CITY OF **MILWAUKIE,** OREGON

Popular Annual Financial Report for the fiscal year ended June 30, 2017

Government Finance Officers Association

Award for Outstanding Achievement in Popular Annual Financial Reporting

Presented to

City of Milwaukie

Oregon

For its Annual Financial Report for the Fiscal Year Ended

June 30, 2016

Christopher P. Morrill

Executive Director/CEO

TABLE OF CONTENTS

Letter from the City Manager 3

Milwaukie Leadership 4

City Council Goals & Priorities 5

About Milwaukie 6

Boards, Committees & Commissions 8

Overview of Audited Results 10

Balance Sheet 11

Income Statement 11

Financial Policies 12

City Budget: Financial Plan 13

Budget: Where Our Money Comes From 14

Where Your Taxes Go 16

How We Spend Our Money 17

Financial Planning 19

Glossary 19

The information in this report is drawn from the Comprehensive Annual Financial Report (CAFR) for the fiscal year ended June 30, 2017. Please review the CAFR online, or email Finance Director Haley Fish at **FishH@milwaukieoregon.gov** to request a copy or with questions about this report.

LETTER FROM THE CITY MANAGER

Dear Citizens of Milwaukie,

I am pleased to present the Popular Annual Financial Report (PAFR) for the fiscal year ended June 30, 2017. This report is designed to provide transparency and accountability of City financial information, which is a key organizational goal.

The City of Milwaukie is proud that it has received all three of the Government Finance Officers Association (GFOA) awards for local government finance:

- Distinguished Budget Presentation Award
- Certificate of Achievement for Excellence in Financial Reporting
- Award for Outstanding Achievement in Popular Annual Financial Reporting

It is our belief that participation in GFOA award programs enhances our citizens' understanding of Milwaukie finances. Attaining these awards demonstrates our belief that sharing financial information in formats consistent with the highest standards in governmental financial reporting is the best way to achieve financial transparency.

The PAFR is designed to provide a summary view of the financial activities of the City. It is a high-level report for citizens who wish to learn more about Milwaukie finances. All information in this report can be found in greater detail in the Comprehensive Annual Financial Report (CAFR) for the City.

Throughout the year, the Finance Department works on budgets, audits, financial policies, financial forecasts, and financial management. As always, the City of Milwaukie invites citizens to share their thoughts and opinions with us.

If you have any questions about this document, please email Finance Director Haley Fish at FishH@milwaukieoregon.gov.

Sincerely,

Ann Ober

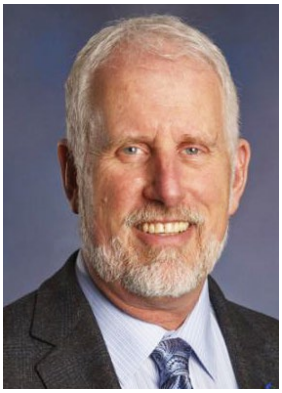
City Manager

MILWAUKIE LEADERSHIP

Milwaukie operates under a Council-Manager form of government. The Mayor and City Councilors are responsible for establishing policy and providing direction to the City Manager. 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's administration is committed to professionalism and efficiency. This is the City of Milwaukie's seventh *Popular Annual Financial Report*, which is published as part of the Finance Department's ongoing mission to provide the utmost transparency and understanding of Milwaukie's finances.

Elected Officials as of June 30, 2017



MAYOR
Mark Gamba
12/31/18

COUNCILOR #1
Angel Falconer
12/31/20

COUNCILOR #2
Lisa Batey
12/31/18

COUNCILOR #3
Wilda Parks
12/31/20

COUNCILOR #4
Shane Abma
12/31/18

CITY OF **MILWAUKIE**

APPOINTED OFFICIALS

Ann Ober City Manager

Jordan Ramis PC City Attorney (Contracted Law Firm)

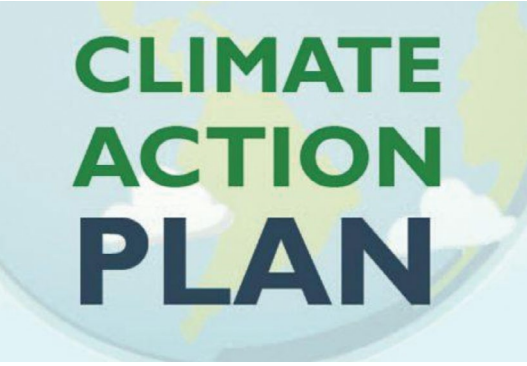
Kimberly Graves Municipal Court Judge

CITY COUNCIL GOALS & PRIORITIES

On May 2, 2017, the Council adopted three goals for the 2017-2018 Biennium. Below is a summary of the adopted Council Goals.

GOAL 1 HOUSING

Whereas, Milwaukie is in a housing state of emergency; and the Draft Milwaukie 2040 Vision calls for all residents to have affordable housing; and Milwaukie and the Metro Region are currently experiencing record low rental vacancies and extreme housing affordability issues generally, which are causing displacement, disruption of lives and in some cases homelessness. Therefore, the City Manager is directed to take every opportunity to address this housing crisis, including finding and working with partners to add new affordable housing units, and to encourage the private market to develop housing options that are affordable for Milwaukians at every income level and stage of life.



GOAL 2 CLIMATE CHANGE ACTION

Whereas, Climate Change is the single largest threat to the future citizens of Milwaukie; and the Draft Milwaukie Vision calls for Milwaukie to become a Net Zero City by the year 2040 as our contribution towards forestalling the worst effects of climate change. Therefore, the City Manager is directed to begin the process of addressing climate change in the City of Milwaukie and to create the Milwaukie Climate Action Plan and to establish the city's current carbon foot print as first steps toward dramatically reducing the City's carbon impact.

GOAL 3 COMPLETION OF MILWAUKIE BAY PARK

Whereas, Milwaukie Bay Park is our most prominent park and remains incomplete; and the citizens of Milwaukie called for its completion in the Draft Vision Action Plan. Therefore, the City Manager is directed to work with North Clackamas Parks and Recreation Department (NCPRD) and our Parks and Recreation Board (PARB) to explore potential changes to the current master plan and to prioritize the accumulation of funding necessary to complete Milwaukie Bay Park by 2022.

To view the latest updates on the city's efforts to pursue these goals check out the City of Milwaukie's Meeting Calendar online at ***www.milwaukieoregon.gov/calendar***

ABOUT MILWAUKIE

The City of Milwaukie, located within miles 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 20,510.

Known as the "Dogwood City of the West," Milwaukie's economy is linked with 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 provides a clean environment, good transportation, schools, health care centers, 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.

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.

RANK	PRINCIPAL EMPLOYERS	EMPLOYEES
1	Blount, Inc.	849
2	PCC Structurals	576
3	Providence Milwaukie Hospital	395
4	North Clackamas School District	389
5	OECO LLC	372
6	Nature Bake	258
7	ODS (Moda)	208
8	Active Telesource	157
9	Plumbing & Mechanical Contractors	150
10	City of Milwaukie	143

Clackamas Fire District #1 provides fire and emergency services and North Clackamas Parks and Recreation District provides parks and recreation services to the community. Milwaukie lies 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.

FY 2017 FACT	FIGURE
City Property Tax Rate:	$4.1367/$1,000 TAV
City Bonded Debt Tax Rate:	$0.4972/$1,000 TAV
Total Property Tax Rate:	$19.7781/$1,000 TAV
City Share of Total:	23%
Total Annual Budget:	$43 million
Population:	20,510
Employees:	143 FTE
Outstanding Debt:	$18.3 million
Bond Rating*:	AA-/Aa2
City Maintained Roads:	160 lane miles
Building Permits:	218
Sewer Miles:	79
Water Lines Maintained:	100
Number of Traffic Citations:	7,633
Avg. Library Circulation/Capita:	16.34
Unemployment Rate:	3.7%

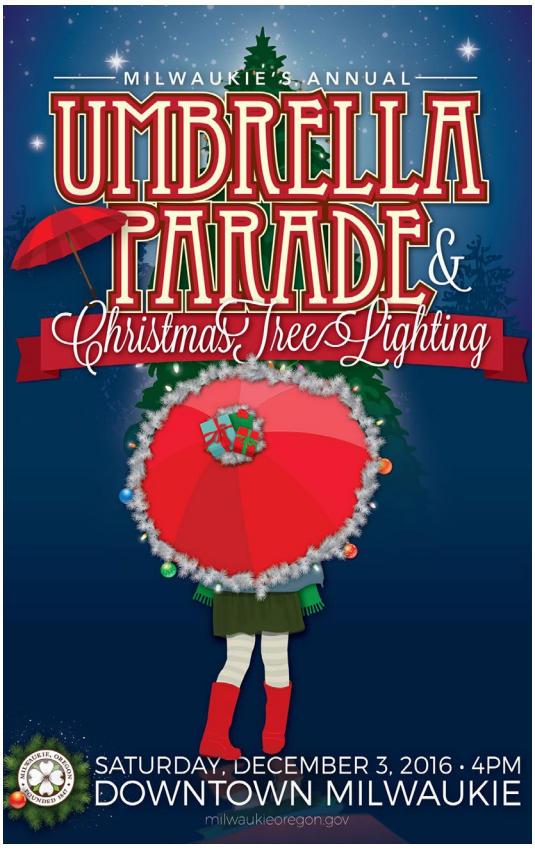
* *Investment Grade - Rated as high quality and very low credit risk.*

WINTER SOLSTICE

Milwaukie's annual Winter Solstice celebration was held on Saturday, December 17th at Milwaukie Bay Park. Milwaukians warmed by a bonfire while drinking craft beer or hot cocoa and eating tasty treats while viewing the Christmas Ships featuring the combined Columbia and Willamette River fleets.

UMBRELLA PARADE

The Umbrella Parade & Tree Lighting event was Saturday, December 3rd. There was a march and parade down Main Street with a tree lighting ceremony afterwards. More fun festivities followed! An extra special thanks to Bob's Red Mill for the cookie donation! Tasty treats were given out during the Umbrella Parade & Tree Lighting event. We appreciate your generosity, Bob, and proud to have you part of the community!



BOARDS, COMMITTEES & COMMISSIONS

The City of Milwaukie has thirteen appointed boards, commissions, and committees as mandated by the City's Municipal Code. Qualified applicants are appointed by the City Council following an application and interview process. Terms for membership are two years for all but the Budget Committee and the Planning Commission. For more information about the City's boards, committees and commissions, and to apply visit: **www.milwaukieoregon.gov/bc**.

Arts Committee (artMOB)

artMOB (an acronym for 'Art--Milwaukie on Board') works to connect artists with resources and to connect the community with art. The artMOB has enriched Milwaukie with the City Hall Sculpture Garden, a comic book art show, new murals, and many smaller projects.

Audit Committee

The Audit Committee ensures audits of the financial statements are completed annually. Oversight of the city's independent auditors is a shared responsibility between city management and the City Council, and that the City Council has the opportunity to assist city management in the review and selection of the city's independent auditor in order to ensure transparency in the management of city audits.

Budget Committee

The Budget Committee is established in accordance with the provisions of ORS 294.336 to review the annual city budget document as prepared by the city budget officer and to recommend an approved budget to the City Council for adoption.

Milwaukie Center/Community Advisory Board

The Community Advisory Board advises the Milwaukie City Council and North Clackamas Parks and Recreation District (NCPRD) on Milwaukie Center needs. The board weighs-in on capital improvement projects, programs, policies, and makes budget recommendations to the NCPRD.

Citizens Utility Advisory Board (CUAB)

The CUAB was established for the purpose of advising the City Council on the methods and manner in which city utility rates and capital improvements are scheduled and carried out.

Community Action Board (CAB)

The CAB is a county-level social needs group that advocates on issues related to people and households with low-incomes. The Mayor of Milwaukie serves as a CAB member and appoints an alternate to attend meetings in his or her absence.

Design and Landmarks Committee (DLC)

The DLC was established to advise the Planning Commission and City Council on urban design, architectural, and historic preservation activities including but not limited to design review of development proposals in the downtown, education and outreach, designation of historic districts and landmarks, and historic and cultural resources inventories.

Kellogg Good Neighbor Committee (KGNC)

The KGNC's purpose is to recommend to the City Council how the "good neighbor fund" should be prioritized and spent. This fund was established through the Intergovernmental Agreement (IGA) between the City of Milwaukie and Clackamas County Service District #1 (CCSD#1) for the provision of wastewater treatment services.

The KGNC has recommended to provide financial support for the Riverfront Park area adjacent to the Kellogg Wastewater Treatment Plant, overseen the completion of an odor study, and implemented a landscaping plan for the area around the plant.

Library Board

The public library board was established for the purpose of advising City Council and Ledding Library staff regarding library patrons' needs. The board shall be responsible for, but not limited to, the following activities:

- Reviewing and commenting on library rules and policies
- Commenting on the acceptance of donations of personal property or funds to the library
- Commenting on the annual operating budget for the library
- Commenting on sites for public library buildings or for location of library facilities
- Other activities Council may assign

Park and Recreation Board (PARB)

The PARB was created to focus greater energy and resources toward meeting community park and recreation needs through cooperative partnership with the city and the North Clackamas Parks & Recreation District (NCPRD).

Planning Commission

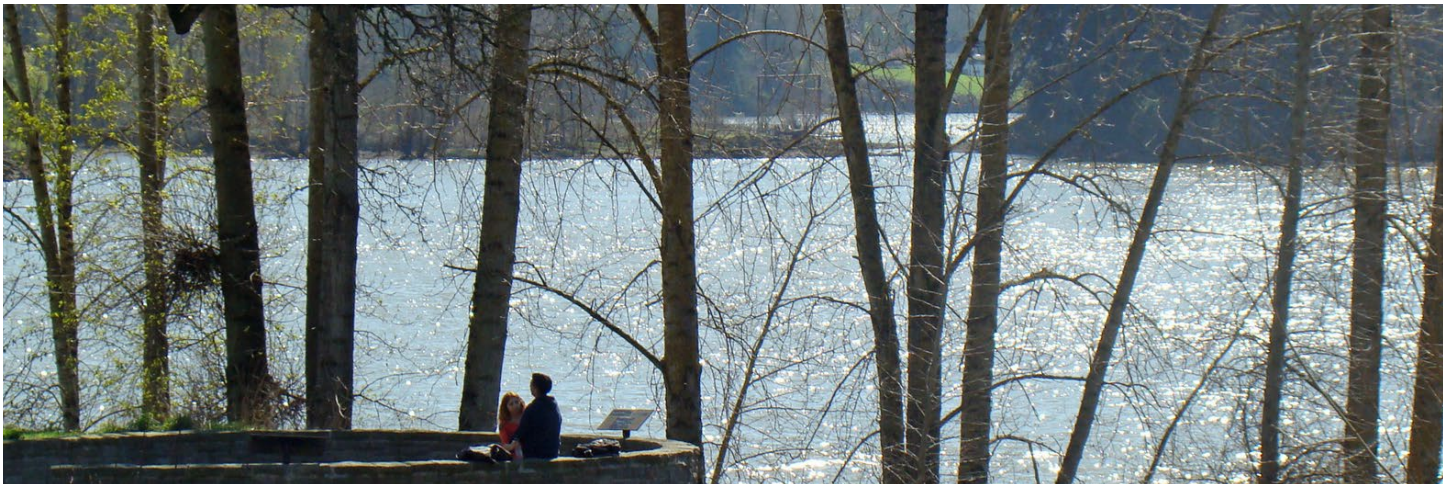
The Planning Commission was established for the purpose of reviewing and advising on matters of planning and zoning according to the provisions of the Comprehensive Plan, Zoning Ordinance, and other planning implementation documents.

Public Safety Advisory Committee (PSAC)

The PSAC advises and makes recommendations on community livability concerns related to public safety and neighborhood livability in Milwaukie and its Urban Growth Boundary. PSAC members include representatives from each of the city's seven neighborhoods.

Tree Board

The Tree Board maintains the City's plan for trees and shrubs in public places and advises the Council and NCPRD on tree-related policies.



OVERVIEW OF AUDITED RESULTS

The following summary highlights are taken directly from the Management Discussion and Analysis section of the fiscal year 2017 Comprehensive Annual Financial Report (CAFR):

- The City's assets totaled $109.1 million at June 30, 2017, consisting of $69.6 million in capital assets, $21.8 million in unrestricted cash and investments, $11.5 million in restricted cash and investments, and $6.2 million in other assets. Total assets increased by $13.1 million (14%) from the previous fiscal year.
- The City's liabilities totaled $39.2 million at June 30, 2017 consisting of $34.2 million in long-term liabilities and $5.0 million in accounts payable and other liabilities. Total liabilities increased by $19.8 million (102%) from the previous fiscal year.
- The assets of the City exceeded its liabilities by $77.5 million at the close of fiscal year 2017. Unrestricted net position totaled $2.5 million with the remainder of the City's net position invested in capital assets ($63.4 million) and restricted for capital projects, building operations, library services, debt service, and public safety ($11.6 million).
- For its governmental activities, the City generated $8.8 million in charges for services and received $5.0 million in operating and capital grants and contributions. Direct expenses, including interest on long-term debt for governmental activities were $27.1 million for the year, resulting in a net expense of $13.3 million. The City also received $12.0 million of general revenues, however there was a decrease in net position of $1.2 million.
- For its business-type activities, the City generated $14.9 million in charges for services to fund direct expenses of $12.4 million. Business-type activities had an increase in net position of $2.5 million.
- Fund balance in the City's governmental funds was $23.0 million at June 30, 2017, an increase of $12.0 million from the previous fiscal year.

BALANCE SHEET // STATEMENT OF NET POSITION

The Statement of Net Position reflects a healthy financial condition as of June 30, 2017. The assets and deferred outflows of resources of the City exceeded its liabilities and deferred inflows of resources by $77 million at the close of fiscal year 2017. This balance sheet is presented as a high-level summary overview of net position.

	As of June 30, 2017	As of June 30, 2016	As of June 30, 2015
Assets			
Current asset and other assets	$ 39,528,056	$ 25,268,246	$ 26,629,543
Capital assets	69,610,070	70,724,373	68,885,043
Total assets	109,138,126	95,992,619	95,514,586
Deferred Outflows of Resources			
Pension	8,030,806	1,197,454	825,539
Liabilities			
Current liabilities	5,930,871	4,129,176	4,770,398
Long-term liabilities	33,344,654	15,286,037	10,391,876
Total liabilities	39,275,525	19,415,213	15,162,274
Deferred Inflows of Resources			
Pension	358,861	1,531,341	4,552,108
Net Position	$ 77,534,546	$ 76,243,519	$ 76,625,743

For greater detail, see the City's complete *Comprehensive Annual Financial Report*, available online at **www.milwaukieoregon.gov/finance**.

INCOME STATEMENT // STATEMENT OF ACTIVITIES

The Statement of Activities reports all financial activity for the fiscal year ended June 30, 2017.

This statement presents high-level summary information about how the City's net position changed during fiscal year 2017 as a result of all financial activity (i.e. revenues and expenses).

	FY 2017	FY 2016	FY 2015
Revenues	$ 40,818,099	$ 37,434,951	$ 36,887,028
Expenses	(39,527,072)	(37,817,175)	(28,193,540)
Increase (Decrease) in net position	1,291,027	(382,224)	8,693,488
Net position, beginning of year	$ 76,243,519	$ 76,625,743	67,932,255
Net position, end of year	$ 77,534,546	$ 76,243,519	$ 76,625,743

For greater detail, see the City's complete *Comprehensive Annual Financial Report*, available online at **www.milwaukieoregon.gov/finance**.

FINANCIAL POLICIES

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 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 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 requirements of the community, and respond to 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 GFOA, the Governmental Accounting Standards Board, and other professional standards.

7. Fully comply with finance related legal mandates, laws and regulations.

8. To achieve these goals, fiscal policies generally cover areas of revenue management, operating and capital budgeting, financial planning and forecasting, investment and asset management, debt management, accounting and financial reporting, reserves, and internal controls. These policies are reviewed annually by management, the Budget Committee, and City Council and amended as necessary as part of the budget process.

To review all financial policies for the City of Milwaukie, please see page 20 of the *Milwaukie Adopted Budget for the 2017-2018 Biennium*, available online at **www.milwaukieoregon.gov/finance/budgets**.

CITY BUDGET: FINANCIAL PLAN

The Budget Committee unanimously approved the 2017-2018 Biennial Budget which was then adopted by the City Council on June 7, 2016. On February 9, 2017, a supplemental budget resolution was approved through the first year of the 2017-2018 biennium. The Budget Committee unanimously approved the 2015-2016 Biennial Budget which was then adopted by the City Council on June 17, 2014. On December 16, 2014, a supplemental budget resolution was approved through the first year of the 2015-2016 biennium, and on April 19, 2016 a second supplemental budget resolution was adopted through the second year of the 2015-2016 biennium. To best illustrate trends, below are the fiscal year budget amounts for the most recently adopted budget, including supplemental budgets, along with comparative fiscal years.

	FY 2018	FY 2017	FY 2016	FY 2015
City Budget:				
Personal Services	$ 16,907,000	$ 15,892,000	$ 15,530,000	$ 14,664,000
Materials & Services	12,429,000	12,122,000	11,197,000	11,031,000
Debt Service	930,000	869,000	973,000	4,959,000
Transfers	5,220,000	5,160,000	4,470,000	4,420,000
Annual Operating Budget	35,486,000	34,043,000	32,170,000	35,074,000
Capital Outlay	20,477,000	13,322,000	7,608,000	11,875,000
Reserves	12,051,000	15,856,000	9,374,000	10,785,000
Total City Budget	$ 68,014,000	$ 63,221,000	$ 49,152,000	$ 57,734,000

Note: *The budgeted data presented is projected data which may differ significantly from the Generally Accepted Accounting Principles derived data in the Comprehensive Annual Financial Report (CAFR).*

BUDGET: WHERE OUR MONEY COMES FROM

The City of Milwaukie budgets at the "fund" level. The City maintains nine distinct funds to account for governmental services. 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.

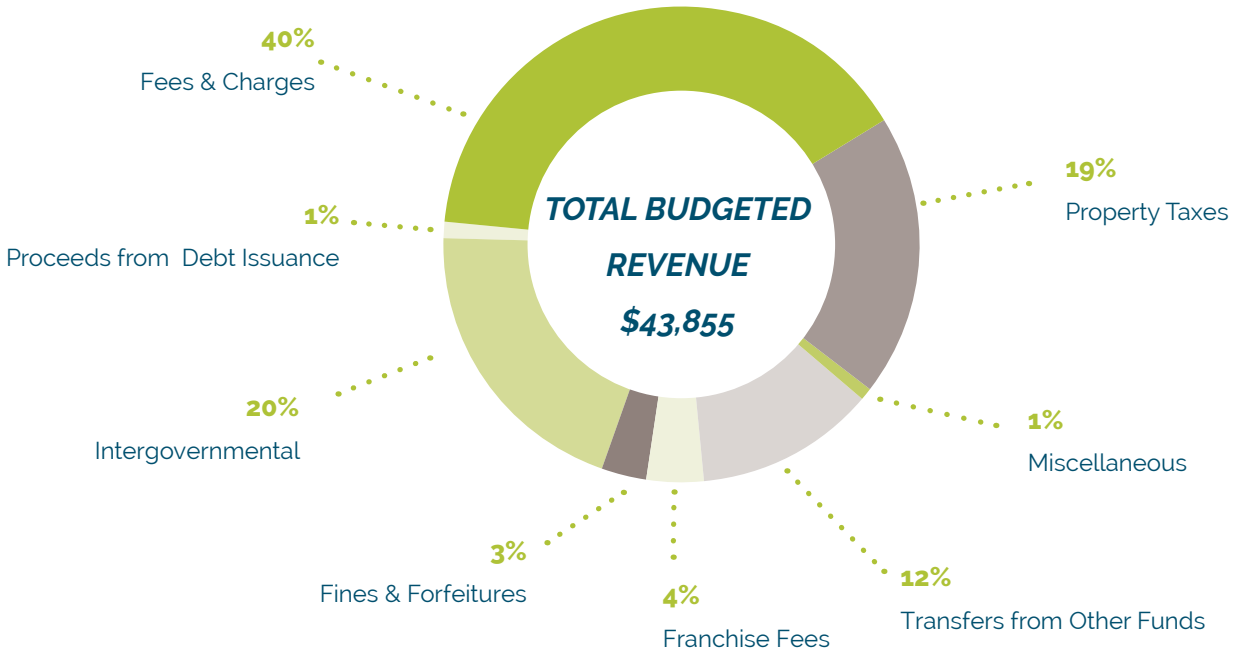
MAJOR REVENUE TYPES INCLUDE:

Fees & Charges (40%)

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.

Intergovernmental (20%)

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.



Property Taxes (19%)

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 Fire District No. 1 (CFD). 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 its annual bonded debt rate until then existing bonds were 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 CFD's permanent rate of $2.4012 or $4.1367.

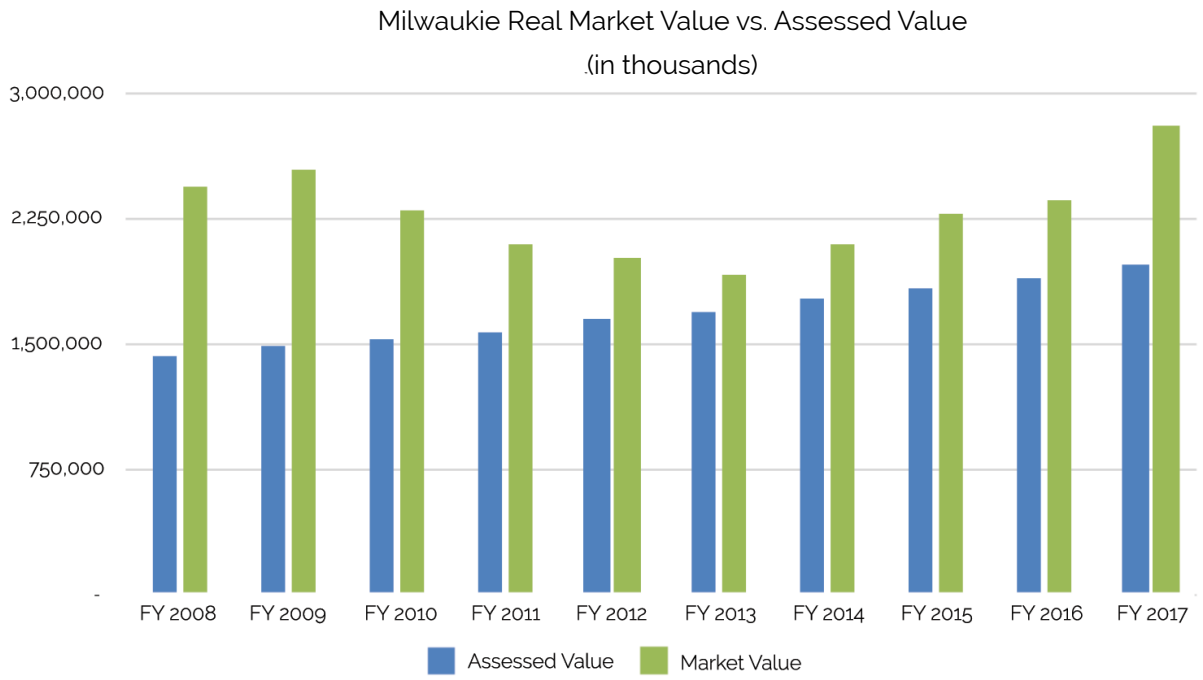
Transfers from Other Funds (12%)

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 (4%)

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 services. Fees are paid for the right to this access.

REVENUE TYPE	BUDGET $ (in thousands)	%
Fees & Charges	17,921	40%
Intergovernmental	8,774	20%
Property Taxes	8,309	19%
Transfers from Other Funds	5,160	12%
Franchise Fees	1,632	4%
Fines & Forfeitures	1,372	3%
Proceeds from Debt Issuance	390	1%
Miscellaneous	297	1%
TOTAL	**$43,855**	**100%**



Note: *The budgeted data presented is projected data which may differ significantly from the GAAP derived data in the Comprehensive Annual Financial Report (CAFR).*

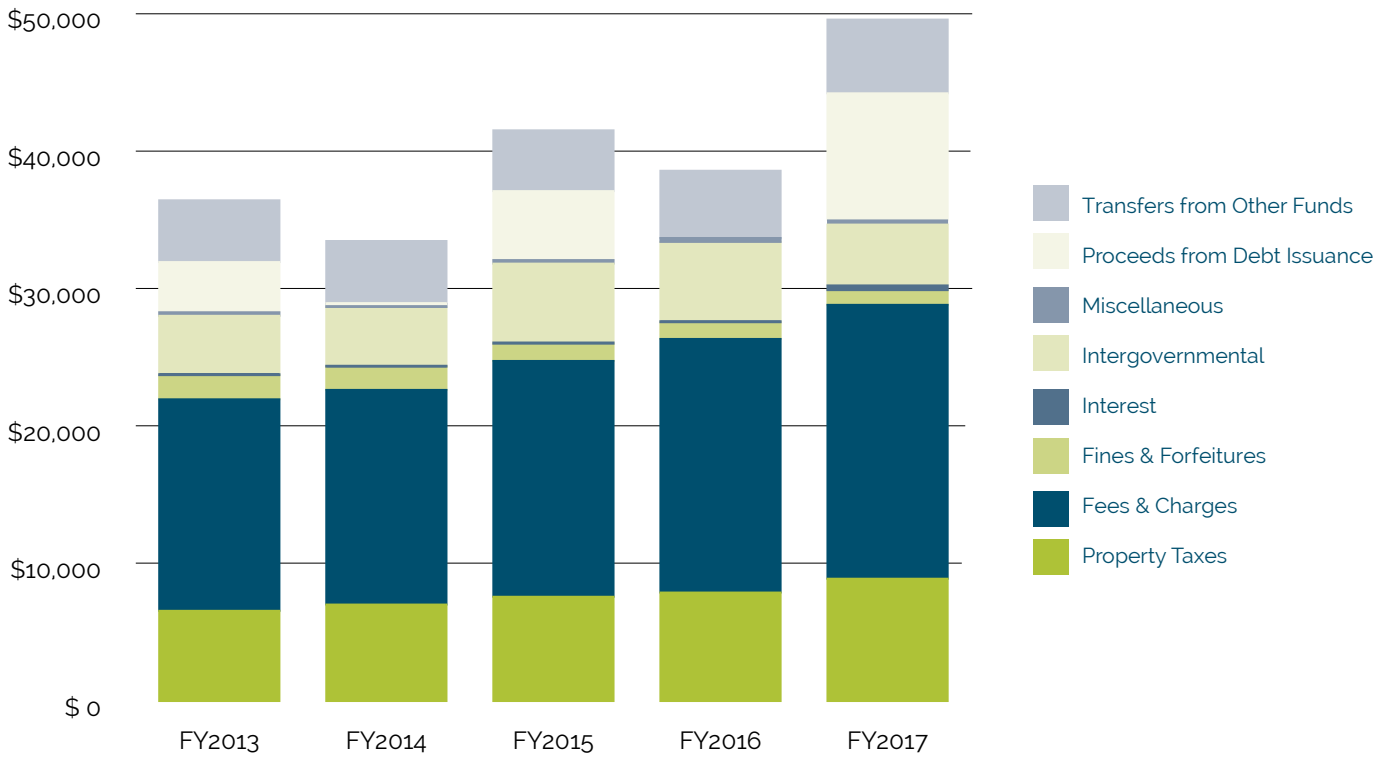
WHERE YOUR TAXES GO

Milwaukie Property Tax Dollars:

Clackamas County assesses property taxes on behalf of the county, schools, special districts, and the City of Milwaukie on a consolidated property tax bill. Of this tax bill, 23 percent of the total is allocated to the City of Milwaukie. Of every dollar paid, $0.23 goes to the City:

17%	3%	23%	13%	2%	42%
Clackamas County	*NCPRD*	*City of Milwaukie*	*Fire District #1*	*Other*	*Education*

Total Actual Resources by Major Source (in thousands)



HOW WE SPEND OUR MONEY

The City of Milwaukie plans for expenditures using several short and long-range planning tools. Five-year financial forecasts, prior to the development of the budget, guide short-term spending. The five-year forecasting model anticipates projected increases and decreases in revenues and expenditures. Fifty-four percent of total expenditures are represented by Personnel Services and Materials & Services. These requirements relate to the people who provide City services and the materials they need to complete their job requirements. Citywide, budgeted requirements are expected to increase for inflation going forward.

Personnel Services (34%)

Citywide, personnel services budgeted requirements increased in the 2017-2018 biennium due primarily to the addition of full-time equivalent positions and increasing benefit costs.

Capital Outlay (28%)

The Capital Outlay budget had increased dramatically from prior year due to planned and necessary infrastructure projects over the 2017-2018 biennium.

Materials & Services (26%)

Citywide, Materials & Services budgeted requirement increases over the prior fiscal year are, in many situations, based on known expenditure increases. Where such increases are unknown, 2017-2018 biennium amounts are identified using an inflationary cost increase from the prior biennium.

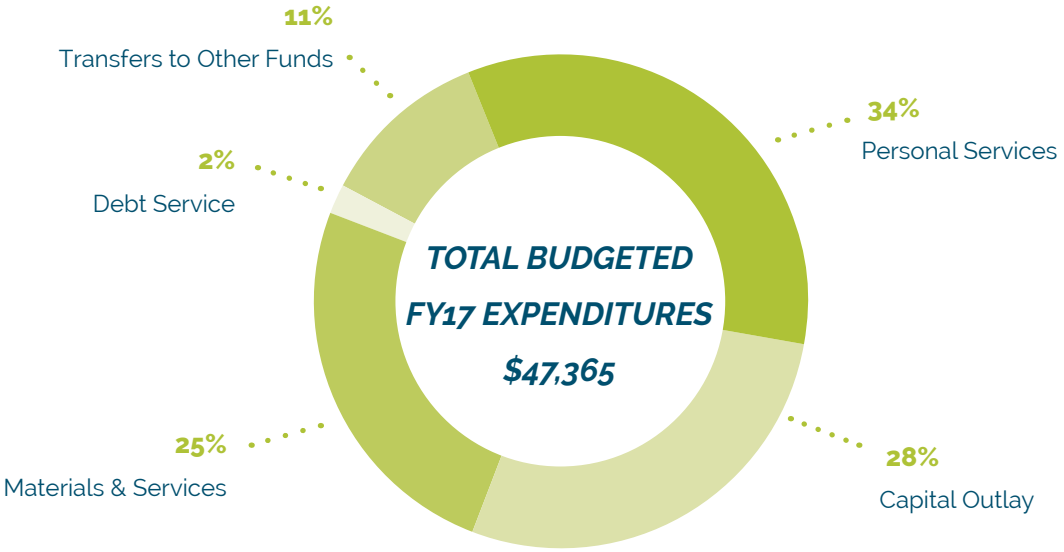
Debt Service (2%)

Biennial Debt service requirements are based on known obligations of the City.

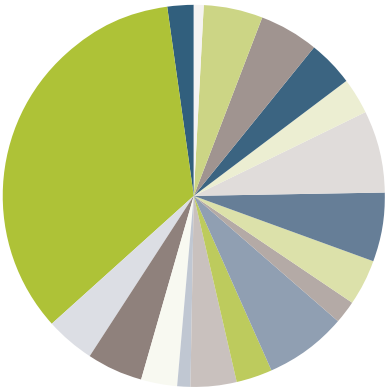
Transfers to Other Funds (11%)

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

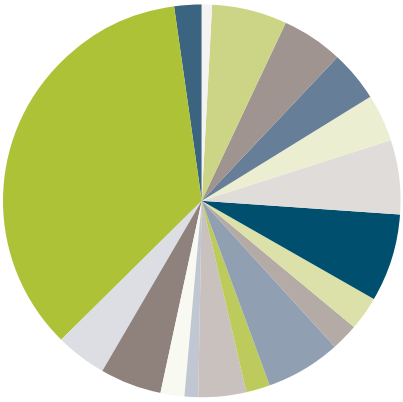
EXPENDITURE TYPE	BUDGET $ (in thousands)	%
Personal Services	15,892	34%
Capital Outlay	13,322	28%
Materials & Services	12,122	25%
Debt Service	869	2%
Transfers to Other Funds	5,160	11%
TOTAL	**$47,365**	**100%**



GENERAL FUND



2016

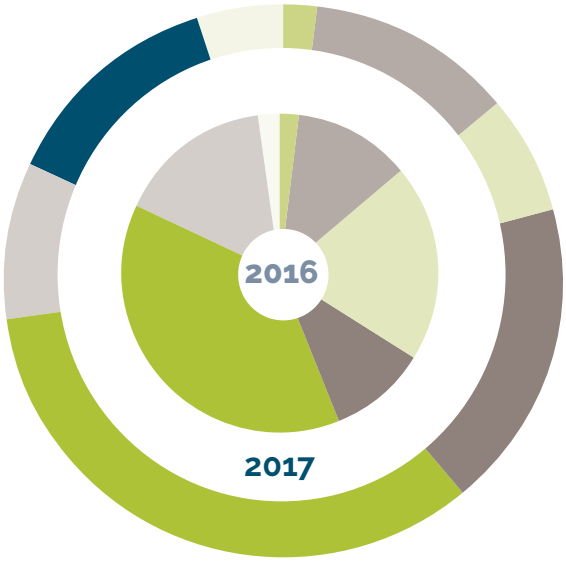


2017

EXPENDITURES BY DEPARTMENT	FY16	FY17
City Council	1%	1%
City Manager	5%	6%
Community Development	5%	5%
Public Works Administration	4%	4%
Engineering	3%	4%
Facilities Management	7%	6%
Finance	6%	7%
Fleet Services	4%	3%
Human Resources	2%	2%
Information Technology	7%	6%
Municipal Court	3%	2%
Planning	4%	4%
Code Enforcement	1%	1%
Public Access Studio	0%	0%
Records & Information Mgmt	3%	2%
Nondepartmental	5%	5%
Police Adminstration	4%	4%
Police Field Services	35%	35%
Police Support Services	2%	2%
TOTAL ACTUAL DOLLAR AMOUNT	$15,473	$16,083

EXPENDITURES BY DEPARTMENT	FY16	FY17
Building Inspections Fund	2%	2%
Library Fund	12%	12%
Transportation Fund	20%	7%
Water Fund	10%	18%
Wastewater Fund	38%	34%
Stormwater Fund	16%	9%
SDC	0%	13%
Debt Service	2%	5%
TOTAL ACTUAL DOLLAR AMOUNT	$15,480	$17,924

ALL OTHER FUNDS



FINANCIAL PLANNING

The City of Milwaukie prepared a five-year 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.

GLOSSARY

Business-type Activities

Activities financed in whole or in part by fees charged to external parties for goods or services.

Capital Assets

Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure and all other tangible or intangible assets that are used in operations, that have initial useful lives extending beyond one year with an initial cost of more than $10,000.

Capital Grant

Grant received to support acquisition of capital assets.

Charges for Services

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

Deferred Inflows of Resources

Refers to an acquisition of an asset that is applicable to a future reporting period.

Deferred Outflows of Resources

Refers to a consumption of an asset that is applicable to a future reporting period.

Fund Balance

The net ending balance of a Fund's financial resources that are spendable or available for appropriation.

Governmental Activities

Activities generally financed through taxes, intergovernmental revenues, and other nonexchange revenues.

Governmental Funds

Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital projects funds, and permanent funds.

Net Investment in Capital Assets

Component of net position consisting of capital assets, net of accumulated depreciation, reduced by the outstanding balances of borrowings attributable to the acquisition, construction or improvement of those assets.

Operating Grant

Grant received to support operations.

Restricted Net Position

Component of net position calculated by reducing the carrying value of restricted assets by amounts repayable from those assets, excluding capital-related debt.

Unrestricted Net Position

The portion of net position that is neither restricted nor invested in capital assets.

MILWAUKIE FINANCE DEPARTMENT

Haley Fish, CPA
Finance Director
FishH@milwaukieoregon.gov

Bonnie Dennis, MBA
Assistant Finance Director
dennisb@milwaukieoregon.gov

Graphic Design by Julie Rea