$ 47	\$ 47
Reserves held for Fleet Purchases [previously transferred to Fleet and held in General Fund Reserves]							
Carryover from Prior Year	\$ 14	\$ 14	\$ -	\$ 14	\$ 14	\$ 14	\$ 14
Transfers to Fleet Reserves	-	-	-	-	-	-	-
Less Purchases of Fleet	-	-	-	-	-	-	-
Carryover to Next Year	\$ 14	\$ 14	\$ -	\$ 14	\$ 14	\$ 14	\$ 14

(1) Fees & Charges - Light Rail relates to the Building Inspections Fund's portion of Light Rail fees that are being contributed back as part of the \$5 million settlement agreement between the City of Milwaukie and TriMet, entered into in 2006.



DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	Transportation Fund	#320
DEPARTMENT:	Streets/Surface Maintenance	#420
	Streets/State Gas Tax	#425
DEPARTMENT HEAD:	Gary Parkin	
DEPARTMENT HEAD EMAIL:	parking@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7601	
DEPARTMENT LOCATION:	Johnson Creek Building	

DEPARTMENT MISSION STATEMENT

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 is to upgrade the road network throughout the City. A large portion of the arterials, collectors, and neighborhood routes are scheduled to be repaired or reconstructed. The goal is to upgrade the pavement condition by a measurable amount by the most cost effective method.

HISTORY OR BACKGROUND OF DEPARTMENT

The street/surface maintenance program is funded through a monthly user fee, PGE privilege tax, and local gas tax. The state gas tax program is funded through gas taxes remitted to the City through the State.

PERSONNEL DESCRIPTION

The Department consists of several personnel that work in this department. The City Engineer and an Associate Engineer maintain the SSMP program and the following work under the State Gas Tax revenue in maintenance.

- 1 FTE performs all sweeping and right of way mowing
- 3 FTE's perform all pavement maintenance responsibilities
- 1 FTE performs all sign and pavement marking responsibilities.
- ½ FTE supervises the department
- .25 FTE billing clerk

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Completed phase 1 of the Bike Blvd project;
- Completed the Block Rule project;
- Assisted with the School Zone reconfiguration design;
- Updated all pavement markings and striping;

- Placed approximately 475 ton of asphalt for pavement repairs;
- Implemented WMSP project;
- Provided funds to complete the Decant facility;
- Partial funded the Lake Rd. multimodal project;
- Completed of the Logus Rd. project; and
- From July, 421 sign repairs and 563 new sign installations.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Maintain and enhance our infrastructure;
- Maintain safe travel ways and reasonable ride-ability;
- Maintain signage, pavement markings and signals;
- Sweep the entire city on an eight day cycle to meet our DEQ permit requirement;
- 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 customers;
- Continue an aggressive education program to keep up with changing technology and certification for our employees.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Thermo-Plastic pavement markings	84	123	93	212 to date		
Tons of asphalt placed by contract "SSMP"						
Tons of asphalt placed by patching crew	326	447	436	154 to date	500	500
Number of signs updated	260	297	181	84 to date	300	300
Lane miles swept	4,295	5,049	4,790	6,600	6,600	6,600
Pavement crack sealing in-house	660	1320	275	0	0	0
Pavement crack sealing contracted				1300	1300	1300

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Thermo-Plastic pavement markings placed/replaced in linear feet (goal is 200 LF)	84	123	93	212 to date	200	200
Pavement crack sealing in-house % complete by gallons	660	1320	275	0		
Pavement crack sealing contracted % complete				100%	100%	100%
SSMP projects completed from project list "% complete"						

TRANSPORTATION FUND

Percentage of street sweeping required by NPDES permit	70%	96%	80%	100%	100%	100%
Number of signs updated (250 is goal)	260	297	181	84 to date	250	250

Why are these Measures Important to us?

Crack sealing prolongs the life cycle of the pavement.

SSMP projects increases the pavement quality according to program goals.

The City's NPDES permit specifies the frequency of street sweeping to remain in compliance with DEQ.

Comments and Other Relevant Department Issues

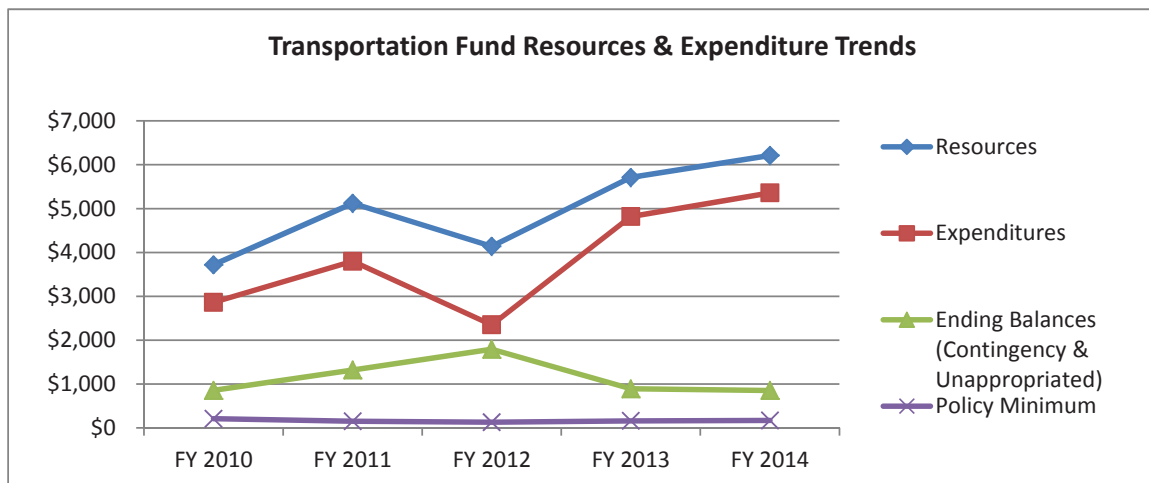
There is one person responsible for the sign and pavement marking responsibilities. This function has become more than a one person crew can do.

Transportation Fund Summary

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Resources							
Beginning Fund Balance	\$ 840	\$ 856	\$ 820	\$ 1,321	\$ 1,792	\$ 891	\$ 1,792
Adjustment to Audited Fund Balance	-	72	-	-	-	-	-
Dedicated Revenues:							
Fees (Street Maintenance Fee)	598	620	598	601	601	601	1,202
Franchise Fees (1.5% Privilege Tax)	383	312	318	324	327	330	657
Intergovernmental (Local Gas Tax)	157	197	161	174	176	178	354
Street/Surface Maint. Program	1,138	1,129	1,077	1,099	1,104	1,109	2,213
Intergovernmental (State Gas Tax)	863	1,018	1,146	1,154	1,175	1,188	2,363
Franchise Fees (from Utility Funds)	596	614	608	493	542	584	1,126
Other Revenues:							
Intergovernmental (Grants)	82	61	84	62	1,023	2,428	3,451
Intergovernmental (Other)	93	-	95	-	-	-	-
Fees - Other	12	43	14	11	74	12	86
Interest	13	6	13	-	-	-	-
Debt Proceeds	-	-	-	-	-	-	-
Transfers from Other Funds	81	1,321	-	-	-	-	-
Total Resources	\$ 3,718	\$ 5,120	\$ 3,857	\$ 4,140	\$ 5,710	\$ 6,212	\$ 11,031
Requirements							
Personnel Services	\$ 371	\$ 405	\$ 431	\$ 386	\$ 447	\$ 481	\$ 928
Materials & Services	134	186	138	114	170	171	341
M&S - Street Lights	319	319	305	280	300	321	621
M&S - Internal Charges	435	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-
Transfers to Other Funds	442	2,281	1,008	1,008	960	1,000	1,960
Capital Outlay:							
Street/Surface Maintenance	801	504	860	400	1,420	920	2,340
State Gas Tax Projects	102	87	784	142	328	100	428
Other Street Projects	248	-	-	-	1,194	2,365	3,559
Capital Outlay - CIP UNFUNDED	-	-	(638)	-	-	-	-
Bike Path Projects	10	17	18	18	-	-	-
Contingency	-	-	500	-	500	500	500
Unappropriated Ending Fund Balance	856	1,321	451	1,792	391	354	354
Total Requirements	\$ 3,718	\$ 5,120	\$ 3,857	\$ 4,140	\$ 5,710	\$ 6,212	\$ 11,031
Budgeted Positions (in FTEs)	6.3	6.3	6.3	6.3	6.0	6.0	6.0
Monthly Operating Costs per Capita	\$ 7	\$ 13	\$ 8	\$ 7	\$ 7	\$ 8	\$ 8
Contingency and Ending Balances per above	\$ 856	\$ 1,321	\$ 951	\$ 1,792	\$ 891	\$ 854	\$ 854
Policy Requirement (17%)	210	150	150	130	160	170	170
Reserve for Vehicle Replacement	-	-	-	-	50	100	100
Reserves for Capital	200	200	500	500	500	500	500
Amount over (under) Policy Requirement	<u>\$ 446</u>	<u>\$ 971</u>	<u>\$ 301</u>	<u>\$ 1,162</u>	<u>\$ 181</u>	<u>\$ 84</u>	<u>\$ 84</u>

TRANSPORTATION FUND

Street/Surface Maintenance Program	Actual	Actual	Budget	Estimate	Adopted Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY 2014	Total
Carryover from prior year	\$ 725	\$ 943	\$ 795	\$ 1,016	\$ 1,459	\$ 875	\$ 1,459
Dedicated Revenues:							
Fees (Street Maintenance Fee)	598	620	598	601	601	601	1,202
Franchise Fees (1.5% Privilege Tax)	383	312	318	324	327	330	657
Intergovernmental (Local Gas Tax)	157	197	161	174	176	178	354
	<u>1,138</u>	<u>1,129</u>	<u>1,077</u>	<u>1,099</u>	<u>1,104</u>	<u>1,109</u>	<u>2,213</u>
Expenditures for St/Surf Maintenance							
Materials & services (39%)	(24)	(73)	(54)	(44)	(66)	(67)	(133)
Transfers (21%)	(95)	(479)	(212)	(212)	(202)	(210)	(412)
Capital - St/Surf Maintenance	(801)	(504)	(860)	(400)	(1,420)	(920)	(2,340)
	<u>(920)</u>	<u>(1,056)</u>	<u>(1,126)</u>	<u>(656)</u>	<u>(1,688)</u>	<u>(1,197)</u>	<u>(2,885)</u>
Carryover to next year	<u>\$ 943</u>	<u>\$ 1,016</u>	<u>\$ 746</u>	<u>\$ 1,459</u>	<u>\$ 875</u>	<u>\$ 787</u>	<u>\$ 787</u>
Fees in Lieu of Construction [held in Liability Account for 10 Years]							
Carryover from prior year	\$ 420	\$ 475	\$ 420	\$ 475	\$ 475	\$ 413	\$ 475
Developer paid-in fees	55	-	-	-	-	-	-
Project expenditures paid-out	-	-	-	-	(62)	-	(62)
Carryover to next year	<u>\$ 475</u>	<u>\$ 475</u>	<u>\$ 420</u>	<u>\$ 475</u>	<u>\$ 413</u>	<u>\$ 413</u>	<u>\$ 413</u>
Reserves held for Fleet Purchases [previously transferred to Fleet and held in General Fund Reserves]							
Carryover from prior year	\$ 152	\$ 152	\$ 127	\$ 152	\$ 152	\$ 152	\$ 152
Transfers to Fleet Reserves	-	-	-	-	-	-	-
Less Purchases of Fleet	-	-	-	-	-	(47)	(47)
Carryover to next year	<u>\$ 152</u>	<u>\$ 152</u>	<u>\$ 127</u>	<u>\$ 152</u>	<u>\$ 152</u>	<u>\$ 105</u>	<u>\$ 105</u>



DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	Water Fund	#510
DEPARTMENT:	Water Operations	#610
DEPARTMENT HEAD:	Gary Parkin	
DEPARTMENT HEAD EMAIL:	parking@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7617	
DEPARTMENT LOCATION:	Johnson Creek Building	

DEPARTMENT MISSION STATEMENT

To provide clean quality water to the citizens of Milwaukie.

PURPOSE AND FUNCTION OF DEPARTMENT

The purpose and function of the water department is to provide our customers with water that meets or exceeds all federal and state water quality requirements, to maintain and enhance infrastructure, and to continue an aggressive education program for City of Milwaukie water utility employees to keep up 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 Department consists of the following personnel:

- 4 FTE maintain over 100 miles of waterline, 6,911 services and 964 fire hydrants.
- 2 FTE maintain 7 wells, 3 storage reservoirs and 4 pump stations.
- .50 FTE Operations Supervisor shared with Transportation and Facilities.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Leak detection survey started and continuing;
- Replaced 12 high volume meters;
- Hydrant PM program 100% complete;

WATER FUND

- Valve maintenance program started, performing 201 preventative maintenance operations & 47 repairs;
- Phase #1 Water line flushing program complete;
- 42nd Water line project complete; and
- Harrison Water line project phase #1 complete.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Supply safe and affordable drinking water to our citizens;
- Perform meter reading “in-house”;
- Continue our leak detection program to eliminate our water loss percentage;
- Continue the hydrant maintenance program to insure proper fire protection;
- Continue the valve maintenance and flushing project by completing ¼ of the city per year;
- Implement large meter testing and replacements every other year;
- 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 customers; and
- Continue an aggressive education program to keep up with changing technologies and certification for our employees.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
CIP projects completed (water fund portion)	\$797,000	\$94,000	\$472,000	\$365,000	\$404,000	\$840,000
Hydrants maintained/yr.				411	411	411
Meters replaced as needed (ave 100/year)	94	67	326	100	100	100
Valve maintained	340	260	600	800	800	800
Utility locates 100% completion required by law (average)	1425	1521	1475	1500	1500	1500
Water produced in MG “calendar year”	837.5	845	810.4	491.4 to date	800	800

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Percentage of hydrants maintained (goal is 33%)	17%	10%	33%	23%	33%	33%
% defective meters replaced (goal is 95%)	75%	70%	100%	95%	95%	95%
Percentage of valves maintained (goal is 20%)	10%	8%	15%	20%	20%	20%
Utility locates completed without identified error (goal is 90%)	80%	85%	90%	90%	95%	95%

Why are these Measures Important to us?

The water department takes pride in the quality of service we supply to our customers and the condition of our infrastructure. We constantly look for more efficient methods of producing quality water and the maintenance of our infrastructure. Our people are highly trained and certified in their field and 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.

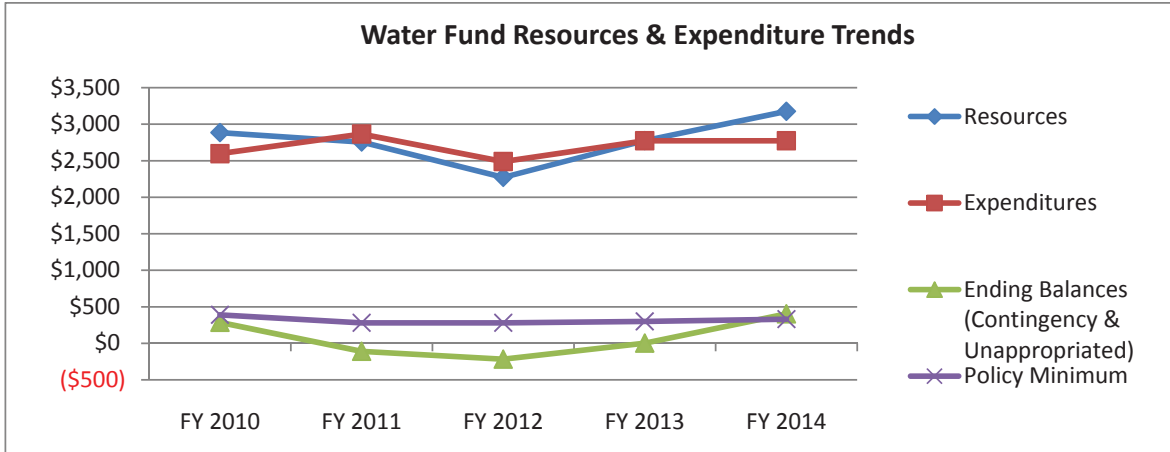
Comments and Other Relevant Department Issues

With the addition of one FTE, our productivity numbers will go up as indicated in the valve maintenance category.

Water Fund Summary

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Resources							
Beginning Fund Balance	\$ 119	\$ 287	\$ 69	\$ (109)	\$ -	\$ 2	\$ -
Adjustment to Audited Fund Balance	-	(28)	-	-	-	-	-
Fees & Charges - Water	2,212	2,112	2,555	2,310	2,705	3,102	5,807
Other Reimbursements	16	-	16	-	-	-	-
Interest	3	2	5	-	-	-	-
Miscellaneous	44	61	44	71	71	73	144
Transfers from Other Funds	490	322	-	-	-	-	-
Total Resources	\$ 2,884	\$ 2,756	\$ 2,689	\$ 2,272	\$ 2,776	\$ 3,177	\$ 5,951
Requirements							
Personnel Services	\$ 480	\$ 482	\$ 602	\$ 513	\$ 543	\$ 582	\$ 1,125
Materials & Services	241	279	251	240	237	272	509
M&S - Franchise Fees to Streets (1)	199	205	207	185	216	248	464
M&S - Electricity	166	171	160	175	187	200	387
M&S - Internal Charges	480	-	-	-	-	-	-
Debt Service	131	-	-	-	-	-	-
Transfers to Other Funds	806	1,262	987	987	930	950	1,880
Capital Outlay:							
Capital Outlay - Per CIP	94	466	325	325	404	481	885
Maintenance Improvements	-	-	64	64	40	40	80
Capital Outlay - CIP UNFUNDED	-	-	-	-	-	-	-
Contingency	-	-	-	-	50	50	50
Unappropriated Deficit Reserve	-	-	-	-	217	-	217
Unappropriated Ending Fund Balance	287	(109)	93	(217)	(48)	354	354
Total Requirements	\$ 2,884	\$ 2,756	\$ 2,689	\$ 2,272	\$ 2,776	\$ 3,177	\$ 5,951
Budgeted Positions (in FTEs)	6.3	6.3	7.3	7.0	7.0	7.0	7.0
Monthly Operating Costs per Capita	\$ 7	\$ 5	\$ 5	\$ 4	\$ 5	\$ 5	\$ 5
Contingency and Ending Balances per above	\$ 287	\$ (109)	\$ 93	\$ (217)	\$ 2	\$ 404	\$ 404
Reserve for Vehicle Replacement	-	-	-	-	50	100	100
Policy Requirement (25%)	390	280	310	280	300	330	330
Amount over (under) Policy Requirement	<u>\$ (103)</u>	<u>\$ (389)</u>	<u>\$ (217)</u>	<u>\$ (497)</u>	<u>\$ (348)</u>	<u>\$ (26)</u>	<u>\$ (26)</u>
Reserves held for Fleet Purchases [previously transferred to Fleet and held in General Fund Reserves]							
Carryover from prior year	\$ 365	\$ 440	\$ 407	\$ 405	\$ 367	\$ 367	\$ 367
Transfers to Fleet Reserves	75	-	-	-	-	-	-
Less Purchases of Fleet	-	(35)	(30)	(38)	-	(105)	(105)
Carryover to next year	<u>\$ 440</u>	<u>\$ 405</u>	<u>\$ 377</u>	<u>\$ 367</u>	<u>\$ 367</u>	<u>\$ 262</u>	<u>\$ 262</u>

(1) M&S - Franchise Fees to Streets relates to Ordinance 1905 passed in 2002 dedicating 8% of net revenues of water, sewer, and storm (net of any debt service obligations) to help fund the street system (Muni Code Section 3.10).



DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	Wastewater Fund	#540
DEPARTMENT:	Wastewater Operations	#620
DEPARTMENT HEAD:	Ronelle Sears	
DEPARTMENT HEAD EMAIL:	searsr@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7615	
DEPARTMENT LOCATION:	Johnson Creek Building	

DEPARTMENT MISSION STATEMENT

The Wastewater Department is a division of Public Works for the City of Milwaukie and provides for the effective management and financing of the wastewater collections system within the public right-of-way within the City of Milwaukie.

The department's goal is to provide wastewater collection, pumping and treatment services to the citizens of Milwaukie while protecting the environment and eliminating sanitary sewer overflows.

PURPOSE AND FUNCTION OF DEPARTMENT

The Wastewater department is responsible for the operating and maintaining the City's wastewater collections infrastructure efficiently and at the least cost to customers. The department maintains 78.3 miles of public sanitary sewers, 5 sewer lift stations, and 1,682 manholes. The department provides a Wastewater Specialist to oversee and enforce the FOG (Fats, Oils and Grease) Program to help 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 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. After treatment, the water is released into the Willamette River as clean water, though not suitable for drinking.

PERSONNEL DESCRIPTION

The department consists of 5 FTE's, 3 Utility Worker I, 1 Utility Worker II, .5 Wastewater Specialist and .5 Operations Supervisor.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- Engineering and the Wastewater Department worked together to replace a section of the Jefferson St Sewer main crossing 99E. This main line was a trunk line flowing to the treatment plant that partially collapsed and was missing sections of the pipe under McLoughlin Blvd. The contractor burst a new main without disrupting the flow of wastewater and with minimal disruption to traffic flows;
- The department specialist investigated non-compliant restaurants of the FOG ordinance and enforced on restaurants to install more effective grease interceptors to reduce sewer backups and discharges to the City sewer main;
- The department rebuilt two pumps at the Brookside lift station. Both pumps failed relatively close to the same time. The City worked with the City of Portland for authorization to temporarily transfer the flows from the lift station to Portland while repairs on the pumps were completed;
- Continued to enhance our Fats, Oils and Grease program through cooperation with other local municipalities and preferred pumpers;
- Continued to complete onsite FOG inspections to monitor compliance of new and existing facilities;
- Installed Granite software in the TV van to allow our crews to record and rate our infrastructure accurately. It also allows supervisors and engineers to view the inspection through our Hansen data base;
- Completed NASSCO's Pipeline Assessment training, which is a standard sewer defect coding system that is used nationwide;
- The department met footage goal of cleaning and video inspecting the entire City sewer system once every five years;
- Completed system assessment for all future light rail crossings in the downtown area;
- The department purchased an easement machine that enables the crews to clean main lines in remote, nearly inaccessible locations. Many of the areas have no previous record of maintenance; and
- Cleaned and video inspected the syphon main lines that flow under Johnson Creek.

GOALS AND FOCUS FOR COMING BUDGET PERIOD:

- Continue to enhance our City by providing quality customer service and creating a safe and fun work environment for employees;
- Prevent sewer main blockages by completing routine maintenance of main lines, cleaning and video inspecting the main lines according to asset management guidelines;
- Provide resources for Wastewater personnel to stay current on required certifications; and
- Investigate and determine the location of the discharge of rubber gloves and shop towels near the Home and Monroe lift station. This problem is reoccurring and costs the department time and resources to remove the rags manually from the pumps.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Mainline Hydro clean ft./yr.	79,200	79,200	79,200	79,200	79,200	79,200
Mainline TV inspections ft./yr.(discontinued 2011)	79,200	79,200	79,200	0	0	0
Manhole inspections	150	400	400	400	400	400
Formula TV inspections "Granite" ft./yr.	0	0	0	79,200	79,200	79,200
Utility locates	1500	1500	1500	2500	2500	2500
Lift station inspections/yr.	260	260	260	260	260	260

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Percent of mainline Hydro cleaned (goal is clean all mains in 5 years)	25% (est)	25% (est)	25% (est)	20% (goal)	20%	20%
Percent of mainline Granite /TV inspected (goal is inspect all mains in 5 years)	25% (est)	25% (est)	25% (est)	20% (goal)	20%	20%
Percent of manholes inspected (goal is all inspected in 5 years)	25% (est)	100% (est)	100% (est)	100% (goal)	400	400
Percent utility locates accomplished without claim	100%	100%	100%	100%	100%	100%
Lift station runtime w/o malfunction, downtime	90%	100%	100%	95%	100%	100%
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 properly ensure a working, flowing system, free of debris.

Formula inspections: To locate and schedule repair sewer system failures before they 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.

Formula TV inspections: This new type of inspection started in 2011. These inspections rate the condition of the pipe to determine time of structure failure, repair or replacement. Granite software also allows the Engineering Department to review inspections from their PC.

Locates: To accurately locate our sewer system to eliminate contractors damaging our system. This is also a state law mandate.

Lift station rounds: To test mechanical and electrical operations prior to failure.

Comments and Other Relevant Department Issues

The Wastewater department is adequately staffed to perform required functions at this time. If the City's collections system is required to be permitted in the future, the need for more FTE's will increase.

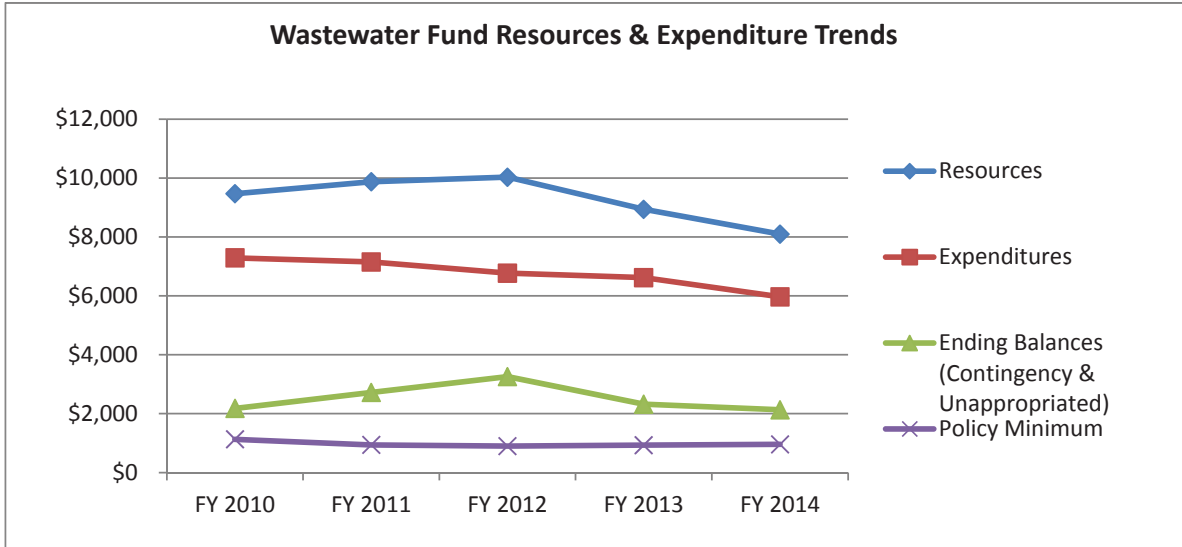
The department cleans and video inspects the City sewer mains one time every five years. The department must clean 79,200 ft. per year and video inspect 79,200 ft. per year to meet the five year goal.

To improve efficiency, the Wastewater department started completing the Stormwater Departments locates in September of 2011. That is why you will not see any locates completed for Stormwater after 2011.

Wastewater Fund Summary

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Resources							
Beginning Fund Balance	\$ 2,876	\$ 2,177	\$ 2,314	\$ 2,722	\$ 3,260	\$ 2,321	\$ 3,260
Adjustment to Audited Fund Balance	-	80	-	-	-	-	-
Fees & Charges - Wastewater	4,262	5,008	4,562	5,040	5,379	5,703	11,082
Other Reimbursements	71	24	71	62	65	65	130
Interest	27	100	27	-	-	-	-
Miscellaneous	3	214	3	1	10	10	20
Intergovernmental - Grant	-	-	1,000	1,929	168	-	168
Proceeds from Debt Issuance	2,229	1,622	-	-	-	-	-
Proceeds from Reimbursement District	-	-	139	81	58	-	58
Transfers from Other Funds	-	652	197	197	-	-	-
Total Resources	\$ 9,468	\$ 9,877	\$ 8,313	\$ 10,032	\$ 8,940	\$ 8,099	\$ 14,718
Requirements							
Personnel Services	\$ 381	\$ 398	\$ 415	\$ 386	\$ 392	\$ 421	\$ 813
Materials & Services	93	203	97	141	192	163	355
M&S - Franchise Fees to Streets (1)	265	273	275	162	170	169	339
M&S - Treatment Costs	2,978	2,887	2,909	2,909	3,160	3,484	6,644
M&S - Capital Reserve M&S	443	-	-	-	-	-	-
M&S - Internal Charges	370	-	-	-	-	-	-
Debt Service	-	-	1,110	2,010	110	110	220
Transfers to Other Funds	458	1,291	1,014	1,014	920	940	1,860
Capital Outlay - Per CIP	2,303	2,103	840	150	1,675	680	2,355
Contingency	-	-	500	-	200	200	200
Unappropriated Ending Fund Balance	2,177	2,722	1,153	3,260	2,121	1,932	1,932
Total Requirements	\$ 9,468	\$ 9,877	\$ 8,313	\$ 10,032	\$ 8,940	\$ 8,099	\$ 14,718
Budgeted Positions (in FTEs)	5.0	5.0	5.0	5.3	5.0	5.0	5.0
Monthly Operating Costs per Capita	\$ 20	\$ 16	\$ 15	\$ 14	\$ 16	\$ 17	\$ 17
Contingency and Ending Balances per above	\$ 2,177	\$ 2,722	\$ 1,653	\$ 3,260	\$ 2,321	\$ 2,132	\$ 2,132
Policy Requirement (25%)	1,130	940	920	900	930	960	960
Reserve for Vehicle Replacement	-	-	-	-	50	100	100
Amount over (under) Policy Requirement	\$ 1,047	\$ 1,782	\$ 733	\$ 2,360	\$ 1,341	\$ 1,072	\$ 1,072
Reserves held for Fleet Purchases [previously transferred to Fleet and held in General Fund Reserves]							
Carryover from prior year	\$ 169	\$ 217	\$ 187	\$ 180	\$ 144	\$ 144	\$ 144
Transfers to Fleet Reserves	48	-	-	-	-	-	-
Less Purchases of Fleet	-	(37)	(60)	(36)	-	(70)	(70)
Carryover to next year	<u>\$ 217</u>	<u>\$ 180</u>	<u>\$ 127</u>	<u>\$ 144</u>	<u>\$ 144</u>	<u>\$ 74</u>	<u>\$ 74</u>

(1) M&S - Franchise Fees to Streets relates to Ordinance 1905 passed in 2002 dedicating 8% of net revenues of water, sewer, and storm (net of any debt service obligations) to help fund the street system (Muni Code Section 3.10).



DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	Stormwater Fund	#570
DEPARTMENT:	Stormwater Operations	#630
DEPARTMENT HEAD:	Ronelle Sears	
DEPARTMENT HEAD EMAIL:	searsr@ci.milwaukie.or.us	
DEPARTMENT HEAD PHONE NUMBER:	503-786-7615	
DEPARTMENT LOCATION:	Johnson Creek Building	

DEPARTMENT MISSION STATEMENT

The Stormwater Department is a division of Public Works for the City of Milwaukie and provides for the effective management and financing of the stormwater system within the public right-of-way within the City of Milwaukie.

The department's goal is to improve the health, safety and welfare of the public by providing for the safe and efficient capture and conveyance of stormwater runoff and 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 must ensure that all maintenance work is done in compliance with the National Pollutant Discharge Elimination System MS 4 (NPDES) Permit and the Water Pollution Control Facility (WPCF) Permit. This Department is committed to an ongoing education program for its employees to keep up with the evolving changing technology, rules and regulations. The department is responsible for managing 41 miles of storm main lines, 1603 catch basins, 210 drywells, 122 sedimentation manholes, 539 manholes and 5 detention ponds.

HISTORY OR BACKGROUND OF DEPARTMENT

DEQ began issuing municipal stormwater permits to large municipalities in 1995. The permits contain requirements that are intended to minimize impacts from pollutants carried to area streams, river and wetlands via municipal storm sewer systems. As more regulations become apparent in our Nation Pollution Discharge Elimination System (NPDES) MS4 and Water Pollution Control Facilities (WPCF) ((UIC)) Permits, the cost of implementing new programs, pretreatment and maintaining existing infrastructure to meet the requirements continues to increase. The Environmental Protection Agency (EPA) continues to require the Department of Environmental Quality (DEQ) to apply stronger requirements around maintenance, water quality sampling and treatment of new and existing stormwater facilities. This in turn, creates more work for our personnel and our Engineers and increases the cost of hired consultants. The existing issues of flooding in the "Milwaukie drywell bowl" area create a need for new infrastructure to replace failing drywells. Under existing revenue allocations there is not enough funding to cover the cost of maintenance, personnel, transfers, capital replacement and permit regulations.

PERSONNEL DESCRIPTION

The department consists of 3 Utility Worker I, 1 Utility Worker II, .5 Operations Supervisor and .5 Stormwater Specialists.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR:

- The Stormwater department met the requirements listed in our approved Stormwater Management Plan (SWMP) and completed our annual report with minimal comments or questions from DEQ;
- Completed phase II of the Decant project;
- Completed significant repairs to the structure of one of our drywells labeled as a “trouble spot” to attempt to eliminate residential flooding at Stanley & Lloyd;
- Purchased Vactor equipment to allow the crews to clean and reach final depth of all Underground Injection Controls (UIC’s) ((Drywells)). This allows for a more accurate system wide assessment for Master Plan updates and forecasted Capital improvement Projects;
- The department responded to a flooding issue on Railroad Ave and completed 856 feet of ditch maintenance to clear the problem;
- Cleaned and video inspected 969 ft. of storm main on International Way that had never been maintained or located in the past. Located two new manholes on the system and brought to the surface for inspection and access;
- Installed two catch basins and mainlines to another drywell to eliminate flooding at 52nd and Jackson, which was a known “trouble spot” from an overloaded drywell;
- The department completed system assessments for all light rail crossings in the down town area; and
- The department repaired 500 ft. of storm pipe on Mailwell that was completely full of roots and not flowing.

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 and Water Pollution Control Facility (UIC) Stormwater Management Plan (SWMP) and implement an updated NPDES MS4 Stormwater Monitoring Plan;
- Continue to enhance our City by providing quality customer service and creating a safe and fun work environment for employees;
- Complete in-house drywell decommissioning and pretreatment requirements;
- Eliminate "trouble spots" for flooding through CIP projects;
- Continue to improve our dewatering practices with the Decant Facility, to further practice what we preach;
- Projects are completed in an efficient manner reflected by; meeting the budget, executing few change orders (none related to design error), and timely completion; and
- Continue existing certifications for personnel.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Clean catch basin/yr. required by SWMP	800	800	800	900	900	900
Clean dry wells/yr. required by SWMP	150	150	200	200	200	200
Inspect drywell /yr.	765	744	856	856	856	856
TV Main lines as needed	As Needed	As Needed	As Needed	As Needed	As Needed	As Needed
Clean Storm lines as needed	As Needed	As Needed	As Needed	As Needed	As Needed	As Needed
Locates (Wastewater completes Storms locates starting in year 2011)	1400	1400	1500	800	0	0
Clean rain gardens/yr.	2	4	23	25	30	30
Storm water monitoring	10/yr.	10/yr.	10/yr.	10/yr.	10/yr.	10/yr.
Erosion control inspections	149	202	189	190	190	190
Erosion control plan review/final inspection	21	20	17	20	20	20
Outfall inspections	65/yr.	65/yr.	65/yr.	30/yr.	30/yr.	30/yr.
Responded to environmental spills	4	9	8	10	10	10

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
Percentage of catch basins cleaned/yr. (requirement is 50%)	50% (est)	62% (est)	55% (est)	50% (goal)	50%	50%
Percentage of dry wells cleaned/yr. (Type I & Type II's) (requirement is 65%)	65% (est)	65% (est)	65% (est)	65% (goal)	65%	65%
Percentage of drywells inspected / yr. (Type I & Type II's)	89% (est)	87% (est)	100% (est)	100% (goal)	100%	100%
Main line video inspected (in feet) (goal is 20,000')	10,898	40,367	18,023	20,000	20,000	20,000
Storm line cleaned (in feet) (requirement is 10,000')	15,718	24,267	5,022	10,000	10,000	10,000
Percentage of locates completed without error	100% (est)	100% (est)	100% (est)	100% (goal)	100%	100%
Percentage of Rain garden maintenance completed	0	0	100% (est)	100% (goal)	100%	100%
Percentage of Storm water monitoring (MS4) events completed (required 100%)	100%	100%	100%	100% (goal)	100%	100%
Percentage of Storm water monitoring (UIC) events completed (required 100%)	100%	100%	100%	100% (goal)	100%	100%
Percentage of pervious sidewalk maintenance completed	0	0	0	100% (goal)	100%	100%

Why are these Measures Important to us?

Clean catch basins: Required to clean each catch basin one time every two years. Also to meet conditions of our NPDES MS4 & WPCF (UIC) permit

Clean dry wells: Required to clean Type II one time every six months and Type I one time every two years. Also to meet conditions of our WPCF (UIC) permit

Inspect drywells: Required to inspect Type II once a month and Type I once every 24 months. Also to meet conditions of our WPCF (UIC) permit

TV storm lines: Required to video inspect as needed.

Clean storm lines: Required to clean main lines as needed

Utility locates: Required by state law. Wastewater took over locates for Stormwater in 2011 to improve efficiencies.

Rain garden maintenance: Maintain storm water quality requirements for low impact development

These mandates and requirements are important to insure permit compliance and good stewardship of our environment.

Comments and Other Relevant Department Issues

The Stormwater Department will now have two permits instead of just one. The NPDES MS4 Permit has been in the renewal process for two years and will be issued in the spring of 2012. The WPCF Permit (UIC Permit) is scheduled to be issued before the end of 2013. As mandated requirements related to storm water quality increase, the need for staffing, engineering and consultants will increase as well.

To improve efficiencies the Wastewater Department started completing the Stormwater Departments utility locates in 2011.

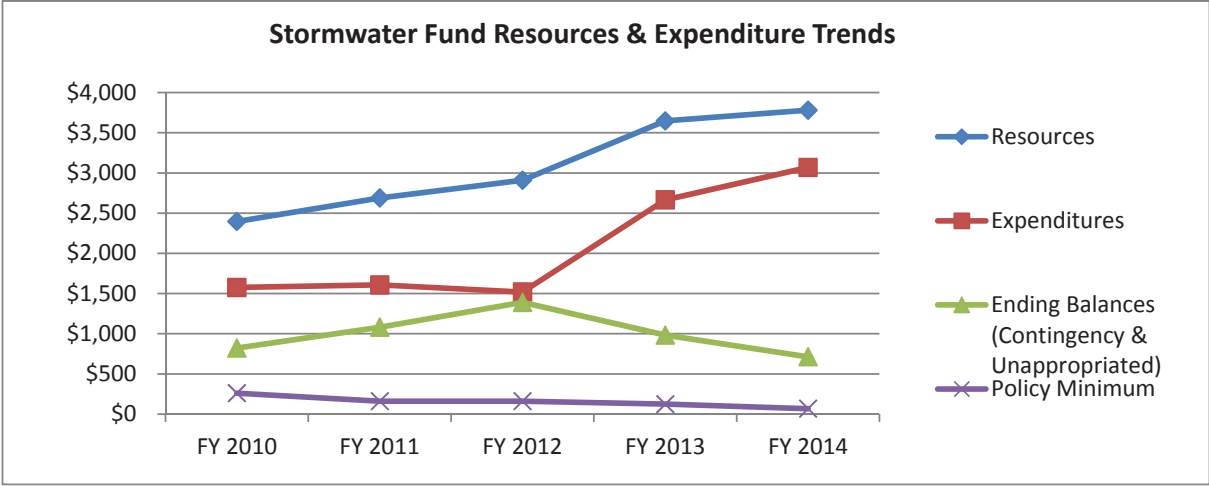
The department has reduced the amount of footage of cleaning and video inspecting the main lines because the requirement is "as needed only" We have been focusing our resources on more strict requirements, such as catch basin and drywell cleaning.

Outfall inspections have decreased based on new permit language.

Stormwater Fund Summary

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Resources							
Beginning Fund Balance	\$ 594	\$ 821	\$ 1,025	\$ 1,081	\$ 1,391	\$ 983	\$ 1,391
Fees & Charges - Stormwater	1,693	1,747	1,820	1,828	1,956	2,093	4,049
Intergovernmental	-	-	-	-	300	704	1,004
Interest	3	2	11	-	-	-	-
Miscellaneous	27	48	27	1	1	1	2
Transfers from Other Funds	80	70	-	-	-	-	-
Total Resources	\$ 2,397	\$ 2,688	\$ 2,883	\$ 2,910	\$ 3,648	\$ 3,781	\$ 6,446
Requirements							
Personnel Services	\$ 380	\$ 386	\$ 418	\$ 382	\$ 411	\$ 439	\$ 850
Materials & Services	82	114	152	104	183	183	366
M&S - Greenstreets Maintenance	4	-	4	-	-	-	-
M&S - Franchise Fees to Streets (1)	132	136	138	146	156	167	323
M&S - Internal Charges	441	-	-	-	-	-	-
Transfers to Other Funds	518	867	837	837	740	760	1,500
Capital Outlay:							
Capital Outlay - Per CIP	19	104	340	50	875	815	1,690
Other Projects	-	-	-	-	300	704	1,004
Contingency	-	-	34	-	200	200	200
Unappropriated Ending Fund Balance	821	1,081	960	1,391	783	513	513
Total Requirements	\$ 2,397	\$ 2,688	\$ 2,883	\$ 2,910	\$ 3,648	\$ 3,781	\$ 6,446
Budgeted Positions (in FTEs)	5.8	5.8	5.8	5.8	5.3	5.3	5.3
Monthly Operating Costs per Capita	\$ 7	\$ 6	\$ 6	\$ 6	\$ 4	\$ 6	\$ 5
Contingency and Ending Balances per above	\$ 821	\$ 1,081	\$ 994	\$ 1,391	\$ 983	\$ 713	\$ 713
Policy Requirement (25%)	260	160	180	160	124	68	68
Reserve for Vehicle Replacement	-	-	-	-	66	132	132
Amount over (under) Policy Requirement	<u>\$ 561</u>	<u>\$ 921</u>	<u>\$ 814</u>	<u>\$ 1,231</u>	<u>\$ 793</u>	<u>\$ 513</u>	<u>\$ 513</u>
Reserves held for Fleet Purchases [previously transferred to Fleet and held in General Fund Reserves]							
Carryover from prior year	\$ 216	\$ 281	\$ 255	\$ 281	\$ 281	\$ 281	\$ 281
Transfers to Fleet Reserves	65	-	-	-	-	-	-
Less Purchases of Fleet	-	-	-	-	-	(263)	(263)
Carryover to next year	<u>\$ 281</u>	<u>\$ 281</u>	<u>\$ 255</u>	<u>\$ 281</u>	<u>\$ 281</u>	<u>\$ 18</u>	<u>\$ 18</u>

(1) M&S - Franchise Fees to Streets relates to Ordinance 1905 passed in 2002 dedicating 8% of net revenues of water, sewer, and storm (net of any debt service obligations) to help fund the street system (Muni Code Section 3.10).



DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

FUND:	Systems Development Charges #350
DEPARTMENT:	- Transportation SDC Dept #430
	- Water SDC Dept #610
	- Wastewater SDC Dept #620
	- Stormwater SDC Dept #630
DEPARTMENT HEAD:	Gary Parkin, PE
DEPARTMENT HEAD EMAIL:	parking@ci.milwaukee.us
DEPARTMENT HEAD PHONE NUMBER:	503-786-7601
DEPARTMENT LOCATION:	Johnson Creek Building

DEPARTMENT MISSION STATEMENT

Collect funding for improvements needed to offset the impact of development on City streets, and utility infrastructure.

PURPOSE AND FUNCTION OF DEPARTMENT

This fund provides monies, received as Systems Development Charges (SDCs) when properties develop or redevelop, to reimburse the value of the City's existing facility capacity that is available for growth and to collect a proportionate cost share for planned capacity improvements to be used for growth.

HISTORY OR BACKGROUND OF DEPARTMENT

System Development Charges were authorized by the State in 1989 to fund identified public facility needs. The City imposed SDCs shortly after the State's authorization.

PERSONNEL DESCRIPTION

The Fund does not fund personnel, only capital projects and master planning.

ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR

Master plans for the Wastewater (Dec 2011) and Water (March 2012) systems were completed and adopted, including analysis of the SDCs for the respective utilities.

GOALS AND FOCUS FOR COMING BUDGET PERIOD

Complete the update of the Stormwater Master Plan.

Develop a master SDC project list showing project funding.

Ensure that the City's SDC rates are reflective of the master plans and up to date.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
SDC funds collected	\$72,000	\$33,000	\$46,000	\$241,000	\$255,000	\$269,000
SDC funds expended on projects	\$383,000	\$371,000	\$37,000	\$406,000	\$360,000	\$500,000
SDC funds used to fund master plan update			\$66,000		\$3,000	\$2,000

PERFORMANCE MEASURES	FY09	FY10	FY11	FY12 (est.)	FY13 (est.)	FY14 (est.)
SDC rates updated, adjusted for new projects and/or inflation	0	0	0	1	4	4

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 constructed and is collecting for future infrastructure needs.

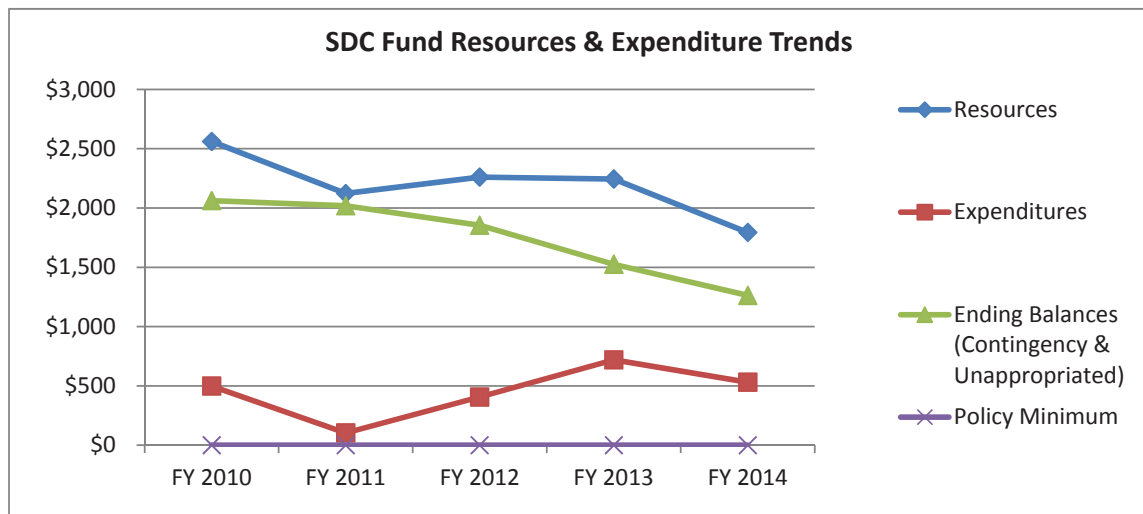
Comments and Other Relevant Department Issues

Performance measures for CIP projects, including those funded with SDC funds, are shown as part of the Engineering Dept budget

Systems Development Charges (SDCs) Fund

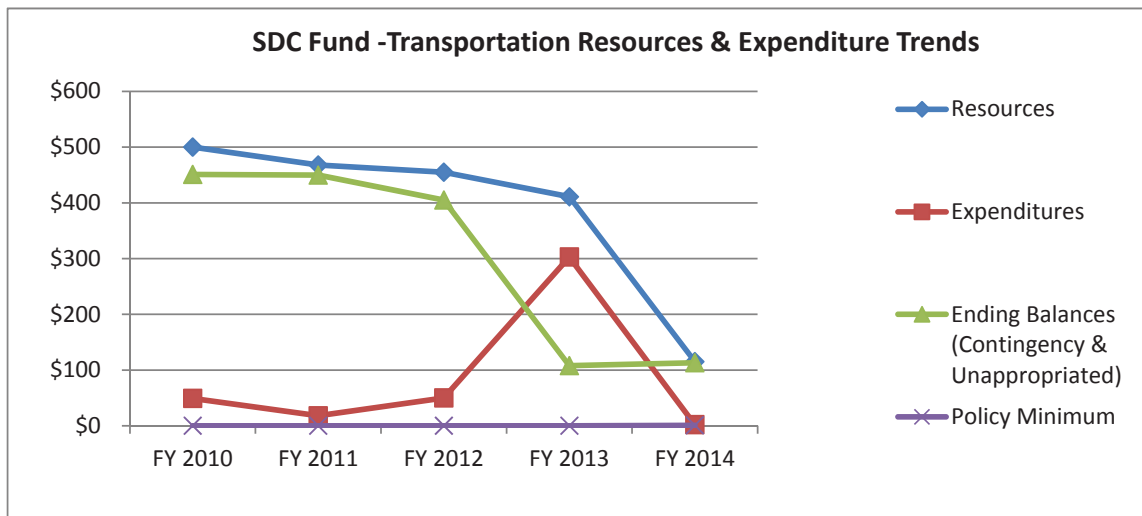
	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Resources							
Beginning Fund Balance	\$ 2,503	\$ 2,062	\$ 2,060	\$ 2,019	\$ 1,854	\$ 1,525	\$ 1,854
Interest	25	13	27	5	6	7	13
Systems Development Charges	33	47	109	236	384	262	646
Total Resources	\$ 2,561	\$ 2,122	\$ 2,196	\$ 2,260	\$ 2,244	\$ 1,794	\$ 2,513
Requirements							
Materials & Services	\$ -	\$ -	\$ 58	\$ -	\$ 53	\$ 2	\$ 55
Transfers to Other Funds	128	-	-	-	-	-	-
Capital Outlay	371	103	596	406	666	529	1,195
Contingency	-	-	900	-	600	800	800
Unappropriated Ending Fund Balance	2,062	2,019	642	1,854	925	463	463
Total Requirements	\$ 2,561	\$ 2,122	\$ 2,196	\$ 2,260	\$ 2,244	\$ 1,794	\$ 2,513

Starting with FY 2012, SDCs will be appropriated at the SDC Fund level for overall financial reporting and auditing purposes. Activity for each individual SDC type will be maintained under separate Departments within.



SDC Fund - Transportation

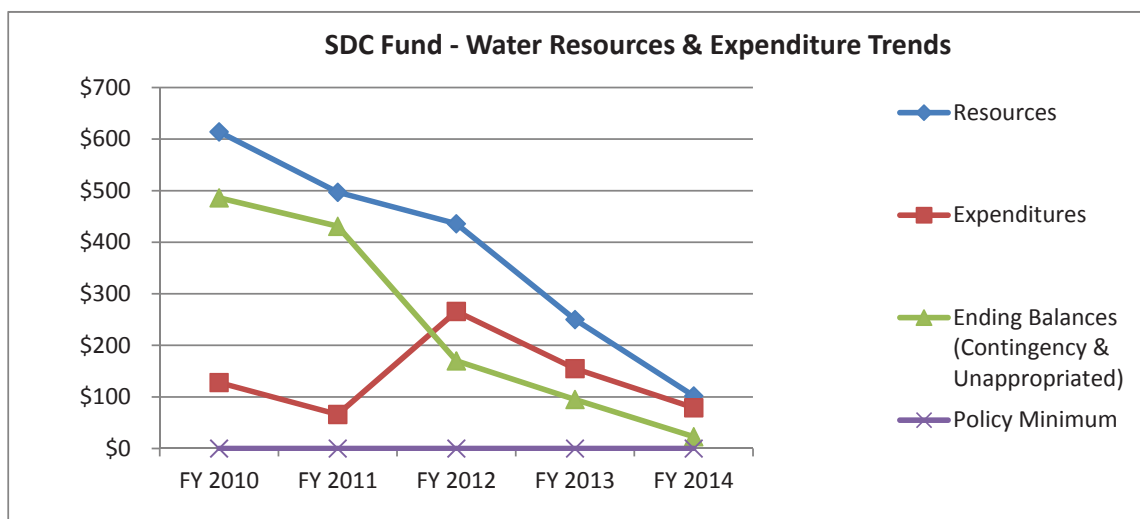
	Actual	Actual	Budget	Estimate	Adopted Biennial Budget		
	FY 2010	FY 2011	FY 2012	FY 2012	FY 2013	FY 2014	Total
Resources							
Beginning Fund Balance	\$ 483	\$ 451	\$ 441	\$ 450	\$ 405	\$ 108	\$ 405
Interest	5	3	5	5	6	7	13
Systems Development Charges	12	14	40	-	-	-	-
Total Resources	\$ 500	\$ 468	\$ 486	\$ 455	\$ 411	\$ 115	\$ 418
Requirements							
Materials & Services	\$ -	\$ -	\$ 50	\$ -	\$ 3	\$ 2	\$ 5
Capital Outlay	49	18	100	50	300	-	300
Contingency	-	-	200	-	-	200	200
Unappropriated Ending Fund Balance	451	450	136	405	108	(87)	(87)
Total Requirements	\$ 500	\$ 468	\$ 486	\$ 455	\$ 411	\$ 115	\$ 418



SDC Fund - Water

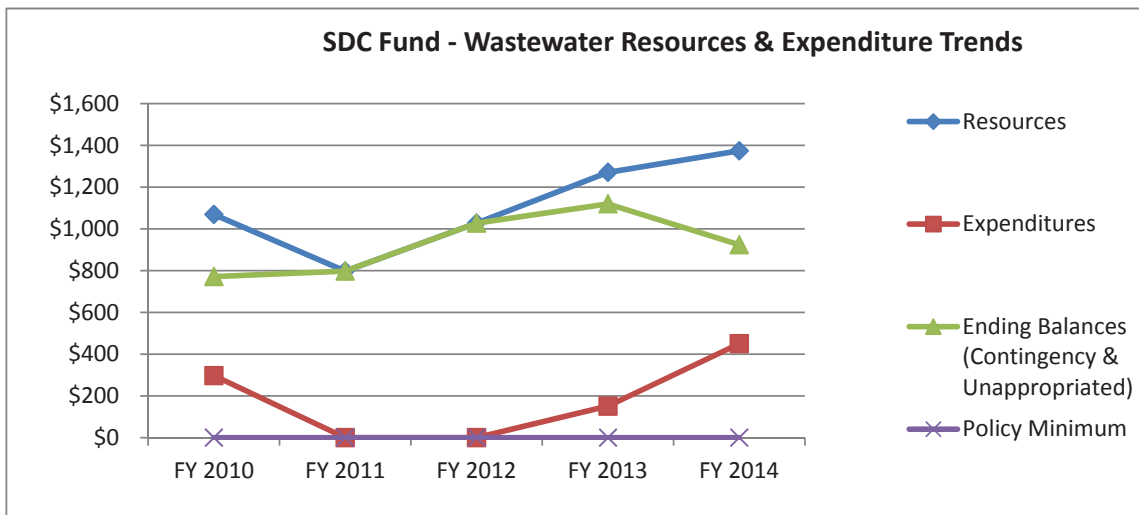
	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Resources							
Beginning Fund Balance	\$ 599	\$ 486	\$ 445	\$ 431	\$ 170	\$ 95	\$ 170
Interest	7	3	7	-	-	-	-
Systems Development Charges (1)	8	8	29	5	80	7	87
Total Resources	\$ 614	\$ 497	\$ 481	\$ 436	\$ 250	\$ 102	\$ 257
Requirements							
Materials & Services	\$ -	\$ -	\$ 8	\$ -	\$ -	\$ -	\$ -
Transfers to Other Funds	128	-	-	-	-	-	-
Capital Outlay (1)	-	66	266	266	155	79	234
Unappropriated Ending Fund Balance	486	431	207	170	95	23	23
Total Requirements	\$ 614	\$ 497	\$ 481	\$ 436	\$ 250	\$ 102	\$ 257

(1) \$74K of this amount relates to the SDC Water's portion of Light Rail fees and capital outlay that are being contributed back as part of the \$5 million settlement agreement between the City of Milwaukie and TriMet, entered into in 2006.



SDC Fund - Wastewater

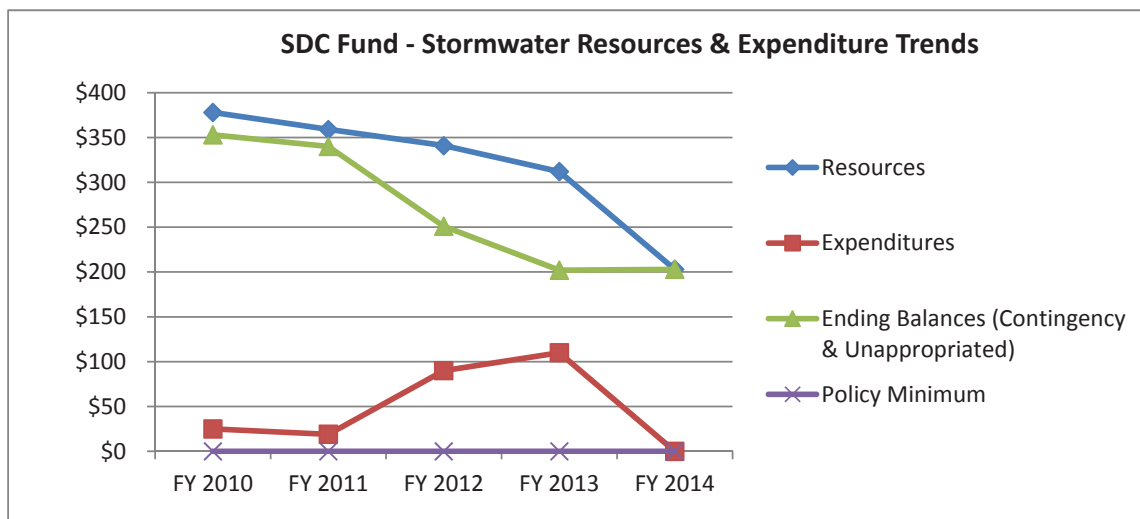
	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	<i>Adopted Biennial Budget</i>		
					FY 2013	FY 2014	Total
Resources							
Beginning Fund Balance	\$ 1,050	\$ 772	\$ 803	\$ 798	\$ 1,028	\$ 1,120	\$ 1,028
Interest	10	5	12	-	-	-	-
Systems Development Charges	9	21	23	230	243	254	497
Total Resources	\$ 1,069	\$ 798	\$ 838	\$ 1,028	\$ 1,271	\$ 1,374	\$ 1,525
Requirements							
Capital Outlay	\$ 297	\$ -	\$ 100	\$ -	\$ 151	\$ 450	\$ 601
Contingency	-	-	500	-	500	500	500
Unappropriated Ending Fund Balance	772	798	238	1,028	620	424	424
Total Requirements	\$ 1,069	\$ 798	\$ 838	\$ 1,028	\$ 1,271	\$ 1,374	\$ 1,525



SDC Fund - Stormwater

	Actual FY 2010	Actual FY 2011	Budget FY 2012	Estimate FY 2012	Adopted Biennial Budget		
					FY 2013	FY 2014	Total
Resources							
Beginning Fund Balance	\$ 371	\$ 353	\$ 371	\$ 340	\$ 251	\$ 202	\$ 251
Interest	3	2	3	-	-	-	-
Systems Development Charges (1)	4	4	17	1	61	1	62
Total Resources	\$ 378	\$ 359	\$ 391	\$ 341	\$ 312	\$ 203	\$ 313
Requirements							
Materials & Services	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ -	\$ 50
Capital Outlay (1)	25	19	130	90	60	-	60
Contingency	-	-	200	-	100	100	100
Unappropriated Ending Fund Balance	353	340	61	251	102	103	103
Total Requirements	\$ 378	\$ 359	\$ 391	\$ 341	\$ 312	\$ 203	\$ 313

(1) \$60K of this amount relates to the SDC Stormwater's portion of Light Rail fees and capital outlay that are being contributed back as part of the \$5 million settlement agreement between the City of Milwaukee and TriMet, entered into in 2006.





Glossary

What Do All These Words Mean?

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, 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

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 an independent auditing firm. A comprehensive 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. 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

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.

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 5 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 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. 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.

Charges for Service

Includes a wide variety of fees charged for services provided to the public and other agencies.

Comprehensive Annual Financial Report

The annual audit document publishing the City's financial results including notes, statistics, and the auditor's opinion and comments.

Comprehensive Plan

An official statement of the goals, objectives and physical plan for the development of the city. Contains a narrative of goals, objectives and policies that describe the desired form, nature and rate of city development.

Consumer Price Index

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 the approval 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/operating unit within each City division or department.

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 debt 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 City Manager with a specific and unique set of goals and objectives (i.e., Police, Finance, Human Resources, Engineering, 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.

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. Includes 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 the various pension, 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 the service is self-sufficient, with all costs supported predominantly by user charges.

Estimated

A projection of the revenue or expenditure, as appropriate, to be recognized during the current fiscal period.

Expenditures

Represents decreases in net financial resources. They include current operating expenses, 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 a 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 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 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 issued to pay for general capital improvements such as parks and City facilities.

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 such as 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 funds are appropriated as 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 or 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 Statutes (ORS) Chapter 294 dictates local budgeting practices governed by Local Budget Law which regulates the 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 tools 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 FY 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. Voters may approve local initiatives above permanent rates provided a majority of voters approves.

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, interfund transfers, 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 personal services and materials and services.

Operating Revenue

Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from 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 statute or a constitutional provision, it represents the full force and effect of the law within the boundaries of the municipality to which it applies.

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 districts, city governments, counties, and special districts were 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 CCSD'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.

Property Tax

Based off of the assessed value of property (which in Oregon is different than the real market value) times the permanent tax rate and are used as the source of monies to pay 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 Citizens Budget Committee for their review, approval, and recommendation to City Council.

Real Market Value

The estimated value of property as if it were sold. Within the City, the average real market value typically exceeds the assessed value. 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, and 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 been specially benefited by the construction of public improvements such as sidewalks, streets, or sewer systems.

Special Revenue Funds

Established to account for the proceeds of specific revenue sources that are restricted 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

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, streets and parks 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, is different from real market value since Measure 47/50 passed in FY 1995/96.

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 the other expenditures with 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 when the City Manager declares an emergency.

User Fees

Charges for services to the specific entity who directly benefits. Often referred to as Charges for Service.



Appendices

Extra Documentation to Aid the Budget Reader

1. *Motion to Approve the Budget (9 to 0 Vote Yes)*
2. *Motion to Adopt the Budget (5 to 0 Vote Yes)*
3. *Appropriation Resolution*
4. *Eligibility for State Shared Revenues Resolution*
5. *Five Year Financial Forecast*
6. *Capital Improvement Projects for FY 2013 - 2017*

Budget is Approved by Budget Committee
(Completing Phase II of the Budget Process)

I move to approve the City Manager's Proposed Budget for the 2013-2014 Biennium at the property tax rate of \$4.0731 for FY 2012-2013 and \$4.0744 for FY 2013-2014 per \$1000 of assessed value for operations with the following three changes:

- On page 150, Building Inspection Fund, the \$157,000 line-item for Capital Outlay for fiscal year 2013 related to the Portland-Milwaukie Light Rail be moved to page 64, the General Fund, and added to the line-item for Capital Outlay in compliance with Oregon Revised Statutes.*
- On page 176, SDC Fund (Transportation), the line-item for Capital Outlay for fiscal year 2013 be increased by \$200,000 and the Contingency line-item decreased by \$200,000 for use as the local match portion for potential grant funding for the Kellogg Lake Multi-Use Bridge and Trail Connection project.*
- On page 137, General Fund, Police Field Services Department the line-item for Education and Training be increased by \$16,000 in each year of the biennium and on page 73, General Fund, City Manager's Department, the Advertising and Publicity (Pilot) line-item be decreased by \$16,000 in each year of the biennium to move discretionary funding from the Pilot to the Police Field Services training budget.*

Motion made by Councilor Hedges and seconded by Councilor Chaimov on 5/31/12 and passed 9 to 0:

Yes:			No:
Hedges	Palmer	Loomis	N/A
Ferguson	Fox		
Stoll	Dondino		
Miller	Chaimov		

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*

Motion made by Greg Chaimov and seconded by Dave Hedges on 6/5/12 and passed 4 to 0 with 1 abstain.

RESOLUTION NO. 33-2012

**A RESOLUTION ADOPTING THE CITY OF MILWAUKIE BUDGET AND CAPITAL
IMPROVEMENT PLAN (CIP) FOR THE BIENNIUM COMMENCING JULY 1, 2012, MAKING
APPROPRIATIONS, LEVYING AD VALOREM TAXES, AND CLASSIFYING THE LEVY 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, 2012 in the sum of \$88,390,000 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, 2012 for the purposes stated.

GENERAL FUND

City Council Department	\$ 98,000
City Manager's Department	1,005,000
Community Development & Public Works Admin	7,728,000
Engineering Services Department	1,235,000
Facilities Management Department	2,494,000
Finance Department	1,408,000
Fleet Services Department	1,733,000
Human Resources Department	717,000
Information Systems Technology Department	1,930,000
Municipal Court Department	708,000
Planning Services Department	1,246,000
Community Services Department	1,244,000
Code Enforcement Department	415,000
Public Access Studio Department	143,000
Records and Information Management Dept.	881,000
Police Administration Department	1,016,000
Police Field Services Department	10,404,000
Police Support Services Department	722,000
Nondepartmental	1,890,000
Contingency	750,000
Appropriated for the General Fund	<u>\$ 37,767,000</u>

LIBRARY FUND

Personnel Services	\$ 2,829,000
Materials & Services	400,000
Debt Service	70,000
Transfers to Other Funds	1,440,000
Capital Outlay	1,000,000
Contingency	100,000
Appropriated for Library	<u>\$ 5,839,000</u>

BUILDING INSPECTIONS FUND

Personnel Services	\$ 424,000
Materials & Services	16,000
Transfers to Other Funds	160,000
Contingency	50,000
Appropriated for Building Inspections	<u>\$ 650,000</u>

TRANSPORTATION FUND

Personnel Services	\$ 928,000
Materials & Services	962,000
Transfers to Other Funds	1,960,000
Capital Outlay	6,327,000
Contingency	500,000
Appropriated for Transportation	<u>\$ 10,677,000</u>

WATER FUND

Personnel Services	\$ 1,125,000
Materials & Services	1,360,000
Transfers to Other Funds	1,880,000
Capital Outlay	965,000
Contingency	50,000
Appropriated for Water	<u>\$ 5,380,000</u>

WASTEWATER FUND

Personnel Services	\$ 813,000
Materials & Services	7,338,000
Debt Service	220,000
Transfers to Other Funds	1,860,000
Capital Outlay	2,355,000
Contingency	200,000
Appropriated for Wastewater	<u>\$ 12,786,000</u>

STORMWATER FUND

Personnel Services	\$ 850,000
Materials & Services	689,000
Transfers to Other Funds	1,500,000
Capital Outlay	2,694,000
Contingency	200,000
Appropriated for Stormwater	<u>\$ 5,933,000</u>

SYSTEMS DEVELOPMENT CHARGES FUND

Materials & Services	\$ 55,000
Capital Outlay	1,195,000
Contingency	800,000
Appropriated for SDCs	<u>\$ 2,050,000</u>

SUMMARY TOTALS FOR ALL FUNDS

Appropriated Expenditures	\$ 78,432,000
Appropriated Contingency	2,650,000
Total Appropriations	81,082,000
Total Unappropriated	7,308,000
Total Budget for BN 2014	<u>\$ 88,390,000</u>

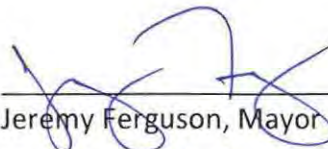
Section 3. BE IT RESOLVED that the City Council of the City of Milwaukie hereby imposes the taxes provided for in the adopted budget at the rate of \$4.0731 for FY 2012-2013 and \$4.0744 for FY 2013-2014 (City's permanent rate is \$6.5379 offset by County's FD1 permanent rate of \$2.4012 and bonded debt rate of \$0.0636 and \$0.0623 for FY 2013 and 2014 respectively) per \$1000 of assessed value for operations and \$0 bonded debt rate for FY 2012-2013 and FY 2013-2014 and that taxes are hereby imposed for the FY 2012-2013 and FY 2013-2014 tax years upon the assessed value of all taxable property; and classified pursuant to the categories and subject to the limits of section 11b, Article XI of the Oregon Constitution as follows:

	<u>FY 2012-2013</u>	<u>FY2013-2014</u>
General Operations (permanent rate per \$1,000 AV)	\$ 4.0731	\$4.0744
Debt Service Fund (excluded from M5 limitation)	NONE	NONE

Section 4. The City Manager or his designee shall certify, file with and give notice to the County Assessors of Clackamas 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 ___ day of June 2012.



Jeremy Ferguson, Mayor
Dated: 6/5/12

ATTEST:



Pat DuVal, City Recorder

Approved as to form:
Jordan Ramis PC



City Attorney

RESOLUTION NO. 32-2012

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, IS ELIGIBLE IN THE 2013-2014 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 5, 2012.

This resolution is effective on June 5, 2012.



Jeremy Ferguson, Mayor

ATTEST:

APPROVED AS TO FORM:
Jordan Ramis PC



Pat DuVal, City Recorder



City Attorney

City of Milwaukee

Total of 8 Funds
(amounts in thousands)

	ACTUALS					Current Year	BN 2014		BN 2016			
							+ 1	+ 2	+ 3	+ 4	+ 5	
	FY07	FY08	FY09	FY10	FY11	FY12	PROJECTED		FY15	FY16	FY17	
							FY13	FY14				
RESOURCES												
Beginning Fund Balances	\$12,832	\$13,153	\$12,999	\$12,694	\$12,622	\$13,615	\$14,534	\$11,505	\$9,958	\$9,307	\$7,556	23%
Revenues	29,819	31,035	32,349	37,121	40,315	32,860	38,536	35,320	34,534	36,047	37,602	77%
Total Resources	\$42,651	\$44,188	\$45,348	\$49,815	\$52,937	\$46,475	\$53,070	\$46,825	\$44,493	\$45,354	\$45,158	100%
REQUIREMENTS												
Expenditures	\$29,498	\$31,189	\$32,654	\$37,595	\$39,322	\$31,941	\$41,565	\$36,867	\$35,185	\$37,798	\$38,012	81%
Ending Fund Balances	13,153	12,999	12,694	12,220	13,615	14,534	11,505	9,958	9,307	7,556	7,146	19%
Total Requirements	\$42,651	\$44,188	\$45,348	\$49,815	\$52,937	\$46,475	\$53,070	\$46,825	\$44,493	\$45,354	\$45,158	100%

Summary 1 of 3

City of Milwaukie

Total of 8 Funds
(amounts in thousands)

						Current Year	BN 2014		BN 2016			
							+ 1	+ 2	+ 3	+ 4	+ 5	
ACTUALS							PROJECTED					
						FY12	FY13	FY14	FY15	FY16	FY17	
Resources												% of rev
Beginning fund balance	\$12,832	\$13,153	\$12,999	\$12,694	\$12,622	\$13,615	\$14,534	\$11,505	\$9,958	\$9,307	\$7,556	
Taxes	5,632	6,137	6,405	6,623	6,164	6,506	6,704	6,906	7,113	7,327	7,547	20%
Fees and charges	10,695	12,112	11,980	13,134	13,892	14,437	16,508	16,456	17,200	18,144	19,111	48%
Intergovernmental	3,464	3,881	5,379	5,922	2,158	4,349	5,190	5,724	3,737	3,831	3,928	12%
Charges for services	3,970	3,486	4,281	4,012	882	-	-	-	-	-	-	0%
Debt proceeds	858	-	-	2,229	1,622	143	4,133	65	65	65	65	2%
Other	5,200	5,419	4,304	5,201	15,597	7,425	6,001	6,169	6,419	6,680	6,951	18%
Total revenues	29,819	31,035	32,349	37,121	40,315	32,860	38,536	35,320	34,534	36,047	37,602	100%
Total Resources						\$46,475	\$53,070	\$46,825	\$44,493	\$45,354	\$45,158	

Summary 2 of 3

City of Milwaukee

Total of 8 Funds
(amounts in thousands)

						Current Year	BN 2014		BN 2016			
							+ 1	+ 2	+ 3	+ 4	+ 5	
ACTUALS						PROJECTED						
						FY12	FY13	FY14	FY15	FY16	FY17	
Resources	FY07	FY08	FY09	FY10	FY11							% of rev
Beginning fund balance	\$12,832	\$13,153	\$12,999	\$12,694	\$12,220	\$13,615	\$ 14,534	\$ 11,505	\$9,958	\$9,307	\$7,556	
Adjustment to audit balance	-	-	-	-	402	-	-	-	-	-	-	
Taxes												
Taxes - General	5,369	5,611	5,826	6,021	6,164	6,506	6,704	6,906	7,113	7,327	7,547	20%
Taxes - Bonded Debt	263	526	579	602	-	-	-	-	-	-	-	0%
	5,632	6,137	6,405	6,623	6,164	6,506	6,704	6,906	7,113	7,327	7,547	20%
Fees and Charges												
Fees - Water	2,046	2,056	2,171	2,212	2,112	2,310	2,705	3,102	3,495	3,802	4,109	9%
Fees - Wastewater	3,105	3,241	3,536	4,262	5,008	5,040	5,379	5,703	5,989	6,289	6,604	16%
Fees - Stormwater	1,441	1,508	1,533	1,693	1,747	1,828	1,956	2,093	2,240	2,430	2,624	6%
Fees - Streets maint. fee	-	533	596	598	620	601	601	601	601	601	601	2%
Fees - Streets, local gas tax	-	155	172	157	197	174	176	178	180	182	184	0%
Fees - Streets, state gas tax	972	913	809	863	1,018	1,154	1,175	1,188	1,200	1,212	1,224	3%
Fees and charges - SDCs	161	382	72	33	47	241	390	268	44	47	50	0%
Fees and charges - Other	863	870	626	499	582	579	1,530	648	686	727	771	2%
Franchise fees (external)	1,561	1,926	1,914	2,221	1,947	2,017	2,054	2,091	2,129	2,168	2,208	6%
Franchise fees (utility to st)	546	528	551	596	614	493	542	584	636	686	736	2%
	10,695	12,112	11,980	13,134	13,892	14,437	16,508	16,456	17,200	18,144	19,111	48%
Intergovernmental - Library	496	493	499	889	938	1,040	1,392	1,434	1,477	1,521	1,567	4%
Intergovernmental - 911 Dispatch	-	12	-	-	102	100	102	101	102	103	104	0%
Intergovernmental - Other	2,968	3,376	4,880	5,033	1,118	3,209	3,696	4,189	2,158	2,207	2,257	8%
												0%
Charges for services	3,970	3,486	4,281	4,012	882	-	-	-	-	-	-	0%
Fines and forfeitures	876	1,003	1,588	1,767	1,856	1,523	1,441	1,483	1,526	1,571	1,617	4%
Interest	642	614	331	165	216	56	58	60	62	64	66	0%
Miscellaneous	373	111	69	142	547	289	162	166	170	174	178	0%
Debt proceeds	858	-	-	2,229	1,622	143	4,133	65	65	65	65	2%
Transfers from other funds	3,309	3,691	2,316	3,127	12,978	5,557	4,340	4,460	4,661	4,871	5,090	13%
Total revenues	29,819	31,035	32,349	37,121	40,315	32,860	38,536	35,320	34,534	36,047	37,602	100%
Total Resources	\$42,651	\$44,188	\$45,348	\$49,815	\$52,937	\$46,475	\$ 53,070	\$ 46,825	\$44,493	\$45,354	\$45,158	
Requirements												% of exp
Personnel services	\$9,833	\$10,773	\$11,725	\$12,363	\$12,640	\$12,830	\$ 13,352	\$ 14,267	\$14,919	\$15,901	\$16,573	40%
Materials & services (w/o chgs)	6,463	7,386	7,107	9,282	9,272	8,697	9,467	9,713	10,127	10,558	11,006	27%
Materials & services (int chgs)	5,135	5,507	6,378	6,387	-	-	-	-	-	-	-	0%
Debt service	853	976	968	980	391	2,419	896	743	725	748	775	2%
Transfers to other funds	3,309	3,691	2,316	3,127	12,962	5,557	4,340	4,460	4,661	4,871	5,090	12%
Capital outlay	3,905	2,856	4,160	5,456	4,057	2,438	13,510	7,684	4,753	5,720	4,568	19%
Total expenditures	29,498	31,189	32,654	37,595	39,322	31,941	41,565	36,867	35,185	37,798	38,012	100%
Ending fund balance												
Policy requirements	4,411	4,841	5,028	5,807	5,441	5,091	5,307	5,488	5,626	5,867	6,268	
Reserves for debt service	134	134	134	134	-	-	-	-	-	-	-	
Reserves for vehicle replacen	-	-	-	-	-	-	216	432	648	864	816	
Reserves for capital	2,637	2,954	2,703	2,262	2,219	2,354	2,025	1,763	1,621	1,483	1,348	
Reserves for utilities	2,164	2,070	2,281	1,371	2,314	3,094	2,007	1,559	1,371	1,444	1,552	
Over (under) policy/reserves	3,807	3,000	2,548	2,646	3,641	3,995	1,950	717	41	(2,102)	(2,839)	
Total ending fund balance	13,153	12,999	12,694	12,220	13,615	14,534	11,505	9,958	9,307	7,556	7,146	
Total Requirements	\$42,651	\$44,188	\$45,348	\$49,815	\$52,937	\$46,475	\$ 53,070	\$ 46,825	\$44,493	\$45,354	\$45,158	

Summary 3 of 3

City of Milwaukee

General Fund
(amounts in thousands)

	ACTUALS					Current Year	BN 2014		BN 2016			
							+ 1	+ 2	+ 3	+ 4	+ 5	
	FY07	FY08	FY09	FY10	FY11	FY12	PROJECTED		FY15	FY16	FY17	
Resources												
Beginning fund balance	\$5,629	\$6,043	\$4,844	\$4,862	\$5,864	\$6,485	\$ 5,717	\$ 5,043	\$3,875	\$3,058	\$1,816	
Adjustment to audit balance	-	-	-	426	278	-	-	-	-	-	-	
Charges for services	3,860	3,366	4,170	4,012	882	-	-	-	-	-	-	
Fines - Traffic and Court	837	966	1,069	1,049	931	1,145	1,016	1,046	1,077	1,109	1,142	3.00%
Fines - Photo Radar	-	3	474	693	439	272	364	375	386	398	410	3.00%
Fines - Training and Comm Sa	-	-	-	-	82	46	-	-	-	-	-	0.00%
Fines - Library and Other	39	34	45	25	404	-	-	-	-	-	-	3.00%
Fees and charges	370	394	361	323	303	354	1,063	376	387	399	411	3.00%
Interest	290	274	149	88	92	56	58	60	62	64	66	3.00%
Miscellaneous	333	73	17	66	288	209	68	70	72	74	76	3.00%
Taxes	5,369	5,611	5,826	6,021	6,164	5,407	5,947	5,979	6,113	6,233	6,394	Scheduled
Franchise fees (external)	1,561	1,741	1,620	1,838	1,635	1,693	1,727	1,761	1,796	1,832	1,869	2.00%
Intergovernmental - Library	496	493	499	889	938	-	-	-	-	-	-	4.50%
Intergovernmental - 911 Dispat	-	12	-	-	102	100	102	101	102	103	104	0.50%
Intergovernmental - Other	2,484	3,062	4,657	4,544	1,055	1,214	1,200	1,052	1,089	1,127	1,166	3.50%
Debt proceeds	205	-	-	-	-	-	4,010	-	-	-	-	
Transfers from other funds	2,654	2,810	2,076	2,429	10,613	4,629	4,340	4,460	4,661	4,871	5,090	6.00%
Total revenues	18,498	18,839	20,963	22,403	23,928	15,125	19,895	15,280	15,745	16,210	16,728	
Total Resources	\$24,127	\$24,882	\$25,807	\$27,265	\$30,070	\$21,610	\$ 25,612	\$ 20,323	\$19,620	\$19,268	\$18,544	
Requirements												
Personnel services	\$8,230	\$9,124	\$10,004	\$10,562	\$10,794	\$9,640	\$ 9,988	\$ 10,662	\$11,133	\$11,870	\$12,371	Schedule
Materials & services (w/o chgs)	3,249	3,586	3,893	4,200	4,492	4,068	4,222	4,138	4,264	4,394	4,527	3.00%
Materials & services (int chgs)	3,669	4,185	4,955	4,622	-	-	-	-	-	-	-	0.00%
Debt service	263	379	369	382	391	374	751	598	580	603	630	Schedule
Transfers to other funds	738	1,324	551	619	7,235	928	-	-	-	-	-	0.00%
Capital outlay	1,935	1,440	1,173	1,016	673	883	5,608	1,050	585	585	560	Estimated
Total expenditures	18,084	20,038	20,945	21,401	23,585	15,893	20,569	16,448	16,562	17,452	18,088	
Ending fund balance												
Policy requirement (25%)	2,870	3,178	3,474	3,690	3,820	3,430	3,550	3,700	3,850	4,070	4,220	
Over (under) Policy	3,173	1,666	1,388	2,174	2,665	2,287	1,493	175	(792)	(2,254)	(3,764)	
Total ending fund balance	6,043	4,844	4,862	5,864	6,485	5,717	5,043	3,875	3,058	1,816	456	
Total Requirements	\$24,127	\$24,882	\$25,807	\$27,265	\$30,070	\$21,610	\$ 25,612	\$ 20,323	\$19,620	\$19,268	\$18,544	

General Fund
(amounts in thousands)

	ACTUALS					Current Year	BN 2014		BN 2016		
							+ 1	+ 2	+ 3	+ 4	+ 5
	FY07	FY08	FY09	FY10	FY11	FY12	PROJECTED		FY15	FY16	FY17
Library Services	\$1,611	\$1,811	\$1,995	\$2,246	\$1,450	\$0	\$0	\$0	\$0	\$0	\$0
City Council	51	49	55	50	44	46	49	49	50	51	52
City Manager	264	285	562	584	374	587	493	512	537	572	593
Community Development Fund	894	1,255	1,415	1,582	1,085	1,144	6,261	1,467	1,523	1,609	1,671
Engineering Fund	706	675	735	799	539	621	596	639	669	714	747
Facilities Management Fund	1,132	1,264	1,523	1,396	1,090	1,027	1,207	1,287	1,297	1,335	1,370
Finance	433	402	478	527	706	626	684	724	762	811	848
Fleet Services Fund	1,368	1,540	1,654	1,667	1,023	676	615	1,118	734	763	762
Fleet Services Reserve Fund	376	621	310	393	2,231	-	-	-	-	1	2
Human Resources	265	282	308	285	327	350	352	365	378	397	411
Information Systems & Tech	771	812	882	886	1,098	1,278	964	966	981	1,023	1,055
Municipal Court	33	55	40	157	360	351	362	346	359	378	391
Planning	549	736	829	802	537	560	617	629	652	693	720
Community Services	771	699	1,006	903	602	596	691	553	506	527	542
Code Enforcement	203	209	275	238	175	174	201	214	227	244	259
Public Access Studio	73	100	53	70	84	90	93	50	52	54	56
Records and Info Mgmt	540	578	673	639	389	352	431	450	462	485	501
Nondepartmental	1,416	1,370	192	100	5,442	1,465	1,023	867	901	934	971
Police Administration	360	361	376	454	447	477	495	521	540	569	590
Police Field Services	5,156	5,756	6,470	6,602	4,800	5,156	5,088	5,316	5,540	5,874	6,109
Police Support Services	383	419	440	414	289	317	347	375	392	418	438
City Attorney	186	203	386	300	-	-	-	-	-	-	-
General Government	284	277	-	-	-	-	-	-	-	-	-
Photocopiers	52	60	61	64	-	-	-	-	-	-	-
Pension Debt Service Fund	200	217	227	241	267	-	-	-	-	-	-
Knutson Pioneer Cemetary Fund	-	2	-	2	36	-	-	-	-	-	-
Library Endowment Fund	-	-	-	-	166	-	-	-	-	-	-
Forfeiture Fund	7	-	-	-	23	-	-	-	-	-	-
	\$18,084	\$20,038	\$20,945	\$21,401	\$23,584	\$15,893	\$20,569	\$16,448	\$16,562	\$17,452	\$18,088

General Fund
(amounts in thousands)

						Current Year	BN 2014		BN 2016		
							+ 1	+ 2	+ 3	+ 4	+ 5
ACTUALS							PROJECTED				
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Personnel Services											
Library Services	881	922	964	1,193	1,273	-	-	-	-	-	-
City Council	-	-	9	17	17	18	18	18	18	18	18
City Manager	169	179	208	257	183	377	420	449	472	505	524
Community Development Fund	581	795	879	987	987	868	1,070	1,141	1,187	1,263	1,315
Engineering Fund	452	446	484	537	510	544	578	621	650	694	726
Facilities Management Fund	136	116	197	203	211	193	209	222	231	245	255
Finance	341	319	337	316	400	433	478	518	550	593	623
Fleet Services Fund	412	455	450	455	430	227	243	261	276	294	306
Fleet Services Reserve Fund	-	-	-	-	-	-	-	-	-	-	-
Human Resources	184	201	197	202	210	213	226	239	248	263	273
Information Systems & Tech	377	425	440	427	462	432	351	371	385	410	425
Municipal Court	-	-	-	-	261	260	276	290	301	318	329
Planning	289	396	443	462	495	508	539	572	593	632	657
Community Services	252	277	296	306	324	237	243	258	268	286	298
Code Enforcement	104	118	141	142	154	141	169	182	194	210	224
Public Access Studio	-	-	-	-	-	-	-	-	-	-	-
Records and Info Mgmt	463	499	568	538	317	291	295	314	322	341	353
Nondepartmental	-	-	-	-	-	-	-	-	-	-	-
Police Administration	249	266	273	309	436	457	460	486	504	532	552
Police Field Services	3,036	3,373	3,830	3,931	3,836	4,128	4,070	4,349	4,546	4,852	5,059
Police Support Services	252	277	288	280	288	313	343	371	388	414	434
City Attorney	-	-	-	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-	-	-	-
Photocopiers	52	60	-	-	-	-	-	-	-	-	-
Pension Debt Service Fund	-	-	-	-	-	-	-	-	-	-	-
Knutson Pioneer Cemetery Fund	-	-	-	-	-	-	-	-	-	-	-
Library Endowment Fund	-	-	-	-	-	-	-	-	-	-	-
Forfeiture Fund	-	-	-	-	-	-	-	-	-	-	-
	8,230	9,124	10,004	10,562	10,794	9,640	9,988	10,662	11,133	11,870	12,371
Mat'l & Serv (w/o Internal Charges)											
Library Services	41	51	48	151	142	-	-	-	-	-	-
City Council	42	40	36	23	27	28	31	31	32	33	34
City Manager	74	77	322	318	191	210	73	63	65	67	69
Community Development Fund	86	124	159	218	98	276	326	326	336	346	356
Engineering Fund	72	33	29	23	29	77	18	18	19	20	21
Facilities Management Fund	647	684	724	628	700	651	760	777	800	824	849
Finance	50	39	78	169	306	193	206	206	212	218	225
Fleet Services Fund	505	529	517	541	593	362	372	372	383	394	406
Fleet Services Reserve Fund	-	-	-	-	-	-	-	-	-	1	2
Human Resources	51	49	69	53	117	137	126	126	130	134	138
Information Systems & Tech	298	303	319	375	529	526	563	545	561	578	595
Municipal Court	22	43	23	148	99	91	66	56	58	60	62
Planning	36	60	78	39	42	52	78	57	59	61	63
Community Services	159	129	208	201	139	161	85	85	88	91	94
Code Enforcement	16	5	4	5	21	33	32	32	33	34	35
Public Access Studio	73	62	53	61	84	82	93	50	52	54	56
Records and Info Mgmt	43	42	51	67	72	61	136	136	140	144	148
Nondepartmental	3	236	78	20	319	221	330	327	337	347	357
Police Administration	24	6	11	13	11	20	35	35	36	37	38
Police Field Services	530	591	639	780	964	883	888	892	919	947	975
Police Support Services	7	1	-	1	1	4	4	4	4	4	4
City Attorney	186	203	386	300	-	-	-	-	-	-	-
General Government	284	277	-	-	-	-	-	-	-	-	-
Photocopiers	-	-	61	64	-	-	-	-	-	-	-
Pension Debt Service Fund	-	-	-	-	-	-	-	-	-	-	-
Knutson Pioneer Cemetery Fund	-	2	-	2	-	-	-	-	-	-	-
Library Endowment Fund	-	-	-	-	-	-	-	-	-	-	-
Forfeiture Fund	-	-	-	-	8	-	-	-	-	-	-
	3,249	3,586	3,893	4,200	4,492	4,068	4,222	4,138	4,264	4,394	4,527

General Fund
(amounts in thousands)

						Current Year	BN 2014		BN 2016							
							+ 1	+ 2	+ 3	+ 4	+ 5					
ACTUALS							P R O J E C T E D									
						FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Mat'l & Serv (Internal Charges only)																
	Library Services	592	684	853	867	-	-	-	-	-	-	-	-	-	-	-
	City Council	9	9	10	10	-	-	-	-	-	-	-	-	-	-	-
	City Manager	11	11	16	9	-	-	-	-	-	-	-	-	-	-	-
	Community Development Fund	227	334	377	352	-	-	-	-	-	-	-	-	-	-	-
	Engineering Fund	182	196	222	215	-	-	-	-	-	-	-	-	-	-	-
	Facilities Management Fund	71	64	94	89	-	-	-	-	-	-	-	-	-	-	-
	Finance	40	44	63	42	-	-	-	-	-	-	-	-	-	-	-
	Fleet Services Fund	312	363	433	415	-	-	-	-	-	-	-	-	-	-	-
	Fleet Services Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Human Resources	30	32	42	30	-	-	-	-	-	-	-	-	-	-	-
	Information Systems & Tech	43	58	72	49	-	-	-	-	-	-	-	-	-	-	-
	Municipal Court	11	12	17	9	-	-	-	-	-	-	-	-	-	-	-
	Planning	136	169	192	178	-	-	-	-	-	-	-	-	-	-	-
	Community Services	113	120	149	126	-	-	-	-	-	-	-	-	-	-	-
	Code Enforcement	83	86	130	91	-	-	-	-	-	-	-	-	-	-	-
	Public Access Studio	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Records and Info Mgmt	34	37	54	34	-	-	-	-	-	-	-	-	-	-	-
	Nondepartmental	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Police Administration	85	89	92	130	-	-	-	-	-	-	-	-	-	-	-
	Police Field Services	1,566	1,736	1,987	1,843	-	-	-	-	-	-	-	-	-	-	-
	Police Support Services	124	141	152	133	-	-	-	-	-	-	-	-	-	-	-
	City Attorney	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	General Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Photocopiers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Pension Debt Service Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Knutson Pioneer Cemetary Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Library Endowment Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Forfeiture Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		3,669	4,185	4,955	4,622	-	-	-	-	-	-	-	-	-	-	-
Debt Service																
	Library Services	-	71	35	35	35	-	-	-	-	-	-	-	-	-	-
	City Council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	City Manager	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Community Development Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Engineering Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Facilities Management Fund	58	58	58	58	58	58	58	58	16	16	16	16	16	16	16
	Finance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fleet Services Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Fleet Services Reserve Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Information Systems & Tech	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Municipal Court	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Planning	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Community Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Code Enforcement	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Public Access Studio	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Records and Info Mgmt	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Nondepartmental	5	33	49	48	48	316	693	540	564	587	614	614	614	614	614
	Police Administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Police Field Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Police Support Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	City Attorney	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	General Government	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Photocopiers	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Pension Debt Service Fund	200	217	227	241	250	-	-	-	-	-	-	-	-	-	-
	Knutson Pioneer Cemetary Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Library Endowment Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Forfeiture Fund	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		263	379	369	382	391	374	751	598	580	603	630	630	630	630	630

General Fund
(amounts in thousands)

						Current Year	BN 2014		BN 2016		
							+ 1	+ 2	+ 3	+ 4	+ 5
							P R O J E C T E D				
A C T U A L S											
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Transfers											
Library Services	-	-	-	-	-	-	-	-	-	-	-
City Council	-	-	-	-	-	-	-	-	-	-	-
City Manager	-	-	-	-	-	-	-	-	-	-	-
Community Development Fund	-	-	-	25	-	-	-	-	-	-	-
Engineering Fund	-	-	-	-	-	-	-	-	-	-	-
Facilities Management Fund	44	151	219	183	-	-	-	-	-	-	-
Finance	-	-	-	-	-	-	-	-	-	-	-
Fleet Services Fund	133	193	251	256	-	-	-	-	-	-	-
Fleet Services Reserve Fund	-	-	-	-	1,926	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-	-	-
Information Systems & Tech	-	-	-	-	-	-	-	-	-	-	-
Municipal Court	-	-	-	-	-	-	-	-	-	-	-
Planning	88	111	116	123	-	-	-	-	-	-	-
Community Services	-	-	-	-	-	-	-	-	-	-	-
Code Enforcement	-	-	-	-	-	-	-	-	-	-	-
Public Access Studio	-	-	-	-	-	-	-	-	-	-	-
Records and Info Mgmt	-	-	-	-	-	-	-	-	-	-	-
Nondepartmental	473	869	(35)	32	5,075	928	-	-	-	-	-
Police Administration	-	-	-	-	-	-	-	-	-	-	-
Police Field Services	-	-	-	-	-	-	-	-	-	-	-
Police Support Services	-	-	-	-	-	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-	-	-	-
Photocopiers	-	-	-	-	-	-	-	-	-	-	-
Pension Debt Service Fund	-	-	-	-	17	-	-	-	-	-	-
Knutson Pioneer Cemetary Fund	-	-	-	-	36	-	-	-	-	-	-
Library Endowment Fund	-	-	-	-	166	-	-	-	-	-	-
Forfeiture Fund	-	-	-	-	15	-	-	-	-	-	-
	738	1,324	551	619	7,235	928	-	-	-	-	-
Capital Outlay											
Library Services	97	83	95	-	-	-	-	-	-	-	-
City Council	-	-	-	-	-	-	-	-	-	-	-
City Manager	10	18	16	-	-	-	-	-	-	-	-
Community Development Fund	-	2	-	-	-	-	4,865	-	-	-	-
Engineering Fund	-	-	-	24	-	-	-	-	-	-	-
Facilities Management Fund	176	191	231	235	121	125	180	230	250	250	250
Finance	2	-	-	-	-	-	-	-	-	-	-
Fleet Services Fund	6	-	3	-	-	87	-	485	75	75	50
Fleet Services Reserve Fund	376	621	310	393	305	-	-	-	-	-	-
Human Resources	-	-	-	-	-	-	-	-	-	-	-
Information Systems & Tech	53	26	51	35	107	320	50	50	35	35	35
Municipal Court	-	-	-	-	-	-	20	-	-	-	-
Planning	-	-	-	-	-	-	-	-	-	-	-
Community Services	247	173	353	270	139	198	363	210	150	150	150
Code Enforcement	-	-	-	-	-	-	-	-	-	-	-
Public Access Studio	-	38	-	9	-	8	-	-	-	-	-
Records and Info Mgmt	-	-	-	-	-	-	-	-	-	-	-
Nondepartmental	935	232	100	-	-	-	-	-	-	-	-
Police Administration	2	-	-	2	-	-	-	-	-	-	-
Police Field Services	24	56	14	48	-	145	130	75	75	75	75
Police Support Services	-	-	-	-	-	-	-	-	-	-	-
City Attorney	-	-	-	-	-	-	-	-	-	-	-
General Government	-	-	-	-	-	-	-	-	-	-	-
Photocopiers	-	-	-	-	-	-	-	-	-	-	-
Pension Debt Service Fund	-	-	-	-	-	-	-	-	-	-	-
Knutson Pioneer Cemetary Fund	-	-	-	-	-	-	-	-	-	-	-
Library Endowment Fund	-	-	-	-	-	-	-	-	-	-	-
Forfeiture Fund	7	-	-	-	-	-	-	-	-	-	-
	1,935	1,440	1,173	1,016	672	883	5,608	1,050	585	585	560
	\$18,084	\$20,038	\$20,945	\$21,401	\$23,584	\$15,893	\$20,569	\$16,448	\$16,562	\$17,452	\$18,088

City of Milwaukee

Library Fund
(amounts in thousands)

						Current Year	BN 2014		BN 2016			
							+ 1	+ 2	+ 3	+ 4	+ 5	
							P R O J E C T E D					
ACTUALS												
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	
Resources												
Beginning fund balance	\$1,453	\$1,613	\$1,595	\$1,155	\$866	\$0	\$657	\$548	\$561	\$575	\$592	
Intergovernmental												
Library District dedicated levy	496	493	499	889	938	1,040	1,392	1,434	1,477	1,521	1,567	3.00%
One-time capital from County	-	-	-	-	-	-	1,000	-	-	-	-	0.00%
Ready to Read grant from State	4	4	4	5	4	4	5	5	5	5	5	1.00%
Fines - Library and other	39	34	45	25	59	60	61	62	63	64	65	1.00%
Interest	-	-	-	-	-	-	-	-	-	-	-	10.00%
Miscellaneous	285	285	-	-	-	-	-	-	-	-	-	10.00%
Transfers from other funds	-	-	-	-	-	731	-	-	-	-	-	0.00%
Allocation of general property taxes	947	977	1,007	1,038	997	1,099	757	927	1,000	1,094	1,153	Schedule
Total revenues	1,771	1,793	1,555	1,957	1,998	2,934	3,215	2,428	2,545	2,684	2,790	
Total Resources	\$3,224	\$3,406	\$3,150	\$3,112	\$2,864	2,934	\$3,872	\$2,976	\$3,106	\$3,259	\$3,382	
Requirements												
Personnel services	\$881	\$922	\$964	\$1,193	\$1,273	\$1,325	\$1,366	\$1,463	\$1,540	\$1,636	\$1,704	PS Spreadsheet
Materials & services (w/o chgs)	41	51	48	151	142	164	213	187	193	199	205	3.00%
Materials & services (int chgs)	592	684	853	867	-	-	-	-	-	-	-	3.00%
Debt service	-	71	35	35	35	35	35	35	35	35	35	Scheduled
Transfers to other funds	-	-	-	-	-	753	710	730	763	797	833	4.50%
Capital outlay	97	83	95	-	-	-	1,000	-	-	-	-	Estimated
Total expenditures	1,611	1,811	1,995	2,246	1,450	2,277	3,324	2,415	2,531	2,667	2,777	
Ending fund balance												
Policy requirement (17%)	103	118	151	210	75	87	137	150	164	181	194	
Reserve for endowment	154	164	166	166	166	166	131	131	131	131	131	
Over (under) policy/reserves	1,356	1,313	838	490	1,173	404	280	280	280	280	280	
Total ending fund balance	1,613	1,595	1,155	866	1,414	657	548	561	575	592	605	
Total Requirements	\$3,224	\$3,406	\$3,150	\$3,112	\$2,864	\$2,934	\$3,872	\$2,976	\$3,106	\$3,259	\$3,382	

Through FY 2011, the Library activity was budgeted as a Department under the General Fund. Now that the County Library District levy passed dedicating 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

Building Inspections Fund

(amounts in thousands)

	ACTUALS					Current Year	BN 2014		BN 2016			
							+ 1	+ 2	+ 3	+ 4	+ 5	
	FY07	FY08	FY09	FY10	FY11		PROJECTED		FY15	FY16	FY17	
Resources												
Beginning fund balance	\$116	\$174	\$309	\$195	\$94	\$96	\$80	\$192	\$157	\$136	\$126	
Fees and charges	352	446	238	164	236	221	400	267	294	323	355	10.00%
Interest	10	9	6	1	1	-	-	-	-	-	-	0.00%
Miscellaneous	-	-	-	-	(30)	-	5	5	5	5	5	3.00%
Intergovernmental	3	2	2	2	2	-	-	-	-	-	-	0.00%
Total revenues	365	457	246	167	209	221	405	272	299	328	360	
Total Resources	\$481	\$631	\$555	\$362	\$303	\$317	\$485	\$464	\$456	\$464	\$486	
Requirements												
Personnel services	\$169	\$179	\$186	\$189	\$175	\$198	\$205	\$219	\$228	\$242	\$251	PS Spreadsheet
Materials & services (w/o chgs)	10	18	15	26	6	9	8	8	8	8	8	3.00%
Materials & services (int chgs)	80	79	93	39	-	-	-	-	-	-	-	2.00%
Debt service	-	-	-	-	-	-	-	-	-	-	-	Scheduled
Transfers to other funds	48	44	56	14	26	30	80	80	84	88	92	4.50%
Capital outlay	-	2	10	-	-	-	-	-	-	-	-	Estimated
Total expenditures	307	322	360	268	207	237	293	307	320	338	351	
Ending fund balance												
Policy requirement (50%)	130	138	147	127	91	104	110	110	120	130	130	
Over (under) policy/reserves	44	171	48	(33)	5	(24)	82	47	16	(4)	5	
Total ending fund balance	174	309	195	94	96	80	192	157	136	126	135	
Total Requirements	\$481	\$631	\$555	\$362	\$303	\$317	\$485	\$464	\$456	\$464	\$486	

City of Milwaukie

Transportation Fund

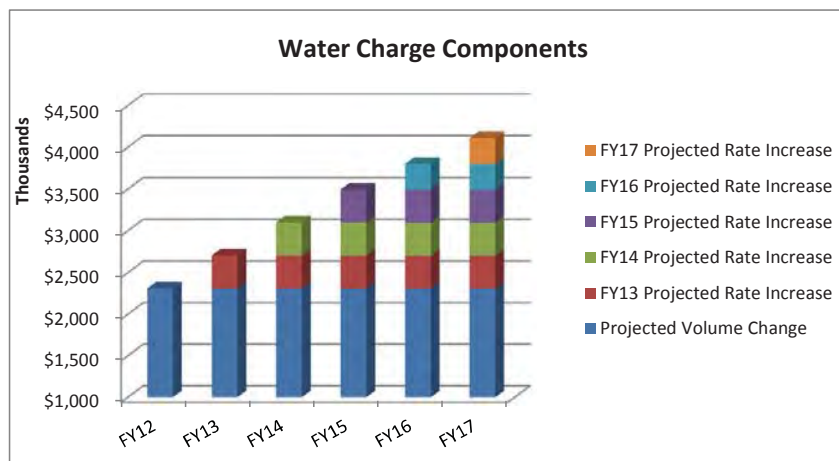
(amounts in thousands)

	ACTUALS					Current Year	BN 2014		BN 2016			
							+ 1	+ 2	+ 3	+ 4	+ 5	
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	
Resources												
Beginning fund balance	\$541	\$571	\$614	\$840	\$856	\$1,321	\$1,792	\$891	\$854	\$1,227	\$636	
Adjustment to audit balance	-	-	-	-	72	-	-	-	-	-	-	
Dedicated revenues												
Street/surface maint program:												
Fees (street maint fee)	-	533	596	598	620	601	601	601	601	601	601	0.02%
Franchise fees (1.5% tax)	-	185	294	383	312	324	327	330	333	336	339	1.00%
Intergov'l (local gas tax)	-	155	172	157	197	174	176	178	180	182	184	1.00%
	-	873	1,062	1,138	1,129	1,099	1,104	1,109	1,114	1,119	1,124	
State gas tax	972	913	809	863	1,018	1,154	1,175	1,188	1,200	1,212	1,224	1.00%
Franchise fees (from utilities)	546	528	551	596	614	493	542	584	636	686	736	Calculated
Other revenues:												
Fees - other miscellaneous	141	30	27	12	43	4	67	5	5	5	5	3.00%
Interest	30	41	20	13	6	-	-	-	-	-	-	0.00%
Miscellaneous	2	-	-	-	-	7	7	7	7	7	7	3.00%
Intergovernmental - grants	125	221	-	93	-	-	900	2,000	1,000	1,010	1,020	1.00%
Intergovernmental - other	26	9	144	82	61	62	123	428	64	65	66	1.00%
Debt proceeds	619	-	-	-	-	-	-	-	-	-	-	0.00%
Transfers from other funds	-	-	-	81	1,321	-	-	-	-	-	-	0.00%
Total revenues	2,461	2,615	2,613	2,878	4,192	2,819	3,918	5,321	4,027	4,104	4,182	
Total Resources	\$3,002	\$3,186	\$3,227	\$3,718	\$5,120	\$4,140	\$5,710	\$6,212	\$4,881	\$5,331	\$4,817	
Requirements												
Personnel services	\$432	\$355	\$396	\$371	\$405	\$386	\$447	\$481	\$508	\$545	\$571	PS Spreadsheet
Materials & services (base)	132	263	230	134	186	114	170	171	175	179	184	3.00%
M&S (street lights costs)	301	312	336	319	319	280	300	321	343	367	393	7.00%
M&S (internal service charges)	352	286	409	435	-	-	-	-	-	-	-	
Debt service	-	-	-	-	-	-	-	-	-	-	-	
Transfers to other funds	316	930	218	442	2,281	1,008	960	1,000	1,045	1,092	1,141	4.50%
Capital outlay												
Street/surface maintenance	-	393	780	801	504	400	1,420	920	735	935	688	Per CIP
State gas tax capital projects	898	29	-	102	87	142	328	100	155	183	260	Per CIP
Bike path projects	-	4	18	10	17	18	-	-	10	10	10	Per CIP
Other capital projects	-	-	-	248	-	-	1,194	2,365	738	1,467	270	Per CIP
CIP UNFUNDED AMOUNT	-	-	-	-	-	-	-	-	(55)	(83)	(160)	Estimated
Total expenditures	2,431	2,572	2,387	2,862	3,799	2,348	4,819	5,358	3,654	4,695	3,357	
Ending fund balance												
Policy requirement (17%)	207	207	233	210	150	130	160	170	170	190	200	
Reserves for vehicle replacem	-	-	-	-	-	-	50	100	150	200	250	
Reserves for capital	200	200	200	200	200	500	500	500	500	500	500	
Over (under) policy/reserves	164	207	407	446	971	1,162	181	84	407	(254)	510	
Total ending fund balance	571	614	840	856	1,321	1,792	891	854	1,227	636	1,460	
Total Requirements	\$3,002	\$3,186	\$3,227	\$3,718	\$5,120	\$4,140	\$5,710	\$6,212	\$4,881	\$5,331	\$4,817	

City of Milwaukee

Water Fund
(amounts in thousands)

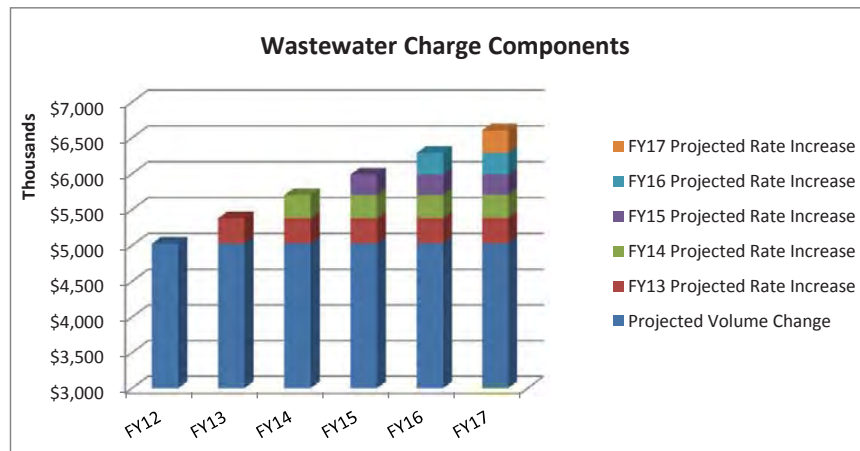
						Current Year	BN 2014		BN 2016								
							+ 1	+ 2	+ 3	+ 4	+ 5						
ACTUALS						PROJECTED											
						FY12	FY13	FY14	FY15	FY16	FY17						
Resources																	
Beginning fund balance						\$475	\$875	\$708	\$119	\$287	(\$109)	\$ -	\$2	\$404	\$715	\$1,124	
Adjustment to audit balance						-	-	-	-	(28)	-	-	-	-	-	-	
Water charges - base						2,046	2,056	2,171	2,212	2,112	1,995	2,310	2,704	3,101	3,494	3,801	-0.02%
Water charges - rate increases						-	-	-	-	-	315	395	398	394	308	308	Scheduled
Interest						33	27	11	3	2	-	-	-	-	-	-	5.00%
Miscellaneous						27	34	44	44	61	71	71	73	75	77	79	3.00%
Taxes						-	-	-	-	-	-	-	-	-	-	-	0.00%
Franchise fees						-	-	-	-	-	-	-	-	-	-	-	0.00%
Franchise fees (external)						278	3	18	16	-	-	-	-	-	-	-	0.00%
Debt proceeds						34	-	-	-	-	-	-	-	-	-	-	0.00%
Transfers from other funds						504	81	-	490	322	-	-	-	-	-	-	0.00%
Total revenues						2,922	2,201	2,244	2,765	2,469	2,381	2,776	3,175	3,570	3,879	4,188	
Total Resources						\$3,397	\$3,076	\$2,952	\$2,884	\$2,756	\$2,272	\$2,776	\$3,177	\$3,974	\$4,594	\$5,312	
Requirements																	
Personnel services						\$329	\$401	\$433	\$448	\$449	\$478	\$505	\$541	\$568	\$606	\$634	PS Spreadsheet
Personnel services (temp/seasonal)						27	29	30	32	33	35	38	41	44	47	49	PS Spreadsheet
Materials & services (base)						427	310	235	241	279	240	237	272	280	288	297	3.00%
M&S (franchise fee to transportation)						171	157	164	199	205	185	216	248	280	304	329	Calculated
M&S (electricity costs)						139	158	161	166	171	175	187	200	214	229	245	7.00%
M&S (internal service charges)						395	427	460	480	-	-	-	-	-	-	-	2.00%
Debt service						130	134	133	131	-	-	-	-	-	-	-	Scheduled
Transfers to other funds						597	443	420	806	1,262	987	930	950	993	1,038	1,085	4.50%
Capital outlay																	
Scheduled capital projects						307	309	797	94	466	325	404	481	840	918	1,231	Per CIP
Maintenance improvements						-	-	-	-	-	64	40	40	40	40	64	Other
CIP UNFUNDED AMOUNT						-	-	-	-	-	-	-	-	-	-	-	Estimated
Total expenditures						2,522	2,368	2,833	2,597	2,865	2,489	2,557	2,773	3,259	3,470	3,934	
Ending fund balance																	
Policy requirement (25%)						370	370	370	390	280	280	296	330	350	370	390	
Reserve for vehicle purchase						-	-	-	-	-	-	50	100	150	200	250	
Reserve for debt service						134	134	134	134	-	-	-	-	-	-	-	
Unappropriated Deficit Reserve						-	-	-	-	-	-	217	-	-	-	-	
Over (under) policy/reserves						371	204	(385)	(237)	(389)	(497)	(127)	(26)	215	554	739	
Total ending fund balance						875	708	119	287	(109)	(217)	219	404	715	1,124	1,379	
Total Requirements						\$3,397	\$3,076	\$2,952	\$2,884	\$2,756	\$2,272	\$2,776	\$3,177	\$3,974	\$4,594	\$5,312	



City of Milwaukee

Wastewater Fund
(amounts in thousands)

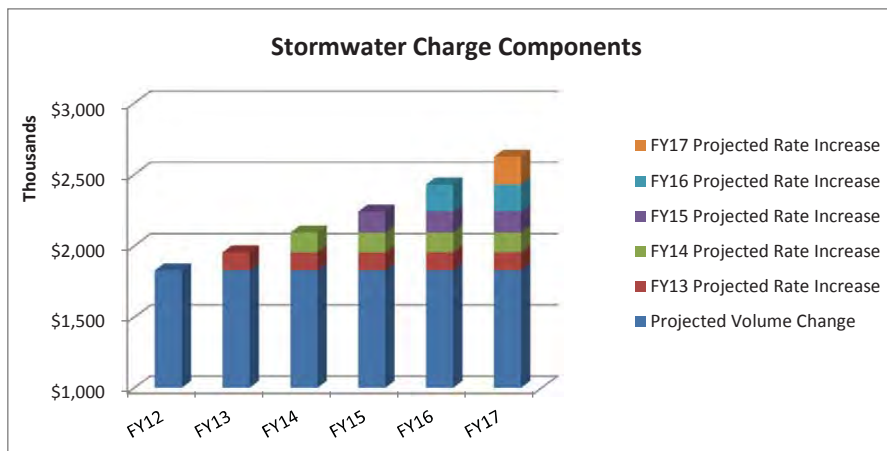
						Current Year	BN 2014		BN 2016			
							+ 1	+ 2	+ 3	+ 4	+ 5	
ACTUALS						PROJECTED						
						FY12	FY13	FY14	FY15	FY16	FY17	
Resources												
Beginning fund balance	\$2,766	\$2,403	\$2,397	\$2,876	\$2,177	\$2,722	\$3,260	\$2,321	\$2,132	\$1,979	\$1,857	
Adjustment to audit balance	-	-	-	-	80	-	-	-	-	-	-	
Wastewater charges - base	3,105	3,241	3,536	4,262	5,008	4,689	5,026	5,380	5,704	5,990	6,290	0.02%
Wastewater - rate increases	-	-	-	-	-	351	353	323	285	299	314	Scheduled
Interest	112	117	62	27	100	-	-	-	-	-	-	3.00%
Miscellaneous	2	4	5	3	238	1	10	10	10	10	10	3.00%
Franchise fees (external)	-	79	55	71	-	-	-	-	-	-	-	0.00%
Intergovernmental - grants	-	-	-	-	-	1,929	168	-	-	-	-	0.00%
Proceeds from debt issuance	-	-	-	2,229	1,622	-	-	-	-	-	-	0.00%
Proceeds from Reimb District	-	-	-	-	-	143	123	65	65	65	65	0.00%
Transfers from other funds	60	197	196	-	652	197	-	-	-	-	-	0.00%
Total revenues	3,279	3,638	3,854	6,592	7,620	7,310	5,680	5,778	6,064	6,364	6,679	
Total Resources	\$6,045	\$6,041	\$6,251	\$9,468	\$9,877	\$10,032	\$8,940	\$8,099	\$8,196	\$8,343	\$8,536	
Requirements												
Personnel services	\$328	\$339	\$363	\$381	\$398	\$386	\$392	\$421	\$441	\$469	\$488	PS Spreadsheet
Materials & services (base)	103	118	100	93	203	141	192	163	168	173	178	3.00%
M&S (franchise fee to transporation)	241	247	256	265	273	162	170	169	178	187	197	Calculated
M&S (Contract treatment costs)	1,422	1,391	1,488	2,978	2,887	2,909	3,160	3,484	3,658	3,841	4,033	5.00%
M&S (capital reserve m&s)	-	606	-	443	-	-	-	-	-	-	-	2.00%
M&S (internal service charges)	280	132	47	370	-	-	-	-	-	-	-	2.00%
Debt service	-	-	-	-	-	2,010	110	110	110	110	110	Scheduled
Transfers to other funds	1,222	599	661	458	1,291	1,014	920	940	982	1,026	1,072	4.50%
Capital outlay:												
Scheduled capital projects	46	212	460	2,303	2,103	150	1,675	680	680	680	680	Per CIP
Other	-	-	-	-	-	-	-	-	-	-	-	To be determined
Total expenditures	3,642	3,644	3,375	7,291	7,155	6,772	6,619	5,967	6,217	6,486	6,758	
Ending fund balance												
Policy requirement (25%)	594	708	564	1,130	940	900	930	960	960	970	970	
Reserve for vehicle purchase	-	-	-	-	-	-	50	100	150	200	250	
Over (under) policy/reserves	1,809	1,689	2,312	1,047	1,782	2,360	1,341	1,072	869	687	558	
Total ending fund balance	2,403	2,397	2,876	2,177	2,722	3,260	2,321	2,132	1,979	1,857	1,778	
Total Requirements	\$6,045	\$6,041	\$6,251	\$9,468	\$9,877	\$10,032	\$8,940	\$8,099	\$8,196	\$8,343	\$8,536	



City of Milwaukee

Stormwater Fund
(amounts in thousands)

						Current Year	BN 2014		BN 2016			
							+ 1	+ 2	+ 3	+ 4	+ 5	
	ACTUALS						PROJECTED					
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	
Resources												
Beginning fund balance	\$179	\$224	\$417	\$594	\$821	\$1,081	\$1,391	\$983	\$713	\$496	\$422	
Stormwater fee - base	1,441	1,508	1,533	1,693	1,747	1,747	1,828	1,956	2,093	2,240	2,430	0.02%
Stormwater fee - rate increases	-	-	-	-	-	81	128	137	147	190	194	Scheduled
Interest	6	7	6	3	2	-	-	-	-	-	-	0.00%
Miscellaneous	-	-	2	27	48	1	1	1	1	1	1	3.00%
Franchise fees (external)	6	-	4	-	-	-	-	-	-	-	-	0.00%
Intergovernmental - grants	-	-	-	-	-	-	300	704	-	-	-	0.00%
Transfers from other funds	63	-	-	80	70	-	-	-	-	-	-	0.00%
Total revenues	1,516	1,515	1,545	1,803	1,867	1,829	2,257	2,798	2,241	2,431	2,625	
Total Resources	\$1,695	\$1,739	\$1,962	\$2,397	\$2,688	\$2,910	\$3,648	\$3,781	\$2,954	\$2,927	\$3,047	
Requirements												
Personnel Services	\$318	\$346	\$313	\$380	\$386	\$382	\$411	\$439	\$457	\$486	\$505	PS Spreadsheet
Materials & services (base)	134	96	98	86	114	104	183	183	188	194	200	3.00%
M&S (Franchise Fee to Streets)	134	124	131	132	136	146	156	167	179	194	210	2.00%
M&S (internal service charges)	359	398	414	441	-	-	-	-	-	-	-	2.00%
Debt service	-	-	-	-	-	-	-	-	-	-	-	Scheduled
Transfers to other funds	388	351	405	518	867	837	740	760	794	830	867	4.50%
Capital outlay												
Scheduled capital projects	138	7	7	19	104	50	875	815	840	800	780	Per CIP
Other	-	-	-	-	-	-	300	704	-	-	-	Estimated
CIP UNFUNDED AMOUNT	-	-	-	-	-	-	-	-	-	-	-	Estimated
Total expenditures	1,471	1,322	1,368	1,576	1,607	1,519	2,665	3,068	2,458	2,504	2,562	
Ending Fund Balance												
Policy requirement (25%)	240	240	240	260	160	160	124	68	12	(44)	164	
Reserve for vehicle purchase	-	-	-	-	-	-	66	132	198	264	66	
Over (under) Policy/reserves	(16)	177	354	561	921	1,231	793	513	286	202	255	
Total ending fund balance	224	417	594	821	1,081	1,391	983	713	496	422	485	
Total Requirements	\$1,695	\$1,739	\$1,962	\$2,397	\$2,688	2,910	\$3,648	\$3,781	\$2,954	\$2,927	\$3,047	



City of Milwaukee

SDC Fund (in Total)
(amounts in thousands)

						Current Year	BN 2014		BN 2016				
							+ 1	+ 2	+ 3	+ 4	+ 5		
ACTUALS							PROJECTED						
FY07	FY08	FY09	FY10	FY11			FY12	FY13	FY14	FY15	FY16	FY17	
Resources													
Beginning fund balance	\$2,614	\$2,437	\$2,754	\$2,503	\$2,062	\$2,019	\$1,854	\$1,525	\$1,263	\$1,121	\$983		
Fees and charges	161	382	72	33	47	241	390	269	44	47	50	15.00%	
Interest	126	112	59	24	13	-	-	-	-	-	-	0.00%	
Miscellaneous	9	-	1	1	-	-	-	-	-	-	-	0.00%	
Intergovernmental	46	-	-	-	-	-	-	-	-	-	-	0.00%	
Total revenues	342	494	132	58	60	241	390	269	44	47	50		
Total Resources	\$2,956	\$2,931	\$2,886	\$2,561	\$2,122	\$2,260	\$2,244	\$1,794	\$1,306	\$1,168	\$1,033		
Requirements													
Materials & services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 53	\$ 2	\$ -	\$ -	\$ -	2.00%	
Transfers to other funds	-	-	-	128	-	-	-	-	-	-	-	3.00%	
Capital outlay	519	177	383	371	103	406	666	529	185	185	185	Estimated	
Total expenditures	519	177	383	499	103	406	719	531	185	185	185		
Ending fund balance	2,437	2,754	2,503	2,062	2,019	1,854	1,525	1,263	1,121	983	848		
Total Requirements	\$2,956	\$2,931	\$2,886	\$2,561	2,122	\$2,260	\$2,244	\$1,794	\$1,306	\$1,168	\$1,033		

City of Milwaukee

SDC Fund - Transportation
(amounts in thousands)

	ACTUALS					Current Year	BN 2014		BN 2016			
							+ 1	+ 2	+ 3	+ 4	+ 5	
	FY07	FY08	FY09	FY10	FY11	FY12	PROJECTED		FY15	FY16	FY17	
Resources												
Beginning fund balance	\$554	\$324	\$429	\$483	\$451	\$450	\$405	\$108	\$113	\$46	(\$20)	
Fees and charges	47	267	42	12	14	5	6	7	8	9	10	15.00%
Interest	22	15	12	5	3	-	-	-	-	-	-	0.00%
Miscellaneous	1	-	-	-	-	-	-	-	-	-	-	0.00%
Intergovernmental	46	-	-	-	-	-	-	-	-	-	-	0.00%
Total revenues	116	282	54	17	17	5	6	7	8	9	10	
Total Resources	\$670	\$606	\$483	\$500	\$468	\$455	\$411	\$115	\$121	\$55	(\$10)	
Requirements												
Materials & services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3	\$ 2	\$ -	\$ -	\$ -	2.00%
Capital outlay	346	177	-	49	18	50	300	-	75	75	75	Per CIP
Total expenditures	346	177	-	49	18	50	303	2	75	75	75	
Ending fund balance	324	429	483	451	450	405	108	113	46	(20)	(85)	
Total Requirements	\$670	\$606	\$483	\$500	\$468	\$455	\$411	\$115	\$121	\$55	(\$10)	

City of Milwaukee

SDC Fund - Water
(amounts in thousands)

						Current Year	BN 2014		BN 2016				
							+ 1	+ 2	+ 3	+ 4	+ 5		
ACTUALS							PROJECTED						
FY07	FY08	FY09	FY10	FY11	FY12		FY13	FY14	FY15	FY16	FY17		
Resources													
Beginning fund balance	\$631	\$515	\$580	\$599	\$486	\$431	\$170	\$95	\$23	\$16	\$10		
Fees and charges	24	40	4	8	8	5	80	7	8	9	10	15.00%	
Interest	29	25	14	6	3	-	-	-	-	-	-	0.00%	
Miscellaneous	4	-	1	1	-	-	-	-	-	-	-	0.00%	
Total revenues	57	65	19	15	11	5	80	7	8	9	10		
Total Resources	\$688	\$580	\$599	\$614	\$497	\$436	\$250	\$102	\$31	\$25	\$20		
Requirements													
Transfers to other funds	\$ -	\$ -	\$ -	\$ 128	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	5.00%	
Capital outlay	173	-	-	-	66	266	155	79	15	15	15	Per CIP	
Total expenditures	173	-	-	128	66	266	155	79	15	15	15		
Ending fund balance	515	580	599	486	431	170	95	23	16	10	5		
Total Requirements	\$688	\$580	\$599	\$614	\$497	\$436	\$250	\$102	\$31	\$25	\$20		

City of Milwaukee

SDC Fund - Wastewater
(amounts in thousands)

						Current Year	BN 2014		BN 2016			
							+ 1	+ 2	+ 3	+ 4	+ 5	
ACTUALS							PROJECTED					
	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	
Resources												
Beginning fund balance	\$1,164	\$1,262	\$1,358	\$1,050	\$772	\$798	\$1,028	\$1,120	\$924	\$881	\$839	
Fees and charges	33	38	10	9	21	230	243	254	27	28	29	5.00%
Interest	61	58	25	10	5	-	-	-	-	-	-	0.00%
Miscellaneous	4	-	-	-	-	-	-	-	-	-	-	0.00%
Total revenues	98	96	35	19	26	230	243	254	27	28	29	
Total Resources												
	\$1,262	\$1,358	\$1,393	\$1,069	\$798	\$1,028	\$1,271	\$1,374	\$951	\$909	\$868	
Requirements												
Capital outlay	\$ -	\$ -	\$ 343	\$ 297	\$ -	\$ -	\$ 151	\$ 450	\$ 70	\$ 70	\$ 70	Per CIP
Total expenditures	-	-	343	297	-	-	151	450	70	70	70	
Ending fund balance	1,262	1,358	1,050	772	798	1,028	1,120	924	881	839	798	
Total Requirements												
	\$1,262	\$1,358	\$1,393	\$1,069	\$798	\$1,028	\$1,271	\$1,374	\$951	\$909	\$868	

City of Milwaukee

SDC Fund - Stormwater
(amounts in thousands)

						Current Year Estimate	BN 2014		BN 2016				
							+ 1	+ 2	+ 3	+ 4	+ 5		
ACTUALS							PROJECTED						
FY07	FY08	FY09	FY10	FY11	FY12		FY13	FY14	FY15	FY16	FY17		
Resources													
Beginning fund balance	\$265	\$336	\$387	\$371	\$353	\$340	\$251	\$202	\$203	\$179	\$155		
Fees and charges	57	37	16	4	4	1	61	1	1	1	15.00%		
Interest	14	14	8	3	2	-	-	-	-	-	0.00%		
Total revenues	71	51	24	7	6	1	61	1	1	1			
Total Resources	\$336	\$387	\$411	\$378	\$359	\$341	\$312	\$203	\$204	\$180	\$156		
Requirements													
Materials & services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ -	\$ -	\$ -	2.00%		
Capital outlay	-	-	40	25	19	90	60	-	25	25	25 Per CIP		
Total expenditures	-	-	40	25	19	90	110	-	25	25	25		
Ending fund balance	336	387	371	353	340	251	202	203	179	155	131		
Total Requirements	\$336	\$387	\$411	\$378	\$359	\$341	\$312	\$203	\$204	\$180	\$156		



The City of MILWAUKIE

5 Year Capital Improvement Plan
Fiscal Year 2013 ~ 2017



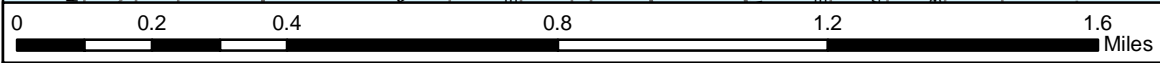
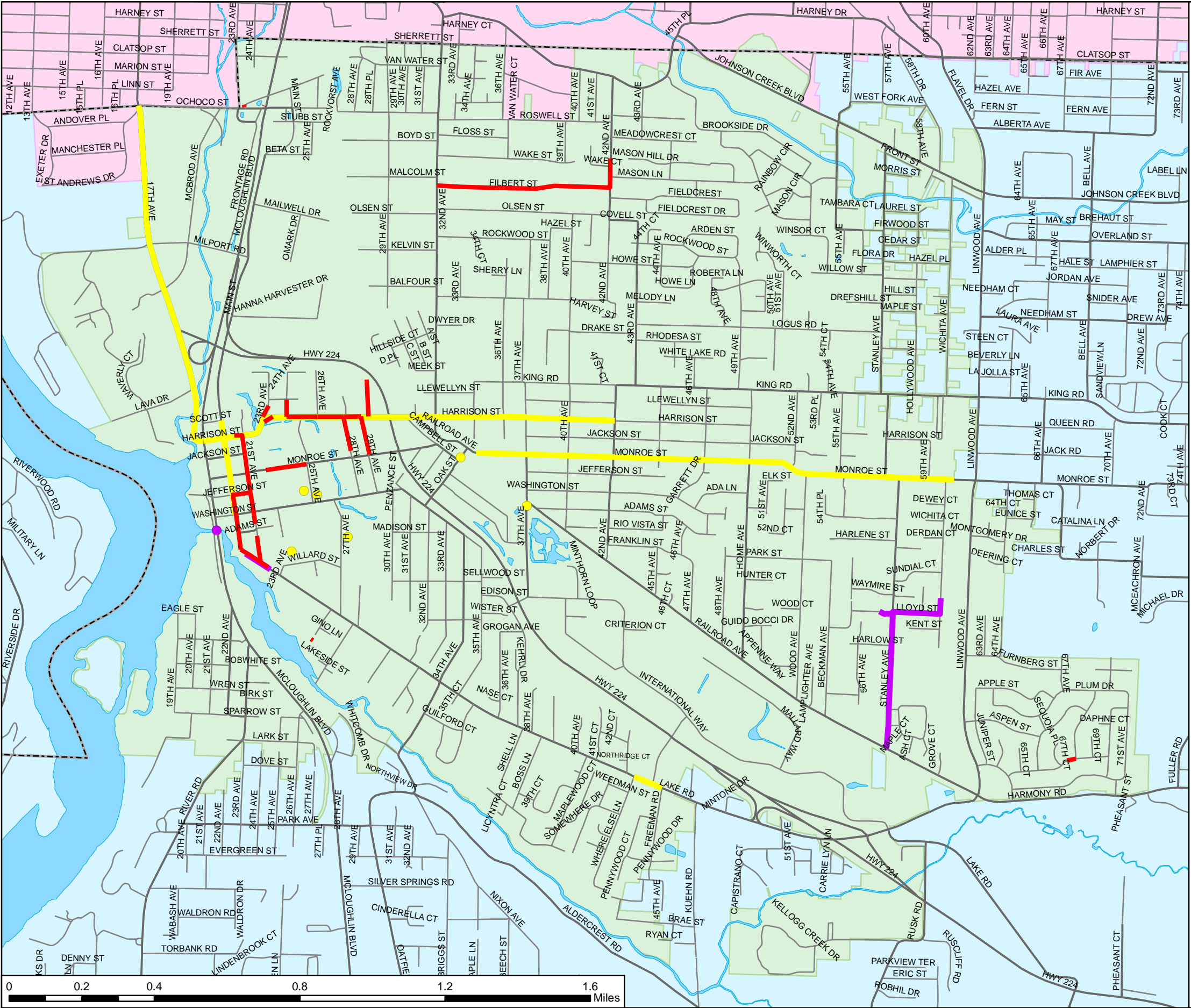
CIP 2013-2017
TABLE OF CONTENTS

4-UTILITY PROJECT MAP FOR 2013-2014	211
STORMWATER	
Stormwater Narrative	212
Stormwater Priority List	213
Stormwater Budget Summary Sheet	214
Project Information Sheets	215
TRANSPORTATION	
Transportation Narrative	220
Transportation Priority List	221
SSMP Priority List	222
Transportation Budget Summary Sheet	223
Project Information Sheets	224
WASTEWATER	
Wastewater Narrative	235
Wastewater Priority List	236
Wastewater Budget Summary Sheet	237
Project Information Sheets	238
WATER	
Water Projects Narrative	245
Water Priority List	246
Water Budget Summary Sheet	247
Project Information Sheets	248

City of Milwaukie
Capital Improvement Plan
BN 2014

Stormwater
Transportation
Wastewater
Water

- Wastewater Project
- Transportation/SSMP Project
- Stormwater Project
- Water Project
- County Boundary
- Water Body
- City of Milwaukie
- City of Portland
- Unincorporated



STORMWATER DIVISION

BN 2013-2014

System Description:

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.

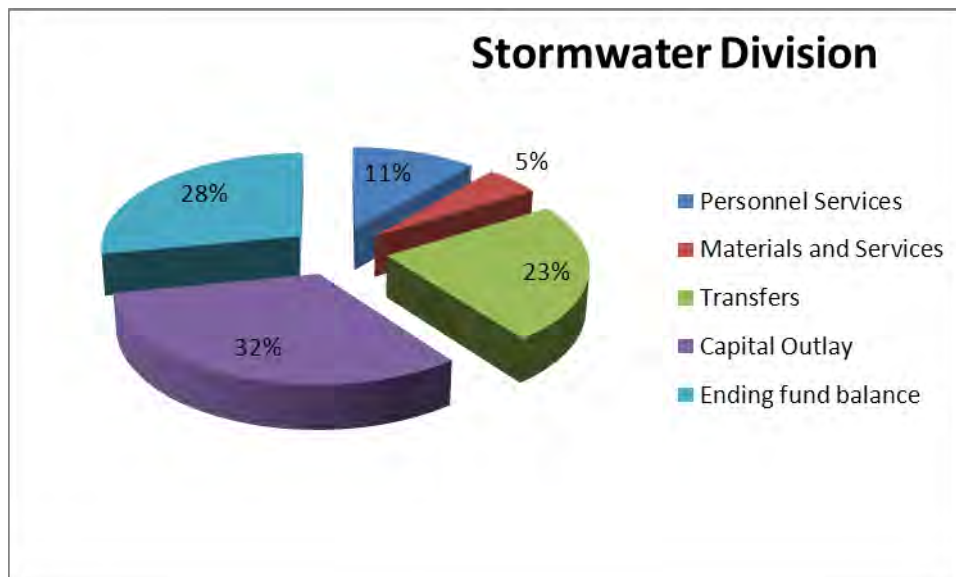
Treatment for the City's stormwater system is required by Federal (Clean Water Act) and State law. The City has steadily built the stormwater utility beginning with a utility rate that was implemented in the early 1990's and the need to properly manage stormwater runoff was just being addressed. Today 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 is currently underway with completion planned for next spring. This update will include a new look at the capital improvement need for the utility. The current project list has been prepared anticipating that the updated master plan will address infrastructure replacement but of course lacks the detail that will be provided by the updated master plan.

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 several areas with localized flooding issues. One of these areas, in the Linwood neighborhood along Stanley Ave, is being addressed in this budget with a two phase project. Other areas are addressed with local infiltration facilities constructed by the storm crew outside of the capital outlay funding.

Recently completed projects and projects underway:

Drywell improvements were anticipated this year, however DEQ has not yet issued the permit which will govern their use. Also, it was planned to extend some stormwater pipes in conjunction with the light rail project. The light rail work has not yet begun. No capital outlay was expended or is expected to be spent this fiscal year.



STORMWATER DIVISION PRIORITY PROJECTS			
PROJECT DESCRIPTION	PROJECT ORIGINATION	COST	TOTAL PER FY
Pipe Replacement	The project would alleviate flooding on Stanley, Railroad, and Lloyd St.	\$ 600,000	
sioning/Pretreatment Program	16 Drywells that are within 500 feet or the 2 year time of travel of a municipal or private water well. Pretreatment is anticipated being needed for each drywell under the new regulations. \$15,000 is assumed for each drywell that needs pretreatment. (6) done this year	90,000	\$ 815,000
Jam Removal and Hwy 99E Underpass	(TSP-Ped, Downtown Plan) Replace 99E bridge over Kellogg Cr., ped. undercrossing to Riverfront, Cost is City share of \$9 million	50,000	
Pipe at Rail Crossings	The City will pay TriMet for the cost of upsizing the storm pipe when it is being replaced under the UP crossing at Harrison, Monroe, Washington and Lake.	75,000	
Pipe Replacement	The project would alleviate flooding on Stanley, Railroad, and Lloyd St.	\$ 675,000	
sioning/Pretreatment Program	16 Drywells that are within 500 feet or the 2 year time of travel of a municipal or private water well. Pretreatment is anticipated being needed for each drywell under the new regulations. \$15,000 is assumed for each drywell that needs pretreatment. (6) done this year.	90,000	\$ 815,000
Jam Removal and Hwy 99E Underpass	(TSP-Ped, Downtown Plan) Replace 99E bridge over Kellogg Cr., ped. undercrossing to Riverfront, Cost is City share of \$9 million	50,000	
ase II Pipe Installation	This would remove stormwater from the Harrison system and avoid surcharging	\$ 400,000	
arm Detention Facility	This would treat and infiltrate stormwater that is collected from the Meek Street system	350,000	\$ 840,000
sioning/Pretreatment Program	16 Drywells that are within 500 feet or the 2 year time of travel of a municipal or private water well. Pretreatment is anticipated being needed for each drywell under the new regulations. \$15,000 is assumed for each drywell that needs pretreatment. (Remaining (4) drywells pretreated).	90,000	
ase III Pipe Installation	This would remove stormwater from the Harrison system and avoid surcharging	\$ 400,000	\$ 800,000
ase IV Pipe Installation	This would remove stormwater from the Harrison system and avoid surcharging	400,000	
crete Pipe Replacement ⁽¹⁾	Based on a total pipe length of 195,360 feet at a replacement cost of \$250/foot over a 75 year cycle	\$ 651,200	
ement/Rehab ⁽¹⁾	Based on 610 Manholes at an average cost of \$4,000/manhole over a 75 year cycle	32,533	\$ 779,849
placement ⁽¹⁾	Based on 1406 Catch basins at a replacement cost of \$2,500/catch basin over a 75 year cycle	46,866	
ament ⁽¹⁾	Based on 197 Drywells at a replacement cost of \$5,000/drywell over a 20 years cycle	49,250	
ple St. Improvements	The project would alleviate flooding in this area.	200,000	
lin Str. Improvements	Storm share for this project	70,000	
ase 2	Storm share for this project	50,000	
		5 YEAR TOTAL	\$ 4,049,849

ct. Starting FY 2017

City of Milwaukie Capital Improvement Plan

Stanley Avenue Pipe Replacement

	Fiscal Years					
	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost:						
Planning, Engineering, Design	150,000					150,000
Land/Right-of-Way						
Construction	400,000	575,000				975,000
Contingency	50,000	100,000				150,000
Total Estimated Capital Cost	600,000	675,000	-	-	-	1,275,000

Revenue Source:						
Stormwater Fund	600,000	675,000				1,275,000
Total Estimated Revenue	600,000	675,000	-	-	-	1,275,000

Description:

The project will add storm pipe and upsize existing pipe to alleviate local flooding problems and will provide an opportunity to decommission drywells as anticipated with the new WPCF permit. The drywells to be decommissioned are within the 2 year time of travel of a domestic water well. A new Stormwater Master Plan is currently being generated to look at solutions for local flooding problems. The Master Plan may have an alternate solution and would be reviewed before design of the project would move forward.

Prepared By:	Brad Albert	Date:	1/19/2012	Project No:	0310
---------------------	-------------	--------------	-----------	--------------------	------



STORMWATER

City of Milwaukie Capital Improvement Plan

UIC Decommissioning/Pretreatment Program

	Fiscal Years					
	11/12	12/13	13/14	14/15	15/16	Total
Capital Cost:						
Planning, Engineering, Design	0	10,000	10,000	10,000		30,000
Land/Right-of-Way						
Construction	0	80,000	80,000	80,000		240,000
Contingency						
Total Estimated Capital Cost	0	90,000	90,000	90,000	-	270,000
Revenue Source:						
Stormwater Fund	0	90,000	90,000	90,000		270,000
Total Estimated Revenue	0	90,000	90,000	90,000	-	270,000

Description:

The City will be required to decommission or pretreat stormwater runoff that enters certain drywells with the issuance of the new UIC permit from DEQ. Decommissioning will consist of filling drywells with control density fill (CDF) and capping with 4 feet of crushed rock. Pretreating stormwater runoff will consist of construction of stormwater planters or swales, catch basin filter inserts, or other approved methods by DEQ. Pretreatment is necessary to clean runoff before it enters the groundwater source. Cost assumes 1/3 of the 16 drywells will be worked on over a three year period. The City did not expend any money in fiscal year 11/12 because DEQ has yet to issue the UIC permit.

Prepared By: Brad Albert

Date: 1/19/2012

Project No: 0268



STORMWATER

City of Milwaukie Capital Improvement Plan

Kellogg Creek Dam Removal and Hwy 99 Underpass

	Fiscal Years						Total
	10/11	11/12	12/13	13/14	14/15	15/16	
Capital Cost:							
Planning, Engineering, Design	41,000	10,000	350,000	754,000			1,155,000
Land/Right-of-Way							
Construction							
Contingency							
Total Estimated Capital Cost	41,000	10,000	350,000	754,000	-	-	1,155,000
Revenue Source:							
Stormwater	14,000	10,000	50,000	50,000			124,000
Amer Rivers/NOAA Grant	27,000						27,000
MTIP*			300,000	704,000			1,004,000
Total Estimated Revenue	41,000	10,000	350,000	754,000	-	-	1,155,000

Description:

The 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.

*Outside funding shown represents current plans and is subject to change as funding sources are developed. Outside funding is not budgeted at this point.

Prepared By: Gary Parkin	Date: 3/28/2012	Project No: 0267
---------------------------------	------------------------	-------------------------



STORMWATER

City of Milwaukie Capital Improvement Plan

Upsizing Storm Pipe at Rail Crossings

	Fiscal Years					
	11/12	12/13	13/14	14/15	15/16	Total
Capital Cost:						
Planning, Engineering, Design	0	75,000				75,000
Land/Right-of-Way						
Construction						
Contingency						
Total Estimated Capital Cost	0	75,000	-	-	-	75,000
Revenue Source:						
Stormwater Fund	0	75,000				75,000
Total Estimated Revenue	0	75,000	-	-	-	75,000

Description:

The stormwater conveyance pipe under the rail crossings at Harrison, Washington, and Lake Road are going to be removed and replaced with the Light Rail Project. As shown in the current Stormwater Master Plan, the pipes under all four crossings are undersized. The City will pay TriMet for the material cost to upsize the storm pipe to a 24 inch diameter pipe. The City did not expend any money in fiscal year 11/12 due to a revision in construction schedule.

Prepared By: Brad Albert

Date: 1/19/2012

Project No: 0308



STORMWATER

City of Milwaukie Capital Improvement Plan

Stormwater Master Plan

	Fiscal Years					
	11/12	12/13	13/14	14/15	15/16	Total
Capital Cost:						
Planning, Engineering, Design	90,000	90,000				180,000
Land/Right-of-Way						
Construction						
Contingency		20,000				20,000
Total Estimated Capital Cost	90,000	110,000	-	-	-	200,000
Revenue Source:						
Stormwater Fund	50,000	60,000				110,000
Stormwater SDC	40,000	50,000				90,000
Total Estimated Revenue	90,000	110,000	-	-	-	200,000

Description:

The City will need to update the Stormwater Master Plan after receiving a new National Pollution Discharge Elimination System (NPDES) permit and Underground Injection Control (UIC) permit from DEQ. The current Master Plan is reflective of the previous permit language and requirements for treatment and conveyance of stormwater.

Prepared By: Brad Albert

Date: 1/19/2012

Project No: 0293



STORMWATER

TRANSPORTATION DIVISION

BN 2013-2014

System Description:

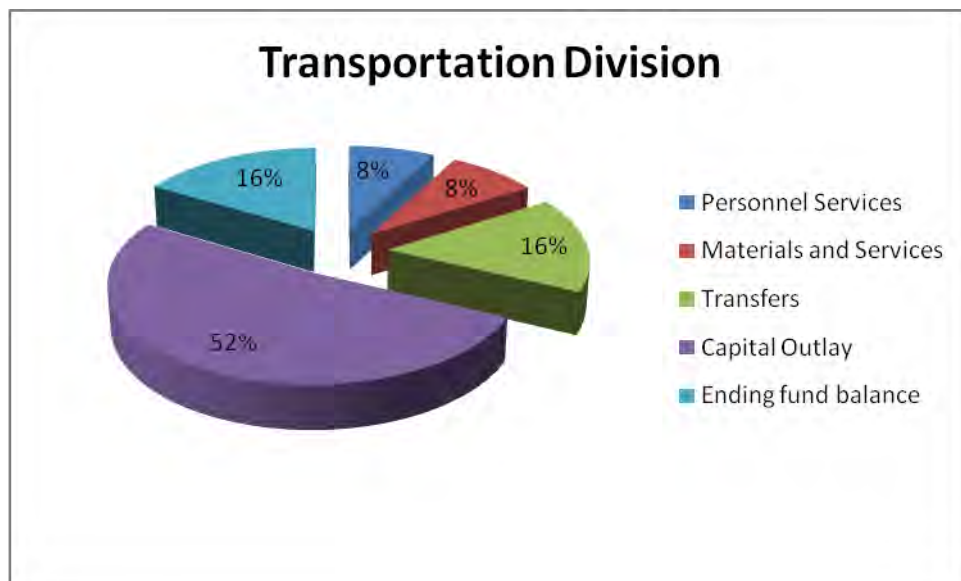
The transportation system includes 70 miles of streets, 49 miles of sidewalks and more than 6,000 signs.

The document for which this utility is planned for is the Transportation System Plan (TSP). The TSP lists 63 high priority projects to improve the system with an estimated cost total of \$127 million. Sources outside the City will be needed to fund most of the work. As of April 2012, an effort to refresh the TSP began. It will incorporate the 2035 METRO Regional Transportation Plan (RTP) as well as a review for any necessary project changes.

This fund also includes the Street Surface Maintenance Program (SSMP) which collects revenue from a street utility fee, a local gas tax and a PGE surcharge. About one million dollars per year is collected and spent exclusively on paving and repairing streets.

Recently completed projects and projects underway:

Lake Road Multimodal project is currently wrapping up, while the 2012/13 SSMP Project is about to begin. This project includes paving on International Way, Monroe Street and Harrison Street. This summer, design and right-of-way services for 17th Avenue and Lake Rd. Safe Routes to School will begin.



TRANSPORTATION PRIORITY PROJECTS

FY	Project Numbers	PROJECT DESCRIPTION	PROJECT ORIGINATION	PROJECT COST	CITY SHARE
2019-2023	0264	Walk Safely Milwaukee Program	(NDAs) Projects to promote pedestrian enhancements (Annual)	\$ 100,000	\$ 100,000
	0193-2	Union Pacific Mainline Railroad Quiet Zone (Phase II)	(TSP, NDAs, Quiet Zone) Improvements at the 37th, Oak and Harrison RR xings	240,000	240,000
	0195	School Zone Implementation	(Oregon Law Change) Signage to implement school zone standardization report completed 11/2010	25,000	25,000
	0322	17th Avenue Pedestrian Improvements	(TSP-Ped) Fill in sidewalk gaps on both sides of street and improve intersections. Cost is city share of \$1,013,000	1,013,000	113,000
	0322	Adams St Improvements	Metro funded, this project improves the portion of Adams St between 21st and Main (South Downtown)	60,000	-
2020-2024		Lake Road Safe Routes to School	Pedestrian improvements from Where Else Lane to Freeman	234,000	-
	0264	Walk Safely Milwaukee Program	(NDAs) Projects to promote pedestrian enhancements (Annual)	\$ 100,000	\$ 100,000
	0322	17th Avenue Sidewalks	(TSP-Ped) Fill in sidewalk gaps on both sides of street and improve intersections. Cost is city share of \$920,000	2,000,000	-
	0322	Adams St Improvements	Metro funded, this project improves the portion of Adams St between 21st and Main (South Downtown)	365,000	-
	0323	South Downtown Street Improvements	Sidewalk/Street improvements in south downtown	\$ 500,000	\$ 50,000
2021-2025	0330	Hwy 224 & Hwy 98E Refinement Study	(TSP-Auto-Freight) Conduct refinement study that focuses on minimizing barrier effect and improving auto and freight movement	250,000	25,000
	0331	Springwater Trail Completion	(TSP-Bike-Ped) Contribute to regional project to complete Springwater Trail ("Sellwood Gap") along Ochoco Street	80,000	80,000
	0325	Railroad Avenue Sidewalks	(TSP-Ped) Fill in sidewalk gaps along both sides of street. Cost is city share of \$1.63 million	\$ 1,630,000	\$ 163,000
	0337	Highway 224 Intersection at Oak Street	(TSP-Auto, NDAs) Add left turn lanes and protected signal phasing on Oak Street approaches. Red's ODOT concurrence	20,000	20,000
	0332	28th/Harvey/40th Bicycle Boulevard	(TSP-Bike) Designate as a bicycle boulevard and install bicycle boulevard improvements	\$ 200,000	\$ 200,000
2022-2027	0338	Frontage Improvements @ JCB facility (sidewalks/swale)	City Ordinance Requirement	20,000	20,000
	0327	Monroe Bicycle Boulevard	(TSP-Bike) Designate as a bicycle boulevard and install bicycle boulevard improvements. Cost is City share of \$300,000	300,000	30,000
	0339	Highway 224 Crossing Improvements (Oak & Washington)	(TSP-Bike) Improve intersection crossing safety and cyclists at Washington Street and Oak Street	10,000	10,000
				\$ 7,147,000	\$ 1,176,000

TRANSPORTATION PRIORITY PROJECTS WITH OUTSIDE FUNDING NEED

Project Numbers	PROJECT DESCRIPTION	PROJECT ORIGINATION	PROJECT COST	CITY SHARE
0091-2	Logus Road Sidewalks (Phase II)	(TSP-Ped) Fill in sidewalk gaps on both sides of street. Cost is City share of \$771,000	\$ 771,000	\$ 77,100
0324	ODOT Yard Circulation Improvements	Rebuild Main Street around ODOT Yard	1,000,000	TBD
0328	Downtown Streetscape Improvements	(Downtown Plan) Install sidewalk bulbouts, lighting, and pedestrian amenities. Cost is City share of \$6.7 million	6,700,000	670,000
0329	King Road Boulevard Treatments	(TSP-Ped) Install street boulevard treatments: widen sidewalks, improve multiple crossings. Cost is City share of \$500,000	500,000	50,000
0333	Stanley Avenue Sidewalks	(TSP-Ped) Fill in sidewalk gaps on both sides of street. Cost is City share of \$4.3 million	4,300,000	430,000
0334	Hwy 224 Intersection at 37th Avenue	(TSP-Auto-Freight) Combine two N legs of 37th Ave & Intrnal. Way into one leg at Hwy 224. Cost is City share of \$1.95 M	1,950,000	195,000
0335-1	Linwood Avenue Capacity Improvements (North)	(TSP-Auto) Widen to standard three lane cross section. Widen bridge over Johnson Creek. Cost is City share of \$8.5 million	8,500,000	850,000
0335-2	Linwood Avenue Capacity Improvements (South)	(TSP-Auto) Widen to standard three lane cross section. Cost is City share of \$11.4 million	11,400,000	1,140,000
0336	Monroe Street Sidewalks	(TSP-Ped) Fill in sidewalk gaps on both sides of street. Cost is City share of \$1.63 million	1,630,000	163,000
0324-2	Railroad Avenue Capacity Improvements	(TSP-Auto) Widen Railroad Avenue to standard three lane cross section. Cost is City share of \$12.9 million	12,900,000	1,290,000
			\$ 48,880,000	\$ 4,788,000

SSMP PRIORITY PROJECTS					
FY	Project Numbers	PROJECT DESCRIPTION	PROJECT ORIGINATION	COST	TOTAL PER FY
2013	0271	Monroe Street Reconstruction Ph I	SSMP 10-Year List: Reconstruction	\$ 800,000	
		Harrison Street Reconstruction Ph I (Campbell to 42nd Ave)	SSMP 10-Year List: Reconstruction	555,000	\$ 1,420,000
		Preventative Maintenance	SSMP 10-Year Maintenance	65,000	
2014	0083-2	Harrison Street Reconstruction Ph 2 (99E to Campbell)	SSMP 10-Year List: Reconstruction	\$ 555,000	
	0289	Main Street Downtown	SSMP 10-Year List: Unknown Treatment	300,000	\$ 920,000
		Preventative Maintenance	SSMP 10-Year Maintenance	65,000	
2015	0290	Freeman Way (International to Lake)	SSMP 10-Year List: Overlay	\$ 300,000	
		McBrod Ave. (17th to Ochoco)	SSMP: Reconstruction	370,000	\$ 735,000
		Preventative Maintenance	SSMP 10-Year Maintenance	65,000	
2016	0085	Railroad Ave. (37th to Harmony)	SSMP 10-Year List: Reconstruction	\$ 870,000	\$ 935,000
		Preventative Maintenance	SSMP 10-Year Maintenance	65,000	
		43rd Ave (King to Howe) + Howe St (43rd to 42nd)	SSMP 10-Year List: Overlay	\$ 130,000	
2017		Harvey St.	SSMP 10-Year List: Reconstruction	303,000	\$ 688,000
		Mailwell St.	SSMP 10-Year List: Reconstruction	190,000	
		Preventative Maintenance	SSMP 10-Year Maintenance	65,000	
Future Years	NA	Home Ave.	SSMP: Reconstruction	\$ 345,000	
	NA	Wood Ave.	SSMP: Reconstruction	345,000	
	NA	Washington St. (37th to 40th)	SSMP: Overlay	100,000	
5 YEAR TOTAL				\$	4,698,000

FY 2012-2013			TRANSPORTATION BUDGET SUMMARY									
Project Number	Project Name	TRANSPORTATION FUNDS					OTHER FUNDING SOURCES			TOTAL PER PROJECT	Notes	
		SSMP	State Gas	FILO	SDC	METRO	ODOT Grant					
0264	Walk Safely Milwaukee Program		\$ 100,000							\$ 100,000		
0193-2	Union Pacific Mainline Railroad Quiet Zone		140,000		\$ 50,000					190,000	50,000 paving cost needs to be assessed	
0149	School Zone Implementation		25,000							25,000	Completes this year	
	17th Ave Pedestrian Improvements			\$ 63,000	50,000	\$ 900,000				1,013,000	Subject to change based on Eng/ROW Phase costs	
	Adams Street Improvement					60,000				60,000		
	Lake Road Safe Routes to School						\$ 234,000			234,000	Safe Routes to School grant	
	SSMP:											
	Monroe Street Reconstruction - Phase I (RR to 60th)	800,000								800,000		
	Harrison Street Reconstruction - Phase I (Campbell to 42nd)	555,000								555,000	This project includes about \$50,000 for paving Harrison at the UP railroad crossing as part of the Quiet Zone project.	
	SSMP Preventative Maintenance	65,000								65,000	\$65,000 per year over the next two years.	
	Subtotal for FY 12-13	\$ 1,420,000	\$ 265,000	\$ 63,000	\$ 100,000	\$ 960,000	\$ 234,000	-	\$	3,042,000		
FY 2013-2014												
0264	Walk Safely Milwaukee Program		\$ 100,000						\$	100,000	Placeholder anticipating continuation of WSMP or something like it	
	17th Ave Pedestrian Improvements					\$ 2,000,000				2,000,000		
	Adams Street Improvement					365,000				365,000		
	SSMP:									-		
	Harrison Street Reconstruction Phase II (McLoughlin to Campbell)	\$ 555,000								555,000		
	Main Street Rehabilitation (Harrison to Washington)	300,000								300,000		
	SSMP Preventative Maintenance	65,000								65,000		
										-		
	Subtotal for FY 12-13	\$ 920,000	\$ 100,000	-	-	\$ 2,365,000	-	-	\$	3,385,000		
TOTALS		\$ 2,340,000	\$ 365,000	\$ 63,000	\$ 100,000	\$ 3,325,000	\$ 234,000	\$	-	\$ 6,427,000		

City of Milwaukie Capital Improvement Plan

Walk Safely Milwaukie Program

	10/11	11/12	12/13	13/14	14/15	Total
Capital Cost:						
Planning, Engineering, Design Land/Right-of-Way	8,000	10,000				18,000
Construction Contingency	650	146,350	100,000	100,000 *		347,000
Total Estimated Capital Cost	8,650	156,350	100,000	-	-	365,000
Revenue Source:						
State Gas Tax Cap. Projects	650	146,350	100,000	100,000 *		347,000
Engineering- Prof Services	8,000	10,000				18,000
Total Estimated Revenue	8,650	156,350	100,000	-	-	365,000

Description:

Milwaukie City Council Resolution 83-2010 enacted a three-year Pilot WSMP. WSMP makes funds available for capital projects and educational/awareness initiatives designed to improve the walkability of the community. * FY13/14 is shown with the assumption that this program or a similar one will continue beyond the three-year pilot.

Prepared By: Jason Rice/Gary Parkin	Date: 3/28/12	Project No: 0264
--	----------------------	-------------------------



TRANSPORTATION

City of Milwaukie Capital Improvement Plan

Union Pacific Mainline Railroad Quiet Zone

	09/10	10/11	11/12	12/13	13/14	Total
Capital Cost:						
Planning, Engineering, Design	5,000	5,000				10,000
Land/Right-of-Way			18,000			18,000
Permit (UP)			22,000	15,000		37,000
Construction			95,000	200,000		295,000
Contingency			15,000	25,000		40,000
Total Estimated Capital Cost	5,000	5,000	150,000	240,000	-	400,000
Revenue Source:						
Transportation Fund (Gas Tax)				140,000		140,000
Transportation Fund (FILO)	5,000	5,000				10,000
Transportation SDC Fund (reimb)			50,000	50,000		100,000
Community Dev Block Grant			100,000			100,000
SSMP (part of Harrison paving)			0	50,000		50,000
Total Estimated Revenue	5,000	5,000	150,000	240,000	-	400,000

Description:

Railroad crossing improvements to silence trains on the UPRR mainline. Channelization and road improvements to City streets at Harrison Street, Oak Street, and 37th Avenue crossings. Harrison Street improvements include sidewalks, and roadway center median barriers. Oak Street improvements include turn restrictions and roadway median barriers. 37th Avenue improvements include re-alignment of the 37th Avenue and Railroad Avenue intersection with roadway median barriers and turn restrictions.

The project requires permitting through ODOT Rail, Federal Railroad Administration (FRA), and UPRR. The permit process is underway. The quiet zone application received approval from FRA in March 2011. ODOT Rail Crossing Orders have been received for the sidewalk on Harrison. The next steps are to purchase right of way, construct sidewalk improvements, complete detailed center median designs (permit from UPRR), repave street area each side of track crossing, construct center medians and install signage. This project will be constructed as funds are available, Harrison Street crossing first to coincide with Water, SSMP projects and CDBG funding.

The CDBG funding is for pedestrian improvements along Harrison Street only. SSMP money is for street surfacing only in conjunction with Harrison Street paving. FILO funds or other available funding will be used to complete the project.

Prepared By: Hemmen/Parkin

Date: 3/28/12

Project No: 0193-1
0193-2



TRANSPORTATION

City of Milwaukie Capital Improvement Plan

School Zone Implementation

	10/11	11/12	Fiscal Years			Total
			12/13	13/14	14/15	
Capital Cost:						
Construction	17,000	18,000	25,000			60,000
Contingency						
Total Estimated Capital Cost	17,000	18,000	25,000	-	-	60,000
Revenue Source:						
State Gas Tax Cap. Projects	6,000		25,000			31,000
Bike Path Projects	11,000	18,000				29,000
Total Estimated Revenue	17,000	18,000	25,000	-	-	60,000

Description:

Standardize school zone signage in Milwaukie. The electronic components were recently upgraded for all of the School Zone Flashing Beacons. Relocation of several signs to occur over the next two years. There are 5 sets of Flashing Beacons in the City currently located on: Linwood Avenue, Lake Road, Washington Street, 32nd Avenue, and Monroe Street. The western most Washington sign is to be relocated the last year. The Monroe Street beacons are to be relocated to Lake Road near Milwaukie High School and Milwaukie Elementary School during the last year.

Prepared By: Hemmen/Parkin

Date: 5/12/11

Project No: 0149



TRANSPORTATION

City of Milwaukie Capital Improvement Plan

17th Ave. Pedestrian Improvements

	Fiscal Years					
	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost:						
Design and Right-of-Way Services	1,013,000					1,013,000
Construction		2,000,000				2,000,000
Total Estimated Capital Cost	1,013,000	2,000,000	-	-	-	3,013,000
Revenue Source:						
FILO	63,000					63,000
Transportation SDC's	50,000					50,000
METRO Grant	900,000	2,000,000				2,900,000
Total Estimated Revenue	1,013,000	2,000,000	-	-	-	3,013,000

Description: Bike/Ped grant to provide connection from Waterfront park/Trolley trail to Springwater trail.

Prepared By: Jason Rice/Gary Parkin

Date: 3/28/12

Project No:



TRANSPORTATION

City of Milwaukie Capital Improvement Plan

Adams Street Improvement

	Fiscal Years					
	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost:						
Design	60,000					60,000
Right-of-Way						
Construction		365,000				365,000
Total Estimated Capital Cost	60,000	365,000	-	-	-	425,000

Revenue Source:						
Metro Grant	60,000	365,000				425,000
Total Estimated Revenue	60,000	365,000	-	-	-	425,000

Description: This project addresses the section of Adams Street between 21st Ave and Main Street. The project reconstructs this block of Adams in conjunction with the construction of the light rail line at 21st and Adams. This is the key connection between Main Street and the Milwaukie/Main Street light rail station. Adams Street is also part of the city's adopted South Downtown Concept Plan, which envisions Milwaukie's small south downtown area as a reinvigorated live/work district within an easy walk of the Willamette River, Kellogg Creek, downtown Milwaukie and every place outside Milwaukie on the MAX system.

The City has a \$425,000 grant to complete street improvements that support and promote transit-oriented development. The City's partners include TriMet, which is building the light rail improvements, and Metro, the grantor. The City will select a new vision for Adams Street which will extend the look and feel of the light rail station all the way to Main Street (approximately 200 feet). The intersection of Adams and Main Street is also the planned location for a public plaza. The design of Adams Street should anticipate, and if possible, introduce elements of the future plaza.

Prepared By: Jason Rice/Gary Parkin	Date: 4/25/12	Project No:
--	----------------------	--------------------



TRANSPORTATION

City of Milwaukie Capital Improvement Plan

Lake Road Safe Routes to School

	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost:						
Design	60,000					60,000
Right-of-Way	10,000					10,000
Construction	164,000					164,000
Total Estimated Capital Cost	234,000	-	-	-	-	234,000
Revenue Source:						
ODOT Grant	234,000					234,000
Total Estimated Revenue	234,000	-	-	-	-	234,000

Description: This project extends sidewalk improvements from Where Else Lane to Freeman. Funding is from a partial grant awarded by ODOT last year.

Prepared By: Jason Rice/Gary Parkin

Date: 4/25/12

Project No:



TRANSPORTATION

City of Milwaukie Capital Improvement Plan

Monroe Street Reconstruction - Phase I (Railroad Avenue to 60th Avenue)

	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost: Planning, Engineering, Design Land/Right-of-Way Construction Contingency	800,000					800,000
Total Estimated Capital Cost	800,000	-	-	-	-	800,000
Revenue Source: SSMP	800,000					800,000
Total Estimated Revenue	800,000	-	-	-	-	800,000

Description:

The condition of Monroe Street's pavement is poor and a complete reconstruction is required. To do so, all pavement will be removed, the road base will be treated with cement (CTB) to control compaction. Once the CTB has been placed, the full road width between Railroad Avenue and 60th Avenue will be paved.

Prepared By: Jason Rice

Date: January 19, 2012

Project No:



SSMP

City of Milwaukie Capital Improvement Plan

Harrison Street Reconstruction Phase I (Campbell Street – 42nd Ave)

	Fiscal Years					
	11/12	12/13	13/14	14/15	15/16	Total
Capital Cost:						
Planning, Engineering, Design						
Land/Right-of-Way						
Construction	460,000	555,000				555,000
Contingency						
Total Estimated Capital Cost	-	555,000	-	-	-	555,000
Revenue Source:						
SSMP	460,000	555,000				555,000
Total Estimated Revenue	-	555,000	-	-	-	555,000

Description:

This project was part of the Street Surface Maintenance Program (SSMP) schedule for fiscal year 2012, but has been shifted to fiscal year 2013. Work generally consists of the reconstruction of Harrison Street from Campbell Street to 42nd Avenue. The asphalt area to be reconstructed is approximately 10,000 square yards. The cement-treated base method will be used for structural strength. This project is the first phase of two phases. Project construction is scheduled for July 2012 after the water replacement project 0285-1 is complete. Paving on either side of rail crossing will be done in conjunction with the Quiet Zone project (0193-1).

Prepared By: Jason Rice	Date: 2/1/2012	Project No: 0083-1
--------------------------------	-----------------------	---------------------------



SSMP

City of Milwaukie Capital Improvement Plan

SSMP Preventative Maintenance

	Fiscal Years					
	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost:						
Planning, Engineering, Design						
Land/Right-of-Way						
Construction	65,000	65,000	65,000	65,000	65,000	325,000
Contingency						
Total Estimated Capital Cost	65,000	65,000	65,000	65,000	65,000	325,000

Revenue Source:						
SSMP	65,000	65,000	65,000	65,000	65,000	325,000
Total Estimated Revenue	65,000	65,000	65,000	65,000	65,000	325,000

Description:

The purpose of this program is to address streets with "good" pavement and apply inexpensive maintenance treatments such as crack and surface seals to keep them in good condition. These types of treatments can extend the life of a pavement by correcting minor faults and reduce further deterioration. Currently 40% of the City's pavement network would benefit from this type of treatment.

Prepared By: Jason Rice

Date: January 12, 2012

Project No:



SSMP

City of Milwaukie Capital Improvement Plan

Harrison Street Phase II (McLoughlin Blvd. to Campbell Street)

	Fiscal Years					
	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost:						
Planning, Engineering, Design						
Land/Right-of-Way						
Construction		555,000				555,000
Contingency						
Total Estimated Capital Cost	-	555,000	-	-	-	555,000

Revenue Source:						
SSMP		555,000				555,000
Total Estimated Revenue	-	555,000	-	-	-	555,000

Description:

The state of Harrison Street's repair has risen to complete reconstruction. To do so, all pavement will be removed, problem areas will be addressed by over excavating and the road base will be treated with cement (CTB) to control compaction. Once the CTB has cured, the full road width between McLoughlin Blvd. and HWY 224 will be paved.

Prepared By: Jason Rice

Date: January 19, 2012

Project No:



SSMP

City of Milwaukie Capital Improvement Plan

Main Street Rehabilitation (Harrison Street to Washington Street)

	Fiscal Years					
	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost:						
Planning, Engineering, Design						
Land/Right-of-Way						
Construction		300,000				300,000
Contingency						
Total Estimated Capital Cost	-	300,000	-	-	-	300,000

Revenue Source:						
SSMP		300,000				300,000
Total Estimated Revenue	-	300,000	-	-	-	300,000

Description:

Main Street will be repaired by rehabilitation. To accomplish this rehabilitation, approximately 2-4 inches of the street surface will be ground out and replaced with a new surface.

Prepared By: Jason Rice

Date: January 19, 2012

Project No:



SSMP

WASTEWATER DIVISION

BN 2013-2014

System Description:

The City's wastewater system consists of approximately 396,000 feet (75 miles) of pipe, 1615 manholes and 5 raw sewage pumping stations. City Engineering and Operations staff is responsible for pipe and manhole replacement and construction, routine maintenance and inspection, system inventory, emergency call-outs, and flow monitoring. Treatment for the City's 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. The City and the County have agreed to the terms of a new treatment contract. The City is working on a rate structure to accommodate the new contract.

Wastewater system capital needs include funding for the Wastewater Main Repair Program (WWMRP), Clay Pipe Replacement Program, and the Manhole Replacement / Rehabilitation Program. The recently adopted 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 over the next 10 years. The estimated funding required per year is \$530,000. The Manhole Replacement / Rehabilitation Program's goal, similar to the Clay Pipe Replacement Program, is to replace or rehabilitate all manholes over a period of 150 years. The required funding per year for this program to reach this goal is \$50,000. The requested rate increases reflect the needed funding to continue these programs at full funding over the next 5 years.

Recently completed projects and projects underway:

An update of the Wastewater Master Plan was adopted last year. Project recommendations made by this master plan update are integrated into the capital improvement plan. The NESE project completed construction in 2010. The \$4 million dollar project was mostly funded by a low-cost loan from the EPA. That debt is serviced at about \$100,000 annually and is offset by the connection receipts as properties in the project's reimbursement district annex to the City and connect to the sewer system.

Projects underway include the Harrison Street and Washington Street Light Rail wastewater main replacement projects. These replacement projects are being constructed by TriMet's contractor for the Light Rail Project. Other projects underway include a wastewater pipe replacement project crossing Highway 99E at Hanna Harvester and three small pipe replacement projects throughout the City.



WASTEWATER DIVISION PRIORITY PROJECTS					
FY	Project Numbers	PROJECT DESCRIPTION	PROJECT ORIGINATION	COST	TOTAL PER FY
2013	0266	Wastewater Main Repair Program	2010 Wastewater Master Plan. Master Plan Project #1, 3, 4, 7	\$ 110,000	
	0315	Harrison Street LRT Crossing Replacement (215 ft. Milwaukee / 230 ft. Light Rail)	Clay Pipe Replacement associated with Light Rail Construction (does not include TriMet share)	\$ 62,000	
	0316	Monroe Street LRT Crossing Replacement (300 ft. Milwaukee / 305 ft. Light Rail)	Clay Pipe Replacement Associated with Light Rail Construction (does not include TriMet share)	\$ 110,000	\$ 1,826,000
	NEW	Pipe Replacement for Light Rail and SSMP	Replacement of pipe prior to upcoming Light Rail and SSMP Projects	\$ 1,544,000	
2014	0272	Brookside Foremain Extension	2010 Wastewater Master Plan. (100% SDC Eligible)	\$ 450,000	
	0321	Clay Pipe Replacement Program	Program to replace 21,218 feet of clay pipe over 10 years (Mainline Value = \$250/LF)	\$ 530,000	\$ 1,130,000
	0266	Wastewater Main Repair Program	2010 Wastewater Master Plan	\$ 100,000	
	0320	Wastewater Manhole Replacement/Rehab Program	Program to replace/rehab 1859 manholes over 150 years (Manhole Value = \$4,000/EA)	\$ 50,000	
2015	0266	Wastewater Main Repair Program	2010 Wastewater Master Plan	\$ 100,000	
	0320	Wastewater Manhole Replacement/Rehab Program	Program to replace/rehab 1859 manholes over 150 years (Manhole Value = \$4,000/EA)	\$ 50,000	\$ 680,000
	0321	Clay Pipe Replacement Program	Program to replace 21,218 feet of clay pipe over 10 years (Mainline Value = \$250/LF)	\$ 530,000	
	0266	Wastewater Main Repair Program	2010 Wastewater Master Plan	\$ 100,000	
2016	0320	Wastewater Manhole Replacement/Rehab Program	Program to replace/rehab 1859 manholes over 150 years (Manhole Value = \$4,000/EA)	\$ 50,000	\$ 680,000
	0321	Clay Pipe Replacement Program	Program to replace 21,218 feet of clay pipe over 10 years (Mainline Value = \$250/LF)	\$ 530,000	
	0266	Wastewater Main Repair Program	2010 Wastewater Master Plan	\$ 100,000	
	0320	Wastewater Manhole Replacement/Rehab Program	Program to replace/rehab 1859 manholes over 150 years (Manhole Value = \$4,000/EA)	\$ 50,000	\$ 680,000
2017	0321	Clay Pipe Replacement Program	Program to replace 21,218 feet of clay pipe over 10 years (Mainline Value = \$250/LF)	\$ 530,000	
	N/A	Concrete Sewer Line Replacement	Each year beginning in 2022. 326,601 feet replaced over 75 years (Mainline Value = \$250/LF)	\$ 1,088,000	
	N/A	Johnson Creek Blvd. (45th to 55th)	2010 Wastewater Master Plan	\$ 750,000	
	N/A	Johnson Creek Siphon	2010 Wastewater Master Plan	\$ 750,000	
Future	N/A	Jefferson Street Siphon	2010 Wastewater Master Plan	\$ 800,000	
				5 YEAR TOTAL	\$ 4,996,000

City of Milwaukie Capital Improvement Plan

Wastewater Main Repair Program

	09/10	10/11	11/12	12/13	13/14	Total
Capital Cost:						
Planning, Engineering, Design						
Land/Right-of-Way						
Construction	92,372	70,860	120,000	95,500	90,000	468,732
Contingency				14,500	10,000	24,500
Total Estimated Capital Cost	92,372	70,860	120,000	110,000	100,000	493,232

Revenue Source:						
Wastewater	100,000	100,000	120,000	110,000	100,000	530,000
Total Estimated Revenue	100,000	100,000	120,000	110,000	100,000	530,000

Description:

Projects under this program generally 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 Operations Department and projects identified in the 2010 Wastewater Master Plan.

Identified First Year Projects (Biennial Fiscal Year 2014):

Master Plan Project No.	Street	From	To	Description	Length	Estimated Cost
1	Harrison St.	24 th Ave.	23 rd Ave.	Full Replacement	147 ft	\$60,000
3	Hemlock St.	Redwood Ave.	130 Ft. West	Full Replacement	130 ft	\$40,000
4	Ochoco St. at Moores St.	Ochoco St.	Moores St.	Full Replacement	36 ft	\$10,000

Identified Second Year Projects (Biennial Fiscal Year 2014):

Master Plan Project No.	Street	Project Location	Description	Length	Estimated Cost
-	McLoughlin Blvd.	Intersection of 99E and Ochoco	Spot Repair	12 ft	\$35,000
-	Brookside Basin	To Be Determined	Pipe Lining	-	-

Prepared By: Matthew Palmer

Date: 4/12/2012

Project No: 0266



WASTEWATER

City of Milwaukie Capital Improvement Plan

Harrison St. Light Rail Crossing Replacement (215' Milwaukie / 230' Light Rail)

	11/12	12/13	13/14	14/15	15/16	Total
Capital Cost:						
Planning, Engineering, Design	0	18,000				18,000
Land/Right-of-Way						
Construction	0	90,000				90,000
Contingency	0	12,000				12,000
Total Estimated Capital Cost	0	120,000	-	-	-	120,000

Revenue Source:						
Wastewater	0	62,000				62,000
TriMet	0	58,000				58,000
Total Estimated Revenue	0	120,000	-	-	-	120,000

Description:

Light Rail project to replace 445 feet of vitrified clay pipe (VCP) under and adjacent to the Light Rail Crossing on SE Harrison Street. Of the 445 feet being replaced, the City will pay for 215 feet of VCP replacement. The goal of this project is to coordinate with TriMet to ensure all wastewater infrastructure in this area complies with City Standards prior to Light Rail improvements (i.e., street surface restoration).

Prepared By: Matthew Palmer

Date: 4/12/2012

Project No: 0315



WASTEWATER

City of Milwaukie Capital Improvement Plan

Monroe St. Light Rail Crossing Replacement (300' Milwaukie / 305' Light Rail)

	11/12	12/13	13/14	14/15	15/16	Total
Capital Cost:						
Planning, Engineering, Design	0	15,000				15,000
Land/Right-of-Way						
Construction	0	190,000				190,000
Contingency	0	15,000				15,000
Total Estimated Capital Cost	0	220,000	-	-	-	220,000
Revenue Source:						
Wastewater	0	110,000				110,000
TriMet	0	110,000				110,000
Total Estimated Revenue	0	220,000	-	-	-	220,000

Description:

Light Rail project to replace 605 feet of vitrified clay pipe (VCP) under and adjacent to the Light Rail Crossing on SE Monroe Street. Of the 605 feet being replaced, the City will pay for 300 feet of VCP replacement. The goal of this project is to coordinate with TriMet to ensure all wastewater infrastructure in this area complies with City Standards prior to Light Rail improvements (i.e., street surface restoration).

Prepared By: Matthew Palmer

Date: 4/12/2012

Project No: 0316



WASTEWATER

City of Milwaukie Capital Improvement Plan

Pipe Replacement for Light Rail and SSMP

	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost:						
Planning, Engineering, Design						
Land/Right-of-Way						
Construction	1,400,000					1,400,000
Contingency	143,000					143,000
Total Estimated Capital Cost	1,543,000	-	-	-	-	1,543,000
Revenue Source:						
Wastewater	1,393,000					1,393,000
SDC	150,000					150,000
Total Estimated Revenue	1,543,000	-	-	-	-	1,543,000

Description:

This project's goal is to replace aging sewer mainline in streets that will be paved due to Light Rail construction and Harrison Street Reconstruction (SSMP). These pipe replacements will minimize street surface disturbances in the future by replacing aging pipe sections now prior to scheduled paving projects.

Pipe Replacement for Light Rail and SSMP Projects:

Street	From	To	Street	From	To
SE 21 st Avenue	Jefferson	Lake	SE 29 th Avenue (South)	Harrison	Monroe
SE 23 rd Avenue	Harrison	Llewellyn	SE 29 th Avenue (North)	Harrison	Cul-de-sac
SE 24 th Avenue	Harrison	Llewellyn	SE Harrison Street	26 th	29 th
SE 28 th Avenue	Harrison	Monroe	SE Lake Road	Main	23 rd

Prepared By: Matthew Palmer

Date: 4/12/2012

Project No:



WASTEWATER

City of Milwaukie Capital Improvement Plan

Brookside Forcemain Extension

	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost:						
Planning, Engineering, Design		50,000				50,000
Land/Right-of-Way						
Construction		350,000				350,000
Contingency		50,000				50,000
Total Estimated Capital Cost	-	450,000	-	-	-	450,000

Revenue Source:						
Wastewater						
Wastewater SDC		450,000				450,000
Total Estimated Revenue	-	450,000	-	-	-	450,000

Description:

Construct a 2900 foot extension of the existing 8" Brookside Forcemain from 100 feet north of SE Wake Court on SE 42nd Avenue (Manhole ID #1131) to the intersection of SE 32nd Avenue and SE Filbert Street (Manhole ID #1046). The existing 15-inch diameter line within SE Filbert Street that conveys flow downstream of the existing forcemain discharge point is operating at or above capacity (based on analysis in the 1994 Wastewater Master Plan). Construction of the forcemain extension will alleviate the capacity issues within SE Filbert Street and will discharge the forcemain flow at a point in the system that has more available capacity. This project is 100% SDC Eligible.

Survey and design for this project will be contracted out to survey and engineering firms to be determined by a proposal-based selection process.

Prepared By: Matthew Palmer	Date: 4/12/2012	Project No: 0272
------------------------------------	------------------------	-------------------------



WASTEWATER

City of Milwaukie Capital Improvement Plan

Clay Pipe Replacement Program

	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost:						
Planning, Engineering, Design						
Land/Right-of-Way						
Construction		477,000	477,000	477,000	477,000	1,908,000
Contingency		53,000	53,000	53,000	53,000	212,000
Total Estimated Capital Cost	-	530,000	530,000	530,000	530,000	2,120,000

Revenue Source:						
Wastewater		530,000	530,000	530,000	530,000	2,120,000
Total Estimated Revenue	-	530,000	530,000	530,000	530,000	2,120,000

Description:

This program was created to ensure of the replacement of all remaining Vitrified Clay Pipe (VCP) throughout the City over a 10 year period. 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. As of 2010, it was estimated that the City had 21,218 feet of VCP. Based on a replacement cost of \$250 per linear foot, this equates to a total VCP replacement cost of \$5,304,500. Over a 10 year program life, approximately \$530,000 is required per year to meet this goal of full VCP replacement. Sections of VCP that will be replaced will be identified by Engineering staff on an annual basis and will focus strongly on coordination with the Street Surface Maintenance Program schedule and recommendations from the Operations Wastewater Department.

Clay Pipe Replacement (Biennial Fiscal Year 2014) Projects:

Street	From	To	Pipe Length
Main Street	Lake	Jefferson	803 feet
Jefferson Street	Main	21 st	275 feet
21 st Avenue	Jefferson	Jackson	561 feet
			1,639 feet

Prepared By: Matthew Palmer	Date: 4/12/2012	Project No: 0321
------------------------------------	------------------------	-------------------------



WASTEWATER

City of Milwaukie Capital Improvement Plan

Wastewater Manhole Replacement/Rehabilitation Program

	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost:						
Planning, Engineering, Design						
Land/Right-of-Way						
Construction		50,000	50,000	50,000	50,000	200,000
Contingency						
Total Estimated Capital Cost	-	50,000	50,000	50,000	50,000	200,000

Revenue Source:						
Wastewater		50,000	50,000	50,000	50,000	200,000
Total Estimated Revenue	-	50,000	50,000	50,000	50,000	200,000

Description:

This program was created to ensure the replacement of all manholes within the Milwaukie Sewer System over the period of 150 years. Based on an estimated replacement cost of \$4,000 per manhole, the cost to replace all manholes system-wide is \$7,436,000. This spread over 150 years equates to \$50,000 per year. This annual program budget will allow for the replacement of approximately 13 manholes per year. In the case of a manhole having satisfactory structural integrity, manhole rehabilitation (i.e., manhole lining or grouting) will be done in lieu of full manhole replacement. Manholes to be replaced or rehabilitated will be identified by the Engineering Department and Operations Wastewater Department.

Prepared By: Matthew Palmer	Date: 4/12/2012	Project No: 0320
------------------------------------	------------------------	-------------------------



WASTEWATER

WATER DIVISION

BN 2013-2014

System Description:

The City's 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, 112 miles of pipeline providing potable water to 6800 customer connections over 4 pressure zones.

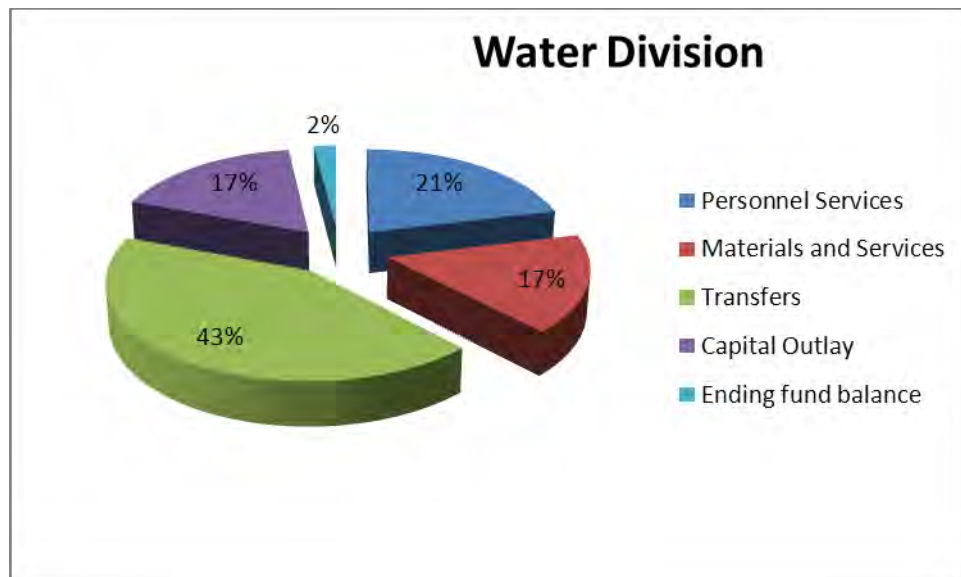
The CIP is based on the project priority determined as part of the recently completed Water Master Plan. The highest priority projects are prioritized by street surface maintenance program schedule, fire flow deficiencies in areas zoned "public", 4" diameter pipe installed before 1960, and 6" diameter pipe installed before 1960. The Master Plan identifies \$20 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 the 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 is the minimum necessary to only 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.

Recently completed projects and projects underway:

Harrison St Main Replacement (Ph I). This project replaced 3100 feet of 6" & 8" lead joint, cast iron pipeline with 8" ductile iron water main on Harrison Street between Campbell Street and 42nd Avenue.



WATER DIVISION PRIORITY PROJECTS					
FY	Project Numbers	PROJECT DESCRIPTION	PROJECT ORIGINATION	COST	TOTAL PER FY
2013	0285-2	Harrison St. Water System Improvements - Phase II (21st Ave - UPRR Crossing)	Replace Lead Joint Main in Advance of SSMP project on Harrison Street	\$ 485,000.00	\$ 485,000
2014	New	McBrod Ave Water System Improvements (17th Ave - Ochoco St)	Replace Lead Joint Main	\$ 560,000.00	\$ 560,000
2015	0300	17th Avenue (Lava Drive - Ochoco St)	Replace Lead Joint Main	\$ 840,000.00	\$ 840,000
2016	New	Harvey St (32nd Ave - 42nd Ave)	Exist. 4" & 6" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 490,000.00	\$ 918,000
2016	New	33rd Ave (North End - Harvey St)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 88,000.00	
2016	New	36th Ave (North End - Harvey St)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 105,000.00	
2016	New	42nd Ave (Olsen St - Harvey St)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 235,000.00	
2017	New	Riverway Lane (Lava Drive to SE end)	Replacement Priority and Fire Flow Deficiency in 2010 Water Master Plan	\$ 140,000.00	\$ 1,231,159
	New	River Road Pressure Boundary Reconfiguration	Peak Hour Priority Improvement in 2010 Water Master Plan	\$ 160,000.00	
	0304	29th Ave (Van Water St - Roswell St)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 123,000.00	
	0307	30th Ave (Van Water St - Roswell St)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 123,000.00	
	New	31st Ave (Van Water St - Roswell St)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 123,000.00	
	New	Roswell St (29th Ave - 32nd Ave)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 126,000.00	
	0106	Malcolm St (29th Ave - 32nd Ave)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 126,000.00	
	New	Llewellyn St (32nd Ave - 34th Ave)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 102,000.00	
	New	Milwaukee High School Fire Flow Improvements	Public Area Fire Flow Improvement in 2010 Water Master Plan	\$ 72,403.00	
	New	City of Milwaukee Johnson Creek Fire Flow Improvements	Public Area Fire Flow Improvement in 2010 Water Master Plan	\$ 135,756.00	
Future	New	32nd Ave (Filbert St - Harrison St)	Exist. 4" & 6" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 600,000.00	\$ 4,034,159
	0107	Olson St (29th Ave - 32nd Ave)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 126,000.00	
	New	Park St (Home Ave - Beckman Ave)	Exist. 6" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 278,000.00	
	New	Beckman Ave (Park St - Railroad Ave)	Exist. 6" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 420,000.00	
	0301	Howe Lane (44th Ave - 46th Ave)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 193,000.00	
	0102	38th Ave & Drake St (38th Ave - 40th Ave)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 193,000.00	
	New	55th Ave & Finwood St (JCB - Stanley Ave)	Exist. 4" Pipeline Prior to 1960 in 2010 Water Master Plan	\$ 417,000.00	
	New	Riverway Lane (Lava Drive to SE end)	Replacement Priority and Fire Flow Deficiency in 2010 Water Master Plan	\$ 140,000.00	
	New	River Road Pressure Boundary Reconfiguration	Peak Hour Priority Improvement in 2010 Water Master Plan	\$ 160,000.00	
5 YEAR TOTAL				\$	\$ 4,034,159

City of Milwaukie Capital Improvement Plan

Harrison St. Water System Improvements Phase II (21st Ave – UPRR Crossing)

	Fiscal Years					
	12/13	13/14	14/15	15/16	16/17	Total
Capital Cost:						
Planning, Engineering, Design	10,000					10,000
Land/Right-of-Way						
Construction	445,000					445,000
Contingency	30,000					30,000
Total Estimated Capital Cost	485,000	-	-	-	-	485,000
Revenue Source:						
Water Capital	404,000					404,000
Water SDC	81,000					81,000
Total Estimated Revenue	485,000	-	-	-	-	485,000

Description:

Replace 2400 feet of existing 8" lead joint water main with 8" ductile iron water main. This project is not listed in the January 2001 Water System Master Plan as a project. However, the project is needed in preparation for the Harrison Street SSMP project.

Prepared By: Zach Weigel **Date:** 1/19/2012 **Project No:** 0285-2



WATER



MILWAUKIE FINANCE DEPARTMENT

CASEY CAMORS, CPA CMA CPFO
FINANCE DIRECTOR
CAMORSC@CI.MILWAUKIE.OR.US

RICHARD SEALS, CPA CMA CFM CFE
FINANCE DIRECTOR
SEALSR@CI.MILWAUKIE.OR.US

RINA BYRNE, CPA CFE
ASSISTANT FINANCE DIRECTOR
BYRNER@CI.MILWAUKIE.OR.US



CITY OF MILWAUKIE, OREGON

ADOPTED BUDGET FOR THE 2013-2014 BIENNIUM

JULY 1, 2012 THROUGH JUNE 30, 2014