



# CITY OF MILWAUKIE

Proposed Budget 2019-2020 Biennium

*July 1, 2018 – June 30, 2020*



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# BIENNIUM 2019-2020 BUDGET

For the biennium beginning July 1, 2018 and ending June 30, 2020

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## City of Milwaukie, Oregon Budget Committee

### Council Members

Mayor Mark Gamba  
Councilor Angel Falconer  
Councilor Lisa Batey  
Councilor Wilda Parks  
Councilor Shane Abma

### Citizen Members

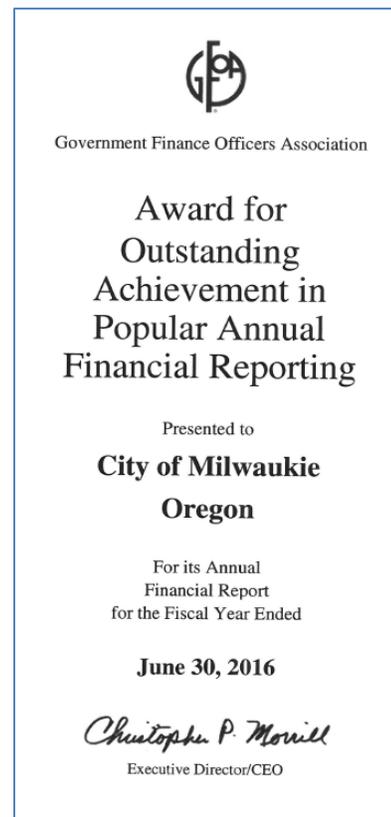
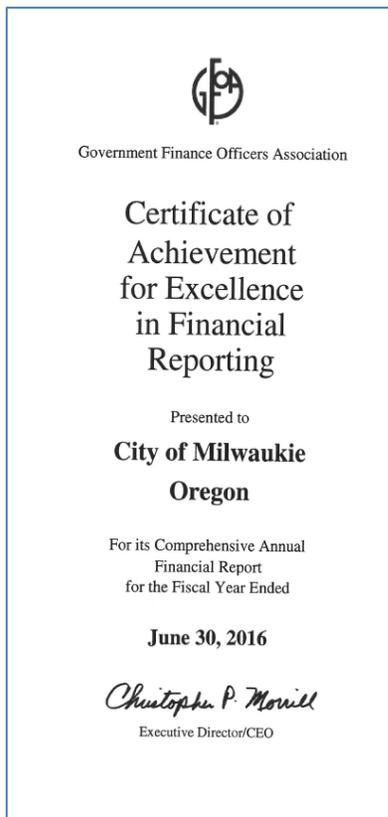
Jon Stoll  
Jesse Boumann  
Milo Denham  
Michael Osborne  
Ronald Palmer



The City received the Distinguished Budget Presentation Award for its 2017-2018 biennial budget from the Government Finance Officers Association (GFOA), making this the fourth consecutive City budget document to receive this award. This award is the highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by a governmental entity, its financial staff, and its management. This international award program was first established in 1984 to encourage exemplary budgetary practices and to provide peer recognition for government finance officers who prepare budget documents. Budget

proficiency is rated in four major categories: as a policy document, an operations guide, a financial plan, and a communications device.

We believe this budget document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award. In addition to the budget award, Milwaukie Finance receives awards for its Comprehensive Annual Financial Reports (CAFR) and Popular Annual Financial Reports (PAFR), making it one of the most decorated finance agencies in Oregon.



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Dear Mayor, Councilors, Budget Committee members and fellow Milwaukians,

Six years ago, the city undertook the Moving Forward Milwaukee planning process. The goal was to elevate our downtown into a vibrant, stable community center, and to extend the benefits of a connected and thriving city throughout our neighborhoods. Today's budget, which is balanced and financially prudent, reflects the work of the past six years, as well as the city's commitment to achieving the dreams shared by our residents. Far more than just numbers, our budget is the toolbox that will make extraordinary things happen over the next two years.

In November 2016, the city initiated our visioning process as an outcome of Moving Forward. Over the course of a year, Milwaukians attended Town Hall meetings to create a document defining who we want to be. At the end of 2017, Council adopted three goals based on those recommendations: Housing Affordability, Completion of Milwaukee Bay Park and Development of a Climate Action Plan, recently amended to include implementation of carbon reduction strategies. This budget also adopts a fourth goal, set by me and the Department Directors, to provide effective and efficient government. Finally, the budget completes the goals initiated, but not yet completed by previous Councils including:

- A greatly improved Ledding Library
- Implementation of the Safe Access For Everyone (SAFE) program
- Completion of Kronberg Multi-Use Path, reconstruction of the Milwaukee Bay Park bridge and beach
- Completion of the city's updated Comprehensive Plan
- Redevelopment of Milwaukee's entire South Downtown (including a festival street for the Milwaukee Farmers Market) and a long-standing need of the city to develop additional space for staff.

These, individually, are daring goals for Milwaukee, but what this budget funds is a community transformation. It will create a better Milwaukee that is more aligned with our community's vision for who we hope to become.

## The City's Goals

Housing Affordability has become a national issue, heightened especially in this region, as we face dramatic growth pressures. By setting a goal to greatly influence this issue, Council has committed to supporting both the development of new Market Rate Units and significant increase in the number of units affordable to community members from varied backgrounds. This budget supports that goal in several ways. First, a position within Community Development is being restructured to focus on housing, with a secondary focus on economic development. In addition, a limited-duration planning position has been made permanent to support the ever-growing demands that accompany more housing applications. Second, you will find the budget line item associated with the Construction Excise Tax, approved earlier this year, that allows for investments into projects that increase the affordability of units. Finally, you will find land banking and real estate technical funding within the Community Development budget to allow the city to secure parcels, should they become available, for this goal.

However, these funding moves do not accurately portray the scale of work underway to working towards this goal. Redevelopment in South Downtown will create a couple hundred additional housing units and are projected to finish during this biennium. Development of the Harrison and Main site could add another 100, including at least 20 affordable units. The Hillside Manor Master Planning process will lead to improved affordable units for those in residence, while supporting an increase in the number of obtainable units on the site. Each additional unit relieves the pressure currently driving rents and purchase prices higher. It's the city's intent to do all it can to keep Milwaukie the blue-collar town we are proud to be.

Milwaukie Bay Park has been in development for decades. Council's commitment is driving the park to be completed by October 31, 2020, at which time the city's Corps of Engineers Permit expires. The park will be constructed largely based on responses shared during the past visioning process. However, a few questions remain and the community can expect an engagement process to solidify the plans. Those costs are being born primarily by our community partner North Clackamas Parks and Recreation District, but to show our support for this goal and to assure its timely completion, this budget proposes \$250,000 in general fund contributions to achieve our goal.

In July, the city is expected to adopt the Climate Action Plan (CAP), achieving one of Council's three goals. For this reason, Council expanded the goal to direct more resources towards achieving climate-related items called out in the Vision Action Plan and the CAP.

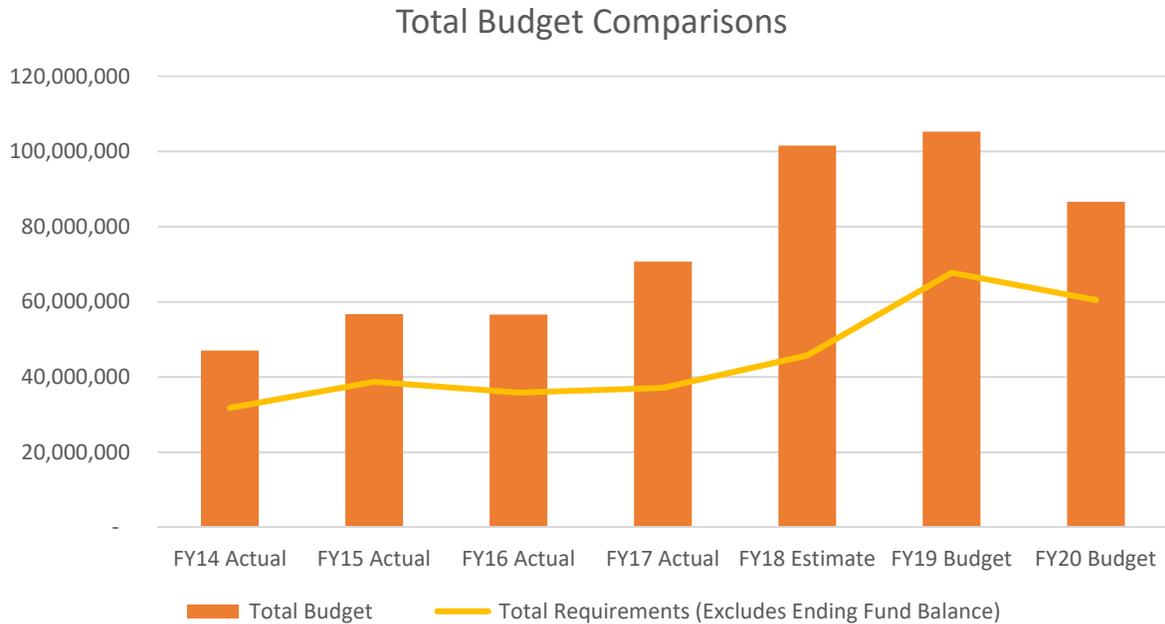
This work requires a dedicated staff person, as well as some smaller allocations for developing metrics and tracking the city's carbon footprint—both of which are included in the budget. This goal also plans for the increased focus the city has placed on tree management and improving Milwaukie's total tree canopy. To achieve this, the city has shifted existing resources to increase the number of staff maintaining Milwaukie's natural areas and existing urban forest. This budget and work plan also express the city's commitment to leading the way on energy efficiency and renewables. The city's Ledding Library project is already blazing the path on building efficiency by using one sixth of the energy the current building consumes, and integrating the city's first solar installation. Buildings being constructed in downtown will also include significant energy-efficiency measures to comply with a new bonus requirement that buildings achieve a green building standard to secure development of a fifth floor.

While striving for these goals, the city remains dedicated to providing effective and efficient municipal services. This budget maintains operation funding levels for all departments, while providing increases agreed upon through bargaining and meeting our healthcare and PERS obligations. Last year, the administration, in consultation with Council, eliminated use of the photo radar van due to difficulties in staffing it, as well as philosophical shifts around its role. To reflect this change, the city has eliminated one FTE in the Police Department (van operator) and a .5 FTE in the Milwaukie Court. This budget also shifts Emergency Operations funding and responsibilities from the Milwaukie Police Department to the Finance Department, where there is a trained and dedicated EOC expert. This past year, Council expedited the SAFE program and approved an increase in the number of FTE required to fulfill those obligations. This budget accounts for these decisions in both the Engineering and Public Works Departments. These employees also require the city to construct new spaces for more employees, which has been planned for in the Facilities budget. The location of the new space is expected at either City Hall or the Pond House, with construction anticipated early in the first biennium.

### Overall City Budget

For the biennium period beginning July 1, 2018, the budget totals \$154 million and is balanced, as required by the statutory limits of Oregon budget law. Personnel services represent 25% of the total budgeted expenditures at \$38 million, materials and services represent 18% of total expenditures at \$27 million, debt service represents 4% of total expenditures at \$7 million, and capital outlay makes up 28% of the total budgeted expenditures at \$44 million. Transfers, contingency and ending fund balances comprise the remaining portion of the budget, totaling \$38 million to balance the budget.

Below is a historic look at how these budget totals compare with the last several years of actual activity.



The above total budget chart shows increases in the total budget for FY 2018 and FY 2019 related to some large capital improvements including the Ledding Library Improvement project and the ramp up of the integrated transportation/utility CIP program. By FY 2020 a large portion of the debt proceeds related to those 2 programs are expected to be spent down, resulting in the reduction seen above from FY 2019 to FY 2020.

### Operating Expenses Continuing to Trend up

Citywide, budgeted personnel services expenditures are up 19% over the prior biennium due to anticipated benefit cost increases, cost of living increases and additional hiring to provide staff capacity to complete Council goals and execute new approved programs like SAFE and the integrated CIP. The budgeted materials and services expenditures are up 17% over the prior biennium to restore previous service levels and to keep pace with inflation. Transfers to other funds is up 19% over the prior biennium budget to account for increased costs related to General Fund personnel services, materials and services and capital outlay.

## Reserve Fiscal Policies

Our fiscal policies define the boundaries for many fiscal decisions and continue to guide our operating and financial procedures. These policies also include targeted reserve balances. Defining adequate reserves is critical because:

- In times of fiscal duress, adequate reserve funds are necessary to continue to provide needed services to citizens without significant interruption or uncertainty.
- The primary source of revenue to fund police and library services – property taxes – is not received until five months into the fiscal year. If adequate reserves are not maintained, the city must borrow, either internally or externally, until the receipt of funds. This increases costs due to required interest payments on the borrowing or loss of interest earnings when financed internally.
- Bond rating agencies critically review a city's reserves prior to providing a rating on a bond sale. A better rating may result in lower interest rates on city debt, which ultimately saves taxpayers money.

There are two types of reserves: contingency reserves represent the portion of reserve funds that may be used during the budget period for unforeseen or unexpected items, as approved. Unappropriated Ending Fund Balance reserves are intended for use in future years, unless significant unforeseen issues arise that require action by management. The use of contingency reserves must be approved by the City Council through a supplemental budget process.

We have not proposed any changes to the proposed policy reserve levels and have presented a budget that maintains compliance with the policy throughout the biennium.

## 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 more than one third 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 a plan to fill the position commences. This process continues and has allowed us to preserve funds and make decisions to more efficiently deliver service within budget constraints.

There are several changes in the FTE positions which are highlighted in the Positions & Salary Ranges section in this budget document.

### Debt Overview

The citywide debt is projected to be approximately \$38.5 million. This includes authorized but not issued debt of \$21 million to fund SAFE, SSMP and other transportation CIP projects. The city's credit rating is solid at the Aa2 level as that is the rating the city received on the \$9.2 million of General Obligation bonds approved by voters and issued in 2016. Additionally, in February 2017 Moody's Investors Service upgraded the city's rating of the city's Full Faith and Credit Obligations, Series 2014 from Aa3 rating to Aa2 rating.

### Oregon PERS

Despite our widespread cost-cutting changes, the amount that Oregon's state and local governments pay for pension costs continues to climb significantly and as such, are reflected in this budget. Much of the increase is the result of PERS continuing to pay for stock market losses on the investment of pension funds in 2001 and again in 2008.

Even though PERS investments earned healthy returns in years other than 2001 and 2008, the system is weighed down by the losses in those years. PERS makes up these losses through rate increases that public agencies are responsible for throughout Oregon on the payroll of current employees. For this budget, we have balanced the budget inclusive of these PERS rate increases, estimated to increase an additional 5.67% of payroll, effective starting in July 2019.

#### 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 2019.

July 2013: 12.28% plus 6%

July 2014: 12.28% plus 6%

July 2015: 13.69% plus 6%

July 2016: 13.69% plus 6%

July 2017: 19.14% plus 6%

July 2018: 19.14% plus 6%

July 2019: 24.81% plus 6%

## 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. 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.

## Fund Structure

Throughout the budget process our goal has been to organize the fund structure so that our budgets are simple, easily understood, supportable, and as transparent as possible to the citizens of Milwaukie. In this spirit, we continue with the simplest of Fund structures of 11 funds as follows:

### General Fund

1. General Fund

### Debt Service Fund

2. Debt Service Fund

### Special Revenue Funds:

3. Building Inspections Fund
4. Library Fund
5. Transportation Fund
6. Affordable Housing (CET) Fund – **NEW!**

### Enterprise Funds

7. Water Fund
8. Wastewater Fund
9. Stormwater Fund

Capital Project Funds:

10. Systems Development Charges Fund

11. MRC (Milwaukie Redevelopment Commission) Urban Renewal Fund

We continuously commit ourselves to make our municipal budget as understandable as possible while pledging to be as transparent as possible. This fund structure provides the foundation for solid and transparent financial planning well into the future.

**Conclusion**

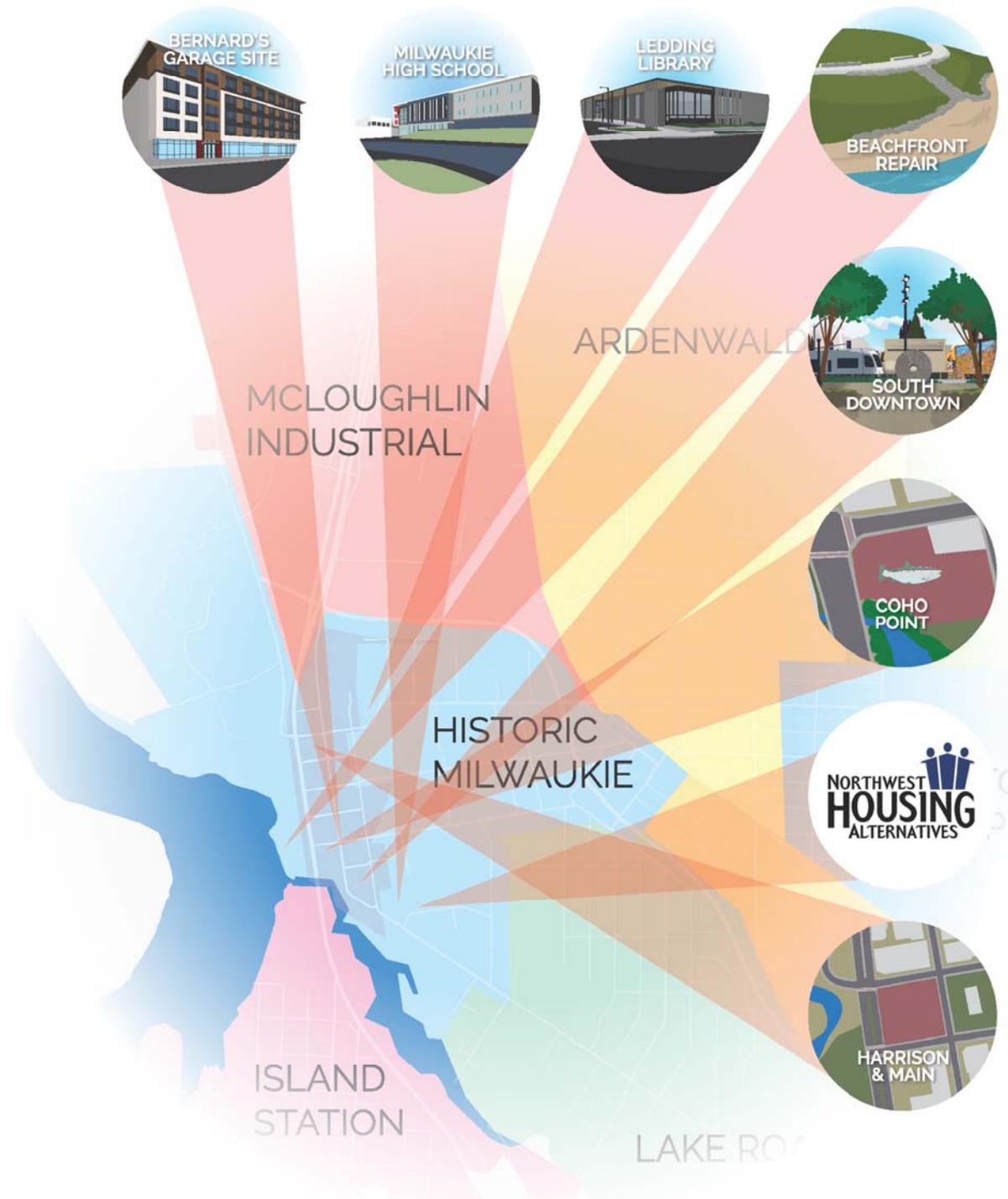
In closing, I want to thank all of the staff who had input into this document. In particular, I want to acknowledge the department directors for their considerable effort in aligning departmental needs to fund Council goals. To all of you, thank you. We will strive to maintain our services at high levels while working to stretch our resources. We are in position to do this as effectively as possible given our improved budget and financial forecasting process.

Respectfully presented this 30<sup>th</sup> day of April 2018.

A handwritten signature in black ink, appearing to read "Ann Ober". The signature is fluid and cursive, with a large initial "A" and "O".

Ann Ober  
City Manager

# MILWAUKIE TOMORROW



# City Overview

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## *About*

Located six miles south of downtown Portland, on the banks of the Willamette River, the City of Milwaukie offers a small-town feel with easy access to the region's urban center, recreational activities, and services. Known as the "Dogwood City of the West", this suburban City of 20,556 is economically linked with the greater Portland Metropolitan area. Downtown Milwaukie is undergoing a revival with new apartments and retail space accompanying the redeveloped Milwaukie Bay Park. Milwaukie is home to Dark Horse Comics' international headquarters, Bob's Red Mill, a modern-day gristmill and natural foods company, and Blount International Inc., a Fortune 500 company. The City is comprised of seven neighborhood districts and two business industrial districts (North Milwaukie Industrial Area (NMIA) and Milwaukie Business Industrial Park).

Named one of the best places to live in Oregon including ranking #5 as one of the best suburbs for millennials, Milwaukie provides a clean environment, good transportation, schools, and health care. The Sunday Farmers' Market, First Friday's, and the on-going poetry and artist series are just a few of the many cultural offerings available. Nearby recreational opportunities include boating, fishing, kayaking on the Willamette River, and hiking or mountain biking in one of the more than 100 parks in Clackamas County.

## *Form of Government*

The City of Milwaukie has a Council-Manager form of government. The five elected members of the City Council serve as representatives of the City's population while concentrating on policy issues that are responsive to the community's needs. All powers of the City of Milwaukie, a municipal corporation, are vested in the Council except as otherwise specifically provided in the Milwaukie Municipal Code (MMC) and Charter. The Mayor and City Councilors are elected at-large and serve staggered four-year terms. The Mayor presides at all official and informal meetings of the Council. The City Manager is hired to serve and advise the Council and the community in carrying out the Council's policies.

The Milwaukie City Council meets the first and third Tuesday and the second Tuesday of every month at City Hall. Council meetings are televised live within City Limits on Comcast cable channel 30 and are replayed at various times during the week. They are also available online at <http://www.milwaukieoregon.gov/meetings>.

## *Services*

The City's administration is committed to professionalism, efficiency, and customer service. The City operates its own police department, municipal court, water, wastewater, and stormwater utilities; and provides street operations, planning, building inspections, engineering, community development and library services.

Clackamas Fire District #1 (CCFD1) provides fire and emergency services and the North Clackamas Parks and Recreation District (NCPRD) maintains the City's parks and provides recreational services. Milwaukie is located in Clackamas County, which is headed by five commissioners based in Oregon City. Milwaukie is located within the jurisdiction of Metro, the tri-county urban services district based in Portland, and the Tri-County Transportation District of Oregon (TriMet)

## History

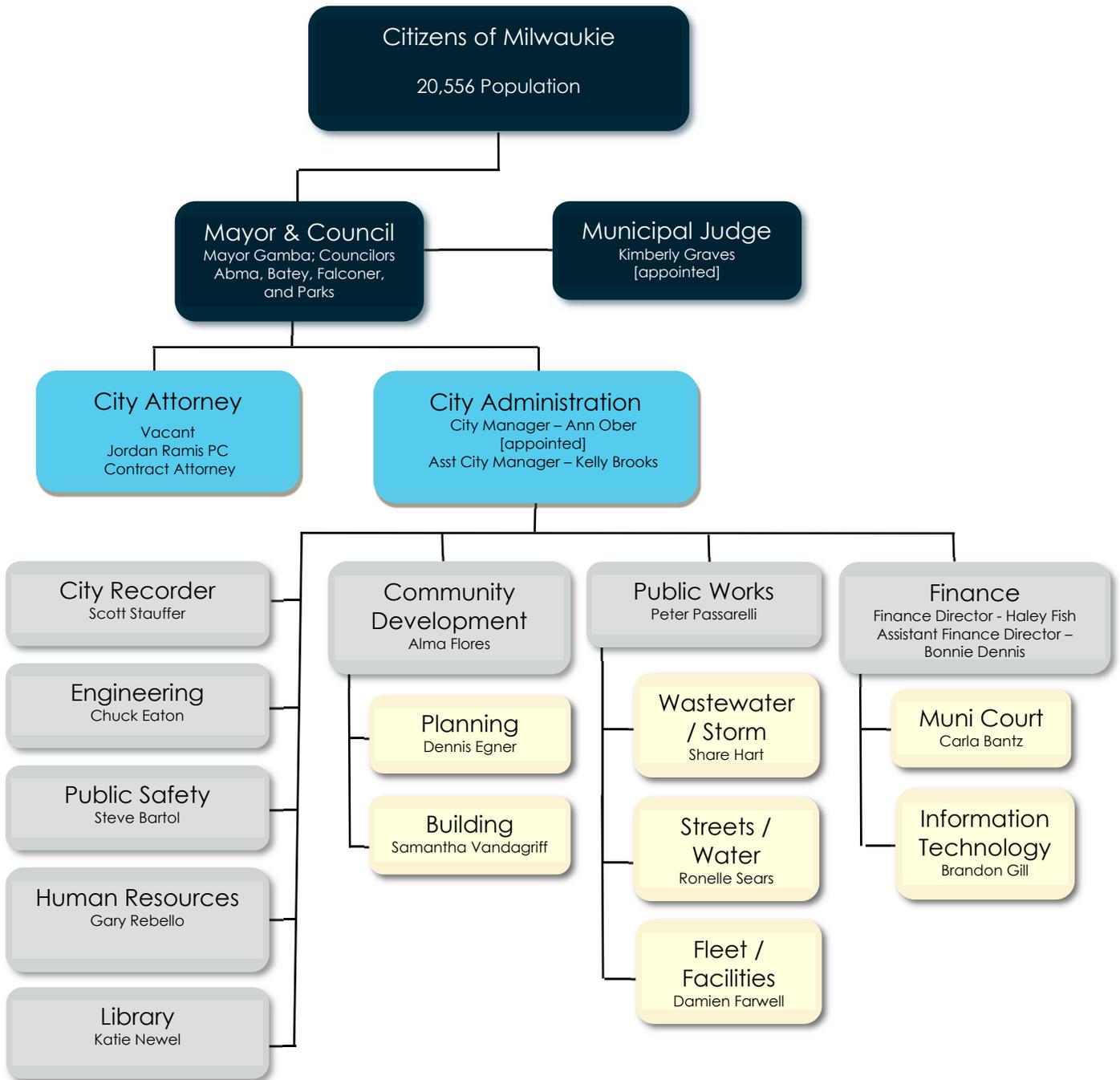
The area known today as Milwaukie was once occupied by members of the Upper Chinook language group known as the Clackamas. American and European explorers first visited the area in 1805 and in 1847 pioneer Lot Whitcomb arrived and named the new community after Milwaukee, Wisconsin, which had impressed him as he made his way to Oregon. There are various stories as to how Milwaukie came to be spelled with "ie" at the end (instead of "ee"), one of which is that the U.S. Post Office declared that the city in Wisconsin would end with "ee" while the city in Oregon would end with "ie".

Initially, Milwaukie rivaled Willamette River neighbors Oregon City and Portland in trade and commerce as Whitcomb built saw and grist mills anticipating that Milwaukie Bay would become an export hub for materials like lumber and flour for the gold fields of California. Whitcomb's economic seeds bore fruit rapidly: in 1850, three years after being settled, a post office was established, with Whitcomb as the first postmaster; on November 21, 1850, the first issue of the *Western Star* newspaper was published; two months later Whitcomb's side-wheel steamship, the *Lot Whitcomb*, was launched on the banks of the Willamette; and three months later, in April 1851, the community was designated a "Port of Delivery" by Congress.

In 1903 Milwaukie was incorporated as a municipal corporation partially in an effort to thwart the hazards of the many powder houses along the railroad and to improve the dirt streets. The original petition, submitted in 1901, set the legislative wheels turning and on February 4, 1903, the Oregon State Legislature approved the City's Articles of Incorporation. In 1944, Milwaukie voters adopted the Council-Manager form of government, which remains in effect to this day. Among its early successes the Milwaukie city government was one of the first in the area to establish a sewage disposal system.

By 1950, a century after being settled in the name of commerce by Lot Whitcomb, Milwaukie was a city of little more than 5,000 people. But as a community on the edge of the region's urban center, the boom years of the mid-twentieth century resulted in rapid growth and development that quadrupled the City's population to 20,000 by the year 2000. With the return of commuter light rail in 2015, Milwaukie is poised to continue its historic trend of growth based on easy access to transportation while preserving its reputation as a great place to live, work, and play.

**CITY OF MILWAUKIE, OREGON**  
Organizational Chart



# 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. These goals were re-adopted April 17, 2018 for calendar year 2018. Additionally, Council expanded the Climate Change Action goal to direct more resources towards achieving climate-related items called out in the Vision Action Plan and the CAP.



## **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 footprint 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.

# Budget Process

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## *Budgeting in the City of Milwaukie*

The City of Milwaukie prepares and adopts a budget in accordance with its City Charter and ORS 294.305 through 294.565. The budget is presented in fund and department categories for a set period of time. Over-expenditures in any category are prohibited and unexpended budget appropriations lapse at the end of the biennium (or budget period).

Under the City's expenditure limitation, total expenditures cannot exceed the appropriation budget. The budget can be amended during the biennium through adoption of a supplemental budget. Supplemental budgets are adopted using public hearings, when necessary, and shall not extend beyond the end of the biennium during which they are submitted.

The City Manager has responsibility for management of the overall City budget and maintaining budgetary control at the approved appropriation level. Ongoing review and monitoring of revenues and expenditures is performed by the Finance Department and the respective operating department directors.

## *Budget Amendments*

The budget may be amended through adoption of a supplemental budget. Supplemental budgets are adopted through the similar process used for the regular budget (including the use of public hearings but excluding Budget Committee meetings), when necessary, and shall not extend beyond the end of the budget period during which they are submitted. Supplemental budgets cannot be used to authorize a tax levy.

By transferring appropriations, the City usually has enough flexibility to carry out the programs prescribed in its adopted budget. There will be times, however, when an adopted budget has no authority to make certain expenditures or when revenues are received for which the City had no prior knowledge. In those cases, it is possible to use a supplemental budget to authorize expenditures and/or appropriate additional revenues in the current budget period.



### *Budget Committee*

The Budget Committee consists of the governing body plus the Budget Review Board members, comprised of an equal number of legal voters (citizen members of the Budget Committee) appointed by the City Council.

Accordingly, Milwaukie has ten Budget Committee members, and votes of all members are equal. State law (ORS 294.336) mandates a Budget Committee for all Oregon local governments. The Budget Committee also meets periodically throughout the year to review budget and financial information. The first review of the budget occurs when the proposed budget is presented by the City Manager to the full Committee; at that time, the budget is publicly available, and the Committee begins their review of the budget proposed by the City Manager. The Committee may approve the proposed budget intact, or change part or all of it prior to final approval.

After notices and publications are filed according to local budget law, the approved budget is forwarded to the Council for formal adoption prior to June 30.

### *Basis of Budgeting*

All of the funds are budgeted using the modified accrual basis of accounting in accordance with budgetary accounting practices. In the modified accrual basis of accounting, revenues are recognized when they become measurable and available and expenditures are recognized when a liability is incurred.

Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period or soon enough after the end of the current period to pay for liabilities of the current period.

Significant revenues considered measurable and available under the modified accrual basis of accounting are property taxes, franchise fees, and assessment lien installments received within 60 days of the end of the fiscal year. Expenditures are recognized when the liability is incurred, except for interest on general long-term obligations which is recorded when due.

### *Basis of Auditing*

The Comprehensive Annual Financial Report (CAFR) is the annual audited report that accounts for the City's finances on the basis of generally accepted accounting principles. Generally Accepted Accounting Principles or GAAP is defined as conventions, rules, and procedures necessary to describe accepted accounting practice at a particular time.

The modified accrual basis of accounting, a GAAP-approved method, is also used in the audit for all funds except for the Proprietary Fund Types (i.e., Water, Wastewater and Stormwater Funds). The CAFR uses the full-accrual method of accounting for Proprietary

Funds. The audit document shows all of the City's funds on both a budgetary and GAAP basis for comparison purposes.

### *Budgeting in the State of Oregon*

Chapter 294.311, paragraph 5 of Oregon State Law, Oregon Revised Statutes (ORS), defines a budget as:

*"A plan of financial operation embodying an estimate of expenditures for a given period or purpose and the proposed means of financing the estimated expenditures."*

Local budget law for local governments is set out in ORS 294.305 to 294.565. Chapter 294.321 defines the six major purposes of local budget law:

*"To establish standard procedures for the preparation, presentation, administration and appraisal of budgets of municipal corporations;*

*To provide for a brief description of the programs of a municipal corporation and the fiscal policy which is to accomplish these programs;*

*To provide for estimation of revenues, expenditures and proposed taxes;*

*To provide specific methods for obtaining public views in the preparation of fiscal policy;*

*To provide for the control of revenues and expenditures for the promotion of efficiency and economy in the expenditure of public funds;*

*To enable the public, taxpayers and investors to be apprised of the financial policies and administration of the municipal corporation in which they are interested."*

### *Biennial Budgeting*

Beginning with FY 2013 and FY 2014, the City of Milwaukie started using a biennial budgeting process. A biennial budget period is a 24-month period beginning July 1 and ending June 30 of the second succeeding year. For this biennial budget, the period commences July 1, 2018 and ends June 30, 2020.

### *Oregon Budget Law Related to Biennial Budgeting*

Local governments may budget either on a one-year or a two-year cycle. The governing body may, by ordinance, resolution, or charter, provide that the budget be prepared for a biennial period.

The biennial budget period begins July 1 and ends June 30 of the second following calendar year. In brief, the differences between fiscal year budgeting and biennial budgeting are:

1. Members of a Budget Committee reviewing a biennial budget are appointed to four year terms. The terms of the members should be staggered so that one-fourth of the terms end each year.
2. The budget estimate sheets containing estimated resources and expenditures in a biennial budget must show:
  - Actual expenditures for the two budget periods preceding the current budget period,
  - The estimated expenditures for the current budget period, and
  - The estimated expenditures for the ensuing budget period.
3. The summary of the budget as approved by the Budget Committee that is published along with the notice of the budget hearing will show the proposed budget for the two-year biennium.
4. If a taxing district adopts biennial budgeting, the Budget Committee must approve the amount or rate of ad-valorem property taxes for each year of the biennium.
5. After the Budget Committee approves a biennial budget and before the budget is adopted, the governing body may not increase the amount of estimated expenditures for the biennium in any fund by more than \$10,000 or 10 percent, whichever is greater, and may not increase the amount or rate of the tax levies approved by the Budget Committee for either year of a biennial budget unless the amended budget document is republished and another budget hearing is held. Once the budget is adopted, the tax amount cannot be increased in the second year.
6. If a district adopts a biennial budget, then after the budget hearing and before the June 30 that precedes the start of the budget period, the governing body must pass a resolution or ordinance to adopt the budget and make appropriations for the ensuing biennium. The governing body must also pass a resolution or ordinance to levy and categorize property taxes for each year of the ensuing biennium.
7. Whether a budget is for a fiscal year or for a biennium, certification of property tax levies and a copy of a resolution or ordinance levying and categorizing taxes for the ensuing year must be submitted to the County Assessor every year by July 15.

## Budget Process Phases & Goals

### Phase 1

The City's Budget Officer (City Manager) is responsible for presenting a proposed budget that is balanced and reflects the financial plan for funding all the programs and services planned for the budget period. The Budget Officer must prepare the proposed budget in a format prescribed by the Oregon Department of Revenue, meeting the requirements set out in Statute.

*Goals:* Council goal setting; balancing the budget; funding programs, services, and goals; strategic financial planning; preparing a clean, concise, and easy-to-read budget that communicates well to citizens.

### Phase 2

The Budget Committee reviews and approves the budget. The Budget Committee reviews the proposed budget, listens to comments from citizens, considers any changes, and then approves the budget. Special public notices are required before the Budget Committee's first meeting.

*Goals:* Accuracy in current year estimates; prudent financial forecasting; analyses, review and consideration; citizen input; and tax rate determination.

### Phase 3

The City Council adopts the budget and certifies property taxes to the County Tax Assessor. This phase includes a special hearing of the governing body and specific public notices, including a summary of the approved budget. Special forms must also be used to notify the County Assessor of the local government's property tax levy.

*Goals:* Transparent budget process; encourage public participation; certify tax rate; formal adoption of funding for City services prior to July 1.

### Phase 4

This phase occurs during the budget period when the local government is operating under the adopted budget. This phase includes changes to the adopted budget. Changes to the adopted budget must be made before additional money is spent.

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

# Budget Calendar

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## **JANUARY 2018**

- *Hold informal department discussions*
- *Preliminary budget requests submitted to finance*

## **JANUARY AND FEBRUARY 2018**

- *Budget requests compiled and reviewed with departments*
- *Budgetary constraints/requirements identified/refined*

## **MARCH 2018**

- *Continued budget review with departments*
- *5 – year financial forecasts drafted*
- *CUAB reviewed the 5- year forecasts for the utility funds and made a motion on rate recommendations to bring to Council for consideration.*

## **APRIL 2018**

- *CUAB presented their recommendation to Council at the April 10, 2018 study session*
- *Final preparation and departmental review of draft budget tables*
- *Finance preforms final review, reconciliations and prints proposed budget*
- *Advertise notice of state revenue sharing uses*
- *Budget Committee meetings advertised:*
  - *Monday, April 30, 2018*
  - *Monday, May 7, 2018*
  - *Monday, May 14, 2018*
  - *Wednesday, May 23, 2018 (held if needed)*
- *City Manager presents budget message and budget at the first Budget Committee meeting*

## **MAY 2018**

- *Budget Committee discusses, receives public comment, deliberates and approves budget*
- *Budget is updated to reflect Committee changes*
- *Financial Summary and Notice of Budget Hearing are prepared and published*

## **JUNE 2018**

- *Council passes resolutions for state revenue sharing eligibility and proposed uses*
- *Council holds Budget Hearing and adopts the budget resolution, makes appropriations, and declares tax rate and bond levies*
- *Council adopts Capital Improvement Plan (CIP) and Master Fees and Charges Schedule*

## **JULY 2018**

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

# Financial Policies (Proposed)

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## *Purpose*

The City of Milwaukie is committed to responsible fiscal management through financial integrity, prudent stewardship of public assets, planning, accountability and full disclosure. The broad purpose of these Fiscal Policies is to enable the City to achieve and maintain a long-term stable and positive financial condition. These policies are adopted by the City Council as the basic framework for overall financial management of the City, to guide day-to-day and long-range fiscal planning and decision making, and to achieve the following general financial goals:

1. Provide an adequate financial base to sustain the desired level of municipal services to maintain the social well-being 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 bi-annually by management, the Budget Review Board, and City Council and amended as necessary, as part of the budget process.

## *Revenue Policies*

1. The City will strive for and maintain diversified and stable revenue sources to prevent undue or unbalanced reliance on any one source of funds. Revenue diversity will also reduce risk to the City from short-term fluctuations in any one revenue source.
2. One-time revenues will be used only for one-time expenditures. The City will minimize using temporary revenues to fund continuing programs and services.
3. The City will maximize the use of service and user charges in lieu of ad valorem taxes and subsidies from other City funds, for services that can be identified and where costs are directly related to the level of service provided. The Council may establish fees at less than “full cost recovery” when deemed in the public interest. The City will periodically and systematically review user fees and charges to take into account the effects of additional service costs and inflation.
4. Unless prohibited by law, City fees may be deferred or waived by the City Manager or City Council action when it can be demonstrated that a direct public benefit will be obtained. In addition, the City Council may direct that City fees, e.g., system development charges, building permit fees, planning fees, be paid on behalf of applicants and City Council's action will include a determination of the source of funds to pay such fees. Fees that are deferred or waived by the City Manager exceeding \$1,000 will be communicated to the Council.
5. All fees, charges or assessments that are deferred for later payment will be evidenced by a written promissory note or agreement. The City may charge periodic interest, processing fees and additional interest and penalties for delinquencies as appropriate.
6. System development charges shall be established to fund the costs of improvements to service additional increments to growth such as street, water, wastewater and storm water facilities and infrastructure.
7. Water, Wastewater and Stormwater funds will be self-supporting through user fees. Utility rates will be established to fully recover costs, including operation, administration, replacement of assets, capital expansion, with consideration given to return on investment and existing and or anticipated debt to insure a debt coverage ratio of no less than 1.50.
8. Fee adjustments will be based on five-year financial plans that will be reviewed and updated annually.

*Revenue Policies (cont.)*

9. The City Manager shall approve all grant applications before their submission. Additionally, all potential grants that require matching funds, on-going resource requirements, or include new or additional continuing compliance requirements shall be evaluated and considered before submittal of the application. The City Council will be provided with the evaluation and the request for their acceptance of the grant.
10. Revenues will be estimated realistically and prudently. Revenues of a volatile nature will be estimated conservatively. The City will estimate its revenues by an objective, analytical process using best practices as defined by the Government Finance Officers Association.
11. Charges for services shall accurately reflect the actual or estimated costs of providing a specific service. The cost of providing specific services shall be recalculated periodically and the fee adjusted accordingly.
12. The City shall pursue an aggressive policy for collecting delinquent accounts. When necessary, the City shall use such methods as small claims courts, collection agencies, liens to enforce collection. The City may impose late fees and penalties.



## *Budget Policies*

1. The City will prepare a budget with the participation of all departments that incorporates GFOA recommendations relative to budgeting for results and outcomes.
  - a. Determine how much money is available. The budget should be built on expected revenues. This includes base revenues, any new revenue sources, and the potential use of fund balance.
  - b. Prioritize results. The results or outcomes that matter most to citizens should be defined. Elected leaders should determine what programs are most important to their constituents.
  - c. Allocate resources among high priority results. The allocations should be made in a fair and objective manner.
  - d. Conduct analysis to determine what strategies, programs, and activities will best achieve desired results.
  - e. Budget available dollars to the most significant programs and activities. The objective is to maximize the benefit of the available resources.
  - f. Set measures of annual progress, monitor, and close the feedback loop. These measures should spell out the expected results and outcomes and how they will be measured.
  - g. Check what actually happened. This involves using performance measures to compare actual versus budgeted results.
  - h. Communicate performance results. Internal and external stakeholders should be informed of the results in an understandable format.
  
2. All budgetary procedures will conform to existing state regulations. Oregon budget law requires each local government to prepare a balanced budget and Oregon Administrative Rules state: 1) the budget must be constructed in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund, and 2) the total of all resources of the entity must equal the total of all expenditures and all requirements for the entity.
  
3. The budget process will be coordinated so that major policy issues and department goals and objectives are identified and incorporated into the budget. Additionally, the Budget Review Board as established by its charge, shall review the budget of selected departments and/or City functions and shall make recommendations on service levels and the appropriate budget resources necessary to achieve that service level, consistent with its Council approved annual work plan to the full Budget Committee.
  
4. A cost allocation plan will be developed and incorporated into the City budget. The cost allocation plan will be the basis for distribution of general government and internal service costs to other funds and capital projects.

*Budget Policies (cont.)*

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, in accordance with local budget law.
7. At a minimum, a mid-year review process will be conducted by the City Manager in order to address any necessary adjustments to the adopted budget.
8. The City will submit the Adopted Budget Document to the Government Finance Officers Association (GFOA) to obtain the Award for Distinguished Budget Presentation.
9. A budget calendar will be prepared detailing the key elements in the development of the budget.



### *Expenditure Control Policies*

1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each Department, Division Manager or Director will be responsible for the administration of his/her department/division budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division budget for compliance with spending limitations.
2. The City Manager will administer expenditure control at the category level and program or divisional level. Additionally, the City Manager may give authorization to mandate this level of control down to any line item level. Expenditures anticipated to be in excess of these levels require approval of the City Manager, ~~or Finance Director. Any increase in a budget category anticipated to exceed \$50,000 will require City Council approval.~~ All transfers of appropriations will be approved in accordance with local budget law.
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~~ analysis 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 bi-annual review and approval is anticipated to occur concurrently with the budget process, approximately six months, i.e., prior to December 31, prior to the beginning of the subsequent fiscal year. (Please see the Budget Calendar).
2. Projects included in the CIP shall describe the need for the project, the scope of work, total cost estimates, future operating and maintenance costs and how the project and future operations and maintenance will be funded.
3. An objective process, e.g., a rating matrix that includes but is not limited to neighborhood association support for projects within or directly or indirectly impacting a neighborhood association, public safety considerations, engineering, operations, connectivity, inter-departmental and or inter-governmental commitments or requirements, and funding availability, will be established to evaluate and rank CIP projects with respect to each utility and to the overall needs of the City. The ranking of projects will be used to allocate resources to ensure projects are completed effectively and efficiently.
4. Changes to the CIP such as addition of new projects, significant change to the scope of the project or reprioritization of projects will require City Manager or City Council approval.
5. The City will maintain its physical assets at a level adequate to protect the City's capital investment and to minimize future operating maintenance and replacement costs. The City recognizes that deferred maintenance increases future capital costs, thus placing a burden on future residents. Therefore, the CIP will include an orderly and systemic replacement of capital facilities and equipment.

*Capital Improvement Investment Policies (cont.)*

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 Milwaukie. Public benefits may include but are not limited to, the following:
  - a. A benefit that materially enhances the financial position of the City by increasing its employment base or assessed valuation.
  - b. A contribution to the basic infrastructure of the City that is greater than that which would be required of the development alone.
  - c. A benefit that increases access to other public services.
2. Economic development incentives may include formation of improvement or redevelopment districts, reimbursement, deferral of certain fees and charges, use of discount lease rates or other forms of financial incentives. All such incentives will be evaluated as to the costs, risks and level of benefit as well as the financial impact of such incentives on the City's operating and capital budgets.
3. The fiscal impact evaluation will be presented to City Council along with the City Manager's recommendation. The City Council shall make the final decision concerning proposed economic development incentives including any repayment of incentives if performance requirements are not met.

### *Economic Development Funding Policies (cont.)*

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 investments in accordance with Oregon Revised Statutes ORS 294.805 to ORS 294.895 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~~ operating 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.
1. 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.
2. Quarterly ~~Financial Status R~~eports comparing actual to budgeted revenues and expenditures will ~~also be prepared and will be posted on the City's website~~ be provided to the budget committee and reviewed at their quarterly meetings. They will also be posted to the Finance page of 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.

*Accounting and Financial Reporting Policies (cont.)*

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 a delay in receipting grant proceeds or other revenues and delay in issuance of long-term debt.  
When issuing long-term debt, the City will ensure that the debt is soundly financed by:
  - a. Incurring debt only when necessary for capital improvements too large to be financed from current available resources,
  - b. Insuring that capital projects financed through long-term debt shall be financed for a period not to exceed the useful life of the project,
  - c. Determining that the benefits of the project financed exceed the cost of financing including interest costs, and
  - d. Analyzing the source of repayment, debt coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long-term debt.
5. All bond issuances, promissory notes, and capital leases will be authorized by resolution of the City Council.
6. The City will consider establishing a credit rating when issuing debt in the capital markets and once established maintain or enhance the credit rating.

## Reserve Policies

1. The City will maintain sufficient contingency and reserves in each fund for the ability to:
  - a. Maintain a positive fund balance at all times.
  - b. Mitigate short-term volatility in revenues.
  - c. Mitigate short-term economic downturns (two years or less).
  - d. Absorb unanticipated operating needs that arise during the fiscal year but were not anticipated during the budget process.
  - e. Sustain City services in the event of an emergency.
  - f. Meet operating cash flow requirements before the collection of property taxes, grant proceeds and other operating revenues.
  - g. Absorb unexpected claims or litigation settlements.
  - h. Meet major facility and equipment repair and replacement needs.
  - i. Meet requirements for debt reserves.
  
2. Reserve amounts for individual funds:
  - a. General Fund - General Fund undesignated reserves are desired to be sufficient to meet expenditure requirements without the use of short-term borrowing. This is anticipated to be approximately twenty-five percent (25%) of General Fund operating expenditures.
  - b. Building Inspection Fund – Building Inspection Fund undesignated reserves are desired to be at least fifty percent (50%, approximately six months) of the operating budget to provide operational stability given the volatility of the revenue sources for this fund.
  - c. Water Fund – The City desires to maintain undesignated operating reserves of at least fifty percent (50%, or six months) of the operating budget for its water fund. Additionally, a major capital repair and replacement reserve and capital improvement reserve will be created and maintained in this fund.
  - d. Wastewater and Stormwater Funds – The City desires to maintain undesignated operating reserves of at least twenty five percent (25%, or three months) of the operating budget for its wastewater and stormwater utility funds. Additionally, a major capital repair and replacement reserve and capital improvement reserve will be created and maintained in each fund.
  - e. All other funds – Undesignated reserves of at least seventeen percent (17%, or two months) of the operating budget in all other operating funds unless it can be demonstrated that less than 17% is adequate to meet the needs of the fund are desired.
  
3. The City may use reserves on a one-time or temporary basis for purposes described above. In the event that reserve funds are presently or anticipated to decrease to levels below the levels desired by this policy, the City will develop a plan to restore reserves to the desired levels.

*Reserve Policies (cont.)*

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

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To best understand a City budget in the State of Oregon, one should have a basic understanding of the method of budgeting that is required. This methodology is referred to as Fund Accounting where basically the different functions of municipal operations are accounted for in separate, self-balancing Funds.

*Fund Accounting* – an accounting system emphasizing *accountability* rather than *profitability*, used by governments and some not-for-profit organizations. In this system, a *fund* is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

The label, *fund accounting*, has also been applied to investment accounting, portfolio accounting or securities accounting – all synonyms describing the process of accounting for a portfolio of investments such as securities, commodities and/or real estate held in an investment fund such as a mutual fund or hedge fund. Investment accounting, however, is a different system unrelated to government and nonprofit fund accounting.

## Overview

Government agencies have special requirements to show, in financial statements and reports, how money is spent on particular activities, rather than how much profit was earned. Unlike profit oriented businesses, which use a single set of self-balancing accounts (or general ledger), governments can have more than one general ledger (or fund), depending on their financial reporting requirements. An accountant for such an entity must be able to produce reports detailing the expenditures and revenues for each of the organization's individual funds, and reports that summarize the organization's financial activities across all of its funds.

A school system, for example, receives a grant from the state to support a new special education initiative, another grant from the federal government for a school lunch program, and an annuity to award teachers working on research projects. At periodic intervals, the school system issues a report to the state about the special education program, a report to a federal agency about the school lunch program, and a report to another authority about the research program. Each of these programs has its own unique reporting requirements, so the school system needs a method to separately identify the related revenues and expenditures. This is done by establishing separate funds, each with its own chart of accounts.

## State and local government funds

State and local governments use three broad categories of funds: *governmental* funds, *proprietary* funds and *fiduciary* funds.

Governmental funds include the following:

- *General* fund. This fund is used to account for general operations and activities not requiring the use of another fund type.
- *Special revenue* funds are required to account for the use of revenue earmarked by law for a particular purpose. State and federal fuel tax revenues require special revenue funds, because federal and state laws restrict these taxes to transportation uses.
- *Capital projects* funds are used to account for the construction or acquisition of fixed assets, such as buildings, equipment and roads. Depending on its use, a fixed asset may instead be financed by a special revenue fund or a proprietary fund. A capital project fund exists only until completion of the project.
- *Debt service* funds are used to account for money that will be used to pay the interest and principal of long-term debts. Bonds used by a government to finance major construction projects, to be paid by tax levies over a period of years, require a debt service fund to account for their repayment. The debts of proprietary funds are serviced within those funds, rather than by a separate debt service fund.
- *Permanent* funds account for resources restricted such that earnings, not principal, may be expended, and for the purpose of benefiting the government and its citizenry.

Proprietary funds include the following:

- *Internal service* funds are used for operations serving other funds or departments within a government on a cost-reimbursement basis. A printing shop which takes orders for booklets and forms from other offices and is reimbursed for the cost of each order would be a suitable application for an internal service fund.
- *Enterprise* funds are used for services provided to the public on a user charge basis, similar to the operation of a commercial enterprise. Water and sewage utilities are common examples of government enterprises.

Fiduciary funds are used to account for assets held in trust by the government for the benefit of individuals or other entities. The employee pension fund, created by the State of Maryland to provide retirement benefits for its employees, is an example of a fiduciary fund. Financial statements may further distinguish fiduciary funds as *agency*, *private purpose trust*, *investment trust*, and *pension trust* funds; a trust fund generally exists for a longer period of time than an agency fund.

### *Fixed assets and long-term debts*

State and local governments have two other groups of self-balancing accounts which are not considered funds: *general fixed assets* and *general long-term debts*. These assets and liabilities belong to the government entity as a whole, rather than any specific fund. Although general fixed assets would be part of government-wide financial statements (reporting the entity as a whole), they are not reported in governmental fund statements. Fixed assets and long-term liabilities assigned to a specific enterprise fund are referred to as *fund fixed assets* and *fund long-term liabilities*.

### *Basis of accounting*

The accrual basis of accounting used by most businesses requires revenue to be recognized when it is earned and expenses to be recognized when the related benefit is received. Revenues may actually be received during a later period, while expenses may be paid during an earlier or later period. (Cash basis accounting, used by some small businesses, recognizes revenue when received and expenses when paid.)

Governmental funds, which are not concerned about profitability, usually rely on a *modified accrual* basis. This involves recognizing revenue when it becomes both available and measurable, rather than when it is earned. *Expenditures*, a term used instead of *expenses* for modified accrual accounting, are recognized when the related liability is incurred.

Proprietary funds, used for business-like activities, operate on an accrual basis.

Governmental accountants sometimes refer to the accrual basis as *full accrual* to distinguish it from *modified* accrual basis accounting.

The accrual basis of accounting is applied to fiduciary funds.

### *Financial reporting*

State and local governments report the results of their operations in their annual financial statements, the equivalent of a business's financial statements. They may also issue a Comprehensive Annual Financial report (CAFR), which is a more extensive document. Both annual financial statements and CAFR's include a single set of government-wide statements, for the government entity as a whole, and individual fund statements. The Governmental Accounting Standards Board establishes standards for annual financial report preparation.

Governments do not use the terms *profit* and *loss* to describe the net results of their operations. The difference between revenues and expenditures during a year is either a *surplus* or a *deficit*. Since making a profit is not the purpose of a government, a significant surplus generally means a choice between tax cuts or spending increases. A significant deficit will result in spending cuts or borrowing. Ideally, surpluses and deficits should be small.

# Demographics

Statistic	Data
Population	20,556
Females	51.40%
Males	48.60%
Veterans	1,517
Households	8,883
Persons per Household	2.29
Owner Occupied Housing Unit Rate	59.50%
Median Value of Owner-Occupied Housing Unit	\$ 245,000
High School Graduate or Higher	94.4%
Bachelor's Degree or Higher	29.1%
Median Household Income	\$ 74,460
Persons in Poverty, percent	8.7%
Land Area in Square Miles	5.06
Population per Square Mile	4,062
Bond Rating	AA/Aa2
City Maintained Roads	160 Lane Miles
Building Permits Issued	218
Sewer Miles	79
Water Lines Maintained	100
Number of Traffic Citations	7633
Avg. Library Circulation/Capita	16.34
Unemployment Rate	3.70%
City Employees	150.46
City Property Tax Rate	\$4.1367/\$1,000 TAV
City Bonded Debt Tax Rate	\$0.4972/\$1,000 TAV
Total Property Tax Rate	\$19.77/\$1,000 TAV
City Share of Total	23%



# Financial Trends

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## *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 20,550.

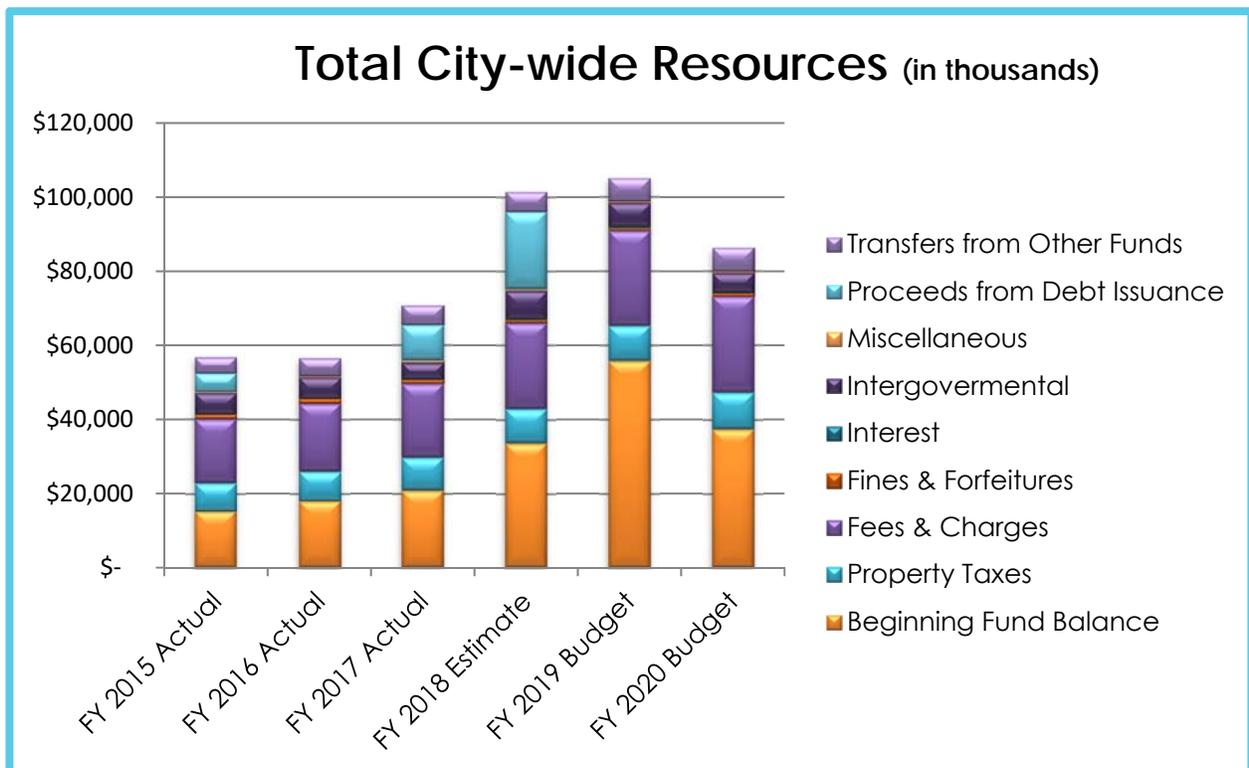
## *Consumer Price Index*

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.

The 2017 Portland-Salem CIP-U was 4.2%. The 10-year average Portland-Salem CIP-U is 2.6%. We have been informed that the Bureau of Labor and Statistics will not be calculating the Portland-Salem CIP-U prospectively so we will have to use the West Regions CIP-U; the West Regions 2017 CIP-U was 3.1%.

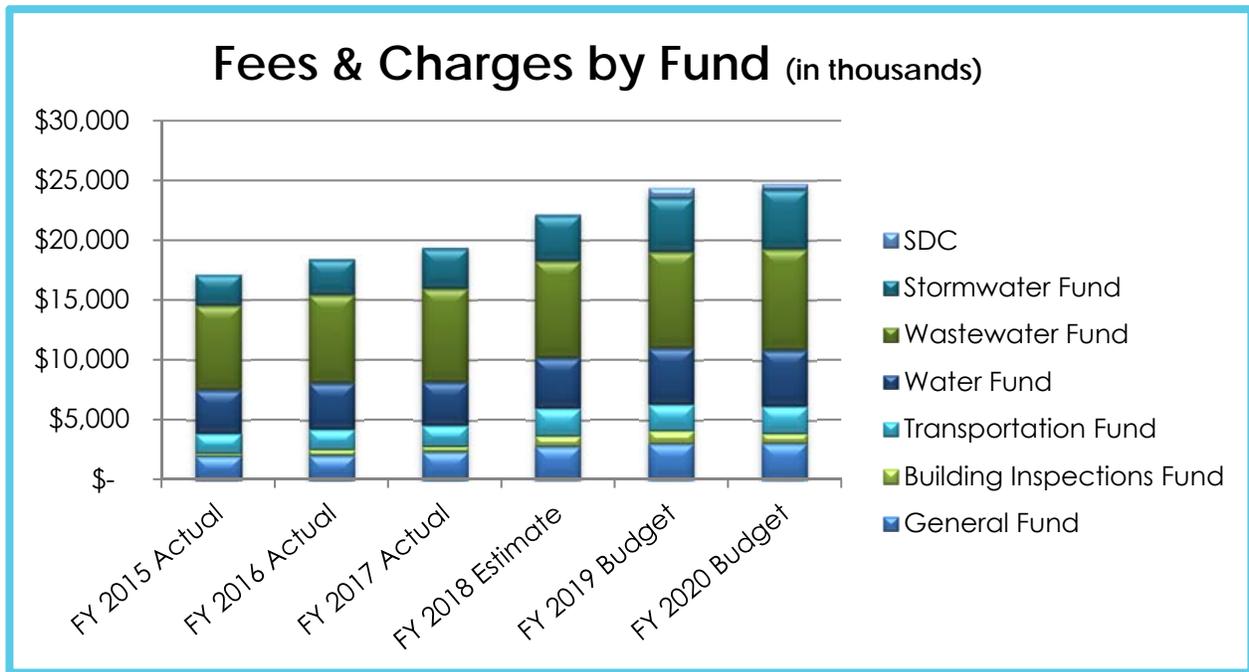
*Revenue Trends & Assumptions*

The purpose of this section is to describe the City’s major revenue sources, explain the underlying assumptions for the revenue estimates, and discuss significant revenue trends. Throughout this budget document, there are revenue trend graphs for the City in total as well as for each of the major fund types. The revenue sources and assumptions used in this budget are described in greater detail in the subsequent pages. Of the estimated resources 61% is represented by four revenue categories: Fees & Charges, Property Taxes, Transfers from Other Funds, and Intergovernmental. The remainder is derived from Fines and Forfeitures, Debt Proceeds, Interest and other/miscellaneous resources for a combined 4%.



**Fees & Charges (33%)**

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.



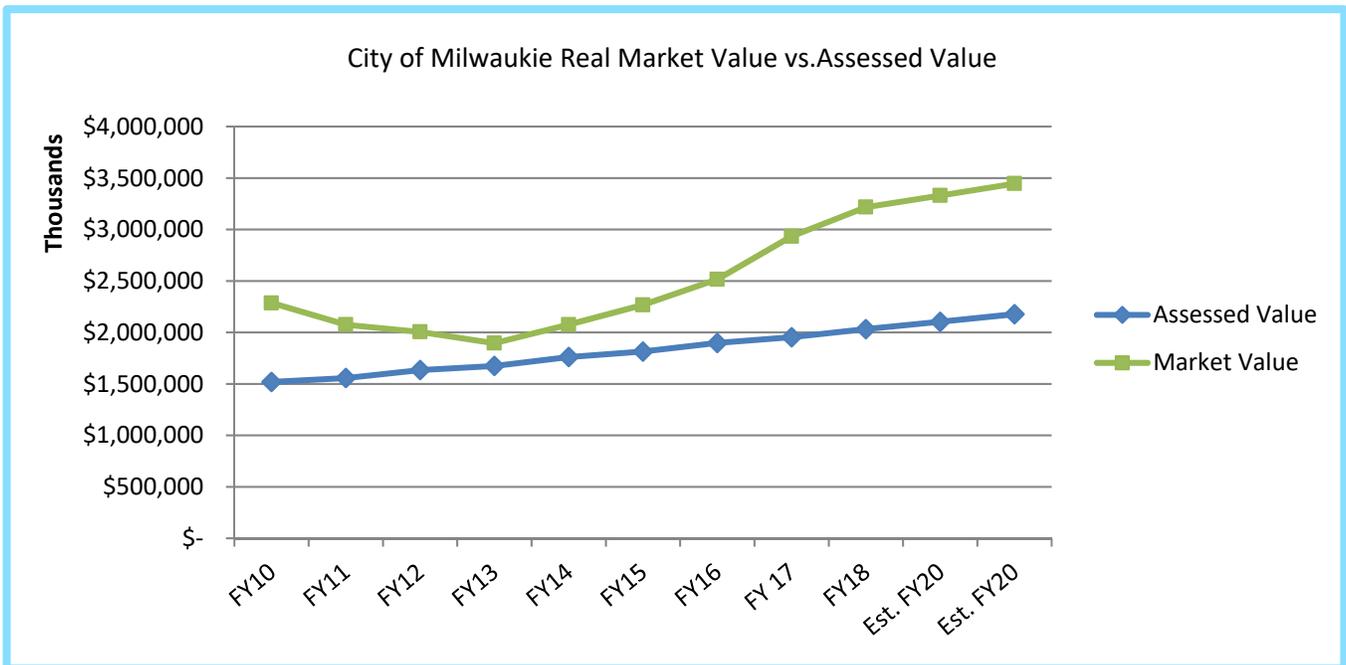
**Transfers from Other Funds (8%)**

Transfers from Other Funds occur when revenues are transferred between funds; revenue is received by a fund providing an internal service from a fund receiving the service, where the cost of the service is shown as an expense. All City services that receive reimbursement charge revenue are consolidated into the General Fund. The amount that other funds are charged for reimbursement costs is based on individual metrics identified for each City service. The City calculates interfund reimbursement charges when services are provided to another fund. The cost of these services is based on a cost allocation methodology, which assumes that the services provided have value, and that value is shown as a reimbursement amount.

### Property Taxes (12%)

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 has realized a 98 percent collection rate for property tax revenue, so the budgeted total amount of property taxes is approximately 98 percent of the total calculated property tax revenue. Taxable assessed values of existing property are limited to an increase of three percent per year; value added to a community via new construction increases the assessed value over the three percent growth rate limited by Measure 50.

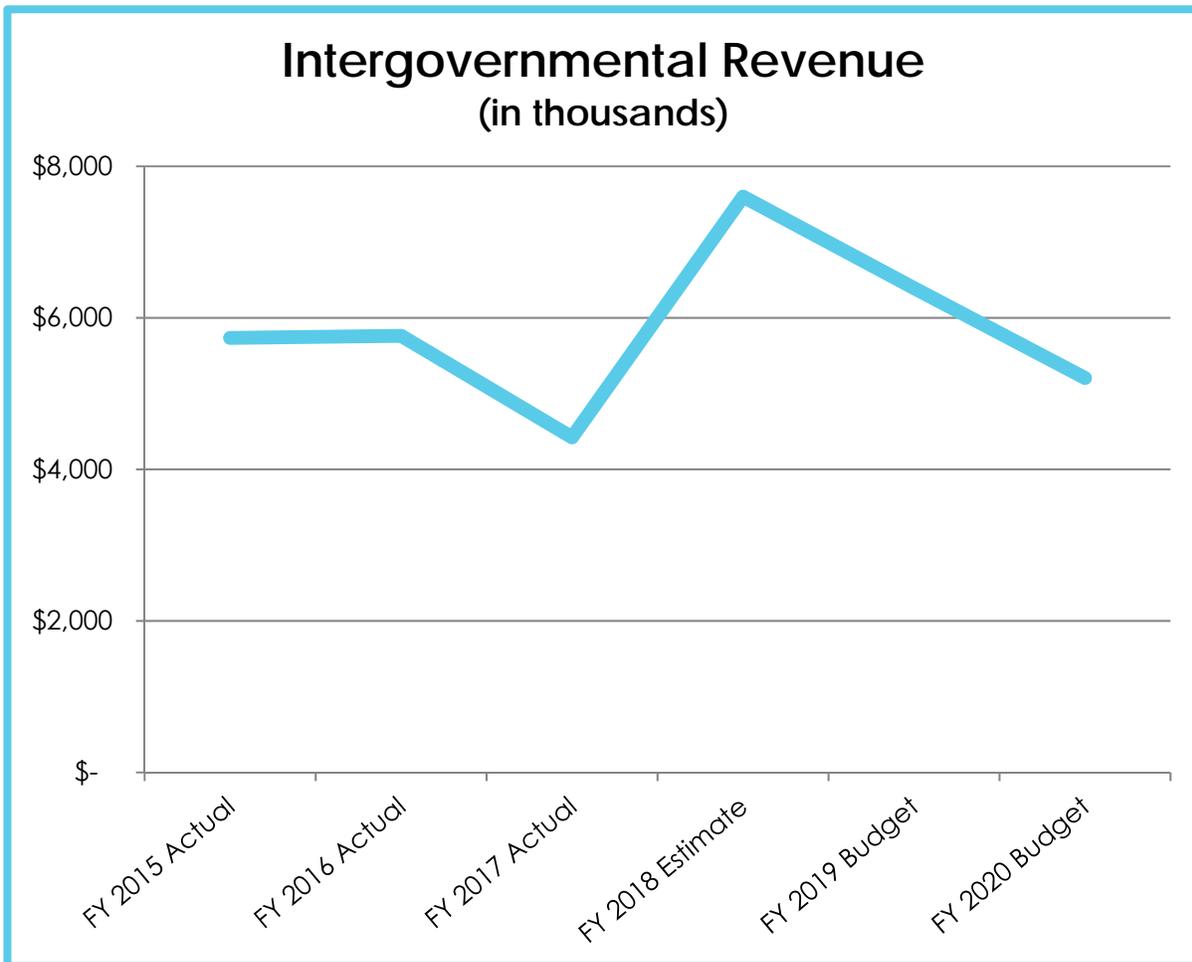
The City passed Ordinance No. 1958 in February 2008 following the annexation Ballot Measure 3-166 where the voters authorized the annexation of fire services into Clackamas County Fire District No. 1 (CCFD). This Ordinance reduces the City's permanent tax rate of \$6.5379 per \$1,000 of assessed value by the permanent rate of the Fire District, equating to \$2.4012. Accordingly, the actual property tax rate levied by the City is its permanent tax rate of \$6.5379 less CCFD's permanent rate of \$2.4012 (\$4.1367).



**Intergovernmental (8%)**

Intergovernmental revenues include State revenues which are distributed to cities based on state statute, which defines formulas incorporating population and per capita income. The League of Oregon Cities provides the source data for State Revenue Sharing projections. Pursuant to ORS 221.770, the City of Milwaukie must elect to receive its proportionate share of the revenues to be apportioned to the cities by the State of Oregon for the fiscal year. Further, ORS 221.760 provides that cities located in a county having more than 100,000 inhabitants according to the most recent federal decennial census, can disburse state shared revenue funds only if the city provides four or more of the following services: police protection; fire protection; street construction, maintenance, and lighting; sanitary sewer; storm sewers; planning, zoning, and subdivision control; one or more utility services.

Operating and capital improvement grants are also included in intergovernmental revenues. Often these grants are only received after the City has incurred the related expenditure.

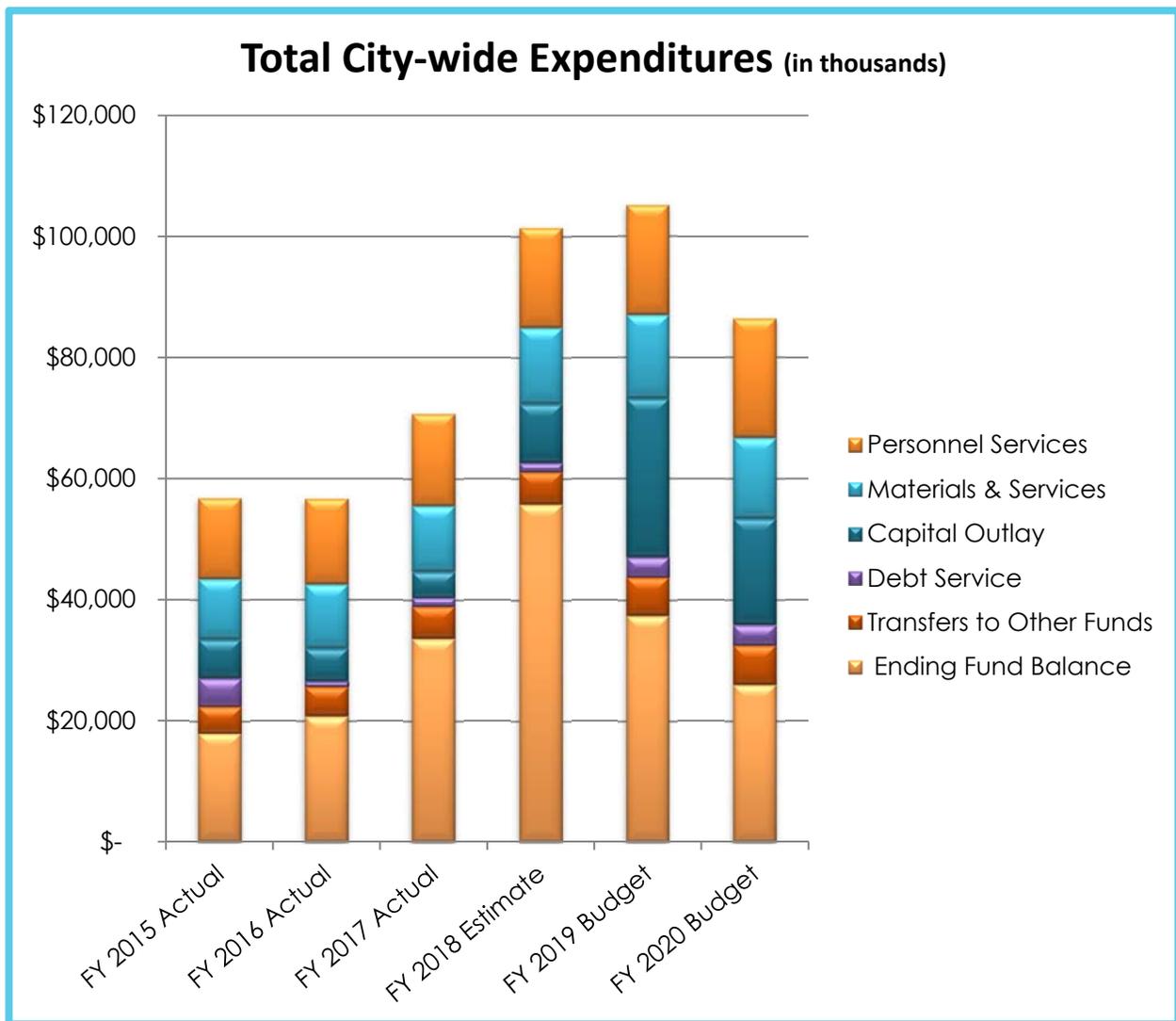


## Expenditure Trends & Assumptions

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

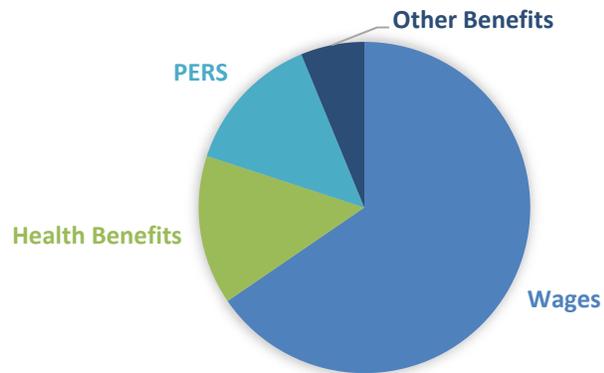
Fifty-nine percent of total City-wide requirements are represented by Personnel Services (35%) and Materials & Services (24%). These requirements relate to the people who provide City services and the materials they need to complete their job requirements. City-wide budgeted requirements are based on current budgeted staffing levels and expected increases in salaries and benefits.



**Personnel Services (25%)**

Citywide, Personnel Services budgeted requirement increases in the 2019-2020 biennium are in part attributable to the addition of full time equivalent positions and in part due to increasing benefit costs. Health insurance is projected to increase 9.1% in FY19 and projected at 7.5% annually thereafter. In FY20 PERS is anticipated to increase approximately 5.6% of payroll and another 4.7%-7.8% of payroll in FY2022.

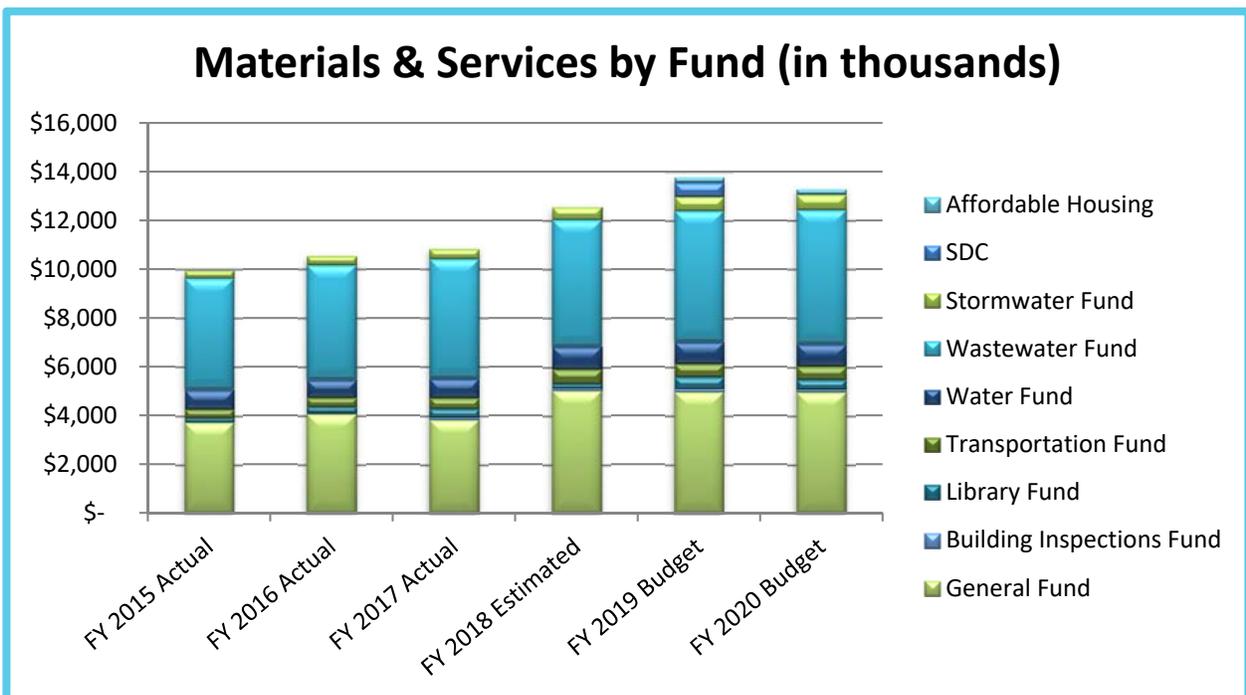
**PERSONNEL SERVICES BY TYPE  
FY19&FY20**



**Materials & Services (18%)**

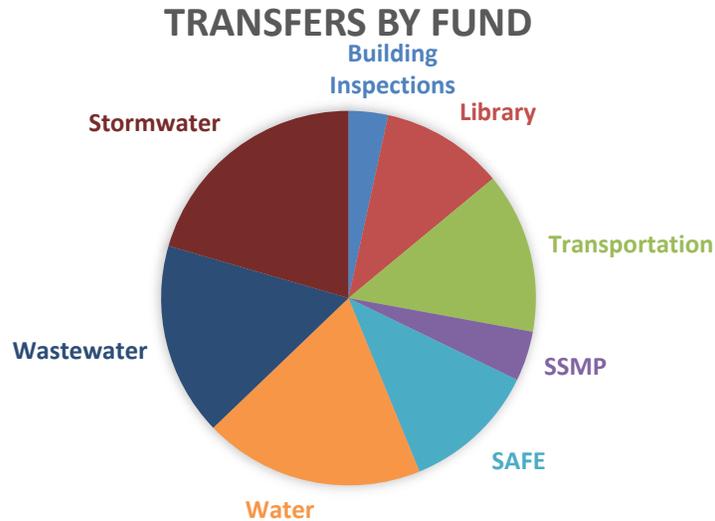
Citywide, Materials & Services budgeted requirement increases over the prior fiscal year are, in many situations, based on known expenditure increases. Where such increases are unknown, 2019-2020 biennium amounts are identified using an inflationary cost increase from the prior biennium.

**Materials & Services by Fund (in thousands)**



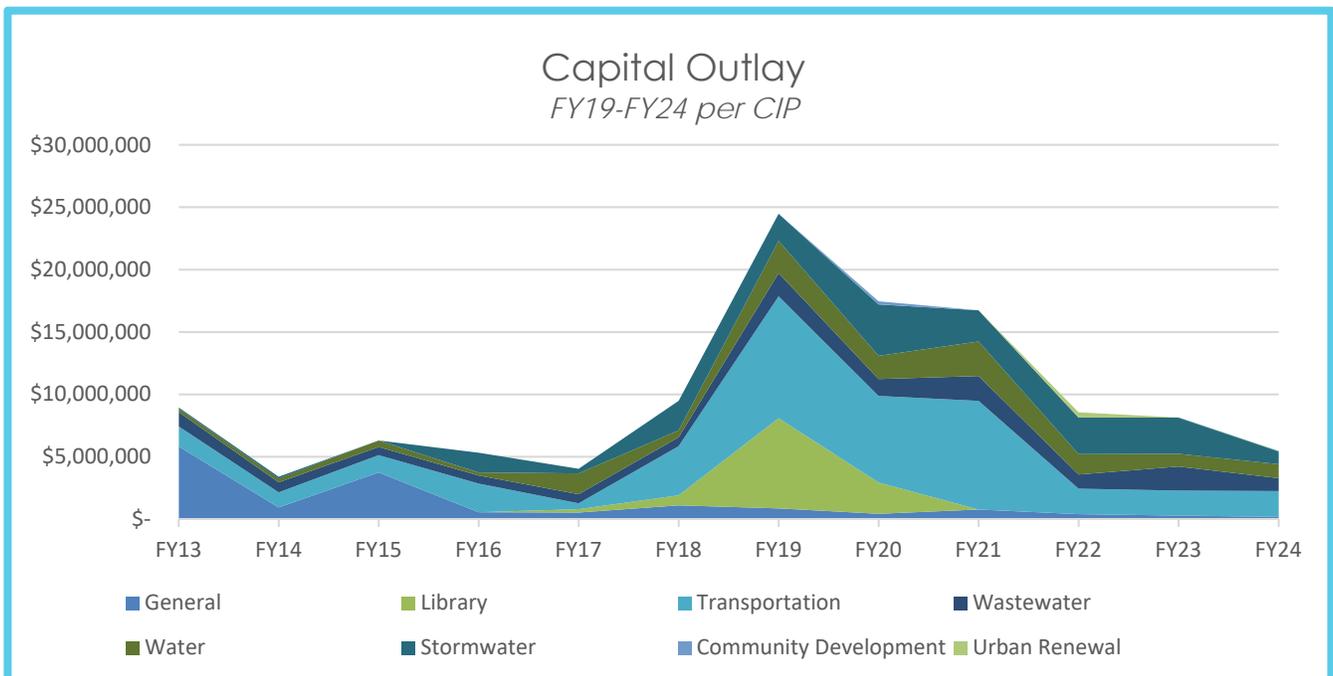
*Transfers to Other Funds (8%)*

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



*Capital Outlay (28%)*

The Capital Outlay budget is projected below to be very large in the first 3 years of the CIP due to the Ledding Library Improvement Project and the transportation integrated CIP for the utility funds based on the escalation of the SAFE program approved by Council.



# Debt Overview

## Summary of Outstanding Debt

The City of Milwaukie is projected to have \$17.5 million in long-term debt outstanding as of June 30, 2018. Below is a table showing the outstanding balances by type, interest rates, and annual debt service.

Loan Type	Interest Rate	Outstanding Amount	Years Remaining	Annual Debt Service
General Obligation Bonds (TriMet)	3-4%	\$ 3,165,000	17	\$ 145,000
Full Faith and Credit Obligations	3-4%	745,000	12	55,000
General Obligation Bonds (Library)	2-4%	8,450,000	19	375,000
Loans:				
2005 PERS Unfunded Liab Bonds	4-5.5%	3,370,000	11	210,000
2006 Oregon Public Works Loan	3.12%	472,480	13	29,435
2010 Oregon DEQ Loan	0%	1,253,952	14	96,500
		<b>\$ 17,456,432</b>		<b>\$ 910,935</b>

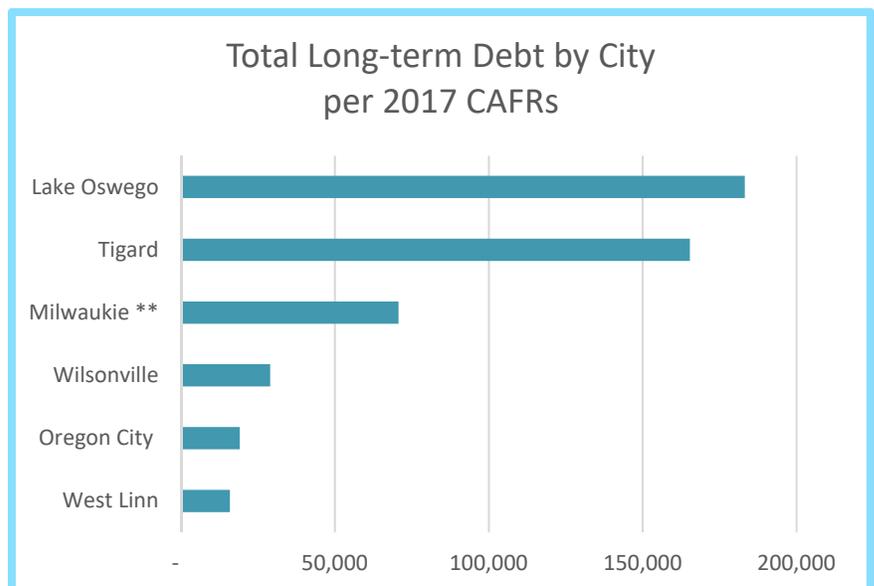
## Legal Debt Limits

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 \$72 million.

## Plans for Potential Future Debt

The City Council has authorized the issuance of Oregon Full Faith and Credit Obligations, in one or more series, in an aggregate principal amount with a not to exceed amount of \$21 million for the financing of capital construction and improvements related to streets, sidewalks and various other transportation projects.

\*\*Includes authorized but unissued debt.



# Transfers

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## Relevant Definitions

*Fund* – A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

*Fund Accounting* – An accounting system emphasizing *accountability* rather than *profitability*, used by governments. In this system, a *fund* is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

*Transfers* – The authorized exchange of cash or other resources between funds that are appropriated along with the other expenditures with the adopted budget. Transfers are necessary in a fund accounting system in order to balance each Fund on its own. It is a system used to allocate indirect costs that other Funds (i.e. General Fund) pay for on behalf of a particular Fund's operations.

*Activity-Based Costing (ABC)* – A transfer costing model that identifies overhead and/or indirect activities (i.e., the departments within the General Fund) in an organization and assigns the cost of each activity to the other departments according to the actual consumption and utilization for the purposes of allocation. For example, using the ABC methodology, Human Resources (HR) Department expense is charged to departments based on their portion of the total FTE count.

## Methodology

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 in the applicable departments incurred within the General Fund to the other applicable Funds that are outside of the General Fund. The purpose of this is to; (1) provide all Funds to be balanced on their own, and (2) reflect the full cost of service by incorporating both direct and indirect costs of the function into the adopted budget. Resources restricted to the payment of long-term debt included in the Debt Service Fund are not available or allocable to other Funds and are therefore exempt from interfund transfers.

Additionally, new restricted funds, Affordable Housing (CET) and MRC Urban Renewal in which programing will be developed during this biennium and minimal expenses are anticipated to be incurred have been excluded.

# Personnel Overview

## *The Employees behind the City of Milwaukie*

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### *Summary Overview of Personnel Changes*

Overall, this budget includes funding for 150.46 full-time equivalent (FTE) positions for the biennium, an overall increase of 3.75 FTEs from the prior year FTEs of 146.71.

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

- An increase of 1.0 FTE for the newly established City Attorney department.
- A decrease of .5 FTE in Community Development due to reclassification of engineering administrative support.
- An increase of 1.0 FTE in Public Works Administration for new position to execute climate action goal.
- An increase of 4.0 FTE in Engineering Services for execution of accelerated integrated CIP.
- An increase of .5 FTE in Finance for EOC function transferred from the Police Department.
- A decrease of .5 FTE in Municipal Court due to the elimination of the photo radar program.
- A decrease of 1.5 FTE in Police due to elimination of the photo radar program and transfer of the EOC function.
- An increase of .5 in Building due to increase in volume of development.
- A decrease of 1.75 FTE in Library due to efficiencies gained from relocation/building improvements.
- An increase of 1.0 FTE in Transportation to support increased infrastructure from accelerated integrated CIP.

These changes will allow the City to maintain an efficient and effective work force, adequately maintain current service levels, and complete the planning and capital projects that have been funded.

We recognize that adjustments may be necessary during the biennium as labor agreements are negotiated and completed, or if the economic situation changes.



# BN 2019-2020 POSITIONS & SALARY RANGES

FTE Counts					Department and Position	Annual Compensation per FY 2018 Compensation Ranges	
Prior Year FY 2017	Current Year FY 2018	Increase (decrease)	Budget Year FY 2019	Budget Year FY 2020		Lowest Step	Highest Step
<b>CITY MANAGER'S OFFICE</b>							
1.00	1.00	-	1.00	1.00	City Manager	\$ 119,579	\$ 161,824
-	1.00	-	1.00	1.00	Assistant City Manager	100,547	128,357
1.00	-	-	-	-	Sustainability Director	86,861	110,864
1.00	-	-	-	-	Assistant to the City Manager	86,861	110,864
1.00	1.00	-	1.00	1.00	Community Program Coordinator	56,035	71,531
1.00	1.00	-	1.00	1.00	Public Affairs Coordinator	68,120	86,965
-	1.00	-	1.00	1.00	Administrative Specialist II	41,808	53,373
<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>	<b>5.00</b>			
<b>CITY ATTORNEY</b>							
-	-	1.00	1.00	1.00	City Attorney	110,864	141,523
-	-	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>			
<b>COMMUNITY DEVELOPMENT</b>							
1.00	1.00	-	1.00	1.00	Community Development Director	100,547	128,357
-	1.00	-	1.00	1.00	Development Project Manager	75,046	95,763
1.00	1.00	-	1.00	1.00	Resource and Econ. Dev. Coordinator	58,864	75,109
3.00	3.00	(0.50)	2.50	2.50	Administrative Specialist II	41,808	53,373
<b>5.00</b>	<b>6.00</b>	<b>(0.50)</b>	<b>5.50</b>	<b>5.50</b>			
<b>PUBLIC WORKS ADMINISTRATION</b>							
1.00	1.00	-	1.00	1.00	Public Works Director	91,208	116,418
1.00	1.00	-	1.00	1.00	Asset Management Technician	50,835	64,875
1.00	1.00	-	1.00	1.00	Administrative Specialist III	46,093	58,843
1.00	1.00	-	1.00	1.00	Administrative Specialist II	41,808	53,373
1.00	1.00	-	1.00	1.00	GIS Coordinator	68,120	86,965
-	-	1.00	1.00	1.00	Sustainability Coordinator	56,035	71,531
<b>5.00</b>	<b>5.00</b>	<b>1.00</b>	<b>6.00</b>	<b>6.00</b>			
<b>ENGINEERING SERVICES</b>							
1.00	1.00	-	1.00	1.00	Engineering Director	91,208	116,418
-	1.00	-	1.00	1.00	Assistant City Engineer	78,790	100,547
2.00	3.00	-	3.00	3.00	Civil Engineer	68,120	86,965
-	-	1.00	1.00	1.00	Contract Manager	61,776	78,874
-	1.00	1.00	2.00	2.00	Associate Engineer	56,035	71,531
1.00	1.00	1.00	2.00	2.00	Engineering Technician II	50,835	64,875
-	1.00	-	1.00	1.00	Engineering Technician I	46,093	58,843
-	-	0.50	0.50	0.50	Permit Technician	48,402	61,776
-	-	0.50	0.50	0.50	Administrative Specialist II	41,808	53,373
<b>4.00</b>	<b>8.00</b>	<b>4.00</b>	<b>12.00</b>	<b>12.00</b>			
<b>FACILITIES MANAGEMENT</b>							
-	1.00	-	1.00	1.00	Fleet & Facilities Supervisor	68,078	86,861
1.00	1.00	-	1.00	1.00	Facilities Maintenance Coordinator	56,035	71,531
1.00	1.00	-	1.00	1.00	Facilities Maintenance Technician	46,093	58,843
<b>2.00</b>	<b>3.00</b>	<b>-</b>	<b>3.00</b>	<b>3.00</b>			
<b>FINANCE</b>							
1.00	1.00	-	1.00	1.00	Finance Director	100,547	128,357
1.00	1.00	-	1.00	1.00	Assistant Finance Director	82,722	105,581
1.00	1.00	-	1.00	1.00	Accountant	58,864	75,109
1.00	1.00	-	1.00	1.00	Right-of-way and Contracts Coordinator	56,035	71,531
1.00	1.00	-	1.00	1.00	Payroll Specialist	50,773	64,834
1.00	1.00	-	1.00	1.00	Accounting Technician	46,093	58,843
1.00	1.00	-	1.00	1.00	Accounting and Contract Specialist	50,835	64,875
1.00	1.00	0.50	1.50	1.50	Administrative Specialist II	41,808	53,373
<b>8.00</b>	<b>8.00</b>	<b>0.50</b>	<b>8.50</b>	<b>8.50</b>			
<b>FLEET SERVICES</b>							
1.00	1.00	-	1.00	1.00	Shop Foreman	56,035	71,531
2.00	2.00	-	2.00	2.00	Mechanic	47,195	60,216
<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>3.00</b>	<b>3.00</b>			

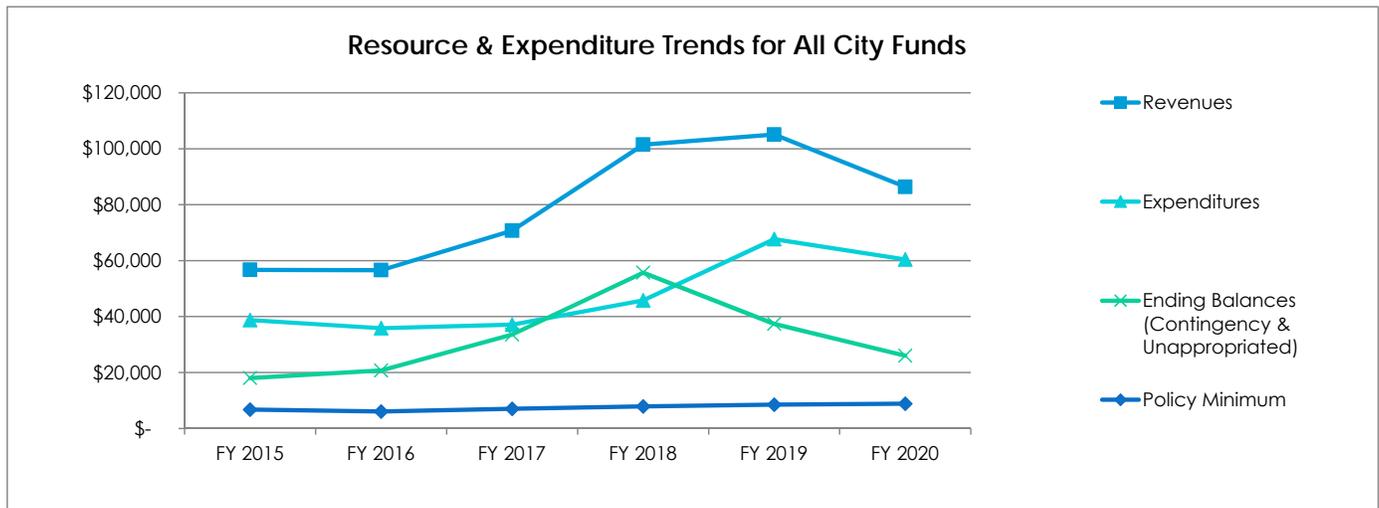
FTE Counts					Department and Position	Annual Compensation per FY 2018 Compensation Ranges	
Prior Year FY 2017	Current Year FY 2018	Increase (decrease)	Budget Year FY 2019	Budget Year FY 2020		Lowest Step	Highest Step
<b>HUMAN RESOURCES</b>							
1.00	1.00	-	1.00	1.00	Human Resources Director	91,208	116,418
1.00	1.00	-	1.00	1.00	Human Resources Assistant	50,773	64,834
<b>2.00</b>	<b>2.00</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>			
<b>INFORMATION TECHNOLOGY</b>							
1.00	1.00	-	1.00	1.00	IT Manager	86,861	110,864
1.00	1.00	-	1.00	1.00	IT Analyst II	64,875	82,826
1.00	1.00	-	1.00	1.00	IT Analyst I	56,035	71,531
<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>3.00</b>	<b>3.00</b>			
<b>MUNICIPAL COURT</b>							
1.00	1.00	-	1.00	1.00	Court Operations Supervisor	58,802	75,046
2.00	2.00	(0.50)	1.50	1.50	Administrative Specialist II	41,808	53,373
<b>3.00</b>	<b>3.00</b>	<b>(0.50)</b>	<b>2.50</b>	<b>2.50</b>			
<b>PLANNING SERVICES</b>							
1.00	1.00	-	1.00	1.00	Planning Director	86,861	110,864
1.00	1.00	-	1.00	1.00	Senior Planner	68,120	86,965
2.00	2.00	-	2.00	2.00	Associate Planner	58,864	75,109
1.00	1.00	-	1.00	1.00	Assistant Planner	53,414	68,120
<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>	<b>5.00</b>			
<b>CODE ENFORCEMENT</b>							
1.00	1.00	-	1.00	1.00	Code Compliance Coordinator	50,835	64,875
0.50	0.50	-	0.50	0.50	Parking Enforcement Office	36,067	46,114
<b>1.50</b>	<b>1.50</b>	<b>-</b>	<b>1.50</b>	<b>1.50</b>			
<b>OFFICE OF THE CITY RECORDER</b>							
1.00	1.00	-	1.00	1.00	City Recorder	68,078	86,861
1.00	1.00	-	1.00	1.00	Records & Web Specialist	50,835	64,875
1.00	1.00	-	1.00	1.00	Administrative Specialist II	41,808	53,373
<b>3.00</b>	<b>3.00</b>	<b>-</b>	<b>3.00</b>	<b>3.00</b>			
<b>POLICE DEPARTMENT</b>							
1.00	1.00	-	1.00	1.00	Police Chief	105,581	134,784
2.00	2.00	-	2.00	2.00	Police Captain	91,208	116,418
7.00	8.00	-	8.00	8.00	Police Sergeant	69,950	89,274
1.00	1.00	-	1.00	1.00	Police Sergeant - TriMet	69,950	89,274
1.00	1.00	-	1.00	1.00	Records Supervisor	61,734	78,790
0.25	0.25	-	0.25	0.25	Background Investigator	58,677	74,880
24.00	23.00	(1.00)	22.00	22.00	Police Officer	58,677	74,880
1.00	1.00	-	1.00	1.00	Police Officer - TriMet	58,677	74,880
1.00	1.00	-	1.00	1.00	Police Officer Recruit	58,677	74,880
1.00	1.00	-	1.00	1.00	Property Room Technician	42,182	53,810
2.00	2.00	-	2.00	2.00	Records Specialist	41,808	53,373
1.00	1.00	-	1.00	1.00	Administrative Specialist II	41,808	53,373
0.50	0.50	(0.50)	-	-	<i>Part-time employee(s)</i>		
<b>42.75</b>	<b>42.75</b>	<b>(1.50)</b>	<b>41.25</b>	<b>41.25</b>			
<b>BUILDING INSPECTIONS</b>							
1.00	1.00	-	1.00	1.00	Building Official	78,790	100,547
-	1.00	-	1.00	1.00	Building Inspector / Plan Examiner	71,469	91,208
1.00	-	0.50	0.50	0.50	Permit Technician	48,402	61,776
<b>2.00</b>	<b>2.00</b>	<b>0.50</b>	<b>2.50</b>	<b>2.50</b>			
<b>LIBRARY SERVICES</b>							
1.00	1.00	-	1.00	1.00	Library Director	86,861	110,864
2.00	2.00	-	2.00	2.00	Library Supervisor	61,734	78,790
4.55	4.55	-	4.55	4.55	Librarian	50,835	64,875
3.50	3.50	-	3.50	3.50	Library Aide II	41,808	53,373
8.25	8.25	(1.75)	6.50	6.50	Library Aide I	34,341	43,909
0.46	0.46	-	0.46	0.46	<i>Other part-time employee(s)</i>		
<b>19.76</b>	<b>19.76</b>	<b>(1.75)</b>	<b>18.01</b>	<b>18.01</b>			

FTE Counts					Department and Position	Annual Compensation per FY 2018 Compensation Ranges	
Prior Year FY 2017	Current Year FY 2018	Increase (decrease)	Budget Year FY 2019	Budget Year FY 2020		Lowest Step	Highest Step
<b>TRANSPORTATION</b>							
0.50	0.50	-	0.50	0.50	Streets/Water Supervisor	68,078	86,861
1.00	1.00	-	1.00	1.00	Lead Utility Technician	50,835	64,875
2.00	2.00	1.00	3.00	3.00	Utility Technician II	46,093	58,843
1.00	1.00	-	1.00	1.00	Sign Maintenance Worker	46,093	58,843
0.50	0.50	-	0.50	0.50	<i>Part-time employee(s)</i>		
<b>5.00</b>	<b>5.00</b>	<b>1.00</b>	<b>6.00</b>	<b>6.00</b>			
<b>WATER</b>							
0.50	0.50	-	0.50	0.50	Streets/Water Supervisor	68,078	86,861
1.00	1.00	-	1.00	1.00	Water Quality Coordinator	53,414	68,120
1.00	1.00	-	1.00	1.00	Cross Connections Specialist	50,835	64,875
1.00	1.00	-	1.00	1.00	Lead Utility Technician	50,835	64,875
4.00	4.00	-	4.00	4.00	Utility Technician II	46,093	58,843
0.70	0.70	-	0.70	0.70	<i>Part-time employee(s)</i>		
<b>8.20</b>	<b>8.20</b>	<b>-</b>	<b>8.20</b>	<b>8.20</b>			
<b>WASTEWATER</b>							
0.50	0.50	-	0.50	0.50	Sewer/Storm Supervisor	68,078	86,861
1.00	1.00	-	1.00	1.00	Lead Utility Technician	48,402	61,776
0.50	0.50	-	0.50	0.50	Environmental Services Coordinator	53,414	68,120
3.00	3.00	-	3.00	3.00	Utility Technician II	46,093	58,843
<b>5.00</b>	<b>5.00</b>	<b>-</b>	<b>5.00</b>	<b>5.00</b>			
<b>STORMWATER</b>							
0.50	0.50	-	0.50	0.50	Sewer/Storm Supervisor	68,078	86,861
1.00	1.00	-	1.00	1.00	Lead Utility Technician	48,402	61,776
0.50	0.50	-	0.50	0.50	Environmental Services Coordinator	53,414	68,120
4.80	5.00	-	5.00	5.00	Utility Technician II	46,093	58,843
1.00	1.00	-	1.00	1.00	Natural Resources Technician II	46,093	58,843
0.50	0.50	-	0.50	0.50	<i>Part-time employee(s)</i>		
<b>8.30</b>	<b>8.50</b>	<b>-</b>	<b>8.50</b>	<b>8.50</b>			
<b>TOTAL</b>							
137.85	144.05	4.25	148.30	148.30	Total Full-Time Positions		
2.66	2.66	(0.50)	2.16	2.16	Total Part-Time FTEs		
<b>140.51</b>	<b>146.71</b>	<b>3.75</b>	<b>150.46</b>	<b>150.46</b>	<b>Total Full-Time Equivalents (FTEs)</b>		
<b>TOTAL</b>							
92.25	98.25	4.00	102.25	102.25	General Fund FTEs		
48.26	48.46	(0.25)	48.21	48.21	Other FTE's		
<b>140.51</b>	<b>146.71</b>	<b>3.75</b>	<b>150.46</b>	<b>150.46</b>	<b>Total Full-Time Equivalents (FTEs)</b>		

### Total of All Funds - City of Milwaukie Biennial Budget

(Amounts in Thousands: \$100 = \$100,000)

	BN 2018					BN 2020			
	Actual	Actual	Actual	Estimate	Total	Budget BN 2018	Adopted Biennial Budget		
	FY 2015	FY 2016	FY 2017	FY 2018			FY 2019	FY 2020	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 15,239	\$ 18,015	\$ 20,733	\$ 33,581	\$ 20,733	\$ 20,392	\$ 55,688	\$ 37,394	\$ 55,688
Property Taxes	7,586	7,892	8,899	9,287	18,186	18,038	9,410	9,720	19,130
Fees & Charges	17,131	18,373	19,879	23,060	42,939	41,351	25,634	25,966	51,430
Fines & Forfeitures	1,252	1,263	1,062	850	1,912	2,771	800	825	1,625
Interest	87	75	193	276	469	145	375	325	700
Intergovernmental	5,736	5,762	4,423	7,600	12,023	17,220	6,393	5,207	11,600
Miscellaneous	272	305	532	382	914	486	400	398	968
Proceeds from Debt Issuance	5,013	-	9,616	21,000	30,616	9,330	-	-	-
Transfers from Other Funds	4,420	4,888	5,360	5,420	10,780	10,780	6,363	6,533	12,896
<b>Total Resources</b>	<b>\$ 56,736</b>	<b>\$ 56,573</b>	<b>\$ 70,697</b>	<b>\$ 101,455</b>	<b>\$ 138,571</b>	<b>\$ 120,513</b>	<b>\$ 105,064</b>	<b>\$ 86,368</b>	<b>\$ 154,038</b>
<b>Requirements</b>									
Personnel Services	\$ 13,355	\$ 14,112	\$ 15,214	\$ 16,571	\$ 31,785	\$ 33,073	\$ 18,152	\$ 19,690	\$ 37,842
Materials & Services	9,951	10,539	10,827	12,557	23,384	25,116	13,790	13,296	27,086
Debt Service	4,645	863	1,445	1,478	2,923	2,951	3,319	3,344	6,663
Operations before Other Items	27,951	25,514	27,486	30,606	58,092	61,140	35,261	36,330	71,591
Transfers to Other Funds	4,420	4,889	5,360	5,420	10,780	10,780	6,363	6,533	12,896
Capital Outlay	6,350	5,437	4,270	9,741	14,011	37,106	26,046	17,524	43,570
Total Expenditures before Reserves	38,721	35,840	37,116	45,767	82,883	109,026	67,670	60,387	128,057
<b>Reserves</b>									
Contingency	-	-	-	-	-	2,534	5,614	5,198	5,198
Unappropriated Ending Fund Balance	18,015	20,733	33,581	55,688	55,688	8,953	31,779	20,784	20,784
Total Reserves	18,015	20,733	33,581	55,688	55,688	11,487	37,394	25,981	25,981
<b>Total Requirements</b>	<b>\$ 56,736</b>	<b>\$ 56,573</b>	<b>\$ 70,697</b>	<b>\$ 101,455</b>	<b>\$ 138,571</b>	<b>\$ 120,513</b>	<b>\$ 105,064</b>	<b>\$ 86,368</b>	<b>\$ 154,038</b>
Budgeted Positions (in FTEs)	137.11	137.11	141.51	146.51	145.51	143.01	150.46	150.46	150.46
Monthly Operating Costs per Capita	\$113	\$120	\$128	\$141	\$135	\$141	\$155	\$160	\$158



**General Fund**

(Amounts in Thousands: \$100 = \$100,000)

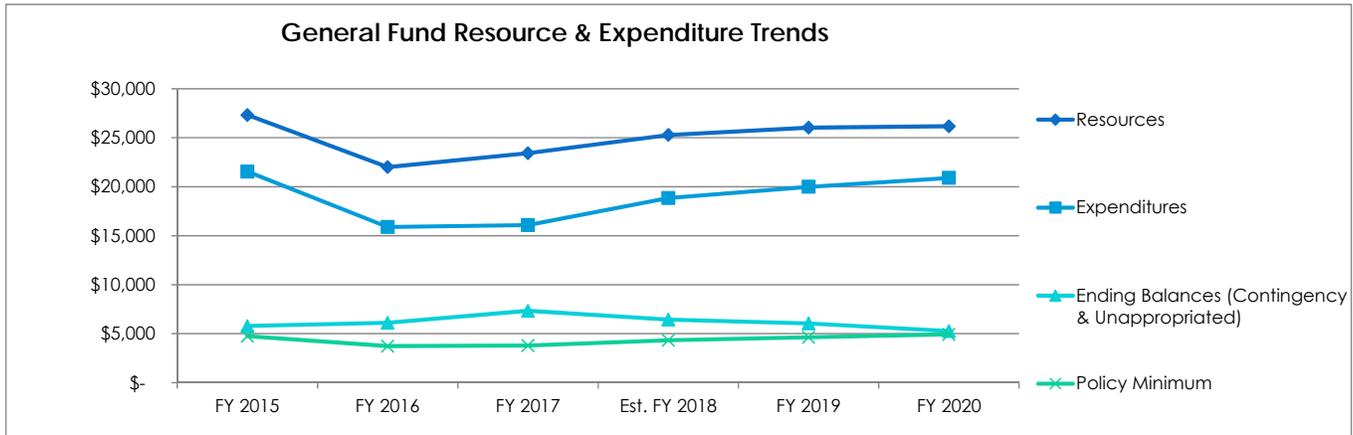
	BN 2018						BN 2020		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2015	FY 2016	FY 2017	FY 2018			FY 2019	FY 2020	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 6,039	\$ 5,779	\$ 6,114	\$ 7,338	\$ 6,114	\$ 5,755	\$ 6,434	\$ 6,042	\$ 6,434
Property Taxes	6,324	6,677	7,118	7,428	14,546	14,676	7,718	8,035	15,753
Franchise Fee Revenues:									
Franchise Fees - PGE	736	722	698	732	1,430	1,485	725	725	1,450
Franchise Fees - NW Natural	248	237	271	250	521	509	250	250	500
Franchise Fees - Comcast	267	273	280	271	551	556	265	260	525
Franchise Fees - Telecom	63	61	170	500	670	302	600	600	1,200
Franchise Fees - Solid Waste	185	199	205	208	413	412	212	217	429
Franchise Fees - PEG	54	53	64	36	100	81	34	34	68
Franchise Fees - Other	-	-	62	175	237	-	200	200	400
Total Franchise Fees	1,553	1,545	1,750	2,172	3,922	3,345	2,286	2,286	4,572
Fines - Traffic and Court	630	504	458	450	908	1,282	450	450	900
Fines - Photo Radar	296	399	278	75	353	792	-	-	-
Fines - Other	266	309	277	275	552	585	300	325	625
Fees and Charges	441	495	607	629	1,236	1,035	745	783	1,528
Interest	87	73	97	175	272	145	300	300	600
Miscellaneous	142	133	222	105	327	264	115	75	190
Intergovernmental Revenues:									
Intergovernmental - Cig & Liq Taxes	322	321	340	350	690	707	375	400	775
Intergovernmental - St Rev Sharing	212	207	229	245	474	475	275	300	575
Intergovernmental - Other	1,579	1,093	571	623	1,194	1,182	673	644	1,317
Total Intergovernmental	2,113	1,621	1,140	1,218	2,358	2,364	1,323	1,344	2,667
Proceeds from Issuance of Debt	5,013	-	-	-	-	-	-	-	-
Transfers from Other Funds	4,420	4,470	5,360	5,420	10,780	10,780	6,363	6,533	12,896
<b>Total Resources</b>	<b>\$ 27,324</b>	<b>22,005</b>	<b>\$ 23,421</b>	<b>\$ 25,285</b>	<b>\$ 41,368</b>	<b>\$ 41,023</b>	<b>\$ 26,034</b>	<b>26,173</b>	<b>\$ 46,165</b>

[Fund Budget continued from previous page]

	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual FY 2017	Estimate FY 2018	Total		Proposed Biennial Budget		
							FY 2019	FY 2020	Total
<b>Requirements</b>									
Personnel Services	\$ 9,829	\$ 10,439	\$ 11,294	\$ 12,264	\$ 23,558	\$ 24,263	\$ 13,561	\$ 14,726	\$ 28,287
Materials & Services	3,732	4,071	3,846	5,052	8,898	10,148	4,986	4,979	9,965
Debt Service	4,236	412	408	430	838	840	424	448	872
Transfers to Other Funds	-	419	-	-	-	-	-	-	-
Capital Outlay	3,748	550	535	1,105	1,640	1,386	1,021	750	1,771
General Fund Reserve:									
Contingency Reserves	-	-	-	-	-	778	927	985	985
Unappropriated Reserves:									
Reserve for Debt Service	423	412	408	430	430	430	424	448	448
Reserve for Fleet Reserves:									
Transportation	152	140	-	-	-	-	-	-	-
Water	284	-	-	-	-	-	-	-	-
Wastewater	143	143	-	-	-	-	-	-	-
Stormwater	229	229	-	-	-	-	-	-	-
Building	14	14	-	-	-	-	-	-	-
Reserve for Forfeiture	25	27	36	20	20	-	-	-	-
Reserve for Economic Development Programs (CET)	-	-	-	-	-	-	110	220	220
Reserve for PEG	86	140	177	171	171	129	90	79	79
Reserve - undesignated	4,423	5,009	6,717	5,813	5,813	3,049	4,490.57	3,538	3,538
Unappropriated Ending Fund Balance	5,779	6,114	7,338	6,434	6,434	3,608	5,115	4,285	4,285
Total General Fund Reserve	5,779	6,114	7,338	6,434	6,434	4,387	6,042	5,270	5,270
<b>Total Requirements</b>	<b>\$ 27,324</b>	<b>22,005</b>	<b>\$ 23,421</b>	<b>\$ 25,285</b>	<b>\$ 41,368</b>	<b>\$ 41,023</b>	<b>\$ 26,034</b>	<b>\$ 26,173</b>	<b>\$ 46,165</b>

Budgeted Positions (in FTEs)	89.85	89.85	93.25	98.25	97.25	94.25	102.25	102.25	102.25
Monthly Operating Costs per Capita	\$ 57	\$ 62	\$ 63	\$ 71	\$ 66	\$ 70	\$ 76	\$ 80	\$ 78

Contingency and Ending Balances per above	\$ 5,779	\$ 6,114	\$ 7,338	\$ 6,434	\$ 6,434	\$ 3,898	\$ 6,042	\$ 5,270	\$ 5,270
Reserves	1,356	1,105	621	621	621	559	624	747	747
Policy Requirement (25%)	3,390	2,627	3,164	3,708	3,708	2,991	4,013	4,179	4,179
Amount over (under) Policy Requirement	\$ 1,033	\$ 2,382	\$ 3,553	\$ 2,105	\$ 2,105	\$ 907	\$ 1,405	\$ 344	\$ 344



## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Planning Services #212
<b>DEPARTMENT HEAD:</b>	Denny Egner
<b>DEPARTMENT HEAD EMAIL:</b>	egnerd@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7654
<b>DEPARTMENT LOCATION:</b>	Johnson Creek Building

### DEPARTMENT MISSION STATEMENT

The mission of the Planning Department is to:

- Advance the community's vision of Milwaukie as a livable city, in collaboration with other City departments, residents and stakeholders;
- Provide timely, reliable information and assistance to customers;
- Facilitate and coordinate projects and discussions to arrive at community solutions and completion of projects; and
- 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, the Design & Landmarks Committee, and other council appointed planning committees in achieving the community's vision;
- Administer City Zoning, Sign, and Land Division Ordinances, and state and federal laws regulating development within the city;
- Complete projects required for the City to comply with the Metro Urban;
- Growth Management Functional Plan and the Regional Transportation Plan;
- Provide information to customers about the City's regulations and development process and assist applicants as they refine the scope of their projects and with the permitting process;
- Support the Community Development Director in economic development, community enhancement, and capital improvement projects; and
- Promote livability and protect property and natural resources by seeking compliance with City regulations.

### History/Background of Department

From the early 2000s through 2012, the Planning Department provided a relatively consistent level of planning service to the community with no less than four full-time planners and a Planning Director included in the annual budget.

This period saw a period of relative employment stability and high department productivity. Between 2012 and 2014, there was turnover that left the department understaffed much of the time. In the 2014-2016 budget, Planning's personnel services budget was reduced to eliminate one of the planner positions, reducing the staff to three full-time planners. In the 2014-2015 supplemental budget, an allowance was made for a part-time student intern position. In the 2016-2018 budget, the fourth planner was restored to provide additional capacity to address the Community Vision and Comprehensive Plan Update.

### **Personnel Description**

The Planning Department balances projects that fall into four distinct categories: 1) fulfilling the City's development review responsibilities (current planning); 2) developing and implementing large and small code and policy changes; 3) managing and completing long-range planning projects; and 4) supporting the Community Development Director to develop and implement projects that enhance the community. This work is spread among four full-time staff planners (4.0 FTE), (one Senior Planner, two Associate Planners, and one Assistant Planner), a part-time student intern, and the Planning Director.

### **Accomplishments of Prior/Current Year**

- Completed the Community Visioning project which services as the first phase of work to update the Comprehensive Plan. The Milwaukie Community Vision and Action Plan was adopted by the City Council on September 5, 2017 after a year-long process with extensive community involvement in the product. The Vision won an award for public involvement efforts from the Oregon Chapter of the American Planning Association;
- Provided staff support to the Visioning Advisory Committee in preparation of the Vision. The committee met seven times and sponsored five town hall/community events. Outreach included four web-based surveys and almost 50 community conversation or stakeholder interview activities;
- Initiated work on a two-year program to update and rewrite the Comprehensive Plan. An 18-member Comprehensive Plan Advisory Committee was formed and the group is expected to meet monthly through the course of the project;
- Continued to effectively process and review development applications (see Performance Measures);
- Coordinated and facilitated the land use and/or development review process for major projects requiring review by the Planning Commission, City Council, and/or the Design and Landmarks Committee. The projects included:
  - a 110-unit mixed use development in downtown Milwaukie
  - four subdivisions comprising 48 single family lots
  - a 92-unit planned development on Rusk Rd (withdrawn at the Council)
  - demolition/construction of a new classroom building at the Milwaukie High School
  - redevelopment of the Ledding Library;

- Completed work on “housekeeping” code amendments to clarify and simplify the Zoning Ordinance. Sections that were addressed included those regulating commercial and mixed-use districts, natural resource areas, and the Willamette Greenway;
- Completed work on amendments to the sign code to clarify sign requirements in the M-Manufacturing zone;
- Provided support to the City's Community Development Department throughout the process of developing the North Milwaukie Industrial Area Framework Plan. Led efforts to develop code and plan amendments to implement the North Milwaukie Industrial Area Plan;
- Managed the Downtown Wayfinding Sign project for Community Development; and
- Led work to revise the parklet program.

### **Goals and Focus for Coming Budget Period**

- Complete the two-year effort to update and rewrite the Comprehensive Plan;
- Implement Vision Action Plan projects that are underway and the projects that are listed to be initiated with the Comprehensive Plan;
- Support City efforts to develop a more walkable community. Through the Comprehensive Plan, explore development of neighborhood economic hubs to provide amenities and services within neighborhoods;
- Support Community Development work to improve housing affordability in Milwaukie and to meet housing needs; and
- Support City work to prepare, adopt, and implement the Climate Action Plan.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY 20 (est.)
Land Use Applications Submitted						
Type I (Planning Dir)*	48	45	77	55	60	60
Type II (Planning Dir)	7	20	6	12	15	15
Type III (Planning Commission)	12	10	28	20	20	20
Design Review (DLC Recommendation)	1	2	1	3	3	3
Annexations (City Council)	8	4	9	6	6	6
Type IV or V applications (PC & CC)	7	5	5	4	4	4
Type V Hearings Held (often multi-part)	19	20	11	10	10	10
DLC or PC Meetings Staffed	28	27	32	32	32	32
Project Briefings Provided To DLC, PC, CC, or Another Advisory Group	52	60	30	30	36	36
Intergovernmental Coordination Meetings Attended	30	30	20	25	30	30
Average Hours per Week Spent on Development Review and Customer Service (est)	60	60	80	80	80	80
Preapplication Conferences Conducted (Including Preapplication Meetings)	36	50	52	36	50	50
Project Open Houses, Workshops, and Public Involvement Mtgs/Presentations	15	25	22	15	20	20

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY 20 (est.)
<b>Meet State-Mandated Deadlines for Land Use Decisions</b>						
Performed Completeness Review Within 30 Days of Submittal	100%	100%	100%	100%	100%	100%
Produced Decisions Within 120 Days Unless Extension Granted by Applicant	100%	100%	100%	100%	100%	100%
Initially Meet All Public Notification Requirements	100%	100%	100%	100%	100%	100%
<b>Produce Sound Land Use Decisions</b>						
Appeals to Planning Commission	0	1	0	0	0	0
Appeals to City Council	0	0	0	1	0	0
Appeals Upheld	0	1	0	1	0	0
<b>Provide High Quality Support to PC &amp; DLC Committees</b>						
Provide Meeting Materials 1 Week In Advance	100%	100%	100%	100%	100%	100%
First Type III Public Hearing Held Within 50 Days After Application is Deemed Complete (Unless Waived)	100%	100%	100%	100%	100%	100%
Phone & Email Messages Returned Within 24 Hours	100%	100%	100%	100%	100%	100%
Grants Awarded	2	2	2	0	1	1
Reports, Studies, Plans, Amendments Adopted or Accepted by City Council	5	3	3	3	2	2

\*Type I applications include other staff-level review types such as sign permits, zoning confirmation requests, and natural resource construction management plans, etc.

### Why are these Measures Important to us?

Customer Service: We strive to provide timely and accurate information to property owners and developers, provide a high level of support to our volunteers, and assist citizens and business owners with understanding the rules that affect their property. We are documenting the amount of time it takes, to understand workload implications.

Meeting state-mandated and internally-set performance standards for land use review is important because missing these targets on a regular basis would put the City at risk for appeal, challenge, or court ordered approvals.

Tracking the volume of land use applications submitted is an indicator of how much staff time is needed to process applications, as well as an indicator of development and investment activity in the city.

Milwaukie's low rate of appeals probably results from several factors, including thorough staff and commission work, but also the types of decisions typically reviewed in Milwaukie. Still, a low appeal rate is important; a high rate of appeals for any reason would increase City expenses and warrant an examination as to how the rate could be lowered.

### Comments and Other Relevant Department Issues

The Planning Department's budget-related performance measures are primarily focused on the number of land use applications and the timing related to processing applications. Much the Department's work is focused on long-range projects, developing plans and implementing code requirements which address how the community will look and function in the future. The true success and performance of these projects must be measured qualitatively as well as quantitatively, over long-time periods. Regular community surveys and community indicators are the tools needed to monitor long term performance and success in achieving the goals and the community vision outlined in City's Comprehensive Plan.

## General Fund - Planning Services

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018			BN 2020			
	Actual	Actual	Actual	Estimate	Budget	<i>Proposed Biennial Budget</i>			
	FY 2015	FY 2016	FY 2017	FY 2018	BN 2018	FY 2019	FY 2020	Total	
<b>Personnel Services</b>									
Budgeted FTE Positions	4.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Salaries & Wages	\$ 326	\$ 333	\$ 405	\$ 432	\$ 837	\$ 886	\$ 445	\$ 454	\$ 899
Employee Benefits	136	132	170	193	363	373	204	236	440
<b>Total Personnel Services</b>	<b>462</b>	<b>465</b>	<b>575</b>	<b>625</b>	<b>1,200</b>	<b>1,259</b>	<b>649</b>	<b>690</b>	<b>1,339</b>
<b>Materials &amp; Services</b>									
Assisted Annexation Program	1	1	1	1	2	-	1	1	2
City Attorney	20	21	19	21	40	84	-	-	-
Dues & Subscriptions	2	3	2	3	5	8	3	3	6
Education & Training	6	4	5	6	11	16	9	9	18
Meeting Expenses	-	-	6	9	15	4	14	14	28
Professional Services	8	124	110	90	200	375	205	205	410
<b>Total Materials &amp; Services</b>	<b>37</b>	<b>153</b>	<b>143</b>	<b>130</b>	<b>273</b>	<b>487</b>	<b>232</b>	<b>232</b>	<b>464</b>
<b>Planning Services Total</b>	<b>\$ 499</b>	<b>\$ 618</b>	<b>\$ 718</b>	<b>\$ 755</b>	<b>\$ 1,473</b>	<b>\$ 1,746</b>	<b>\$ 881</b>	<b>\$ 922</b>	<b>\$ 1,803</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	City Council #200
<b>DEPARTMENT HEAD:</b>	Ann Ober
<b>DEPARTMENT HEAD EMAIL:</b>	obera@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7501
<b>DEPARTMENT LOCATION:</b>	City Hall, 2 <sup>nd</sup> 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 6:00 pm; and
- The Mayor and City Council individually represent the City by their membership on regional forums such as Metro’s Joint Policy Advisory Committee on Transportation.

### PERSONNEL DESCRIPTION

City Council department includes the Mayor and four Councilors.

### GOALS AND FOCUS FOR COMING BUDGET PERIOD:

Adopted Goals (Goals below are in no particular order and remain unranked by the City Council)

- Increase the amount of and the variety of Housing with a desire to improve affordability;
- Complete a Climate Action Plan(CAP) and begin implementation of climate related items called out in the Vision Action Plan and CAP; and
- Completion of Phase III of Milwaukie Bay Park.

### **Community Commitments**

- Construction of a new Ledding Library;
- Implementation of the SAFE program utilizing bonds;
- Overhaul of South Downton;
- Development of a new Comprehensive Plan;
- Completion of Wichita Park; and
- Completion of Kronberg Trail.

## General Fund - City Council

(Amounts in Thousands: \$100 = \$100,000)

	BN 2018					BN 2020			
	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Total	Budget BN 2018	<i>Proposed Biennial Budget</i>		
							FY 2019	FY 2020	Total
<b>Personnel Services</b>									
Budgeted FTE Positions	-	-	-	-	-	-	-	-	-
Council Stipends (1)	\$ 16	\$ 16	\$ 15	\$ 15	\$ 30	\$ 30	\$ 16	\$ 16	\$ 32
Employee Benefits	1	1	2	2	4	8	2	2	4
<b>Total Personnel Services</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>34</b>	<b>38</b>	<b>18</b>	<b>18</b>	<b>36</b>
<b>Materials &amp; Services</b>									
Advertising & Publicity	-	1	-	1	1	2	1	1	2
Willamette Falls TV	38	46	33	25	58	66	65	65	130
Dues & Subscriptions	-	-	1	1	2	4	2	2	4
Education & Training									
Available for Mayor	1	3	6	4	10	10	5	5	10
Available for Councilor #1	-	-	1	1	2	6	3	3	6
Available for Councilor #2	-	1	1	4	5	6	3	3	6
Available for Councilor #3	1	3	3	3	6	6	3	3	6
Available for Councilor #4	1	1	1	3	4	6	3	3	6
Events	-	-	25	38	63	73	15	5	20
General Council Meals & Travel	5	8	8	4	12	12	6	6	12
General Office Supplies	3	12	5	1	6	6	3	3	6
Professional Services	-	-	-	-	-	-	-	-	-
<b>Total Materials &amp; Services</b>	<b>49</b>	<b>75</b>	<b>84</b>	<b>85</b>	<b>169</b>	<b>197</b>	<b>109</b>	<b>99</b>	<b>208</b>
<b>City Council Total</b>	<b>\$ 66</b>	<b>\$ 92</b>	<b>\$ 101</b>	<b>\$ 102</b>	<b>\$ 203</b>	<b>\$ 235</b>	<b>\$ 127</b>	<b>\$ 117</b>	<b>\$ 244</b>

(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

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	City Attorney #NEW
<b>DEPARTMENT HEAD:</b>	To Be Determined (TBD)
<b>DEPARTMENT HEAD EMAIL:</b>	TBD
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	TBD
<b>DEPARTMENT LOCATION:</b>	TBD

### DEPARTMENT MISSION STATEMENT

Per the City Charter, the City Attorney is an officer of the City appointed by the City Council.

### HISTORY OR BACKGROUND OF CITY ATTORNEY

Tim Ramis, of Jordan Ramis PC a local law firm, was appointed as the City Attorney in 1988 and has performed the functions of the City Attorney since that time. On March 20, 2018, the City Council approved resolution 18-2018 directing the City Manager to draft a job description for an in-house City Attorney and seek applicants to interview no later than May 15, 2018; with the intent to have a full-time City Attorney on staff by July 1, 2018.

The proposed budget includes funds to maintain an external contract(s) for supplemental legal services as needed due to capacity or expertise required. The external contracts will be administered by the City Attorney.

### PERSONNEL DESCRIPTION

City Attorney's budget is proposed to include 1 FTE.

### GOALS AND FOCUS FOR COMING BUDGET PERIOD

The City Attorney's scope of work is anticipated to include the following:

- Advise City Council, commissions, boards and committees on matters coming before them in performance of their duties and relevant changes in the law;
- Advise City Manager, city departments and staff on legal affairs of the city and other agencies, and the status of laws;
- Attend City Council and Planning Commission meetings;
- Draft and review ordinances, codes, resolutions, contracts and orders for City Council;
- Draft and review contracts, agreements, letters and other legal documents for the City Manager and city departments;
- Represent the City of Milwaukie in litigation, appeals and administrative proceedings. Monitor and assist with legal proceedings handled by outside counsel;

- Conduct legal research and prepare memoranda on a wide range of topics and concerns;
- Represent the city and its boards, commissions, committees and officers on all legal matters including appeals of city decisions;
- Represent the city in intergovernmental relations;
- Assist in ensuring compliance with state and federal election requirements;
- Work with the Assistant City Manager to evaluate the impacts of state and federal legislation;
- Advise on code enforcement activities; and
- Provide updates and training regarding legislation and recommends changes in city policies and practices to comply with federal, state and local laws.

### General Fund - City Attorney

(Amounts in Thousands: \$100 = \$100,000)

	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual	Estimate	Total		<i>Proposed Biennial Budget</i>		
			FY 2017	FY 2018			FY 2019	FY 2020	Total
<b>Personnel Services</b>									
Budgeted FTE Positions	-	-	-	-	-	-	1.0	1.0	1.0
Salaries & Wages	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 136	\$ 147	\$ 283
Employee Benefits	-	-	-	-	-	-	60	73	\$ 133
<b>Total Personnel Services</b>	-	-	-	-	-	-	196	220	416
<b>Materials &amp; Services</b>									
Professional Services	-	-	-	-	-	-	50	50	100
Education & Training	-	-	-	-	-	-	2	2	4
General Office Supplies	-	-	-	-	-	-	2	2	4
<b>Total Materials &amp; Services</b>	-	-	-	-	-	-	54	54	108
<b>City Attorney Total</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250	\$ 274	\$ 524

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	City Manager #201
<b>DEPARTMENT HEAD:</b>	Ann Ober
<b>DEPARTMENT HEAD EMAIL:</b>	obera@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7501
<b>DEPARTMENT LOCATION:</b>	City Hall, 2nd Floor

### DEPARTMENT MISSION STATEMENT

The mission of the City Manager is to efficiently and effectively manage all City operations and implement policy decisions of the City Council.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Milwaukie City Charter, Section 27, generally defines the function of the City Manager as being "the administrative head of the government of the city". The charter specifically defines the powers and duties as:

- Advising the Council of the affairs and needs of the city;
- Ensuring that all ordinances are enforced and that the provisions of the franchises, leases, contracts, permits, and privileges granted by the city are fully observed;
- Appointment and removal of all city officers and employees and general supervision and control over them and their work;
- Acting as purchasing agent and budget officer for the city;
- Control of all public utilities owned and operating by the city, and general supervision over all city property; and
- Other duties required by the Charter or City Council.

### PERSONNEL DESCRIPTION

The City Manager's office consists of five full-time equivalents (5.0 FTE), which have responsibility for City administration.

### ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR

- Administered an interactive goal setting process and established goals;
- Held meetings with all City employees to provide updates about important projects, news and events, as well as encourage staff comradery;
- Redesigned the City's website consistent with city-wide branding standards to optimize its use by the public;
- Restructured Assistant to the City Manager role into a new Assistant City Manager position which oversees the City Engineering Director, Public Affairs Specialist and Public Affairs Coordinator;
- Produced six regional events: Umbrella Parade and Holiday Tree Lighting, Winter Solstice, Earth Day Clean-up, Arbor Day Celebration, Volunteer Appreciation Dinner, and Sunday Parkways;

- Provided support services for First Friday and Farmers Market seasonal events;
- Provided support to neighborhood association summer concert series and annual picnics;
- Convened quarterly city-wide neighborhood association meetings;
- Produced and distributed the Pilot newsletter to all addresses in 97222 zip code;
- Produced and maintained social media/web channel content;
- Produced, distributed, collected and analyzed citizen and business polls and surveys;
- Provided communication, marketing and graphic design services to all City departments;
- Provided staff liaison services to seven Neighborhood District Associations, the Arts Committee and the Parks and Recreation Board, to facilitate work plans goals and general administrative support;
- Enhanced the City's internal and external communications and brand;
- Assisted the City Council in legislative analysis and bill tracking; and
- Managed the Solarize Milwaukie program, including marketing, community outreach and educational workshops, and assisted 14 homeowners through the program

#### **GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Impart leadership to the organization as it provides fair and equitable municipal services for the community and to residents of Milwaukie;
- Lead, guide, service and direct each Department so they are sufficiently supported to be successful with their respective goals and day-to-day work plans; and
- Improve public outreach and community engagement for capital projects, special events, and volunteer activities.

**PERFORMANCE MEASURES**

INDICATORS AND MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
<b>COUNCIL/MGR ADMINISTRATION</b>						
City Council meetings attended	63	66	67	66	66	66
City Council meeting hours recorded	252	264	268	264	264	264
Hours liaising boards, commissions, and committees (BCC), Neighborhood District Association (NDA), and community stakeholder meetings	300	320	330	340	380	390
% of Council Goals tracked with quarterly Council Updates	100	100	100	100	100	100
% conclusion of Council regular meetings by 9:00pm	60	43	47	50	50	50
% Completion of Council study session meetings within three hours	90	90	100	80	80	80
<b>PUBLIC OUTREACH</b>						
Hours of Media Outreach	48	58	65	75	85	95
Months Pilot produced and mailed	12	11	11	11	11	11
Web updates published	48	58	150	175	200	250
Social media posts	520	780	1,040	1,040	1,040	1,040
Surveys/polls distributed*	n/a	5	7	7	8	9
City marketing collateral prepared	2	4	25	40	50	65
Event marketing collateral prepared	4	6	30	40	50	60
NDA marketing collateral prepared	2	4	6	8	8	8

NEIGHBORHOOD AND VOLUNTEER ENGAGEMENT						
NDA annual grant reports collected	7	7	7	7	7	7
NDA leadership meetings and trainings**	1	4	4	4	4	4
NDA weekly e-mail updates**	24	52	52	52	52	52
New BCC applications received	42	20	18	18	18	18
Adopt-a-Road participants	0	3	5	7	13	13
COMMUNITY EVENTS						
Events produced and coordinated***	4	6	6	6	8	8
Volunteers engaged in events	494	620	560	580	700	700
Businesses engaged in events	9	18	18	18	30	30
Staff engaged in events	6	10	10	10	20	20
Temporary event permits issued	24	26	26	26	30	30
In-kind volunteer hours tracked	3,580	4,150	3,760	3,820	4,200	4,200
Sponsorships and donations secured	2	16	18	22	25	25

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

\*\*As related to the library bond measure information effort.

\*\*\*As related to City rebranding and web refresh.

Why are Indicators and Measures Important to Us?
They establish benchmarks and give the City Council a process to evaluate actions against.
They demonstrate to residents that we are communicating with Council's constituency and to City businesses.

## General Fund - City Manager

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018			BN 2020			
	Actual	Actual	Actual	Estimate	Budget	<i>Proposed Biennial Budget</i>			
	FY 2015	FY 2016	FY 2017	FY 2018	BN 2018	FY 2019	FY 2020	Total	
<b>Personnel Services</b>									
Budgeted FTE Positions	4.0	4.0	5.0	5.0	5.0	5.0	5.0	5.0	
Salaries & Wages	\$ 354	\$ 423	\$ 523	\$ 516	\$ 1,039	\$ 1,053	\$ 529	\$ 545	\$ 1,074
Employee Benefits	150	181	202	226	428	514	257	301	558
<b>Total Personnel Services</b>	<b>504</b>	<b>604</b>	<b>725</b>	<b>742</b>	<b>1,467</b>	<b>1,567</b>	<b>786</b>	<b>846</b>	<b>1,632</b>
<b>Materials &amp; Services</b>									
Advertising and Publicity	79	127	76	58	134	191	120	122	242
City Attorney	62	41	68	60	128	96	-	-	-
Contractual Services	-	-	62	-	62	106	-	-	-
County Tourism Grant	-	4	-	-	-	40	-	-	-
Dues & Subscriptions	3	4	4	5	9	12	3	3	6
Education & Training	5	6	12	13	25	24	9	9	18
Events	-	-	12	40	52	46	58	58	116
Public Arts Fund	-	-	-	-	-	50	50	-	50
General Office Supplies	2	3	2	9	11	4	2	2	4
Miscellaneous	4	14	3	6	9	16	12	13	25
Professional Services	14	21	-	148	148	125	23	23	46
<b>Total Materials &amp; Services</b>	<b>169</b>	<b>220</b>	<b>239</b>	<b>339</b>	<b>578</b>	<b>710</b>	<b>277</b>	<b>230</b>	<b>507</b>
<b>City Manager Total</b>	<b>\$ 673</b>	<b>\$ 824</b>	<b>\$ 964</b>	<b>\$ 1,081</b>	<b>\$ 2,045</b>	<b>\$ 2,277</b>	<b>\$ 1,063</b>	<b>\$ 1,076</b>	<b>\$ 2,139</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Human Resources #209
<b>DEPARTMENT HEAD:</b>	Gary Rebello, CCP SPHR
<b>DEPARTMENT HEAD EMAIL:</b>	rebellog@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7506
<b>DEPARTMENT LOCATION:</b>	City Hall, 2nd Floor

### DEPARTMENT MISSION STATEMENT

The mission of the Human Resources Department is to attract, develop, retain, and motivate a productive workforce capable of providing quality services to the citizens of Milwaukie.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Human Resources Department is responsible for providing a full range of comprehensive human resources services and programs to the City including:

- Provide leadership and act as a resource to the organization in all aspects of human resources management;
- Enable the City to hire a skilled, diverse, and service oriented workforce;
- Provide leadership to create and maintain a cooperative labor/management relationship with the City's represented employees;
- Ensure legal compliance of the City in respect to personnel issues;
- Develop, implement, interpret, and maintain human resource policies, and procedures;
- Create and maintain an employee performance appraisal system that allows for an annual review of employee contributions and work performance;
- Ensure employees have comprehensive, affordable, and competitive benefits that are effectively administered and communicated;
- Coach department heads and supervisors relating to the management of employee performance, discipline procedures and conflict resolution;
- Manage the employee classification and compensation systems;
- Implementation and maintain employee Recognition and Wellness programs; and
- Provide training and development opportunities to managers, supervisors and employees.

### PERSONNEL DESCRIPTION

The Human Resources Department consists of two full-time equivalents (2.0 FTE); one Director and one HR Specialist. Together they provide the full range of Human Resource services to the City as listed above.

#### **ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- 457 Deferred compensation Retirement Plan: consolidated from three recordkeepers to one record keeper; substantially lowered Plan expenses (more money to employees); and increased employee retirement education;
- Implemented a workforce engagement survey; results shared with employees and plans developed to improve results;
- Leadership development initiatives including DiSC and TKI assessments and dialog with Director team;
- Developed a comprehensive Public Works job structure review of the utility divisions;
- Midyear bargaining regarding the City's wellness incentive policy successfully negotiated; brought both MPEA and AFSCME to the bargaining table simultaneously;
- Continued employee training and development initiatives including professional development through Learning Point Inc. and technical training through Kinetic Technology Solutions Inc; and
- Completed regular annual and semi-annual events and programs including:
  - Employee Total Compensation Statements
  - Recruitment
  - Harassment/Diversity training
  - Focal employee performance review process
  - VEBA vote
  - Summer Picnic and holiday party
  - Benefits open enrollment
  - Policy updates

#### **GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Negotiate successor MPEA and AFSCME collective bargaining agreements;
- Develop and implement a process to create a coaching vs. look back performance reviews;
- Enhance the new hire employee on-boarding experience;
- Enhance the City's employee wellness program; and
- Finalize the Public Works job releveling project.

## PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Labor contracts negotiated	1	1	1	1	0	2
Recruitments processed	28	23	21	23	21	25
Employment applications received	505	685	718	842	1,178	1,000
Number of new hires/orientations	20	26	23	30	25	25

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Percentage of regular status employees who successfully complete their first 180-days.	90	92	91	90	90	90
Average time to fill positions (Days)	50	45	52	50	50	50

### Why are these Measures Important to us?

The percentage of regular status employees that successfully complete their first 180 days indicates the Department's ability to make quality hiring decisions.

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

## General Fund - Human Resources

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018			BN 2020			
	Actual	Actual	Actual	Estimate	Budget	<i>Proposed Biennial Budget</i>			
	FY 2015	FY 2016	FY 2017	FY 2018		BN 2018	FY 2019	FY 2020	Total
<b>Personnel Services</b>									
Budgeted FTE Positions	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Salaries & Wages	\$ 163	\$ 170	\$ 177	\$ 188	\$ 365	\$ 358	\$ 192	\$ 198	\$ 390
Employee Benefits	68	70	74	79	153	171	82	97	179
<b>Total Personnel Services</b>	<b>231</b>	<b>240</b>	<b>251</b>	<b>267</b>	<b>518</b>	<b>529</b>	<b>274</b>	<b>295</b>	<b>569</b>
<b>Materials &amp; Services</b>									
Advertising & Publicity	4	5	5	5	10	10	5	5	10
City Attorney	3	9	5	15	20	20	10	10	20
Contractual Services	21	25	49	32	81	81	25	25	50
Dues & Subscriptions	-	1	1	1	2	2	1	1	2
Education & Training	11	8	7	25	32	26	15	15	30
Employee Recognition	6	6	6	7	13	16	8	8	16
General Office Supplies	1	1	2	1	3	2	2	2	4
Negotiation & Other Services	-	1	-	15	15	15	-	20	20
Wellness Program	2	-	-	-	-	4	3	3	6
<b>Total Materials &amp; Services</b>	<b>48</b>	<b>56</b>	<b>75</b>	<b>101</b>	<b>176</b>	<b>176</b>	<b>69</b>	<b>89</b>	<b>158</b>
<b>Human Resources Total</b>	<b>\$ 279</b>	<b>\$ 296</b>	<b>\$ 326</b>	<b>\$ 368</b>	<b>\$ 694</b>	<b>\$ 705</b>	<b>\$ 343</b>	<b>\$ 384</b>	<b>\$ 727</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Office of the City Recorder #217
<b>DEPARTMENT HEAD:</b>	Scott Stauffer, CMC
<b>DEPARTMENT HEAD EMAIL:</b>	stauffers@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7502
<b>DEPARTMENT LOCATION:</b>	City Hall, 2 <sup>nd</sup> Floor

### DEPARTMENT MISSION STATEMENT

The mission of the Office of the City Recorder (OCR) is to support the City Council, administer the City's records management program, and coordinate City elections. The OCR is responsible for ensuring that all of Oregon's public meeting and records laws are enforced in a timely and efficient manner. In addition, the OCR supports the City administration and has the privilege of working with community partners to promote Milwaukie's unique heritage.

### PURPOSE AND FUNCTION OF DEPARTMENT

The main functions of the OCR include:

- Supporting the administrative needs of the City Council, its advisory boards, and constituents by maintaining access to information as it relates to the legislative process.
  - Supporting Oregon's open decision-making policies and statutes through the publication and distribution of meeting times and locations, relevant documentation, and preparation and maintenance of agendas, minutes, and supporting documentation.
  - Administering the City's regular standing board, commission, and committee (BCC) recruitment and appointment processes; this does not include ad hoc, special purpose, or short-term project advisory groups, which are administered by other departments.
- Administering the City's records management program so that operational goals are met by making information readily available for prompt and cost-effective delivery.
  - Using technology and best practices to enhance access to information.
  - Providing access to City records in as many mediums as possible while maintaining the City's electronic storage and retrieval systems.
- Administering municipal elections by accepting and verifying filing materials, preparing and submitting proposed ballot titles, providing forms and information to the public, publishing election notices, and certifying election results.
- Working with community partners to promote Milwaukie's heritage by collaborating on special events and making historic documents available to the public.

### **HISTORY OR BACKGROUND OF DEPARTMENT**

The OCR is a general fund administrative service office that operates under the City Manager. As clerk of the City Council, the City Recorder supports and records all Council proceedings and manages all public records. The Recorder is charged with preparation of the agenda, maintenance of Ordinance and Council Resolution records, preparation of official meeting and legal notices, and processing of official documents and Council minutes. The Recorder also serves as the City Elections Officer. The OCR staff are responsible for technical webmaster assistance, administration of the City's electronic records management system, and provides various administrative support functions.

### **PERSONNEL DESCRIPTION**

The OCR consists of three full-time equivalents (3.0 FTE): one City Recorder (Department Director), one Records & Web Specialist (assigned to records management and website technical oversight support), and one Administrative Specialist II (assigned to duties of the OCR and records management).

### **ACCOMPLISHMENTS OF PRIOR/CURRENT FISCAL YEAR**

- Administered the local application of the Oregon Records Management Solution (ORMS) project as the City's electronic records management system;
- Began to administer the City's BCC recruitment process;
- Continued to implement changes in public records laws adopted by the Legislature;
- Continued to train and educate staff in support of professional certifications;
- Helped implement a social media archiving tool;
- Maintained reasonable and consistent preparation time of Council minutes;
- Maintained relationship with the Milwaukie Historical Society to celebrate City heritage;
- Met or exceeded statutory requirements for public meetings and public records;
- Provided timely responses to public records requests;
- Oversaw the transition of meeting video broadcasts and archiving to YouTube;
- Supported the City's Commemoration of the 50<sup>th</sup> anniversary of the Vietnam War; and
- Supported the City's 2017 website upgrade.

### GOALS AND FOCUS FOR COMING BUDGET PERIOD

- Conduct records audits to ensure electronic records that have met retention are purged;
- Continue to administer and streamline and document the BCC recruitment process;
- Continue implementation of ORMS citywide and provide training and support to staff;
- Continue to meet or exceed statutory requirements for public meetings and records;
- Continue to provide timely and complete responses to public records requests;
- Continue staff training and education toward certifications.; and
- Update the City's Disaster Recovery Manual for City Records.

### PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Council - # of Meetings	63	66	67	66	66	66
Council - # of Agenda Items	307	314	295	300	300	300
Council - # of Packets Printed	250	132	134	132	132	132
Council - # of Resolutions Adopted	99	115	110	90	90	90
Council - # of Ordinances Adopted	21	21	27	16	18	18
Council - # of BCC Applications	n/a	18	52	27	40	40
Council - # of BCC Appointments	31	45	42	40	40	40
Elections - # of Council or Measure Elections	1	2	1	0	1	0
Records (HPRM) - # of Digital Files Registered	12,381	52,819	81,998	10,000	10,000	10,000
Records (HPRM) - # of Digital Files Viewed	13,775	15,142	9,216	15,000	15,000	15,000
Records (HPRM) - # of Digital Files Deleted	404	406	637	700	800	900
Records (HPRM) - # of Files Published Online	NA	12,717	296	250	250	250
Records - Cubic Feet of Paper Files Purged	124	26	45	150	100	75
Record Requests - # per Fiscal Year	275	368	309	300	325	350

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Council - % of agendas posted 7 days before	99	100	100	99	100	100
Council - % of minutes approved in 30 days	63	55	91	95	95	95
Video Views (YouTube) – Council Meetings	n/a	n/a	n/a	121	200	250
Video Views (YouTube) – Cultural Events	n/a	n/a	n/a	36	40	40
Video Views (YouTube) – Heritage Programs	0	285	155	158	200	250
Record Requests - % submitted online	95	92	89	96	96	96
Record Requests - % acknowledged in 4 hours	100	100	100	100	100	100
Record Requests - % completed in 5 days	90	90	92	95	95	95

#### Why are these Measures Important to us?

Council and Elections – supporting the City Council and ensuring that public meeting and election laws are observed is a primary function of the OCR. Part of meeting administration is working to ensure that all citizens of Milwaukie can follow their elected leaders – either in person at a meeting, on local Comcast Channel 30, or online via YouTube. The performance measures listed above provide trackable data that reflect our commitment to providing these services and meeting these legal requirements.

Records – effective records management practices that meet public records laws and timely and accurate responses to public records requests are critical to the City's mission and to ensuring a transparent government. The measures above document the OCR's effectiveness in administering the City's records and information in an efficient manner.

### General Fund - Office of the City Recorder

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018			BN 2020			
	Actual	Actual	Actual	Estimate	Budget	<i>Proposed Biennial Budget</i>			
	FY 2015	FY 2016	FY 2017	FY 2018	BN 2018	FY 2019	FY 2020	Total	
<b>Personnel Services</b>									
Budgeted FTE Positions	3.5	3.5	3.0	3.0	3.0	4.0	3.0	3.0	3.0
Salaries & Wages	\$ 210	\$ 215	\$ 200	\$ 194	\$ 394	\$ 397	\$ 205	\$ 215	\$ 420
Employee Benefits	105	112	102	105	207	298	114	133	247
<b>Total Personnel Services</b>	<b>315</b>	<b>327</b>	<b>302</b>	<b>299</b>	<b>601</b>	<b>695</b>	<b>319</b>	<b>348</b>	<b>667</b>
<b>Materials &amp; Services</b>									
Contractual Services	2	-	-	-	-	-	3	3	6
Dues & Subscriptions	1	1	1	1	2	6	2	2	4
Education & Training	1	3	2	5	7	14	5	5	10
ERMIS Archiving	34	34	34	33	67	48	34	34	68
General Office Supplies	27	28	30	30	60	56	30	30	60
Professional Services	3	13	9	8	17	20	7	7	14
<b>Total Materials &amp; Services</b>	<b>68</b>	<b>79</b>	<b>76</b>	<b>77</b>	<b>153</b>	<b>144</b>	<b>81</b>	<b>81</b>	<b>162</b>
<b>Records and Info Mgmt Total</b>	<b>\$ 383</b>	<b>\$ 406</b>	<b>\$ 378</b>	<b>\$ 376</b>	<b>\$ 754</b>	<b>\$ 839</b>	<b>\$ 400</b>	<b>\$ 429</b>	<b>\$ 829</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Code Enforcement #215
<b>DEPARTMENT HEAD:</b>	Steve Bartol
<b>DEPARTMENT HEAD EMAIL:</b>	bartols@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7416
<b>DEPARTMENT LOCATION:</b>	Public Safety Building

### DEPARTMENT MISSION STATEMENT

The mission of the Code Enforcement Department is to achieve neighborhood preservation, code compliance and nuisance abatement. To facilitate the inter-agency coordination often required to solve neighborhood livability problems within the City and along its borders.

### PURPOSE AND FUNCTION OF DEPARTMENT

Staff accomplishes this work through:

- Public education about codes and nuisances;
- Emphasizing voluntary compliance before enforcement;
- Conflict resolution; and
- Resource referral and abatement.

### PERSONNEL DESCRIPTION

The Code Enforcement Department is currently comprised of one full-time employee and one half-time employee (1.5 FTE) and is responsible for conducting code compliance cases for the entire City of Milwaukie and parking enforcement in the downtown area. Municipal code enforcement is handled by the Code Compliance Coordinator (1 FTE). Downtown parking enforcement is handled by the Parking Enforcement Officer (0.5 FTE).

### ACCOMPLISHMENTS OF PRIOR YEAR/CURRENT YEAR

- Coordinated two abatements of nuisance properties;
- Informed approximately 140 properties that the invasive Tree of Heaven was located on their property;
- Helped select a new code compliance case tracking system. The same program will be used for business licenses, alarm permits and more;
- Purchased and implemented a new ticket writing machine for the parking enforcement officer's use during downtown enforcement. The machine electronically tracks vehicles during the day without physically touching the car;
- Hired and trained a new employee for downtown parking enforcement;

- Coordinated with Finance, Public Works, Engineering and the City Manager's office regarding the use of temporary parking permits and parking variances used for contractors in the downtown area; and
- Coordinated with Finance on implementing a new parking permit system for the employees of downtown Milwaukie. The new system saves on costs on permits and makes it easier for customers to renew their permit.

#### GOALS AND FOCUS FOR COMING BUDGET PERIOD

- Achieve 90% case resolution prior to citation for all code cases; and
- Coordinate with Finance department at considering lien foreclosure on habitual nuisance properties.

#### PERFORMANCE MEASURES

WORKLOAD INDICATORS	F15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
City Council, Boards & commissions meetings attended	3	3	3	2	4	4
Parking citations issued	162	1258	936	900	900	900
Code citations issued	126	84	79	85	85	85
Total code cases generated	863	812	764	950	800	800
---Citizen generated	469	406	351	350	350	350
---Other City staff generated	139	149	151	200	200	200
---Code staff generated	255	257	262	400	250	250

PERFORMANCE MEASURES	F15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Percentage of Cases Where No Violation Existed	16	16	14	20	20	20
Percentage of Compliance after Notice(s)	72	74	79	70	70	70
Percentage of Compliance after Citation	11	10	7	9	9	9
Number of Properties in Compliance after Abatement Notice Posted	1	0	0	3	1	1
Properties Cleaned by City	1	0	1	2	3	3
Weekly Average of Hours Spent Conducting Parking Enforcement in Downtown	12	15	13	18	18	18

### Why Are These Measures Important to Us?

These measures show how effective compliance staff is at getting voluntary compliance versus a more formal code enforcement action. Code enforcement strives to resolve code cases without issuing a citation wherever possible, as this is beneficial to our citizens and is more cost effective for the City. We try to resolve complaints through education and professionalism with our citizens.

Code enforcement case resolution percentages (Performance Measures) listed are based upon the number of resolved cases for a particular fiscal year, while the total code enforcement generated (Workload Indicators) indicates the number of new enforcement cases opened in a particular fiscal year. This distinction was needed to capture the code enforcement cases resolved during this fiscal year that were opened during a previous fiscal year.

### General Fund - Code Enforcement

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018			BN 2020			
	Actual	Actual	Actual	Estimate	Budget	<i>Proposed Biennial Budget</i>			
	FY 2015	FY 2016	FY 2017	FY 2018		BN 2018	FY 2019	FY 2020	Total
<b>Personnel Services</b>									
Budgeted FTE Positions	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Salaries & Wages	\$ 74	\$ 81	\$ 84	\$ 83	\$ 167	\$ 171	\$ 90	\$ 95	\$ 185
Employee Benefits	43	47	48	54	102	104	58	67	125
<b>Total Personnel Services</b>	<b>117</b>	<b>128</b>	<b>132</b>	<b>137</b>	<b>269</b>	<b>275</b>	<b>148</b>	<b>162</b>	<b>310</b>
<b>Materials &amp; Services</b>									
Clean-up Abatement	2	-	8	21	29	30	15	15	30
Contractual Services	5	4	7	11	18	22	11	11	22
Dues & Subscriptions	-	-	-	-	-	2	1	1	2
Education & Training	-	1	1	1	2	4	2	2	4
General Office Supplies	2	9	5	6	11	12	6	6	12
Professional Services	52	89	4	5	9	20	10	10	20
<b>Total Materials &amp; Services</b>	<b>61</b>	<b>103</b>	<b>25</b>	<b>44</b>	<b>69</b>	<b>90</b>	<b>45</b>	<b>45</b>	<b>90</b>
<b>Code Enforcement Total</b>	<b>\$ 178</b>	<b>\$ 231</b>	<b>\$ 157</b>	<b>\$ 181</b>	<b>\$ 338</b>	<b>\$ 365</b>	<b>\$ 193</b>	<b>\$ 207</b>	<b>\$ 400</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Police Department
<b>DEPARTMENT HEAD:</b>	Steve Bartol
<b>DEPARTMENT HEAD EMAIL:</b>	bartols@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7416
<b>DEPARTMENT LOCATION:</b>	Public Safety Building

### DEPARTMENT MISSION STATEMENT

It is the mission of the Milwaukie Police Department to protect life and property and treat all residents with respect and dignity. We strive to maintain and enhance community livability by implementing problem solving partnerships, actively educating the community to be safe and to maintain a public safety environment where integrity and high standards of professionalism prevail.

### PURPOSE AND FUNCTION OF DEPARTMENT

Below are the responsibilities of the Police Department:

- Seek opportunities for positive community engagement;
- Respond to calls for service;
- Traffic enforcement/investigation;
- Criminal investigation including follow-up detective investigations;
- Property room management;
- Major crime investigations; and
- Support of state and federal task force operations.

### PERSONNEL DESCRIPTION

The Milwaukie Police Department consists of forty-one and 1/4 full-time equivalents (41.25 FTE) and is divided in two divisions, Operations and Administration. Each division is overseen by one of two Captains who report directly to the Chief of Police.

The descriptions of the departmental divisions are described when at "Full Staffing." Many of the specialty units including the traffic team, the K9 teams, the interagency narcotics team, the school resource officer and one of the TriMet police positions are only staffed when all FTE positions are full. During times of personnel shortages, employees assigned to specialty units are rolled back in to patrol in order to fulfill our core function of patrol services.

The **Operations Division** consists of patrol, traffic, K9 and officers assigned to the TriMet Police Department.

The **Patrol Division** consists of six patrol sergeants and 16 patrol officers. Included in the 16 patrol officers is one K9 Team. The patrol division is a 24/7 operation divided into three shifts. These officers primary function is to respond to calls for service and they serve as the public face of the Department.

In 2015, we added a half time Downtown Community Policing Officer whose mission is to work with the downtown business associations, Youth Move focusing on neighborhood livability and safety issues related to the TriMet Orange Line. We believe this position has played an important role in maintaining the safe and livable downtown.

Working alongside the patrol division is the traffic team. This team is supervised by one of the patrol division sergeants and is comprised of two full time traffic enforcement officers (when fully staffed). Although they augment the patrol division, their primary responsibility is traffic enforcement and safety.

In addition to the officers assigned to patrol and traffic, we have one sergeant and two patrol officers assigned to the TriMet Police Department. This is an inter-agency police department charged with public safety on buses and trains in the greater Portland metro area. TriMet reimburses Milwaukie for 105% of these officers' total compensation for their use.

We also have three officers assigned to the Clackamas County Inter-Agency SWAT Team, and two officers assigned to the Hostage Negotiation Team (HNT). This assignment is ancillary to their regular duties. The officers train every other week with the team, then respond to emergencies County-wide when the team is activated by one of the partner agencies. The purpose of both teams is the preservation of life and safe resolution of complex crisis situations. We believe the extra training and exposure to the more complex situations that develop within Clackamas County greatly enhance our officers' skill set in de-escalation and crisis intervention, which ultimately benefits the citizens of Milwaukie.

The **Administrative Division** consists of detectives, property/evidence technician, the school resource officer and records management.

The **Detectives Division** consists of one sergeant and four detectives. Two of the detectives are general assignment. They investigate both property and person crimes from burglary and theft to serious assaults, sex crimes, child abuse and homicide. The third detective assists general assignment detectives but specializes in computer forensics and crime scene processing.

The fourth detective (when at full staffing) is assigned to the Clackamas County Inter-Agency Narcotics Task Force which investigates drug-related crimes throughout the County. Their investigations range from neighborhood problem solving to larger regional level narcotic cases.

We have one full time, civilian, property/evidence technician. Who reports to the Administrative Captain and is responsible for all evidence and property seized by officers and detectives. She is responsible for tracking, storing and when necessary transporting evidence to the State crime lab for examination. She is also responsible for purging items from inventory once retention requirements are met.

The School Resource Officer (SRO) also reports to the Administrative Captain. During the school year she works primarily at the high school, but is available to the junior high and grade schools as needed. In the summer months, the SRO assists the Detectives Division. This allows officers assigned to the SRO position to get exposure to more complicated investigations in the form of a detective training program.

The **Records Management Division**, comprised of two full-time records management specialists and one full time Records Supervisor, is responsible for maintaining all the Police Department's records and reports. They are responsible for providing high-quality service to both internal and external customers through the accurate, timely, and efficient management of the Police Department's records. We also have one full time Administrative Assistant who supports the Chief and two Captains.

#### **ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- Continued participation in the cooperative regional efforts that provide security to our residents. These efforts included, but were not limited to: The TriMet Police Department, the Clackamas County Major Crimes Team, the Interagency Drug Task Force and the Clackamas County Inter Agency SWAT Team / HNT Team;
- Maintained commitment to public outreach through programs like the Bike for Kids program, shred day, narcotics turn-in day and participating in NDA and PSAC activities. Initiated a new program "Coffee with a Cop";
- Awarded five officers with meritorious service award for life saving actions;
- Provided advanced crisis intervention training four officers;
- Career Development and Succession Planning:
  - Graduation of two sergeants from the Southern Police Institute's Administrative Officer Course,
  - Graduated three officers from the regional sergeant's academy,
  - Provided opportunity for three officers to work as acting sergeants,
  - Promoted one sergeant to Captain and one officer to Sergeant;
- Implementation of the new Mark 43 records management system;
- Implementation of the new Computer Aided Dispatch System; and
- Recruited and hired two new police officers to fill previously unfilled vacancies. Currently conducting processes to fill three vacancies created by recent retirements.

## GOALS AND FOCUS FOR COMING BUDGET PERIOD

- Continue prior goals of providing quality public safety services to our community;
- Continue to work proactively with citizen groups, other City departments and other law enforcement partners to develop effective strategies for maintaining a safe and livable community;
- Effective recruitment and retention of quality personnel (ongoing); and
- Fill the vacant specialty unit positions (Traffic, TriMet Police, Drug Team) as our new recruits are released from training;
- Continue to provide career development and leadership opportunities for ongoing succession planning;
- Develop and train additional officers to coach new recruits through the Field Training and Evaluation Program (FTEP) to accommodate new hires over the next two years;
- Through implementation of new technologies, enhance the use of analytics and data driven enforcement strategies; and
- In-service training on diversity for the entire department.

## OPERATIONS DIVISION PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Priority one calls	2,024	1,190	2,340	2,350	2,345	2,345
Priority two calls	1,543	1,304	1,449	1,518	1,483	1,483
Alarm calls	511	522	533	465	471	495
Total police contacts	22,820	24,803	23,484	22,870	23,177	23,777
Average contacts per day	62	62	64	62	63	63
Injury traffic crashes with case numbers	46	44	38	35	39	37
Non-injury traffic crashes with case numbers	105	135	121	138	131	130
Total traffic accidents	151	179	159	173	170	167
Number of citations issued by patrol	5,580	3,650	2,224	2,500	2,500	2,500
Number of citations issued by patrol	5,580	3,650	2,224	2,500	2,500	2,500

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Average response time to priority one calls (hh:mm:ss)	0:04:11	0:04:23	0:04:29	0:04:43	0:04:45	0:04:52
Average response time to priority two calls (hh:mm:ss)	0:05:01	0:04:28	0:04:37	0:04:08	0:04:37	0:04:40

### Why are these Measures Important to us?

Priority one calls represent those calls for service with the greatest danger to our citizens. Our ability to respond in a timely manner directly affects the safety of our community.

Traffic safety is a priority for the citizens of Milwaukie. The number of traffic citations issued and the number of accidents that occur are a direct reflection of our efforts and strategies to increase traffic safety in our City. The estimates for Citations issued for 2018 is based off the first 6 months' performance. The estimates for citations issued moving forward was left at status quo. This is to reflect the loss of the Photo Radar program, and the increase in Priority One and Two calls which leaves less time for self-initiated activity. If we are able to staff the second traffic position full time, these numbers could go up.

### Comments and Other Relevant Department Issues

In addition to responding to calls for service, the Milwaukie Police Department looks to fulfill its mission to maintain and enhance community livability by implementing problem solving partnerships, actively educating the community to be safe, and to maintain a public safety environment where integrity and high standards of professionalism prevail. This is accomplished by our active participation in each of the seven NDA groups, and by our collaboration with the Milwaukie Public Safety Advisory Committee (PSAC), and other community policing initiatives. Through these efforts we are able to build those critical partnerships needed to effectively reduce crime and the fear of crime in our community.

### Special Notes

Traffic crash data was pulled from RegJIN. It should be noted that one of the two traffic officer positions remain unfilled due to shortages.

Due to our new records management system, some of the statistics may be off (+/-) by a few numbers. This is due to the conversion from our old records system into our new one.

Statistics regarding calls for service, response times and traffic stops come from LOCOM's CAD System.

## RECORDS MANAGEMENT PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Reports / cases processed by records department	5,105	5,695	5,060	4,638	5,131	4,943
Number of discovery request processed	58	49	47	36	44	42
Pieces of evidence / property received in property room	2,998	3,212	2,962	3,304	3,318	3,205

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Number of vehicle releases processed	105	135	236	188	233	219
Pieces of evidence / property purged from property room	3,540	3,068	2,433	2,590	3,021	2,230

### Why are these measures important to us?

Completing these processes accurately and in a timely manner is not only required by State law, but also helps reduce liability, assist our external partners such as the District Attorney's Office and other law enforcement agencies fulfill their missions, and keeps the Police Department running efficiently.

### Comments and Other Relevant Department Issues

We are currently tracking 14,279 items of evidence and property in our custody. The estimates on reports for FY 2016 are the average of the last four years. The estimate for FY 2017 is the average number for FY 2016 multiplied by 1.5. We added additional cases processed due to our new record management system and how it requires case numbers for incidents that our previous system did not.

## General Fund - Police Department

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018				BN 2020		
	Actual	Actual	Actual	Estimate	Total	Budget	<i>Proposed Biennial Budget</i>		
	FY 2015	FY 2016	FY 2017	FY 2018		BN 2018	FY 2019	FY 2020	Total
<b>Personnel Services</b>									
Budgeted FTE Positions	41.85	41.85	42.75	42.75	42.75	42.75	41.25	41.25	41.25
Salaries & Wages	\$ 3,488	\$ 3,597	\$ 3,799	\$ 3,918	\$ 7,717	\$ 7,791	\$ 4,094	\$ 4,246	\$ 8,340
Employee Benefits	1,620	1,694	1,818	1,911	3,729	3,879	2,048	2,441	4,489
<b>Total Personnel Services</b>	<b>5,108</b>	<b>5,291</b>	<b>5,617</b>	<b>5,829</b>	<b>11,446</b>	<b>11,670</b>	<b>6,142</b>	<b>6,687</b>	<b>12,829</b>
<b>Materials &amp; Services</b>									
City Attorney	4	12	3	3	6	24	-	-	-
911 Dispatch (LOCOM)	408	419	452	474	926	945	477	486	963
AFF Equitable Share	13	8	-	36	36	36	20	-	20
Community Safety Upgrades	7	2	8	8	16	-	-	-	-
Contractual Services	130	136	110	150	260	300	150	150	300
Conviction Fee (\$25 per)	78	107	55	17	72	213	-	-	-
Dues & Subscriptions	4	2	2	1	3	4	2	11	13
Education & Training	43	33	46	64	110	110	55	73	128
General Office Supplies	13	12	14	17	31	36	15	15	30
Public Safety Supplies	118	96	101	200	301	240	120	120	240
Photo Radar Lease	24	21	23	11	34	48	-	-	-
Professional Services	5	4	2	9	11	30	15	15	30
<b>Total Materials &amp; Services</b>	<b>843</b>	<b>840</b>	<b>813</b>	<b>987</b>	<b>1,800</b>	<b>1,986</b>	<b>854</b>	<b>870</b>	<b>1,724</b>
<b>Capital Outlay</b>	<b>91</b>	<b>106</b>	<b>146</b>	<b>150</b>	<b>296</b>	<b>300</b>	<b>150</b>	<b>150</b>	<b>300</b>
<b>Police Total</b>	<b>\$ 6,042</b>	<b>\$ 6,237</b>	<b>\$ 6,576</b>	<b>\$ 6,966</b>	<b>\$ 13,542</b>	<b>\$ 13,956</b>	<b>\$ 7,146</b>	<b>\$ 7,707</b>	<b>\$ 14,853</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Facilities Management #206
<b>DEPARTMENT HEAD:</b>	Peter Passarelli
<b>DEPARTMENT HEAD EMAIL:</b>	passarellip@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7680
<b>DEPARTMENT LOCATION:</b>	Public Works Building

### DEPARTMENT MISSION STATEMENT

The mission of the Facilities Department is to maintain and improve all City-owned buildings and properties. The Facilities Department shall assess condition, budget, plan and prioritize projects in a manner that not only demonstrates effective stewardship of public resources, but also supports greater City goals and vision. The Facilities Department demonstrates clear, professional communication, stellar customer service, timeliness and efficiency.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Department's purpose is to:

- Maintain, repair, construct, as well as oversee the remodeling and repair of buildings and properties;
- Create contracts and Manage Contractors for issues ranging from roof replacement to alarm systems;
- Recommend, scope, and manage CIP projects and funds;
- Make recommendations and decisions that lead to greater energy efficiency (from HVAC set points to new boilers and increased insulation);
- Align decisions with and pursue greater City goals. The Facilities division participates in Energy Trust's Strategic Energy Management Program to reduce energy use. Staff monitors and report on energy use, trends and opportunities;
- Perform preventive maintenance activities that ensure building and property systems are functioning properly to protect and preserve City assets;
- Provide comfortable, secure, clean and professionally maintained work areas for city employees;
- Respond promptly and professionally to service requests for heating, cooling, carpentry, painting, repair, electrical, moving, office reconfigurations, remodeling, plumbing, security, and cleaning issues;
- Provide 24/7 on-call service 365 days a year; and
- Perform general contracting work for repair and capital project completion including heating, cooling, ventilation, architectural, structural, landscaping, irrigation, painting, cleaning, electrical, plumbing, remodeling, and office reconfigurations.

## **PERSONNEL DESCRIPTION**

The Facilities Department consists of three equivalents (3.0 FTE): one Facilities Supervisor (50%, shared with Fleet), two Facilities Maintenance Technicians, and .5 Administrative help (50%, shared with Fleet). The staff has extensive experience in facilities maintenance, as well as project management. Contractors and consultants are employed for work such as architectural, heating, cooling, irrigation, carpentry, landscaping, electrical, plumbing, and structural issues.

## **ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- Fully used facility asset management software to track work; all requests captured by work orders;
- Created and managed 23 contracts to repair or improve city facilities as well as our own facilities techs to complete: installation of emergency generator at PSB, Pond House repair, PSB carpet replacement, CD permit window upgrade, a purge of the Harvey campus, upgraded City Hall vehicle charging station, cube re-org in Ops building, remote gate openers at JCB, replaced gate opener at JCB and added functionality, remodeled JCB 'annex' to add 2-4 offices, disposed of unmarked drums from the Coho site, replaced fuel monitoring system in fleet, identified and prepared Harvey Firehouse for Library collection storage, resurfaced two stairwells, replaced Harvey Firehouse roof and garage door, and replaced JCB PW emergency generator;
- Saved city approximately \$8000 dollars by performing carpentry work at the pond house;
- Identified monies and re scoped our Ameresco contract to convert all light bulbs to LED, and update HVAC controls software, resulting in guaranteed savings of over \$17000/yr.;
- Continued participation in the Energy Trust of Oregon's Strategic Energy Management (SEM) program resulting in \$3000 in cash incentives and approximately \$11,000 in energy savings;
- Re-established numerous critical service contracts including electrical and HVAC services;
- Maintained the aging library roof and HVAC system in working order without investment; and
- Contracted for a complete facilities condition assessment.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Use the new facilities condition assessment to re prioritize and inform future CIP schedule as well as higher level decisions concerning city property;
- Gain knowledge, incentives and methods from the SEM program;
- Obtain excellent reviews from other departments for timeliness, communication, effectiveness, and friendliness;
- Maintain City-owned buildings to the highest standards possible within budget constraints;
- Implement solutions to decrease energy consumption in City facilities and report on progress;
- Use new HVAC controls to meet our customers' needs more effectively while simultaneously decreasing energy usage; and
- Continue to obtain grants and/or incentives for water and energy efficiency upgrades to achieve sustainability goals.

**PERFORMANCE MEASURES**

WORKLOAD INDICATORS	FY16	FY17	FY18 (est.)	FY 19 (est.)	FY 20 (est.)
Work orders	1,273	1,041	1,000	1,000	1,000
Percentage work orders completed	81	90	87	90	90
Contracts executed	3	12	25	20	20

**Why are these Measures Important to us?**  
 Measures provides context for work load. Work orders not completed are reviewed for context or justification.

**Comments and Other Relevant Department Issues**  
 The facilities department re-assessed and re-prioritized preventative maintenance and Capital Improvement projects and will use a pending condition assessment to prioritize projects for coming years. Capital Improvement Projects (CIP) are projects with a budget \$10,000 or more, with a life of at least one year. The projects are listed in the City's Capital Improvement Plan. Project priority is based heavily on available funding.  
 Facilities is currently establishing baseline efficiency metrics per building to create a baseline from which to record energy use metrics in the future.

**General Fund - Facilities Management**

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018				BN 2020		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2015	FY 2016	FY 2017	FY 2018		BN 2018	FY 2019	FY 2020	Total
<b>Personnel Services</b>									
Budgeted FTE Positions	2.0	2.0	2.0	3.0	2.0	2.0	3.0	3.0	3.0
Salaries & Wages	\$ 146	\$ 164	\$ 139	\$ 202	\$ 341	\$ 360	\$ 213	\$ 225	\$ 438
Employee Benefits	70	76	64	115	179	191	124	144	268
<b>Total Personnel Services</b>	<b>216</b>	<b>240</b>	<b>203</b>	<b>317</b>	<b>520</b>	<b>551</b>	<b>337</b>	<b>369</b>	<b>706</b>
<b>Materials &amp; Services</b>									
<b>Contractual Services:</b>									
Carpentry	-	-	3	2	5	10	10	10	20
Electricians	10	5	4	16	20	20	15	15	30
HVAC	28	90	7	13	20	50	20	20	40
Landscaping	84	73	86	84	170	170	100	100	200
Painting	10	1	-	8	8	149	25	25	50
Plumbing	16	6	1	4	5	20	8	8	16
Dues & Subscriptions	1	-	-	11	11	2	8	8	16
Education & Training	3	1	1	2	3	6	3	3	6
Facility Repairs	100	112	48	52	100	195	50	50	100
Materials & Supplies	2	5	5	15	20	10	8	8	16
Preventative Maintenance	31	31	38	12	50	90	38	38	76
Professional Services	1	1	12	18	30	10	40	40	80
Property Taxes	7	8	9	10	19	16	10	10	20
Special Projects	-	20	49	340	389	70	36	36	72
<b>Utilities:</b>									
Electricity	120	123	121	120	241	230	100	100	200
Janitorial	124	133	155	117	272	272	170	170	340
Natural Gas	28	31	36	33	69	69	26	26	52
Refuse Disposal	22	27	26	42	68	47	45	45	90
Water/Swr/Storm/St	76	81	92	108	200	160	115	125	240
<b>Total Materials &amp; Services</b>	<b>663</b>	<b>748</b>	<b>693</b>	<b>1,007</b>	<b>1,700</b>	<b>1,596</b>	<b>827</b>	<b>837</b>	<b>1,664</b>
<b>Debt Service (Oregon SELP Loans)</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>20</b>	<b>35</b>	<b>36</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital Outlay</b>	<b>352</b>	<b>12</b>	<b>49</b>	<b>207</b>	<b>244</b>	<b>343</b>	<b>490</b>	<b>280</b>	<b>770</b>
<b>Facilities Management Total</b>	<b>\$ 1,246</b>	<b>\$ 1,015</b>	<b>\$ 960</b>	<b>\$ 1,551</b>	<b>\$ 2,499</b>	<b>\$ 2,526</b>	<b>\$ 1,654</b>	<b>\$ 1,486</b>	<b>\$ 3,140</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Fleet Services #208
<b>DEPARTMENT HEAD:</b>	Peter Passarelli
<b>DEPARTMENT HEAD EMAIL:</b>	passarellip@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7614
<b>DEPARTMENT LOCATION:</b>	Johnson Creek Building

### DEPARTMENT MISSION STATEMENT

The mission of the Fleet Services Department is to recommend, purchase, and repair City vehicles and equipment to ensure the health and safety of our residents, and keep critical Police and Public Works vehicles performing. The Fleet Division maintains and repairs City vehicles and equipment to: maximize their economic service life, ensure the lowest lifetime maintenance and repair, produce the lowest environmental costs, and minimize vehicle and equipment downtime. The Fleet Department performs continual analysis of our Fleet to minimized both monetary and environmental costs while providing effective, well maintained vehicles.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Fleet Services Department provides the following functions:

- Vehicle and equipment maintenance and repair including technical, specialty, motorized, and heavy equipment;
- Operate and staff an organized full service shop providing timely repair and scheduled preventative maintenance for the City's fleet (approximately 100 vehicles and 140 pieces of equipment);
- Contract to provide fleet maintenance for the smaller vehicle fleets of Clackamas River Water (CRW) and Sunrise Water Authority (SWA), (about 60 vehicles and equipment total) on an as-requested basis and as City workload allows;
- Oversee specialty contract repair and maintenance such as bodywork, electrical, and software;
- Organize and analyze usage data to facilitate purchasing of new vehicles, software, and equipment; and
- Surplus City vehicles in a timely fashion.

### HISTORY OR BACKGROUND OF DEPARTMENT

The City's Fleet Services Department has been located at the Johnson Creek Boulevard facility since the facility opened in 1990. The City owns a diverse fleet of equipment ranging from heavy backhoes and street sweepers to electric vehicles to police cruisers to chainsaws. The diversity of the fleet as well as the urgent nature of equipment requires consistent training and aggressive turn times.

## **PERSONNEL DESCRIPTION**

Fleet Services Department consists of three full-time equivalents (3.0 FTE); one Fleet Lead and two mechanics, with supervision provided by the Fleet Supervisor (.5) shared with Facilities, and administrative support staff provided by a Public Works Administrative Specialist III (.5) shared with Facilities.

## **ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- Fleet department generated approximately \$23,000 in revenue (2017) for the General Fund from the SWA and CRW outside contracted work;
- Each year the City's used oil from our vehicles is picked up by a company called ORRSCO, which recycles the used oil and turns it into heating fuel for use by low income families in Clackamas County;
- Performed all preventative maintenance and DEQ inspections on all City, CRW and SWA vehicles and equipment on schedule;
- Documented and maintained a meticulous file on all equipment, parts, and vehicles;
- Maintained an organized shop and parts storage;
- Ordered and purchased the new vehicles from our 2017-18 budget;
- Replenished fleet stocks on schedule to minimize down time;
- Fleet department sold 3 pieces of surplus vehicles for a total value of \$4k in 2017, and anticipate selling 14 vehicles/equipment for a total of \$78k in 2018;
- Saved 450 gallons of fuel by replacing vehicles with more efficient versions; and
- Reduced Fleet size by 6 vehicles by further sharing.

## **GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Continue to provide customers with professional service and communication, keeping downtime to a minimum;
- Continue education and training to ensure that mechanics are keeping up with the new vehicle components and retain the necessary CEU's to keep ASE and DEQ certifications in force;
- Obtain training for hybrid and plug in electric vehicles;
- Align and justify fleet vehicle use with true needs. Continue demonstrating clear justification for vehicles and aggressively target low mileage, low use, and inefficient vehicles to control costs and 'right size' the City Fleet;
- Research opportunities for light and medium duty truck conversion to EV or other low carbon fuels;
- Begin tracking average miles per vehicle per year to demonstrate the fleet is right sized; and
- Begin tracking average miles per gallon to show our fleet is gaining efficiency.

## PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Number of vehicles maintained	140	142	148	144	138	138
Pieces of equipment maintained	196	196	200	204	180	180
Total Service Requests	*	*	208	220	220	220
Total Preventative Maintenance	*	*	155	160	160	160
Revenue from SWA, CRW (in thousands)	*	28	23	25	25	25

OVERALL FLEET	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Average MPG across fleet	*	*	7.6	7.8	8.2	8.5
Average miles per vehicle per year	*	*	2,224	2,575	2,800	2,800
Percent of fleet vehicles within preventative maintenance schedules	100	100	100	100	100	100

\*Values are not readily available due to software change in 2016.

### Why are these Measures Important to us?

Workload indicators provide context for overall workload and demonstrate efficiency of the fleet shop

Overall Fleet Metrics speak to the efficiency of fleet vehicles as well as demonstrate the City Fleet is appropriately sized.

### Comments and Other Relevant Division Issues

There are many aspects to effective fleet vehicle management. Firstly, we make sure all vehicles are justified by reviewing mileage and requiring supervisors to justify vehicles. Secondly, we purchase the most efficient vehicles possible (we purchased two plug ins and two hybrids this year, replacements average 30% more efficient). Thirdly, we use condition and cost analysis to justify replacing a vehicle rather than age. Fourthly, we are encouraging a greater level of sharing between departments to ensure our fleet is 'right sized'. Each of these efforts toward a smaller (cheaper) fleet and more efficient vehicles contribute toward our greater city goals of efficiency and environmental stewardship

## General Fund - Fleet Services

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018			BN 2020			
	Actual	Actual	Actual	Estimate	Budget	Proposed Biennial Budget			
	FY 2015	FY 2016	FY 2017	FY 2018	BN 2018	FY 2019	FY 2020	Total	
<b>Personnel Services</b>									
Budgeted FTE Positions	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Salaries & Wages	\$ 172	\$ 191	\$ 172	\$ 194	\$ 366	\$ 383	\$ 197	\$ 209	\$ 406
Employee Benefits	100	107	111	85	196	272	86	102	188
<b>Total Personnel Services</b>	<b>272</b>	<b>298</b>	<b>283</b>	<b>279</b>	<b>562</b>	<b>655</b>	<b>283</b>	<b>311</b>	<b>594</b>
<b>Materials &amp; Services</b>									
Dues & Subscriptions	1	1	-	2	2	2	2	2	4
Education & Training	2	2	1	2	3	6	3	3	6
Fees & Licenses	1	1	3	1	4	4	2	2	4
General Office Supplies	-	1	1	1	2	2	1	1	2
Other - Materials & Supplies	6	7	2	7	9	12	5	5	10
Professional Services		1	1	2	3	4	2	2	4
Repairs, Fuel & Parts:						-	-	-	
Fuel & Oil Purchases	129	105	100	130	230	280	130	130	260
Fleet Repair Parts	130	166	133	117	250	350	150	150	300
Tire Purchases	15	18	13	11	24	40	20	20	40
Sweeper Parts	12	10	3	9	12	20	5	5	10
Supplies, Rags, Towing & Misc.	1	1	2	-	2		-	-	-
Repair & Maint. Operating Equipment	16	3	-	20	20	25	10	10	20
<b>Total Materials &amp; Services</b>	<b>313</b>	<b>316</b>	<b>259</b>	<b>302</b>	<b>561</b>	<b>745</b>	<b>330</b>	<b>330</b>	<b>660</b>
<b>Capital Outlay:</b>									
Other Fleet Vehicles/Equipment	469	71	-	12	12	24	10	-	10
<b>Total Capital Outlay</b>	<b>469</b>	<b>71</b>	<b>-</b>	<b>12</b>	<b>12</b>	<b>24</b>	<b>10</b>	<b>-</b>	<b>10</b>
<b>Fleet Services Total</b>	<b>\$ 1,054</b>	<b>\$ 685</b>	<b>\$ 542</b>	<b>\$ 593</b>	<b>\$ 1,135</b>	<b>\$ 1,424</b>	<b>\$ 623</b>	<b>\$ 641</b>	<b>\$ 1,264</b>

\* Utility Fund vehicle purchases are made in the Fleet Department out of previously accumulated fleet reserve funds up until FY2016. Remaining fleet reserve balances were transferred back out to applicable utility funds in FY 2016.

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Information Technology #210
<b>DEPARTMENT HEAD:</b>	Haley Fish, CPA
<b>DEPARTMENT HEAD EMAIL:</b>	fishh@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7522
<b>DEPARTMENT LOCATION:</b>	Public Safety Building

### DEPARTMENT MISSION STATEMENT

The mission of the Information Technology Department (IT) is to:

- Provide effective, efficient, and secure management of the City's information and communications technologies;
- Partner with City departments in evaluating, selecting, and implementing sound technology solutions; and
- Facilitate City-wide technology long range planning.

### PURPOSE AND FUNCTION OF DEPARTMENT

The IT department's purpose and functions include:

- Research, procurement, implementation, and ongoing maintenance of the City's enterprise network, telephony systems, computer hardware, and software systems which support the employees and operations of the City;
- Provides training on selected applications and technology consulting to City departments;
- Software and hardware administration and maintenance on all server, desktop, and laptop/mobile platforms;
- Research, procurement, placement, and disposal of hardware and software assets used at the City;
- Procure and provide ongoing maintenance for the City's telephony systems, which include the VoIP hardware/software and all desk phones, voice circuits, data circuits, VPNs, firewalls, remote access, ham radio, fax machines, and mobile phones;
- Provide customer service support, primarily to internal customers, through centralized helpdesk system. Work with staff and/or vendors to resolve issues as quickly as possible based on relative priority and urgency. Calls and e-mail requesting problem resolution and service orders are tracked in the departments helpdesk application;
- Assist in the specification and implementation of end user requirements for mission critical applications within the organization. Work with City Directors to identify qualified vendors and feasible alternative to provide software and hardware solutions that meet the needs of the organization; and
- Identify, strategize, and coordinate technology needs to determine whether current software application will meet future needs of if a new application/solution is required.

## **PERSONNEL DESCRIPTION**

The IT Department consists of three full-time equivalents (FTE's): one IT Manager, one IT Analyst II, and one IT Analyst I.

## **ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- Replaced firewall with next generation devices that will support virtual private network connections (VPN) and provide greater visibility for cyber security;
- Replaced failing virtual environment with more widely supported software which increase stability for all virtual servers;
- Migrated to all email to cloud based email service;
- Installed mobile device manager (MDM) and replaced all smartphones to a single operating system;
- Reviewed telecom charges, eliminated unused lines of service, consolidated telecom service providers, and optimized services for costs savings;
- Reviewed vendor and contractor performance, eliminated poor performing contracts and consolidated vendors to align with state contracted vendors;
- Reduced physical hardware footprint through virtualization, migrating to cloud services, and application consolidation;
- Replaced all network and Wi-Fi equipment; and
- Replaced current phone systems with a system that more closely aligns to business needs and reduces operating and maintenance costs.

## **GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Begin standard computer replacement with goal of replacing no less than 20% per year;
- Work with Police to migrate from old USB stick cellular connection to new vehicle cellular data modem;
- Replace aging storage infrastructure and consolidate to single storage platform;
- Migrate Internet connection to lower cost and higher bandwidth service hosted by Clackamas Education Service District;
- Upgrade ESRI to 10.6;
- Deploy Windows 10 operating system on all new desktops and laptops;
- EOC laptop replacements to ensure reliability in the event of an emergency;
- Annual security assessments to determine current state of operations vs. best practices; and
- Evaluate EnerGov as an alternate to Accella.

## PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Servers supported	34	37	39	40	42	45
Network devices supported	32	24	24	26	26	26
Network accounts (AD) supported	170	288	286	288	290	291
Email accounts supported	400	300	250	250	252	253
Analog and VOIP (phone) lines supported	195	200	219	225	225	225
Desktop computers supported	136	133	133	133	133	133
Laptop computers supported	46	61	61	50	45	40
Tablets supported	18	18	21	27	28	30
Printer, copier, and fax machines supported	36	36	30	30	30	30
Storage supported (in terabytes)	45	9	10	11	12	13
Air cards supported	45	40	32	32	35	35
Pagers	8	5	2	0	0	0
Service requests submitted to help desk	2,080	1,745	1,888	2,031	2,181	2,351
Vendor accounts managed	83	32	20	20	20	20
Projects completed	39	28	30	25	32	30

### Why are these Measures Important to us?

The number and type of service requests provide an indication of the problems experienced by the user base at the City of Milwaukie or potential risks to operations and/or security. Measures also help identify trends which may indicate expert assistance is needed to augment in-house staff knowledge and skills.

Performance measures also indicate whether resource levels are adequate to support the number of requests and broad spectrum of technologies, infrastructure, applications, and devices in production at the City.

### Comments and Other Relevant Department Issues

Data is collected from trouble tickets, metrics from monitoring systems, and periodic user surveys.

## General Fund - Information Technology

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018			BN 2020			
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2015	FY 2016	FY 2017	FY 2018		BN 2018	FY 2019	FY 2020	Total
<b>Personnel Services</b>									
Budgeted FTE Positions	3.2	3.2	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Salaries & Wages	\$ 205	\$ 229	\$ 255	\$ 274	\$ 529	\$ 543	\$ 288	\$ 295	\$ 583
Employee Benefits	71	85	112	121	233	217	129	151	280
<b>Total Personnel Services</b>	<b>276</b>	<b>314</b>	<b>367</b>	<b>395</b>	<b>762</b>	<b>760</b>	<b>417</b>	<b>446</b>	<b>863</b>
<b>Materials &amp; Services</b>									
Contractual Services	43	37	-	-	-	-	-	-	-
Education & Training	1	1	6	3	9	17	15	16	31
General Office Supplies	53	45	42	53	95	115	42	46	88
Hardware Supplies	25	32	28	49	77	87	70	73	143
Maintenance Agreements	246	303	317	483	800	905	413	467	880
Professional Services	23	37	5	10	15	115	20	20	40
Rents & Leases	36	37	35	38	73	78	40	45	85
Software Supplies	7	7	4	7	11	27	22	13	35
Telephone	172	165	154	145	299	354	125	137	262
<b>Total Materials &amp; Services</b>	<b>606</b>	<b>664</b>	<b>591</b>	<b>788</b>	<b>1,379</b>	<b>1,698</b>	<b>747</b>	<b>817</b>	<b>1,564</b>
<b>Capital Outlay</b>									
IT Hardware, Network and Equipment	167	34	70	535	605	310	156	-	156
<b>Total Capital Outlay</b>	<b>167</b>	<b>34</b>	<b>70</b>	<b>535</b>	<b>605</b>	<b>310</b>	<b>156</b>	<b>-</b>	<b>156</b>
<b>Information Technology Total</b>	<b>\$ 1,049</b>	<b>\$ 1,012</b>	<b>\$ 1,028</b>	<b>\$ 1,718</b>	<b>\$ 2,746</b>	<b>\$ 2,768</b>	<b>\$ 1,320</b>	<b>\$ 1,263</b>	<b>\$ 2,583</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Municipal Court #211
<b>DEPARTMENT HEAD:</b>	Haley Fish, CPA
<b>DEPARTMENT HEAD EMAIL:</b>	fishh@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7522
<b>DEPARTMENT LOCATION:</b>	City Hall, 1 <sup>st</sup> Floor

### DEPARTMENT MISSION STATEMENT

The mission of the Municipal Court is to serve as the judicial branch of the City government. Its mission is to provide a fair and impartial local forum for the resolution of minor traffic violations, parking citations, minors in possession of tobacco, school attendance violations, and violations to Municipal Code.

### PURPOSE AND FUNCTION OF DEPARTMENT

- Court staff responds to questions about the Court schedule, fine amounts, and other administrative matters but cannot give legal advice; and
- Staff administers the court proceedings and docketing, coordinates court matters with defendants, the Judge, City Prosecutor, Finance, Code Enforcement, Police Department, and other criminal municipal justice, and state agencies.

### HISTORY OR BACKGROUND OF DEPARTMENT

Most incorporated cities, like Milwaukie, have a Municipal Court as authorized by State law with jurisdiction over city ordinance violations and traffic crimes, defined by Oregon State Statute, occurring within the City limits. The City does not have a misdemeanor court and by statute has no jurisdiction over felonies. Milwaukie City Council minutes reveal the first discussion of a Municipal Court occurred January 1925. Milwaukie is situated on two major highways, Hwy 99E and Hwy 224, so the Milwaukie Police Department conscientiously enforces traffic violations to protect community livability and to reduce the incidences of vehicular-involved accidents.

### PERSONNEL DESCRIPTION

The Municipal Court Department consists of two and one half-time full-time equivalent employees (2.5 FTE). The proposed budget includes a reduction of one-half full-time equivalent employee as compared to the previous biennium of three full-time equivalent employees due to the decline of issued tickets and the out-of-service photo radar van. Additionally, there is one personal services contract; a Municipal Court Judge, court operations supervisor, and administrative staff. By City Charter the Judge is the judicial officer of the City, is appointed, and holds office at the pleasure of City Council. He or she must be a member in good standing of the Oregon State Bar during the entire term of office.

### **ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- Completed implementation of new records management upgrade;
- Continued to work with a debt collection service on outstanding court accounts;
- Negotiated extension to personal services agreement for City Prosecutor services;
- Negotiated extension to personal services agreement for Judicial services;
- Restructured court calendar by reducing court sessions to reduce costs;
- Reviewed and purged accounts with expired judgments;
- Continued collaboration with Milwaukie Police Department and North Clackamas School District for Attendance Court;
- Continued to meet or exceed State requirements on all court issues;
- Evaluated all court correspondence for clarity and conciseness; and
- Continued staff education toward certifications.

### **GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Reduce operating costs per processed citations;
- Continue to meet or exceed State requirements on all court issues;
- Continue to prepare court rules and procedures to clarify processes for more effective daily work efforts;
- Continue collaboration with Milwaukie Police Department and North Clackamas School District on attendance court;
- Work with debt collection service on amnesty program;
- Continue to move toward a "paperless" court system; and
- Continue staff education toward certifications.

## PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Number of traffic citations processed	9,159	8,471	6,453	6,251	6,562	6,890
Number of code violations processed	141	69	64	60	65	70
Number of parking violations processed	244	1,592	1,227	1,032	1,200	1,300
Number of MIP cases filed	20	12	3	10	12	15
Accounts sent to collections after a 90-day period if failed to appear	784	1,217	891	1,200	1,250	1,300
Accounts sent to collections for failure to comply	356	269	171	360	380	400
Number of licenses suspended for failure to pay fine	1,352	1,748	1,438	981	1,150	1,250
Number of trials docketed	505	333	317	291	288	288
Total amount collected (net of statutory remittances to other agencies, in thousands)	1,192	1,212	1,013	800	750	775

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Cases disposed of within 90 days of issuance	5,503	8,784	6,777	5,100	5,355	5,622
Payments received via internet,	2,150	2,076	2,223	2,300	2,415	2,535
Operating cost per processed violation	35	34	44	47	45	45
Number of truancy court cases processed	106	136	69	0*	150	170

\*Due to a change in the NCSD program, no truancy court cases have been filed with the City.

### 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.

## General Fund - Municipal Court

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018			BN 2020			
	Actual	Actual	Actual	Estimate	Budget	<i>Proposed Biennial Budget</i>			
	FY 2015	FY 2016	FY 2017	FY 2018		BN 2018	FY 2019	FY 2020	Total
<b>Personnel Services</b>									
Budgeted FTE Positions	3.0	3.0	3.0	3.0	3.0	3.0	2.5	2.5	2.5
Salaries & Wages	\$ 153	\$ 175	\$ 165	\$ 170	\$ 335	\$ 368	\$ 161	\$ 168	\$ 329
Employee Benefits	81	89	88	96	184	200	90	105	195
<b>Total Personnel Services</b>	<b>234</b>	<b>264</b>	<b>253</b>	<b>266</b>	<b>519</b>	<b>568</b>	<b>251</b>	<b>273</b>	<b>524</b>
<b>Materials &amp; Services</b>									
City Prosecutor	46	47	45	46	91	90	45	45	90
Contractual Services	11	9	7	10	17	22	11	12	23
Dues & Subscriptions	1	-	1	1	2	2	1	1	2
Education & Training	2	5	2	7	9	12	4	4	8
General Office Supplies	1	1	4	3	7	8	2	2	4
Professional Services	42	66	32	25	57	60	37	37	74
<b>Total Materials &amp; Services</b>	<b>103</b>	<b>128</b>	<b>91</b>	<b>92</b>	<b>183</b>	<b>194</b>	<b>100</b>	<b>101</b>	<b>201</b>
<b>Municipal Court Total</b>	<b>\$ 337</b>	<b>\$ 392</b>	<b>\$ 344</b>	<b>\$ 358</b>	<b>\$ 702</b>	<b>\$ 762</b>	<b>\$ 351</b>	<b>\$ 374</b>	<b>\$ 725</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Finance #207
<b>DEPARTMENT HEAD:</b>	Haley Fish, CPA
<b>DEPARTMENT HEAD EMAIL:</b>	fishh@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7522
<b>DEPARTMENT LOCATION:</b>	City Hall, 1 <sup>st</sup> Floor

### DEPARTMENT MISSION STATEMENT

The mission of the Finance Department is to ensure the fiscal integrity of financial operations of the City.

### PURPOSE AND FUNCTION OF DEPARTMENT

Below are the processes that Milwaukie Finance Department focuses on throughout the year:

- Utility Billing and Business Licensing;
- Payroll, Accounts Payable, and Purchase Card Administration;
- Banking and Cash Management;
- Audit Preparation and Reconciliation;
- Budget Process and Monitoring;
- Five-Year Forecast and Strategic Planning;
- Investment Management;
- Debt Management;
- Risk and Liability Insurance Management;
- Internal Controls and Audits;
- Capital Assets and Project Tracking;
- Rights-of-Way and Franchise agreement contract management;
- City-wide contract review and compliance; and
- Grant fiscal management.

### HISTORY OR BACKGROUND OF DEPARTMENT

Being good stewards of taxpayers' monies is the Finance Department's main focus, but that alone is not enough. We strive to develop healthy partnerships with the community; we strive to be transparent with the City finances; and we always look for cost efficiencies in all City operations.

### PERSONNEL DESCRIPTION

The Finance Department consists of eight and one-half full-time equivalents (8.5 FTE) all carrying out the duties listed above. The proposed addition of .5 FTE from the prior biennium is due to the absorption of carrying out the primary responsibilities of Emergency Operations Management city-wide. The FTE's include the Finance Director, Assistant Finance Director, Accountant, Right-of-Way/Contracts Coordinator, Account & Contracts Specialist, Payroll Specialist, Accounting Technician and Administrative Specialist II.

#### **ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- Prepared and submitted the FY2016 & FY2017 Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) to Government Finance Officers Association (GFOA) national award recognition program and received award;
- Completed the Five-Year Financial Forecast semi-annually, encompassing all City functions;
- Revised the City's Public Contracting Rules to comply with current legislation and improve administrative processes;
- Adopted a Right-of-Way Ordinance resulting in issuing 35 licenses and increasing from 20 companies to 65;
- Joined a coalition of municipalities to reduce utility audit costs;
- Successfully completed financing for the Library GO Bond, approved by citizens in the fall of 2016; and
- Completed the final phases of upgrading the City's financial software.

#### **GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Continue to work with Budget Committee, Budget Review Board, and Citizen Utility Advisory Board (CUAB), supporting their goals and requirements;
- Continue to develop written policies and streamline procedures for all financial functions and processes;
- Continue to prepare CAFR, Budget Document, and PAFR in a timely manner and submit to GFOA for acknowledgement;
- Continue to move forward with a "paperless" system of accounting records;
- Streamline a month-end close process for timely and efficient reporting.
- Complete Request-for-Proposals and selection of the City's Audit firm and Banking needs;
- Update the code and policies in connection with Utility Billing accounts; and
- Analyze and report on City business registration program for potential reprogramming and Code updates.

**PERFORMANCE MEASURES**

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Utility bills processed and delivered	86,400	86,760	87,008	84,500	85,000	85,500
Number of utility accounts maintained and managed	7,200	7,230	7,250	7,144	7,200	7,300
Business licenses renewed and issued	1,498	1,409	1,992	2,025	2,050	2,075
Number of City funds	9	8	9	9	10	10
Number of adjusting journal entries processed	269	570	624	525	525	525
Number of accounts payable invoices processed	4,900	5,600	4,900	4,500	4,500	4,500
Number of payroll checks issued (includes retroactive pay in FY16)	3,784	3,922	3,967	4,015	4,135	4,150
Debt issues outstanding at fiscal year-end	8	6	7	8	8	8
Debt outstanding in amount at fiscal year-end (in millions)	10.9	10.0	18.4	38	37	36
Total City Budget in amount managed (in millions)	56	56	63	68	50	50

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Unqualified annual auditor's opinion received on CAFR and system of internal controls	Yes	Yes	Yes	Yes	Yes	Yes
Credit rating on City's general obligation bond issues from independent credit rating agencies	AA Aa3	AA Aa3	AA Aa2	AA Aa2	AA Aa2	AA Aa2
Number of adjustments proposed by auditors	0	0	0	0	0	0
Receipt of GFOA, award for CAFR, Budget Document and PAFR	Yes	Yes	Yes	Yes	Yes	Yes

### Why are these Measures Important to us?

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

The City's credit rating for General Obligation bonds was upgraded to Aa2 by Moody's Investment Services in fiscal year 2015, providing outside evidence of sound financial performance. Additionally, for Full Faith and Credit Obligations, the City was rated at Aa3 by Moody's Investment Services.

The number of adjustments that the auditors propose to align the financial statements to generally accepted accounting principles is an indicator of how well Milwaukie Finance prepares its financial statements.

Issuance and review of quarterly financial reports track trends and communicate any existing or potential issues.

The receipt of national GFOA award recognition for *Excellence in Financial Reporting* indicates that Milwaukie Finance has improved its audit and budget reports, accomplishing the highest standard for reporting.

### Comments and Other Relevant Department Issues

It is the duty of finance departments to be good stewards of the resources committed to their care. Accounting systems and internal control procedures are essential and integral in ensuring that this duty is fulfilled.

Did you know the Milwaukie's overall Debt to Total Assets ratio is 14.41 percent? This means that 14.41 percent of the historical cost of all City-owned assets (net of accumulated depreciation) is leveraged with debt. This is considered a very low and healthy percentage of leveraged assets considering the age of the City's infrastructure.

An independent audit firm performs a financial statement audit and internal control review annually on the City of Milwaukie. These are conducted in accordance with generally accepted auditing standards to ensure that the financial statements are prepared by management in accordance with generally accepted accounting principles.

In risk management, there are three significant risk areas that governments such as Milwaukie face: law enforcement, work-place, and technology. Purchasing insurance and researching the source of claims helps mitigate these risks and keep overall insurance claims to a minimum.

## General Fund - Finance

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018				BN 2020		
	Actual	Actual	Actual	Estimate	Total	Budget	<i>Proposed Biennial Budget</i>		
	FY 2015	FY 2016	FY 2017	FY 2018		BN 2018	FY 2019	FY 2020	Total
<b>Personnel Services</b>									
Budgeted FTE Positions	7.2	7.2	8.0	8.0	8.0	8.0	8.5	8.5	8.5
Salaries & Wages	\$ 499	\$ 549	\$ 609	\$ 674	\$ 1,283	\$ 1,241	\$ 672	\$ 693	\$ 1,365
Employee Benefits	209	218	258	267	525	595	285	337	622
<b>Total Personnel Services</b>	<b>708</b>	<b>767</b>	<b>867</b>	<b>941</b>	<b>1,808</b>	<b>1,836</b>	<b>957</b>	<b>1,030</b>	<b>1,987</b>
<b>Materials &amp; Services</b>									
Bank Charges	36	-	75	55	130	82	160	165	325
Utility Billing Expenses	-	-	-	-	-	-	102	106	208
City Attorney	6	5	13	30	43	24	-	-	-
Audit Services	39	46	48	44	92	113	56	65	121
Dues & Subscriptions	5	5	6	6	12	14	6	6	12
Education & Training	8	7	9	10	19	20	19	20	39
Fees & Licenses	6	2	5	2	7	6	6	6	12
General Office Supplies	18	15	32	12	44	60	34	33	67
Professional Services	-	4	7	18	25	38	60	23	83
<b>Total Materials &amp; Services</b>	<b>118</b>	<b>84</b>	<b>195</b>	<b>177</b>	<b>372</b>	<b>357</b>	<b>443</b>	<b>424</b>	<b>867</b>
<b>Capital Outlay</b>	<b>-</b>	<b>45</b>	<b>36</b>	<b>14</b>	<b>50</b>	<b>46</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Finance Total</b>	<b>\$ 826</b>	<b>\$ 896</b>	<b>\$ 1,098</b>	<b>\$ 1,132</b>	<b>\$ 2,230</b>	<b>\$ 2,239</b>	<b>\$ 1,400</b>	<b>\$ 1,454</b>	<b>\$ 2,854</b>

**DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE**

**FUND:** General Fund #110  
**DEPARTMENT:** Non-Departmental #299  
**DEPARTMENT HEAD:** Haley Fish  
**DEPARTMENT HEAD EMAIL:** fishh@milwaukieoregon.gov  
**DEPARTMENT HEAD PHONE NUMBER:** 503-786-7522  
**DEPARTMENT LOCATION:** City Hall, 1<sup>st</sup> Floor

**DEPARTMENT MISSION STATEMENT**

To provide a cost center for city-wide expenditures including general insurance premiums, self-insured claims and neighborhood district association grants.

**HISTORY OR BACKGROUND OF NON-DEPARTMENTAL**

This department accounts for expenditures in the General Fund that cannot be associated to the activities of an individual department.

**PERSONNEL DESCRIPTION**

There are no personnel in this department.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Continued grant distribution yearly to the seven neighborhood district associations to assist in funding their programs and events; and
- Financial utility assistance to eligible customers.

**PERFORMANCE MEASURES**

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Dollar amount of grants distributed to neighborhood districts	31,425	31,697	31,890	31,890	32,000	32,000
Number of families/accounts receiving financial utility assistance	7	6	4	5	6	6

## General Fund - Non-Departmental

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018			Budget BN 2018	BN 2020		
	Actual	Actual	Actual	Estimate	Total		<i>Proposed Biennial Budget</i>		
	FY 2015	FY 2016	FY 2017	FY 2018			FY 2019	FY 2020	Total
<b>Materials &amp; Services</b>									
Dues & Subscriptions	\$ 15	\$ 14	\$ 14	\$ 15	\$ 29	\$ 30	\$ 15	\$ 16	\$ 31
Emergency Utility Assistance	1	1	1	1	2	10	5	5	10
General Liability Insurance	258	279	293	322	615	624	354	390	744
Knutson Pioneer Cemetery	-	-	-	32	32	22	-	-	-
Neighborhood Grants & Insurance	31	32	32	32	64	64	32	32	64
Professional Services	131	-	-	-	-	-	-	-	-
Contractual Services	6	10	8	-	8	30	10	10	20
Risk Management & Self Insurance	1	13	9	15	24	20	12	12	24
<b>Total Materials &amp; Services</b>	<b>443</b>	<b>349</b>	<b>357</b>	<b>417</b>	<b>774</b>	<b>800</b>	<b>428</b>	<b>465</b>	<b>893</b>
<b>Debt Service</b>									
PERS Bonds to Fund UAL (2006)	326	350	345	363	708	709	378	398	776
Riverfront Easement (2014)	21	21	-	-	-	-	-	-	-
SPWF Loan from State (2008)	48	25	48	47	95	95	46	50	96
TriMet Obligation (2012)	3,825	-	-	-	-	-	-	-	-
<b>Total Debt Service</b>	<b>4,220</b>	<b>396</b>	<b>393</b>	<b>410</b>	<b>803</b>	<b>804</b>	<b>424</b>	<b>448</b>	<b>872</b>
<b>Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers to Other Funds</b>	<b>-</b>	<b>419</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Non-Departmental Total</b>	<b>4,663</b>	<b>1,164</b>	<b>750</b>	<b>852</b>	<b>1,577</b>	<b>1,629</b>	<b>852</b>	<b>913</b>	<b>1,765</b>
Contingency - General Fund	-	-	-	-	-	778	927	985	985
Unappropriated Ending Fund Balance - General Fund	5,779	6,114	7,338	6,434	6,434	3,608	5,115	4,285	4,285
<b>Total</b>	<b>\$ 10,442</b>	<b>\$ 7,278</b>	<b>\$ 8,088</b>	<b>\$ 7,286</b>	<b>\$ 8,011</b>	<b>\$ 6,015</b>	<b>\$ 6,894</b>	<b>\$ 6,183</b>	<b>\$ 6,183</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	PEG #216
<b>DEPARTMENT HEAD:</b>	Haley Fish, CPA
<b>DEPARTMENT HEAD EMAIL:</b>	fishh@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7522
<b>DEPARTMENT LOCATION:</b>	City Hall, 1 <sup>st</sup> Floor

### DEPARTMENT MISSION STATEMENT

The mission of the PEG (Public, Educational and Government) department is to serve the public interest by administering PEG funds to support Access Centers. It is committed to enriching the lives of the residents by communicating information over Public, Educational and Government Access television channels. These channels provide a cable television venue for residents, schools and City government. Through a franchise agreement with Comcast, these channels are provided to every cable subscriber.

### PURPOSE AND FUNCTION OF DEPARTMENT

The purpose and function of the PEG department is to support the public, educational, and government access centers. Currently the department provides support to one government access center; two educational access centers, Clackamas Community College and the Sabin-Schellenberg Center; and one public access studio, Friends of Willamette Falls Media Center (FoWFMC).

### HISTORY OR BACKGROUND OF DEPARTMENT

PEG funds are assessed on the wireline cable providers supplying service to the residents of Milwaukie. The City collects these funds and allocates them to the PEG access centers. PEG funds are restricted and can only be used to support the capital facilities and equipment for the PEG access centers. Currently these funds support four access centers: The Government Channel, a Public Access channel and two Educational Access Channels. Through a franchise agreement there are six PEG channels available to all cable subscribers in Milwaukie. The Milwaukie Government channel is carried by Comcast as channel 30. Other PEG channels are: CAN channel is carried as channel 11; Milwaukie Public Access is carried as channel 23; Clackamas Community College channel is carried as channel 27; North Clackamas School District channel is carried as channel 28; and the Clackamas County Government Channel is carried as channel 30.

### PERSONNEL DESCRIPTION

This program has no FTE. It is administered by the Finance department.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- Updated television and microphones in City Council Chambers;
- Replaced aging equipment in the Government access control room;
- Donated Government access equipment to Educational access centers;
- Access centers are sharing programs; and
- Remodeled and updated the Public access master control room and engineering space.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Update and bring Government Access equipment current with industry standards;
- Continue to provide funding for Public, Educational and Government access centers; and
- Encourage and support the sharing of equipment and resources between the Access Centers.

**PERFORMANCE MEASURES**

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est)	FY20 (est)
City Government meetings televised	98	92	95	90	90	90
Public Access studio users from Milwaukie	75	91	100	100	110	115
Daily non-repeated Milwaukie-produced public access programs broadcast	125	134	140	150	160	170
Originally produced programming (in hours) – Educational Access	n/a	n/a	2706	3005	3350	3640
Originally produced programming (in hours) – Public Access*	n/a	n/a	683	496	700	750
Originally produced programming (number of productions)- Educational Access*	n/a	n/a	189	188	200	210
Originally produced programming (number of productions) – Public Access*	n/a	n/a	104	104	100	100

\*These numbers were not tracked prior to FY17.

### Why are these Measures Important to us?

Using statistics reported by the Access centers will assist with allocation decisions in this fund.

### Comments and Other Relevant Department Issues

In 2016 the City signed Intergovernmental agreements with Clackamas Community College and Sabin-Schellenberg Center and a Memorandum of Understanding with Friends of Willamette Falls Media Center to allow for the provision of funds. The Public and Educational access centers also receive funding from other municipalities.

### General Fund - PEG

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018				BN 2020		
	Actual	Actual	Actual	Estimate	Total	Budget	<i>Proposed Biennial Budget</i>		
	FY 2015	FY 2016	FY 2017	FY 2018		BN 2018	FY 2019	FY 2020	Total
<b>Materials &amp; Services</b>									
Willamette Falls TV	22	23	29	29	58	60	-	-	-
Public Education and Government (PEG)	14	2	1	2	3	30	-	-	-
<b>Total Materials &amp; Services</b>	<b>36</b>	<b>25</b>	<b>30</b>	<b>31</b>	<b>61</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital Outlay</b>	<b>42</b>	<b>49</b>	<b>31</b>	<b>42</b>	<b>73</b>	<b>80</b>	<b>115</b>	<b>45</b>	<b>160</b>
<b>Public Access Studio Total</b>	<b>\$ 78</b>	<b>\$ 74</b>	<b>\$ 61</b>	<b>\$ 73</b>	<b>\$ 134</b>	<b>\$ 170</b>	<b>\$ 115</b>	<b>\$ 45</b>	<b>\$ 160</b>

#### Tracking Public Education and Government (PEG)

Reserve funds dedicated to PEG Capital spending:

	Actual	Actual	Actual	Estimate	Total	Budget	<i>Proposed Biennial Budget</i>		
	FY 2015	FY 2016	FY 2017	FY 2018		BN 2018	FY 2019	FY 2020	Total
Carryover from prior year	\$ 139	\$ 143	\$ 144	\$ 177	\$ 144	\$ 153	\$ 171	\$ 90	\$ 171
Dedicated PEG revenues	54	53	64	36	100	119	34	34	68

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	Debt Service Fund #200
<b>DEPARTMENT:</b>	Debt Service #500
<b>DEPARTMENT HEAD:</b>	Haley Fish CPA
<b>DEPARTMENT HEAD EMAIL:</b>	fishh@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7522
<b>DEPARTMENT LOCATION:</b>	City Hall, 1 <sup>st</sup> Floor

### DEPARTMENT MISSION STATEMENT

Our mission is to ensure the timely repayment of debt.

### PURPOSE AND FUNCTION OF DEPARTMENT

To account for the payment of principal, interest and fiscal charges on the City's general obligation bonds and full faith and credit obligation.

### HISTORY OR BACKGROUND OF DEPARTMENT

During July 2014, the City issued \$3,695,000 general obligation bonds to refinance the 2012 TriMet loan that funded the Portland-Milwaukie light rail capital enhancements. The true interest cost of the bonds is 2.86% with interest rates varying by year between 3 percent and 4 percent. The maturity date on these bonds is June 1, 2034.

During September 2014, the City issued \$965,000 in full faith and credit obligations to fund the City's Riverfront Park Project, Phase II and to serve as the City's match against local, State, and federal grants. The true interest cost of the obligations is 2.71% with interest rates varying by year between 3% and 4%. The maturity date on these obligations is June 1, 2029.

In August 2016, the City issued \$9,200,000 general obligation bonds to fund the City's Library project. The true interest cost of the bonds is 2.26% with interest rates varying by year between 2% and 4%. The maturity date on these bonds is June 15, 2036.

### PERSONNEL DESCRIPTION

The Debt Service Fund is maintained by the Finance Department.

### ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR

Continued monitoring of the Debt Service Fund to account for the payment of general obligation bonds, and full faith and credit obligation principal and interest.

## GOALS AND FOCUS FOR COMING BUDGET PERIOD

Continue to ensure the City fulfills its obligation for continuing disclosure requirements under the Securities and Exchange Commission Rule 15c2-12 by filing its audited financial reports and other required disclosures with the Municipal Securities Rulemaking Board Electronic Municipal Market Access (EMMA) database service which is available at [www.emma.msrb.org](http://www.emma.msrb.org); and ensure payments are timely to avoid late fees and charges.

## PERFORMANCE MEASURES

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Credit rating on City's general obligation bond issues from independent credit rating agencies	AA Aa2	AA Aa2	AA Aa2	AA Aa2	AA Aa2	AA Aa2
Debt service obligations paid on time and within budget	100%	100%	100%	100%	100%	100%
Dollars paid in late fees and charges	0.00	0.00	0.00	0.00	0.00	0.00

### Why are these Measures Important to us?

The City's credit rating for General Obligation bonds was upgraded to Aa2 by Moody's Investment Services in fiscal year 2015, providing outside evidence of sound financial performance.

### Comments and Other Relevant Department Issues

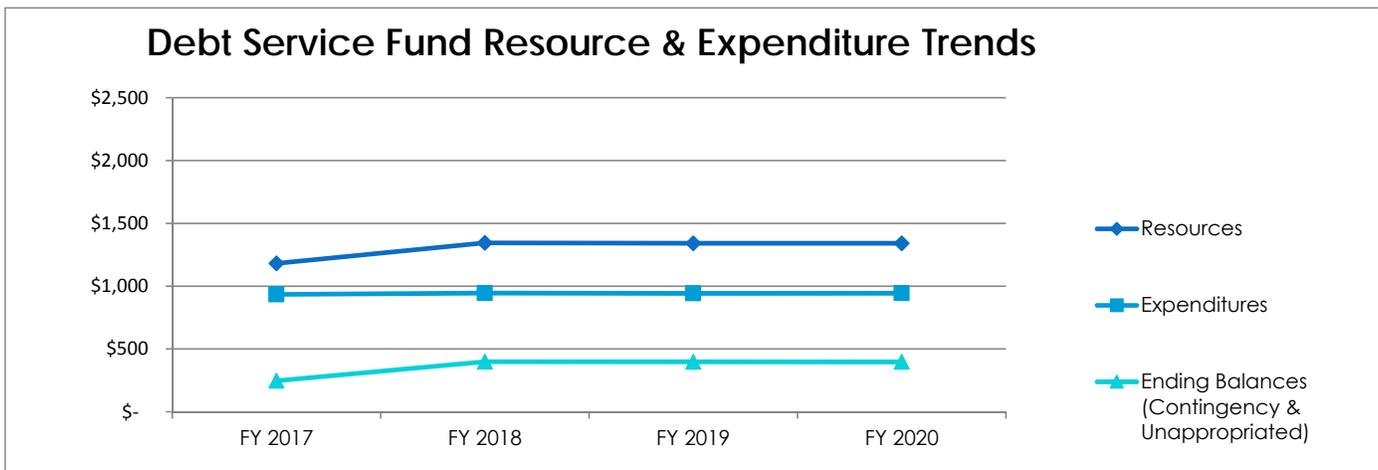
Credit ratings issued by the bond rating agencies are a major factor in determining the cost of borrowed funds in the municipal bond market. Determination of a credit rating by a rating agency is based on the agency's assessment of the credit worthiness of an issuer with respect to specific obligations. To make this judgment, the rating agencies analyze the issuer in four broad areas: economic base, debt burden, administrative management and fiscal management.

### Debt Service Fund Summary

(Amounts in Thousands: \$100 = \$100,000)

	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual	Estimate	Total		Proposed Biennial Budget		
			FY 2017	FY 2018			FY 2019	FY 2020	Total
<b>Resources</b>									
Beginning Fund Balance	\$ -	\$ 100	\$ 111	\$ 247	\$ 111	\$ 399	\$ 399	\$ 398	\$ 399
Intergovernmental	85	85	88	86	174	174	84	88	172
Property Taxes	320	273	980	1,011	1,991	1,659	858	855	1,713
Miscellaneous	-	-	2	-	2	-	-	-	-
<b>Total Resources</b>	<b>\$ 405</b>	<b>\$ 458</b>	<b>\$ 1,181</b>	<b>\$ 1,344</b>	<b>\$ 2,276</b>	<b>\$ 2,232</b>	<b>\$ 1,341</b>	<b>\$ 1,341</b>	<b>\$ 2,284</b>
<b>Requirements</b>									
<b>Debt Service - Principal</b>									
Series 2014 GO - Lightrail	110	135	140	145	285	285	145	150	295
Series 2016 GO - Library	-	-	385	365	750	750	375	380	755
Series 2014 FFCO - Riverfront Park	60	50	55	55	110	110	55	60	115
<b>Total Debt Service - Principal</b>	<b>170</b>	<b>185</b>	<b>580</b>	<b>565</b>	<b>1,145</b>	<b>1,145</b>	<b>575</b>	<b>590</b>	<b>1,165</b>
<b>Debt Service - Interest</b>									
Series 2014 GO - Lightrail	110	128	123	119	242	244	115	110	225
Series 2016 GO - Library	-	-	198	230	430	430	223	216	439
Series 2014 FFCO - Riverfront Park	25	34	33	31	64	64	30	28	58
<b>Total Debt Service - Interest</b>	<b>135</b>	<b>162</b>	<b>354</b>	<b>380</b>	<b>306</b>	<b>738</b>	<b>368</b>	<b>354</b>	<b>722</b>
<b>Total Program Requirements</b>	<b>305</b>	<b>347</b>	<b>934</b>	<b>945</b>	<b>1,451</b>	<b>1,883</b>	<b>943</b>	<b>944</b>	<b>1,887</b>
Unappropriated Ending Fund Balance	100	111	247	399	825	349	398	397	397
<b>Total Requirements</b>	<b>\$ 405</b>	<b>\$ 458</b>	<b>\$ 1,181</b>	<b>\$ 1,344</b>	<b>\$ 2,276</b>	<b>\$ 2,232</b>	<b>\$ 1,341</b>	<b>\$ 1,341</b>	<b>\$ 2,284</b>

Bonded Debt Property Tax Rate per \$1,000 of Assessed Value (AV)	\$ -	\$ -	\$ 0.1258	\$ 0.1441	\$ 0.1441	\$ 0.1264	\$ 0.1394	\$ 0.1347	\$ 0.1347
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## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	Library Fund #310
<b>DEPARTMENT:</b>	Library Operations #410
<b>DEPARTMENT HEAD:</b>	Katie Newell
<b>DEPARTMENT HEAD EMAIL:</b>	newellk@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7584
<b>DEPARTMENT LOCATION:</b>	Ledding Library

### DEPARTMENT MISSION STATEMENT

The Mission of the Ledding Library is to uphold the principles of intellectual freedom and the public's right to know by providing people of all ages with access and personalized guidance to information, technology, and collections that reflect all points of view. The Library supports the pursuit of education and personal goals by providing informational, recreational, and cultural materials and services including those utilizing advancing technologies.

### PURPOSE AND FUNCTION OF DEPARTMENT

To carry out this mission, the Ledding Library has the following functions:

- Serve the community by providing reference and readers' advisory to access the collection; interlibrary loan; outreach to the homebound, Head Start, schools and daycare providers;
- Serve children and teens by stimulating their appreciation for reading and library use and providing support for their educational growth;
- Provide programming for all ages including preschool, toddler, and infant story times; programs for home schooling families; book clubs for middle school students and adults; summer reading programs for children, teens, and adults; health information lectures for adults; multi-ethnic music, informational, literary, and poetry programs for adults; special performers and storytellers during the summer, and school vacations for school aged children; programs in Spanish for children;
- Provide a print, online, and multimedia collection that meets the demands and needs of the community. Materials provided include books, e-books, audiobooks, downloadable books, Kindles, music CDs, DVDs, Blu-Ray discs, computer software and games, newspapers and magazines for adults and children. Materials are provided in English, Russian and Spanish; and
- Provide electronic resources such as Internet access, word processing, on-line reference databases, computer use instruction for patrons, and CD-ROM stations with educational games for children.

## **HISTORY OR BACKGROUND OF DEPARTMENT**

In 1961, Florence Ledding, the stepdaughter of Seth Lewelling and a long-time civic and political leader, bequeathed her home and property at SE 21st and SE Harrison to the City of Milwaukie. As with all City departments, the Milwaukie City Council and the City Manager are responsible for overseeing the Ledding Library. The Library Board, a group of seven citizens, acts as an advisory group to the City Council. The Ledding Library is part of a County-wide consortium of public libraries. Thirteen city public libraries have banded together in order to give the best possible service to the people of Clackamas County. This county library network provides funding for the courier service that delivers interlibrary loan materials throughout the county as well as the computer system we use as a card catalog and circulation module. The relationship among the public libraries in Clackamas County was further strengthened by the formation of a County-wide library district in 2008. This district, which took effect on July 1, 2009, provides stable funding for the Ledding Library. A cooperative spirit extends throughout the tri-county area, allowing Milwaukie patrons to obtain library cards from any public library in Clackamas, Multnomah and Washington counties, as well as the Ft. Vancouver Library District. The Library augments its budget by encouraging patrons to contribute used books that may either be added to the collection or sold by the Friends of Ledding Library. Since 2008, the Friends have donated over \$300,000 for the purchase of collection development projects, library programs, furniture and equipment that were needed, but would not have been possible through the Library's operating budget. In FY 2018, they pledged over \$55,000 to support the Library's programs, collections and furniture upgrades. The Friends have also committed to giving \$100,000 to the building project. The Ledding Library of Milwaukie Foundation was formed in 2005. The Foundation provides a mechanism for non-profit fundraising that will be necessary during the reconstruction of the Ledding Library. They have committed to raising \$150,000 for the building project.

## **PERSONNEL DESCRIPTION**

The Library Department consist of eighteen and 0.01 full-time equivalents (FTE's) which is a reduction of 1.75 FTE from prior biennium due to the relocation of the Library during construction. The temporary Library location is much smaller and therefore staffing levels are reduced due to capacity of space and maintaining service levels. The Library Director is greatly aided by a staff of full-time and part-time employees that oversees the day-to-day operations.

## ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR

- In May 2016, the citizens of Milwaukie passed a \$9.2 million bond measure for the construction of a library building that will support an expansion of library services to benefit the community by adding a community room, study rooms, conference room, more public computers, more docking stations for personal electronic devices, features for an updated, sustainable, seismically-sound building. A project manager (PlanB), architect (Hacker) and Construction Manager (Swinerton Builders) were hired. Held four community meetings to seek public input and awareness of the project;
- Installed the RFID (Radio-Frequency IDentification) system including three self-check stations;
- 427,986 patron visits;
- Circulated 1,092,759 items;
- Continued the Ledding Cultural Forum program series (LCF) with funding from the Friends, refreshments provided by Spring Creek and Painted Lady Cafe, hosting nine programs a year to promote the arts;
- Continued the Milwaukie Poetry Series of ten poets a year at the Library Pond House, now in its eleventh season;
- Offered Library2Go classes to assist patrons with the ever-changing technology of downloadable books and wireless devices;
- Offered popular programs including: MineCraft nights, monthly Independent and Foreign Film series, 10-Minute Plays by The Pulp Stage, meditation classes, seasonal story times for adult patrons, gardening series by Master Gardeners, story-telling accompanied by members of the Oregon Symphony;
- 5,335 kids/teens and 209 adults participated in the summer reading programs. Starting in 2015, every child and teen receives a free book for signing up, thanks to the Friends;
- Children's library outreach included eight free summer lunch sites and eight JumpStart Kindergarten free lunch sites, handing out 825 free books and signing up 401 kids for the summer reading program. Teen parents in the PACE program at the Sabin Skills Center received four visits from the library and 88 free books for their babies and toddlers. In addition to ongoing storytimes at Wichita Head Start and TC Courtyard (housing for families in recovery), the children's librarians went to two Head Start Parent nights, shared information with 743 people at six community fairs (i.e. Young Parents Fair, Head Start Family Fun Day), and reached another 1,060 people at six school open houses. Our strongest school partnership is now with Rowe Middle School, where we signed 63 students or parents up for library cards and signed 641 students up for the summer reading program;

- At the library, we hosted four parent workshops and presented storytimes for three preschool groups (100 kids and parents). Seven school classes came to the library, bringing 347 kids to get library cards, enjoy a story, and sign-up for summer reading. The Ready, Set, Go families from Wichita Center had a monthly program at the library to support kindergarten readiness. Finally, we served as a free summer snack site in partnership with the N. Clackamas Schools, giving snacks to 688 kids over the past two summers;
- Continued to evaluate the Library's collection, update and develop areas that need improvement: Continued the Lucky Day collection with a circulation of 28,877; increased Ebook circulation to 42,204; circulated 323,663 DVDs; our Cultural Passes went out 1,227 times;
- Updated the Envisionware Printing System for public computers, introducing wireless printing for patrons using their own devices;
- Logged in 101,136 computer/wifi sessions;
- Used our MobileCirc to issue library cards when off site;
- Coordinated with the Friends of the Ledding Library to promote the Ledding Library and its programs throughout the community; and
- Logged in 13,236 volunteer hours.

#### **GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Finalize architectural designs for the new library;
- Move to a temporary location to accommodate the construction of the new library;
- Start construction summer of 2018;
- Complete construction by end of 2019;
- Heavily weed and trim collections in anticipation of the move to the temporary site, then again for the return to the new library;
- Increase outreach efforts to homebound and assisted living facilities;
- Continue to expand scope of programming, both for our temporary site and in anticipation of new programs for our new space;
- Continue the Milwaukie Poetry Series at the Pond House;
- Increase the size of the downloadable collection; and
- Continue working with and promoting the Friends of the Ledding Library.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Number of quality programs that fulfill informational, cultural and recreational needs of the public	663	627	615	596	300	480
Number of attendees (in thousands)	19.5	20	20.5	18	9.9	12
Circulation of library materials (in thousands)	711	685	660	594	495	550
Circulation of Lucky Day Collection (in thousands)	15.4	16.2	16.6	16.7	10	13.4
Circulation of downloadable materials (in thousands)	16.6	18.6	22.9	25	26	26.5
Number of items in the library's print collection (in thousands)	118	115	107.9	103	50	85
Number of items added to the library's print collection (in thousands)	10.5	12.9	12.6	12	10	15
Number of interlibrary loan transactions (in thousands)	360.3	335.9	327.2	298.6	225	280
Number of hours donated by library volunteers (in thousands)	10.2	9.9	8.6	8.7	2	4
Number of reference questions answered by library staff (in thousands)	30.8	33.4	30	26.7	18	23
Number of patron computer/wifi sessions (in thousands)	28.5	26.8	20.5	65	42	50

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Increase attendance at library programs by providing relevant and engaging programs for the public (in thousands)	19.5	20	20.5	18.2	8	12
Increase number of high quality programs offered to the public by 1%	663	627	615	590	350	500
Percentage of increase in circulation of library materials over the previous year	2.02	3.65	3.60	9.95	16.72	11.11
Percentage of increase in interlibrary loan transactions from previous year	2.02	6.79	2.58	8.74	24.64	24.44
Percentage of increase in volunteer hours from the previous year	13.6	2.7	14.9	1.0	77.0	100.0
Attain a collection turnover rate of six times per year	6.02	5.95	6.11	5.77	9.90	6.47
Items added per year (in thousands)	10	12.9	12.6	11.5	8	12
Increase patron visits (in thousands)	256.9	261.6	259.2	250	180	210

### Why are these Measures Important to us?

Each of the workload indicators and performance measures listed above are critical in judging the Ledding Library's performance.

The Library's collection is of utmost importance to the people it serves. The number of new items added to the collection yearly, the amount of times these items are checked out by library users and the numbers of outdated materials removed from the collection are all indicators of an improving and more comprehensive group of resources for Library users. However, we need to adjust our expectations while in our temporary facility for an approximate 20 months.

Programs and services provided to Library patrons is another key component of the Ledding Library mission. Again, we will be limited to the number of programs we will be able to sponsor due to our location.

The Library's high circulation of materials is a clear verification of the responsive and efficient service that is provided to the community.

Educational, recreational, and cultural programs are very important to the community and are an important part of the Library's performance that should be measured.

The performance measure related to the time volunteers donate to the Library is an indication of the image of the Library in the community as well as the Library's ability to provide exceptional service at a reasonable price.

### Comments and Other Relevant Department Issues

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

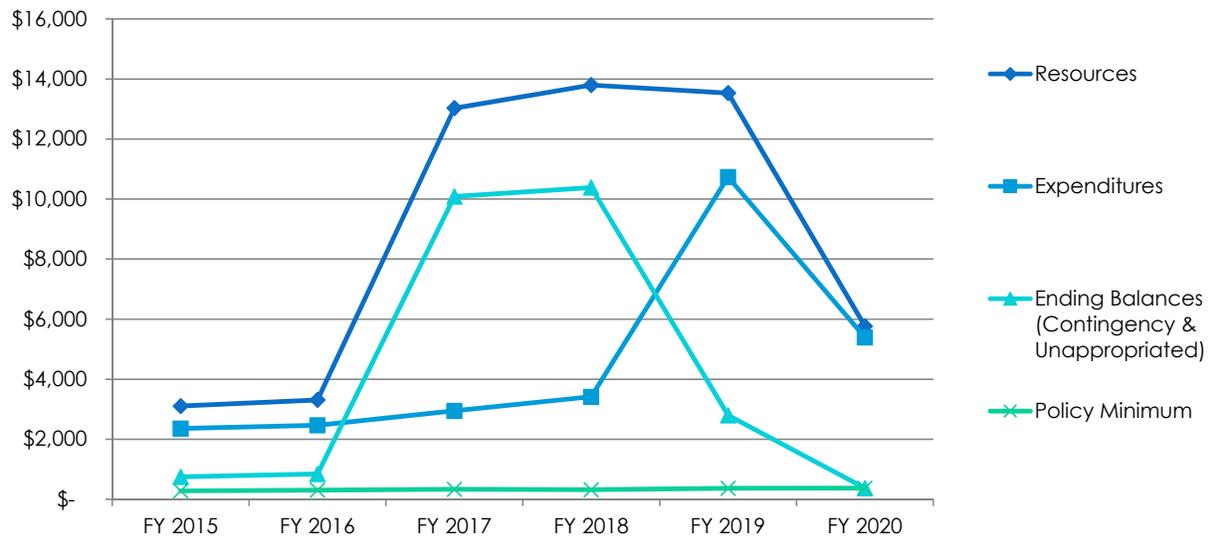
The coming two years will be a period of change, adjustment, and a little bit of chaos thrown in as we move into a temporary location during construction with the goal of maintaining our high level of service. Upon return to the new facility 18-20 months later, we expect our patrons will be as excited as we are with the library. It will once again become the center of the community.

### Library Fund Summary

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018				BN 2020		
	Actual	Actual	Actual	Estimate	Total	Budget BN 2018	Proposed Biennial Budget		
	FY 2015	FY 2016	FY 2017	FY 2018			FY 2019	FY 2020	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 551	\$ 747	\$ 842	\$ 10,083	\$ 842	\$ 954	\$ 10,384	\$ 2,799	\$ 10,384
Allocation of General Property Taxes	942	942	801	848	1,649	1,703	834	830	1,664
Fines - Library and Other	60	51	49	50	99	112	50	50	100
Interest	-	2	96	101	197	-	75	25	100
Intergovernmental									
Library District Dedicated Levy	1,525	1,553	1,610	1,690	3,300	3,251	1,739	1,791	3,530
Capital Grants/Donations	-	-	-	1,000	1,000	1,000	431	250	681
Ready to Read Grant from State	6	5	6	6	12	10	5	5	10
Miscellaneous	22	10	10	20	30	30	15	16	31
Debt Proceeds	-	-	9,616	-	9,616	9,200	-	-	-
<b>Total Resources</b>	<b>\$ 3,106</b>	<b>\$ 3,310</b>	<b>\$ 13,030</b>	<b>\$ 13,798</b>	<b>\$ 16,745</b>	<b>\$ 16,260</b>	<b>\$ 13,533</b>	<b>\$ 5,766</b>	<b>\$ 16,500</b>
<b>Requirements</b>									
<b>Personnel Services</b>									
Salaries	\$ 1,019	\$ 1,057	\$ 1,111	\$ 1,143	\$ 2,254	\$ 2,257	\$ 1,104	\$ 1,147	\$ 2,251
Benefits	452	466	498	538	1,036	1,082	551	640	1,191
<b>Total Personnel Services</b>	<b>1,471</b>	<b>1,523</b>	<b>1,609</b>	<b>1,681</b>	<b>3,290</b>	<b>3,339</b>	<b>1,655</b>	<b>1,787</b>	<b>3,442</b>
<b>Materials &amp; Services</b>									
Books & Programs	125	140	136	146	282	288	153	158	311
Professional Services	25	78	177	-	177	-	-	-	-
Rents & Leases	17	17	19	23	42	36	322	219	541
Supplies	11	30	28	24	52	91	20	25	45
<b>Total Materials &amp; Services</b>	<b>178</b>	<b>265</b>	<b>360</b>	<b>193</b>	<b>553</b>	<b>415</b>	<b>495</b>	<b>402</b>	<b>897</b>
<b>Capital Outlay</b>	<b>10</b>	<b>-</b>	<b>258</b>	<b>800</b>	<b>1,058</b>	<b>10,445</b>	<b>7,920</b>	<b>2,504</b>	<b>10,424</b>
<b>Transfers to Other Funds</b>	<b>700</b>	<b>680</b>	<b>720</b>	<b>740</b>	<b>1,460</b>	<b>1,460</b>	<b>664</b>	<b>701</b>	<b>1,365</b>
<b>Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>	<b>366</b>	<b>372</b>	<b>372</b>
<b>Total Program Requirements</b>	<b>2,359</b>	<b>2,468</b>	<b>2,947</b>	<b>3,414</b>	<b>6,361</b>	<b>15,759</b>	<b>11,100</b>	<b>5,766</b>	<b>16,500</b>
Unappropriated Ending Fund Balance	747	842	10,083	10,384	10,384	501	2,434	0	0
<b>Total Requirements</b>	<b>\$ 3,106</b>	<b>\$ 3,310</b>	<b>\$ 13,030</b>	<b>\$ 13,798</b>	<b>\$ 16,745</b>	<b>\$ 16,260</b>	<b>\$ 13,533</b>	<b>\$ 5,766</b>	<b>\$ 16,500</b>
Budgeted Positions (in FTEs)	19.76	19.76	19.76	19.76	19.76	19.76	18.01	18.01	18.01
Monthly Operating Costs per Capita	\$ 10	\$ 10	\$ 11	\$ 11	\$ 11	\$ 11	\$ 11	\$ 12	\$ 12
Contingency and Ending Balances per above	\$ 747	\$ 842	\$ 10,083	\$ 10,384	\$ 10,384	\$ 601	\$ 2,799	\$ 372	\$ 372
Policy Requirement (17%)	139	163	194	205	205	177	366	372	372
Reserve for Library Endowment	141	141	141	114	114	141	-	-	-
Amount over (under) Policy Requirement	\$ 467	\$ 538	\$ 9,748	\$ 10,065	\$ 10,065	\$ 283	\$ 2,433	\$ 0	\$ 0

Library Fund Resource & Expenditure Trends (excludes bond)



## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Community Development #203
<b>DEPARTMENT HEAD:</b>	Alma Flores
<b>DEPARTMENT HEAD EMAIL:</b>	floresa@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7654
<b>DEPARTMENT LOCATION:</b>	Johnson Creek Building

### DEPARTMENT MISSION STATEMENT

The mission of the Community Development Department, in partnership and communication with residents, businesses, non-profits, and schools the Community Development Department is dedicated to improving the health and safety of all residents, businesses, and visitors while maintaining high standards for development, redevelopment, and infrastructure projects.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Community Development Department oversees and supports the City's Building Inspections, Economic Development, and Planning Departments. The Community Development Department Director is responsible for serving the public's interest in;

- Guiding how land and structures in Milwaukie are developed and served by infrastructure;
- Overseeing the developments and partnerships for enhanced economic development activities;
- Partnership development with state, regional, county, and local non-profit partners to address growth issues and regionally significant transportation projects;
- Proactive participation in community development activities that support and implement the City's 20-year vision and comprehensive plan;
- Facilitating community involvement that is inclusive to all people of diverse backgrounds, gender, socio-economic classes, race, ethnicity, disability, language, and cultures;
- Encouraging and partnering in the development of quality housing choices for residents of all income levels and need;
- Promoting a walkable, pedestrian, and bicycle-friendly City with complete streets, trails, and connections between neighborhoods, and community focal points;
- Providing opportunities for the community to be better prepared for emergencies;
- Promoting Milwaukie as a progressive, opportunity-rich city in the greater Portland Metropolitan region;
- Targeting brownfield opportunities, participating in the Brownfields Coalition, and sharing resources for the McLoughlin Corridor EPA Brownfields Grant;

- Capitalize on opportunities through bold and creative economic development strategies;
- Recruit and retain businesses to ensure a dynamic, diversified employment base;
- Nurture entrepreneurship and foster successful partnerships with businesses and community leaders;
- Leverage public/private resources to focus development on economic centers;
- Foster development of vibrant, sustainable, attractive, mixed-use neighborhoods in downtown and in key commercial centers and corridors throughout the city;
- Uphold a high standard of design and property maintenance;
- Advocate Milwaukie's interests through state and federal lobbying efforts, regional partnerships and other organizations;
- Pursue transportation and other improvements and services that improve quality of life;
- Balance development with environmental protection;
- Build connections with ALL communities that reflect the breadth and richness of the diversity in our City;
- Provide critical and relevant information on a timely basis and facilitate two-way dialogue between City government and the community;
- Plan and develop quality services, infrastructure, and amenities;
- Develop and maintain collaborative partnerships and investment strategies that improve services; and
- Respond to growing service demands through partnerships, innovation, and outcome management.

#### **PERSONNEL DESCRIPTION**

The Community Development Department is comprised of five and one half-time full-time equivalent employees (5.5 FTE), which is a reduction of .5 FTE from prior biennium due restructuring an Administrative Specialist II position to cover support for the Transportation Fund. The FTE's in Community Development consists of one Community Development Director, one Development Project Manager, one Economic Development Resource Coordinator, two and one-half Administrative Specialist II positions along with temporary administrative support as needed. Additionally, there are one-to-two interns a biennium for special projects and additional support.

#### **ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- Developed and piloted a Checklist for Development Review for streamlined and customer-driven permit and planning review process;
- Initiated, developed, and piloted a more descriptive pre-application conference application for greater transparency and clarity for the development community;

- Developed an internal development review checklist to ensure cross department collaboration and efficiency when reviewing development applications. Initiated the revision of the Pre-application conference application to reflect greater transparency and process;
- Encouraged and promoted greater cross department collaboration;
- Established a South Downtown coordination team led by the Development Manager to coordinate several City and private development projects in South Downtown;
- 25 Business Assistance Contacts made;
- 11 Business Recruitments in progress;
- 1 Business Retention/Expansion in progress;
- 14 Businesses Recruited – Assured Dental Lab, Eastside Distilling, Wind & Oar Boat School, +11 food carts;
- Milwaukie Station Food Cart Pod developed;
- 3 New Programs Established: Construction Excise Tax, ordinance adopted; Vertical Housing Development Zone, ordinance adopted; Bancroft Financing Program;
- Held over 10 Meet and Greets with Businesses in the City in coordination with the City Manager;
- Successful completion of a Metro Community Planning and Development grant in partnership with Clackamas County for a for the North Milwaukie Industrial Area (\$250,000);
- Adoption of the NMIA Framework Plan;
- 1 Enterprise Zone applicant;
- 1 Business Assistance Workshop hosted through Mercy Corps Northwest – Business Foundations I, 20 participants;
- 2 Business Workforce Solutions Roundtables attended through Clackamas Community College Connections with Business and Industry;
- 3 Downtown Promotions – First Friday, Milwaukie Station Grand Opening, Christmas Ships;
- 1 New internal Policy Developed: Business Outreach for Construction Projects;
- Presentations at OAPA/ISOCARP Conference: Making Good Great: Transforming 20th Century Industrial District into a Next Generation Employment Center. North Milwaukie's Path to Innovation, Sustainability and Region's First Eco-Industrial District and Top 10 Things Jurisdictions can do to Foster Food Cart Pod Development;
- Worked with the ISOCARP Young Professional Planners project for the NMIA;
- Completed a Wayfinding Systems Plan. Implementing first phase of downtown pedestrian, auto, and kiosk wayfinding;
- Passed the Urban Renewal Budget for 2017;
- Initiated a Downtown Milwaukie Walking Map;
- Conducted an Office Market Analysis;
- Executed a comprehensive downtown parking analysis and strategy; and
- Created program materials and applications for all new programs.

## HOUSING RELATED

- Presentations at Clackamas County Coordinating committee on Affordable Housing tools and Resources, Construction Excise Tax (CET) for Affordable Housing; 1 Regional Economic Development Project Lead Proposal – AMAZON Headquarter 2 project;
- Membership on the Clackamas County Housing Advisory Board; gave a presentation to the board on the Council Goal, the City's Housing Needs Analysis, Vertical Housing Development Zone process, CET, and strategic outline;
- Networking with several affordable housing providers/funders—Catholic Charities, The Network for Oregon Affordable Housing (NOAH), and Northwest Housing Alternatives;
- Presented to Council on the development of Construction Excise Tax on new development for the purposes of creating an Affordable Housing Fund per the enabling legislation—SB 1533. CET passed in December 2017;
- Research Cross Laminated Timber building code requirements to ensure that we are aware of the process in advance of future development;
- Worked with several development teams toward the construction of affordable units at key privately-owned opportunity sites-- the Murphy and McFarland Sites;
- Selected developer for the Coho Point at Kellogg Creek mixed use development;
- Signed onto Metro's Build Small Coalition, formerly known as the Space Efficient Housing Work Group. It was launched by Oregon DEQ in 2011 in response to statewide research demonstrating the environmental benefits of smaller homes. Over time, much of the discussion and policy efforts surrounding space efficient housing has shifted from a focus on environmental benefits to an interest in the potential for smaller housing to provide more affordable housing choices in high-demand neighborhoods.;
- Managed and approved the contract with Metro for the Equitable Housing Planning and Development grant for Cottage Cluster Feasibility Analysis; participating in quarterly meetings of the Equitable Housing Grants Roundtables at Metro and Build Small Coalition; and
- Worked with Clackamas County staff in support of the submittal of a grant application to Metro under their CPDG program for the development of the Hillside Manor Master Plan for the 15-acre property on 32nd. The Hillside Master Plan will provide a comprehensive redevelopment strategy for a public housing community owned and operated by the Housing Authority of Clackamas County. Located in Milwaukie, OR, Hillside is home to 302 vulnerable low-income residents who would face tremendous hardship finding housing in the private market. Notification of the grant will be known in the Fall.

## **GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Ensure a streamlined permitting and planning process for expedited development;
- Ensure the customer service experience is top-rate;
- Update and continue to implement the Milwaukie Economic Development Strategy;
- Continue efforts toward implementation of the Moving Forward Milwaukie: Enhancing Our Commercial Districts project, including completing an RFQ for a Harrison and Main Street site (formerly Texaco/Block 14) and negotiating a Development and Disposition Agreement on the Coho Point at Kellogg Creek site. To further this development the City may need to undergo additional pre-development activities such as geotechnical studies; natural resource delineation, appraisals; and other important due diligence items;
- Facilitate developer roundtables and focus groups with the development and business community;
- Complete and begin implementation of the Housing Affordability Strategic Plan;
- Conduct 1-2 small business development workshops a year;
- Visit with 35 local businesses as part of the business recruitment, retention, expansion efforts;
- Land Bank; conduct market studies to help promote additional land uses in our city;
- Develop the programming for the Urban Renewal Agency;
- Partner with organizations to develop new programs for Milwaukie residents and businesses;
- Continue to market and promote the City to outside agencies, organizations, and businesses;
- Ensure the Comprehensive Plan continues to advance and support Planning Departments;
- Complete a Wayfinding Systems implementation for downtown along with a historic downtown walk, updates to the downtown walking map;
- Begin implementation of the NMIA Plan;
- Begin the process for the Hillside Manor Master Plan; and
- Continue to aggressively market the opportunity sites in the downtown and central Milwaukie.

## PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Number of existing and prospective businesses visited/contacted	25	25	25	25	35	35
Number of developer meetings to discuss Milwaukie revitalization opportunities	9	9	10	20	20	25
Number of new businesses relocated or assisted	10	10	5	5	15	15
Number of grant applications and intergovernmental agreements	4	4	4	2	3	3
Number of Planning Commission briefings	-	-	3	1-3	2	3
Number of City Council briefings (total)	20	20	20	20	30	30

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
City of Milwaukie taxable assessed value (in millions)	1,600	1,800	1,838	1,918	2,000	2,060
Value of resources secured for CD projects (in thousands)	3,000	2,500	1,250	1,850	1,700	600
Number of new business moving into Milwaukie	60	60	20	20	25	25

### Why are these measures important to us?

Community Development activities enhance the value of the City's land, which can be tracked through property values, property transactions, building permit activity, planning activity, business activity and developer interest. While these metrics are not directly correlated to departmental activities, there is a correlation (be it weak or strong) between what the City is doing through the Community Development Department and what private parties are doing with respect to the City's inventory of land and buildings. One point to keep in mind is the lag time issue in Community Development; efforts undertaken today may not show results for five to ten years. Because land and buildings are expensive to improve, results may take years to achieve. Community Development Department performance should also be viewed over a span of years, rather than year-over-year.

## Comments and Other Relevant Department Issues

### CITY GOALS AND VISION ACTION

The community development department is instrumental in implementing city council's Goal 1 on Housing. The goal is:

*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.*

Our department is also poised to implement many aspects of the Community Vision 2040. Our department consists of the planning, development, building, and economic development functions of the city so the super actions of the vision--People, Place, Prosperity, and Planet—have legs to stand on. “People: Arts, Community, Education, Happiness, Health, Innovation, Safety” is a focus of the policy and program development of the department. Specifically, we provide the outreach necessary for community development that leads to happy businesses and residents. There is also an element of innovation in our work as we strive to come up with new ideas and think outside of the box when it comes to program development. In essence, we right-size our policies and programs to meet the growing needs of the community--we don't believe in cookie-cutter approaches. “Place: Housing, Infrastructure, Mobility, Neighborhoods, Parks” is the essence of planning, building, and the community development departments. We are working on the housing policies and programs that will provide safe, stable housing for our current residents and generations to come. “Planet: Ecosystems, Energy, Environment, Resilience” are touched by our department. Much of our work stems from an understanding of the built environment and the importance of protecting our most valued resources. We collaborate with the city's climate action work and we help inform policies that address these critical areas. Lastly, “Prosperity: Business, Entrepreneurship, Income, Innovation, Investment, Jobs” is a subfield addressed in community development through the work of the community development director and an economic development coordinator. Between us we work with our business community to help retain and assist with expansion plans of existing businesses and where appropriate provide information to those looking to call Milwaukie their home. Through policy development and program development we are addressing the important needs of the business community. After all, we cannot do this on our own. Cultivating our businesses to continue to employ Milwaukie and regional residents is how we bring the next wave of consumers, entrepreneurs, residents, volunteers, and more.

## General Fund - Community Development

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018			Budget BN 2018	BN 2020		
	Actual	Actual	Actual	Estimate	Total		<i>Proposed Biennial Budget</i>		
	FY 2015	FY 2016	FY 2017	FY 2018			FY 2019	FY 2020	Total
<b>Personnel Services</b>									
Budgeted FTE Positions	5.2	5.2	5.0	6.0	6.0	5.0	5.5	5.5	5.5
Salaries & Wages	\$ 320	\$ 300	\$ 333	\$ 450	\$ 783	\$ 720	\$ 447	\$ 467	\$ 914
Employee Benefits	166	163	151	194	345	419	231	271	502
<b>Total Personnel Services</b>	<b>486</b>	<b>463</b>	<b>484</b>	<b>644</b>	<b>1,128</b>	<b>1,139</b>	<b>678</b>	<b>738</b>	<b>1,416</b>
<b>Materials &amp; Services</b>									
City Attorney	9	16	21	38	59	84	-	-	-
Contractual Service	-	1	1	8	9	8	3	4	7
Dues & Subscriptions	2	1	5	10	15	16	14	15	29
Economic Development Initiatives	4	53	20	95	115	130	38	26	64
Economic Development Programs - CET	-	-	-	-	-	-	-	-	-
Education and Training	3	4	2	11	13	24	11	12	23
General Office Supplies	5	11	6	10	16	20	10	10	20
Miscellaneous	1	2	1	5	6	2	-	-	-
Printing Costs	2	3	2	9	11	14	7	7	14
Professional Services	99	43	49	197	246	380	152	93	245
<b>Total Materials &amp; Services</b>	<b>125</b>	<b>134</b>	<b>107</b>	<b>383</b>	<b>490</b>	<b>678</b>	<b>235</b>	<b>167</b>	<b>402</b>
<b>Capital Outlay</b>									
Vehicles & Equipment	-	-	-	25	25	25	25	-	25
Landbanking	-	-	-	-	-	-	25	25	50
CIP	2,596	151	204	25	229	178	-	250	250
<b>Total Capital Outlay</b>	<b>2,596</b>	<b>151</b>	<b>204</b>	<b>50</b>	<b>229</b>	<b>178</b>	<b>50</b>	<b>275</b>	<b>325</b>
<b>Community Development Total</b>	<b>\$ 3,207</b>	<b>\$ 748</b>	<b>\$ 795</b>	<b>\$ 1,077</b>	<b>\$ 1,847</b>	<b>\$ 1,995</b>	<b>\$ 963</b>	<b>\$ 1,180</b>	<b>\$ 2,143</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	Affordable Housing Fund (CET) #NEW
<b>DEPARTMENT:</b>	Community Development
<b>DEPARTMENT HEAD:</b>	Alma Flores
<b>DEPARTMENT HEAD EMAIL:</b>	floresa@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7654
<b>DEPARTMENT LOCATION:</b>	Johnson Creek Building

### DEPARTMENT MISSION STATEMENT

In partnership and communication with residents, businesses, and schools the Community Development Department of the City of Milwaukie is dedicated to improving the health and safety of all residents, businesses, and visitors while maintaining high standards for development, redevelopment, and infrastructure projects in order to create a great place for Milwaukie citizens to live, work, and prosper.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Community Development Department oversees and supports the City's Building, Economic Development, and Planning divisions. There is a total of 15 employees in the department. This department directly supervises the administrative support staff (3), the building official, engineering director, and planning director. The community development director has responsibility for serving the public's interest in guiding how land and structures in Milwaukie are developed and served by infrastructure. It oversees the developments and partnerships for enhanced economic development activities, partnership development with state, regional, county and local non-profit partners to address growth issues and regionally significant transportation projects. The Department proactively participates in community development activities that support the City's 20-year vision, including the development of a Housing Affordability Strategic Plan.

### CET FOR AFFORDABLE HOUSING

The City Council unanimously passed ordinance No. 2154 and Chapter 3.60 of the Milwaukie Municipal Code for a Construction Excise Tax for affordable housing (CET AH) on November 21, 2017. The tax became effective on December 21, 2018.

The City of Milwaukie is actively pursuing solutions to the region's and city's housing affordability dilemma. Council has made several decisions to increase the number of housing and commercial financing tools such as commercial Bancroft financing, an expanded Enterprise Zone and the expansion of the Vertical Housing Tax Zone. All of these tools collectively have the potential to incentivize additional development to increase the supply of housing and mixed-use projects. Ultimately, the additional supply of housing could lessen the impact of increasing housing costs to renters in the city. However, additional tools and resources are still needed to mitigate the impacts of increasing rents and home prices to maintain affordability across all income levels, particularly to help fund housing developers to provide much needed affordable housing options to our residents. The CET, a tax of one (1) percent of building permit valuation toward affordable housing incentives and in the case of commercial valuation toward economic development initiatives, is programmed to provide additional options to developers by providing the following distribution of the funds for residential and commercial construction in the city:

- Fifty percent (50 percent) to fund developer incentives allowed or offered pursuant to ORS 197.309 (5)(c) and (d) and (7), which states that:
  - Must require the city or county to offer a developer of multifamily structures, at least one of the following incentives:
    - Whole or partial fee waivers or reductions.
    - Whole or partial waivers of system development charges (SDC) or impact fees set by the city or county.
    - Finance-based incentives.
    - Full or partial exemption from ad valorem property taxes on the terms described in this subparagraph. For purposes of any statute granting a full or partial exemption from ad valorem property taxes that uses a definition of "low income" to mean income at or below 80 percent of the area median income and for which the multifamily structure is otherwise eligible, the city or county shall allow the multifamily structure of the developer to qualify using a definition of "low income" to mean income at or below 80 percent of the area median income.
- Fifteen percent (15 percent) distributed to the Housing and Community Services Department to fund home ownership programs; and
- Thirty five percent (35 percent) for programs and incentives of the city related to affordable housing.
- A four percent (4 percent) administrative fee may be charged for compliance with the above requirements and can be deducted before the distribution of the funds described above.

- Fifty (50) percent for affordable housing developer incentives for housing projects to 120 percent of Median Family Income (MFI). Incentives should include waiving or a reduction of System Development Charges, Permit Waivers and discounts on the public area requirements, when applicable.
- Fifty (50) percent for economic development programming citywide with emphasis placed on areas that the city has adopted plans in place (e.g. North Milwaukie Industrial Area Plan, Moving Forward Milwaukie Plan, South Downtown Plan, 32<sup>nd</sup> Avenue and King Road Corridors, etc.)
- 4 percent for administration of the program which would be subtracted from the total before applying the breakdown of incentives.

To date, we have over \$2,700 in the CET fund and we have estimated that the total resources will exceed \$450,000 by the end of the biennium. The distribution of funds will be monitored by the community development director and the city manager. These programs will be developed along with relevant measures over the next biennium and an advisory group may be formed to make programmatic decisions.

### Affordable Housing Fund Summary

(Amounts in Thousands: \$100 = \$100,000)

	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual FY 2017	Estimate FY 2018	Total		<i>Proposed Biennial Budget</i>		
							FY 2019	FY 2020	Total
<i>Resources</i>									
Beginning Fund Balance									
Development Incentives (80% median income)	\$ -	-	\$ -	\$ -	\$ -	\$ -	\$ 1	\$ -	\$ 1
Development Incentives (120% median income)	-	-	-	-	-	-	2	-	2
Affordable Housing Programs	-	-	-	-	-	-	1	-	1
<b>Total Beginning Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>-</b>	<b>4</b>
Development Incentives (80% median income)									
Construction Excise Tax	-	-	-	1	1	-	72	72	144
Construction & Development (120% median income)									
Construction Excise Tax	-	-	-	2	2	-	110	110	220
Affordable Housing Program									
Construction Excise Tax	-	-	-	1	1	-	50	50	100
<b>Total Resources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4</b>	<b>\$ 4</b>	<b>\$ -</b>	<b>\$ 236</b>	<b>\$ 232</b>	<b>\$ 468</b>
<i>Requirements</i>									
Development Incentives (80% median income)									
Materials & Services				-	-	-	73	72	145
Development Incentives (120% median income)									
Materials & Services				-	-	-	112	110	222
Affordable Housing Programs									
Materials & Services				-	-	-	51	50	101
Unappropriated Ending Fund Balance									
Development Incentives (80% median income)	-	-	-	1	1	-	-	-	-
Development Incentives (120% median income)	-	-	-	2	2	-	-	-	-
Affordable Housing Programs	-	-	-	1	1	-	-	-	-
<b>Total Unappropriated Ending Fund Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Requirements</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3</b>	<b>\$ 3</b>	<b>\$ -</b>	<b>\$ 236</b>	<b>\$ 232</b>	<b>\$ 468</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	Building Inspections Fund #300
<b>DEPARTMENT:</b>	Building Operations #400
<b>DEPARTMENT HEAD:</b>	Samantha Vandagriff
<b>DEPARTMENT HEAD EMAIL:</b>	vandagriffs@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7611
<b>DEPARTMENT LOCATION:</b>	Johnson Creek Building

### DEPARTMENT MISSION STATEMENT

The mission of the Building Operations Department is to ensure the safety of public buildings and private residences through the effective administration of the adopted State specialty codes which govern construction in Oregon, and provide quick, dependable and quality service to the residents and stakeholders.

### PURPOSE AND FUNCTION OF DEPARTMENT

The purpose and function of the Building Operations Department is to:

- Perform plan review and inspections for public and privately-owned structures;
- Respond to citizen inquiries and code compliance issues; and
- Coordinate with other internal departments on development matters.

### 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 contracted with other jurisdictions for building services until hiring an in-house Building Official in 2002. This change in practice benefited the City by streamlining services, reducing customer complaints and increasing profitability for the City.

### PERSONNEL DESCRIPTION

The Building Department consists of two and a half full-time equivalents (2.5 FTE), a .5 FTE increase from prior biennium; a Building Official, an Inspector/Plans Examiner and a part time Permit Technician. Together they operate under the direction of the Community Development Director. The Department has reciprocal Intergovernmental Agreements with the City of Happy Valley and Clackamas County and a contract with the Clair Company to cover inspections and plan review when needed. The Building Official is a member of the Oregon Building Officials Association (OBOA), the International Code Council (ICC) and sits on the Executive Board of the Oregon Mechanical Officials Association (OMOA). The Inspector/Plans Examiner has certifications in residential structural and mechanical and is taking training classes to become certified for residential plumbing. The permit technician is a shared position with engineering and is instrumental in the permitting process for both departments.

#### **ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- 85% of all plan reviews were completed within the time frames outlined in the operating plan (10 business days for residential, 15 business days for commercial);
- 98% of all inspections were performed the same day as requested;
- Continued with efforts to upload archived permits into the Accela permitting system, allowing the general public access to all archived records;
- Responds to all records requests with a maximum of a week turn around with most being done within a 48-hour time span;
- Brought the electrical program in house increasing the productivity of the department and streamlining the application and inspection process for applicants;
- Implemented an Intergovernmental Agreement with Clair Company to help cover inspections and plan reviews as needed;
- Improved relations by providing exemplary customer service, both externally with the public and internally with other departments, (notably Planning, Engineering, Public Works, and Clackamas Fire District #1); and
- Works with the Community Development Director and the City Project Manager to help facilitate a smooth building permit application process.

#### **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;
- Promoting the Milwaukie vision plan through the safety of its people, insuring safe construction of buildings, enforcing Oregon State energy codes, and working with our businesses to provide a safe space to operate;
- Explore a new permitting software that will communicate more directly with our current financial software;
- Complete 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;
- Work with the Code Enforcement division to add some code language in the Municipal Code to better administer dangerous buildings that remain in the same condition without being brought up to code;
- Provide training for the newly hired inspector/plans examiner position so that they can continue to grow in their knowledge and understanding; and
- To hire a part time person to help with the proposed increase in the work load due to the current projects proceeding through the City.

**PERFORMANCE MEASURES**

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY 20 (est.)
Permits issued	785	1,420*	1,800	1,850	1,850	1,850
Revenue collected for other departments (in Thousands)	327.5	543	804	1,000	1,000	800
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.	1,040	1,040	1,040	1,040	1,040	1,040
Investigations	156	167	172	175	180	183
Violations	52	55	57	62	65	67
Public records requests**	133	137	142	145	148	151

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY 20 (est.)
Percentage of residential plan reviews to be completed within 10 working days.	100	85	85	85	85	85
Percentage of commercial plan reviews to be completed in 15 working days. ***	100	85	85	85	85	85
Percentage of inspections to be performed on the date requested.	98	98	98	98	98	98
Percentage of action taken on citizen request, inquiries and complaints within 5 working days.	n/a	n/a	95	95	95	95

\*Increase in permits issued due to electrical being issued through Milwaukie instead of Clackamas County starting in January 2016. Numbers indicate half of year FY 2016 and full year starting FY 2017.

\*\*Public records requests can occupy anywhere from 15 minutes to several hours of staff time per request.

\*\*\*Timelines are for simple residential & simple commercial plan review only.

### Why are these Measures Important to us?

Timely and efficient enforcement of the various specialty codes lead to increased trust in the system and ultimately safer communities.

If the public perception is that the City (the Building Operations Department) is unresponsive to their needs, they will see the permit process as just another bureaucratic headache and will likely try to avoid or circumvent the process.

To provide a resource to the citizens of Milwaukie and the build/design community for inquiries regarding the City adopted specialty codes, to facilitate problem solving, and allow alternative means and methods in construction.

### Comments and Other Relevant Department Issues

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

The Building Department, on average, issues 85 Right-of-Way permits each year for the Engineering Department and 20 sign permits for the Planning Department.

The Building Department schedules and tracks, on average, more than 250 inspections for Engineering, 50 inspections for Planning, and 100 for Public Works each year.

In addition, the Building Operations Department collects over \$200,000 in fees for Engineering and nearly \$11,000 for Planning each year. The Building Operations Department also assists Public Works with the issuance of hydro meters.

The Building Department works with Planning and Engineering in the pre-application process to help facilitate a smooth application process for projects in the City.

The Building Department works with the City Code Enforcement Department on any building related issues such as dangerous buildings and work without permits. The two departments work in tandem to resolve the violations that occur.

### Building Inspections Fund Summary

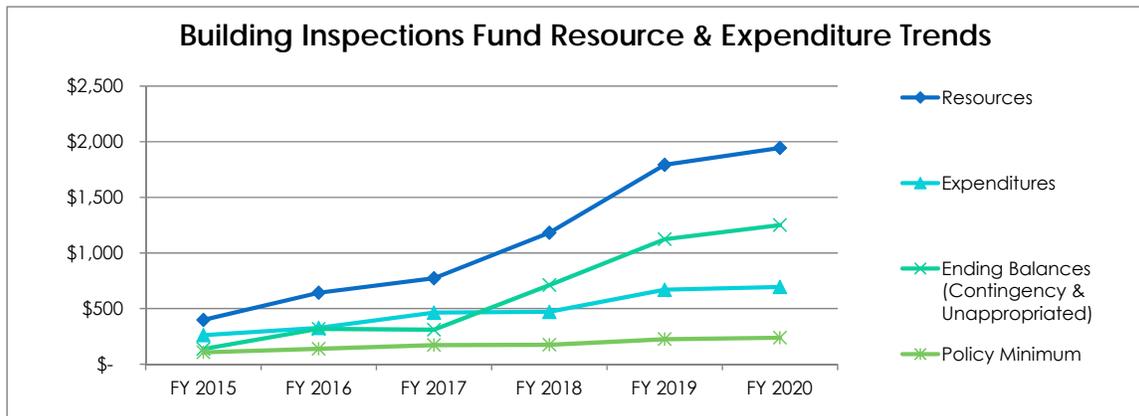
(Amounts in Thousands: \$100 = \$100,000)

	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual FY 2017	Estimate FY 2018	Total		Proposed Biennial Budget		
							FY 2019	FY 2020	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 170	\$ 137	\$ 317	\$ 310	\$ 317	\$ 233	\$ 712	\$ 1,124	\$ 712
Fees & Charges	226	490	450	866	1,316	1,045	1,075	815	1,890
Intergovernmental	1	1	1	1	2	2	1	1	2
Miscellaneous	1	1	5	5	10	2	5	5	10
Transfers from other funds	-	14	-	-	-	-	-	-	-
<b>Total Resources</b>	<b>\$ 398</b>	<b>\$ 643</b>	<b>\$ 773</b>	<b>\$ 1,182</b>	<b>\$ 1,645</b>	<b>\$ 1,282</b>	<b>\$ 1,793</b>	<b>\$ 1,945</b>	<b>\$ 2,614</b>
<b>Requirements</b>									
<b>Personnel Services</b>									
Salaries	\$ 125	\$ 154	\$ 158	\$ 164	\$ 322	\$ 323	\$ 202	\$ 209	\$ 411
Benefits	69	86	92	100	192	188	126	144	270
<b>Total Personnel Services</b>	<b>194</b>	<b>240</b>	<b>250</b>	<b>264</b>	<b>514</b>	<b>511</b>	<b>328</b>	<b>353</b>	<b>681</b>
<b>Materials &amp; Services</b>									
Contractual Services	14	33	89	76	165	226	111	111	222
Dues & Subscriptions	1	-	1	2	3	4	2	2	4
Education & Training	1	2	2	5	7	10	5	5	10
Supplies	1	1	1	3	4	6	4	4	8
<b>Total Materials &amp; Services</b>	<b>17</b>	<b>36</b>	<b>93</b>	<b>86</b>	<b>179</b>	<b>246</b>	<b>122</b>	<b>122</b>	<b>244</b>
<b>Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Transfers to Other Funds	50	50	120	120	240	240	219	219	438
Contingency	-	-	-	-	-	50	225	238	238
<b>Total Program Requirements</b>	<b>261</b>	<b>326</b>	<b>463</b>	<b>470</b>	<b>933</b>	<b>1,047</b>	<b>894</b>	<b>932</b>	<b>1,601</b>
Unappropriated Ending Fund Balance	137	317	310	712	712	235	899	1,013	1,013
<b>Total Requirements</b>	<b>\$ 398</b>	<b>\$ 643</b>	<b>\$ 773</b>	<b>\$ 1,182</b>	<b>\$ 1,645</b>	<b>\$ 1,282</b>	<b>\$ 1,793</b>	<b>\$ 1,945</b>	<b>\$ 2,614</b>

Budgeted Positions (in FTEs)	2	2	2	2	2	2	2.5	2.5	2.5
Monthly Operating Costs per Capita	\$ 1	\$ 1	\$ 2	\$ 2	\$ 2	\$ 2	\$ 3	\$ 3	\$ 3

Contingency and Ending Balances per above	\$ 137	\$ 317	\$ 310	\$ 712	\$ 712	\$ 285	\$ 1,124	\$ 1,251	\$ 1,251
Policy Requirement (50%)	106	138	172	175	175	120	225	238	238
Amount over (under) Policy Requirement	<u>\$ 31</u>	<u>\$ 179</u>	<u>\$ 138</u>	<u>\$ 537</u>	<u>\$ 537</u>	<u>\$ 165</u>	<u>\$ 899</u>	<u>\$ 1,013</u>	<u>\$ 1,013</u>

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/from Fleet Reserves	-	-	-	(14)	(14)	-	-	-	-
Less Purchases of Fleet	-	-	-	-	-	-	-	-	-
Carryover to Next Year	<u>\$ 14</u>	<u>\$ 14</u>	<u>\$ 14</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 14</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Public Works Admin #204
<b>DEPARTMENT HEAD:</b>	Peter Passarelli
<b>DEPARTMENT HEAD EMAIL:</b>	passarellip@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7654
<b>DEPARTMENT LOCATION:</b>	Johnson Creek Building

### DEPARTMENT MISSION STATEMENT

The mission of the Public Works Department is to oversee the development, manage the operations and maintenance of the City's infrastructure and utility systems, oversees the City's Climate Action Plan and facilitates inter-departmental collaboration to support City Climate Action Plan goals and efforts. Public Works is entrusted with these responsibilities in partnership with the citizens, customers and system users for the benefit, welfare and safety of the community and the environment.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Public Works Department provides management and administrative support for four utility divisions: Water, Wastewater, Storm, and Transportation; and the Fleet and Facilities divisions.

The Public Works Department carries out the following functions:

- Management, budgeting and financial oversight of the four utility divisions and the Fleet and Facilities divisions;
- Climate Action Plan Management and Implementation;
- Management of Milwaukie's Urban Forest
- Asset Management;
- Work Order management;
- GIS data maintenance; and
- City Emergency Management (alternating lead with the Police Department).

### PERSONNEL DESCRIPTION

The Department is comprised of six full-time equivalents (6.0 FTE) employees; one Public Works Director, one Sustainability Coordinator, an Administrative Specialist III (80% for Fleet and Facilities and 20% for Emergency Management and Public Works), Asset Management Technician, GIS specialist, and one Administrative Specialist II.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- Have reincorporated City Works Asset Management into the Public Works work flow process;
- Began the Development of an Urban Forestry Plan and update of the Milwaukie's Tree Code; and
- Began the City's Climate Action Plan process that respects Milwaukie's identity and focuses on preserving and improving long-term livability, engages a broad cross-section of people who live and work in Milwaukie.

**GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Provide leadership and support for the Public Works team helping to provide efficient utility services in a friendly manner to residents of Milwaukie;
- Complete the City's Climate Action Plan Process and coordinate the Climate Plan implementation strategies, develop metrics for tracking, and facilitate intra-departmental and inter-departmental coordination to support the City's Climate Action Plan goals and policies;
- Take a proactive approach to the management of the Community's Urban Forest with a long-term goal of expanding Milwaukie's urban forest canopy cover to 40%;
- Work with CUES to integrate Granite (Camera Truck Software) with City Works;
- ArcGIS 10.5.1 Software Upgrade and Enterprise Geodatabase Fall 2018;
- Develop and offer mobile based City Works function for field crew use; and
- Develop and offer web-based GIS function for outside use (those outside the local City network).

**PERFORMANCE MEASURES**

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Work orders processed (utilities)	14,879	15,215	2,879	7,000	12,000	13,500

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Asset Management: Percentage of Public Works workload performed under work orders	80	90	20	45	75	85

### Why are these Measures Important to us?

Proper management of the City's infrastructure is important to optimize their use and value. Providing work orders and tracking them is crucial to ensuring that City assets are maintained as needed for economic and regulatory reasons.

### Comments and Other Relevant Department Issues

\* Public Works is working to reincorporate asset management processes in the work practices of all divisions. Public Works converted its asset management software from Hansen to City Works in 2016. The conversion project from Hansen to City Works included changing work order processes and work flow. The focus now is to improve the management process and move towards mid 90% usage.

GIS services are looking to move forward with upgrades, training and letting users know what the program has to offer. Important steps include providing quarterly data updates to Clackamas County and Metro GIS on time, obtaining updated data from Clackamas County and Metro GIS for integration into local data sets once per quarter, and updating all standard City maps with most recent data at least twice a year.

The Department is requesting the approval of a new Climate Action Plan Coordinator. This position will manage the City's Climate Action Plan Program. As such this position will develop and coordinate the Climate Plan implementation strategies, develop and track metrics, and will facilitate intra-departmental and inter-departmental coordination to support the City's Climate Action Plan goals and policies.

## General Fund - Public Works Administration

(Amounts in Thousands: \$100 = \$100,000)

			BN 2018			BN 2020			
	Actual	Actual	Actual	Estimate	Budget	<i>Proposed Biennial Budget</i>			
	FY 2015	FY 2016	FY 2017	FY 2018	BN 2018	FY 2019	FY 2020	Total	
<b>Personnel Services</b>									
Budgeted FTE Positions	4.4	4.4	5.0	5.0	5.0	5.0	6.0	6.0	6.0
Salaries & Wages	\$ 274	\$ 352	\$ 412	\$ 422	\$ 834	\$ 746	\$ 485	\$ 500	\$ 985
Employee Benefits	134	190	212	211	423	429	266	307	573
<b>Total Personnel Services</b>	<b>408</b>	<b>542</b>	<b>624</b>	<b>633</b>	<b>1,257</b>	<b>1,175</b>	<b>751</b>	<b>807</b>	<b>1,558</b>
<b>Materials &amp; Services</b>									
Professional Services	-	-	-	-	-	-	12	17	29
City Attorney	14	18	17	19	36	36	-	-	-
Dues and Subscriptions	-	-	-	2	2	2	1	1	2
Education & Training	2	5	8	4	12	10	7	9	16
Emergency Management	-	3	2	1	3	10	21	22	43
General Office Supplies	5	6	4	5	9	10	5	5	10
Miscellaneous	5	19	12	4	16	12	6	3	9
Sustainability	-	-	-	-	-	-	21	11	32
Printing Costs	1	1	1	1	2	3	2	1	3
<b>Total Materials &amp; Services</b>	<b>27</b>	<b>52</b>	<b>44</b>	<b>36</b>	<b>80</b>	<b>83</b>	<b>75</b>	<b>69</b>	<b>144</b>
<b>Capital Outlay</b>	<b>31</b>	<b>82</b>	<b>-</b>	<b>35</b>	<b>35</b>	<b>45</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Public Works Administration Total</b>	<b>\$ 466</b>	<b>\$ 676</b>	<b>\$ 668</b>	<b>\$ 704</b>	<b>\$ 1,372</b>	<b>\$ 1,303</b>	<b>\$ 826</b>	<b>\$ 876</b>	<b>\$ 1,702</b>

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	Water Fund #510
<b>DEPARTMENT:</b>	Water Operations #610
<b>DEPARTMENT HEAD:</b>	Peter Passarelli
<b>DEPARTMENT HEAD EMAIL:</b>	passarellip@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7614
<b>DEPARTMENT LOCATION:</b>	Johnson Creek Building

### DEPARTMENT MISSION STATEMENT

The mission of the Water Department is to provide the residents with safe drinking water, water for fire protection, and an adequate supply of water for essential daily needs. This is done by following stringent State and Federal distribution guidelines, such as the Safe Drinking Water Act originally passed by Congress in 1974.

### PURPOSE AND FUNCTION OF DEPARTMENT

The purpose and function of the Water Department is:

- Provide the City's residents with water that meets or exceeds all Federal and State water quality requirements;
- Maintain the water system infrastructure; and
- Provide staff with education needed to stay current with changing technology, rules and regulations.

### HISTORY OR BACKGROUND OF DEPARTMENT

Milwaukie's first municipal water supply was a spring that is still percolating up from the ground on the south side of Milwaukie Market Place. The first distribution system was a network of open flumes that carried the water to the downtown area. Milwaukie now draws its water from the Troutdale Gravels Aquifer. This underground water supply stretches from north of Vancouver to south of Milwaukie and from the Willamette River on the west to the base of the Cascades on the east. The water system has storage capacity of 6 million gallons and can produce in excess of 6 million gallons per day through a network of continuously monitored wells, treatment plants, pump stations and piping. Emergency interties are maintained with connections to the City of Portland and Clackamas River Water.

## **PERSONNEL DESCRIPTION**

The Water Department consists of eight and 2/10 full-time (8.2 FTE), four Utility Technician II and a Lead Utility Technician maintaining over 100 miles of waterline, 6,911 services and 964 fire hydrants; and one Water Quality Coordinator maintaining 7 wells, 3 storage reservoirs and 4 pump stations; one half time Public Works Supervisor shared with Streets; and one seasonal employee. The Department has hired one FTE to run the Cross Connection Program for the City.

## **ACCOMPLISHMENTS OF PRIOR/CURRENT BIENNIAL BUDGET**

- The department completed the Ameresco water meter audit for accuracy and found our meter to be reading at 98% accuracy;
- The department completed the water tower project last year. The project consisted of repairing and repainting the inside and outside of the elevated tank at 40<sup>th</sup> and Harvey;
- Ensured the operation of City's fire hydrants by completing hydrant preventive maintenance on 23% of hydrants;
- Ensured the workability of City valves by completing valve preventative maintenance on 140 valves;
- Repaired 6 main line breaks;
- Completed preventive maintenance on 60 chlorine components in the treatment system; and
- Completed preventive maintenance on 14 pumps.

## **GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Continue to enhance the City by providing quality customer service and creating a safe and enjoyable work environment for employees;
- To ensure that future revenue requirements for our utilities are levelized to the extent practicable update the Water Master Plan;
- As part of the master planning effort research and identify energy efficiency projects for the water system to reduce the utility's overall carbon footprint;
- Conduct a Water Cost of Service Study to ensure costs are properly allocated among customer classes and to update and improve the methods for determining fair and defensible rates for our water utility;
- Supply safe and affordable drinking water to our residents;
- Complete the re-drilling of the new well #2 and decommissioning of the old well #2 located at the 40<sup>th</sup> and Harvey storage building;
- Continue the hydrant maintenance program to insure proper fire protection;
- Continue the valve maintenance and flushing project by completing 25% of the City per year;
- Update the SCADA (Supervisory control and data acquisition) software and infrastructure;
- Undertake a condition assessment of the water distribution system to identify deteriorating water mains;
- Continue our leak detection program to eliminate water loss percentage;
- Research, identify and incorporate other management practices to reduce energy consumption related to non-revenue water;

- Complete the stripping and repainting of the Stanley storage tank;
- Complete projects in an efficient manner reflected by meeting the budget, executing few change orders (none related to design error), and timely completion;
- Continue to build a positive rapport with our residents and stakeholders; and
- Continue an aggressive education program to keep up with changing technologies and certification for our employees.

**PERFORMANCE MEASURES**

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Meters replaced as needed (average 100 per year)	101	15	19	19	20	20
Valve's maintained	140	294	10	150	150	150
Utility locates 100% completion required by law (average)	1,526	1,479	864	1,500	1,600	1,600

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Percentage of hydrants maintained (goal is 33%)	33	25	13	33	33	33
Percentage of defective meters replaced (goal is 95%)	95	100	100	100	95	95
Percentage of valves maintained (goal is 20%)	20	10	20	20	20	20

**Why are these Measures Important to us?**

The Water Department takes pride in the quality of service we supply to our residents and the condition of our infrastructure. We constantly look for more efficient methods of producing quality water and the maintenance of our infrastructure. Our Staff is highly trained and certified in their field, they look at their responsibilities as a career.

Sound, quality utilities are the foundation of the City. Monitoring the maintenance statistics of our meters, hydrants and other equipment allows us to ensure that our systems are functioning at their highest level.

**Comments and Other Relevant Department Issues**

The Water Department has been short staffed for the last year. We have recently filled the last position that was vacant. Some of our preventive maintenance projects have fallen behind due to short staff.

### Water Fund Summary

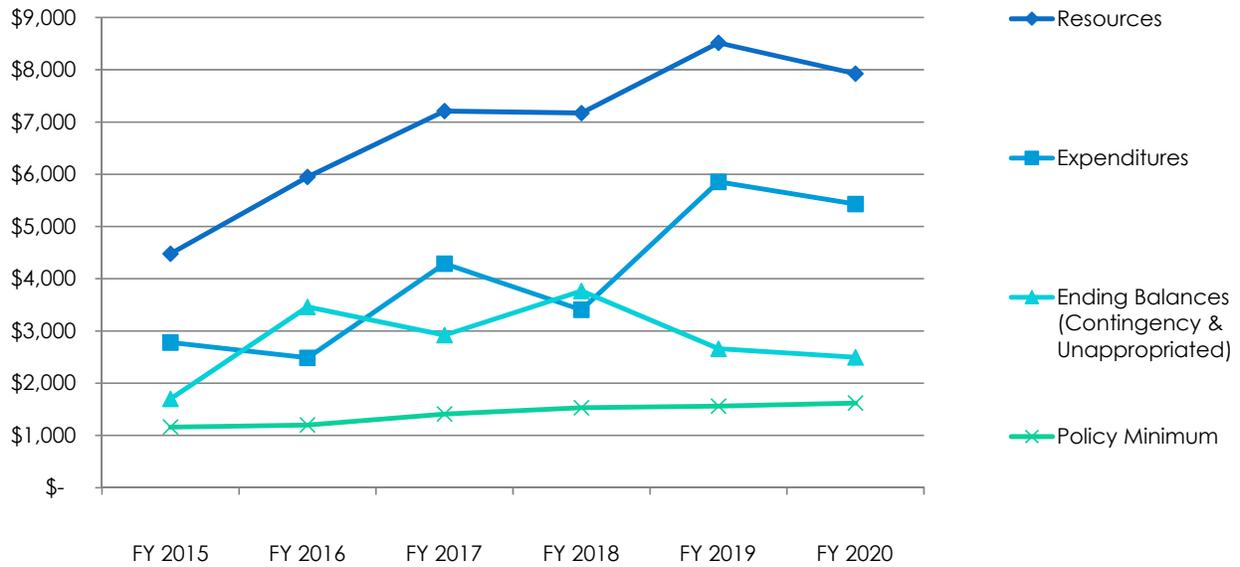
(Amounts in Thousands: \$100 = \$100,000)

			BN 2018			BN 2020			
	Actual	Actual	Actual	Estimate	Total	Budget BN 2018	Proposed Biennial Budget		
	FY 2015	FY 2016	FY 2017	FY 2018			FY 2019	FY 2020	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 781	\$ 1,700	\$ 3,462	\$ 2,921	\$ 3,462	\$ 3,100	\$ 3,766	\$ 3,177	\$ 3,766
Fees & Charges - Water	3,624	3,855	3,637	4,200	7,837	7,921	4,699	4,699	9,398
Miscellaneous	69	102	99	50	149	118	50	50	100
Other Reimbursements	5	8	11	-	11	12	-	-	-
Transfers from Other Funds	-	284	-	-	-	-	-	-	-
<b>Total Resources</b>	<b>\$ 4,479</b>	<b>\$ 5,949</b>	<b>\$ 7,209</b>	<b>\$ 7,171</b>	<b>\$ 11,459</b>	<b>\$ 11,151</b>	<b>\$ 8,515</b>	<b>\$ 7,926</b>	<b>\$ 13,264</b>
<b>Requirements</b>									
<b>Personnel Services</b>									
Salaries	\$ 380	\$ 375	\$ 464	\$ 519	\$ 983	\$ 1,017	\$ 529	\$ 550	\$ 1,079
Benefits	195	209	252	263	\$ 515	599	303	347	\$ 650
<b>Total Personnel Services</b>	<b>575</b>	<b>584</b>	<b>716</b>	<b>782</b>	<b>1,498</b>	<b>1,616</b>	<b>832</b>	<b>897</b>	<b>1,729</b>
<b>Materials &amp; Services</b>									
Bad Debts	(5)	1	1	6	7	10	6	6	12
Contractual Services	16	25	28	26	54	74	36	37	73
Dues & Subscriptions	2	3	2	6	8	2	5	3	8
Education & Training	3	4	2	8	10	12	6	6	12
Electricity	188	186	179	210	389	414	200	207	407
Facility Repairs	184	169	148	200	348	450	198	204	402
Fees & Licenses	1	3	1	2	3	4	2	3	5
Franchise Fees to Transportation (1)	290	269	307	336	643	625	376	376	752
General Office Supplies	7	1	1	-	1	4	2	2	4
Miscellaneous Supplies	1	5	4	3	7	6	2	3	5
Operating Equipment	30	14	30	8	38	40	10	10	20
Professional Services	3	10	13	7	20	20	42	24	66
Rents & Leases	8	3	4	32	36	40	5	5	10
Self Insured Claims	-	-	-	6	6	6	1	1	2
Utility Billing Expense	47	46	47	50	97	97			
<b>Total Materials &amp; Services</b>	<b>775</b>	<b>739</b>	<b>767</b>	<b>900</b>	<b>1,667</b>	<b>1,804</b>	<b>891</b>	<b>887</b>	<b>1,778</b>
<b>Capital Outlay</b>	<b>514</b>	<b>249</b>	<b>1,665</b>	<b>543</b>	<b>2,208</b>	<b>3,960</b>	<b>2,414</b>	<b>1,862</b>	<b>4,276</b>
<b>Debt Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Transfers to Other Funds</b>	<b>915</b>	<b>915</b>	<b>1,140</b>	<b>1,180</b>	<b>2,320</b>	<b>2,320</b>	<b>1,201</b>	<b>1,249</b>	<b>2,450</b>
<b>Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300</b>	<b>517</b>	<b>535</b>	<b>535</b>
<b>Total Program Requirements</b>	<b>2,779</b>	<b>2,487</b>	<b>4,288</b>	<b>3,405</b>	<b>7,693</b>	<b>10,000</b>	<b>5,855</b>	<b>5,430</b>	<b>10,768</b>
Unappropriated Ending Fund Balance	1,700	3,462	2,921	3,766	3,766	1,151	2,660	2,496	2,496
<b>Total Requirements</b>	<b>\$ 4,479</b>	<b>\$ 5,949</b>	<b>\$ 7,209</b>	<b>\$ 7,171</b>	<b>\$ 11,459</b>	<b>\$ 11,151</b>	<b>\$ 8,515</b>	<b>\$ 7,926</b>	<b>\$ 13,264</b>

Budgeted Positions (in FTEs)	7.2	7.2	8.2	8.2	8.2	8.2	8.2	8.2	8.2
Monthly Operating Costs per Capita	\$ 9	\$ 9	\$ 11	\$ 12	\$ 11	\$ 12	\$ 12	\$ 12	\$ 12

Contingency and Ending Balances per above	\$ 1,700	\$ 3,462	\$ 2,921	\$ 3,766	\$ 3,766	\$ 1,451	\$ 3,177	\$ 3,031	\$ 3,031
Reserve for Vehicle Replacement	30	80	100	100	100	80	100	100	100
Policy Requirement (50%)	1,130	1,120	1,310	1,430	1,430	370	1,460	1,520	1,520
Amount over (under) Policy Requirement	\$ 540	\$ 2,262	\$ 1,511	\$ 2,236	\$ 2,236	\$ 1,001	\$ 1,617	\$ 1,411	\$ 1,411

### Water Fund Resource & Expenditure Trends



	FY19	FY20
Operating Revenue	4,749	4,749
Operating Expense	(2,924)	(3,033)
<b>Net Operating Income</b>	<b>1,825</b>	<b>1,716</b>
Non-Operating Resources	-	-
Beginning Balance	3,766	3,177
Non-Operating Requirements	(2,931)	(2,397)
<b>Ending Balance</b>	<b>2,660</b>	<b>2,496</b>
	-	-

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	Wastewater Fund #540
<b>DEPARTMENT:</b>	Wastewater Operations #620
<b>DEPARTMENT HEAD:</b>	Peter Passarelli
<b>DEPARTMENT HEAD EMAIL:</b>	passarellip@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7614
<b>DEPARTMENT LOCATION:</b>	Johnson Creek Building

### DEPARTMENT MISSION STATEMENT

The mission of the Wastewater Department is to provide for the effective management and financing of the wastewater collections system within the public Right-of-Way. The goal is to provide wastewater collection, pumping and collect revenue for treatment services to the residents, while protecting the environment and eliminating sanitary sewer overflows.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Wastewater department is responsible to:

- Operating and maintaining the City's wastewater collections infrastructure efficiently and at the least cost to customers;
- Maintain 79 miles of public sanitary sewers, 5 sewer lift stations, and 1,692 manholes; and
- Provide an Environmental Services Coordinator to oversee and enforce the FOG (Fats, Oils and Grease) program that helps eliminate the amount of fats, oils, and grease in the wastewater collections system.

### HISTORY OR BACKGROUND OF DEPARTMENT

Each day, millions of gallons of wastewater go down the drain from washing or toilet flushing inside homes, schools, and other buildings and are carried into the City of Milwaukie sanitary sewer system. Small pipes called laterals carry wastewater from those buildings into sewer pipes placed under streets. By gravity and a series of sewer lift stations, the vast majority of wastewater flows into the Kellogg Treatment Plant located on McLoughlin and operated by the Clackamas County Sewer District #1 (CCSD#1). The department also contracts for treatment services with the City of Portland and Oak Lodge Sanitary District for the few properties within those sewer systems. After treatment, the water is released into the Willamette River as clean water, though not suitable for drinking.

### PERSONNEL DESCRIPTION

The Department consists of five full-time equivalents (5.0 FTE), three Utility Technician II, one Lead Utility Technician, half-time Environmental Services Coordinator, and half-time Operations Supervisor.

#### **ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- The Division worked closely with the Engineering Department to complete portions of existing terracotta (clay pipe). This project will help to eliminate roots and ground water from entering the main line;
- The Division repaired multiple manholes around town to reduce groundwater and roots from entering;
- The Division investigated non-compliant restaurants of the FOG ordinance, and enforced installation of more effective grease interceptors to reduce sewer backups and discharges to the City's sewer main;
- Continued to enhance our FOG program through cooperation with other local municipalities and preferred pumpers;
- Continued to complete onsite FOG inspections to monitor compliance of new and existing facilities;
- The Division upgraded the control cabinet at 59<sup>th</sup> and Harrison lift station;
- The Division personnel responded to all failures of our lift stations in adequate time, preventing a backup or overflow;
- The Division replaced the wet well lining at our Brookside sewer lift station;
- The Division did not have any sewer backups that resulted in a claim against the City; and
- The division did not have any sanitary sewer overflows during the last year.

#### **GOALS AND FOCUS FOR COMING BUDGET PERIOD:**

- Continue to enhance the City by providing quality customer service and creating a safe and enjoyable work environment for employees;
- To ensure that future revenue requirements for our utilities are leveled to the extent practicable update the Waste Water Master Plan;
- As part of the master planning effort research and identify energy efficiency projects for the waste water collection system to reduce the utility's overall carbon footprint;
- Conduct a Waste Water Cost of Service Study to ensure costs are properly allocated among customer classes and to update and improve the methods for determining fair and defensible rates for our water utility;
- Prevent sewer main blockages and sanitary sewer overflows by completing routine maintenance, cleaning, and video inspecting of the main lines according to asset management guidelines;
- Obtain training and certification for all personnel on the wastewater crew for the National Association of Sewer Service Companies (NASSCO) certification, standardizes procedures for the assessment (TV'ing) and rehabilitation of underground infrastructure; and
- Provide resources for wastewater personnel to stay current on required certifications.

## PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY 19 (est.)	FY 20 (est.)
Mainline Hydro cleaning (feet per year, in thousands)	91.9	155.6	75.2	110	110	110
Manhole inspections per year	616	585	120	500	600	600
TV inspection of mains (feet per year, in thousands)	157	166.6	68.2	150	150	150
Lift station inspections per year	260	260	260	260	260	260

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY 19 (est.)	FY 20 (est.)
Percent of mainline Hydro cleaned (goal is 20% or all mains in 5 years)	25	37	18	18	22	22
Percent of mainline Granite /TV inspected (goal is 20% or all mains in 5 years)	25	39	16	20	20	20
Percent of manholes inspected (goal is all inspected in 5 years)	22	7	14	20	25	25
Percentage of lift station runtime without malfunction or downtime	90	99	96	90	90	90
Percent of certifications active and in good standing	100	100	100	100	100	100

### Why are the Measures Important to us?

Hydro clean sewer system: To ensure a working, flowing system, free of debris, and to prevent sanitary sewer overflows and DEQ fines.

Formula inspections: To locate and schedule repair of possible sewer system failures before they fail or cause a sewer backup.

Manhole inspections: Check for deterioration, inflow, and infiltration. It is now mandatory to complete a manhole inspection for each manhole of a main line when system maintenance is completed.

TV inspections (Granite): This type of inspection started in 2011. These inspections rate the condition of the pipe to determine time of before the structure fails and when a repair or replacement is needed. Granite software also allows the Engineering Department to review inspections from their personal computers.

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

## Comments and Other Relevant Division Issues

The Wastewater Department is adequately staffed to perform required functions at this time. If future regulatory standards or the City's collections system is required to own and maintain private laterals or to be permitted by DEQ, the need for more FTE's will increase.

It is important that the Wastewater Department cleans and video inspects the City sewer mains once every three to five years to locate issues with the main lines such as grease buildup, roots, pipe damage or blockages before they become an issue, lead to sanitary sewer overflows or possible claims against the City. The Department must clean 83,424 feet of sewer pipe per year and video inspect 83,424 feet of sewer pipe per year to meet the five-year goal.

### Wastewater Fund Summary

(Amounts in Thousands: \$100 = \$100,000)

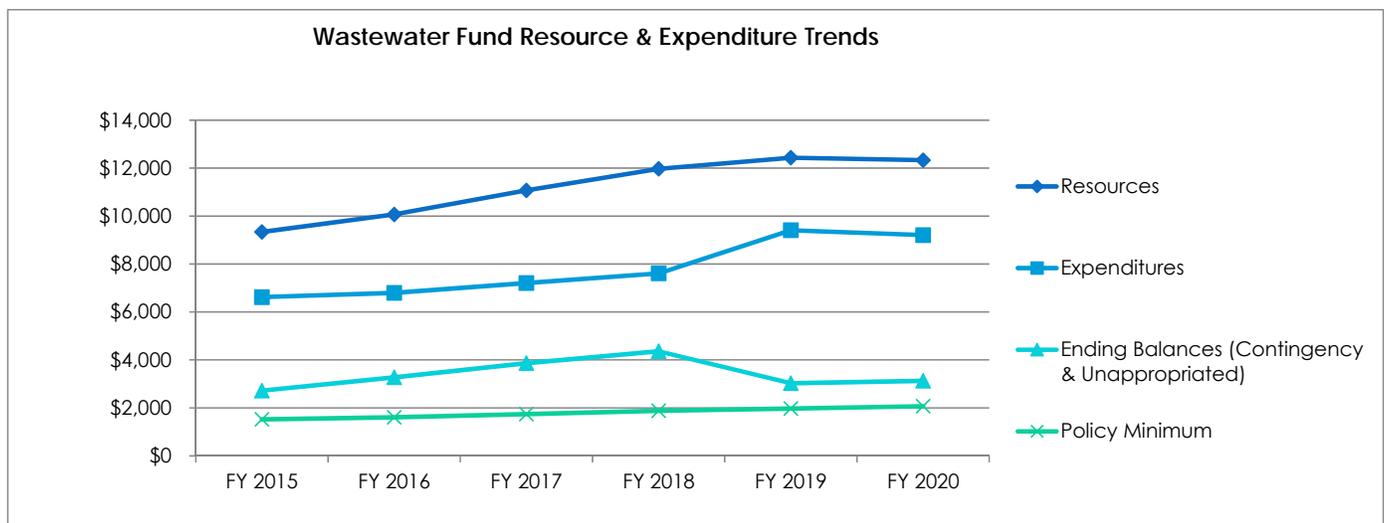
			BN 2018				BN 2020		
	Actual	Actual	Actual	Estimate	Total	Budget	Proposed Biennial Budget		
	FY 2015	FY 2016	FY 2017	FY 2018		BN 2018	FY 2019	FY 2020	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 2,318	\$ 2,717	\$ 3,272	\$ 3,864	\$ 3,272	\$ 3,274	\$ 4,361	\$ 3,900	\$ 4,361
Fees & Charges - Wastewater	6,939	7,246	7,661	7,967	15,628	15,451	7,967	8,326	16,293
Intergovernmental - Grant	-	-	-	-	-	67	-	-	-
Miscellaneous	4	1	54	55	109	8	56	57	113
Proceeds from Reimbursement District	76	43	85	85	170	150	50	50	100
Transfers from Other Funds	-	62	-	-	-	-	-	-	-
<b>Total Resources</b>	<b>\$ 9,337</b>	<b>\$ 10,069</b>	<b>\$ 11,072</b>	<b>\$ 11,971</b>	<b>\$ 19,179</b>	<b>\$ 18,950</b>	<b>\$ 12,434</b>	<b>\$ 12,333</b>	<b>\$ 20,867</b>
<b>Requirements</b>									
<b>Personnel Services</b>									
Salaries	\$ 280	\$ 292	\$ 284	\$ 273	\$ 557	\$ 729	\$ 310	\$ 321	\$ 631
Benefits	134	136	126	131	257	221	152	177	329
<b>Total Personnel Services</b>	<b>414</b>	<b>428</b>	<b>410</b>	<b>404</b>	<b>814</b>	<b>950</b>	<b>462</b>	<b>498</b>	<b>960</b>
<b>Materials &amp; Services</b>									
Bad Debt	(12)	2	3	13	16	20	10	10	20
CCSD #1 SDC Exempt Properties	11	30	8	12	20	200	85	66	151
Contractual Services	6	2	2	8	10	16	8	8	16
Dues & Subscriptions	1	1	1	2	3	2	1	1	2
Education & Training	2	3	7	13	20	10	10	10	20
Electricity	9	10	11	23	34	20	12	13	25
Facility Repairs	54	36	19	50	69	150	75	75	150
Franchise Fees to Transportation (1)	204	213	232	251	483	479	240	257	497
General Office Supplies	-	2	1	2	3	2	1	1	2
Miscellaneous Supplies	1	6	2	8	10	8	2	2	4
Operating Equipment	14	4	13	18	31	10	9	9	18
Professional Services	2	1	1	5	6	40	28	15	43
Rents & Leases	3	3	3	32	35	40	10	10	20
Self Insured Claims	-	-	-	4	4	10	5	5	10
Utility Billing Expense	30	29	29	30	59	59			
Wastewater Treatment Costs	4,243	4,345	4,566	4,727	9,293	9,255	4,866	5,012	9,878
<b>Total Materials &amp; Services</b>	<b>4,568</b>	<b>4,687</b>	<b>4,898</b>	<b>5,198</b>	<b>10,096</b>	<b>10,321</b>	<b>5,362</b>	<b>5,494</b>	<b>10,856</b>
<b>Capital Outlay</b>	<b>649</b>	<b>643</b>	<b>727</b>	<b>785</b>	<b>1,512</b>	<b>2,776</b>	<b>1,560</b>	<b>1,110</b>	<b>2,670</b>
<b>Debt Service</b>	<b>104</b>	<b>104</b>	<b>103</b>	<b>103</b>	<b>206</b>	<b>214</b>	<b>102</b>	<b>102</b>	<b>204</b>
<b>Transfers to Other Funds</b>	<b>885</b>	<b>935</b>	<b>1,070</b>	<b>1,120</b>	<b>2,190</b>	<b>2,190</b>	<b>1,048</b>	<b>1,102</b>	<b>2,150</b>
<b>Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>300</b>	<b>874</b>	<b>899</b>	<b>899</b>
<b>Total Program Requirements</b>	<b>6,620</b>	<b>6,797</b>	<b>7,208</b>	<b>7,610</b>	<b>14,818</b>	<b>16,751</b>	<b>9,408</b>	<b>9,205</b>	<b>17,739</b>
Unappropriated Ending Fund Balance	2,717	3,272	3,864	4,361	4,361	2,199	3,026	3,128	3,128
<b>Total Requirements</b>	<b>\$ 9,337</b>	<b>\$ 10,069</b>	<b>\$ 11,072</b>	<b>\$ 11,971</b>	<b>\$ 19,179</b>	<b>\$ 18,950</b>	<b>\$ 12,434</b>	<b>\$ 12,333</b>	<b>\$ 20,867</b>

Budgeted Positions (in FTEs)	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Monthly Operating Costs per Capita	\$ 24	\$ 25	\$ 26	\$ 27	\$ 27	\$ 28	\$ 32	\$ 33	\$ 30	\$ 30

Contingency and Ending Balances per above	\$ 2,717	\$ 3,272	\$ 3,864	\$ 4,361	\$ 4,361	\$ 2,716	\$ 3,900	\$ 4,027	\$ 4,027	\$ 4,027
Reserve for Vehicle Replacement	50	100	150	200	200	300	250	300	300	300
Policy Requirement (25%)	1,470	1,510	1,590	1,680	1,680	1,720	1,720	1,770	1,770	1,770
Amount over (under) Policy Requirement	<u>\$ 1,197</u>	<u>\$ 1,662</u>	<u>\$ 2,124</u>	<u>\$ 2,481</u>	<u>\$ 2,481</u>	<u>\$ 696</u>	<u>\$ 1,930</u>	<u>\$ 1,957</u>	<u>\$ 1,957</u>	<u>\$ 1,957</u>

<b>Reserves held for Fleet Purchases</b> [previously transferred to Fleet and held in General Fund Reserves]										
Carryover from prior year	\$ 143	\$ 143	\$ 143	\$ 62	\$ 143	\$ 143	\$ -	\$ -	\$ -	\$ -
Transfers to/from Fleet Reserves	-	-	-	(62)	(62)	-	-	-	-	-
Less Purchases of Fleet	-	-	(81)	-	(81)	(143)	-	-	-	-
Carryover to next year	<u>\$ 143</u>	<u>\$ 143</u>	<u>\$ 62</u>	<u>\$ -</u>						

(1) Franchise fees to transportation relates to Ordinance 1905 passed in 2002 dedicating 8% of net revenues of water, wastewater, and stormwater (net of any debt service obligations) to help fund the transportation system (Muni Code Section 3.10).



	FY19	FY20
Operating Revenue	8,023	8,383
Operating Expense	(6,872)	(7,094)
<b>Net Operating Income</b>	1,151	1,289
Non-Operating Resources	50	50
Beginning Balance	4,361	3,900
Non-Operating Requirements	(2,536)	(2,111)
<b>Ending Balance</b>	<u>3,026</u>	<u>3,128</u>
	-	-

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	Stormwater Fund #570
<b>DEPARTMENT:</b>	Stormwater Operations #630
<b>DEPARTMENT HEAD:</b>	Peter Passarelli
<b>DEPARTMENT HEAD EMAIL:</b>	passarelliP@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7614
<b>DEPARTMENT LOCATION:</b>	Johnson Creek Building

### DEPARTMENT MISSION STATEMENT

The mission of the Stormwater Department is to provide for the effective management and financing of the stormwater system within the City's public Right-of-Way. The mission of the Stormwater Department is to protect the health, safety and welfare of the public by providing for the safe, efficient capture and conveyance of stormwater runoff; the correction of stormwater problems by designing, constructing, managing, operating, maintaining, inspecting, sweeping and enforcement of the City's stormwater rules and regulations.

### PURPOSE AND FUNCTION OF DEPARTMENT

The Stormwater Department ensures that all;

- Maintenance work is done in compliance with its National Pollutant Discharge Elimination System (NPDES) permit;
- Permit for the storm system in general and the Water Pollution Control Facility (WPCF);
- Permit for Underground Injection Control (UIC) components such as drywells;
- Provides an ongoing education program for its employees to keep up with the evolving technology, rules and regulations;
- Manage 41 miles of storm main lines, 1603 catch basins, 210 drywells, 122 sedimentation manholes, 539 manholes, 5 detention ponds, and 46 Rain gardens; and
- Sweep city streets to maintain compliance with National Pollutant Discharge Elimination System (NPDES) permit, 1,128 lane miles swept in 2017.

## **HISTORY OR BACKGROUND OF DEPARTMENT**

The Oregon Department of Environmental Quality (DEQ) issued the City a NPDES permit in 1995. The permit contains requirements that are intended to minimize impacts from pollutants carried into area streams, rivers, and wetlands via the City's storm sewer system. The City's permit is for a storm system separated from the wastewater system; a Municipal Separated Storm Sewer System (MS4). It has been revised twice and the parameters that are required to be monitored, the level of maintenance needed is changing and increasingly burdensome. Upholding the permits, measuring and reporting permit requirements; and maintaining existing infrastructure to meet the requirements are efforts that continue to increase in scope. The United States Environmental Protection Agency (EPA) continues to place demands that DEQ apply stronger requirements around maintenance, water quality sampling, and treatment of new and existing stormwater facilities.

Another factor for the City is the natural topography, Low land areas without natural drainage, an area encompassing about 20% of the City that is a basin with no flow out, relying on infiltration to drain stormwater. This is an area with flooding issues during heavy rain events with a need for new infrastructure and the replacement of drywells that are prevalent in the area and are susceptible to failure.

## **PERSONNEL DESCRIPTION**

Stormwater Operations consists of eight and one 1/2 full-time equivalents (8.5 FTE), 5 Utility Technician II, one Natural Resources Technician, one Utility Technician Lead, one Natural Resource Coordinator, a half-time Public Works Supervisor, and a half-time Environmental Services Coordinator. The Department is asking for 3 seasonal employees.

## **ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- Stormwater monitoring analytical results were within expected parameter with no anomalies;
- The addition of the second Natural Resources Technician allowed for maintenance of the water quality facilities (rain gardens) more frequently;
- Continued coordination with the cities of West Linn, Lake Oswego and Oregon City for the monitoring of Mercury in stormwater discharge from residential area;
- Responded to spills originating within the City and documenting the release and oversee cleanup efforts provided by other jurisdictions;
- Completed annual report in compliance with the NPDES Stormwater permit issued to the City by DEQ;

- The City maintained compliance with the Water Pollution Control Facility Permit during the last budget cycle. The department is responsible for compliance and reporting of two stormwater permits; and
- The City participates in the Stormdrain Cleaning Assistance Program (SCAP), along with Gresham, Fairview, Troutdale, Wood Village, Clackamas County-WES and the Oak Lodge Sanitary District (OLSD). We have been working with these agencies to promote cleaning of private catch basins. SCAP is a voluntary program for businesses, apartments, schools, etc. with privately owned storm drains. It is designed to increase awareness of and participation in annual maintenance needs of their drains in order to prevent localized flooding and reduce polluted runoff to local streams.

#### **GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Comply with all DEQ Stormwater regulations listed in permits, management plans, and monitoring plans, for example implement an updated NPDES, MS4, Water Pollution Control Facility (UIC), Stormwater Management Plan (SWMP), and implement an updated NPDES, MS4, and Stormwater Monitoring Plan;
- Improve riparian habitat restoration on private property utilizing existing programs through JCWS Creek Care & NCUWC Streamside Stewards for restoration efforts on private property;
- In conjunction with other NPDES MS4 co-permittees, conduct time-weighted composite and grab sampling for chlorides at instream monitoring locations.
- Continue to enhance the City by providing quality customer service and creating a safe and enjoyable work environment for employees;
- Complete in-house drywell decommissioning and pretreatment requirements;
- Eliminate potential known areas for flooding through Capital Improvement Projects (CIP);
- Continue to improve our dewatering practices with the Decant Facility, to further practice what we preach;
- Take a more a proactive approach to the management of trees and the Community's Urban Forest in recognition of the important role that trees in play in stormwater management;
- Complete projects in an efficient manner reflected by meeting the budget, executing few change orders (none related to design error), and timely completion; and
- Continue to support existing certifications for personnel.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Clean catch basins as required by permit	742	860	372	1,235	800	800
Clean dry wells per year as required by ORS	66	85	12	20	50	50
Inspection of drywells	119	69	191	320	120	120
TV inspection of mains (in feet)	31,580	4,677	691	10,600	10,000	10,000
Maintain rain garden	49	49	81	81	90	100
Storm water monitoring (sampling for testing)	10	9	9	9	10	10
Erosion control inspections	154	100	113	100	125	1,125
Outfall inspections	25	26	26	26	25	25
Respond to environmental spills	12	n/a	8	10	10	10
Sweeping (lane miles)	n/a	359	1,128	50	750	750

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
Percentage of catch basins cleaned. DEQ requirement is 50%	50	50	50	50	50	50
Percentage of dry wells cleaned (Type I & Type II). DEQ requirement is 65%	65	65	65	65	65	65
Percentage of drywells inspected (Type I & Type II). DEQ requirement is 100%	100	100	100	100	100	100
Percentage of rain gardens maintenance completed. Goal is 100%	100	100	100	100	100	100
Percentage of Storm water monitoring (MS4) events completed. DEQ requirement is 100%	100	100	100	100	100	100
Percentage of Storm water monitoring (UIC) events completed. DEQ requirement is 100%	100	100	100	100	100	100

### Why are these Measures Important to us?

Clean catch basins: We are required to clean each catch basin once every two years to meet conditions of our NPDES, MS4 & WPCF (UIC) permits. By lowering the amount of solids, we reduce the amount of pollutants.

Clean dry wells: Required to clean Type II once every six months and Type I once every two years to meet conditions of our WPCF (UIC) permit. This measure helps prevent flooding and removes pollutants that may reach the groundwater.

Inspect drywells: Required to inspect Type II once a month and Type I once every two months to meet conditions of our WPCF (UIC) permit. This measure helps to keep the drywells functioning properly.

Rain garden maintenance: Maintain stormwater quality requirements for low impact development. The rain gardens are stormwater treatment facilities that depend on maintenance to function properly

### Comments and Other Relevant Department Issues

The Stormwater Department's operation and maintenance activities are influenced significantly by the two permits issued by DEQ. The NPDES-MS4 permit mandates specific maintenance levels and specific pollutants/water quality parameters to control.

The Stormwater Department is asking for 3 seasonal employees.

### Stormwater Fund Summary

(Amounts in Thousands: \$100 = \$100,000)

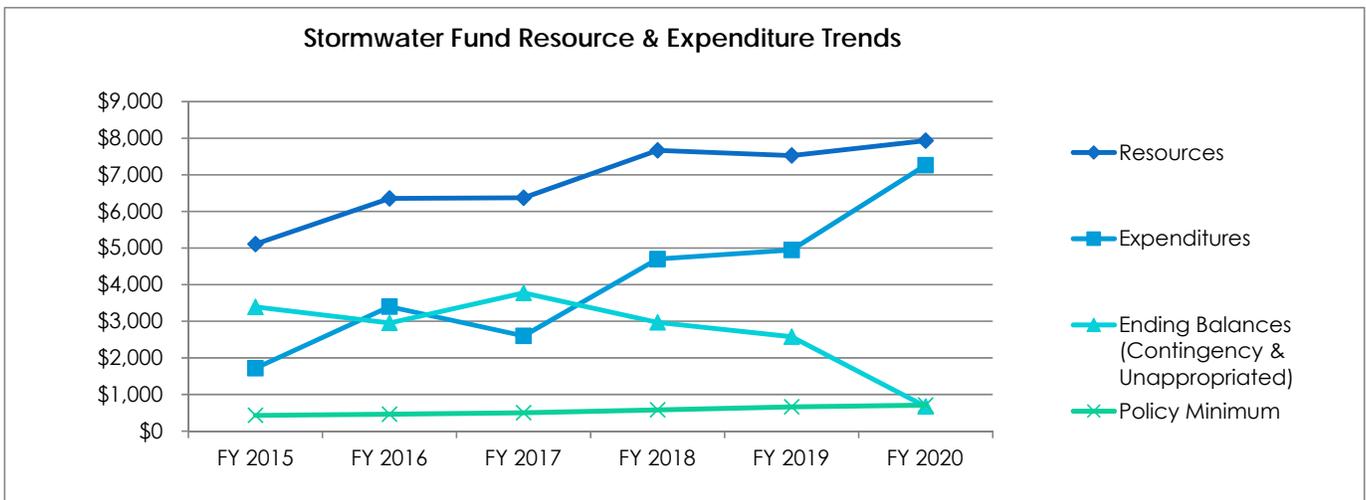
	BN 2018					BN 2020			
	Actual	Actual	Actual	Estimate	Total	Budget	<i>Proposed Biennial Budget</i>		
	FY 2015	FY 2016	FY 2017	FY 2018		BN 2018	FY 2019	FY 2020	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 2,528	\$ 3,391	\$ 2,954	\$ 3,774	\$ 2,954	\$ 2,784	\$ 2,969	\$ 2,883	\$ 2,969
Fees & Charges - Stormwater	2,565	2,933	3,357	3,830	7,187	7,055	4,370	4,982	9,352
Other Reimbursements	-	-	-	-	-	20	-	-	-
Miscellaneous	16	13	62	64	126	8	66	67	133
FLOC (Trimet)	-	-	-	-	-	-	120	-	120
Proceeds from Issuance of Debt	-	-	-	-	-	130	-	-	-
Transfers from Other Funds	-	16	-	-	-	-	-	-	-
<b>Total Resources</b>	<b>\$ 5,109</b>	<b>\$ 6,353</b>	<b>\$ 6,373</b>	<b>\$ 7,668</b>	<b>\$ 10,267</b>	<b>\$ 9,997</b>	<b>\$ 7,525</b>	<b>\$ 7,932</b>	<b>\$ 12,574</b>
<b>Requirements</b>									
<b>Personnel Services</b>									
Salaries	\$ 320	\$ 312	\$ 371	\$ 494	\$ 865	\$ 933	\$ 510	\$ 534	\$ 1,044
Benefits	163	172	189	244	433	512	268	312	580
<b>Total Personnel Services</b>	<b>483</b>	<b>484</b>	<b>560</b>	<b>738</b>	<b>1,298</b>	<b>1,445</b>	<b>778</b>	<b>846</b>	<b>1,624</b>
<b>Materials &amp; Services</b>									
Professional Services	9	33	39	60	99	60	45	48	93
Contractual Services	18	34	16	33	49	30	38	38	76
Self Insured Claims	-	-	-	1	1	6	3	3	6
Refuse	1	1	-	1	1	4	22	22	44
General Office Supplies	1	1	1	2	3	4	1	1	2
Fees & Licenses	1	3	3	4	7	10	3	3	6
Dues & Subscriptions	1	1	1	2	3	2	2	2	4
Miscellaneous Supplies	5	4	1	8	9	10	2	2	4
Education & Training	2	4	9	16	25	14	10	10	20
Utility Billing Expense	13	13	12	28	40	46			
Franchise Fees to Transportation (1)	206	234	269	310	579	565	350	400	750
Bad Debts	(4)	1	1	2	3	10	8	8	16
Rents & Leases	2	3	8	32	40	40	15	15	30
Facility Repairs	67	39	44	15	59	190	74	74	148
Operating Equipment	1	1	9	12	21	12	6	6	12
Advertising & Publicity	-	-	1	1	2	2	-	-	-
<b>Total Materials &amp; Services</b>	<b>323</b>	<b>372</b>	<b>414</b>	<b>527</b>	<b>941</b>	<b>1,005</b>	<b>579</b>	<b>632</b>	<b>1,211</b>
<b>Capital Outlay</b>	<b>7</b>	<b>1,578</b>	<b>605</b>	<b>2,374</b>	<b>2,979</b>	<b>4,835</b>	<b>1,989</b>	<b>4,115</b>	<b>6,104</b>
Debt Service	-	-	-	-	-	14	-	-	-
Transfers to Other Funds	905	965	1,020	1,060	2,080	2,080	1,296	1,348	2,644
Contingency	-	-	-	-	-	300	304	322	322
<b>Total Program Requirements</b>	<b>1,718</b>	<b>3,399</b>	<b>2,599</b>	<b>4,699</b>	<b>7,298</b>	<b>9,679</b>	<b>4,946</b>	<b>7,263</b>	<b>11,905</b>
Unappropriated Ending Fund Balance	3,391	2,954	3,774	2,969	2,969	318	2,579	669	669
<b>Total Requirements</b>	<b>\$ 5,109</b>	<b>\$ 6,353</b>	<b>\$ 6,373</b>	<b>\$ 7,668</b>	<b>\$ 10,267</b>	<b>\$ 9,997</b>	<b>\$ 7,525</b>	<b>\$ 7,932</b>	<b>\$ 12,574</b>

Budgeted Positions (in FTEs)	7.8	7.8	8.3	8.3	8.3	8.3	8.5	8.5	8.5
Monthly Operating Costs per Capita	\$ 7	\$ 7	\$ 8	\$ 9	\$ 9	\$ 9	\$ 11	\$ 11	\$ 11

Contingency and Ending Balances per above	\$ 3,391	\$ 2,954	\$ 3,774	\$ 2,969	\$ 2,969	\$ 618	\$ 2,883	\$ 991	\$ 991
Policy Requirement (25%)	330	360	400	480	980	1,030	560	610	610
Reserve for Vehicle Replacement	100	100	100	100	100	100	100	100	100
Amount over (under) Policy Requirement	<u>\$ 2,961</u>	<u>\$ 2,494</u>	<u>\$ 3,274</u>	<u>\$ 2,389</u>	<u>\$ 1,889</u>	<u>\$ (512)</u>	<u>\$ 2,223</u>	<u>\$ 281</u>	<u>\$ 281</u>

<b>Reserves held for Fleet Purchases</b> [previously transferred to Fleet and held in General Fund Reserves]									
Carryover from prior year	\$ 280	\$ 229	\$ 229	\$ 16	\$ 229	\$ 281	\$ -	\$ -	\$ -
Transfers to/from Fleet Reserves	-	-	-	(16)	(16)	-	-	-	-
Less Purchases of Fleet	(51)	-	(213)	-	(213)	-	-	-	-
Carryover to next year	<u>\$ 229</u>	<u>\$ 229</u>	<u>\$ 16</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 281</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

(1) Franchise fees to transportation relates to Ordinance 1905 passed in 2002 dedicating 8% of net revenues of water, wastewater, and stormwater (net of any debt service obligations) to help fund the transportation system (Muni Code Section 3.10).



	FY19	FY20
Operating Revenue	4,436	5,049
Operating Expense	(2,653)	(2,826)
<b>Net Operating Income</b>	<b>1,783</b>	<b>2,223</b>
Non-Operating Resources	120	-
Beginning Balance	2,969	2,883
Non-Operating Requirements	(2,293)	(4,437)
<b>Ending Balance</b>	<b>2,579</b>	<b>669</b>
	-	-

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND</b>	Transportation Fund #320
<b>DEPARTMENT:</b>	Streets/State Gas Tax #425 Streets/Surface Maintenance #420 Streets/Safe #421
<b>DEPARTMENT HEAD:</b>	Peter Passarelli
<b>DEPARTMENT HEAD EMAIL:</b>	passarellip@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7614
<b>DEPARTMENT LOCATION:</b>	Johnson Creek Building

### DEPARTMENT MISSION STATEMENT

The mission of the Transportation Department is to maintain and enhance the City's transportation infrastructure providing safe traveling conditions for pedestrians, bike, and vehicular travel.

### PURPOSE AND FUNCTION OF DEPARTMENT

The purpose and function of the State Gas Tax program:

- To maintain the street network including pavement, signs, pavement markings, and signals. The street sweeping duties have been moved entirely to the stormwater budget since FY 16.

The purpose and function of the Street Surface Maintenance Program (SSMP):

- The Program provides for the capital needs of maintaining the street network. The program began in 2007 and has paved a large portion of the arterials and collectors in the City. Council revised the program to include residential streets in 2017 with the goal to upgrade the pavement condition by a measurable amount by the most cost-effective method throughout the City.

The purpose and function of the Safe Access for Everyone Program (SAFE):

- The Program provides for the capital needs of the pedestrian and bicycle infrastructure and was developed to provide for a dedicated funding source to implement the Public R/W ADA transition plan and the Bicycle and Pedestrian Accessibility Plan. The fund was also identified as a supporting funding source to the SSMP program by being able to provide some funding of the mandatory ADA upgrades that accompany the SSMP program. The program began in 2017 and will construct infrastructure over 40% of the cities roadways. The goal is to implement the entire program within 25 years.

### HISTORY OR BACKGROUND OF DEPARTMENT

The State Gas Tax program is funded through gas taxes remitted to the City through the State. The Street Surface Maintenance Program is funded through a monthly user fee, PGE privilege tax, and local gas tax. The SAFE program is funded through a monthly user fee.

## **PERSONNEL DESCRIPTION**

The Transportation Department consists of five full-time equivalent (5.0 FTE); two Utility Technician II and one Lead Utility Technician perform all pavement maintenance responsibilities, one Sign Maintenance Technician performs all sign and pavement marking responsibilities, one half-time Supervisor, and one seasonal part-time employee.

The Street, SSMP and SAFE capital programs are overseen by the Engineering Department and supports additional full-time equivalents (FTE's) within Engineering, which is providing the plans, contracting work and managing the construction projects. There are no direct personnel charges to the SSMP or SAFE program.

## **ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- The department has discovered that using recycling asphalt for shoulder rock has provided for more durable repairs that hold in place better than crushed rock;
- The pothole hotline has been well received from the residents. A direct phone number was added to allow the residents to contact us at any time. This new program has increased public participation and has allowed us to be more proactive;
- The street crew has been correcting draining issues by digging out and re-grading slopes, and adding asphalt berms to allow the stormwater to enter storm system;
- Pavement markings and striping are placed in compliance with the Manual on Uniform Traffic Control Devices;
- SSMP provided funding for the material to crack seal a number of streets. The work was done in-house with Public Works staff;
- SSMP provides for the majority of the street paving through construction contracts; and
- SAFE has started completed two ADA retrofit projects and is the funding for the new Kronberg Multi-Use Path.

## **GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Over the next Biennium develop new and meaningful performance metrics;
- Maintain and enhance City infrastructure;
- Maintain safe travel ways and reasonable ride-ability;
- Maintain signage, pavement markings and signals;
- Complete projects in an efficient manner reflected by meeting the budget, executing few change orders (none related to design error), and timely completion;
- Continue to enhance the City by providing quality customer service and creating a safe and enjoyable work environment for employees;
- Continue an education program to keep up with changing technology and properly certified employees;

- SSMP will manage the pavement system to allow continued upgrades the City's major street pavement condition by the most cost-effective method; and
- SSMP will plan for bringing in the local streets into the program as the major streets reach a sustainable condition.

**PERFORMANCE MEASURES**

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY 20 (est.)
Tons of asphalt placed by patching crew	711	81	222	500	550	600
Number of signs maintained	591	1,155	957	700	800	800
Pavement crack sealing completed with in-house staff (lane-mile)	5	5.4	6.1	5	10	10

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY 20 (est.)
Thermo-Plastic pavement markings placed or replaced in linear feet (the goal is 200 markings, a 3-5-year replacement)	200	200	1,340	2,247	1,000	1,000
Pavement crack sealing completed in-house. Goal is 10 lane-miles per year which is a 15 year replacement cycle.	50%	54%	61%	50%	100%	100%
Number of signs updated (250 the is goal for new and replacement signage)	102	80	93	100	250	250

**Why are these Measures Important to us?**

Crack sealing prolongs the life of the asphalt pavement. The City is better able to meet goals by performing the work with in-house staff.

SSMP projects increase the pavement quality in accordance with program goals.

## Comments and Other Relevant Department Issues

For many years the Transportation Department revenue (funded by the State Gas Tax) has not been able to provide for the street maintenance needs. Nor has it been able to provide funding for community desired capital improvements such as traffic calming and sidewalks. SAFE was developed to solve part of this problem but to support future requests and needs we need to come up with a plan to have transportation be a sustainable fund.

The Public Works Department is requesting one new fulltime Utility Technician position to improve service levels related to pothole repairs, pavement patching, maintenance of ADA ramps, etc. This position would be a 1.0 FTE in FY 2019 and a 1.0 FTE in successive years

**Transportation Fund Summary**

(Amounts in Thousands: \$100 = \$100,000)

	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual FY 2017	Estimate FY 2018	Total		Proposed Biennial Budget		
							FY 2019	FY 2020	Total
<b>Resources</b>									
<b>Beginning Fund Balance</b>									
State Gas Tax Program	\$ (80)	90	\$ 744	\$ 1,047	\$ 744	\$ 936	\$ 5,546	\$ 2,753	\$ 5,546
Street Surface Maintenance Program	1,539	1,926	1,473	2,152	1,473	1,238	8,454	5,865	8,454
Safe Access for Everyone Program	-	-	-	249	-	40	11,149	7,411	11,149
<b>Total Beginning Fund Balance</b>	<b>1,459</b>	<b>2,016</b>	<b>2,217</b>	<b>3,448</b>	<b>2,217</b>	<b>2,214</b>	<b>25,149</b>	<b>16,029</b>	<b>25,149</b>
<b>State Gas Tax Program</b>									
Franchise Fees (from Utility Funds)	700	716	808	897	1,705	1,669	966	1,033	1,999
Intergovernmental									
State Gas Tax	1,184	1,213	1,227	1,239	2,466	2,466	1,227	1,215	2,442
State Gas Tax (new)	-	-	-	46	46	-	100	116	216
Grants	655	1,103	181	1,840	2,021	6,314	130	-	130
Miscellaneous	13	37	57	83	140	180	90	75	165
Proceeds from Issuance of Debt	-	-	-	4,315	4,315	-	-	-	-
Transfers from Other Funds	-	42	-	-	-	-	-	-	-
<b>Total State Gas Tax Program</b>	<b>2,552</b>	<b>3,111</b>	<b>2,273</b>	<b>8,420</b>	<b>10,693</b>	<b>10,629</b>	<b>2,513</b>	<b>2,439</b>	<b>4,952</b>
<b>Street Surface Maintenance Program</b>									
Fees (Street Maintenance Fee)	622	624	633	750	1,383	1,250	900	928	1,828
Franchise Fees (1.5% Privilege Tax)	315	309	299	311	610	636	308	305	613
Intergovernmental (Local Gas Tax)	167	181	170	168	338	368	166	164	330
Intergovernmental (Gas Tax New)	-	-	-	92	92	-	201	233	434
Fee in Lieu of Construction Revenue	-	37	-	338	338	124	-	-	-
Proceeds from Issuance of Debt	-	-	-	6,485	6,485	-	-	-	-
<b>Total Street Surface Maintenance Program</b>	<b>1,104</b>	<b>1,151</b>	<b>1,102</b>	<b>8,144</b>	<b>9,246</b>	<b>2,378</b>	<b>1,575</b>	<b>1,630</b>	<b>3,205</b>
<b>Safe Access for Everyone Program</b>									
Fees (SAFE Fee)	-	-	450	900	1,350	1,350	1,026	1,058	2,084
Intergovernmental (Other)	-	-	-	214	214	1,200	986	-	986
Proceeds from Issuance of Debt	-	-	-	10,200	10,200	-	-	-	-
<b>Total Safe Access for Everyone Program</b>	<b>-</b>	<b>-</b>	<b>450</b>	<b>11,314</b>	<b>11,764</b>	<b>2,550</b>	<b>2,012</b>	<b>1,058</b>	<b>3,070</b>
<b>Total Resources</b>	<b>\$ 5,115</b>	<b>\$ 6,278</b>	<b>\$ 6,042</b>	<b>\$ 31,326</b>	<b>\$ 33,920</b>	<b>\$ 17,771</b>	<b>\$ 31,249</b>	<b>\$ 21,156</b>	<b>\$ 36,376</b>

[Department Budget continued on next page]

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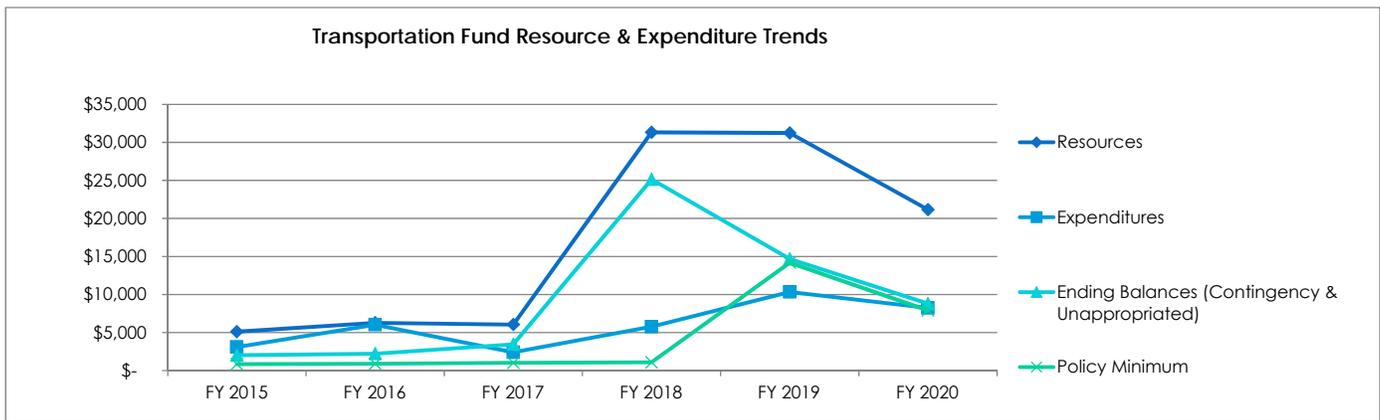
(Amounts in Thousands: \$100 = \$100,000)

	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual	Estimate	Total		Adopted Biennial Budget		
			FY 2017	FY 2018			FY 2019	FY 2020	Total
<b>Requirements</b>									
<b>State Gas Tax Program</b>									
<b>Personnel Services</b>									
Salaries	\$ 250	271	\$ 236	\$ 300	\$ 536	\$ 569	\$ 347	\$ 366	\$ 713
Benefits	139	143	139	141	280	380	189	217	406
<b>Program Personnel Services</b>	<b>389</b>	<b>414</b>	<b>375</b>	<b>441</b>	<b>816</b>	<b>949</b>	<b>536</b>	<b>583</b>	<b>1,119</b>
<b>Materials &amp; Services</b>									
Professional Services	38	-	1	7	8	6	8	10	18
Contractual Services	-	40	72	110	182	90	64	66	130
Self Insurance Claims	-	1	-	1	1	6	1	1	2
Electricity - Street Lights	250	239	236	235	471	551	235	235	470
General Office Supplies	1	1	1	1	2	2	1	1	2
Education & Training	3	3	2	5	7	8	6	6	12
Rents & Leases	2	3	5	15	20	40	2	2	4
Facility Repairs	50	59	87	178	265	310	125	125	250
Operating Equipment	-	5	2	12	14	10	5	5	10
Miscellaneous	1	4	1	2	3	4	2	2	4
<b>Program Materials &amp; Services</b>	<b>345</b>	<b>355</b>	<b>407</b>	<b>566</b>	<b>973</b>	<b>1,027</b>	<b>449</b>	<b>453</b>	<b>902</b>
<b>Program Capital Outlay</b>	<b>876</b>	<b>948</b>	<b>316</b>	<b>2,114</b>	<b>2,430</b>	<b>7,034</b>	<b>3,053</b>	<b>1,640</b>	<b>4,693</b>
<b>Program Debt Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>380</b>	<b>380</b>	<b>760</b>
<b>Program Transfers to Other Funds</b>	<b>772</b>	<b>740</b>	<b>872</b>	<b>800</b>	<b>1,672</b>	<b>1,672</b>	<b>888</b>	<b>904</b>	<b>1,792</b>
<b>Program Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>438</b>	<b>500</b>	<b>360</b>	<b>360</b>
<b>Total State Gas Tax Program Requirements</b>	<b>2,382</b>	<b>2,457</b>	<b>1,970</b>	<b>3,921</b>	<b>5,891</b>	<b>11,120</b>	<b>5,806</b>	<b>4,320</b>	<b>9,626</b>
<b>Street Surface Maintenance Program (SSMP)</b>									
<b>Materials &amp; Services</b>									
Utility Bill Processing	13	13	12	15	27	30	-	-	-
Contractual Services	-	1	31	20	51	70	45	45	90
<b>Program Materials &amp; Services</b>	<b>13</b>	<b>14</b>	<b>43</b>	<b>35</b>	<b>78</b>	<b>100</b>	<b>45</b>	<b>45</b>	<b>90</b>
<b>Program Capital Outlay</b>	<b>511</b>	<b>1,405</b>	<b>162</b>	<b>1,607</b>	<b>1,769</b>	<b>3,314</b>	<b>3,267</b>	<b>2,716</b>	<b>5,983</b>
<b>Program Debt Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>572</b>	<b>572</b>	<b>1,144</b>
<b>Program Transfers to Other Funds</b>	<b>193</b>	<b>185</b>	<b>218</b>	<b>200</b>	<b>418</b>	<b>418</b>	<b>280</b>	<b>277</b>	<b>557</b>
<b>Program Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>360</b>	<b>300</b>	<b>300</b>
<b>Total Street Surface Maintenance Program Requirements</b>	<b>717</b>	<b>1,604</b>	<b>423</b>	<b>1,842</b>	<b>2,265</b>	<b>3,832</b>	<b>4,524</b>	<b>3,910</b>	<b>8,074</b>
<b>Safe Access for Everyone Program</b>									
<b>Materials &amp; Services</b>									
Contractual Services	-	-	1	-	1	-	50	50	100
<b>Program Materials &amp; Services</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>-</b>	<b>50</b>	<b>50</b>	<b>100</b>
<b>Program Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>214</b>	<b>214</b>	<b>2,150</b>	<b>4,035</b>	<b>2,150</b>	<b>6,185</b>
<b>Program Debt Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>898</b>	<b>898</b>	<b>1,796</b>
<b>Program Transfers to Other Funds</b>	<b>-</b>	<b>-</b>	<b>200</b>	<b>200</b>	<b>400</b>	<b>400</b>	<b>767</b>	<b>733</b>	<b>1,500</b>
<b>Program Contingency</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>	<b>300</b>	<b>300</b>
<b>Total SAFE Program Requirements</b>	<b>-</b>	<b>-</b>	<b>201</b>	<b>414</b>	<b>615</b>	<b>2,550</b>	<b>6,250</b>	<b>4,131</b>	<b>9,881</b>
<b>Unappropriated Ending Fund Balance</b>									
State Gas Tax Program	90	744	1,047	5,546	5,546	266	2,253	872	872
Street Surface Maintenance Program	1,926	1,473	2,152	8,454	8,454	3	5,505	3,585	3,585
Safe Access for Everyone Program	-	-	249	11,149	11,149	-	6,911	4,338	4,338
<b>Total Unappropriated Ending Fund Balance</b>	<b>2,016</b>	<b>2,217</b>	<b>3,448</b>	<b>25,149</b>	<b>25,149</b>	<b>269</b>	<b>14,669</b>	<b>8,795</b>	<b>8,795</b>
<b>Total Requirements</b>	<b>\$ 5,115</b>	<b>6,278</b>	<b>\$ 6,042</b>	<b>\$ 31,326</b>	<b>\$ 33,920</b>	<b>\$ 17,771</b>	<b>\$ 31,249</b>	<b>\$ 21,156</b>	<b>\$ 36,376</b>

Budgeted Positions (in FTEs)	5.5	5.5	5.0	5.0	5.0	5.0	6.0	6.0	6.0
Monthly Operating Costs per Capita	\$ 7	7	\$ 8	\$ 8	\$ 8	\$ 9	\$ 11	\$ 12	\$ 12
Contingency and Ending Balances per above	\$ 2,016	2,217	\$ 3,448	\$ 25,149	\$ 25,149	\$ 707	\$ 16,029	\$ 9,755	\$ 9,755
Policy Requirement (17%)	290	290	360	380	380	780	510	520	520
Reserve for Vehicle Replacement	50	100	150	200	200	200	200	200	200
Reserves for Capital	500	500	500	500	500	500	13,469	7,185	7,185
Reserve for debt service	-	-	-	-	-	-	1,850	1,850	1,850
Amount over (under) Policy Requirement	\$ 1,176	1,327	\$ 2,438	\$ 24,069	\$ 24,069	\$ (73)	\$ -	\$ -	\$ -

Street/Surface Maintenance Program	Actual FY 2015	Actual FY 2016	Actual FY 2017	Estimate FY 2018	Total	Budget BN 2018	Proposed Biennial Budget		
<b>Fees in Lieu of Construction</b> [held in Liability Account for 10 Years]							FY 2019	FY 2020	Total
Carryover from prior year	\$ 471	486	\$ 449	\$ 449	\$ 449	\$ 433	\$ 111	\$ 111	\$ 111
Developer paid-in fees	15	52	-	-	-	30	-	-	-
Project expenditures paid-out	-	(89)	-	(338)	(338)	(264)	-	-	-
Carryover to next year	\$ 486	\$ 449	\$ 449	\$ 111	\$ 111	\$ 199	\$ 111	\$ 111	\$ 111

Reserves held for Fleet Purchases [previously transferred to Fleet and held in General Fund Reserves]									
Carryover from prior year	\$ 152	152	\$ 140	\$ 42	\$ 140	\$ -	\$ -	\$ -	\$ -
Transfers to/from Fleet Reserves	-	-	-	(28)	(28)	-	-	-	-
Less Purchases of Fleet	-	(12)	(98)	(14)	(112)	-	-	-	-
Carryover to next year	\$ 152	140	\$ 42	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



	State Gas Tax Program		SSMP		SAFE	
	FY19	FY20	FY19	FY20	FY19	FY20
Operating Revenue	2,383	2,439	1,575	1,630	1,026	1,058
Operating Expense	(1,873)	(1,940)	(325)	(322)	(817)	(783)
<b>Net Operating Income</b>	<b>510</b>	<b>499</b>	<b>1,250</b>	<b>1,308</b>	<b>209</b>	<b>275</b>
Non-Operating Resources	130	-	-	-	986	-
Beginning Balance	5,546	2,753	8,454	5,865	11,149	7,411
Non-Operating Requirements	(3,933)	(2,380)	(4,199)	(3,588)	(5,433)	(3,348)
<b>Ending Balance</b>	<b>2,253</b>	<b>872</b>	<b>5,505</b>	<b>3,585</b>	<b>6,911</b>	<b>4,338</b>
	-	-	-	-	-	-

## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	Systems Development Charges #350
<b>DEPARTMENTS:</b>	Transportation SDC #430 Water SDC #610 Wastewater SDC #620 Stormwater SDC #630
<b>DEPARTMENT HEAD:</b>	Charles Eaton, PE
<b>DEPARTMENT HEAD EMAIL:</b>	eatonc@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7605
<b>DEPARTMENT LOCATION:</b>	Johnson Creek Building

### DEPARTMENT MISSION STATEMENT

The mission of the Systems Development Charges Department is to facilitate the construction of improvements identified within approved capital improvement plans to further the development of the City by increasing the capacity of the transportation and utility systems.

### PURPOSE AND FUNCTION OF DEPARTMENT

Below are the functions of the Milwaukie Systems Development Charges (SDC's) Department:

- Received funds when properties develop or redevelop, to reimburse the City for the value of the existing facilities capacity that is available for growth;
- Collect a proportionate cost share for planned capacity improvements to be used for growth; and
- Distribute the funds collected to construct the improvements necessary for growth or the betterment of the transportation and utility systems.

### HISTORY OR BACKGROUND OF DEPARTMENT

The System Development Charges Department has been in place since 1982 after being revised in 1991 in accordance with State law. Fees are determined in accordance with approved master plans and capital improvement plans for the respective utilities.

### PERSONNEL DESCRIPTION

The Department does not fund any employees (FTE's), only capital projects and master planning.

**ACCOMPLISHMENTS OF PRIOR/CURRENT YEAR**

- Kellogg Creek Bridge was designed and nearing completion of construction; and
- 17<sup>th</sup> Avenue Trail was completed

**GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Update the City Master Plans for Water and Wastewater;
- Ensure that the City's SDC rates are reflective of the master plans and up to date; and
- Construct projects on the Capital improvement Plans that increase the capacity of the city systems.

**PERFORMANCE MEASURES**

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
SDC funds collected (in thousands)	70	80	142	114	890	519
SDC funds expended on projects (in thousands)	35	64	2	199	787	677
SDC funds used to fund master plan update (in thousands)	0	0	0	0	475	0

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY19 (est.)	FY20 (est.)
SDC rates updated, adjusted for inflation	4	4	4	4	4	4
Adjusted for new projects	0	0	0	0	*	0

\*Dependent upon results of master plan and rate study updated budgeted to be complete in FY19 for water and wastewater utility systems.

**Why are these Measures Important to us?**

Charging and collecting the right SDC fee ensures that the City is compensated for infrastructure that it has been constructed and is collecting for future infrastructure needs.

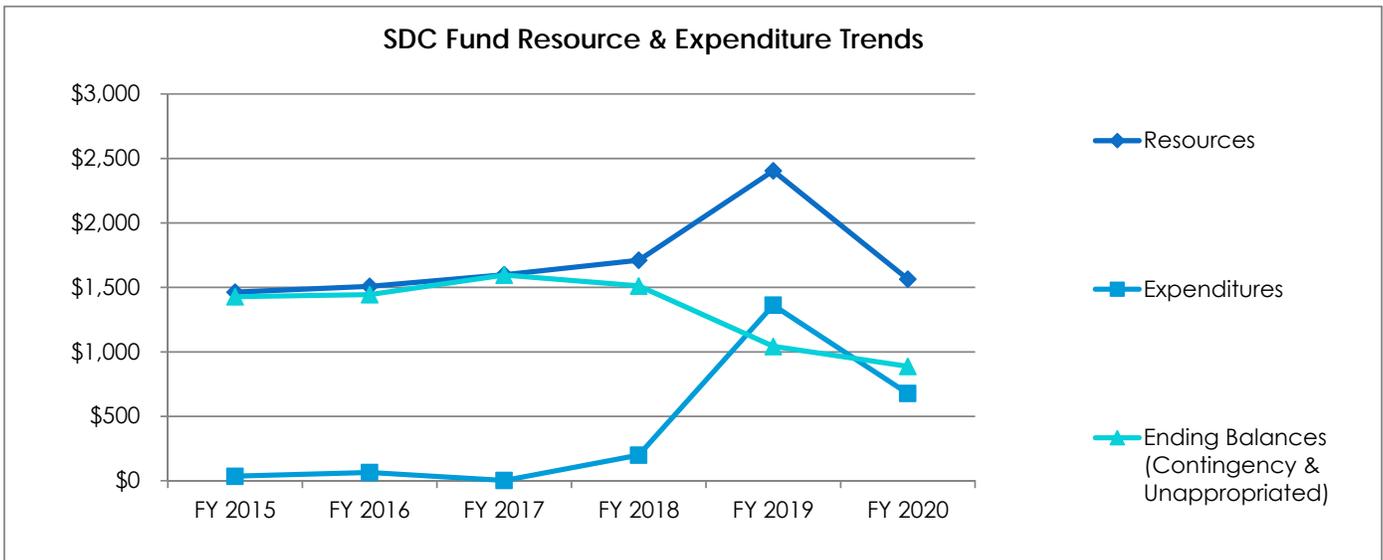
**Comments and Other Relevant Department Issues**

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

### Systems Development Charges (SDCs) Fund

(Amounts in Thousands: \$100 = \$100,000)

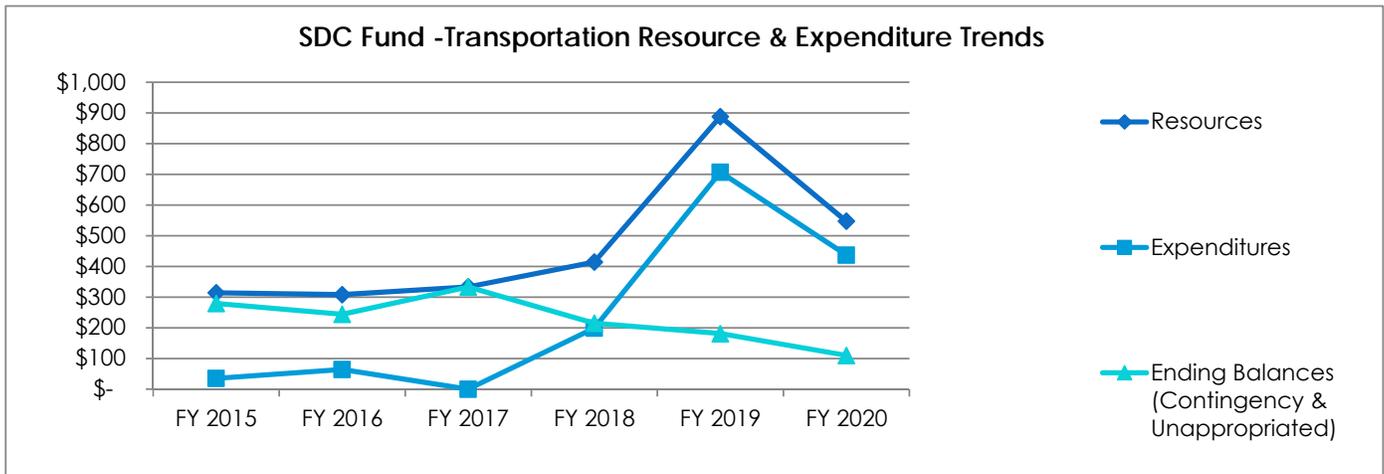
	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual FY 2017	Estimate FY 2018	Total		Proposed Biennial Budget		
							FY 2019	FY 2020	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 1,393	\$ 1,428	\$ 1,444	\$ 1,596	\$ 1,444	\$ 1,433	\$ 1,511	\$ 1,042	\$ 1,511
Miscellaneous	-	-	12	-	12	2	3	3	6
Systems Development Charges	70	80	142	114	256	166	890	519	1,409
<b>Total Resources</b>	<b>\$ 1,463</b>	<b>\$ 1,508</b>	<b>\$ 1,598</b>	<b>\$ 1,710</b>	<b>\$ 1,712</b>	<b>\$ 1,601</b>	<b>\$ 2,404</b>	<b>\$ 1,564</b>	<b>\$ 2,926</b>
<b>Requirements</b>									
Materials & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 575	\$ -	\$ 575
Capital Outlay	35	64	2	199	201	683	787	677	1,464
Contingency	-	-	-	-	-	545	1,042	887	887
Unappropriated Ending Fund Balance	1,428	1,444	1,596	1,511	1,511	323	-	-	-
<b>Total Requirements</b>	<b>\$ 1,463</b>	<b>\$ 1,508</b>	<b>\$ 1,598</b>	<b>\$ 1,710</b>	<b>\$ 1,712</b>	<b>\$ 1,601</b>	<b>\$ 2,404</b>	<b>\$ 1,564</b>	<b>\$ 2,926</b>



### SDC Fund - Transportation

(Amounts in Thousands: \$100 = \$100,000)

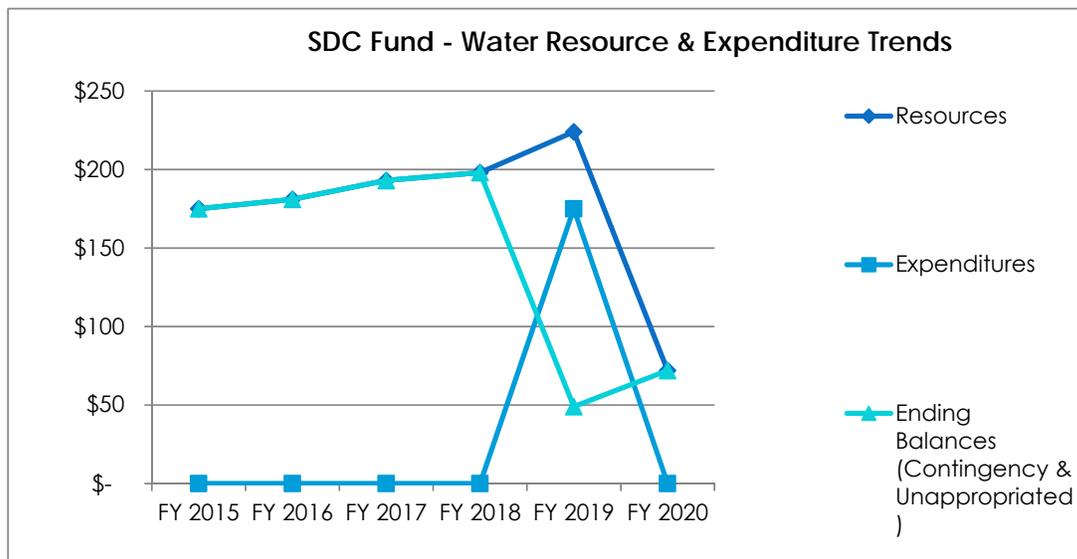
	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual FY 2017	Estimate FY 2018	Total		Proposed Biennial Budget		
							FY 2019	FY 2020	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 299	\$ 279	\$ 244	\$ 333	\$ 244	\$ 216	\$ 215	\$ 181	\$ 215
Interest	-	-	3	-	3	2	-	-	-
Systems Development Charges	15	29	86	81	167	95	673	366	1,039
<b>Total Resources</b>	<b>\$ 314</b>	<b>\$ 308</b>	<b>\$ 333</b>	<b>\$ 414</b>	<b>\$ 414</b>	<b>\$ 313</b>	<b>\$ 888</b>	<b>\$ 547</b>	<b>\$ 1,254</b>
<b>Requirements</b>									
Materials & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50	\$ 100	\$ -	\$ 100
Capital Outlay	35	64	-	199	199	260	607	437	1,044
Contingency	-	-	-	-	-	-	181	110	110
Unappropriated Ending Fund Balance	279	244	333	215	215	3	-	-	-
<b>Total Requirements</b>	<b>\$ 314</b>	<b>\$ 308</b>	<b>\$ 333</b>	<b>\$ 414</b>	<b>\$ 414</b>	<b>\$ 313</b>	<b>\$ 888</b>	<b>\$ 547</b>	<b>\$ 1,254</b>



### SDC Fund - Water

(Amounts in Thousands: \$100 = \$100,000)

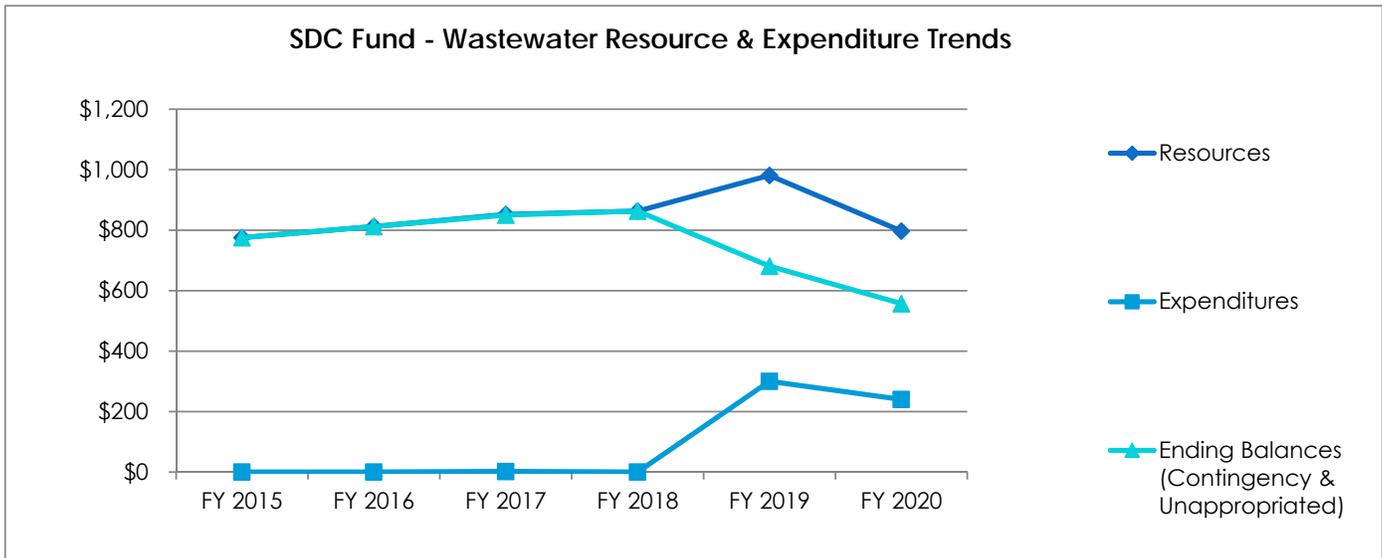
	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual FY 2017	Estimate FY 2018	Total		<i>Proposed Biennial Budget</i>		
						FY 2019	FY 2020	Total	
<b>Resources</b>									
Beginning Fund Balance	\$ 171	\$ 175	\$ 181	\$ 193	\$ 181	\$ 270	\$ 198	\$ 49	\$ 198
Interest	-	-	3	-	3	-	3	3	6
Systems Development Charges	4	6	9	5	14	10	23	20	43
<b>Total Resources</b>	<b>\$ 175</b>	<b>\$ 181</b>	<b>\$ 193</b>	<b>\$ 198</b>	<b>\$ 198</b>	<b>\$ 280</b>	<b>\$ 224</b>	<b>\$ 72</b>	<b>\$ 247</b>
<b>Requirements</b>									
Materials & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 175	\$ -	\$ 175
Capital Outlay	-	-	-	-	-	90	-	-	-
Contingency	-	-	-	-	-	45	49	72	72
Unappropriated Ending Fund Balance	175	181	193	198	198	145	-	-	-
<b>Total Requirements</b>	<b>\$ 175</b>	<b>\$ 181</b>	<b>\$ 193</b>	<b>\$ 198</b>	<b>\$ 198</b>	<b>\$ 280</b>	<b>\$ 224</b>	<b>\$ 72</b>	<b>\$ 247</b>



### SDC Fund - Wastewater

(Amounts in Thousands: \$100 = \$100,000)

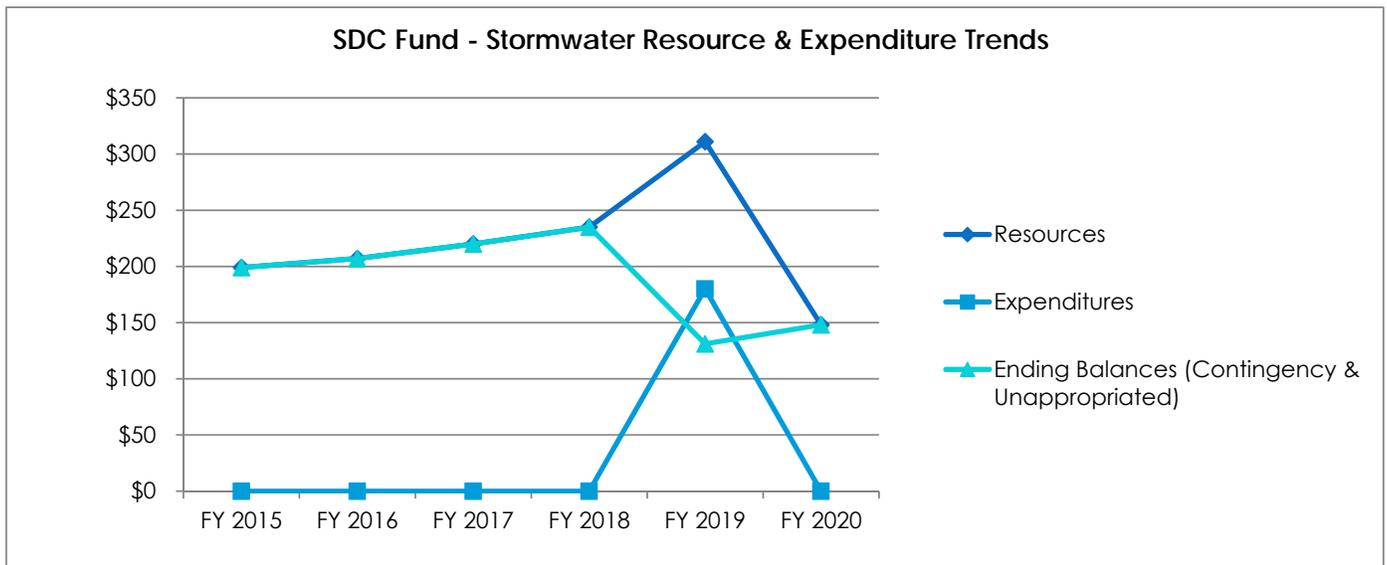
	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual FY 2017	Estimate FY 2018	Total		Proposed Biennial Budget		
							FY 2019	FY 2020	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 726	\$ 775	\$ 812	\$ 850	\$ 812	\$ 789	\$ 863	\$ 681	\$ 863
Interest	-	-	3	-	3	-	-	-	-
Systems Development Charges	49	37	37	13	50	51	118	116	234
<b>Total Resources</b>	<b>\$ 775</b>	<b>\$ 812</b>	<b>\$ 852</b>	<b>\$ 863</b>	<b>\$ 865</b>	<b>\$ 840</b>	<b>\$ 981</b>	<b>\$ 797</b>	<b>\$ 1,097</b>
<b>Requirements</b>									
Materials & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300	\$ -	300
Capital Outlay	-	-	2	-	2	180	-	240	\$ 240
Contingency	-	-	-	-	-	500	681	557	557
Unappropriated Ending Fund Balance	775	812	850	863	863	169	-	-	-
<b>Total Requirements</b>	<b>\$ 775</b>	<b>\$ 812</b>	<b>\$ 852</b>	<b>\$ 863</b>	<b>\$ 865</b>	<b>\$ 849</b>	<b>\$ 981</b>	<b>\$ 797</b>	<b>\$ 1,097</b>



### SDC Fund - Stormwater

(Amounts in Thousands: \$100 = \$100,000)

	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual	Estimate	Total		Proposed Biennial Budget		
			FY 2017	FY 2018			FY 2019	FY 2020	Total
<b>Resources</b>									
Beginning Fund Balance	\$ 197	\$ 199	\$ 207	\$ 220	\$ 207	\$ 158	\$ 235	\$ 131	\$ 235
Interest	-	-	3	-	3	-	-	-	-
Systems Development Charges	2	8	10	15	25	10	76	17	93
<b>Total Resources</b>	<b>\$ 199</b>	<b>\$ 207</b>	<b>\$ 220</b>	<b>\$ 235</b>	<b>\$ 235</b>	<b>\$ 168</b>	<b>\$ 311</b>	<b>\$ 148</b>	<b>\$ 328</b>
<b>Requirements</b>									
Materials & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	-	-	-	-	-	153	180	-	180
Contingency	-	-	-	-	-	-	131	148	148
Unappropriated Ending Fund Balance	199	207	220	235	235	15	-	-	-
<b>Total Requirements</b>	<b>\$ 199</b>	<b>\$ 207</b>	<b>\$ 220</b>	<b>\$ 235</b>	<b>\$ 235</b>	<b>\$ 168</b>	<b>\$ 311</b>	<b>\$ 148</b>	<b>\$ 328</b>



## DEPARTMENT INTRODUCTION AND GENERAL NARRATIVE

<b>FUND:</b>	General Fund #110
<b>DEPARTMENT:</b>	Engineering Services #205
<b>DEPARTMENT HEAD:</b>	Charles Eaton, PE
<b>DEPARTMENT HEAD EMAIL:</b>	eatonc@milwaukieoregon.gov
<b>DEPARTMENT HEAD PHONE NUMBER:</b>	503-786-7605
<b>DEPARTMENT LOCATION:</b>	Johnson Creek Building

### DEPARTMENT MISSION STATEMENT

The mission of the Engineering Services Department is to deliver high quality capital improvement projects, support development of the City through the development of standards, and implementation of City policies within the public right-of-way and other public facilities. Ensure that the needs of the community, especially long-term needs, are provided for at the lowest cost to ratepayers.

### PURPOSE AND FUNCTION OF DEPARTMENT

The primary purpose of the Engineering Services Department is to manage the Capital Improvement Program (CIP) for the City's utility and transportation systems.

- The CIP is implemented through a 6-year Capital Improvement Plan that is updated with the budget. The Plan provides for the timely construction of projects needed to maintain facilities, utilities and transportation systems within the City. The Engineering Services Department does this by scheduling projects with consideration of available funding and need, providing engineering assistance to the Public Works Department, and overseeing the design and construction of all improvements within the public right-of-way (ROW). Guidance for the CIP is provided by adopted master plans and other projects approved by the City Council;
- Engineering is also responsible to manage the City's public rights-of-way. This involves administration of the permitting program for all work within the ROW. Including providing support to planning and building by the review of land use application and building permits to define the needed public utility and street improvements within the public ROW and other public facilities; and
- Engineering is currently in the process of implementing the new Safe Access For Everyone (SAFE) program which will construct 57 miles of sidewalks, trails, and bike paths totaling \$51 million over the next 25 years. The Council adopted program includes provisions for six full-time equivalents to pursue completion within nine years.

## **PERSONNEL DESCRIPTION**

The Engineering Services Department consists of a proposed increase from eight full-time equivalents (8.0 FTE) to twelve and one-half full-time equivalents (12.5 FTE), one Engineering Director, one Assistant City Engineer, four Civil Engineers, two Associate Engineers, and four Engineering Technicians, with one part time administrative specialist position.

## **ACCOMPLISHMENTS DURING THE PRIOR BUDGET**

- Designed the 17<sup>th</sup> Avenue waterline (Phase 2) project, the Main Street waterline extension, the Mcloughlin sanitary sewer line replacement, the Millport stormwater project, the 42<sup>nd</sup> Ave rehabilitation project, the Lake Road and Van Water Street ADA projects, the final Clay Pipe Replacement project, the South Main Street rehabilitation project, the Meek Street storm sewer project, the Washington Street storm pipe replacement project, the Washington Street green street project, and the first two SAFE projects;
- Completed construction of the 17<sup>th</sup> Avenue Multi-use path, 17<sup>th</sup> Avenue waterline (phase 2), the Main Street waterline extension, the Mcloughlin sanitary sewer line replacement, the Millport stormwater project, the 42<sup>nd</sup> Ave rehabilitation project, and the Lake Road and Van Water Street ADA projects;
- Worked with Public Works Operations staff on the National Pollutant Discharge Elimination System (NPDES) annual report;
- Created the Safe Access for Everyone (SAFE) program, developed a funding strategy and an implementation plan working with the Public Safety Advisory Committee (PSAC) and the Neighborhood District Associations (NDA'S);
- Updated the City ADA transition plan and created a plan specific for the Public Right-of-Way;
- Applied for and received a grant to fund the Kornberg Park Multi-use path and completed design of the facility for construction during this budget;
- Continued work on the Monroe Street Greenway project completed a comprehensive traffic study of the various proposals to inform City Council;
- Successfully submitted for and received FEMA funding to replace the bridge in Milwaukie Bay Park, the bank stabilization of Milwaukie Bay Park and bank stabilization along Kellogg creek, all damaged as part of the 2015 storm event, which are all currently within some phase of construction;
- Took a new look at the Street Surface Maintenance Program and incorporated residential streets into the program, reviewed funding requirements and adjusted priorities to more efficiently utilize the available funds;
- Managed the permit process for the City's ROW issuing permits and inspected work completed related to sidewalk, driveway approaches, sewer connections, tree trimming/removal, and private (franchise) utilities;
- Worked with finance on updating the City's purchasing policy which included the requirements for public improvement projects;

- Completed an update to the CIP incorporating a “complete project” approach to ensure that all facilities are reviewed as part of the projects scope;
- Reviewed, approved, and inspected 15 development projects including the City's first subdivision in recent years that required public improvements; and
- Provided engineering service in support of the City, building, planning, and transportation related needs.

#### **GOALS AND FOCUS FOR COMING BUDGET PERIOD**

- Review master plans, utility rates, and SDC fees to ensure that the CIP addresses the City's needs;
- Review all transportation project budgets, adjusting for inflation and verifying scope of work is constant with Council's goals and project objectives;
- Complete the construction of the Meek Street Storm Improvement Project, the Washington Street Stormwater (Phase 1) project; the McBrod Avenue reconstruction project; the South Main and Washington Street reconstruction projects; other miscellaneous water, storm and sewer system improvements identified in the CIP; Set-up and Implementation of the new SAFE program; continue with the implementation of the Street Surface Maintenance Program;
- Provide engineering support of the City's utilities and transportation needs;
- Continue to look for additional funding to complete other projects identified within the City master plans and administer any grants given to the City;
- Work on having projects shovel ready to take advantage of alternative funding sources; and
- Complete the continuing education needed to maintain licensure and stay current with the civil engineering practice.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	FY15	FY16	FY17	FY18 (est.)	FY 19 (est.)	FY 20 (est.)
Total expended for CIP projects (thousands)	2,347	4,008	3,505	6,726	14,724	12,671
Total capital projects	4	6	13	18	30	27
Franchise permits	54	75	159	150	150	150
ROW Permits	71	74	97	100	100	100
Public improvement reviews	8	10	10	17	15	15
Building permits	24	35	198	300	300	300
Pre-application conferences/meetings	35	40	41	40	40	40
Land use application reviews	13	20	19	20	20	20
Light rail related hours (est.)	200	150	250	200	150	0
Council reports	16	20	57	40	40	40
Hours supporting NDA's and other technical groups (est.)	140	150	800	600	450	600

PERFORMANCE MEASURES	FY15	FY16	FY17	FY18 (est.)	FY 19 (est.)	FY 20 (est.)
Lane Miles of asphalt placed by contract "SSMP"	3.08	1.33	0.57	2.15	3.5	3.5
Roadway miles of Sidewalk, walkways, or bike lanes by contract "SAFE"	n/a	0.96	0.54	0.78	1.19	3.06
ADA ramps installed "SAFE"	n/a	12	21	45	33	82

### Why are these Measures Important to us?

These measures let us know how well we are doing at meeting our goals, and if improvements are necessary.

These measures help us to continually improve ourselves as a department by monitoring progress toward our stated goals.

Managing budget is important as City resources lag behind needs and must be allocated judiciously. Setting a budget and meeting it involves many factors including some that cannot be anticipated. The better we get at project management, the better we are at holding down costs.

Implementation of the capital improvement plan and master plans is important to ensure that the transportation and utility systems are properly sized for the needs of the City.

### Comments and Other Relevant Department Issues

Providing courteous responsive service to our customers is a performance expectation. It is difficult to measure how well we are doing this, but is something we practice and discuss.

### General Fund - Engineering Services

(Amounts in Thousands: \$100 = \$100,000)

	Actual FY 2015	Actual FY 2016	BN 2018			Budget BN 2018	BN 2020		
			Actual	Estimate	Total		<i>Proposed Biennial Budget</i>		
			FY 2017	FY 2018			FY 2019	FY 2020	Total
<b>Personnel Services</b>									
Budgeted FTE Positions	5.0	5.0	5.0	8.0	8.0	5.0	12.0	12.0	12.0
Salaries & Wages	\$ 338	\$ 319	\$ 388	\$ 594	\$ 982	\$ 1,062	\$ 921	\$ 971	\$ 1,892
Employee Benefits	135	157	205	279	484	484	434	515	949
<b>Total Personnel Services</b>	<b>473</b>	<b>476</b>	<b>593</b>	<b>873</b>	<b>1,466</b>	<b>1,546</b>	<b>1,355</b>	<b>1,486</b>	<b>2,841</b>
<b>Materials &amp; Services</b>									
City Attorney	10	11	10	12	22	23	-	-	-
Education & Training	6	4	4	8	12	12	12	12	24
General Office Supplies	1	2	2	2	4	4	22	2	24
Miscellaneous	-	1	1	4	5	4	36	45	81
Professional Services	1	5	1	30	31	70	10	10	20
<b>Total Materials &amp; Services</b>	<b>18</b>	<b>23</b>	<b>18</b>	<b>56</b>	<b>74</b>	<b>113</b>	<b>80</b>	<b>69</b>	<b>149</b>
<b>Capital Outlay</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>50</b>	<b>-</b>	<b>50</b>
<b>Engineering Services Total</b>	<b>\$ 491</b>	<b>\$ 499</b>	<b>\$ 611</b>	<b>\$ 964</b>	<b>\$ 1,575</b>	<b>\$ 1,694</b>	<b>\$ 1,485</b>	<b>\$ 1,555</b>	<b>\$ 3,040</b>

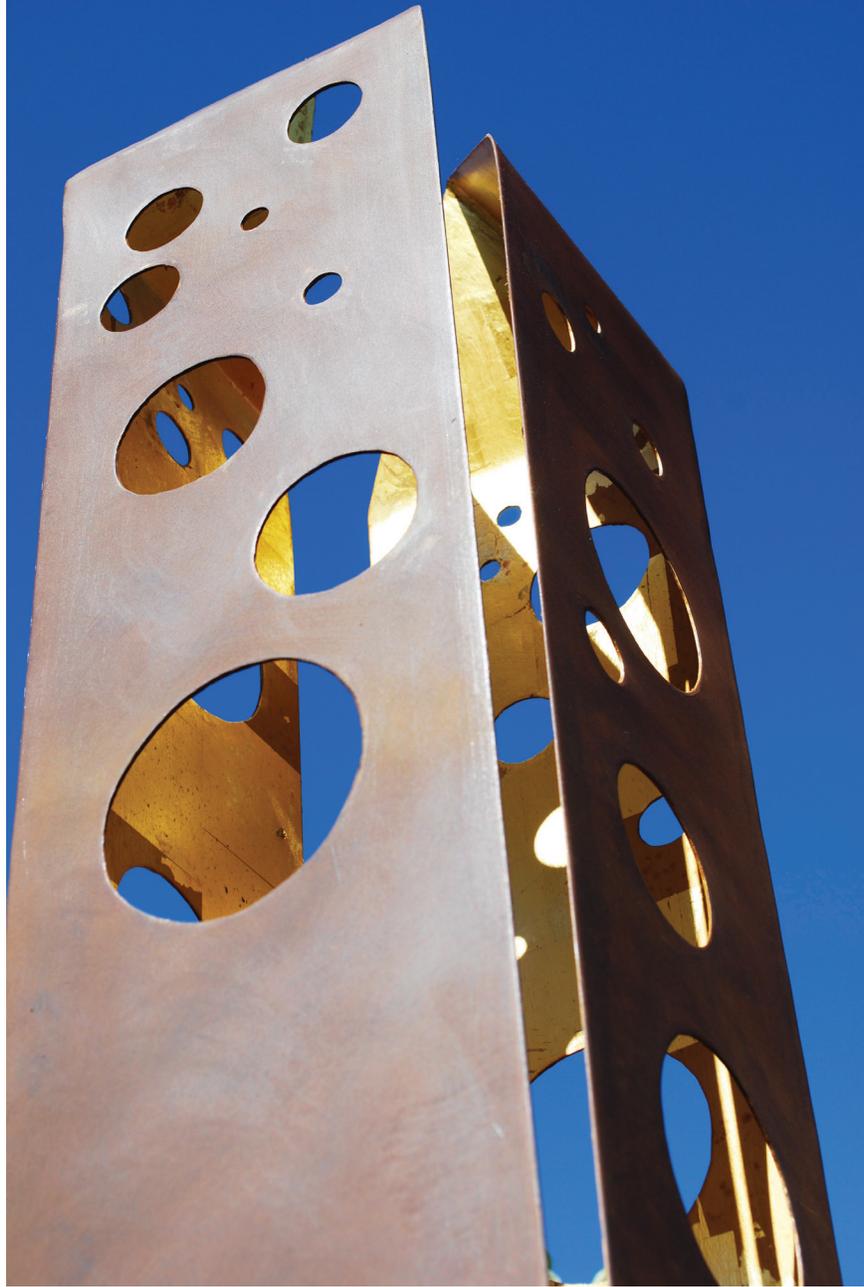


# CITY OF MILWAUKIE

## CAPITAL IMPROVEMENT PLAN

*Fiscal Years 2019-2024*





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## MESSAGE FROM THE CITY MANAGER

For the past several years, the city has worked diligently to understand the needs of its aging infrastructure and develop plans for making much needed repairs. Our Capital Improvement Plan (CIP) is a living document intended to show the community where the city sees infrastructure needs, along with a sense for if and when the city can meet the needs of each project. Our goal is to use the funds entrusted to the city by its residents to manage the resources effectively and efficiently. In places where insufficient funding exists, we highlight our need to search out new funding sources.

Milwaukie is experiencing a dynamic period of growth and transportation investment. Over the next two years, our city's downtown will gain a new library, high school, pedestrian plaza, and several multi-story, mixed-used

*Our Capital Improvement Plan (CIP) is a living document intended to show the community where the city sees infrastructure needs, along with a sense for if and when the city can meet the needs of each project.*

developments. These developments both require new infrastructure investments and provide opportunities to pair needed improvements to developments so residents are inconvenienced only once. New webpages are currently being developed to help residents understand when and where these improvements are taking place and will be ready for viewing later this summer.

The city is also poised to invest substantially into its transportation infrastructure over the next biennium. In March 2018, Milwaukie City Council authorized \$21 million in bonds to construct numerous sidewalk and paving projects between 2019 and 2021 under the Safe Access for Everyone (SAFE) and Surface Streets Maintenance Programs (SSMP). These bonds will fund the first of three phases that will construct 27.9 miles of sidewalk, four miles of bike lanes and nearly 900 ADA ramps over the next several years. The SAFE program was developed by

the Public Safety Advisory Committee, who dedicated countless hours to reviewing maps, walking the community and discussing funding. The city appreciates their commitment to making the community safer for our residents.

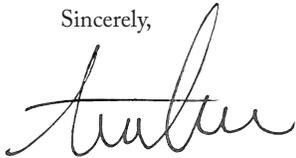
However, these dollars don't fully address the needs of our capital assets, which are depreciating. Aging infrastructure can be seen daily as potholes or broken water lines, for example. Recognizing this, city staff and City Council, along with the citizen members of the Budget Committee and Citizens Utility Advisory Board, have taken a careful look at Milwaukie's needs and the revenue sources required to afford ongoing improvements. Our recent utility rate increases reflect City Council's efforts to better protect Milwaukie's assets by more aggressively providing funds to improve the quality of city infrastructure. The increases are not sufficient to fully compensate for Milwaukie's previous practice of maintaining low utility rates, however, it's a shift that does get us closer.

City staff understand that increasing rates can be difficult on residents. To ensure that future funding requirements for the city's utilities continue to be balanced and practical, staff has included water and wastewater Master Plan updates into the CIP. In addition, staff has budgeted for water and wastewater cost of service studies to make sure future rates continue to be balanced and defensible. We must continue to identify and prioritize the projects that are most critical to the community, making the most effective impact with the limited funding available.

The city has worked hard to improve its financial outreach and reporting. The finance department's efforts have been nationally recognized as the budget document and reporting materials have received awards for compliance with the highest professional standards. This CIP document was prepared to attain the same level of professionalism to help inform the community about capital planning within the framework of the city's financial forecasting. I'd like to commend our engineering, public works and finance departments for their outstanding efforts to prepare this CIP. I'm pleased to submit it to you as an example of the excellent work undertaken by your city staff to address the ongoing needs of the community.

If you have any questions about this document, I encourage you to contact Engineering Director Charles Eaton at [eatonc@milwaukieoregon.gov](mailto:eatonc@milwaukieoregon.gov) or Finance Director Haley Fish at [fishh@milwaukieoregon.gov](mailto:fishh@milwaukieoregon.gov).

Sincerely,



Ann Ober

Milwaukie City Manager

# DOCUMENT GUIDE

This Capital Improvement Plan document provides detailed descriptions about projects organized by fund. Each fund section begins with a summary overview of the function of the fund followed by funding and project information. Summary tables and graphs highlight the capital projects within each fund. Following the summary sections are detailed breakdowns of each project, along with project schedules, cost estimates, and operating budget impacts. Summary information of all capital projects sorted by fund, funding source, and funding status are included as appendices to this document.

The project title and description explain the details and need for each project.



## ACCESSIBILITY PROGRAM

This project will implement the Barrier Removal Program and Accessible Pedestrian Signal Upgrades within the Bicycle and Pedestrian Accessibility Plan which includes elements within the ADA Transition Plan throughout the City. Project includes removing barriers within existing sidewalks, constructing or reconstructing sidewalks, signals at 32nd Ave and Harrison St, Lake Rd and Oatfield Rd, and PCC and Johnson Creek, and constructing ADA sidewalk access ramps. Retrofit existing signals, install accessible pedestrian signals, and rapid flashing beacons at specific intersections to improve pedestrian access and safety. Projects will require relocation of storm facilities and construction of water quality facilities.

**Sources:** SAFE, RTP (11621 & 11540)

**Operating Budget Impact:** This project will potentially increase maintenance and operating expenses.

**Submitted by:** Engineering

Describes the outcome of the project on the operating budget of each fund.

The department(s) that requested the project be included in the CIP.

STATUS	FUNDING SOURCE	2016			FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SAFE	\$2,118,000	\$175,100	\$683,300	\$451,800	\$579,100	\$273,300	\$281,500	\$2,444,100
Funded	Storm	-	\$35,000	\$136,600	\$90,400	\$115,800	\$54,400	\$56,300	\$488,500
Unfunded	Transportation	\$3,819,000	-	-	-	-	-	-	\$3,819,000
Unfunded	SAFE	\$896,200	-	-					\$896,200

This indicates whether the project is funded or unfunded, the funding source, and the cost for each scheduled project year

# ABBREVIATIONS

<b>ADA</b>	Americans with Disabilities Act
<b>BPAP</b>	Bicycle and Pedestrian Accessibility Program
<b>CCSD</b>	Clackamas County Service District #1
<b>CCTV</b>	Closed Circuit Television
<b>CD</b>	Community Development Department
<b>CDBG</b>	Capital Development Block Grant
<b>CIP</b>	Capital Improvement Plan
<b>CMTP</b>	Central Milwaukie Transportation Plan
<b>CMU</b>	Concrete Masonry Unit
<b>CNG</b>	Compressed Natural Gas
<b>CO</b>	Cleanout
<b>CRW</b>	Clackamas River Water
<b>CUAB</b>	Citizen's Utility Advisory Board
<b>DEQ</b>	Department of Environmental Quality
<b>DRFP</b>	Milwaukie Downtown and Riverfront Land Use Framework Plan
<b>EV</b>	Electric Vehicle
<b>FEMA</b>	Federal Emergency Management Agency
<b>FILOC</b>	Fee in Lieu of Construction
<b>FY</b>	Fiscal Year
<b>GIS</b>	Geographic Information System
<b>GMC</b>	Brand of Truck
<b>GPM</b>	Gallons per Minute
<b>HDPE</b>	High-Density Polyethylene
<b>HMA</b>	Hazard Mitigation Assistance
<b>JCB</b>	Johnson Creek Boulevard Building
<b>MH</b>	Manhole
<b>NMIA</b>	North Milwaukie Industrial Area
<b>ODOT</b>	Oregon Department of Transportation
<b>PCC</b>	Precision Castparts Corp.
<b>PCI</b>	Pavement Condition Index
<b>PSB</b>	Public Safety Building
<b>PW</b>	Public Works Department
<b>RRFB</b>	Rectangular Rapid Flash Beacon
<b>RTP</b>	Regional Transportation Plan
<b>SAFE</b>	Safe Access for Everyone
<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>SDC</b>	System Development Charges
<b>SSMP</b>	Street Surface Maintenance Program
<b>SWMP</b>	Storm Water Master Plan
<b>TSP</b>	Transportation System Plan
<b>TSAP</b>	Tacoma Station Area Plan
<b>UD</b>	Brand of Truck
<b>UIC</b>	Underground Injection Control
<b>UPRR</b>	Union Pacific Rail Road
<b>URAP</b>	Urban Renewal Area Plan
<b>WPCF</b>	Water Pollution Control Facility
<b>WMP</b>	Water Master Plan
<b>WWMP</b>	Waste Water Master Plan

# CAPITAL IMPROVEMENT PLAN OVERVIEW

The Capital Improvement Plan (CIP) establishes guidance and planning for the City of Milwaukie's capital investments in fleet, facilities and infrastructure. At the foundation of the CIP are the City's Master Plan documents (Water, Sewer, Storm, Transportation, and Parks), which are an extension of the City's Comprehensive Plan. These master plans illustrate the long-term needs and goals of each department as defined by community input, advisory groups, expert consultants, and City Staff. Planning Commission and City Council goals, operational (i.e. service delivery) needs, and regulatory requirements further refine and shape the CIP.

Projects within the CIP are prioritized and matched with projections of future revenues. Inclusion of a project within this document does not necessarily reflect a budgeted spending commitment, but instead reflects anticipated priority at this point in time based on estimated future revenues. Current revenues are not enough to keep up with all the capital needs of the City and as such, some projects are shown as unfunded or partially funded in the CIP. Additionally, there are restrictions related to where the funds may be spent on many revenue sources.

A capital expenditure is defined by the City using the following two criteria: relatively high monetary value (\$10,000 or greater), and a long asset life (1 or more years of useful life), excluding the cost of normal maintenance and repairs that do not add to the value of the asset or materially extend the asset's life.

The CIP is intended as a method of communication with citizens, businesses, advisory groups, the Planning Commission, and City Council. It gives the public the opportunity to see the City's proposed plans for the future and provide feedback to the City Council and City Staff.

The goal of this Capital Improvement Plan is to provide the maximum sustainable level of priority capital investment to deliver outcomes that are of the highest importance to our citizens and provide for a healthy, safe, active, efficient, and optimized community with excellent livability and quality of life.

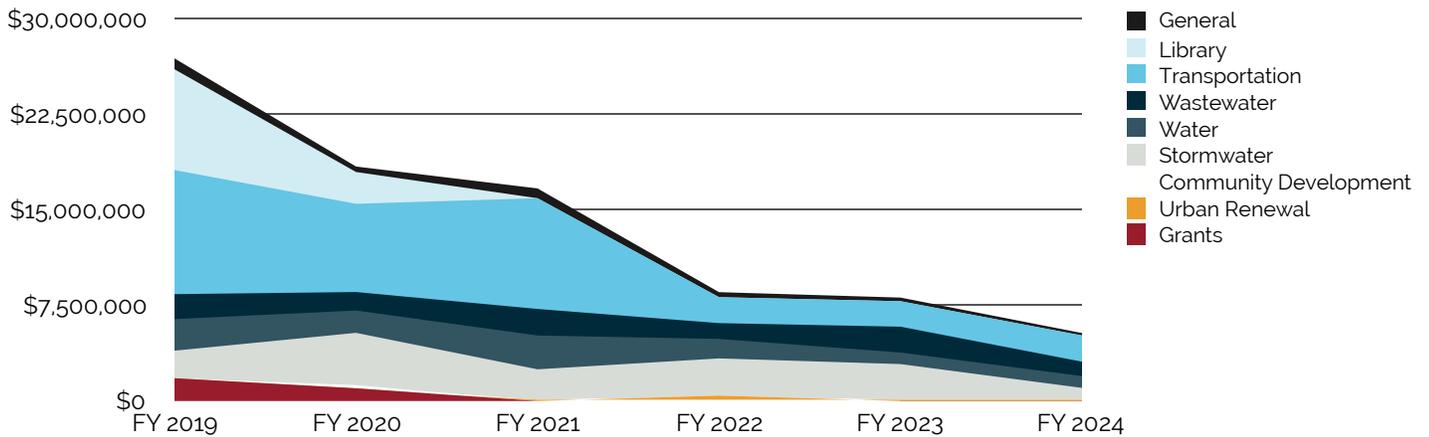
## FACTORS IN EVALUATING CIP PROJECTS

- Master planning documents
- City Council & Planning Commission goals
- Operational needs
- Regulatory requirements
- Fiscal impacts
- Health, safety, and environmental effects
- Community economic effects
- Feasibility, including public support and disruption
- Implications of deferring the project
- Coordination and advantages of joint projects

# FUNDING SUMMARY INFORMATION

FUND	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTAL
General	\$856,000	\$430,000	\$769,000	\$397,000	\$285,000	\$190,000	\$1,375,000	\$4,302,000
Building	-	-	-	-	-	-	-	0
Library	7,238,750	2,504,000	-	-	-	-	-	9,742,750
Transportation	9,705,500	6,942,800	8,715,400	2,040,500	2,005,550	2,063,600	160,678,100	192,211,450
Wastewater	1,860,000	1,350,000	1,983,000	1,138,000	1,928,250	1,029,000	7,500,000	16,788,250
Water	2,589,000	1,862,000	2,767,000	1,638,000	1,015,050	1,127,500	1,627,200	12,625,750
Stormwater	2,168,800	4,114,700	2,495,000	2,929,800	2,906,250	1,032,500	-	15,647,050
Community Development	-	250,000	-	-	-	-	3,101,000	3,351,000
Urban Renewal	-	-	-	424,000	-	-	38,876,000	39,300,000
Grants	2,043,000	1,000,000	-	-	-	-	3,750,600	6,793,600
<b>CITY-WIDE TOTALS</b>	<b>\$26,521,050</b>	<b>\$18,453,250</b>	<b>\$16,729,400</b>	<b>\$8,567,300</b>	<b>\$8,140,100</b>	<b>\$5,442,600</b>	<b>\$216,907,600</b>	<b>\$300,761,850</b>

Total Capital Improvement Program Cost



## FUNDING FOR CAPITAL PROJECTS COMES FROM FOUR DISTINCT SOURCES

1. Fees: including utility rates, franchise utility fees, state gas tax and vehicle registration fees, interest income, internal service charges, streets/parks fees, and property taxes.
2. Bonds
3. Grants and intergovernmental: from outside agencies such as ODOT, Metro, Clackamas County, DEQ, CDBG, Oregon Parks, and the Oregon Marine Board.
4. Development: funds paid by new development to cover the cost of the development’s impact to the systems either by their request or as a condition of development.

# MULTI-DOCUMENT TRANSPARENCY

The City of Milwaukie recognizes that the projects included in the Capital Improvement Plan represent a significant amount of public monies and it is the City's intention to present this information across several documents to ensure that projects are clearly understood and accounted for in financial forecasts, budgets, capital improvement plans and master plans. Multi-document transparency means that a capital project necessitated by a master plan will be included in the CIP document and then planned for in the forecast document. Funding for the project will then be included in the budget document and the expense will be recorded in quarterly and annual financial reports.



City of Milwaukie						Stormwater Fund (amounts in thousands)					
						Current Year	+1	+2	+3	+4	+5
						Estimated	PROJECTED				
						FY18	FY19	FY20	FY21	FY22	FY23
<b>Resources</b>											
Beginning fund balance	\$ 1,416	\$ 1,895	\$ 2,527	\$ 3,390	\$ 2,952	\$ 3,774	\$ 2,969	\$ 2,883	991	\$ 1,261	\$ 1,557
Stormwater fee - base	1,971	2,205	2,572	2,933	3,357	3,357	3,830	4,370	4,982	5,670	6,277
Stormwater fee - rate increases	-	-	-	-	-	473	540	612	688	607	-
Miscellaneous	21	7	9	29	62	64	66	67	69	71	73
Fees in Lieu of Construction (FILOC)	-	-	-	-	-	-	120	-	-	-	-
Total revenues	1,992	2,212	2,581	2,962	3,419	3,894	4,556	5,049	5,739	6,348	6,350
<b>Total Resources</b>	<b>\$ 3,408</b>	<b>\$ 4,107</b>	<b>\$ 5,108</b>	<b>\$ 6,352</b>	<b>\$ 6,371</b>	<b>\$ 7,668</b>	<b>\$ 7,525</b>	<b>\$ 7,932</b>	<b>6,730</b>	<b>7,609</b>	<b>7,907</b>
<b>Requirements</b>											
Personnel Services	\$ 423	422	483	484	560	738	776	846	883	939	981
Materials & services (base)	108	95	118	139	145	216	229	232	239	246	253
M&S (Franchise Fee to Streets)	156	178	205	234	269	310	350	400	460	510	510
Transfers to other funds	740	780	905	965	1,020	1,060	1,296	1,348	1,392	1,427	1,463
Capital outlay											
Scheduled capital projects	83	125	7	1,578	375	2,146	1,961	4,115	2,400	2,890	2,715
Unfunded CIP	3	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	28	-	10	-	10
Additions (vehicles & equip)	-	-	-	-	229	229	-	-	85	40	31
Total expenditures	1,513	1,580	1,718	3,400	2,598	4,699	4,642	6,941	5,469	6,052	5,963
Ending Fund Balance											
Policy requirement (25%)	360	360	430	460	500	480	560	610	640	680	700
Reserve for vehicle replacement	50	100	100	100	100	100	100	100	100	100	100
Over (under) policy/reserves	1,485	2,067	2,860	2,392	3,174	2,389	2,223	281	521	777	1,144
Total ending fund balance	1,895	2,527	3,390	2,952	3,774	2,969	2,882	60	991	1,261	1,557
<b>Total Requirements</b>	<b>\$ 3,408</b>	<b>\$ 4,107</b>	<b>\$ 5,108</b>	<b>\$ 6,352</b>	<b>\$ 6,372</b>	<b>\$ 7,668</b>	<b>\$ 7,525</b>	<b>\$ 7,932</b>	<b>6,730</b>	<b>7,609</b>	<b>7,907</b>

## FINANCIAL REPORTING

Projects funded within the CIP are reported as "Capital Outlay" in financial forecasts, budgets, quarterly reports, and annual reports. This line item corresponds with the annual funded totals shown in this Capital Improvement Plan (CIP). The adoption of this CIP document provides the baseline for Capital Outlay that will be included in future budget documents for the Budget Committee to review, consider, and approve, and for the City Council to formally adopt.

# THE PROCESS OF A CIP PROJECT

## Question:

*How does a project get placed on the Capital Improvement Plan?*

## Answer:

*Citizen involvement is the cornerstone of the Capital Improvement Plan. Projects are vetted through a multi-step process (see below) that includes public comment at several stages to ensure that projects meet the community's needs, in addition to expert analyses during plan development. Projects do not begin until funding has been confirmed, approved and adopted into the City's biennial budget.*

## PROJECT START

A project is first considered as part of the Master Planning process. Staff, with the assistance of expert consultants and Citizen Advisory Group members, drafts Master Plans for community consideration.

Master Plans are subject to several community meetings where citizens are invited to review the plan scope and corresponding capital projects required to fulfill the plan.

Planning Commission reviews Master Plans and takes citizen comments. The Planning Commission carefully considers the community vision when determining whether to recommend a Master Plan.

City Council then reviews Master Plans and adopts them. Once adopted, a Master Plan becomes the guiding document for that City function and the associated project list required to fulfill the Master Plan.

Staff reviews other Council adopted plans such as individual Parks Master Plans, Greenway Plans and other similar documents for inclusion in the CIP.

Staff tracks citizen input, regulatory requirements and infrastructure needs to refine the list of capital needs and the prioritization of projects within the CIP.

Budget Committee reviews and recommends revisions as part of the biennial budget process. City Council adopts the CIP with the biennial budget.

As projects commence, public outreach efforts will focus on impacted neighbors to ensure that project work meets the needs of the community within the adopted Council Plan and has a minimal impact on services and the community. The City's website is the primary communications vehicle.

## PROJECT COMPLETION



# CHAPTER 1

## OPERATIONAL FACILITIES AND EQUIPMENT

The projects and capital needs within this chapter are necessary to keep the existing city facilities and operational needs maintained and up to date. Projects within this chapter include facility improvements, vehicle replacements, information technology upgrades, and other enhancements necessary to extend the useful life of existing city facilities and equipment.

### OVERVIEW

The General Fund is the main operating fund of the City. It accounts for and reports all financial resources not accounted for and reported in another fund.

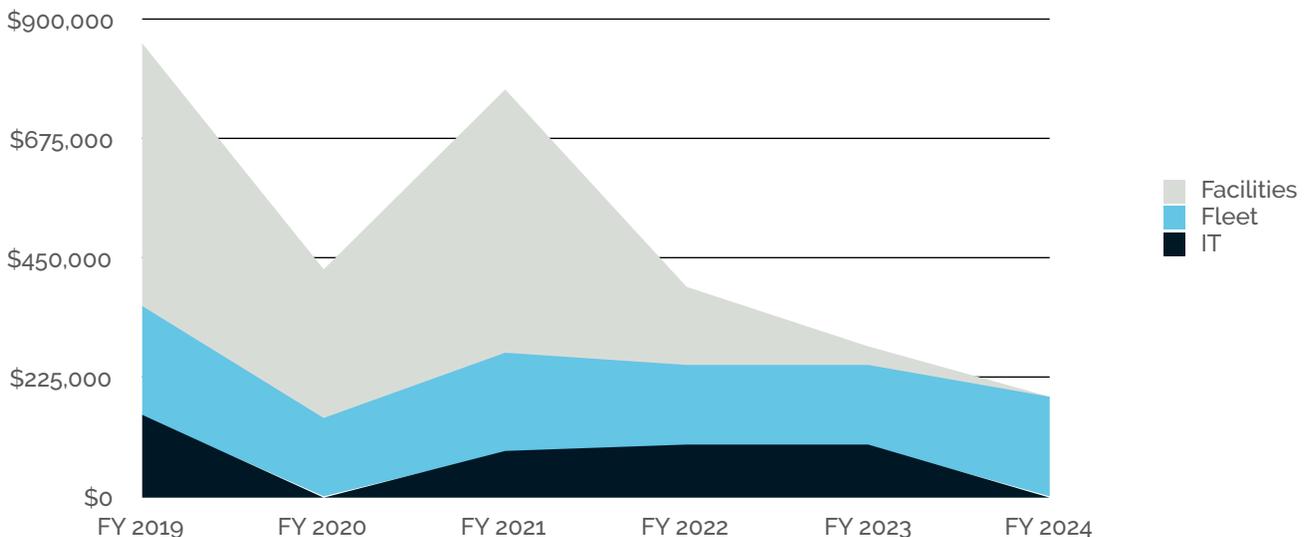
THE CITY'S GENERAL FUND ACCOUNTS FOR THE FOLLOWING DEPARTMENTS:

- City Council
- City Manager
- Community Development
- Public Works Administration
- Engineering
- Facilities Management
- Finance
- Fleet Services
- Human Resources
- Information System Technology
- Municipal Court
- Planning
- Code Enforcement
- Public Access Studio
- Records and Information Management
- Police Administration, Field Services & Support
- Non-departmental
- City Attorney

Ongoing revenue sources for the General Fund are property taxes, internal charges for services to other funds, intergovernmental revenues, franchise fees, fines and forfeitures, licenses and permits, and miscellaneous income. The General Fund also may anticipate debt proceeds.

The General Fund expenditures consist of Personnel Service to support the budgeted full-time equivalents (FTEs), Materials and Services, Debt Service, and Capital Outlay across the 18 departments listed above.

General Fund Capital Improvement Program Cost



FACILITIES SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTAL
12	Energy Chargers	\$10,000	-	-	-	-	-	-	\$10,000
12	JCB CD Front Counter ADA	15,000	-	-	-	-	-	-	15,000
12	Roof Repair for City Hall	20,000	-	-	-	-	-	-	20,000
13	JCB Fuel Tanks	30,000	-	-	-	-	-	-	30,000
13	Remodel Council Chambers and Conference Room at City Hall	50,000	-	-	-	-	-	-	50,000
13	Additional Employee Office Space	370,000	-	-	-	-	-	-	370,000
14	Replace Security System Server at PSB	-	15,000	-	-	-	-	-	15,000
14	Replace Boiler at City Hall	-	15,000	-	-	-	-	-	15,000
15	Replace Leaking Windows at City Hall	-	60,000	-	-	-	-	-	60,000
16	Tuck Pointing / Mortar Repair at City Hall	-	90,000	-	-	-	-	-	90,000
16	Pole Barn Addition at JCB PW	-	100,000	-	-	-	-	-	100,000
14	Repaint Interior at City Hall	-	-	20,000	-	-	-	-	20,000
15	Repaint Exterior at JCB	-	-	35,000	-	-	-	-	35,000
15	Bullet resistant glass at PSB	-	-	60,000	-	-	-	-	60,000
16	Replace HVAC System at City Hall	-	-	150,000	-	-	-	-	150,000
17	Replace Apparatus Bay Doors at PSB	-	-	16,000	-	-	-	-	16,000
18	Citywide Upgrade of Security Badge Readers	-	-	40,000	-	-	-	-	40,000
18	Seismic Retrofit of PSB	-	-	175,000	-	-	-	1,000,000	1,175,000
17	Paint Interior Sheetrock at JCB CD	-	-	-	12,000	-	-	-	12,000
17	Replace Carpet at JCB CD	-	-	-	25,000	-	-	-	25,000
18	Replace JCB (CD) Admin Roof	-	-	-	110,000	-	-	-	110,000
19	Repaint Exterior CMU Walls at PSB	-	-	-	-	35,000	-	-	35,000
19	Solar Array at JCB Campus	-	-	-	-	-	-	375,000	375,000
<b>FACILITIES SUBTOTALS</b>		<b>\$495,000</b>	<b>\$280,000</b>	<b>\$496,000</b>	<b>\$147,000</b>	<b>\$35,000</b>	<b>-</b>	<b>\$1,375,000</b>	<b>\$2,828,000</b>

FLEET SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTAL
19	Equipment - Fleet	\$10,000	-	-	-	-	-	-	\$10,000
20	Department Vehicles - Facilities	45,000	-	-	-	-	-	-	45,000
19	Equipment - Facilities	-	-	10,000	-	-	-	-	10,000
20	Department Vehicles - Community Dev	-	-	25,000	-	-	-	-	40,000
20	Department Vehicles - Engineering	-	-	-	-	-	40,000	-	40,000
20	Department Vehicles - Police	150,000	150,000	150,000	150,000	150,000	150,000	-	900,000
<b>FLEET SUBTOTALS</b>		<b>\$205,000</b>	<b>\$150,000</b>	<b>\$185,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$190,000</b>	<b>-</b>	<b>\$1,045,000</b>

IT SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTAL
22	Vehicle Technology Modernization	\$50,000	-	-	-	-	-	-	\$50,000
21	Electronic Ticketing	11,000	-	-	-	-	-	-	11,000
21	Plotter Replacement	15,000	-	-	-	-	-	-	15,000
23	Storage Area Network (SAN) Replacement	80,000	-	88,000	-	-	-	-	168,000
22	Disaster Recovery	-	-	-	100,000	100,000	-	-	200,000
<b>IT SUBTOTAL</b>		<b>\$156,000</b>	<b>-</b>	<b>\$88,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>-</b>	<b>-</b>	<b>\$459,000</b>



**ENERGY CHARGERS**

This project will provide for the installation of up to four EV chargers at City Facilities. Sites include the Johnson Creek Campus, Police Station and City Hall. These chargers will provide charging services for primarily City Fleet vehicles and potentially employee vehicles. Gas vehicles are being replaced with electric where possible, as operating costs of electric vehicles are significantly lower than gas vehicles, and there are no emissions.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	General Fund	\$10,000	-	-	-	-	-	\$10,000

**Source:** City Staff

**Operating Budget Impact:** This project will not increase operating expenditures significantly.

**Submitted by:** Facilities



**JCB CD FRONT COUNTER ADA**

The front service counter in the Community Development building needs to be brought up to current ADA standards. Current ADA standards require a full depth counter surface. Current ADA standards require a lower full depth counter surface. An updated counter will allow an individual in a wheelchair to more easily interact with Community Development, Planning and Engineering departments.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	\$15,000	-	-	-	-	-	\$15,000

**Source:** City Staff

**Operating Budget Impact:** None

**Submitted by:** Facilities



**ROOF REPAIR FOR CITY HALL**

City Hall roof requires periodic seam sealing every five years. Seam sealing is normal and expected maintenance for this type of sheet metal roof.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	General Fund / Fac	\$20,000	-	-	-	-	-	\$20,000

**Source:** City Staff

**Operating Budget Impact:** None

**Submitted by:** Facilities



**JCB FUEL TANKS**

Underground fuel tanks are required to be relined periodically. Integrity of all underground storage tanks is critical. We have both diesel and gasoline underground storage tanks at the JCB campus that require relining in 2019. This is both an environmental and liability issue; required to maintain insurance.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	\$30,000	-	-	-	-	-	\$30,000

**Source:** City Staff

**Operating Budget Impact:** Extends life of asset.

**Submitted by:** Facilities



**REMODEL COUNCIL CHAMBERS AND CONFERENCE ROOM AT CITY HALL**

Council Chambers and conference room are planned to be converted to offices, as both Council Chambers and conference rooms are slated to move downstairs into the former garage bay. Work scope includes design layout and installation of cubes and furniture in both upstairs rooms.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	\$50,000	-	-	-	-	-	\$50,000

**Source:** City Staff

**Operating Budget Impact:** This project will not increase operating expenditures.

**Submitted by:** Facilities



**ADDITIONAL EMPLOYEE OFFICE SPACE**

There is a need for additional office space, both because there are more city employees and because we need better proximity between departments. One option being considered is to convert the garage bays to serve as the new Council Chambers as well as conference room, which would free up the existing conference room and Chambers as office space. The garage is 1200 sq ft and has the potential to function as a unique space: Chambers, and a multi-purpose room with garage doors that open to the public for special events.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	General Fund - Cash Carryover	\$370,000	-	-	-	-	-	\$370,000

**Source:** City Staff

**Operating Budget Impact:** Unknown

**Submitted by:** Facilities



**REPLACE SECURITY SYSTEM SERVER AT PSB**

Public Safety Building Security Server is slated for replacement as part of the normal maintenance schedule. This server provides for access card entry and other security features for all City Buildings.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	\$15,000	-	-	-	-	-	\$15,000

**Source:** City Staff

**Operating Budget Impact:** This project will not increase operating expenditures significantly.

**Submitted by:** Facilities



**REPLACE BOILER AT CITY HALL**

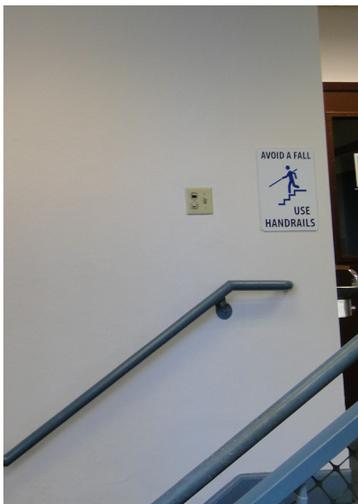
City Hall boiler is 20 years old and nearing end of life. Replacing it with a high efficiency boiler will provide the City with energy savings and earn Energy Trust incentives. The boiler will undergo an inspection this year, which will inform its replacement schedule.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	\$15,000	-	-	-	-	-	\$15,000

**Source:** City Staff

**Operating Budget Impact:** The operating cost for a new boiler will be significantly less due to energy savings and is expected to incur less maintenance cost.

**Submitted by:** Facilities



**REPAINT INTERIOR AT CITY HALL**

City Hall interior walls are showing wear and are due for interior painting. Painting has been postponed for a number of years as other projects have had a higher priority.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	General Fund / Fac	\$20,000	-	-	-	-	-	\$20,000

**Source:** City Staff

**Operating Budget Impact:** None

**Submitted by:** Facilities



**REPAINT EXTERIOR AT JCB**

The exterior of the Community Development building is projected to require painting in the year 2020 as part of normal maintenance. The building will be inspected this year, and painting schedule updated.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	\$35,000	-	-	-	-	-	\$35,000

Source: City Staff

Operating Budget Impact: None, preserves asset value.

Submitted by: Facilities



**BULLET PROOF GLASS AT PSB**

Replace outward facing lobby windows with bullet proof glass to increase security level in the reception area of the Police Station.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	\$60,000	-	-	-	-	-	\$60,000

Source: City Staff

Operating Budget Impact: None, enhances security.

Submitted by: Facilities



**REPLACE LEAKING WINDOWS AT CITY HALL**

Many of the existing wood windows in City Hall are structurally degraded and leaking air. Replacing the windows with Low-E triple pane glass will provide improved energy efficiency significantly.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	-	\$60,000	-	-	-	-	\$60,000

Source: City Staff

Operating Budget Impact: None, preserves asset value.

Submitted by: Facilities



**TUCK POINTING / MORTAR REPAIR AT CITY HALL**

City Hall brick requires tuck pointing – replacing the mortar between bricks. Cost is based on previous condition inspection. Repair is required to preserve integrity and value of the structure. When mortar is in a weakened condition, it causes moisture to break down masonry wall and will possibly cause moisture problems behind the brick façade.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	-	\$90,000	-	-	-	-	\$90,000

**Source:** City Staff

**Operating Budget Impact:** None, preserves asset value.

**Submitted by:** Facilities



**POLE BARN ADDITION AT JCB PW**

Public Works requires an additional heated garage bay. The City owns six vehicles that need to be prevented from freezing, and currently only has five bays in the heated pole barn. These vehicles include the two sweepers, the two combination trucks, paving equipment and easement machine. Current practice is to park the extra vehicle in one of the fleet maintenance bays. If possible, the existing structure will be built onto to preserve funds.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	-	\$100,000	-	-	-	-	\$100,000

**Source:** City Staff

**Operating Budget Impact:** None, minimal increased building maintenance cost offset by preserving vehicle assets.

**Submitted by:** Facilities



**REPLACE HVAC SYSTEM AT CITY HALL**

When replacing equipment, life expectancy, future cost of repairs as well as the increased efficiency of replacement equipment are considered.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	-	\$150,000	-	-	-	-	\$150,000

**Source:** City Staff

**Operating Budget Impact:** The new system will reduce cost through more efficient energy use.

**Submitted by:** Facilities



**PAINT INTERIOR SHEETROCK AT JCB CD**

Interior sheetrock walls in the Community Development building are projected to require painting in 2021. Interior walls are showing wear, and projected painting has been postponed previously (2011, 2018).

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	-	-	\$12,000	-	-	-	\$12,000

**Source:** City Staff  
**Operating Budget Impact:** None  
**Submitted by:** Facilities



**REPLACE APPARATUS BAY DOORS AT PSB**

A previous facilities assessment predicted replacement in 2021. The doors are functioning adequately and will be assessed this year, project may be postponed pending inspection.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	-	-	\$16,000	-	-	-	\$16,000

**Source:** City Staff  
**Operating Budget Impact:** None, preserves asset value.  
**Submitted by:** Facilities



**REPLACE CARPET AT JCB CD**

Community Development office carpet is showing wear and anticipated to require replacement in 2021.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	-	-	\$25,000	-	-	-	\$25,000

**Source:** City Staff  
**Operating Budget Impact:** None, maintains asset value.  
**Submitted by:** Facilities



**CITYWIDE UPGRADE OF SECURITY BADGE READERS**

City badge readers require periodic software as well as hardware updates. We need to update the local hardware as well as software in order that our system be supported by local security providers.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	-	-	\$40,000	-	-	-	\$40,000

**Source:** City Staff  
**Operating Budget Impact:** None  
**Submitted by:** Facilities



**REPLACE JCB (CD) ADMIN ROOF**

The current roof was installed with the initial construction of the building in 1990 and has exceeded its 20-year life. The roof will see a professional inspection this year, which will inform the replacement schedule. The new roof will be a metal roof with a 30-year life.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	-	-	\$110,000	-	-	-	\$110,000

**Source:** City Staff  
**Operating Budget Impact:** Minor impact although the new roof will have slightly improved insulation properties to reduce energy costs. There will be additional maintenance savings as leakage problems are mitigated.  
**Submitted by:** Facilities



**SEISMIC RETROFIT OF PSB**

Public Safety (EOC) Facilities are required to meet updated seismic standards by 2022. Our engineering firm will provide basic assessment in 2018. The 2018 assessment will provide the recommendation for what retrofits are necessary. Detailed engineering is scheduled for 2021 and retrofit work in 2022. Based on the assessment, staff will seek available grant funding to assist in the retrofit.

STATUS	FUNDING SOURCE	2018 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	\$20,000	-	-	\$175,000	-	-	-	\$175,000
Unfunded			-	-	-	-	-	-	\$1,000,000

**Source:** City Staff  
**Operating Budget Impact:** None  
**Submitted by:** Facilities



**REPAINT EXTERIOR CMU WALLS AT PSB**

The Public Safety Building exterior CMU walls will require repainting in 2020. There are a few spots of peeling paint. The painting schedule will be informed by an inspection this year.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	-	-	-	-	\$35,000	-	\$35,000

**Source:** City Staff  
**Operating Budget Impact:** None, preserves asset value.  
**Submitted by:** Facilities



**SOLAR ARRAY AT JCB CAMPUS**

This project will provide for the installation of a Solar array at the JCB Campus. It is anticipated that the installation will be a roof top installation and will take advantage of the open roof space at the Campus. The City is taking advantage of working with the National Renewable Energy Laboratory (NREL) and has been participating in their no-cost PV training program for cities develop a solar project. Additionally, a solar array will be a significant step toward the 2040 vision of a net zero community.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	General Fund/Fac	-	-	-	-	-	-	-
Unfunded		-	-	\$375,000	-	-	-	\$375,000

**Source:** City Staff  
**Operating Budget Impact:** This project will not increase operating expenditures significantly.  
**Submitted by:** Facilities

**EQUIPMENT**



Fleet crew use a wide variety of equipment daily; from a vehicle scanner to parts washer to fuel tank monitors, to a fork lift. During FY2019-20, we anticipate requiring \$10,000 to repair and replace equipment as needed.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Facilities Service Charge	\$10,000	-	\$10,000	-	-	-	\$20,000

**Source:** City Staff  
**Operating Budget Impact:** None  
**Submitted by:** Fleet

**VEHICLE PURCHASES**

In FY19 Facilities will replace one vehicle (\$45,000). In FY21, Community Development will replace one vehicle, in FY24, Engineering will replace one vehicle (\$40,000).

The Police Department will replace three vehicles (\$150,000) per year. These Public Works vehicle purchases include both Division specific equipment as well as shared utility vehicles.

In FY 2019 purchases include a skid steer loader (\$100,000). The skid steer loader is a new piece of equipment that will be used primarily by the street division and will provide the ability for a multitude of things to include cold planning asphalt, asphalt repairs, repairing utility cuts, loading material, brush clearing, and snow removal

In FY 2020 includes a replacement of a 1997 Chevy pickup that is used by the Water Quality Coordinator. This vehicle has over 86,000 miles and the expected replacement cost is \$40,000. The Street Division's 5YD Dump with Hot Box was purchased in 2000 and currently has over 88,000 miles. This vehicle is used for asphalt repairs and paving. This \$165,000 purchase will also allow the division to remove its UD Paving Truck, scheduled for replacement in FY 22, from the fleet.

FY 2021, includes the replacement of 1994 and 1997 GMC 5yd Dump Trucks. These trucks are used for moving spoils and material to and from job sites and for snow plowing and had been originally scheduled for replacement in FY 20 in the previous CIP. The replacement cost of each vehicle is \$140,000 shared among the four utilities. Additional purchases include the replacement of a 2001 Ford 350 pickup with dump bed that is used for hauling small excavation materials, rock for repairs and right of way work, leaf debris and equipment. The replacement cost for this vehicle is \$60,000 shared among the four utilities.

FY 2022 includes the planned replacement purchases for the 2003 Volvo 10 yd roll on dump. This vehicle is primarily used to haul street sweepings, spoils and material for final disposal at composting sites and fill sites. The replacement cost is \$100,000 and shared among the four utilities. Also included is a purchase of purchases include a shared 2001 Ford 350 Flatbed pickup at a cost of \$60,000, that is used for hauling furniture, barricades for events or parades and landscape materials. Additionally, FY 2022 includes the projected replacement of a 2011 Ford 350 Sewer Service Truck that currently has over 60,000 miles. It is expected that this replacement will be approximately \$55,000.

FY 2023 includes the purchase of a shared new backhoe \$125,000. The existing backhoe was purchased in 2008. This equipment is used by all the utilities for excavations related to repairs and moving material. Also included for purchase is the replacement of a 2010 Chevy Half Ton pickup used by the Streets Division at cost of \$45,000.

FY 2024 includes the projected purchase of 2008 ¾ ton Pickup for the Storm Division at a projected cost of \$45,000. Due to the low mileage on this vehicle this replacement had been deferred from 2018. Additionally, included is the projected purchase to replace 1-ton F350 Water Service Truck at a cost of \$45,000. Due to low mileage this vehicle has been deferred from its projected replacement schedule of 2021.

Also included the projected replacement of the Street Division's 2002 Asphalt Roller that had been projected for replacement in FY 2021.

The city is considering and reviewing future EV and CNG options for light and medium duty trucks replacements in Fiscal years 21, 22, 23 and 24 as these models become available. Extending the replacement schedule of several of the vehicles may provide a better opportunity to take advantage of improving EV technology on light and medium trucks.

The Public Works Department Fleet Division is working to ensure that the profile of the fleet precisely matches the needs, goals, and budgetary restrictions of the organization. In other words, it needs to be right-sized, as well as constantly evaluated for reduction/addition. The Department evaluates the Fleet and considers the following during its evaluation.

- It is at the end of its useful life? – 8-10 years or 100,000 miles requires thorough evaluation.
- Is the vehicle in question low use, minimal risk of expensive repairs...is there another vehicle at a critical point (about to require repair)?
- Are repair costs anticipated? rising? Approaching 30% residual value? condition.
- How does the vehicle serve critical functions?
- Is the vehicle task specific? Could we subcontract it cheaper than owning the vehicle?
- How many miles did it travel last year? Could two low mileage users be combined?
- Is it a passenger vehicle that could be replaced with an electric vehicle.



Source: City Staff

**Operating Budget Impact:** Replacing vehicles with newer models generally reduces repair expenditures as well as reduces fuel usage and emissions as newer vehicles are more reliable and more efficient.

**Submitted by:** Public Works, Fleet

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	General Fund	\$195,000	\$150,000	\$175,000	\$150,000	\$150,000	\$190,000	\$1,010,000
Funded	Stormwater	-	-	\$85,000	\$40,000	\$31,250	\$45,000	\$201,250
Funded	Water	-	\$40,000	\$85,000	\$40,000	\$31,250	\$45,000	\$241,250
Funded	Wastewater	-	-	\$85,000	\$95,000	\$31,250	-	\$211,250
Funded	Transportation	\$100,000	\$165,000	\$85,000	\$40,000	\$76,250	\$100,000	\$566,250



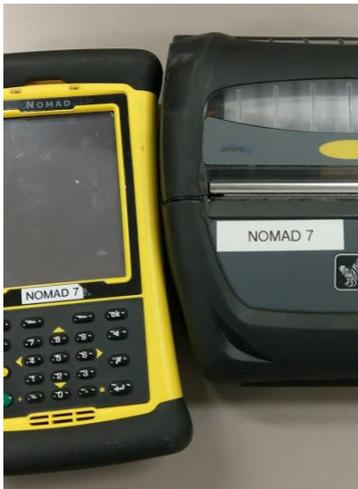
**PLOTTER REPLACEMENT**

Plotters are used to print large format items such as poster, maps, and signs. GIS and Community Development use the plotters for staff and citizens daily. The current plotters are 19 and 10 years old and have far exceeded their expected lifespan.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	IT Service Charge	\$15,000	-	-	-	-	-	\$15,000

**Source:** City Staff

**Operating Budget Impact:** Since these are replacement items they will use existing funds.



**ELECTRONIC TICKETING**

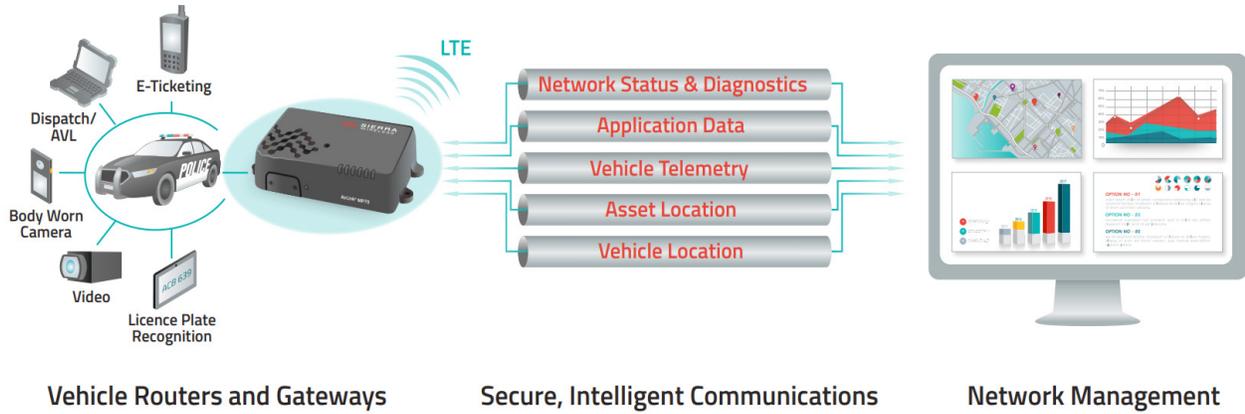
Many officers write citations on paper. To decrease errors on paper citations and create an efficiency for court staff, all on-shift officers will be issued a handheld citation writer and printer. These devices will also aid in creating a less paper intensive court day for the Judge and court staff.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	PD Operating Budget	\$11,000	-	-	-	-	-	\$11,000

**Source:** City Staff

**Operating Budget Impact:** There will be an increase in annual maintenance. As an estimate, the annual cost will be 10% of the total purchase price per year.

**Submitted by:** Police Department



Vehicle Routers and Gateways

Secure, Intelligent Communications

Network Management

**VEHICLE TECHNOLOGY MODERNIZATION**

Upgrading old data connections to a centralized and unified method is essential to providing field staff with the growing demand of data while performing daily tasks. The Police department is piloting a data connection, with success, that allows for a single connection to drive current and future data needs (i.e. e-ticketing, computer aided dispatch, and automatic vehicle location). The Police pilot program has demonstrated the ease of using data driving applications for the officer’s daily job.

Estimated costs are for:

- 20 Police vehicles (new vehicles from 10/2017 forward will have the new components)
- 15 Public works vehicles

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	IT Service Charge	\$50,000	-	-	-	-	-	\$50,000

Source: City Staff

Operating Budget Impact: There will be an increase in annual maintenance. As an estimate, the annual cost will be 10% of the total purchase price per year.

Submitted by: IT



**DISASTER RECOVERY**

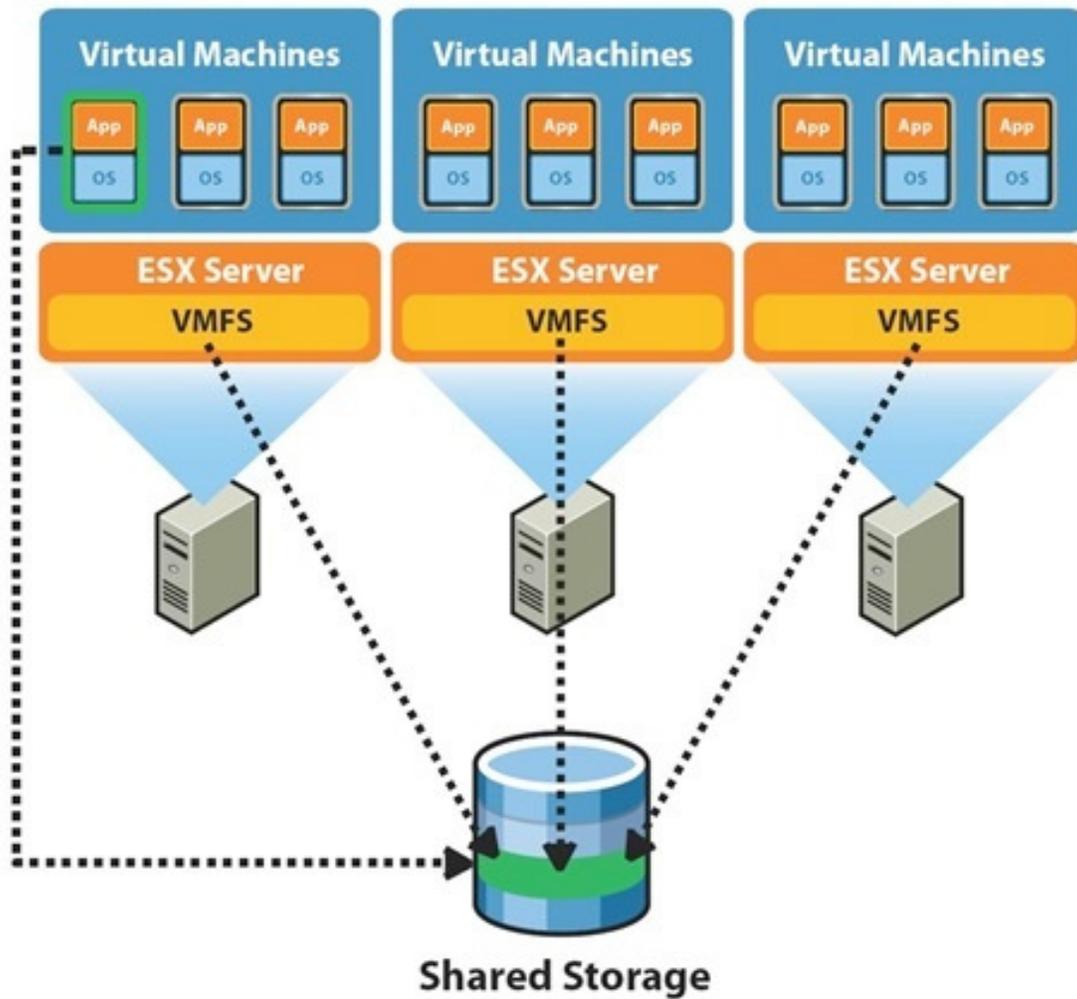
With an increasing dependency on technology for daily operations, decreasing recovery time after a disaster is a benefit to staff and citizens of Milwaukie. A disaster recovery plan and alternate data recovery site is essential to realizing an expedient recovery when a disaster occurs.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	IT Service Charge	-	-	-	\$100,000	\$100,000	-	\$200,000

Source: City Staff

Operating Budget Impact: There will be an increase in annual maintenance and licensing. As an estimate, the annual cost will be 10% of the total purchase price per year. Annual cost for redundant data connection to support cloud based operations \$3,060.

Submitted by: IT



**STORAGE AREA NETWORK (SAN) REPLACEMENT**

With the increase in server virtualization, a larger dependency is placed on the SAN. The current SAN is used for approximately 40 virtual servers and was purchased in July 2013. The recommended lifespan of a SAN is 3–5 years and we will be in year five by replacement. The new SAN will increase data access speed and allow leverage of new storage technologies.

STATUS	FUNDING SOURCE	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	IT Service Charge	\$80,000	-	\$88,000	-	-	-	\$168,000

Source: City Staff

Operating Budget Impact: Annual maintenance is budgeted for the current SAN the replacement item will use those funds.

Submitted by: IT



# CHAPTER 2 PUBLIC INFRASTRUCTURE

The Public Infrastructure Capital Improvement Plan identifies the traditional capital improvement needs within the City right-of-way. Projects within this chapter are primarily associated with the transportation, water, wastewater, and stormwater needs of the city.

## TRANSPORTATION OVERVIEW

Milwaukie’s Transportation system includes over 148 lane miles of pavement, 10.2 miles of bike lanes, 50 miles of sidewalk, and 510 acres of right-of-way that must constantly be maintained and upgraded to safely and efficiently serve all modes of traffic.

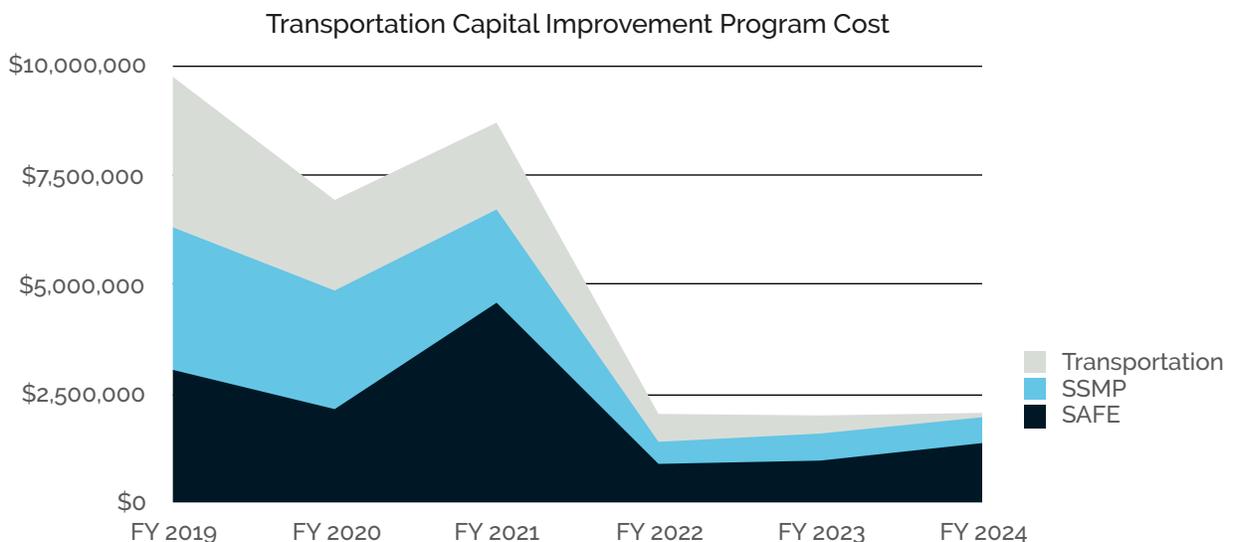
The City of Milwaukie relies on a variety of funding sources for maintaining and improving its transportation infrastructure. Most of these sources are constrained, meaning that they can only be used for a specific function like expanding the system’s capacity, paving streets, or building sidewalk or bicycle facilities. The funds also flow into Milwaukie from a variety of sources, most of which are tax based and administered through different levels of government and mechanisms.

The main sources of funding are:

- Federal Gas Tax Funds (Metro Grants)
- City share of State Highway Trust Fund
- Local Funds—Fees and Taxes:
  - Franchise Fees, PGE Privilege Tax, Local Gas Tax, Street Surface Maintenance Fee, Safe Access for Everyone (SAFE) Fee
  - System Development Charges (SDC’s)
  - Fee in Lieu of Construction (FILOC) Charges

The CIP is based on the projects identified within the plans and programs that affect all of the modes of travel within the Transportation System. This includes the City Transportation Master Plan, the Street Surface Maintenance Program (SSMP), the Safe Access for Everyone (SAFE), Surface Preservation (Crack and Slurry Seals), and other capitalized maintenance needs.

The Transportation CIP prioritizes projects within each of the Transportation System Programs resulting in a Comprehensive Plan that attempts to balance the systems needs within the available funding parameters.



TRANSPORTATION SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
20	Transportation Vehicle Purchases	\$100,000	\$165,000	\$85,000	\$40,000	\$76,250	\$100,000	-	\$566,250
31	Sign Shop Printer	15,000	-	-	-	-	-	-	15,000
<b>VEHICLES AND EQUIPMENT SUBTOTALS</b>		<b>\$115,000</b>	<b>\$165,000</b>	<b>\$85,000</b>	<b>\$40,000</b>	<b>\$76,250</b>	<b>\$100,000</b>	<b>-</b>	<b>\$581,250</b>

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
30	Downtown Public Area Requirements (PAR)	\$1,588,000	\$12,000	\$456,600	-	-	-	\$905,000	\$2,961,600
31	Kellogg Creek Bridge #22142	428,000	-	-	-	-	-	-	428,000
32	Main St Crossing Improvements	217,000	-	-	-	-	-	-	217,000
32	Linwood Ave	175,500	501,500	-	-	-	-	-	677,000
33	SSMP Paving	109,000	-	-	-	-	-	3,525,000	109,000
34	McBrod Ave	-	400,000	-	-	-	-	-	400,000
34	43rd Ave/ Howe/ Covell	-	247,200	736,300	-	-	-	-	983,500
35	Harvey St	-	76,900	219,600	-	-	-	-	296,500
42	SAFE Program	-	237,000	-	-	-	-	2,531,000	2,768,000
120	Ledding Library Improvement Project SDCs	109,000	-	-	-	-	-	-	3,634,000
36	Improved Bike/Ped Connections to Springwater Trail	-	-	239,100	-	-	-	7,994,200	8,233,300
35	Oatfield Rd	-	-	153,400	-	339,600	-	-	493,000
37	Lake Rd/Harmony Rd Intersection	-	-	-	-	-	-	21,260,000	21,260,000
37	NMIA McLoughlin Green St Demonstration	-	-	-	-	-	-	20,726,000	20,726,000
38	Lake Rd Capacity Improvements	-	-	-	-	-	-	10,070,000	10,070,000
111	Kellogg Dam Removal & HWY 99E Underpass	-	-	-	-	-	-	8,900,000	8,900,000
38	Monroe St Neighborhood Greenway	-	-	-	-	-	-	7,835,000	7,835,000
39	Stanley Ave Neighborhood Greenway	-	-	-	-	-	-	6,449,000	6,449,000
39	Railroad Ave Capacity Improvements	-	-	-	-	-	-	5,579,800	5,579,800
39	NMIA Street Improvements	-	-	-	-	-	-	5,506,400	5,506,400
40	Downtown Parking Solutions	-	-	-	-	-	-	4,163,000	4,163,000
41	Hwy 224 & Hwy 99E Improvements	-	-	-	-	-	-	4,008,000	4,008,000
40	Accessibility Program	-	-	-	-	-	-	3,819,000	3,819,000
41	Harrison Capacity Improvements	-	-	-	-	-	-	3,769,000	3,769,000
43	McBrod Ave Green Street	-	-	-	-	-	-	3,762,000	3,762,000

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
43	Bicycle/Ped Overpass over Railroad Ave	-	-	-	-	-	-	2,736,000	2,736,000
44	Island Station Neighborhood Greenway	-	-	-	-	-	-	2,714,000	2,714,000
44	Intersection Improvements in North Industrial Area	-	-	-	-	-	-	2,261,000	2,261,000
45	Street Connectivity and Intersection Improvement Projects	-	-	-	-	-	-	1,535,000	1,535,000
45	Lake Rd (Where Else to Harmony /Railroad)	-	-	-	-	-	-	1,298,600	1,298,600
45	Ochoco St (17 <sup>th</sup> Ave to McLoughlin)	-	-	-	-	-	-	1,149,000	1,149,000
46	Downtown Transit Center Improvements	-	-	-	-	-	-	1,128,000	1,128,000
46	29 <sup>th</sup> Ave Bike/Ped Connection	-	-	-	-	-	-	400,000	400,000
46	Bicycle Infrastructure Improvements	-	-	-	-	-	-	310,000	310,000
47	37 <sup>th</sup> Ave Pedestrian Improvements	-	-	-	-	-	-	212,000	212,000
47	Kellogg Creek Trail Improvements	-	-	-	-	-	-	87,000	87,000
48	Kelvin/Olsen Bike/Ped Connection	-	-	-	-	-	-	4,000,000	4,000,000
48	NMIA Right-of-Way Road Design	-	-	-	-	-	-	TBD	-
49	Oak St/34 <sup>th</sup> Ave Connection	-	-	-	-	-	-	106,000	106,000
49	Ochoco/Roswell Bike/Ped Connections	-	-	-	-	-	-	TBD	-
<b>TRANSPORTATION CIP SUBTOTALS</b>		<b>\$2,626,500</b>	<b>\$1,474,600</b>	<b>\$1,805,000</b>	<b>-</b>	<b>\$339,600</b>	<b>-</b>	<b>\$138,739,000</b>	<b>\$144,984,700</b>

STREET SURFACE MAINTENANCE PROGRAM FUND

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
33	SSMP Paving	\$2,377,800	\$1,706,100	\$1,407,300	\$204,800	\$373,200	\$577,600	\$6,830,200	\$13,477,000
50	Street Surface Maintenance Program - Crack Seal	15,000	15,000	15,000	15,000	15,000	15,000	-	90,000
30	Downtown Public Area Requirements (PAR)	743,800	-	-	-	-	-	-	743,800
35	Harvey St	130,200	-	579,000	-	-	-	-	709,200
50	Street Surface Maintenance Program - Slurry Seal	-	500,000	-	-	-	-	1,000,000	1,500,000
34	McBrod Ave	-	464,500	-	-	-	-	-	464,500
34	43 <sup>rd</sup> Ave / Howe /Covell	-	30,700	136,400	-	-	-	-	167,100
39	NMIA Street Improvements	-	-	-	204,800	-	-	-	204,800
35	Oatfield Rd	-	-	-	81,000	231,400	-	-	312,400
47	37 <sup>th</sup> Ave Ped Improvements	-	-	-	-	-	-	91,800	91,800
<b>SSMP FUND TOTALS</b>		<b>\$3,266,800</b>	<b>\$2,716,300</b>	<b>\$2,137,700</b>	<b>\$505,600</b>	<b>\$619,600</b>	<b>\$592,600</b>	<b>\$7,922,000</b>	<b>\$17,760,600</b>

SAFE FUND

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
40	Accessibility Program	\$175,100	\$683,300	\$451,800	\$579,100	\$273,300	\$281,500	\$896,200	\$3,340,300
42	SAFE Program	994,700	1,466,600	1,950,600	-	475,600	639,100	9,620,000	15,146,600
50	Kronberg Park Trail	1,077,000	-	-	-	-	-	-	1,077,000
39	Railroad Ave Capacity Improvements	37,700	-	-	-	-	-	458,000	495,700
35	Harvey St	130,600	-	373,300	-	-	-	-	503,900
34	43 <sup>rd</sup> Ave/Howe/Covell	209,700	-	599,200	-	-	-	-	808,900
32	Linwood Ave	424,500	-	1,212,800	-	-	-	-	1,637,300
35	Oatfield Rd	-	-	-	77,500	221,200	-	-	298,700
39	NMIA Street Improvements	-	-	-	80,700	-	-	-	80,700
46	Bicycle Infrastructure Improvements	-	-	-	157,600	-	450,400	-	608,000
38	Lake Rd Capacity Improvements	-	-	-	-	-	-	832,000	832,000
38	Monroe St Neighborhood Greenway	-	-	-	-	-	-	695,000	695,000
39	Stanley Ave Neighborhood Greenway	-	-	-	-	-	-	483,000	483,000
44	Island Station Neighborhood Greenway	-	-	-	-	-	-	357,600	357,600
37	Lake Rd / Harmony Rd Intersection	-	-	-	-	-	-	350,000	350,000
45	Ochoco St (17 <sup>th</sup> Ave to McLoughlin)	-	-	-	-	-	-	248,300	248,300
43	Bicycle and Ped Overpass over Railroad Ave	-	-	-	-	-	-	226,000	226,000
45	Lake Rd (Where Else to Harmony/Railroad)	-	-	-	-	-	-	215,400	215,400
47	37 <sup>th</sup> Ave Ped Improvements	-	-	-	-	-	-	240,600	240,600
<b>SAFE FUND TOTALS</b>		<b>\$3,049,300</b>	<b>\$2,149,900</b>	<b>\$4,587,700</b>	<b>\$894,900</b>	<b>\$970,100</b>	<b>\$1,371,000</b>	<b>\$14,622,100</b>	<b>\$27,645,000</b>

## TRANSPORTATION SDC SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
77	SDC Rate Study	\$100,000	-	-	-	-	-	-	\$100,000
38	Monroe Street Neighborhood Greenway	321,900	-	-	-	-	-	-	321,900
60	17th Ave Multi-Use Path	286,000	-	-	-	-	-	-	286,000
39	Railroad Ave Capacity Improvements	-	437,000	-	-	-	-	-	437,000
30	Downtown Public Area Requirements (PAR)	-	-	100,000	600,000	-	-	-	700,000
77	Transportation Master Plan	-	-	-	-	-	-	300,000	300,000
<b>TRANSPORTATION SDC FUND TOTALS</b>		<b>\$707,900</b>	<b>\$437,000</b>	<b>\$100,000</b>	<b>\$600,000</b>	<b>-</b>	<b>-</b>	<b>\$300,000</b>	<b>\$2,144,900</b>

## GRANT SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
50	Kronberg Trail	\$986,000	-	-	-	-	-	-	\$986,000
31	Kellogg Creek Bridge	130,000	-	-	-	-	-	-	130,000
32	Main Street Crossing	181,000	-	-	-	-	-	-	181,000
39	Stanley Ave Greenway	-	-	-	-	-	-	200,000	200,000
<b>TRANSPORTATION SDC FUND TOTALS</b>		<b>\$1,297,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$200,000</b>	<b>\$1,497,000</b>



**DOWNTOWN PUBLIC AREA REQUIREMENTS (PAR)**

Construct the right-of-way to comply with the General Circulation Requirements, the Street Standards, and the Design Details as put forth in the Public Area Requirements document to complete the downtown refinement plan and implement the Milwaukie Downtown and Riverfront Plan with a specific focus on completing improvements on Main St between Hwy 224 and the connection to Lake Rd, intersecting streets including but not limited to Harrison, Jackson, Jefferson, Monroe and Washington streets and frontage along McLoughlin Blvd.

**Funded:**

- South Downtown Plaza
- Washington (McLoughlin-21st)
- Main (Washington-21st)
- Harrison (21st-23rd, North side)

**Sources:** TSP, RTP (10100)

**Operating Budget Impact:** Project potentially increases maintenance requirements with the addition of water quality facilities.

**Submitted by:** Engineering, Community Development

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Transportation	\$1,315,000	\$1,588,000	\$12,000	\$456,600	-	-	-	\$2,056,600
Funded	SSMP	n/a	\$743,800	-	-	-	-	-	\$743,800
Funded	Stormwater	n/a	-	-	\$91,300	-	-	-	91,300
Funded	SDC's	\$421,000	-	-	\$100,000	\$600,000	-	-	\$700,000
Funded	URA	\$424,000	-	-	-	\$424,000	-	-	\$424,000
Unfunded	Transportation	\$905,000	-	-	-	-	-	-	\$905,000
Unfunded	URA	\$10,876,000	-	-	-	-	-	-	\$10,876,000



**SIGN SHOP – SIGN PRINTER AND SOFTWARE**

The sign shop creates most signs (stop, yield, cross walk, parking, etc.) within the city. Current sign printer and software are no longer supported on current computer operating systems.

**Source:** City Staff

**Operating Budget Impact:** There will an increase for annual maintenance. As an estimate, the annual cost will be 10% of the total purchase price per year.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Transportation	-	\$15,000	-	-	-	-	-	\$15,000



**KELLOGG CREEK BRIDGE #22142**

The access bridge to Riverfront Park and the boat dock was damaged by the storm event of December 6th–23rd 2015. The existing structure will be replaced with a new vehicular bridge that will also accommodate pedestrians and connect Riverfront Park with the Kellogg Creek and Trolley Trail.

**Source:** FEMA Emergency

**Operating Budget Impact:** This project will reduce operating expenditures and address several long-term maintenance issues.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Transportation	-	\$428,000	-	-	-	-	-	\$428,000
Funded	Transportation-CCSD #1	-	\$130,000	-	-	-	-	-	\$130,000



**MAIN ST CROSSING IMPROVEMENTS**

This project will make additional required improvement to Main St under Union Pacific Railroad and TriMet structures to comply with new rail order. Work includes new advanced warning signs and devices to protect the railroad bridge.

**Source:** TriMet Light Rail

**Operating Budget Impact:** This project will have a minor increase in operational expenses by adding warning signals to the network.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Transportation - TriMet	-	\$181,000	-	-	-	-	-	\$181,000
Funded	Transportation	-	\$217,000	-	-	-	-	-	\$217,000



**LINWOOD AVE (MONROE TO HARMONY)**

Fill in sidewalk gaps on both sides of street, replace portions of existing sidewalk, and remove barriers. Improve bicycle facilities by adding / improving bike lanes. Construct median diverter and refuge island at Monroe St, install new hybrid beacon crosswalks, curb extensions, and signage at Monroe St. Install RRFB at Furnberg & Linwood Ave and at Aspen & Linwood. Add storm and water quality facilities and replace outlet through Linwood Elementary school property.

**Source:** RTP (11671)

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SAFE	\$1,046,000	\$424,500	-	\$1,212,800	-	-	-	\$1,637,300
Funded	Transportation	\$285,000	\$175,500	\$501,500	-	-	-	-	\$677,000
Funded	Storm	-	-	\$253,200	\$620,000	-	-	-	\$873,200



**STREET SURFACE MAINTENANCE PROGRAM (SSMP) - PAVING**

This paving program began in 2006 and set out to resurface or reconstruct all the City’s arterials and collectors. Once the original goal is completed, the program will begin to focus on the City in a more holistic manner, addressing the needs that are the most cost effective to the entire network, and integrating the SSMP Program to all other Capital Improvement Plans, paying particular attention to the SAFE Program needs.

**Sources:** SSMP, PCI

**Operating Budget Impact:** Program would decrease ongoing operational needs by restoring transportation network to good condition.

**Submitted by:** Engineering

**SSMP Program Streets:**

- 29th Ave from Balfour St to city limits;
- 40th Ave from Harvey to King Rd;
- 42nd Ave from Monroe St to King Rd; \*\*\*
- 43rd Ave from Covell St to King Rd; \*\*
- 49th Ave from Willow St to Harvey St;
- 50th Ave from Willow St to Harvey St;
- 55th Ave from south end to Firwood St;
- Covell St from 42nd Ave to 43rd Ave; \*\*
- Fieldcrest Dr from Fieldcrest St to east end of Fieldcrest St;
- Fieldcrest St from 42nd to Fieldcrest Dr;
- Harvey St from 32nd Ave to 42nd Ave; \*\*
- Harvey St from 49th Ave to 50th Ave;
- Howe St from 42nd Ave to 43rd Ave; \*\*
- International Way from 37th Ave to Lake Rd;
- Lake Rd from 21st Ave to 34th Ave; \*
- Leone Lane from 50th Ave to end;
- Mailwell Dr from Main St to UPRR; \*\*
- Main St from Washington St to UPRR;
- McBrod Ave from 17th Ave to Ochoco St; \*\*\*
- Omark Dr from Mailwell Dr to end;
- Railroad Ave from 32nd Ave to Oak St; \*\*\*
- Shell Lane from Lake Rd to end;
- Stanley Ave from Railroad Ave to Lloyd St;
- Washington St from UPRR to 35th;
- Willow St from 48th Ave to 50th Ave; and
- Wood Ave from Monroe St to Railroad Ave. \*\*\*

- King Rd from 40th Ave to 43rd Ave;
- Lake Rd from 34th to Guilford Dr;
- River Rd from McLoughlin Blvd to City Limits; and
- Wake St from 32nd Ave to cul de sac.

**Phase 2 SAFE Streets (Unfunded):**

- 26th Ave from Lake Rd to Lake Village Apartments;
- 27th Ave from Lake Rd to Washington St;
- 28th Ave from Sherrett St to Van Water St;
- 32nd Ave from Railroad Ave to city limits; \*\*\*\*
- 35th Ave from Washington St to Edison St;
- 56th Ave from north end to south end;
- Balfour St from 32nd Ave to west end; \*\*\*\*
- International Way from 37th Ave to Lake Rd;
- Lava Dr from 17th Ave to Waverly Ct;
- Lloyd St from 56th Ave to Stanley Ave;
- Logus Rd from 43rd Ave to 49th Ave; \*\*\*\*
- Main St from Harrison St to Ochoco St; \*\*\*\*
- Mason Lane from 42nd Ave to Regents Dr;
- Oak St from Washington St to Monroe St; \*\*\*\*
- Ochoco St from McLoughlin Blvd to Main St;
- Park St from Home Ave to Beckman Ave;
- Railroad Ave from Oak St to 32nd Ave; \*\*\*\*
- Sparrow St from 22nd Ave to Trolley Trail; \*\*\*\*
- Van Water St from 28th Ave to 32nd Ave; and
- Waverly Ct from Lava Dr to Highlands Apartments Entrance.

**Phase 1 SAFE Streets:**

- 22nd Ave from McLoughlin Blvd to Sparrow St;
- 39th Ave from Roswell St to Wake St;
- Edison St from HWY 224 to 35th Ave;
- Home Ave from King Rd to Railroad Ave;

\* Original SSMP Project

\*\* Original SSMP Project combined with SAFE Project

\*\*\* Original SSMP Project combined with another CIP Project

\*\*\*\* Design Only Funded

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SSMP	-	\$2,377,800	\$1,706,100	\$1,407,300	\$204,800	\$373,200	\$577,600	\$6,646,800
Funded	Transportation	-	\$109,000	-	-	-	-	-	\$109,000
Unfunded	SSMP	\$4,625,200	-	-	-	\$689,000	\$677,000	\$839,000	\$6,830,200
Unfunded	Transportation	-	\$300,000	\$300,000	\$300,000	\$875,000	\$875,000	\$875,000	\$3,525,000



**MCBROD AVE (OCHOCO TO 17TH AVE)**

Reconstruct McBrod Ave, fill in sidewalk gaps along east side, remove barriers, add ADA improvements, improve storm system, rail crossing upgrades, new asphalt surfacing, replace waterline, and wastewater upgrades.

**Sources:** WMP, SSMP

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SSMP	-	-	\$464,500	-	-	-	-	\$464,500
Funded	Transportation	-	-	\$400,000	-	-	-	-	\$400,000
Funded	Water	-	-	\$800,000	-	-	-	-	\$800,000
Funded	Wastewater	-	-	\$25,000	-	-	-	-	\$25,000
Funded	Storm	-	-	\$179,900	-	-	-	-	\$179,900



**43RD AVE/HOWE/COVELL (KING TO 42ND AVE)**

Fill in sidewalk gaps on both sides of street, replace portions of existing sidewalk, and remove barriers. Widen and reconstruct roadway surface to include bike lanes. Install storm and water quality facilities and wastewater improvements.

**Sources:** RTP (11625), BPAP, SSMP, TSP

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Engineering, Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SAFE	-	\$209,700	-	\$599,200	-	-	-	\$808,900
Funded	SSMP	-	\$30,700	\$136,400	-	-	-	-	\$167,100
Funded	Storm	-	-	\$362,500	-	-	-	-	\$362,500
Funded	Transportation	-	-	\$247,200	\$736,300	-	-	-	\$983,500
Funded	Wastewater	-	-	-	\$114,000	-	-	-	\$114,000



**HARVEY ST (32ND AVE TO 42ND AVE)**

Fill in sidewalk gaps on both sides of street, replace portions of existing sidewalk, and remove barriers. Reconstruct roadway surface, install traffic calming improvements, and improve bicycle connections. Replace water line between 32nd and 42nd, install stormwater and water quality facilities, and wastewater repairs (MH 1222-MH 1220).

**Sources:** BPAP, SSMP, RTP (11174), TSP, WMP

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Engineering, Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SAFE	\$362,261	\$130,600	-	\$373,300	-	-	-	\$503,900
Funded	Transportation	\$232,000	-	\$76,900	\$219,600	-	-	-	\$296,500
Funded	SSMP	\$374,769	\$130,200	-	\$579,000	-	-	-	\$709,200
Funded	Water	-	-	-	\$860,000	-	-	-	\$860,000
Funded	Stormwater	-	-	-	\$316,500	-	-	-	\$316,500
Funded	Wastewater	-	-	-	\$65,000	-	-	-	\$65,000



**OATFIELD RD (LAKE RD TO KELLOGG CREEK)**

Fill in sidewalk gaps on both sides of street, remove barriers, fill in gaps in bicycle network, add bike lanes, resurface street, and add stormwater and water quality facilities.

**Sources:** SAFE, TSP, RTP (11541)

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SAFE	\$202,400	-	-	-	\$77,500	\$221,200	-	\$298,700
Funded	Transportation	\$401,000	-	-	\$153,400	-	\$339,600	-	\$493,000
Funded	SSMP	\$211,700	-	-	-	\$81,000	\$231,400	-	\$312,400
Funded	Stormwater	-	-	-	-	-	\$98,600	-	\$98,600



**IMPROVED BIKE/PEDESTRIAN CONNECTIONS TO SPRINGWATER TRAIL**

Enhance bicycle and pedestrian facilities within residential neighborhood and establish bicycle and pedestrian connections from Springwater Trail to Tacoma Station Area.

- Improved Connection from Springwater Trail to Pendleton Site (Ramps)  
= Construct ramps to improve existing connection of Springwater Trail to Pendleton site at Clatsop St. (TSAP)
- Improved Connection from Springwater Trail to Pendleton Site (Widened Undercrossing)  
= Widen existing undercrossing to improve connection of Springwater Trail to Pendleton site at Clatsop St.
- Improved Connection from Springwater Trail to Tacoma Station  
= Construct stairs to connect Springwater Trail to Tacoma station.
- Improved Connection from Springwater Trail to Pendleton Site (Tunnel)  
= Construct tunnel under Springwater Trail to improve connection to Pendleton site at Clatsop St.
- Improved Connection from Springwater Trail to McLoughlin Blvd  
= Construct stairs or other facility to connect Springwater Trail to west side of McLoughlin Blvd.
- Springwater Trail Completion  
= Contribute to regional project to complete Springwater Trail (“Sellwood Gap”) along Ochoco St.
- Bicycle/Pedestrian Improvements to Main St  
= Construct multiuse path or other improved bike/ped facilities to Main St to provide safer connection between downtown and Tacoma station.
- Bicycle/Pedestrian Connection over Johnson Creek  
= Construct bike/ped bridge over Johnson Creek along Clatsop St at 23rd Ave to connect Tacoma station area with adjacent neighborhood.
- Improved Bicycle/Pedestrian Connections on West Side of Tacoma Station Area  
= Improve bike/ped connections to adjacent neighborhood to west of Tacoma station area at Ochoco St and Milport Rd (TSAP).

**Funded:** Main St (Harrison to Ochoco) Design

**Sources:** TSP, RTP (11174), TSAP, NMIA

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Transportation	\$232,000	-	-	\$239,100	-	-	-	\$239,100
Unfunded	Transportation	\$7,994,200	-	-	-	-	-	-	\$7,994,200



**LAKE ROAD / HARMONY ROAD INTERSECTION**

Railroad crossing and intersection improvements based on further study of intersection operations, including bicycle and pedestrian facilities to be undertaken jointly by the City of Milwaukie and Clackamas County.

**Source:** RTP (10000)

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Engineering / Clackamas County

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	SAFE	\$350,000	-	-	-	-	-	-	\$350,000
Unfunded	Transportation	\$21,260,000	-	-	-	-	-	-	\$21,260,000



**NMIA MCGLOUGHLIN GREEN STREET DEMONSTRATION**

Partner with ODOT to develop a green street demonstration project for McLoughlin Blvd between Downtown Milwaukie and the Springwater Corridor Pedestrian Bridge.

**Source:** NMIA

**Operating Budget Impact:** Unfunded to date.

**Submitted by:** Community Development, Planning, Engineering, Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	\$20,726,000	-	-	-	-	-	-	\$20,726,000



**LAKE ROAD CAPACITY IMPROVEMENTS**

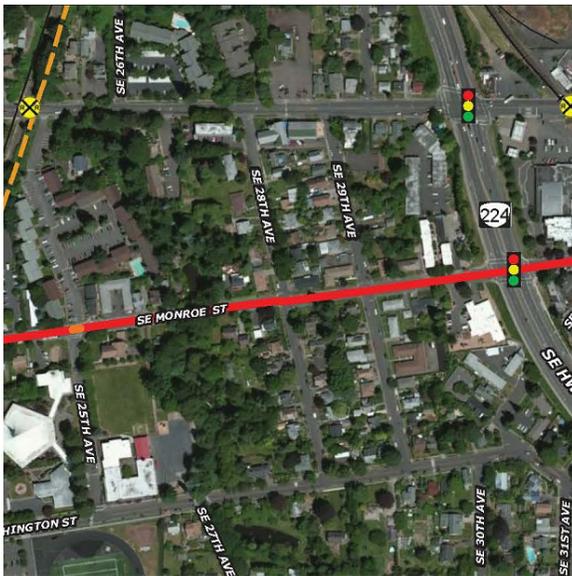
Widen Lake Rd to become a standard three lane cross section between 23rd Ave and Guilford Dr. Add bike lanes and storm water treatment facilities. Project addresses gaps in the city bicycle network and reduces congestion and improve safety.

**Sources:** TSP, RTP (11534 and 11957)

**Operating Budget Impact:** Project would increase maintenance expenses due to the addition of water quality facilities.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	SAFE	\$832,000	-	-	-	-	-	-	\$832,000
Unfunded	Transportation	\$10,070,000	-	-	-	-	-	-	\$10,070,000



**MONROE ST NEIGHBORHOOD GREENWAY**

The Monroe Street Greenway will provide a key east-west connection between the Trolley Trail and Downtown Milwaukie with the I-205 Trail and Clackamas Town Center. The Greenway will provide key pedestrian connection through the city, with connections to the future 29th Ave Greenway and Railroad Ave Trail. It will also provide for a key Safe Route to School for Milwaukie High School and a connection with Central Milwaukie businesses. Phase 1 improvements for the Monroe Street Greenway will implement the design concepts developed under an Oregon Department of Transportation grant and are expected to include lane striping, signage, and the application of sharrows. The project consists of a planning phase and with opportunities for funding five construction phases, from multiple sources.

**Sources:** Monroe Street Neighborhood Greenway Plan, CMTP, URAP, TSP, RTP (10099)

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Community Development, Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Transportation SDC	\$294,600	\$321,900	-	-	-	-	-	\$321,900
Unfunded	SAFE	\$695,000	-	-	-	-	-	-	\$695,000
Unfunded	URA	\$1,800,000	-	-	-	-	-	-	\$1,800,000
Unfunded	Transportation	\$7,835,400	-	-	-	-	-	-	\$7,835,400



**STANLEY AVE NEIGHBORHOOD GREENWAY**

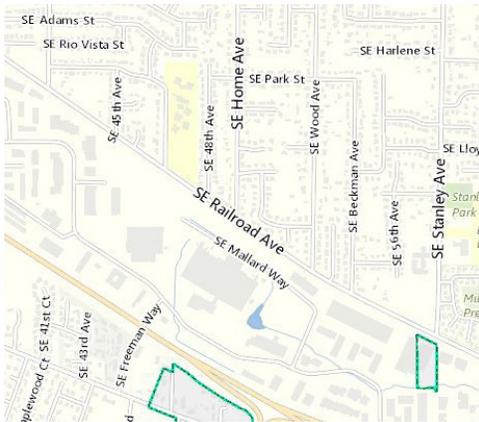
Fill in sidewalk gaps on both sides of street, provide for bicycles with design to accommodate a neighborhood greenway, and install traffic-calming improvements. Project needs planning effort to determine desired design concept.

Sources: TSP, RTP (10097)

Operating Budget Impact: Unknown

Submitted by: Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Grant TGM, Etc.	\$200,000	-	-	-	-	-	-	\$200,000
Unfunded	SAFE	\$483,000	-	-	-	-	-	-	\$483,000
Unfunded	Transportation	\$6,449,000	-	-	-	-	-	-	\$6,449,000



**RAILROAD AVE CAPACITY IMPROVEMENTS**

This project will have a pedestrian component and a public transit component. The pedestrian aspect involves the construction of a new multi-use path located along one side of Railroad Ave between 37th Ave and Harmony Rd. The public transit aspect involves providing bus service which will extend to the Clackamas Town Center and points further east. The purpose of the project is to address gaps in the pedestrian and bicycle systems and improve transit facilities.

Preliminary Engineering

Sources: TSP, RTP (10095), SAFE

Operating Budget Impact: Project would add additional infrastructure with the creation of a new multi-use path.

Submitted by: Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SAFE	\$34,500	\$37,700	-	-	-	-	-	\$37,700
Unfunded	SAFE	\$458,400	-	-	-	-	-	-	\$458,400
Funded	Transportation SDC	\$388,200	-	\$437,000	-	-	-	-	\$437,000
Unfunded	Transportation	\$5,579,800	-	-	-	-	-	-	\$5,579,800



**NMIA STREET IMPROVEMENTS**

Construct street improvements on Stubb St, Beta St, Ochoco St, Hanna Harvester Dr, and Mailwell Dr. (TSAP). Reconfigure the Moores/Ochoco/23rd Ave area to be more navigable and easier to develop adjacent properties. The purpose is to improve street connectivity and enhance auto and freight facilities.

Funded: Mailwell (Main – UPRR)

Sources: RTP (11624), NMIA

Operating Budget Impact: Potentially increases operating impacts due to new infrastructure improvements.

Submitted by: Community Development

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SAFE	-	-	-	-	\$80,700	-	-	\$80,700
Funded	SSMP	-	-	-	-	\$204,800	-	-	\$204,800
Unfunded	Transportation	\$5,506,400	-	-	-	-	-	-	\$5,506,400



### **DOWNTOWN PARKING SOLUTIONS**

Implement parking management strategy for the downtown including parking meters, signage, enforcement and potentially assistance in the development of structured parking as part of a larger mixed-use development that would service downtown uses. Construct 3- to 4-story public parking structure with retail at ground floor for visitor/employee parking. The purpose is to expand off-street parking supply downtown.

**Sources:** TSP, RTP (11175)

**Operating Budget Impact:** This project will increase operational expenses by adding infrastructure.

**Submitted by:** Engineering, Community Development

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	\$4,163,000	-	-	-	-	-	-	\$4,163,000
Unfunded	URA	\$10,500,000	-	-	-	-	-	-	\$10,500,000



### **ACCESSIBILITY PROGRAM**

This project will implement the Barrier Removal Program and Accessible Pedestrian Signal Upgrades within the Bicycle and Pedestrian Accessibility Plan which includes elements within the ADA Transition Plan throughout the City. Project includes removing barriers within existing sidewalks, constructing or reconstructing sidewalks, signals at 32nd Ave and Harrison St, Lake Rd and Oatfield Rd, and PCC and Johnson Creek, and constructing ADA sidewalk access ramps. Retrofit existing signals, install accessible pedestrian signals, and rapid flashing beacons at specific intersections to improve pedestrian access and safety. Projects will require relocation of storm facilities and construction of water quality facilities.

**Sources:** SAFE, RTP (11621 & 11540)

**Operating Budget Impact:** This project will potentially increase maintenance and operating expenses.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SAFE	\$2,118,000	\$175,100	\$683,300	\$451,800	\$579,100	\$273,300	\$281,500	\$2,444,100
Funded	Storm	-	\$35,000	\$136,600	\$90,400	\$115,800	\$54,400	\$56,300	\$488,500
Unfunded	Transportation	\$3,819,000	-	-	-	-	-	-	\$3,819,000
Unfunded	SAFE	\$896,200	-	-	-	-	-	-	\$896,200

**HWY 224 & HWY 99E IMPROVEMENTS**

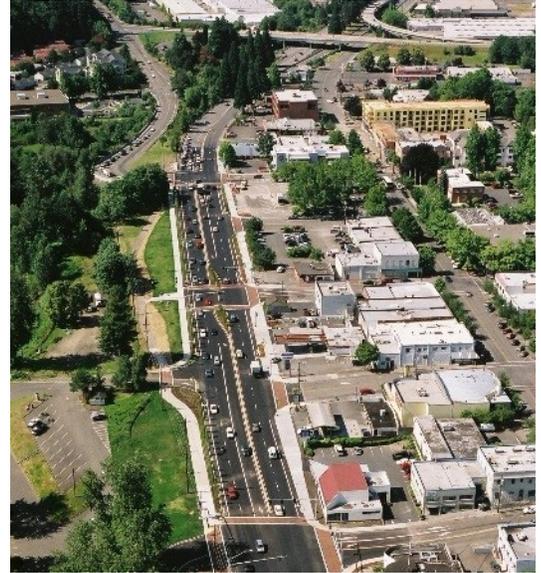
**Planning:** Hwy 224 & Hwy 99E Refinement Plan  
 Conduct refinement study to establish alternative mobility targets for Hwy 224 and McLoughlin Blvd for locations not meeting applicable state targets, and explore ways to minimize barrier effect and improve pedestrian, auto and freight mobility.

**Hwy 224 Upgrades**

- Pedestrian Improvements at Hwy 224: This project will reconfigure the intersections of Harrison St, Oak St, 37th Ave, and Freeman Way at Hwy 224 by adding left turn lanes and protected signal phasing on the local streets together with reconfiguring the intersections as needed to improve overall intersection functioning.

**Hwy 99 Upgrades**

- East Sidewalk Improvements: Improve the east sidewalk from North of Harrison St to Hwy 224. These improvements are to enhance pedestrian safety and signal visitors that they are entering downtown.
- Sidewalks from Harrison St to UPRR: Address gaps in pedestrian system and improve connection between downtown and riverfront park. Provide grade separated crossing.
- Crosswalk/Intersection Upgrades: Improve all existing crossings of McLoughlin Blvd, using better signage and extended crossing times and distinctive crosswalk paving. Construct improvements at Harrison St, Monroe St, Jackson St, Jefferson St, and Washington St to enhance bike/pedestrian crossings to the Trolley Trail and the Park.
- Intersection improvements at McLoughlin Blvd and River Rd: Consolidate a single access point for the area at Bluebird St with full intersection treatment and signalization or add second northbound left-turn lane at River Rd to reduce congestion and improve safety.
- Construct multi-use walkway from McLoughlin Blvd to Kronberg Park Walkway south of UPRR to complete pedestrian connection.



**Sources:** TSP, RTP (11620, 11537, 10098, 11539, 11623), URAP, DRFP

**Operating Budget Impact:** N/A

**Submitted by:** Engineering, Community Development

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	URA	\$5,000,000	-	-	-	-	-	-	\$5,000,000
Unfunded	Transportation	\$4,008,000	-	-	-	-	-	-	\$4,008,000

**HARRISON CAPACITY IMPROVEMENTS (32ND AVE TO 42ND AVE)**

Widen to standard three lane cross-section with bike lanes, filling in last portion of on-street bike lanes along one of the City’s principle arterials.

**Sources:** TSP, RTP (11542)

**Operating Budget Impact:** Unknown

**Submitted by:** Engineering



STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	\$3,769,000	-	-	-	-	-	-	\$3,769,000



**SAFE PROGRAM**

This city-wide program is for sidewalk improvements to remove sidewalk barriers or to accommodate barriers within the sidewalk by modifying the sidewalk. This project is necessary for ADA compliance. Barriers include fire hydrants, mailboxes, utility poles, street signs or other obstructions to pedestrian travel. This would also fill in sidewalk gaps or construct new sidewalks, as necessary, to maintain an accessible sidewalk system. Projects would require relocation of water and stormwater utilities in addition to water quality facilities.

**Sources:** SAFE, RTP (11540, 11174, 11671, 11535, 10099, 11623, 11541, 11621, 11954)

**Operating Budget Impact:** Potential increase in maintenance expenses with addition of new infrastructure but may be offset by reconstruction of existing infrastructure.

**Submitted by:** Engineering

**Phase 1 Streets:**

- 22nd Ave from McLoughlin Blvd to Sparrow St;
- 42nd Ave from Johnson Creek Blvd to Harvey St;
- 36th Ave/39th Ave/Wake St/Ardenwald Path from Roswell St to Olsen St;
- Edison St from Hwy 224 to 35th Ave;
- Home Ave from King Rd to Railroad Ave;
- King Rd from 40th Ave to Linwood Ave;
- Lake Rd from 34th Ave to Guilford;
- Monroe St from 25th Ave to 28th Ave;
- River Rd from McLoughlin Blvd to City Limits; and
- Sellwood St/30th Ave/Madison St from 35th Ave to Milwaukie Elementary School.

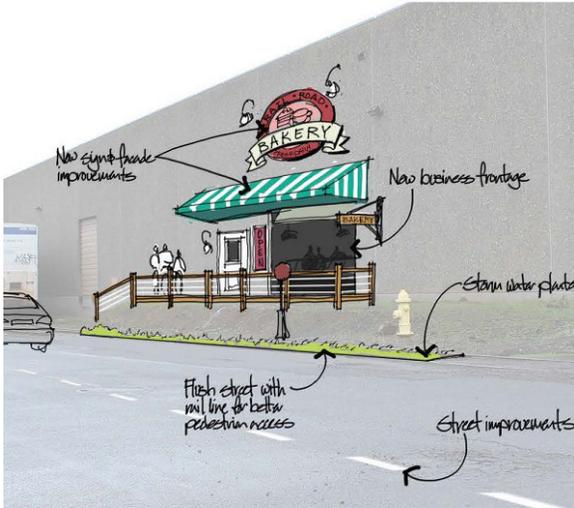
**Phase 2 Streets (Unfunded):**

- 26th Ave from Lake Rd to Lake Village Apartments;
- 27th Ave from Lake Rd to Washington St;
- 28th Ave/Van Water St from Springwater corridor to 32nd Ave;
- 32nd Ave/Railroad Ave from Van Water St to Oak St;
- Balfour St from 32nd Ave to Balfour Park;
- Harmony Rd from International Way to Linwood;
- Harmony Rd from Linwood to City Limits;
- International Way from 37th Ave to Lake Rd; \*
- Lava Dr/Waverly Ct from 17th Ave to Highlands Apartments Entrance;
- Logus Rd from 43rd Ave to 49th Ave;
- Main St/Ochoco St from Harrison St to McLoughlin Blvd;
- Mason Ln from 42nd Ave to Regents Dr;
- Oak St from Washington St to Monroe St;
- Park St/Beckman Ter/56th Ave/ Lloyd St from Home Ave to Stanley Ave;
- Sparrow St from 22nd Ave to Trolley Trail;
- Washington St/35th Ave from McLoughlin Blvd to Edison St; \* and
- Mailwell from Main St to UPRR. \*

\* Project Funded

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SAFE	\$4,787,200	\$994,700	\$1,466,600	\$1,950,600	-	\$475,600	\$639,100	\$5,607,400
Funded	Water Fund	n/a	\$14,000	\$35,000	\$30,000	\$65,000	\$64,000	\$46,000	\$254,000
Funded	Storm Fund	n/a	\$15,000	\$687,500	\$291,800	\$108,000	\$237,000	\$48,000	\$1,387,300
Funded	Transportation	\$210,600	-	\$237,000	-	-	-	-	\$237,000
Unfunded	Transportation	\$2,531,000	-	-	-	-	-	-	\$2,531,000
Unfunded	SAFE	\$5,169,200	-	-	-	\$1,956,400	\$1,686,400	\$808,500	\$9,620,300

**MCBROD AVE GREEN STREET**



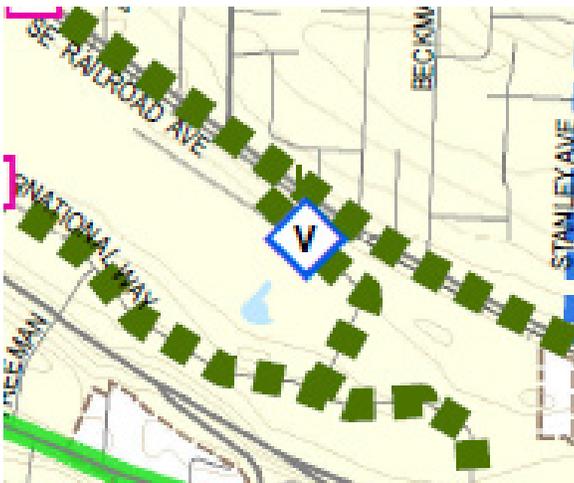
Develop SE McBrod Ave as a demonstration project that integrates green street/shared facility approaches to treat both right-of-way and adjacent development. Project would include continuous at grade rail line, required reconstruction of existing rail infrastructure, together with the construction of an activated area between the rail line and the buildings.

Source: NMIA

Operating Budget Impact: Unknown rail impact

Submitted by: Community Development

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Grants, LID, Urban Renewal	\$3,762,000	-	-	-	-	-	-	\$3,762,000



**BICYCLE AND PEDESTRIAN OVERPASS OVER RAILROAD AVE**

Establish a dedicated bicycle and pedestrian connection across Railroad Ave and the railroad tracks that connects Railroad Ave with International Way and connections to transit. The purpose of this project is to improve north-south bicycle and pedestrian connections, and enhance the accessibility to transit and the Milwaukie Business Employment area.

Sources: TSP, RTP (11533), SAFE

Operating Budget Impact: Project would add infrastructure by constructing a new multi-use path.

Submitted by: Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	SAFE	\$226,000	-	-	-	-	-	-	\$226,000
Unfunded	Transportation	\$2,736,000	-	-	-	-	-	-	\$2,736,000



**ISLAND STATION NEIGHBORHOOD GREENWAY**

Designate 19th Ave and Sparrow St as a neighborhood greenway and install traffic-calming improvements, utilizing a woonerf design together with typical traffic calming features, designated path and on street measures connecting the south end of Kellogg Creek Trail with the Trolley Trail via 19th Ave and Sparrow St.

**Sources:** TSP, RTP (11622)

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	SAFE	\$357,600	-	-	-	-	-	-	\$357,600
Unfunded	Transportation	\$2,714,000	-	-	-	-	-	-	\$2,714,000



**INTERSECTION IMPROVEMENTS IN NORTH INDUSTRIAL AREA**

The purpose of this project is to reduce congestion, improve accessibility for freight, and improve safety

- Signage and Intersection Improvements at McLoughlin Blvd and Ochoco St = Establish signage for trucks and improve intersection.
- Intersection Improvements at Main St and Mailwell Dr = Upgrade intersection turning radii to better accommodate freight movements.
- Intersection Improvements at McLoughlin Blvd and 17th Ave = Prohibit left turn movement from 17th Ave to Northbound McLoughlin Blvd.

**Sources:** TSP (11623), NMIA

**Operating Budget Impact:** No applicable increase in operating expenses.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	\$2,261,000	-	-	-	-	-	-	\$2,261,000



**STREET CONNECTIVITY & INTERSECTION IMPROVEMENT PROJECTS**

- Intersection Improvements at 42nd Ave and Harrison St = Signalize intersection to facilitate dominant traffic flow.
- Intersection Improvements at Johnson Creek Blvd and Linwood Ave = Improve safety of crossing at intersection.
- Traffic-Calmng Improvements on River Rd at Lark St = Install traffic-calmng measures such as a roundabout.

Sources: TSP, RTP (11540)

Operating Budget Impact: Construction of new traffic signal will add to the operational needs.

Submitted by: Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	\$1,535,000	-	-	-	-	-	-	\$1,535,000



**LAKE RD (WHERE ELSE TO HARMONY/RAILROAD)**

Fill in sidewalk gaps on both sides of street, widen to provide for standard three-way cross-section west of Hwy 224, fill in gaps in existing bicycle network with bike lanes, provide intersection improvements, and ADA ramps.

Sources: BPAP, TSP, RTP (10094)

Operating Budget Impact: This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

Submitted by: Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	SAFE	\$215,400	-	-	-	-	-	-	\$215,400
Unfunded	Transportation	\$1,298,600	-	-	-	-	-	-	\$1,298,600



**OCHOCO ST (17TH AVE TO MCLOUGHLIN)**

Reconstruct the bridge over Johnson Creek increasing capacity and reliability of transportation system. Project to include allowance for enhanced bicycle and pedestrian features and vehicular movement. Project would require coordination with City of Portland who owns the existing structure.

Fill in sidewalk gaps, remove barriers and replace portions of existing sidewalk on Ochoco between 17th Ave and McLoughlin Blvd.

Sources: TSP, RTP (10112), TSAP

Operating Budget Impact: Unknown impacts at this time.

Submitted by: Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	SAFE	\$248,300	-	-	-	-	-	-	\$248,300
Unfunded	Transportation	\$1,149,000	-	-	-	-	-	-	\$1,149,000



**DOWNTOWN TRANSIT CENTER IMPROVEMENTS**

Construct new bus layover facility outside of the downtown core.

**Sources:** TSP, RTP (11536)

**Operating Budget Impact:** Unknown

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	\$1,128,000	-	-	-	-	-	-	\$1,128,000



**29TH AVE BIKE/PED CONNECTION**

Provide bicycle and pedestrian connections from 29th Ave to the Railroad Ave multi-use path, including: a north/south bicycle and pedestrian connection through the Murphy site that connects to 29th Ave, pedestrian/bicycle treatments on Campbell St and Railroad Ave between Monroe St and Harrison St (this is the natural direct bicycle connection between the two central Milwaukie opportunity sites – the Murphy Site and the McFarland Site, a bicycle crossing across Harrison St between Campbell St and 31st Ave, and a multi-use trail from Oak St to 37th Ave connecting the Railroad Ave multi-use path with the Monroe St Greenway and the 29th Ave Greenway.

Exact locations to be determined by future development.

**Sources:** TSP, CMTP, URAP

**Operating Budget Impact:** This project will increase operational expenses by increasing infrastructure.

**Submitted by:** Engineering, Community Development, Planning

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	URA	\$3,000,000	-	-	-	-	-	-	\$3,000,000
Unfunded	Transportation	\$400,000	-	-	-	-	-	-	\$400,000



**BICYCLE INFRASTRUCTURE IMPROVEMENTS**

The city bicycle network is incomplete. The goal of this project is to fill in gaps within the existing bicycle network with bike lanes or other bike facilities.

Projects include:

- Harrison St Bike Lanes = Fill in gaps in existing bicycle network with bike lanes
- International Way Bicycle Facilities

**Funded:** International Way

**Sources:** TSP, CMTP, SAFE, RTP (11541)

**Operating Budget Impact:** Unknown

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SAFE	\$422,000	-	-	-	\$157,600	-	\$450,400	\$608,000
Unfunded	Transportation	\$310,000	-	-	-	-	-	-	\$310,000



**37TH AVE PEDESTRIAN IMPROVEMENTS**

Fill in sidewalk gaps on both sides of street, construct ADA ramps, and remove barriers on 37th Ave between Lake Rd and Harrison St.

**Sources:** BPAP, TSP, RTP (10096), SSMP

**Operating Budget Impact:** None anticipated

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	\$212,000	-	-	-	-	-	-	\$212,000
Unfunded	SAFE	\$240,600	-	-	-	-	-	-	\$240,600
Unfunded	SSMP	\$91,800	-	-	-	-	-	-	\$91,800



**KELLOGG CREEK TRAIL IMPROVEMENTS**

Construct ADA trail improvements to create an accessible path from Milwaukie Bay Park to 19th St.

**Sources:** BPAP, ADA

**Operating Budget Impact:** None

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	\$87,000	-	-	-	-	-	-	\$87,000



**KELVIN/OLSEN BIKE/PED CONNECTIONS**

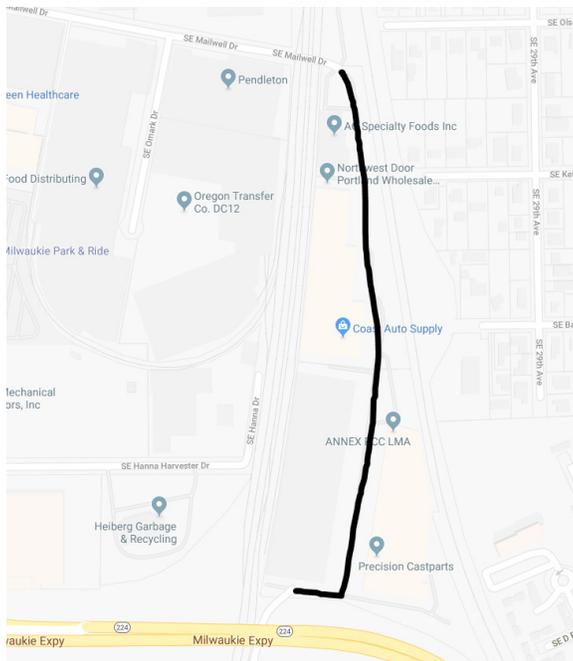
Develop a bicycle and pedestrian connection across the railroad tracks at approximately Kelvin or Olsen Streets to connect the SE 29th Ave Greenway to Mailwell.

**Sources:** TSP, NMIA

**Operating Budget Impact:** This project would increase operation expenses due to new structures and infrastructure being created.

**Submitted by:** Community Development, Planning

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	\$4,000,000	-	-	-	-	-	-	\$4,000,000



**NMIA RIGHT-OF-WAY ROAD DESIGN**

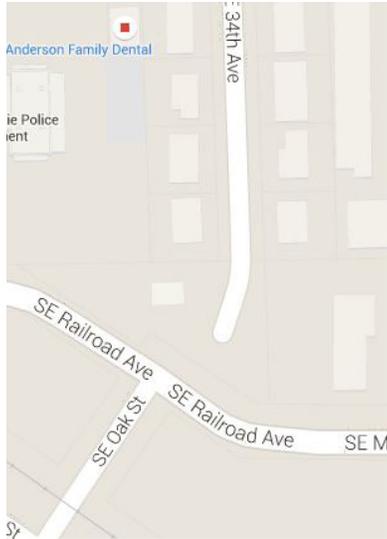
Create a public right-of-way from Mailwell through the existing loading docks to SE 26th. Road design should restrict large trucks from entering the adjacent neighborhoods south of the project area.

**Source:** NMIA

**Operating Budget Impact:** Unknown

**Submitted by:** Community Development, Engineering, Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	TBD	-	-	-	-	-	-	TBD



**OAK STREET/34TH AVE CONNECTION**

Provide pedestrian/bicycle connection between Monroe St and 34th Ave (including access for a nearby residential neighborhood).

**Sources:** TSP, CMTF

**Operating Budget Impact:** This project will increase operational expenses with construction of new infrastructure.

**Submitted by:** Engineering, Community Development

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	\$106,000	-	-	-	-	-	-	\$106,000



**OCHOCO/ROSWELL BIKE/PED CONNECTIONS**

Extend bicycle and pedestrian connections along SE Ochoco St to SE Roswell St across the railroad tracks to improve connectivity and circulation to/from the project area.

**Source:** NMIA

**Operating Budget Impact:** This project constructs a new bridge and supporting infrastructure, increasing operational expenses.

**Submitted by:** Community Development, Planning, Engineering, Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	TBD	-	-	-	-	-	-	TBD



**STREET SURFACE MAINTENANCE PROGRAM – CRACK SEAL**

This project will provide protection to roadways from possible damage due to water within cracks that form as part of the natural process by sealing them before more expensive measures are required.

**Sources:** TSP, SSMP

**Operating Budget Impact:** This project will reduce maintenance operating expenditures by providing a short-term relief on the streets by sealing cracks and reduce the potential for potholes. Work also done in connection with slurry seals.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SSMP	-	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$90,000



**STREET SURFACE MAINTENANCE PROGRAM – SLURRY SEAL PROGRAM**

The purpose of this program is to treat street surfaces in a “good” condition prior to them needing a grind and inlay (or overlay). By surface sealing worn asphalt, the City can prolong the life of its streets thus reducing the need for more costly measures.

**Source:** SSMP

**Operating Budget Impact:** This project will reduce maintenance operating expenditures by providing a short-term wearing course on the streets and reduce the potential for potholes and surface cracking.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SSMP	-	-	\$500,000	-	-	-	-	\$500,000
Unfunded	SSMP	-	-	-	-	\$500,000	-	\$500,000	\$1,000,000



**KRONBERG PARK TRAIL**

This project will construct a multi-use trail connecting the Kellogg Creek Pedestrian Bridge to the pedestrian signal across McLoughlin Blvd at River Rd. The trail will include an elevated portion through Kronberg Park, pedestrian amenities, and stormwater improvements along McLoughlin Blvd.

**Sources:** TSP, RTP (10113)

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	SAFE	-	\$1,077,000	-	-	-	-	-	\$1,077,000
Funded	Stormwater	-	\$106,700	-	-	-	-	-	\$106,700
Funded	Grant-Connect Oregon	-	\$986,000	-	-	-	-	-	\$986,000

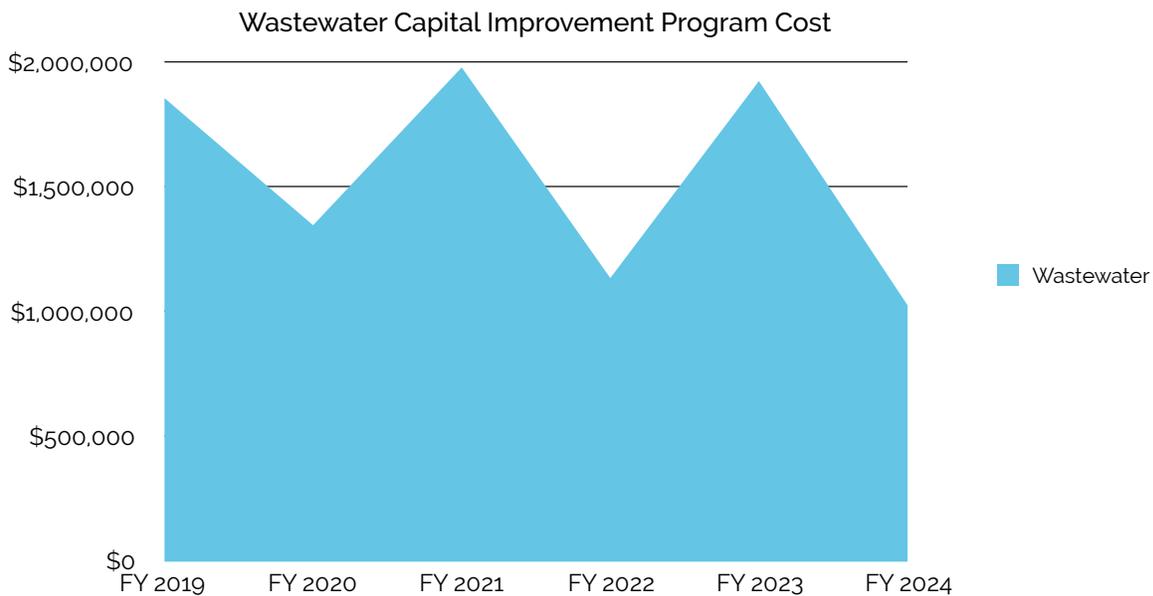




## WASTEWATER FUND OVERVIEW

The City of Milwaukie’s wastewater system consists of approximately 396,000 feet (75 miles) of pipe, 1,692 manholes and 5 sewage pumping stations. City Engineering and Public Works staff are responsible for pipe and manhole replacement and construction, routine maintenance and inspection, system inventory, emergency call-outs, and flow monitoring. Treatment for the City wastewater system is provided by Clackamas County Sewer District #1. Treatment costs have escalated rapidly over the past three years and are expected to increase further.

Wastewater system capital needs include funding for the Wastewater Main Repair, Clay Pipe Replacement Program, I&I Reduction as well as lift station improvements. The 2010 Wastewater Master Plan recommends a yearly budget of \$100,000 for main line replacement. 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. I&I Reduction projects are intended to reduce the infiltration and inflow of ground water into the sanitary system reducing the City’s treatment needs.



## WASTEWATER SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
57	Lift Station Pump Replacement	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	-	\$300,000
79	SCADA	125,000	125,000	-	-	-	-	-	250,000
20	Wastewater Vehicle Purchases	-	-	85,000	95,000	31,250	-	-	211,250
<b>VEHICLES AND EQUIPMENT SUBTOTALS</b>		<b>\$175,000</b>	<b>\$175,000</b>	<b>\$135,000</b>	<b>\$145,000</b>	<b>\$81,250</b>	<b>\$50,000</b>	<b>-</b>	<b>\$761,250</b>

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
57	Clay Pipe Replacement Program	\$1,085,000	-	-	-	-	-	-	\$1,085,000
58	SE Hanna Harvester Repair	40,000	-	-	-	-	-	-	40,000
57	Milwaukie Bay Park Bank Repair	125,000	-	-	-	-	-	-	125,000
58	SE Wake St Repair	36,000	-	-	-	-	-	-	36,000
59	SE 29 <sup>th</sup> Ave Repair	99,000	-	-	-	-	-	-	99,000
72	Waverly Heights Wastewater System Reconfiguration	-	200,000	900,000	400,000	800,000	510,000	-	2,810,000
59	SE Mailwell Dr Repair	-	111,000	-	-	-	-	-	111,000
60	SE Kent St Repair	-	103,000	-	-	-	-	-	103,000
60	SE 17 <sup>th</sup> Ave Repair	-	49,000	-	-	-	-	-	49,000
61	SE 42 <sup>nd</sup> Ave Repair	-	97,000	-	-	-	-	-	97,000
61	SE 37 <sup>th</sup> Ave (King & Harvey) Repair	-	148,000	-	-	-	-	-	148,000
62	SE Stubb St Repair	-	202,000	-	-	-	-	-	202,000
34	McBrod Ave	-	25,000	-	-	-	-	-	25,000
62	Home and Monroe Lift Station Capacity Upgrade Combined	-	-	360,000	-	-	-	-	360,000
63	SE Rio Vista St Repair	-	-	89,000	-	-	-	-	89,000
63	SE 34 <sup>th</sup> Ave Repair	-	-	72,000	-	-	-	-	72,000
64	SE 37 <sup>th</sup> Ave (Marketplace) Repair	-	-	79,000	-	-	-	-	79,000
64	SE River Rd Repair	-	-	79,000	-	-	-	-	79,000

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
34	43rd Ave/Howe/Covell	-	-	\$114,000	-	-	-	-	\$114,000
35	Harvey St	-	-	65,000	-	-	-	-	65,000
65	SE Main St (Credit Union) Repair	-	-	-	142,000	-	-	-	142,000
65	SE 37 <sup>th</sup> Ave Repair	-	-	-	78,000	-	-	-	78,000
66	SE Van Water St Repair	-	-	-	125,000	-	-	-	125,000
66	SE 28 <sup>th</sup> Ave Repair	-	-	-	123,000	-	-	-	123,000
67	SE Beckman Ave Repair	-	-	-	125,000	-	-	-	125,000
67	SE Washington St Sewer Replacement Project (34 <sup>th</sup> to Sellwood)	-	-	-	-	425,000	-	-	425,000
68	SE 26 <sup>th</sup> Ave Repair	-	-	-	-	15,000	-	-	15,000
68	SE Washington St Repair	-	-	-	-	175,000	-	-	175,000
69	SE 31st Ave Repair	-	-	-	-	112,000	-	-	112,000
69	SE 38 <sup>th</sup> Ave Repair	-	-	-	-	78,000	-	-	78,000
70	SE Riverway Ln Repair	-	-	-	-	62,000	-	-	62,000
70	SE 32nd Ave Repair	-	-	-	-	100,000	-	-	100,000
71	SE International Way Repair	-	-	-	-	-	135,000	-	135,000
71	SE 45 <sup>th</sup> Ct Repair	-	-	-	-	-	46,000	-	46,000
72	SE Roswell St Repair	-	-	-	-	-	99,000	-	99,000
73	Lake Village Apartments Sewer Replacement Project	-	-	-	-	-	138,000	-	138,000
73	NMIA Sewer Mining District	-	-	-	-	-	-	7,500,000	7,500,000
<b>WASTEWATER FUND CIP SUBTOTALS</b>		<b>\$1,385,000</b>	<b>\$935,000</b>	<b>\$1,758,000</b>	<b>\$993,000</b>	<b>\$1,767,000</b>	<b>\$928,000</b>	<b>\$7,500,000</b>	<b>\$15,266,000</b>

WASTEWATER SDC SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
77	Wastewater System Master Plan	\$300,000	-	-	-	-	-	-	\$300,000
62	Home and Monroe Lift Station Capacity Upgrade Combined	-	180,000	-	-	-	-	-	180,000
72	Waverly Heights Wastewater System Reconfiguration	-	60,000	90,000	-	80,000	51,000	-	281,000
<b>WASTEWATER SDC SUBTOTALS</b>		<b>\$300,000</b>	<b>\$240,000</b>	<b>\$90,000</b>	<b>-</b>	<b>\$80,000</b>	<b>\$51,000</b>	<b>-</b>	<b>\$761,000</b>



**LIFT STATION PUMP REPLACEMENT**

A program that replaces the City’s lift station pumps prior to failures and / or service interruptions.

**Source:** City Staff

**Operating Budget Impact:** Completing preventive maintenance in advance of emergency repairs should reduce the possibility of sewer back up, claims against the City, and reduce operating expenditures.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000



**CLAY PIPE REPLACEMENT PROGRAM**

This project was created to ensure the replacement of all remaining Vitriified Clay Pipe (VCP) throughout the City. Vitriified Clay Pipes are susceptible to chemical attack at their joints, are brittle, and due to their short lengths and numerous joints, are more prone to infiltration. Sections of VCP to be replaced will be identified by Engineering staff on an annual basis and will focus strongly on coordination with the Street Surface Maintenance Program (SSMP) schedule and replacement recommendations from the Wastewater Department based on routine system monitoring.

**Source:** WWMP

**Operating Budget Impact:** This project will not increase operating expenditures. These projects replace wastewater pipes one-for-one and will not increase the number of wastewater assets system-wide.

**Submitted by:** Public Works, Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	\$1,085,000	-	-	-	-	-	\$1,085,000



**MILWAUKIE BAY PARK BANK REPAIR**

This project will reconstruct the bank area within Milwaukie Bay Park and repair the damage caused by the storm event on December 6–26, 2015.

**Sources:** City Staff, FEMA

**Operating Budget Impact:** No impact on the operating budget.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	\$125,000	-	-	-	-	-	\$125,000
Funded	Storm	-	\$78,600	-	-	-	-	-	\$78,600
Unfunded	Grant: FEMA	-	\$35,600	-	-	-	-	-	\$35,600



**SE HANNA HARVESTER DR REPAIR**

MH 1575 – 1144 Length 143.2' Depth 9.5' upstream 10' downstream Number of services 0 Diameter 8". This project is required to fix a significant belly in the last 90' of the line. This line is a heavy flow line, it has PCC (Precision Cast Parts) tied to the line and is in use 24 hours a day. Full replacement is recommended. This project will require bypass pumping. The project will include pavement patching along the length of the pipe.

**Source:** City Staff

**Operating Budget Impact:** This project will not increase operating expenditures. These projects will replace wastewater pipes one-for-one and will not increase the number of wastewater assets system-wide.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	\$40,000	-	-	-	-	-	\$40,000



**SE WAKE ST REPAIR**

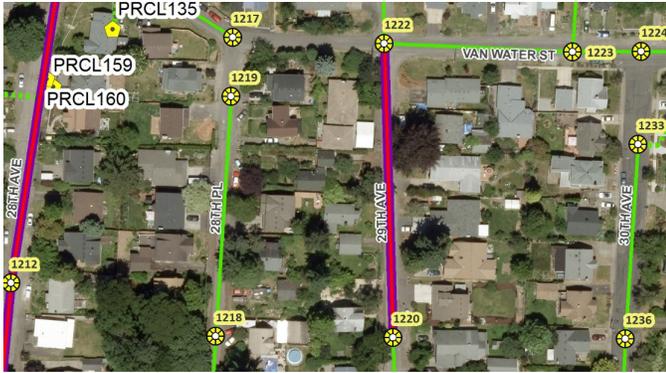
MH 1305 – 1301 Length 121.4' Depth 10.17' upstream 9' downstream Number of services 3 Diameter 8". This line is required to fix cracks in the mainline. The maintenance crew has placed this on the quarterly maintenance list to be flushed because of a bad manhole at the upstream, debris catches and holds in the manhole. Also, the mainline has multiple areas of cracks and fractures that need to be fixed. Full replacement is recommended.

**Sources:** City Staff

**Operating Budget Impact:** This project will not increase operating expenditures. These projects will replace wastewater pipes one-for-one and will not increase the number of wastewater assets system-wide.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	\$36,000	-	-	-	-	-	\$36,000



**SE 29TH AVE REPAIR**

MH 1222 – 1220 Length 341.2' Depth 12' upstream 8.25' downstream Number of services 10 Diameter 8". This project is required to fix bellies in the mainline. Bellies in the mainline hold debris and cause the debris to go septic. Only way for maintenance crews to CCTV is to have the jetter pull water and the debris at the same time. Also, there are visible gaskets hanging down in mainline. Full replacement is recommended. This project also includes the reconnection of services and pavement patching along the replaced line.

Source: City Staff

Operating Budget Impact: This project would decrease ongoing operational needs by restoring infrastructure to good condition.

Submitted by: Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	\$99,000	-	-	-	-	-	\$99,000



**SE MAILWELL DR REPAIR**

MH 1166 – 1029 Length 403.2' Depth 8.0' upstream 9.33' downstream Number services 5 Diameter 8". This project is required to eliminate known I & I issues (inflow and infiltration). The joints and lateral connections of the sewer mainline are failing and ground water is infiltrating along with known structural issues recorded by CCTV. Because of the length of the mainline a manhole added to the middle is needed to ease maintenance. By eliminating the I & I it relieves the Kellogg treatment plant, reduces capacity issues and maintains a good water tight mainline. It is estimated that this project sees medium infiltration at a rate of 1-5 gallons a minute. This project may be eligible for a 10% cost share from CCSD#1 since it is a project designed to reduce I/I within the City. The project will be evaluated by CCSD#1 for its impact on I/I. CIPP is recommended for the main line. The project will include service reconnections.

Source: City Staff

Operating Budget Impact: This project would decrease ongoing operational needs by restoring infrastructure to good condition.

Submitted by: Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	\$111,000	-	-	-	-	\$111,000



**SE KENT ST REPAIR**

MH 3482 – 3481 Length 275.3' Depth 7.42' upstream 14.83' downstream Number of services 6 Diameter 8". This project is required to fix bellies and sags in the mainline. In this mainline there are numerous bellies and sags which cause debris to sit in the mainline. This main is on the maintenance crews quarterly list to clean and remove all the debris with the combination truck. Fixing this line will relieve the upstream line and remove them both from the quarterly maintenance list. Full replacement is recommended. This project also includes the reconnection of services and pavement patching along the replaced line.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	\$103,000	-	-	-	-	\$103,000



**SE 17TH AVE REPAIR**

MH 1591 – 1133 Length 233.4' Depth 4' upstream 5.42' downstream Number of services 2 Diameter 6". This project is required due to many cracks and fractures. The cracks and fractures have threatened the structural integrity of the mainline and could cause issues if mainline collapses. The mainline was brought to engineer's attention during the 17th Ave bike path install. Full replacement is recommended to ensure structural safety of the mainline but CIPP may be the best solution due to proximity to bike path.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	\$49,000	-	-	-	-	\$49,000



**SE 42ND AVE REPAIR**

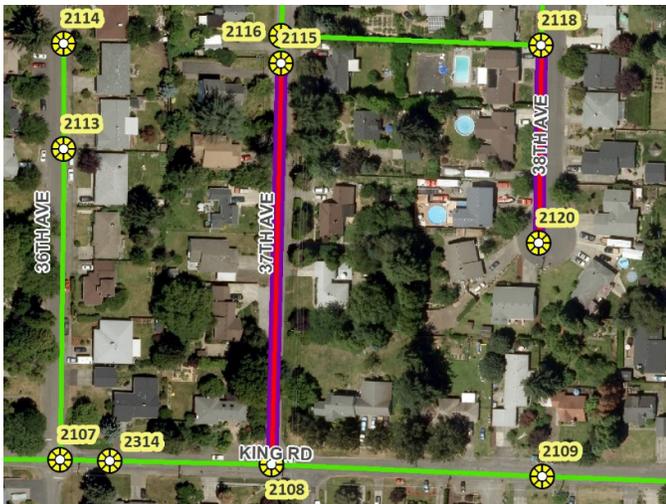
MH 1055 – MH 1054 Length 254.6' Depth 15.7' upstream 19.7' downstream Number of services 5 Diameter 12". This project is required to fix multiple bellies and sags in the sewer mainline. The bellies create spots where sewage and debris sits and goes septic causing premature wear on the sewer mainline. During routine cleaning, there is always debris vacuumed out of the mainline. This project also includes the reconnection of services and pavement patching along the replaced line.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	\$97,000	-	-	-	-	\$97,000



**SE 37TH AVE REPAIR**

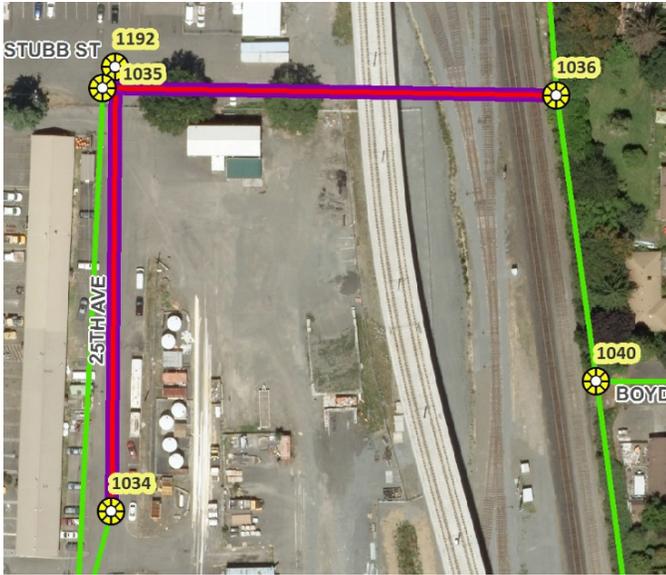
MH 2115 – 2108 Length 516' Depth 7.33' upstream 10.33' downstream Number of services 11 Diameter 8". This project is required to be fixed to ease maintenance on the mainline. The mainline has mortar in nearly every joint and debris catches in the mortar. During CCTV the camera has a hard time climbing the mortar and gets stuck. Also with the addition of a manhole near the center will make maintenance safer and easier. This project also includes the reconnection of services and pavement patching along the replaced line.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	\$148,000	-	-	-	-	\$148,000



**SE STUBB ST REPAIR**

MH 1192 – 1034 Length 367.7' Depth 5.5' upstream 5.4' downstream Number of services 9 Diameter 8". This project is required to eliminate known I & I issues (inflow and infiltration). The joints and lateral connections of the sewer mainline are failing and ground water is infiltrating. By eliminating the I & I it relieves the Kellogg treatment plant, reduces capacity issues and maintains a good water tight mainline. Multiple fractures and sign of I & I in old not in use laterals. Full replacement with the removal of none used laterals recommended. This project may be eligible for a 10% cost share from CCSD#1 since it is a project designed to reduce I/I within the City. The project will be evaluated by CCSD#1 for its impact on I/I. CIPP is recommended for the mainline. Project includes boring or pipe bursting under UPRR.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	\$202,000	-	-	-	-	\$202,000



**HOME AND MONROE LIFT STATION CAPACITY UPGRADE COMBINED**

- MH 3311-MH 3310 Length 301.3' Depth 19.6' upstream 20.70' downstream Number of services 8
- MH 3305 - 3159 Length 251.9' Depth 26.92' upstream 25.60' downstream Number of services 1
- MH 3310 – 3161 Length 360.3' Depth 20.7' upstream 27.25' downstream Number of services 4
- MH 3161 – 3160 Length 231.1' Depth 27.25' upstream 26.25' downstream Number of services 1
- MH 3160 – 3305 Length 44.0' Depth 26.25' upstream 26.00' downstream Number of services 0

This project is required to upsize the capacity of the sewer mainlines to alleviate surcharging of the mainline from the Home and Monroe lift station S3. The concrete liner is failing in the steel mainline and causing structural issues within the pipe. Every time it is cleaned for routine maintenance concrete liner is loosened and must be retrieved from the line.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	\$360,000	-	-	-	\$360,000
Funded	Wastewater SDC	-	-	\$180,000	-	-	-	-	\$180,000



**SE RIO VISTA ST REPAIR**

MH 3094 – 3093 Length 298.1' Depth 9.17' upstream 9.42' downstream Number of services 10 Diameter 8". This project is required to fix the root infiltration in the mainline. This mainline has a heavy amount of roots coming in from mainline joints and lateral connections. Fixing this mainline would take off maintenance crews quarterly maintenance list of CCTV and cutting roots and treating the roots. Full replacement is recommended. This project also includes the reconnection of services and pavement patching along the replaced line.

Source: City Staff

Operating Budget Impact: This project would decrease ongoing operational needs by restoring infrastructure to good condition.

Submitted by: Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	\$89,000	-	-	-	\$89,000



**SE 34TH AVE REPAIR**

CO 2344 – 2018 Length 257' Depth CO' upstream 10' downstream Number of services 6 Diameter 8". This project is required to fix intruding seal material, and multiple cracks and fractures that take from the structural integrity of the mainline. This main line is on the maintenance crews' quarterly maintenance list. The intruding seal material holds back debris and requires the mainline to be flushed to prevent any sewer backups from happening. Full replacement is recommended. This project also includes the reconnection of services, sidewalk repair, driveway repair and pavement patching along the replaced line.

Source: City Staff

Operating Budget Impact: This project would decrease ongoing operational needs by restoring infrastructure to good condition.

Submitted by: Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	\$72,000	-	-	-	\$72,000



**SE 37TH AVE (MARKETPLACE) REPAIR**

MH 3512 – 3511 Length 324.95' Depth 8.42' upstream 10.17' downstream Number of services 1 Diameter 8". This project is required to fix bellies in the mainline. The Milwaukie Marketplace is the main contributor to this mainline. We have grease that builds up in the bellies of the main. The maintenance crew has put this on the quarterly maintenance list to jet and remove debris and grease. The downstream manhole can be eliminated and tie in with the next manhole approximately 20' away. This is recommended for full replacement. This project also includes the reconnection of services and pavement patching along the replaced line.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	\$79,000	-	-	-	\$79,000



**SE RIVER RD REPAIR**

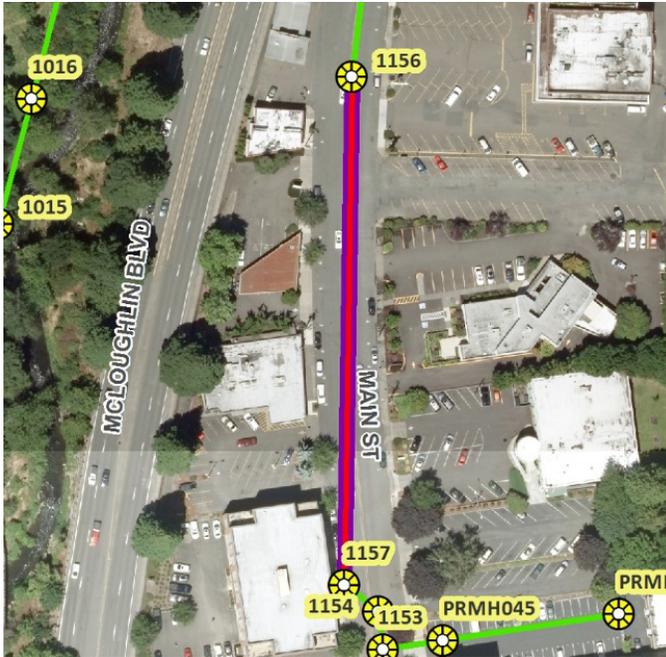
MH 5052 – MH 5051 Length 304.0' Depth 6.4' Upstream Downstream 6.2 Number of services 7 Diameter 8". This project is required to eliminate known I & I issues (inflow and infiltration). The joints and lateral connections of the sewer mainline are failing and ground water is infiltrating. By eliminating the I & I it relieves the Kellogg treatment plant, reduces capacity issues and maintains a good water tight mainline. Medium Infiltration 1-5 gallons a minute. This project may be eligible for a 10% cost share from CCSD#1 since it is a project designed to reduce I/I within the City. The project will be evaluated by CCSD#1 for its impact on I/I. CIPP is recommended for the mainline.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	\$79,000	-	-	-	\$79,000



**SE MAIN ST (CREDIT UNION) REPAIR**

MH 1157 – 1156 Length 445' Depth 4.83' upstream 5.33' downstream  
 Number of services 13 Diameter 8". This project is required to fix Multiple holes and fractures in the mainline. There is also a heavy buildup of FOG (Fats Oil and Grease). This mainline is on a regular schedule to be looked at and cleaned once a quarter. The length of the line justifies installation of a manhole for maintenance reasons. Full replacement is justified. This project also includes the reconnection of services and pavement patching along the replaced line.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	\$142,000	-	-	\$142,000



**SE 37TH AVE REPAIR**

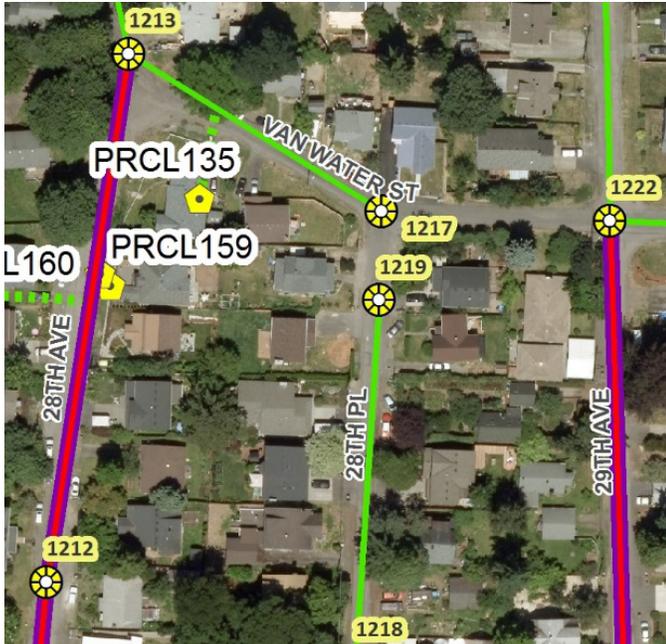
MH 2075 – 2070 Length 263' Depth 8.9' upstream 9.5' downstream  
 Number of services 8 Diameter 8". This project is required to repair root intrusion into the main from mainline joints and lateral connections. This mainline has numerous spots of roots and is on the maintenance crews list to check quarterly with the CCTV and root cut and treat when needed. Full replacement of this line is recommended. This project also includes the reconnection of services and pavement patching along the replaced line.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	\$78,000	-	-	\$78,000



**SE VAN WATER ST REPAIR**

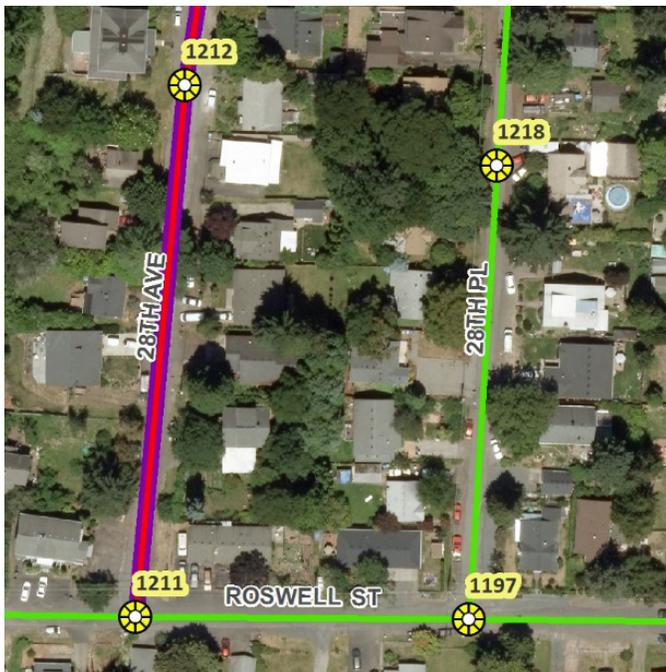
MH 1213 – 1212 Length 411.4' Depth 16' upstream 15' downstream  
 Number of services 14 Diameter 8". This line is required to fix multiple bellies. This mainline is on the maintenance crews quarterly list to flush because of built up debris. The length of the line is an issue a manhole installed in the middle would ease maintenance. Also, this line is a low-pressure line to clean because of blowing water back into homes when cleaning at full pressure. Because of cleaning at low-pressure it takes multiple attempts to retrieve all the debris. Full replacement is recommended. The project will include reconnection of services and pavement patching along the length of the pipe.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	\$125,000	-	-	\$125,000



**SE 28TH AVE REPAIR**

MH 1212 – 1211 Length 415' Depth 15' upstream 11.4' downstream  
 Number of services 14 Diameter 8". This project is required to fix Intruding roots and belly issues. Roots and the bellies cause debris to hang up and has the potential for sewer backups. The roots in the mainline have put this mainline on the quarterly list for CCTV and root cutting. During the repair have a manhole installed in the middle to ease maintenance issues. Full replacement is recommended. This project also includes the reconnection of services and pavement patching along the replaced line.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	\$123,000	-	-	\$123,000



**SE BECKMAN AVE REPAIR**

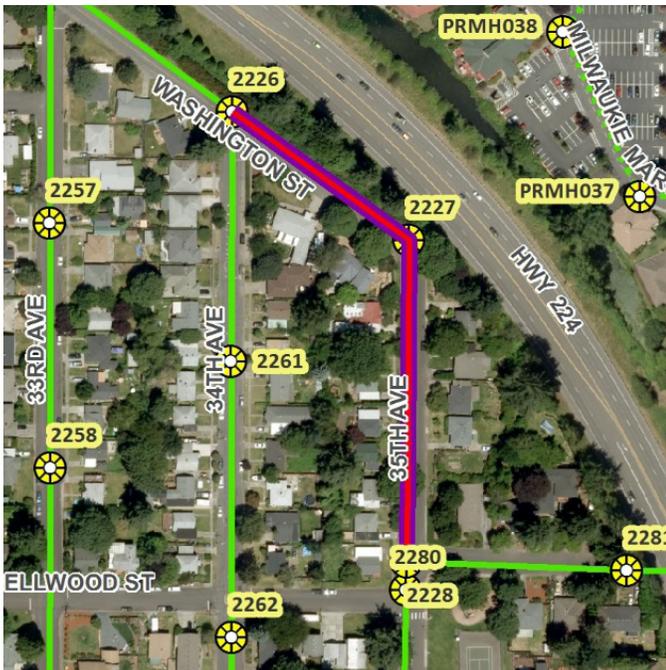
MH 3212 – 3211 Length 401.2' Depth 10.25' upstream 9.42' downstream Number of services 11 Diameter 8". This project is required to fix bellies in the mainline. This mainline is on the maintenance crews quarterly list to flush out debris with the combination truck. Debris builds up in the bellies and has the potential to cause a sewer back up and property damage. The length of the mainline justifies the install of a new manhole midway of the mainline. Full replacement is recommended. This project also includes the reconnection of services and pavement patching along the replaced line.

Source: City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

Submitted by: Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	\$125,000	-	-	\$125,000



**SE WASHINGTON ST SEWER REPLACEMENT PROJECT**

MH 2227 – 2226 Length 313' Depth 12.58' upstream 13.25' downstream Number of services 7 diameter 10". This project is required to fix roots and intruding seal material. This mainline is on the crews quarterly list to complete every quarter. There numerous areas of roots and intruding seal material that holds debris in the mainline requiring it to be cleaned. The CCTV camera has gotten stuck in the mainline. Full replacement is recommended. The project will include service reconnection and pavement patching along the length of the pipe.

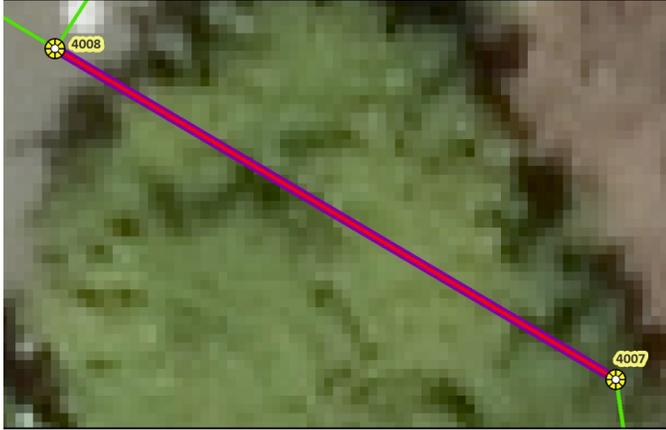
MH 2228 – 2227 Length 462.9' Depth 7.33' upstream 12.58' downstream Number of services 19 Diameter 10". This project is required to fix intruding roots. Roots have placed this mainline on the maintenance crews quarterly list. Roots are cut and treated quarterly. With the length of the mainline a manhole added in the middle would ease maintenance issues. Fixing this line would remove it from the quarterly maintenance list. Full replacement is recommended. This project also includes the reconnection of services and pavement patching along the replaced line.

Source: City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

Submitted by: Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	\$425,000	-	-	\$425,000



**SE 26TH AVE REPAIR**

MH 4008 – 4007 Length 36.1' Depth 7.6' upstream 10' downstream Number of services 0 Diameter 8". This line is required to be repaired to eliminate a belly in the line that causes the CCTV to go underwater during inspection. This mainline is located mainly in a planted area. Repairing this line will relieve debris being flushed down to inaccessible sewer mainlines. — Side note: Mains in this whole area around the apartments is horrible access, sewer mainlines running along front door walkways. Very poor access.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	\$15,000	-	-	\$15,000



**SE WASHINGTON ST REPAIR**

MH 3043 – 3042 Length 554.7' Depth 9.25' upstream 8.92' downstream Number of services 20 Diameter 8". This project is required to fix roots, holes and a belly. The mainline is on the maintenance crews' quarterly maintenance list to flush the debris that sit in the belly and to CCTV the roots and cut and treat when needed. The length of this line call for the installation of a manhole in the middle. This line is heavily deteriorated and has exposed aggregate throughout the mainline. Full replacement is recommended. The project will include service reconnection and pavement patching along the length of the pipe.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	\$175,000	-	-	\$175,000



**SE 31ST AVE REPAIR**

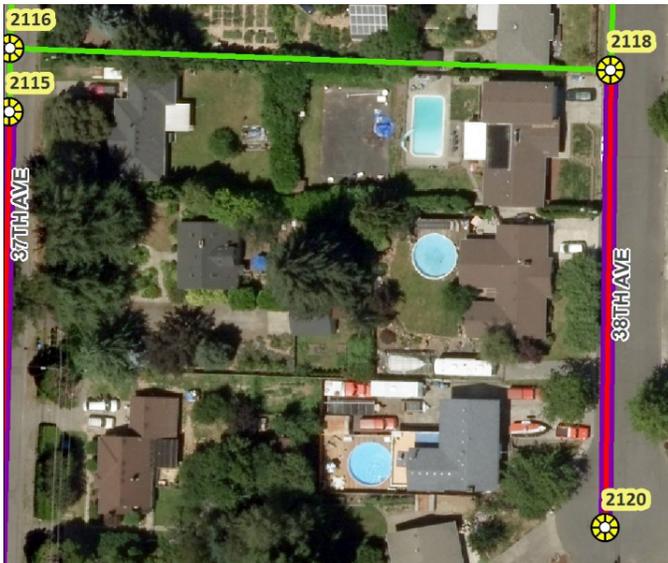
MH 1910 – 1200 Length 374.3' Depth 11.5' upstream 15.2' downstream Number of services 13 Diameter 8". This project is required to fix Intruding roots and belly issues. Roots and the bellies cause debris to hang up and has the potential for sewer backups. The roots in the mainline have put this mainline on the quarterly list for CCTV and root cutting. Full replacement is recommended. This project also includes the reconnection of services and pavement patching along the replaced line.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	\$112,000	-	-	\$112,000



**SE 38TH AVE REPAIR**

MH 2120 – 2118 Length 253.6' Depth 5.92' upstream 5.67' downstream Number of services 9 Diameter 8". This project is required to fix holes and belly in the mainline. This mainline is on our quarterly maintenance list and is flushed every quarter by the maintenance crew. The line has a significant belly and holds debris requiring the flushing. The line also has 2 poorly constructed point repairs. Full replacement is recommended. This project also includes the reconnection of services and pavement patching along the replaced line.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	-	\$78,000	-	\$78,000



**SE RIVERWAY LN REPAIR**

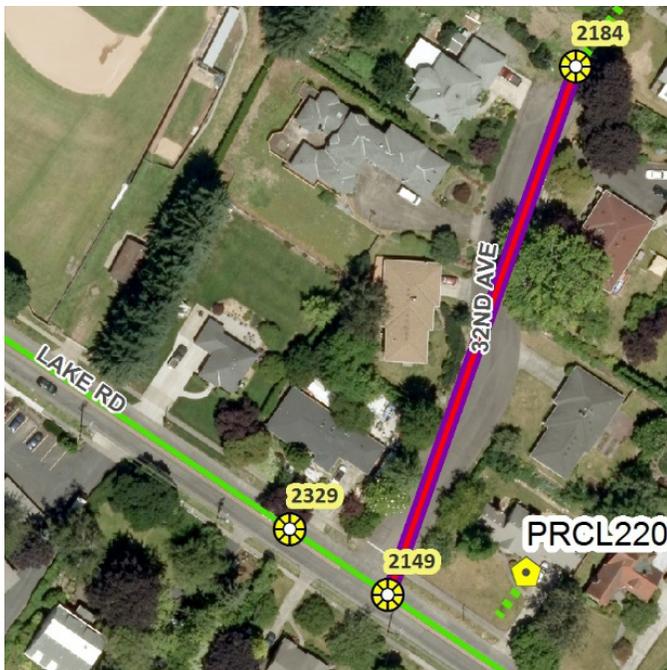
MH 1087 – 1086 Length 220.6' Depth 10' upstream 11.5' downstream Number of services 2 Diameter 10". This project is required to fix the root issue. This mainline is a trunk line and has a lot of flow from the Waverly area. This mainline also needs a manhole installed at 153' to allow access to a private sewer main that catches 3 homes. Roots are heavy in portions of the mainline. Fixing the mainline would remove it from the maintenance crews' quarterly maintenance list of CCTV and root cutting and treating. This project could be pipeburst and requires the reconnection of services.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	-	\$62,000	-	\$62,000



**SE 32ND AVE REPAIR**

MH 2184 – 2149 Length 414.5' Depth 8.5' upstream 16.33' downstream Number of services 8 Diameter 8". This project is required to fix known roots in mainline. Heavy roots have penetrated the mainline at joints and service connections. The result of the roots has put this mainline on a regular schedule to look at every quarter and cut and treat roots as needed to maintain flow. Also, the length of the line makes it difficult to clean. We would also like a manhole installed mid-way of the mainline. This project also includes the reconnection of services and pavement patching along the replaced line.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	-	\$100,000	-	\$100,000



**SE INTERNATIONAL WAY REPAIR**

MH 3033 – 3032 Length 354.2' Depth 10.5' upstream 11.5' downstream Number of services 3 Diameter 12". This project is required to fix two significant bellies. One belly is located from 211' and 260' and another belly from 330' to 340'. These bellies allow for debris to build up and go septic from sitting. This repair was attempted and the contractor pulled out because of ground water. Repairs should be done during dry season. Also have substantial amounts of grease coming from two plumber laterals may need grease traps. The project may require dewatering. Full replacement recommended.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	-	-	\$135,000	\$135,000



**SE 45TH CT REPAIR**

MH 3503 – 3316 Length 149.5' Depth 8.5' upstream 12.92' Downstream Number of services 3 Diameter 6". This project is required to fix failing upstream manhole. This manhole must be flushed to clear debris build up. Public works crew has worked on the manhole and issue isn't resolved. Regular flushing is needed to clear debris buildup. Debris builds up enough to block a service lateral. This project also includes the reconnection of services and pavement patching along the replaced line.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	-	-	\$46,000	\$46,000



**SE ROSWELL ST REPAIR**

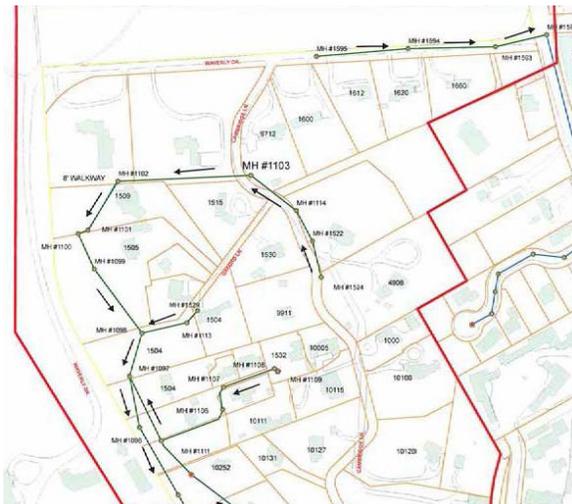
MH 1204 – 1203 Length 362.8' Depth 8.83' upstream 8.33' downstream Number of services 8 Diameter 8". This project is required to eliminate known I & I issues (inflow and infiltration). The joints and lateral connections of the sewer mainline are failing and ground water is infiltrating. By eliminating the I & I it relieves the Kellogg treatment plant, reduces capacity issues and maintains a good water tight mainline. Light roots also noted throughout mainline. This project may be eligible for a 10% cost share from CCSD#1 since it is a project designed to reduce I/I within the City. The project will be evaluated by CCSD#1 for its impact on I/I. CIPP is recommended for the mainline. The project will service reconnection.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	-	-	\$99,000	\$99,000



**WAVERLY HEIGHTS WASTEWATER SYSTEM RECONFIGURATION**

This project will replace and reconfigure the aging wastewater system within the Waverly Heights area of northwest Milwaukie. The 2010 Wastewater System Master Plan proposes five design alternatives. Funding for fiscal year 2022 will be used to design the appropriate solution for this neighborhoods sewer system. Construction of this project may continue past FY 2024.

**Source:** WWMP

**Operating Budget Impact:** This project will not increase operating expenditures. This design will help solve a major maintenance issue for the City.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	\$200,000	\$900,000	\$400,000	\$800,000	\$510,000	\$2,810,000
Funded	Wastewater SDC	-	-	\$60,000	\$90,000	-	\$80,000	\$51,000	\$281,000



**LAKE VILLAGE APARTMENT SEWER REPLACEMENT PROJECT**

This project was identified in the 1994 Sewer Master plan. This project would construct 350' of 8" sanitary sewer line and associated manholes. The new alignment will bypass lines located under the apartment complex. Lake Village Apartments has had problems with grease build-up and, due to the configuration at this location, is difficult to clean.

Source: WWMP

Operating Budget Impact: This project would decrease ongoing operational needs by restoring infrastructure to good condition.

Submitted by: Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater	-	-	-	-	-	-	\$138,000	\$138,000



**NMIA SEWER MINING DISTRICT**

Create a “sewer mining district” that connects to the sewer main line at the southwest corner of the NMIA to reduce wastewater flow to the City main treatment system. The project would include a treatment plant and distribution system to return treated water to customers for use in non-potable applications.

Source: NMIA

Operating Budget Impact: This project has a significant impact on maintenance operations by the addition of a treatment plant and a separated distribution system for the NMIA. Additional staff and equipment would need to be hired by the city.

Submitted by: Community Development, Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Grants, Urban Renewal, Private Businesses	\$7,500,000	-	-	-	-	-	-	\$7,500,000



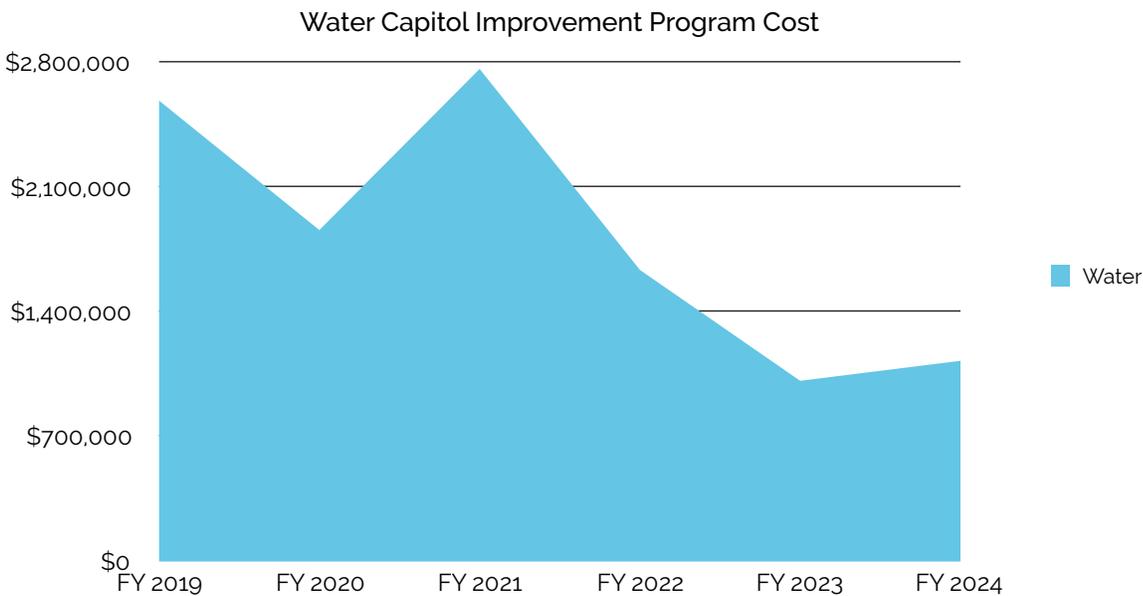
## WATER FUND OVERVIEW

The City of Milwaukie water supply is provided through seven wells drawing from an underground basin of the Troutdale Aquifer. The pumping capacity of the well system is 6.6 million gallons per day (MGD). The water system consists of 2 treatment facilities, 3 storage tanks totaling 6 million gallons (MG) storage, and 112 miles of pipeline providing potable water to 6,800 customer connections over 4 pressure zones.

The CIP is based on priorities determined as part of the recently completed Water Master Plan. The highest priority projects are prioritized to coincide with the SSMP and SAFE schedule, fire flow deficiencies in areas zoned “public,” 4” diameter pipe installed before 1960, and 6” diameter pipe installed before 1960. The Master Plan identified \$10 million dollars in CIP projects.

The Water Master Plan identifies the need for \$2 million in Capital Outlay per year. Most of the funding is needed to replace the aging pipelines that delivery water throughout the City. In order to minimize the impact to the water rates needed to provide roughly \$1.3 million of additional funding, staff worked with the Citizen’s Utility Advisory Board (CUAB) on a ten-year plan to ramp the rates up to the level needed to reach the necessary Capital Outlay funding.

The CIP, as recommended by the CUAB, includes the minimum projects necessary to replace deficient pipelines ahead of the scheduled street surface maintenance projects over the next 4 years. The CUAB’s recommendation includes increasing CIP funding over the following 3 years to reach the original goal of \$2 million of Capital Outlay per year 10 years from now, meeting the recommended CIP funding level of the Master Plan.



WATER SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
20	Water Vehicle Purchases	-	\$40,000	\$85,000	\$40,000	\$31,250	\$45,000	-	\$241,250
78	Water Main Condition Assessment Program	-	100,000	100,000	100,000	100,000	100,000	-	500,000
78	Water Equipment Purchases	-	100,000	-	-	-	-	-	100,000
79	Water SCADA	-	250,000	250,000	-	-	-	-	500,000
80	Sparrow St Vault Upgrade	-	-	40,000	-	-	-	-	40,000
82	River Rd Pressure Boundary Reconfiguration	-	-	150,000	-	-	-	-	150,000
81	Water Upper Treatment Plant Fence Replacement	-	-	-	-	-	30,000	-	30,000
<b>VEHICLES AND EQUIPMENT SUBTOTALS</b>		<b>-</b>	<b>\$490,000</b>	<b>\$625,000</b>	<b>\$140,000</b>	<b>\$131,250</b>	<b>\$175,000</b>	<b>-</b>	<b>\$1,561,250</b>

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
42	SAFE Program	\$14,000	\$35,000	\$30,000	\$65,000	\$64,000	\$46,000	-	\$254,000
81	Water Well No. 2 Rehab & Relocation	900,000	-	-	-	-	-	-	900,000
82	Water Well No. 6	1,500,000	-	-	-	-	-	-	1,500,000
83	Water Well No. 4	-	60,000	-	-	-	-	-	60,000
83	Water Well No. 7	-	60,000	-	-	-	-	-	60,000
34	McBrod Ave	-	800,000	-	-	-	-	-	800,000
84-86	Water System Improvements	-	417,000	782,000	433,000	819,800	804,000	1,627,200	4,883,000
35	Harvey St (32 <sup>nd</sup> Ave - 42 <sup>nd</sup> Ave)	-	-	860,000	-	-	-	-	860,000
87	Water Well No. 2 Building Upgrades	-	-	100,000	-	-	-	-	100,000
87	Water Well No. 5	-	-	170,000	-	-	-	-	170,000
88	Water Well No. 8 Rehabilitation	-	-	200,000	1,000,000	-	-	-	1,200,000
88	CRW Intertie	-	-	-	-	-	102,500	-	102,500
<b>WATER FUND SUBTOTAL</b>		<b>\$2,414,000</b>	<b>\$1,372,000</b>	<b>\$2,142,000</b>	<b>\$1,498,000</b>	<b>\$883,800</b>	<b>\$952,500</b>	<b>\$1,627,200</b>	<b>\$10,889,500</b>

WATER SDC SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
77	Water System Master Plan	\$175,000	-	-	-	-	-	-	\$175,000
<b>WATER SDC SUBTOTAL</b>		<b>\$175,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$175,000</b>



**NEW SYSTEM MASTER PLAN**

Master plans are 20-year plans identifying strategies for maintain adequate systems and service levels for the community. Master plans should be updated every five to ten years as the plan is implemented and new plans should be considered between 10 and 15 years to capture land use changes, potential new business and residential development and plans for expanding the City’s limits. The City’s current master plans are: Stormwater ( 2012), Water (2010), Wastewater (2004, updated in 2010), and Transportation: (2007, updated in 2013).

Through effective evaluation, master planning, and modeling; the City will be able to determine the current condition of its water, wastewater, storm sewer and transportation systems; organize future capital improvement projects to fix system deficiencies, plan for future growth, sustainability and resiliency; and investigate the applicability of current industry technology. The new plans will guide capital expenditures for each system, furnish guidance on operational issues and future rate structures.

The Master Plan will:

1. Evaluate and summarize the existing system and key facilities and future conditions, inventory the existing system, review current and projected population, service area boundaries and land use and zoning;
2. Develop capacity projections for several scenarios, to include buildout, annexation of Special Interest Areas, and annexation of the UGMA;
3. Develop performance and operational criteria under which the system will be analyzed and future facilities will be formulated;
4. Evaluate the existing systems for seismic resiliency and provide potential solutions.
5. Develop a prioritized capital improvement plan for recommended existing and future system facilities, detailed cost estimates, and an analysis of potential funding;
6. Update the System Development Charge Rate based on approved methodology.
7. Develop and calibrate a new system models, model buildout scenarios, provide overall system recommendations such as optimal pressure management, future water demands, opportunities for wastewater reuse in the NMIA, UIC requirements, leak detection and I & I studies, etc.

Source: City Staff

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Wastewater SDC	-	\$300,000	-	-	-	-	-	\$300,000
Funded	Water SDC	-	\$175,000	-	-	-	-	-	\$175,000
Funded	Stormwater SDC	-	-	-	-	-	\$150,000	-	\$150,000
Funded	Stormwater Utility	-	-	-	-	-	\$150,000	-	\$150,000
Funded	Transportation SDC	-	\$100,000	-	-	-	-	-	\$100,000
Unfunded	Transportation SDC	\$300,000	-	-	-	-	-	-	\$300,000

Operating Budget Impact: Unknown

Submitted by: Public Works, Engineering



**WATER MAIN CONDITION ASSESSMENT PROGRAM**

With aging water pipeline infrastructure challenges, condition assessment technology is ideal to quickly understand the structural strength of buried assets and optimize rehabilitation and replacement programs. The structural condition and hydraulic capacity of water mains deteriorate because of aging. This deterioration affects system performance and can also cause water quality issues. Therefore, the need for inspecting and assessing the condition of water system is increased to maintain and upgrade such system. A system wide condition assessment will provide accurate measurements of remaining wall thickness in cast-iron, ductile-iron and steel pipelines. The Water Main Condition assessment will provide the City with a baseline understanding of water main condition. Knowing the actual condition of these buried assets will enable the City to optimize replacement programs and reduce unnecessary pipe replacements. This program will use non-invasive acoustic technology to analyze structural integrity of the water mains. Estimated cost is approximately \$50,000 for the first two miles of pipe and \$3.40 per additional lineal foot.

**Source:** City Staff

**Operating Budget Impact:** None

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000



**WATER EQUIPMENT PURCHASES**

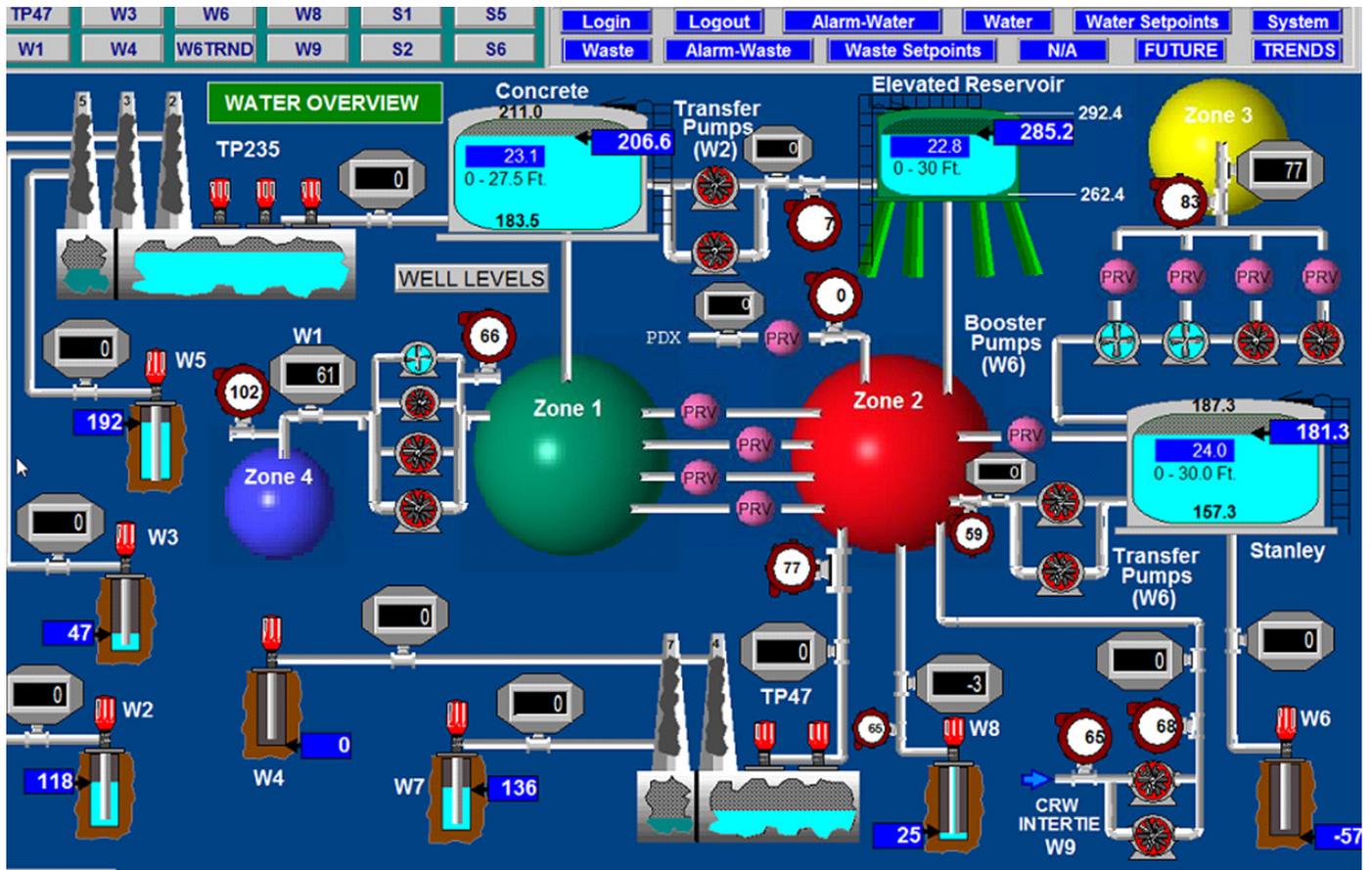
This equipment was purchased in 2008 and has 201 hours used on it. It is used to hydro-excavate small jobs with high pressure water and a vacuum system. It also uses a hydraulic system to exercise valves the crews are not able to turn by hand.

**Source:** City Staff

**Operating Budget Impact:** Unknown

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	\$100,000	-	-	-	-	\$100,000



**SCADA - WATER - WASTEWATER**

SCADA (Supervisory Control and Data Acquisition) is a system for remote monitoring and control. The first communication between wells and reservoirs was through telephone tone equipment added in the 1930s. This system was considered state of the industry when installed and provided a start or stop signal to the drinking water wells and wastewater lift stations.

In 1997, Water, Waste and Engineering staff worked closely with System Control (Command) and Data Acquisition (SCADA) engineers, designers, and other utilities to design and engineer what the City of Milwaukie needed in its SCADA System. The system was ultimately engineered and built by Technical Systems Incorporated with Murry Smith and Associates as the lead firm. Site security was also not in the equation in 1997 due to very high cost. A state of the art system was installed in 1998 and based on radio telemetry carried on dedicated radio frequencies licensed to the City of Milwaukie. The system is operated through a highly secure operational interface between the computer, software, radios, PLCs and short haul modems. There have been many changes in the SCADA industry in the last 20 years some of which the City of Milwaukie would like to take advantage of to better manage its system. Recent changes in IT and Communications have made our current system obsolete and very difficult to maintain. One of the main considerations going forward is to maintain the highest possible system security and system integrity while improving our site security, control capabilities, data acquisition and simplified user interface. Public Works is developing a SCADA Master Plan in the 2017/2018 budget year that will outline and develop SCADA updates and upgrades. The cost will be shared between Water and Wastewater.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	\$250,000	\$250,000	-	-	-	\$500,000
Funded	Wastewater	-	\$125,000	\$125,000	-	-	-	-	\$250,000



**SPARROW ST VAULT UPGRADES**

This project consists of replacing the vault top at Sparrow St and River Rd that houses one of the four pressure regulators that manages water pressure between Zones 1 and 2. The regulator is used to move water from Zone 2 to Zone 1 when the pressure in the zone drops below the desired pressure. The existing concrete vault opening is too small to facilitate proper confined space entry and egress or body recovery. It is expected that this project will be designed and managed with in-house staff.

**Source:** WMP

**Operating Budget Impact:** Unknown

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	-	\$40,000	-	-	-	\$40,000



**WATER UPPER TREATMENT PLANT FENCE REPLACEMENT**

Replace fence around the City’s upper water treatment plant to maintain security and protect the city assets.

**Source:** City Staff

**Operating Budget Impact:** None

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	-	-	-	-	\$30,000	\$30,000



**WATER WELL NO. 2 REHABILITATION & RELOCATION**

Well No. 2 was installed in 1936 and was overhauled in early 2016. Well No. 2 is part of the Well 2/3/5 well field and is expected to deliver a minimum of 380 GPM (about 10% of current total City capacity) based on past production. The well pumps directly into treatment plant 2/3/5 with its operation regulated by the water level in the Concrete Storage Reservoir. A video inspection revealed a split in the casing several feet long and is opening inward like a can with a tear. The casing is cracked with 6" gaps at a depth of 220' in the 300' deep well. It has been determined that based on the video log, the condition of the casing, the deterioration in general, and the overall loss of strength of the casing that an in-place repair would not be successful. Based on this evaluation it was determined by Public Works Staff that the condition of Well No. 2 as well as the importance of Well No. 2 as a source that repair/replacement of Well No. 2 should take precedence over the rehabilitation of Well No. 8. Currently, the well remains in use, but at a reduced pumping capacity. Public Works has hired Tetra Tech to provide design services at a cost of \$198,213. The current estimate for reconstruction of Well No. 2 is approximately \$750,000. It is expected that this project will include consultant construction engineering services at an approximate cost of \$150,000.

**Source:** City Staff

**Operating Budget Impact:**

There is minor impact to operating costs as this well would replace the current well with similar operational and maintenance costs.

**Submitted By:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	\$900,000	-	-	-	-	-	\$900,000



**WATER WELL NO. 6 STORAGE TANK MAINTENANCE  
AND FENCE UPGRADE (STANLEY RESERVOIR)**

The Stanley Reservoir is 3.0 MG at-grade welded steel tank constructed in 1970 and is supplied directly from Well No. 6 on the same site. The coating system on the exterior has failed and large pieces of exterior coating is peeling off the tank. The project consists of abrasive blasting the exterior to a near white blast (SP-10) and then coating with a three-coat zinc, epoxy, stripe coat, with urethane finish. Due to lead paint on the exterior the project will require a full containment tent using shrink wrap plastic with scaffolding access around and over the top. The interior of the tank will be coated with a 3-coat epoxy system as well. The project will also include the installation of a seismic valve.

The estimated cost to complete the project is \$1,500,000. The estimate of the project cost has increased from \$400,000 due to the requirement to remove the lead paint from the exterior and the addition of the interior coating. It was originally scheduled for FY 2016 but delayed when the need to paint the interior of Well No. 2 elevated storage tank was discovered.

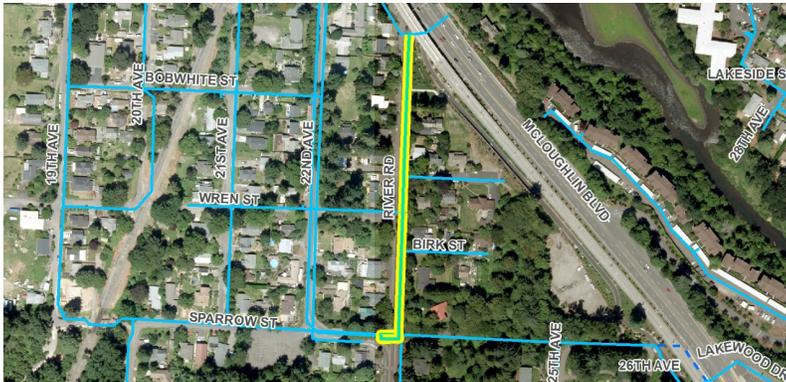
The fencing project was identified in the 2004 Vulnerability assessment, that identified physical security concerns related to City’s water infrastructure.

**Source:** City Staff

**Operating Budget Impact:** This purchase will not increase operating expenditures.

**Submitted By:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	\$1,500,000	-	-	-	-	-	\$1,500,000



**RIVER ROAD PRESSURE BOUNDARY RECONFIGURATION**

This project consists of conducting a comprehensive operational inspection to reconfigure a portion of the Southwest corner of Pressure Zone 1 so that it is served by Pressure Zone 2. This includes a verification of the connection between Miramonte Lodge Apartments to SE River Rd, and the isolation of the 6" diameter pipeline along SE 22nd Ave from Zone 1. It is expected that this project will be designed and managed with in-house staff.

**Source:** WMP

**Operating Budget Impact:** This project is anticipated to reduce operating expenditures due to the reduction of maintenance issues once the pipe is replaced.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	-	\$150,000	-	-	-	\$150,000



**WATER WELL NO. 4 RECONDITION PROJECT**

Water wells require regular maintenance to ensure adequate water flow and continued drinking water safety. Wells should be professionally inspected by a water well contractor every ten years. As a water well ages, the rate at which water may be pumped (commonly referred to as the well yield, flow or performance) tends to decrease. Reduced well yield over time can be related to changes in the water well itself including:

- Incrustation from mineral deposits
- Bio-fouling by the growth of microorganisms
- Physical plugging of “aquifer” (the saturated layer of sand, gravel, or rock through which water is transmitted) by sediment
- Sand pumping
- Well screen or casing corrosion
- Pump damage

Well No. 4 is located at the intersection of SE Monroe St, SE Railroad and SE Oak adjacent to the Water Treatment Plant 47. It pumps approximately 605 GPM directly into Tower No. 4 at the TP 47 site. This project consists of inspecting and reconditioning the well.

**Source:** City Staff

**Operating Budget Impact:** None

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	\$60,000	-	-	-	-	\$60,000



**WATER WELL NO. 7 RECONDITION PROJECT**

Water wells require regular maintenance to ensure adequate water flow and continued drinking water safety. Wells should be professionally inspected by a water well contractor every ten years. As a water well ages, the rate at which water may be pumped (commonly referred to as the well yield, flow or performance) tends to decrease. Reduced well yield over time can be related to changes in the water well itself including:

- Incrustation from mineral deposits
- Bio-fouling by the growth of microorganisms
- Physical plugging of “aquifer” (the saturated layer of sand, gravel, or rock through which water is transmitted) by sediment
- Sand pumping
- Well screen or casing corrosion
- Pump damage

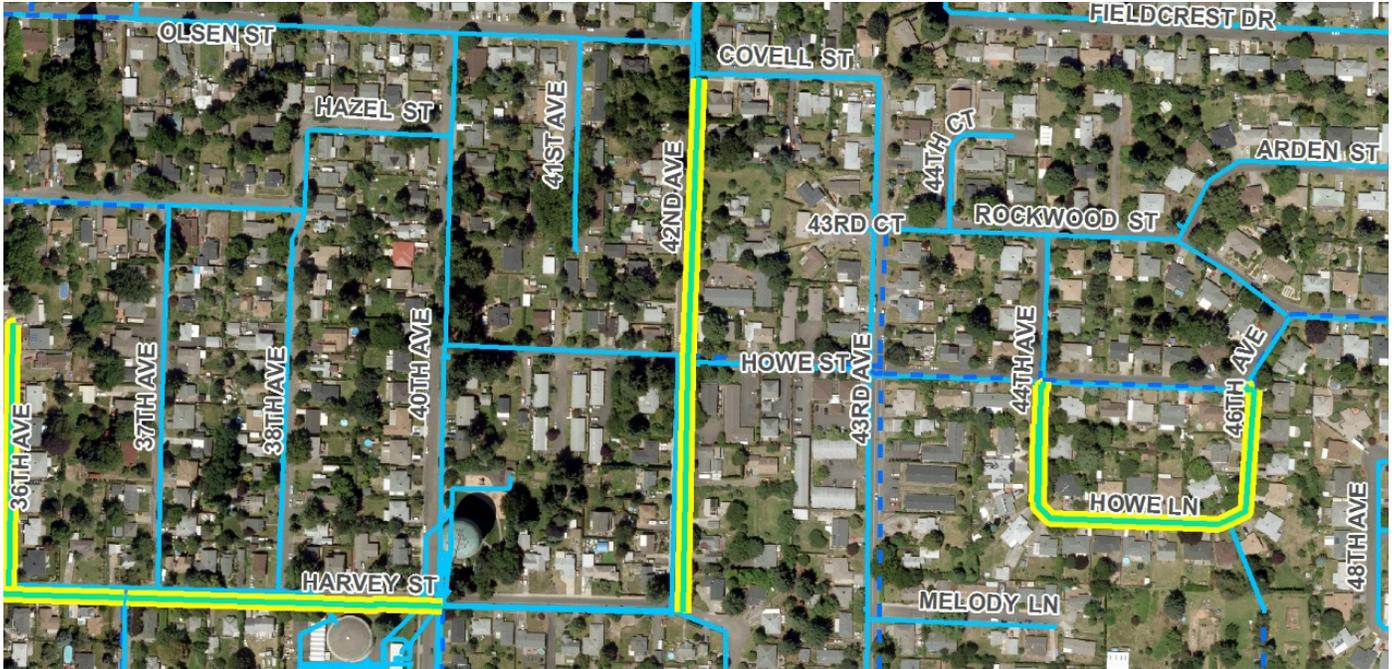
Well No. 7 is located near the intersection of SE Washington St and SE 37th Ave. It pumps approximately 1,120 GPM directly into Tower & at Treatment Plant 47. Well No. 7 has a sand separator and on-site back-up generator. This project consists of inspecting and reconditioning the well. Pull motor and pump repair or replace, parking lot resurface and restripe.

**Source:** City Staff

**Operating Budget Impact:** None

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	\$60,000	-	-	-	-	\$60,000



**FY 2020 WATER SYSTEM IMPROVEMENTS**

This will abandon the existing 4" main and provide for reconnection of 15-20 water services from the 4" to the 12" main and the connection of hydrants to the 12" water main for improved fire flow. The project will include the replacement of existing valves, reconnection of existing water services and pavement patching along the length of the pipe.

- 42nd Ave (Harvey St – Olsen St)

Source: WMP

**Operating Budget Impact:** This project is anticipated to reduce operating expenditures due to the reduction of maintenance issues once the pipe is replaced.

Submitted by: Public Works, Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	\$417,000	-	-	-	-	\$417,000



**FY 2021 WATER SYSTEM IMPROVEMENTS**

These projects were identified in the 2010 Water System Master Plan and will replace approximately 1870 feet and upsize the existing cast iron 4" water main to 8" to improve fire flows in the neighborhood. The projects will include the replacement of existing valves, reconnection of existing water services and pavement patching along the length of the pipe.

- 33rd Ave (Harvey St – Dead End)
- 36th Ave (Harvey St – Dead End)
- Drake St and 38th Ave (40th Ave – End)
- Monroe St Water Line Abandonment (37th Ave – Oak St)

Source: WMP

**Operating Budget Impact:**

This project is anticipated to reduce operating expenditures due to the reduction of maintenance issues once the pipe is replaced.

Submitted by: Public Works, Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	-	\$782,000	-	-	-	\$782,000



**FY 2022 WATER SYSTEM IMPROVEMENTS**

These projects were identified in the 2010 Water System Master Plan and will replace and upsize approximately 1260 feet of existing cast iron 4" water main to 8" to improve fire flows in the neighborhood. The new mains will connect to existing 8" water mains. The project will include the replacement of existing valves, reconnection of existing water services, hydrants and pavement patching along the length of the pipe.

- Malcolm St (32nd Ave – 29th Ave)
- Llewellyn St (32nd Ave – 34th Ave)
- 32nd Ave (SE Kelvin – Filbert St)

Source: WMP

**Operating Budget Impact:**

This project is anticipated to reduce operating expenditures due to the reduction of maintenance issues once the pipe is replaced.

Submitted by: Public Works, Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTAL
Funded	Water	-	-	-	-	\$433,000	-	-	\$360,000	\$793,000



**FY 2023 WATER SYSTEM IMPROVEMENTS**

This project was identified in the 2010 Water System Master Plan and will replace and upsize approximately 2100 feet of existing cast iron 4" water main to 8" to improve fire flows in the neighborhood. The new main will connect to the existing 8" water main south of Roswell St and the 6" water main north of Van Water St. The project will include the replacement of existing valves, reconnection of existing water services, hydrants and pavement patching along the length of the pipe.

- 29th Ave (Roswell St – Van Water St)
- 30th Ave (Roswell St – Van Water St)
- 31st Ave (Roswell St – Van Water St)
- Beckman Ave (Railroad Ave – Park St)
- Park St (Beckman Ave – Home Ave)

Source: WMP

**Operating Budget Impact:**

This project is anticipated to reduce operating expenditures due to the reduction of maintenance issues once the pipe is replaced.

Submitted by: Public Works, Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTAL
Funded	Water	-	-	-	-	-	\$819,800	-	\$1,267,200	\$2,087,000



**FY 2024 WATER SYSTEM IMPROVEMENTS**

These projects will include the replacement of existing valves, reconnection of existing water services, hydrants, pavement patching along the length of the pipe, and possibly obtaining easements for pipes if necessary. Accommodation of storm or wastewater systems may be necessary to accept large water volumes produced by flushing activities.

- Riverway Ln Water Line Replacement (South of Lava Dr)
- Mullan St Pipe Extension
- International Way Pipe Extension
- Shell Lane to Lycentra Pipe Extension

Source: WMP

**Operating Budget Impact:**

This project is anticipated to reduce operating expenditures due to the reduction of maintenance issues once the pipe is replaced.

Submitted by: Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	-	-	-	\$804,000	-	\$804,000



**WATER WELL NO. 2 BUILDING UPGRADES**

Evaluate and develop building upgrades need to the Well No. 2 facility, including seismic requirements.

**Source:** City Staff

**Operating Budget Impact:** Unknown

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	-	\$100,000	-	-	-	\$100,000



**WATER WELL NO. 5 RECONDITION PROJECT**

Water wells require regular maintenance to ensure adequate water flow and continued drinking water safety. Wells should be professionally inspected by a water well contractor every ten years. As a water well ages, the rate at which water may be pumped (commonly referred to as the well yield, flow or performance) tends to decrease. Reduced well yield over time can be related to changes in the water well itself including:

- Incrustation from mineral deposits
- Bio-fouling by the growth of microorganisms
- Physical plugging of “aquifer” (the saturated layer of sand, gravel, or rock through which water is transmitted) by sediment
- Sand pumping
- Well screen or casing corrosion
- Pump damage

Well No. 5 is located north of the intersection of SE Harvey St and SE 40th Ave adjacent to the Elevated Storage Reservoir and is part of the Well 2,3 and 5 well field. It pumps approximately 605 GPM directly into Tower No. 5 at the TP 235 site. This project consists of replacing the existing building which is in a failing condition, replacing and upgrading the electrical panel and motor start, inspecting and reconditioning the well and replacing the buried particle separator.

**Source:** WMP

**Operating Budget Impact:** None

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	-	\$170,000	-	-	-	\$170,000



**WATER WELL NO. 8 REHABILITATION**

Well 8 is located at 5393 SE Lake Road. It pumps between 300 and 700 GPM directly into the Zone 2 distribution system. The Well has an active water right certified through the Oregon Water Resources Department of 727 GPM. Water from Well No. 8 is treated with chlorine which is injected upstream of the buried chlorine contact tank. Well No. 8 has been experiencing some issues with excessive iron in the water its drawing. Workable solutions include moving the well to a previous site used by the Wichita Water district that is vacant but planned to be the Wichita Park site for the Linwood Neighborhood. This project provides funding to explore the viability of siting Well No. 8 at a new location and presumes constructing the well there in 2022. This project will also require a sand separator and on-site backup generation.

**Source:** City Staff

**Operating Budget Impact:** Minor impact to the operating cost as this well would replace the current well with similar operational and maintenance parameters.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	-	\$200,000	\$1,000,000	-	-	\$1,200,000



**CRW INTERTIE**

Emergency Interties are maintained with the City of Portland and Clackamas River Water (CRW). The CRW Intertie is located at 7001 SE Harmony Rd. Pumping capacity for this intertie is approximately 700 GPM in either direction and can pump into out of City Pressure Zone 2. This project includes electrical upgrades, new motor controls and the installation of a new variable frequency drive (VFD).

**Source:** City Staff

**Operating Budget Impact:** Unknown

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Water	-	-	-	-	-	-	\$102,500	\$102,500





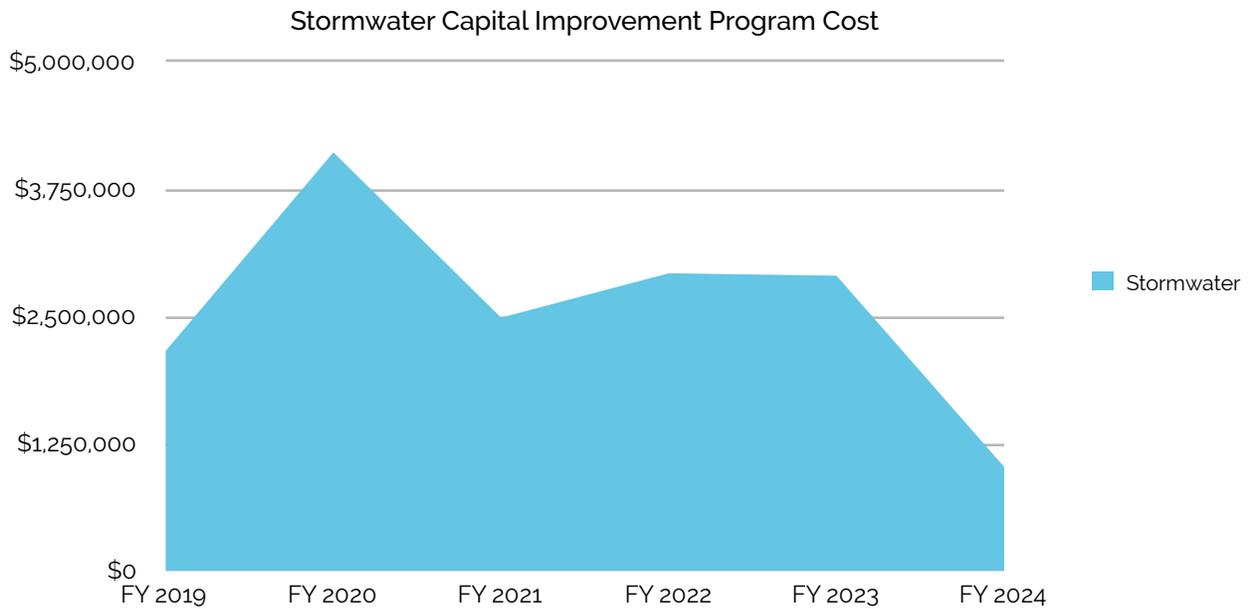
## STORMWATER OVERVIEW

The stormwater system includes 41 miles of pipe, 1,606 catch basins, 559 manholes, 124 sedimentation manholes, 4 water quality manholes, 210 drywells, 126 outfalls, 5 water quality/flood control facilities (detention ponds), 82 raingardens, 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 addressed. Today the stormwater utility is focused on maintaining the infrastructure in a manner that recognizes the correlation with runoff and the environment.

An update of the Stormwater Master Plan was completed in 2014. This update included a fresh look at the capital improvement need for the utility. The current project list incorporates the updated master plan and includes both infrastructure replacement and facility enhancements.

Primary capital needs involve modification of the drywells or (UICs) so that they are not detrimental to the aquifer. This means providing pretreatment of the runoff flowing to the drywells in addition to regular inspection and maintenance. There are also projects from localized flooding issues to major drainage basin infrastructure identified within the plan. Additional projects address the regulatory requirement to add water quality facilities.



STORMWATER SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
94	Pennywood Detention Facility	\$10,000	-	\$10,000	-	\$10,000	-	-	\$30,000
94	Greenhouse	17,500	-	-	-	-	-	-	17,500
20	Stormwater Vehicle Purchases	-	-	85,000	40,000	31,250	45,000	-	201,250
<b>VEHICLES AND EQUIPMENT SUBTOTALS</b>		<b>\$27,500</b>	<b>-</b>	<b>\$95,000</b>	<b>\$40,000</b>	<b>\$41,250</b>	<b>\$45,000</b>	<b>-</b>	<b>\$248,750</b>

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
95	Stormwater Capital Maintenance Program	150,000	150,000	150,000	150,000	150,000	150,000	-	900,000
42	SAFE Program	15,000	687,500	291,800	108,000	237,000	48,000	-	1,387,300
40	Accessibility Program	35,000	136,600	90,400	115,800	54,400	56,300	-	488,500
95	Washington St Pipe Replacement (Phase I and Phase II)	680,000	500,000	-	-	1,220,000	300,000	-	2,700,000
96	SE Lake Rd (Bubbler)	35,000	-	-	-	-	-	-	35,000
96	SE Winworth Ct	20,000	-	-	-	-	-	-	20,000
50	Kronberg Park Trail	106,700	-	-	-	-	-	-	106,700
57	Milwaukie Bay Park Bank Repair	78,600	-	-	-	-	-	-	78,600
95	Ledding Library Storm Improvement	121,000	-	-	-	-	-	-	121,000
100	Meek St Pipe Installation (Phase I and Phase II)	720,000	1,200,000	600,000	1,000,000	-	-	-	3,520,000
97	Stanley-Willow UIC Decommissioning	-	140,000	-	-	-	-	-	140,000
98	SE 47 <sup>th</sup> Ave and SE Llewellyn St Improvements	-	160,000	-	-	-	-	-	160,000
99	SE 55 <sup>th</sup> Ave and SE Monroe Ave Improvements	-	25,000	-	-	-	-	-	25,000
99	SE King Rd Sedimentation Manhole	-	50,000	-	-	-	-	-	50,000
34	McBrod Ave	-	179,900	-	-	-	-	-	179,900
100	36 <sup>th</sup> Ave Stormwater Improvement	-	104,000	-	-	-	-	-	104,000
34	43 <sup>rd</sup> Ave/Howe/Covell	-	362,500	-	-	-	-	-	362,500

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
100	Lake Rd	-	\$166,000	-	-	-	-	-	\$166,000
32	Linwood Ave	-	253,200	620,000	-	-	-	-	873,200
101	Plum and Apple St Pipe Replacement	-	-	240,000	-	-	-	-	240,000
30	Downtown Public Area Requirements (PAR)	-	-	91,300	-	-	-	-	91,300
35	Harvey St	-	-	316,500	-	-	-	-	316,500
102	Hemlock St Pipe Replacement	-	-	-	716,000	-	-	-	716,000
101	Harrison St Outfall	-	-	-	800,000	155,000	-	-	955,000
35	Oatfield Rd	-	-	-	-	98,600	-	-	98,600
103	42 <sup>nd</sup> Water Quality	-	-	-	-	800,000	-	-	800,000
103	Main St (Phase II)	-	-	-	-	-	315,400	-	315,400
103	International Way & Wister	-	-	-	-	-	117,800	-	117,800
		<b>\$1,961,300</b>	<b>\$4,114,700</b>	<b>\$2,400,000</b>	<b>\$2,889,800</b>	<b>\$2,715,000</b>	<b>\$687,500</b>	<b>-</b>	<b>\$15,068,300</b>

STORMWATER SDC SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
100	Meek St Pipe Installation (Phase I and Phase II)	\$180,000	-	-	-	-	-	-	\$180,000
77	Stormwater System Master Plan	-	-	-	-	150,000	-	-	150,000
<b>STORMWATER FUND CIP SUBTOTAL</b>		<b>\$180,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$150,000</b>	<b>-</b>	<b>-</b>	<b>\$330,000</b>

GRANTS SUMMARY

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
57	Milwaukie Bay Park Bank Repair	\$35,000	-	-	-	-	-	-	\$35,000
<b>GRANTS SUBTOTAL</b>		<b>\$35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$35,000</b>



**PENNYWOOD DETENTION FACILITY**

This project is required to do a rehabilitation project on the detention facility. This facility is over grown and in disrepair. There are numerous stumps and invasive plants that need to be removed and or eliminated for example: Holly, Blackberries and Ivy. Stumps to be removed and invasive plants have the use of herbicide treatments. This process is a long multiyear process. The use of student volunteers will aid in the restoration process. They would aid in the removal and replanting of the area.

**Source:** City Staff

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	\$10,000	-	\$10,000	-	\$10,000	-	\$30,000



**GREENHOUSE**

This project consists of the installation of a greenhouse at the JCB Campus. The Greenhouse will be used by Stormwater Staff to propagate plants for use in in the City’s new and existing Stormwater quality facilities. The project includes the purchase of a greenhouse and the installation of utilities to the greenhouse. Types of plants we would grow are Cornus sericea, Ribes sanguineum, Oemleria cerasiformis, physocarpus capitatus, Liriope, Euonymus, Nandina, and Symphoricarpus alba.

**Source:** City Staff

**Operating Budget Impact:** The Greenhouse will allow the City to maintain and propagate plant stock for its water quality facilities and will reduce purchase costs for plants from vendors.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	\$17,500	-	-	-	-	-	\$17,500



**WASHINGTON ST PIPE REPLACEMENT  
(PHASE I AND PHASE II)**

This project will replace existing 18" pipe in Washington Street with 24" pipe. The current pipe system is under capacity and will flood under 10-year rain events. This project is currently under design and expected to be constructed in the Summer 2018.

**Source:** SWMP

**Operating Budget Impact:** This project will reduce operating expenditures by upgrading the existing system to limit flooding.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	\$680,000	\$500,000	-	-	\$1,220,000	\$300,000	\$2,700,000



**STORMWATER CAPITAL MAINTENANCE PROGRAM**

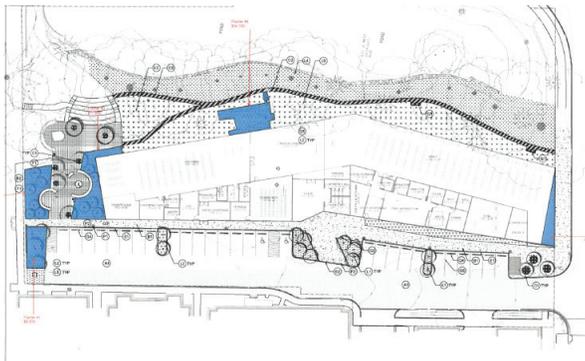
This yearly project will begin to replace Milwaukie's aging stormwater infrastructure. Complete replacement of the City's system is set to a 75-year cycle.

**Source:** SWMP

**Operating Budget Impact:** This project will reduce the operating expenditures by upgrading materials which requires less maintenance.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000



**LEDDING LIBRARY STORM IMPROVEMENTS**

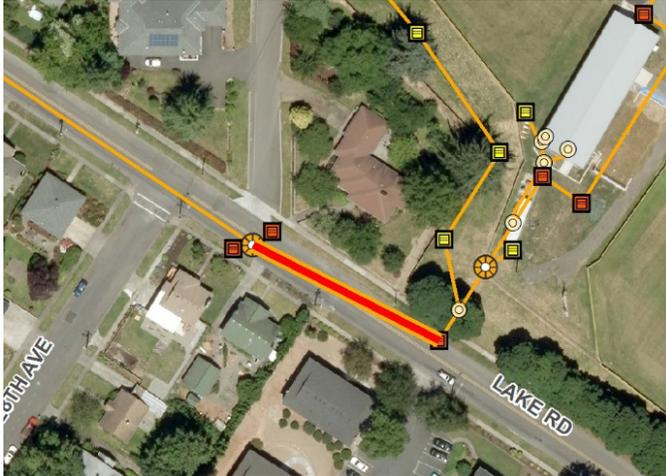
The project will construct stormwater and water quality improvements as part of the reconstruction of the Ledding Library.

**Source:** City Staff

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Library

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	\$121,000	-	-	-	-	-	\$121,000



**SE LAKE ROAD (BUBBLER)**

Pipe diameter 10" Catch basin 42224 connect to system at manhole 41146

This project is required to fix the current catch basin. This basin is a bubbler system. Storm water comes from a storm system to the north and is designed to surcharge out of the basin which tends to lift off the grate of the basin. Connect this into the storm system west of this 165' away would relieve this issue and not be a safety concern.

**Source:** City Staff

**Operating Budget Impact:** This project will reduce the operating expenditures by upgrading materials which requires less maintenance.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	\$35,000	-	-	-	-	-	\$35,000



**SE WINWORTH CT**

Current pipe size 12" catch basin 32101 and 32103 are tied to UIC number's 34055 and 34054.

This project is required to solve flooding issues. The installation of a UIC would alleviate flooding that has the potential to cause property damage at two addresses 5082 SE Winworth Ct and 5085 SE Winworth Ct.

**Source:** City Staff

**Operating Budget Impact:** This project will reduce the operating expenditures by upgrading materials which requires less maintenance.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	\$20,000	-	-	-	-	-	\$20,000



**STANLEY-WILLOW UIC DECOMMISSIONING**

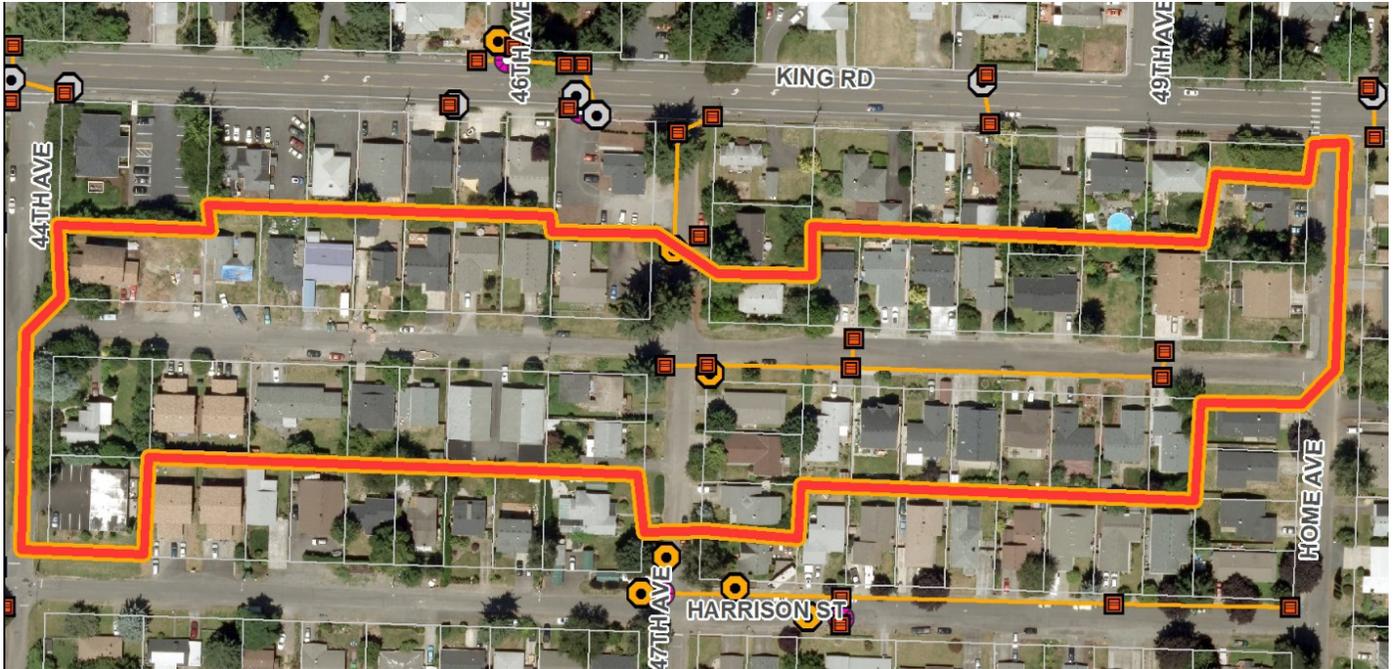
This project will decommission two sub-standard drywells along Stanley Ave and construct new storm pipe on Stanley Ave from Hill St to Ball-Michel Park. These drywells no longer dry except for brief periods in the driest parts of the summer. It is believed that these UICs may pose a risk to drinking water sources due to having less than 3 vertical feet of separation from the ground water table. The current system will be replaced with two new G2 catch basins on Willow St, with a sedimentation manhole between the two. The water would be carried across by approximately 425' of new 12" HDPE piping from Stanley Ave to a basin on the west side of Stanley then across Willow St to an outfall in Ball-Mitchel Park. The project also includes planting of approximately 2000 sq ft of native vegetation on the bottom of the storm water facility at Ball-Michel Park.

**Source:** SWMP

**Operating Budget Impact:** This project will increase operating expenditures due to additional maintenance of the stormwater pipe conveyance system.

**Submitted by:** Public Works, Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	-	\$140,000	-	-	-	-	\$140,000



**SE 47TH AVE AND SE LLEWELLYN ST IMPROVEMENTS**

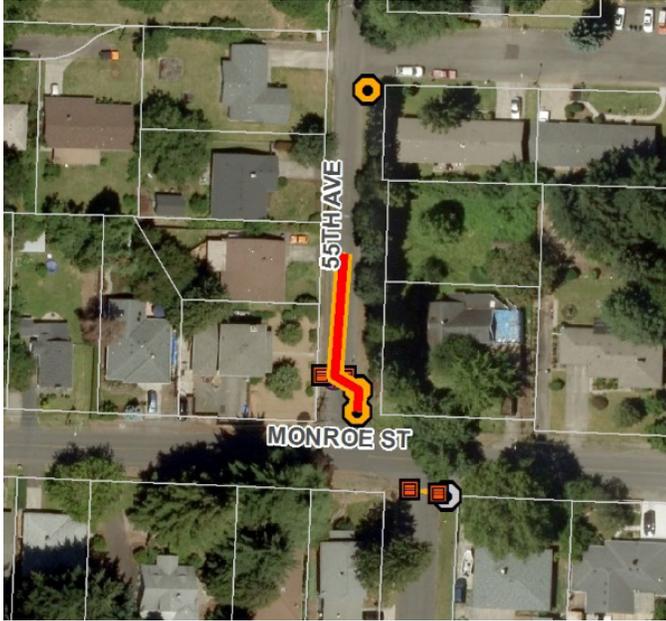
This project will install new underground injection control devices, raingardens and associated inlets at the intersection of 47th Ave and Llewellyn St. This intersection routinely floods because the existing UIC is under capacity. There is approximately 70,070 sq ft of impervious surface contributing to this UIC. It is expected that the project will require the installation of 5 additional UICs to accommodate the contributing impervious area. Each UIC is assumed to be 48" in diameter and 20' deep.

**Source:** SWMP

**Operating Budget Impact:** This project will reduce operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.

**Submitted by:** Public Works, Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	-	\$160,000	-	-	-	-	\$160,000



**SE 55TH AVE AND SE MONROE ST IMPROVEMENTS**

This project will install new underground injection control devices or raingardens on 55th Ave and Monroe St. This intersection routinely floods because the existing infrastructure is under capacity. This project includes the construction of additional 125' of soakage trench to be installed near the catch basins.

**Source:** SWMP

**Operating Budget Impact:** This project will reduce operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.

**Submitted by:** Public Works, Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	-	\$25,000	-	-	-	-	\$25,000



**SE KING RD SEDIMENTATION MANHOLE**

Currently no system or catch basins tied to UIC number 34191.

This project is required to relieve property flooding at 6011 SE King Rd. With the addition of a catch basin and a sedimentation manhole tied to a current UIC would relieve flooding and possible property damage at 6011 SE King Rd.

**Source:** City Staff

**Operating Budget Impact:** This project will reduce the operating expenditures by upgrading materials which requires less maintenance.

**Submitted by:** Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	-	\$50,000	-	-	-	-	\$50,000



### 36TH AVE STORMWATER IMPROVEMENT

This project is to construct water quality facilities to collect and treat stormwater on 36th Ave between Harvey St and King Rd prior to infiltration. The area is prone to flooding.

**Source:** SWMP

**Operating Budget Impact:** Unknown

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	-	\$104,000	-	-	-	-	\$104,000



### LAKE ROAD (34TH TO GUILFORD)

This project will add storm facilities on Lake Road as part of the SAFE and SSMP projects scheduled within the area, including water quality facilities.

**Sources:** SAFE, SSMP

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	-	\$166,000	-	-	-	-	\$166,000



### MEEK ST PIPE INSTALLATION (PHASE I AND PHASE II)

This project will install a new 36" storm pipe from Boyd St south to Monroe St along with two detention facilities totaling 1 acre in size.

**Source:** SWMP

**Operating Budget Impact:** This project will increase operating expenditures due to the added expense of maintaining the additional pipe and detention ponds. However, this project will also reduce the amount of emergency maintenance on Harrison St due to flooding caused by its undersized system.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	\$720,000	\$1,200,000	\$600,000	\$1,000,000	-	-	\$3,520,000
Funded	Stormwater SDC	-	\$180,000	-	-	-	-	-	\$180,000



**PLUM AND APPLE STREET PIPE REPLACEMENT**

This project will install new 12" stormwater pipe from the intersection of Plum and Apple Streets to the intersection of Juniper and Aspen Streets. This project will provide increased capacity to alleviate local flooding problems. The project includes approximately 780' of new 12" pipe.

Source: SWMP

**Operating Budget Impact:** Since this project replaces existing undersized pipe, there will be a net reduction in operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.

Submitted by: Public Works, Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	-	-	\$240,000	-	-	-	\$240,000



**HARRISON ST OUTFALL**

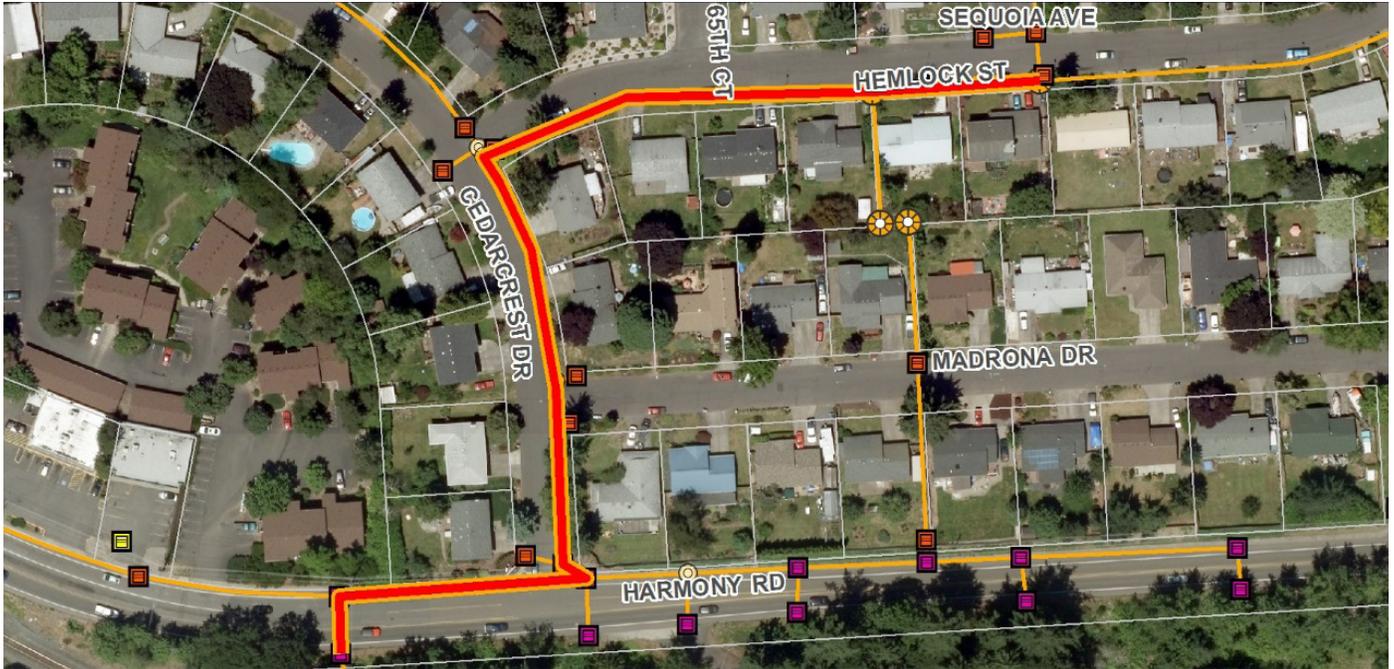
This project was identified in the 2014 Storm Sewer Master Plan as the # 5 priority to address existing flooding that occurs after 10 and 25 year storm events. This project replaces the approximately 700 feet of 24" storm pipe in Harrison St between 21st Ave and the outfall into Johnson Creek with 36" pipe.

Source: SWMP

**Operating Budget Impact:** This project will reduce the operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.

Submitted by: Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	-	-	-	\$800,000	\$155,000	-	\$955,000



### HEMLOCK ST PIPE REPLACEMENT

This project will replace existing storm pipe on Hemlock St and Cedarcrest Dr. The existing pipe is undersized and currently floods in heavy rain events. This project will replace and realign piping along a portion of Cedarcrest Dr from Hemlock St to Harmony Rd and will abandon the existing 15" piping between Hemlock St and Harmony Rd.

**Source:** SWMP

**Operating Budget Impact:** Since this project replaces existing undersized pipe, there will be a net reduction in operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.

**Submitted by:** Public Works, Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	-	-	-	-	\$716,000	-	-	\$716,000



**42ND AVE WATER QUALITY**

This project will construct a water quality facility at 42nd Ave and Railroad Ave to treat the 42nd Ave and Railroad Ave storm basins.

**Source:** Regulatory

**Operating Budget Impact:** this project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded		-	-	-	-	-	\$800,000	-	\$800,000



**MAIN ST (PHASE II)**

This project would repair and / or replace the existing storm system that is located on private property and under buildings between Main St and Omark Dr at Milport Rd.

**Source:** SWMP

**Operating Budget Impact:** This project would decrease ongoing operational needs by restarting infrastructure to good condition.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	\$249,000	-	-	-	-	-	\$315,400	\$315,400



**INTERNATIONAL WAY AND WISTER**

Construct underground storage within piped storm system. Install upsized pipe within existing system to eliminate potential flooding.

**Source:** SWMP

**Operating Budget Impact:** This project would decrease ongoing operational needs by restoring infrastructure to good condition.

**Submitted by:** Engineering

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Stormwater	\$93,000	-	-	-	-	-	\$117,800	\$117,800



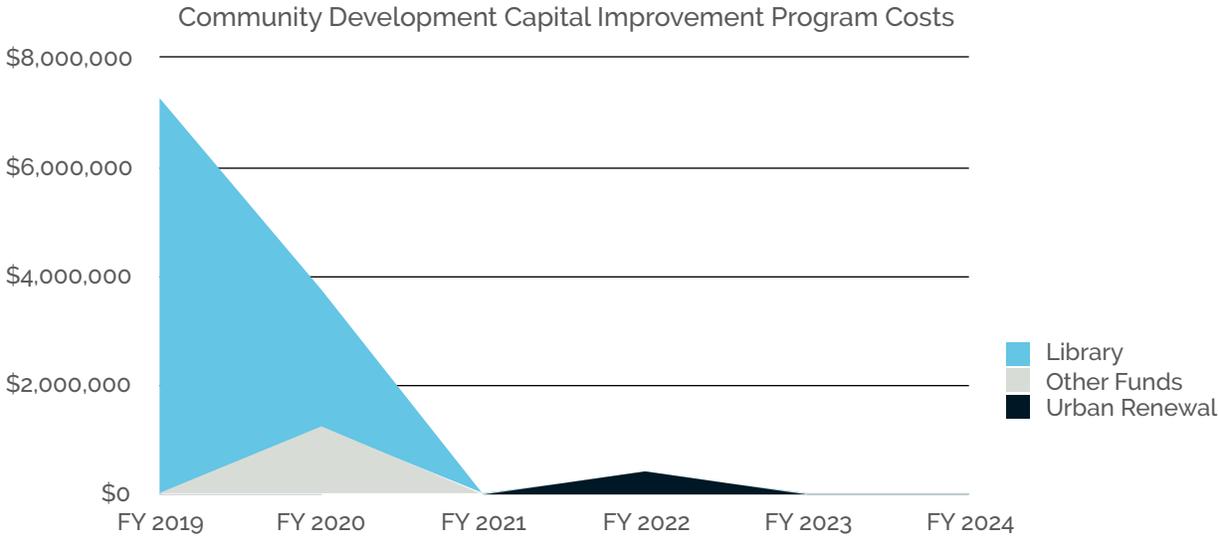
# CHAPTER 3

## COMMUNITY DEVELOPMENT

The Community Development Capital Improvement Plan identifies infrastructure improvements and other amenities that enhance the livability of the community. Projects within the chapter include parks, new community facilities, economic development, and urban renewal needs. Many of the capital improvement projects listed are in response to the growing demands of the community in housing, community, and economic development. With the 2016 passing of the Urban Renewal Plan the area parks, downtown and central Milwaukie infrastructure, wayfinding, and downtown enhancements will provide for a more walkable, accessible, and livable community.

### OVERVIEW

#### CAPITAL IMPROVEMENT PROJECTS



## COMMUNITY DEVELOPMENT SUMMARY

### COMMUNITY VISION & OTHER PLAN PROJECTS

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
108	McLoughlin Blvd Pedestrian Bridge	-	-	-	-	-	-	\$1,800,000	\$1,800,000
109	NMIA Branding and Wayfinding	-	-	-	-	-	-	750,000	750,000
110	Fiber Optic Service	-	-	-	-	-	-	TBD	-
111	Kellogg Dam Removal and Hwy 99E Underpass	-	-	-	-	-	-	551,000	551,000
112	NMIA District Gateway Improvements	-	-	-	-	-	-	TBD	-
113	NMIA Johnson Creek Riverfront Greenway Connection	-	-	-	-	-	-	TBD	-
120	Ledding Library Improvement Projects	7,238,750	2,504,000	-	-	-	-	-	9,742,750
114	Milwaukie Bay Park (Phase 3)	-	250,000	-	-	-	-	-	250,000
<b>UNDESIGNATED FUND TOTAL</b>		<b>\$7,238,750</b>	<b>\$2,754,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$3,101,000</b>	<b>\$13,093,750</b>

### MILWAUKIE REDEVELOPMENT COMMISSION (MRC) URBAN RENEWAL FUND

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
30	Downtown Public Area Requirements (PAR)	-	-	-	\$424,000	-	-	\$10,876,000	\$11,300,000
115	Kronberg Park Improvements	-	-	-	-	-	-	1,000,000	1,000,000
108	McLoughlin Blvd Pedestrian Bridge	-	-	-	-	-	-	1,200,000	1,200,000
116	Dogwood Park Improvements	-	-	-	-	-	-	500,000	500,000
116	Downtown and Central Milwaukie Enhancements	-	-	-	-	-	-	1,300,000	1,300,000
117	Downtown Gateway, Wayfinding and Interpretative Heritage Plaques Final Implementation	-	-	-	-	-	-	200,000	200,000

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
118	Improve Transit Stops in Central Milwaukie	-	-	-	-	-	-	\$500,000	\$500,000
111	Kellogg Dam Removal and Hwy 99E Underpass	-	-	-	-	-	-	1,000,000	1,000,000
114	Milwaukie Bay Park	-	-	-	-	-	-	1,500,000	1,500,000
119	Scott Park	-	-	-	-	-	-	500,000	500,000
40	Downtown Parking Solutions	-	-	-	-	-	-	10,500,000	10,500,000
46	29 <sup>th</sup> Ave Bike/Ped Connection	-	-	-	-	-	-	3,000,000	3,000,000
38	Monroe St Neighborhood Greenway	-	-	-	-	-	-	1,800,000	1,800,000
41	HWY 224 & HWY 99E Improvements	-	-	-	-	-	-	5,000,000	5,000,000
<b>URBAN RENEWAL AREA FUND TOTAL</b>		-	-	-	<b>\$424,000</b>	-	-	<b>\$38,876,000</b>	<b>\$39,350,000</b>

GRANTS

PAGE	PROJECT NAME	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	UNFUNDED	TOTALS
110	FEMA HMA Program	\$30,000	-	-	-	-	-	-	\$30,000
120	Ledding Library Improvement Projects	681,000	-	-	-	-	-	-	681,000
114	Milwaukie Bay Park (Phase 3)	-	1,000,000	-	-	-	-	2,471,400	3,471,400
114	Milwaukie Bay Park (Phase 4)	-	-	-	-	-	-	1,079,200	1,079,200
<b>GRANTS TOTAL</b>		<b>\$711,000</b>	<b>\$1,000,000</b>	-	-	-	-	<b>\$3,550,600</b>	<b>\$5,261,600</b>



**MCLOUGHLIN BLVD PEDESTRIAN BRIDGE**

The Downtown and Riverfront Land Use Framework Plan, revised and refreshed in 2014 to incorporate the South Downtown Concept, identifies a pedestrian bridge connecting downtown to Riverfront Park, someplace along McCloughlin Blvd, as a key project to implement the Framework Plan.

**Source:** SDFP

**Operating Budget Impact:** This project may increase operating expenditures. A new City-owned pedestrian bridge will require ongoing maintenance and policing.

**Submitted by:** Planning

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded		\$1,800,000	-	-	-	-	-	-	\$1,800,000
	URA	\$1,200,000	-	-	-	-	-	-	\$1,200,000



**NMIA BRANDING AND WAYFINDING**

Develop a wayfinding and branding strategy that builds upon the historic industrial, rail and natural resources of the NMIA and focuses on businesses that encourage transit use, pedestrian and bicycling as modes of travel to seek funding for implementation via CIP. Likely wayfinding section would include McLoughlin Blvd, Ochoco St, Mailwell Dr, Main St, Tacoma, McBrod, Frontage St and others following intersection improvements.

Source: NMIA Plan

Operating Budget Impact: Project would have a minor increase to ongoing sign maintenance operations.

Submitted by: Community Development, Public Works

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	General Fund, Urban Renewal, LID, MTIP, CIP	\$750,000	-	-	-	-	-	-	\$750,000



**FIBER OPTIC SERVICE**

Extend high speed fiber optic service to the NMIA and Downtown Milwaukie as funding becomes available. Clackamas County’s Economic Development division oversees the implementation funding for Dark Fiber and staff will work with them on funding allocation and grant writing.

**Source:** NMIA

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Community Development

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded		TBD	-	-	-	-	-	-	TBD



**FEMA HMA PROGRAM – 13001 RUSK ROAD**

The City has been assisting homeowners located within the 1% flood zone that have been substantially damaged or repetitively substantially damaged and eligible for FEMA assistance through the Hazard Mitigation Assistance Program (HMA). The property at 13001 Rusk Road is located within the floodway of Mt. Scott Creek and was substantially damaged for the second time during the 2015 storm event. The city receive a grant from FEMA to fund the acquisition, removal and restoration of the site.

**Source:** City Staff

**Operating Budget Impact:** This project will increase operations due to the creation of a new natural area the City will be responsible to maintain.

**Submitted by:** Library

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	FEMA	-	\$30,000	-	-	-	-	-	\$30,000



**KELLOGG CREEK DAM REMOVAL AND HWY 99E UNDERPASS**

Revise or replace Hwy 99E bridge over Kellogg Creek, remove dam, restore fish passage and habitat. Construct bike/pedestrian undercrossing between Dogwood Park and Milwaukie Bay Park. This is a project in partnership with ODOT. The purpose is to reestablish fish migration into Kellogg Creek and to establish safer bicycle and pedestrian connection between downtown, the light rail station with Milwaukie Bay Park and the Trolley Trail.

**Sources:** DRFP, TSP, RTP (10101), URAP

**Operating Budget Impact:** Unknown impact due to ODOT/City Partnership and the need for an IGA in the future.

**Submitted by:** Community Development, Engineering, Planning

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Transportation	\$8,900,000	-	-	-	-	-	-	\$8,900,000
Unfunded	URA	\$1,000,000	-	-	-	-	-	-	\$1,000,000
Unfunded		\$551,000	-	-	-	-	-	-	\$551,000



**NMIA DISTRICT GATEWAY IMPROVEMENTS**

Identify landscape and streetscape enhancements that help address flooding and enhance key gateways to the NMIA District and near significant public use areas such as Johnson Creek.

**Source:** NMIA

**Operating Budget Impact:** Unknown

**Submitted by:** Community Development, Planning

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	General Fund, Grants	TBD	-	-	-	-	-	-	-

**NMIA JOHNSON CREEK RIVERFRONT  
GREENWAY CONNECTION**

Connect Johnson Creek Park to Riverfront Bay Park via a greenway trail along Johnson Creek and SE McBrod Ave. The trail would terminate at the multi-use path along SE 17th Ave.

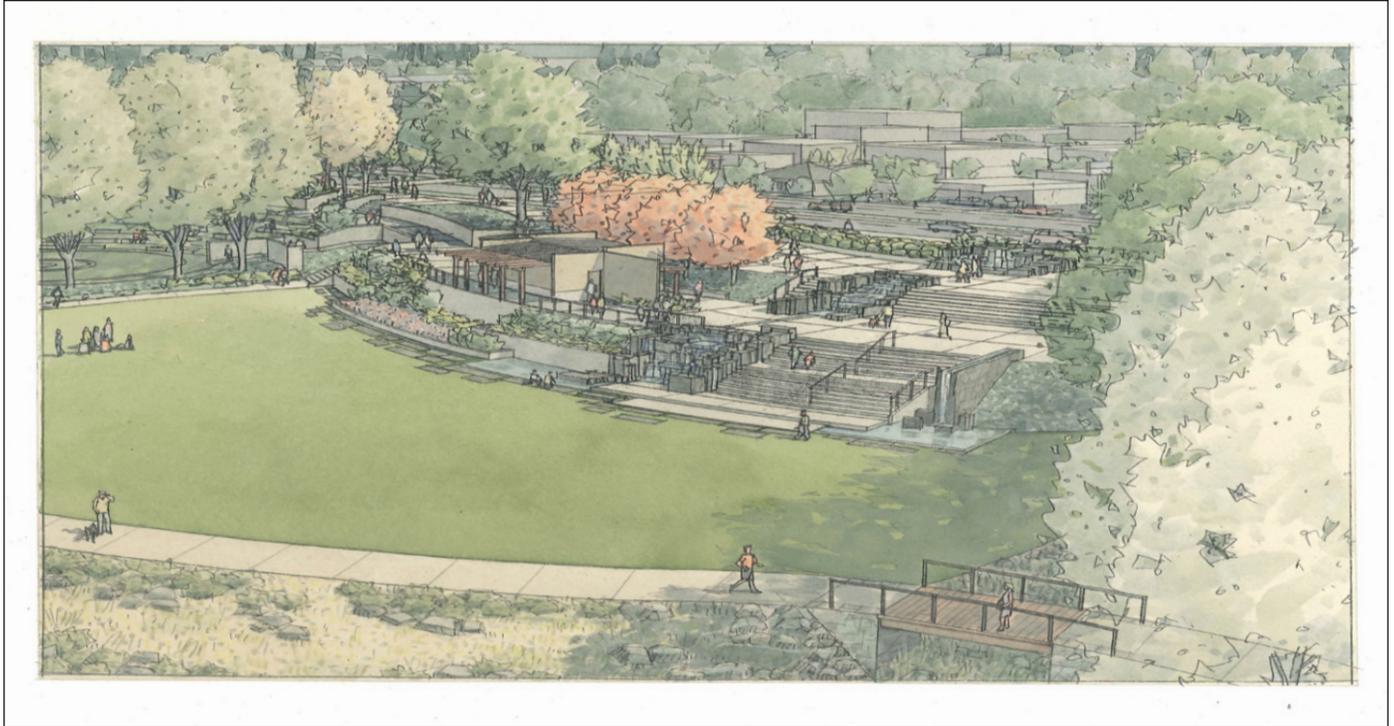
Source: NMIA

Operating Budget Impact: Project would increase maintenance requirements with the addition of a new multi-use facility.

Submitted by: Community Development, Planning



STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded		TBD	-	-	-	-	-	-	-



**MILWAUKIE BAY PARK**

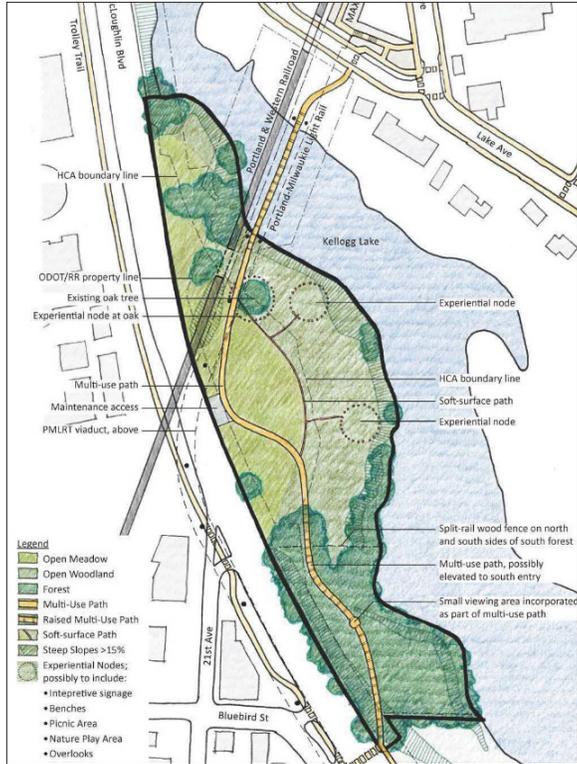
This project would fund implementation of Phases 3 and 4 of the Milwaukie Bay Park master plan, which include a plaza, an amphitheater, a fountain, large restroom facilities, overlook, and additional landscaping.

**Sources:** DRFP, URAP

**Operating Budget Impact:** Project would increase the park's operating expenses.

**Submitted by:** Community Development, Engineering, Public Works, City Manager

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	Phase 3 NCPRD	\$1,000,000	-	\$1,000,000	-	-	-	-	\$1,000,000
Funded	General Fund - Cash Carryover	\$250,000	-	\$250,000	-	-	-	-	\$250,000
Unfunded	URA	\$1,500,000	-	\$1,500,000	-	-	-	-	\$1,500,000
Unfunded	Grants	\$556,000	-	\$971,400	-	-	-	-	\$971,400
Unfunded	Phase 4 Grant	\$1,079,200	-	-	-	-	-	-	\$1,079,200



**KRONBERG PARK IMPROVEMENTS**

This project would fund the implementation of elements of the adopted 2015 Kronberg Park Master Plan.

**Sources:** MP, DRFP, URAP.

**Operating Budget Impact:** Project would increase the park’s operating expense.

**Submitted by:** Community Development, Planning

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Undesignated	\$1,900,000	-	-	-	-	-	-	\$1,900,000
Unfunded	URA	\$1,000,000	-	-	-	-	-	-	\$1,000,000



**DOGWOOD PARK IMPROVEMENTS**

This project would expand and improve Dogwood Park integrate to the north and east with the South Downtown Plaza and Main St streetscape improvements, and to the south and west with the Kellogg Creek Natural Area.

**Sources:** DRFP, URAP

**Operating Budget Impact:** Unknown

**Submitted by:** Community Development, Planning

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	URA	\$500,000	-	-	-	-	-	-	\$500,000



**DOWNTOWN AND CENTRAL MILWAUKIE ENHANCEMENTS**

This project would focus on design, planning, and capital projects related to the downtown Main Street corridor and Central Milwaukie to provide improved access to opportunity sites, gateway/entryway improvements (banners, flower baskets, etc.), and pedestrian amenities.

**Source:** URAP

**Operating Budget Impact:** This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

**Submitted by:** Community Development, Planning

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	URA	\$1,300,000	-	-	-	-	-	-	\$1,300,000



**DOWNTOWN GATEWAY, WAYFINDING AND INTERPRETATIVE HERITAGE PLAQUES FINAL IMPLEMENTATION**

Fund the full implementation of phase 2 and 3 of the downtown Wayfinding Systems Plan, including the installation of gateway, entry way signage at the north and south entrances to downtown on McLoughlin Blvd such as plantings, lighting and related improvements to draw more traffic off of McLoughlin Blvd and into downtown. Wayfinding signage in the downtown will include kiosks to aid residents and visitors in exploring Milwaukie by providing easy access to cultural and recreational opportunities within an area that can be easily accessed by foot, bicycle, and transit. This project would also fund the installation of interpretative heritage plaques

**Sources:** URAP, DRFP

**Operating Budget Impact:** Project would have a minor increase to ongoing sign maintenance operations.

**Submitted by:** Community Development, Planning

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	Urban Renewal	\$200,000	-	-	-	-	-	-	\$200,000



**IMPROVE TRANSIT STOPS IN CENTRAL MILWAUKIE**

This project would provide transit shelters as sites are developed and ensure excellent transit service to Central Milwaukie. It would also add Transit Tracker and LED lighting units at main stops along bus routes.

**Source:** URAP

**Operating Budget Impact:** None, anticipated to be owned and maintained by TriMet under IGA.

**Submitted by:** Community Development, Planning

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	URA	\$500,000	-	-	-	-	-	-	\$500,000



**SCOTT PARK**

This project would fund the revisions to the Scott Park Master Plan and improvements to Scott Park.

**Sources:** DRFP, URAP

**Operating Budget Impact:** Unknown

**Submitted by:** Community Development, Planning

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Unfunded	URA	\$500,000	-	-	-	-	-	-	\$500,000



**LEDDING LIBRARY IMPROVEMENT PROJECTS**

The electors of the City of Milwaukie, Oregon, (the “City”) approved a ballot measure on May 17, 2016, that provided the City the authority to issue general obligation bonds (the “2016 GO Bonds”), for library repairs, improvements, and updated technology. Improvements, including:

- Providing a larger designated area for children and teen programming and learning;
- Installing security cameras in the parking lot and building exterior;
- Installing modern toilets and restroom facilities;
- Installing modern wiring, technology and additional printers and computers;
- Replacing heating and cooling systems with energy efficient modern systems; and
- Installing structural components to meet City earthquake standards.
- The project is currently under design and construction is anticipated during the 2019-2020 biennium.

**Source:** City Staff

**Operating Budget Impact:** The project is participating in the Energy Trust Path to Net Zero program and therefore is targeting energy efficiency 70% below the state code requirements, 23 EUI (Energy Use Intensity). The current building has an EUI of 146 which is 3 times Oregon’s current building code and almost double the average Library. EUI is a measure of energy use per square footage and therefore although we are targeting a much more efficient facility with the expansion, planned to go from 12,500 to 20,000 square feet, the savings realized in \$ are unknown at this time.

**Submitted by:** Library

STATUS	FUNDING SOURCE	2016 COST	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Funded	GO Bond	-	\$6,696,000	\$2,504,000	-	-	-	-	\$9,200,000
Funded	Intergovernmental Grants	-	\$300,000	-	-	-	-	-	\$300,000
Funded	Private Donations/ Grants	-	\$131,000	-	-	-	-	-	\$131,000
Funded	Library Operational Savings (General Property Taxes)	-	\$236,000	-	-	-	-	-	\$236,000
Funded	General Property Taxes	-	\$306,750	-	-	-	-	-	\$306,750
	Private Donations/ Grants	-	\$250,000	-	-	-	-	-	\$250,000
Funded	Stormwater **	-	\$121,000	-	-	-	-	-	\$121,000
Funded	Transportation (Gas Tax - new)	-	\$109,000	-	-	-	-	-	\$109,000

\*\* Note: the Stormwater \$\$ are a duplication of the project identified in the storm utility and are shown here for clarity.





# City of Milwaukee Capital Improvement Plan Transportation & SSMP Projects

- Key**
- █ Transportation Project
  - █ SSMP Project
  - █ Completed SSMP Project
  - City of Milwaukee**
  - City Border
  - Milwaukee Light Rail
  - Water body
  - Milwaukee Parks

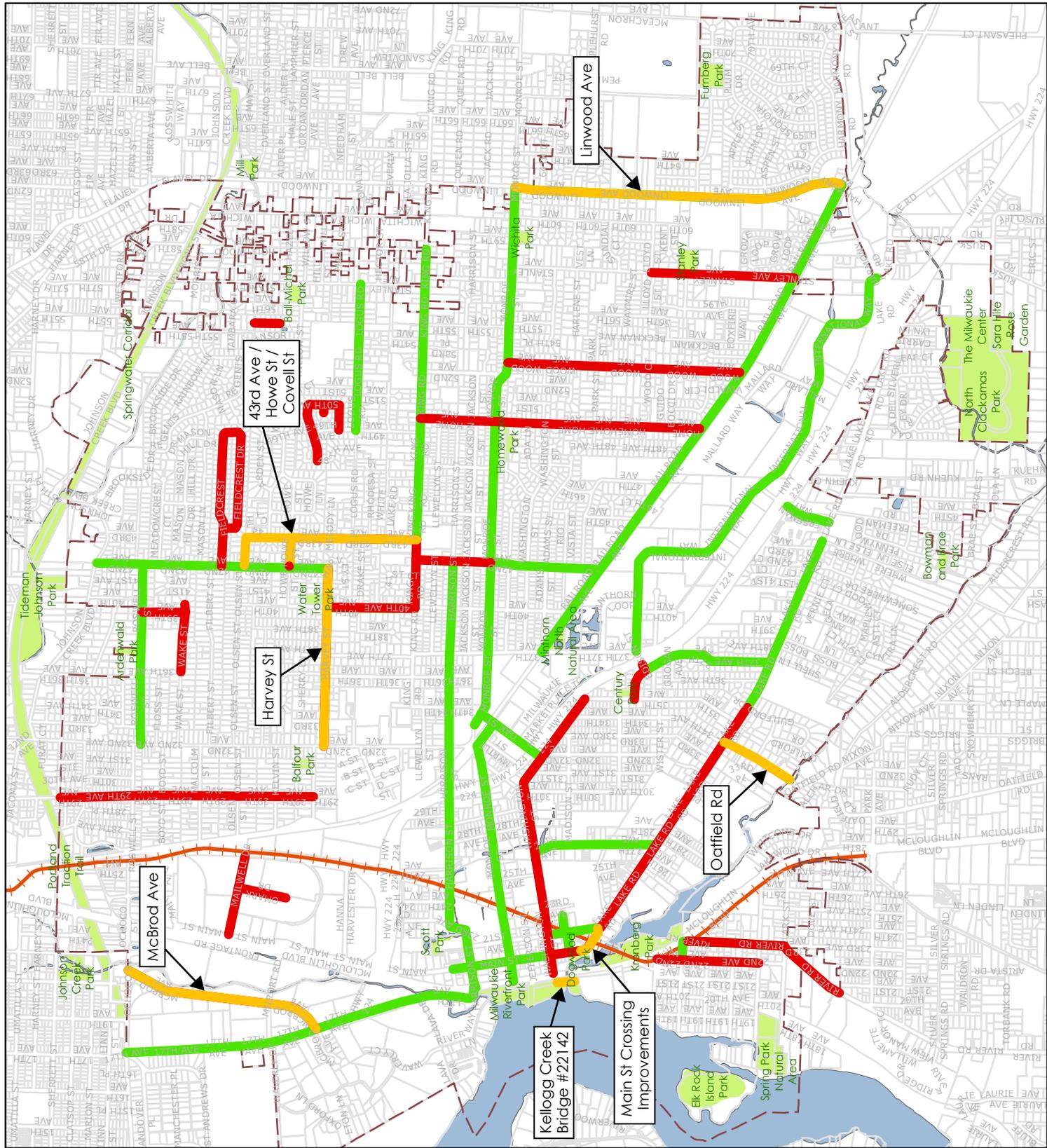
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Data Source: City of Milwaukee GIS, Metro Data, Resources Center  
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**CITY OF MILWAUKIE**



# City of Milwaukee Capital Improvement Plan SAFE Projects

- Key**
- █ SAFE Project
  - City of Milwaukee
  - City Border
  - Milwaukee Light Rail
  - Water body
  - Milwaukee Parks

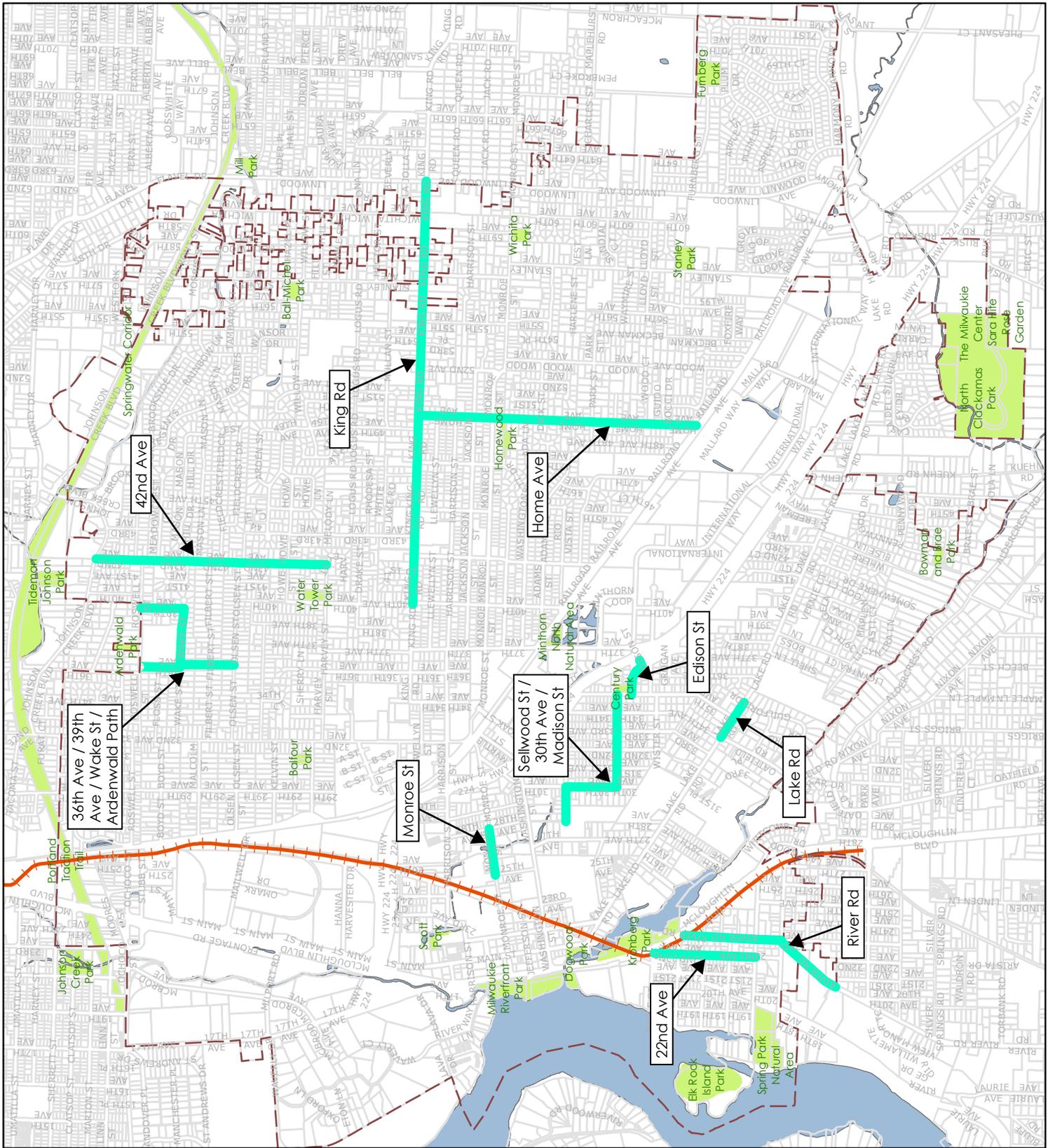
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Data Source: City of Milwaukee GIS, Metro Data, Research Center  
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**CITY OF MILWAUKIE**



# City of Milwaukee Capital Improvement Plan Wastewater Projects

- Key**
- █ Wastewater Project
  - █ Clay Pipe Replacement Program
  - █ Wastewater Repair Project
  - City of Milwaukee
  - City Border
  - Milwaukee Light Rail
  - Water body
  - Milwaukee Parks

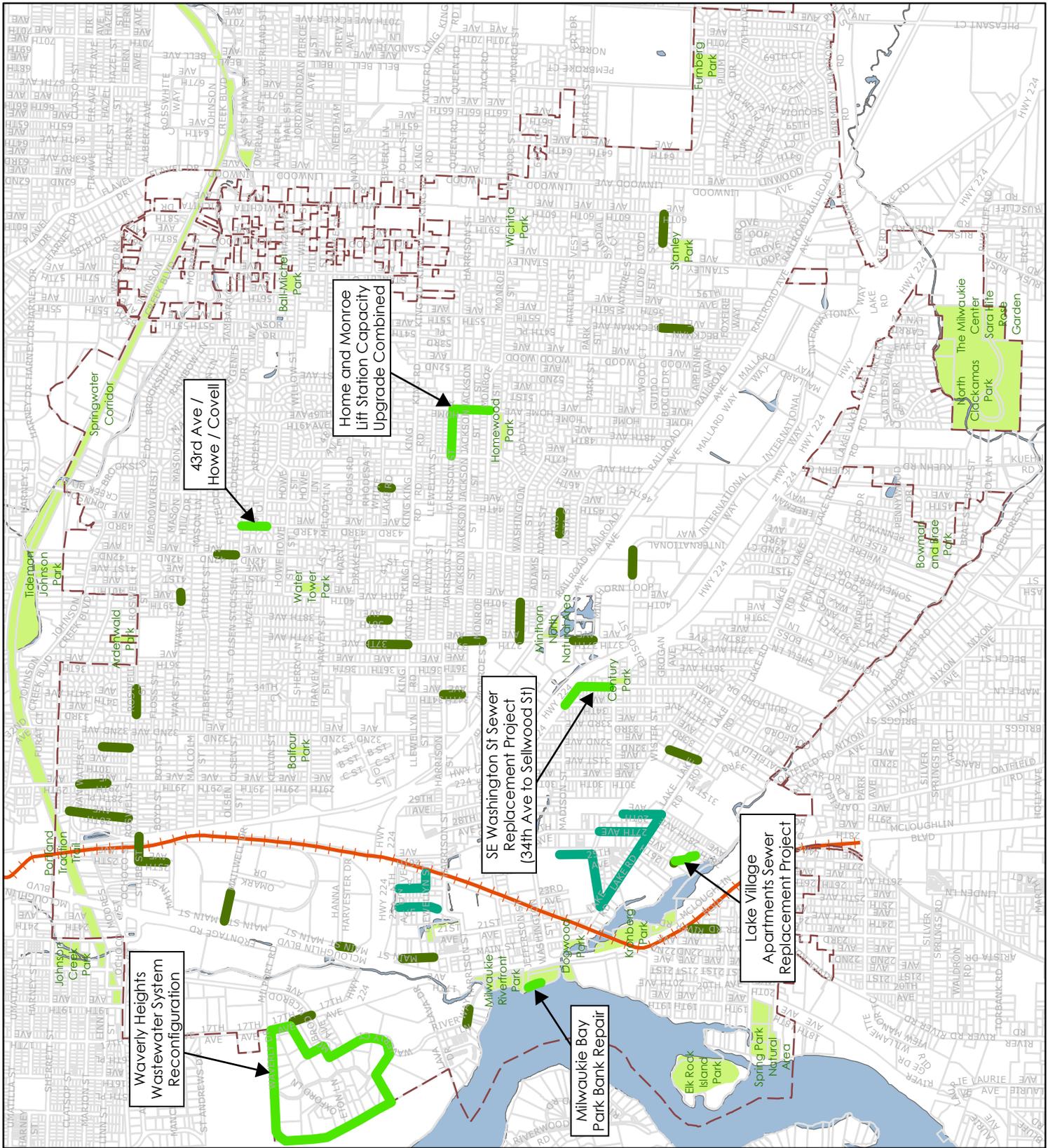
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Miles

N 

Data Source: City of Milwaukee GIS, Metro Data, Resources Center  
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**CITY OF MILWAUKIE**



# City of Milwaukee Capital Improvement Plan Water Projects

**Key**

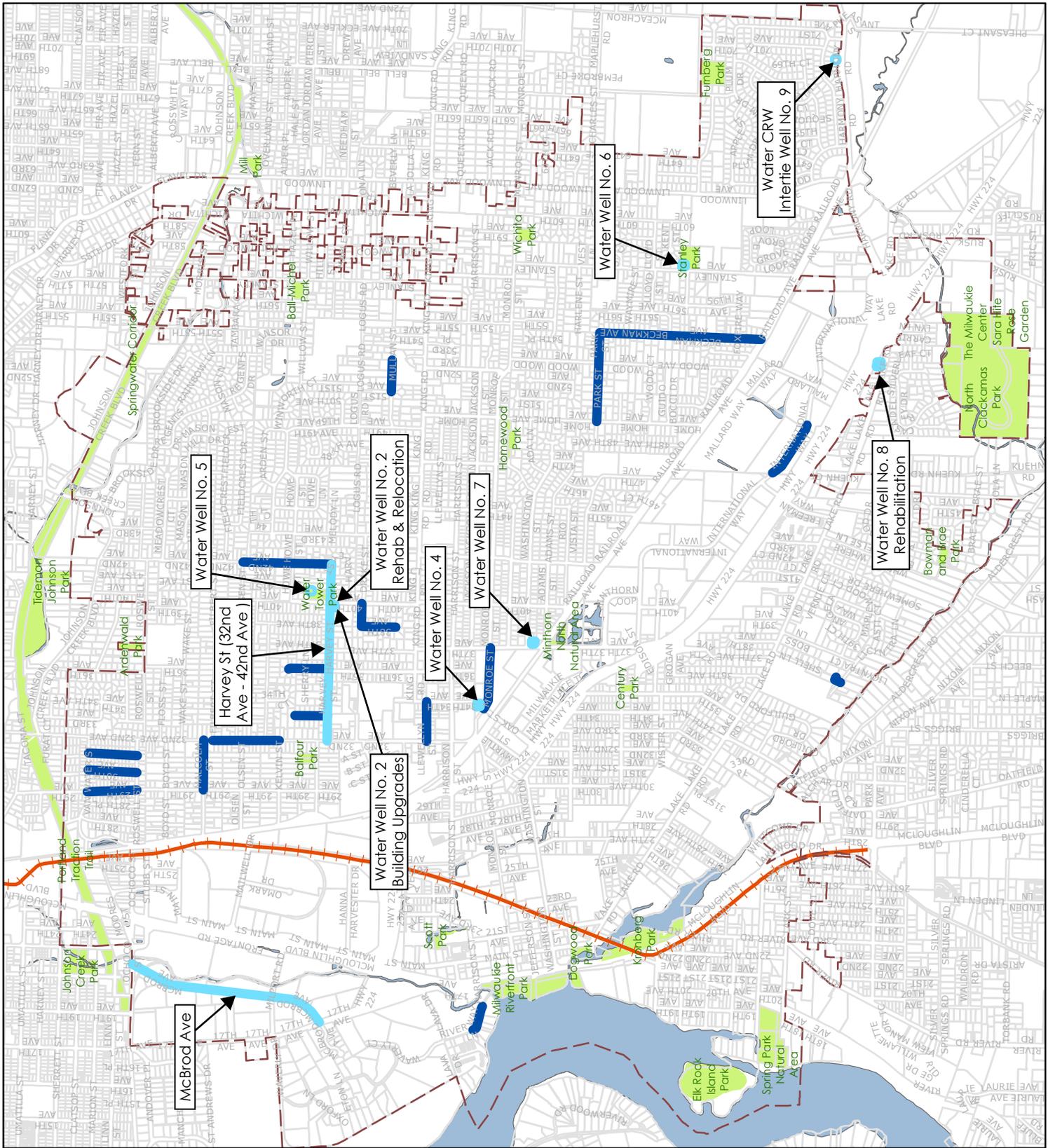
- Water Project
- Water System Improvements
- City of Milwaukee
- City Border
- Milwaukee Light Rail
- Water body
- Milwaukee Parks

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Miles

North Arrow

Data Source: City of Milwaukee GIS, Metro Data Resources Center, 10/2018. The information presented on this map is for informational purposes only. There are no warranties, express or implied, made by the City of Milwaukee as to the accuracy, completeness, timeliness, or reliability of the information presented on this map. Please check with GIS for most up to date information.

**CITY OF MILWAUKIE**







**Special thanks to:**

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**Associate Engineer** Tessie Prentice  
**Administrative Assistant II** Joyce Stahly

**Citizen Utility Advisory Board**

Vince Alvarez  
Joel Bergman  
Laura Hanna  
Edward Simmons  
Jacob Stetson

**Public Safety Advisory Committee**

Regis Niggemann, Chair, (Linwood)  
Megan Elston, Vice Chair, At-Large Member  
Shane Warner, Secretary, (Lewelling)  
Ray Bryan, (Historic Milwaukie)  
Rebeccah Bufford, At-Large Member  
Pam Denham, (Island Station)  
Don Jost, (Lake Road)  
Lance Lindahl, At-large Member  
Nicole Perry, At-Large Member  
Heather Ray, (Hector Campbell)  
Mark Taylor, (Ardenwald-Johnson Creek)

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CITY OF MILWAUKIE

# 5-year Forecast

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## *Long Term Financial Planning Process*

The City of Milwaukie prepares five-year financial forecasts during the development of the biennial budget. The five-year model takes into account projected increases and decreases in revenues and expenditures. This information is shared with the Budget Committee during to budget deliberations.

The City recently completed its capital improvement plan (CIP), which is aligned with the financial forecast and this budget document, as well as the corresponding master plan documents. These master plan documents provide long-range (20 year) planning for necessary capital improvements and investments in the City's infrastructure. The City refers to this as "multi-document transparency," because costly projects are planned and accounted for across many different documents. This level of planning allows for thoughtful project management and financing. The proposed biennial budget includes funds to prepare new master plans and corresponding rate studies for both the water and wastewater utilities.

Financial forecasts are key to strategizing, studying different financial outcomes, modeling demographic trends, anticipating changes in revenue streams, and forecasting utility rates. The latest version of the City's updated forecast projections by Fund are included in this budget document. Copies of the Capital Improvement Plan are also included and available on the City's website.



**City of Milwaukie**

**Total of 11 Funds**  
*(amounts in thousands)*

	ACTUALS					Current Year	PROJECTED					
	FY13	FY14	FY15	FY16	FY17	Estimated	+ 1	+ 2	+ 3	+ 4	+ 5	
						FY18	FY19	FY20	FY21	FY21	FY22	
<b>RESOURCES</b>												
Beginning Fund Balances	\$ 14,399	\$ 13,577	\$ 15,238	\$ 18,015	\$ 20,733	\$ 33,581	\$ 55,781	\$ 37,512	\$ 26,112	\$ 17,358	\$ 17,902	38%
Revenues	36,410	33,452	41,500	38,560	49,965	67,965	49,477	49,100	52,158	52,405	51,764	62%
<b>Total Resources</b>	<b>\$50,809</b>	<b>\$47,029</b>	<b>\$56,738</b>	<b>\$56,575</b>	<b>\$70,698</b>	<b>\$101,546</b>	<b>\$105,258</b>	<b>\$86,612</b>	<b>\$78,270</b>	<b>\$69,763</b>	<b>\$69,666</b>	<b>100%</b>
<b>REQUIREMENTS</b>												
Expenditures	\$ 37,232	\$ 31,791	\$ 38,723	\$ 35,842	\$ 37,117	\$ 45,765	\$ 67,745	\$ 60,500	\$ 60,912	\$ 51,861	\$ 53,416	72%
Ending Fund Balances	13,577	15,238	18,015	20,733	33,581	55,781	37,512	26,112	17,358	17,902	16,250	28%
<b>Total Requirements</b>	<b>\$ 50,809</b>	<b>\$ 47,029</b>	<b>\$ 56,738</b>	<b>\$ 56,575</b>	<b>\$ 70,698</b>	<b>\$ 101,546</b>	<b>\$ 105,258</b>	<b>\$ 86,612</b>	<b>\$ 78,270</b>	<b>\$ 69,763</b>	<b>\$ 69,666</b>	<b>100%</b>

**City of Milwaukee**

**Total of 11 Funds**  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5	% of rev
	FY13	FY14	FY15	FY16	FY17	Estimated	PROJECTED					
						FY18	FY19	FY20	FY21	FY22	FY23	
<b>Resources</b>												
Beginning fund balance	\$ 14,399	\$ 13,577	\$ 15,238	\$ 18,015	\$ 20,733	\$ 33,581	\$ 55,781	\$ 37,512	\$ 26,112	\$ 17,358	\$ 17,902	
Taxes	6,564	7,019	7,586	7,892	8,899	9,379	9,505	9,837	10,147	10,449	10,767	20%
Fees and charges	15,378	15,607	17,133	18,397	19,879	23,105	25,734	26,132	27,043	28,719	28,296	53%
Intergovernmental	4,240	4,270	5,736	5,762	4,424	7,554	5,862	4,841	4,914	4,995	5,090	10%
Debt proceeds	3,650	63	5,013	-	9,616	21,000	-	-	2,000	-	-	1%
Other	6,578	6,493	6,032	6,509	7,147	6,927	8,376	8,290	8,054	8,241	7,611	16%
Total revenues	36,410	33,452	41,500	38,560	49,965	67,965	49,477	49,100	52,158	52,405	51,764	100%
<b>Total Resources</b>	<b>\$ 50,809</b>	<b>\$ 47,029</b>	<b>\$ 56,738</b>	<b>\$ 56,575</b>	<b>\$ 70,698</b>	<b>\$ 101,546</b>	<b>\$ 105,258</b>	<b>\$ 86,612</b>	<b>\$ 78,270</b>	<b>\$ 69,763</b>	<b>\$ 69,666</b>	
<b>Requirements</b>												exp
Personnel services	\$ 13,081	\$ 13,023	\$ 13,355	\$ 14,113	\$ 15,214	\$ 16,574	\$ 18,152	\$ 19,690	\$ 20,353	\$ 21,729	\$ 22,443	35%
Materials & services	9,895	9,841	9,952	10,540	10,827	12,551	13,840	13,346	13,647	14,016	14,496	24%
Debt service	741	712	4,645	863	1,445	1,478	3,319	3,343	3,514	1,841	1,845	5%
Transfers to other funds	4,490	4,530	4,420	4,889	5,360	5,420	6,363	6,572	6,767	6,130	6,258	11%
Capital outlay	9,025	3,685	6,351	5,437	4,271	9,742	26,071	17,549	16,631	8,145	8,374	26%
Total expenditures	37,232	31,791	38,723	35,842	37,117	45,765	67,745	60,500	60,912	51,861	53,416	100%
Ending fund balance	13,577	15,238	18,015	20,733	33,581	55,781	37,512	26,112	17,358	17,902	16,250	
<b>Total Requirements</b>	<b>\$ 50,809</b>	<b>\$ 47,029</b>	<b>\$ 56,738</b>	<b>\$ 56,575</b>	<b>\$ 70,698</b>	<b>\$ 101,546</b>	<b>\$ 105,258</b>	<b>\$ 86,612</b>	<b>\$ 78,270</b>	<b>\$ 69,763</b>	<b>\$ 69,666</b>	

City of Milwaukee

Total of 11 Funds  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5	% of rev
	FY13	FY14	FY15	FY16	FY17	Estimated	PROJECTED					
						FY18	FY19	FY20	FY21	FY22	FY23	
<b>Resources</b>												
Beginning fund balance	\$ 14,399	\$ 13,577	\$ 15,238	\$ 18,015	\$ 20,733	\$ 33,581	\$ 55,781	\$ 37,512	\$ 26,112	\$ 17,358	\$ 17,902	
Taxes												
Taxes - General	6,564	7,019	7,266	7,619	7,919	8,368	8,647	8,982	9,286	9,592	9,908	18%
Taxes - Bonded Debt	-	-	320	273	980	1,011	858	855	861	857	859	2%
	6,564	7,019	7,586	7,892	8,899	9,379	9,505	9,837	10,147	10,449	10,767	20%
Fees and Charges												
Fees - Water	2,739	3,074	3,629	3,856	3,637	4,200	4,699	4,699	4,699	4,699	4,699	9%
Fees - Wastewater	6,324	6,532	6,939	7,246	7,661	7,967	7,967	8,326	8,701	9,093	9,502	17%
Fees - Stormwater	1,971	2,205	2,572	2,933	3,357	3,830	4,370	4,982	5,670	6,277	6,277	11%
Fees - SSMP & SAFE	612	617	622	625	1,083	1,696	2,026	2,102	2,183	2,253	2,328	4%
Fees and charges - SDCs	16	51	70	80	142	114	890	519	72	955	26	1%
Fees and charges - Other	1,238	689	733	1,086	1,142	1,918	2,222	1,880	1,905	1,443	1,322	3%
Franchise fees (external)	1,862	1,842	1,868	1,855	2,049	2,483	2,594	2,591	2,702	2,819	2,942	5%
Franchise fees (utility to st)	616	597	700	716	808	897	966	1,033	1,111	1,180	1,200	2%
	15,378	15,607	17,133	18,397	19,879	23,105	25,734	26,132	27,043	28,719	28,296	53%
Intergovernmental												
Intergov. - Library	1,337	1,425	1,525	1,552	1,611	1,690	1,739	1,791	1,845	1,900	1,957	4%
Intergov. - Streets, local gas tax	220	282	167	181	170	260	367	397	431	471	519	1%
Intergov. - Streets, state gas tax	1,117	1,172	1,184	1,213	1,227	1,239	1,227	1,215	1,203	1,191	1,179	2%
Intergov. - Other	1,467	1,391	2,860	2,816	1,416	4,365	2,529	1,438	1,435	1,433	1,435	3%
	4,240	4,270	5,736	5,762	4,424	7,554	5,862	4,841	4,914	4,995	5,090	10%
Fines and forfeitures	1,754	1,690	1,254	1,263	1,062	850	800	825	825	825	825	2%
Interest	77	66	87	73	232	275	382	334	333	335	337	1%
Miscellaneous	257	207	271	301	493	382	831	598	304	309	314	1%
Debt proceeds	3,650	63	5,013	-	9,616	21,000	-	-	2,000	-	-	1%
Transfers from other funds	4,490	4,530	4,420	4,872	5,360	5,420	6,363	6,533	6,592	6,772	6,135	13%
Total revenues	36,410	33,452	41,500	38,560	49,965	67,965	49,477	49,100	52,158	52,405	51,764	100%
<b>Total Resources</b>	<b>\$ 50,809</b>	<b>\$ 47,029</b>	<b>\$ 56,738</b>	<b>\$ 56,575</b>	<b>\$ 70,698</b>	<b>\$ 101,546</b>	<b>\$ 105,258</b>	<b>\$ 86,612</b>	<b>\$ 78,270</b>	<b>\$ 69,763</b>	<b>\$ 69,666</b>	
<b>Requirements</b>												% of exp
Personnel services	\$ 13,081	\$ 13,023	\$ 13,355	\$ 14,113	\$ 15,214	\$ 16,574	\$ 18,152	\$ 19,690	\$ 20,353	\$ 21,729	\$ 22,443	35%
Materials & services (w/o chgs)	9,895	9,841	9,952	10,540	10,827	12,551	13,840	13,346	13,647	14,016	14,496	24%
Debt service	741	712	4,645	863	1,445	1,478	3,319	3,343	3,514	1,841	1,845	5%
Transfers to other funds	4,490	4,530	4,420	4,889	5,360	5,420	6,363	6,572	6,767	6,130	6,258	11%
Capital outlay	9,025	3,685	6,351	5,437	4,271	9,742	26,071	17,549	16,631	8,145	8,374	26%
Total expenditures	37,232	31,791	38,723	35,842	37,117	45,765	67,745	60,500	60,912	51,861	53,416	100%
Ending fund balance												
Policy requirements	5,409	5,234	5,428	6,441	6,911	7,954	8,614	8,838	8,907	9,625	9,840	
Reserves for debt service	436	611	587	412	408	430	424	448	466	-	-	
Reserves for vehicle replacement	1,080	1,268	918	600	650	600	715	685	690	727	800	
Reserves for capital	2,133	1,893	1,928	1,944	2,096	11,254	3,946	1,127	1,019	1,374	1,170	
Reserves for utilities	1,561	2,396	4,797	6,626	7,219	7,307	6,020	4,049	2,661	3,191	3,846	
Reserves for other	166	168	177	177	159	734	662	537	1,562	860	452	
Over (under) policy/reserves	2,792	3,668	4,180	4,533	16,138	27,502	17,131	10,428	2,054	2,125	142	
Total ending fund balance	13,577	15,238	18,015	20,733	33,581	55,781	37,512	26,112	17,358	17,902	16,250	
<b>Total Requirements</b>	<b>\$ 50,809</b>	<b>\$ 47,029</b>	<b>\$ 56,738</b>	<b>\$ 56,575</b>	<b>\$ 70,698</b>	<b>\$ 101,546</b>	<b>\$ 105,258</b>	<b>\$ 86,612</b>	<b>\$ 78,270</b>	<b>\$ 69,763</b>	<b>\$ 69,666</b>	

(amounts in thousands) amounts in thousands

	ACTUALS					Current Year	+1	+2	+3	+4	+5	
	FY13	FY14	FY15	FY16	FY17	Estimated	PROJECTED					
						FY18	FY19	FY20	FY21	FY22	FY23	
<b>Resources</b>												
Beginning fund balance	\$ 5,782	\$ 5,444	\$ 6,039	\$ 5,780	\$ 6,114	\$ 7,338	\$ 6,434	\$ 6,042	\$ 5,270	\$ 4,893	\$ 4,254	
Fines - Traffic and Court	986	881	836	605	458	450	450	450	450	450	450	0.00%
Fines - Photo Radar	702	667	296	379	278	75	-	-	-	-	-	0.00%
Fines - Training and Comm Safety	5	3	3	1	-	-	-	-	-	-	-	1.00%
Fines - Other	-	79	59	227	277	275	300	325	325	325	325	0.00%
Fees and charges	864	414	441	495	607	629	745	783	783	783	783	0.00%
Interest	71	64	87	73	97	175	300	300	300	300	300	0.00%
Miscellaneous	120	91	142	132	222	105	115	75	77	79	81	2.00%
Taxes	5,628	6,008	6,324	6,677	7,118	7,428	7,718	8,035	8,316	8,607	8,908	3.50%
Franchise fees (external)	1,547	1,537	1,553	1,546	1,750	2,172	2,286	2,286	2,400	2,520	2,646	5.00%
Intergovernmental & Grants	1,347	1,274	2,113	1,621	1,140	1,218	1,323	1,344	1,344	1,344	1,344	0.00%
Debt proceeds	3,650	63	5,013	-	-	-	-	-	-	-	-	0.00%
Transfers from other funds	4,490	4,530	4,420	4,470	5,360	5,420	6,363	6,533	6,592	6,772	6,135	2.50%
<b>Total revenues</b>	<b>19,509</b>	<b>15,611</b>	<b>21,287</b>	<b>16,226</b>	<b>17,307</b>	<b>17,947</b>	<b>19,600</b>	<b>20,131</b>	<b>20,587</b>	<b>21,180</b>	<b>20,972</b>	
<b>Total Resources</b>	<b>\$ 25,291</b>	<b>\$ 21,055</b>	<b>\$ 27,326</b>	<b>\$ 22,006</b>	<b>\$ 23,421</b>	<b>25,285</b>	<b>\$ 26,034</b>	<b>\$ 26,173</b>	<b>\$ 25,857</b>	<b>\$ 26,073</b>	<b>\$ 25,226</b>	
<b>Requirements</b>												
Personnel services	\$ 9,684	\$ 9,599	\$ 9,828	\$ 10,439	\$ 11,294	12,264	\$ 13,561	\$ 14,726	\$ 15,151	\$ 16,193	\$ 16,705	Projected
Materials & services (w/o chgs)	3,902	3,871	3,733	4,072	3,845	5,052	4,986	4,979	5,102	5,228	5,358	3.00%
Debt service	436	611	4,236	412	408	430	424	448	466	-	-	Schedule
Transfers to other funds	-	-	-	419	-	-	-	-	-	-	-	0.00%
Capital outlay	5,825	935	3,749	550	536	1,105	1,021	750	245	398	245	Per CIP
<b>Total expenditures</b>	<b>19,847</b>	<b>15,016</b>	<b>21,546</b>	<b>15,892</b>	<b>16,083</b>	<b>18,851</b>	<b>19,992</b>	<b>20,903</b>	<b>20,964</b>	<b>21,819</b>	<b>22,308</b>	
Ending fund balance												
Policy requirement (25%)	1,950	1,702	2,207	3,165	3,235	3,730	4,013	4,179	4,188	4,836	4,947	
Reserves vehicle replacement	900	888	418	-	-	-	-	-	-	-	-	
Reserves debt service	436	611	587	412	408	430	424	448	466	-	-	
Reservefor Economic Dev (CET)	-	-	-	-	-	-	110	220	330	440	490	
Reserves forfeiture	25	27	36	36	18	-	-	-	-	-	-	
Reserves PEG	86	140	142	120	124	169	90	79	79	79	79	
Over (under) Policy	2,047	2,671	2,390	2,381	3,553	2,105	1,405	343.90	(170)	(1,101)	(2,598)	
<b>Total ending fund balance</b>	<b>5,444</b>	<b>6,039</b>	<b>5,780</b>	<b>6,114</b>	<b>7,338</b>	<b>6,434</b>	<b>6,042</b>	<b>5,270</b>	<b>4,893</b>	<b>4,254</b>	<b>2,918</b>	
<b>Total Requirements</b>	<b>\$ 25,291</b>	<b>\$ 21,055</b>	<b>\$ 27,326</b>	<b>\$ 22,006</b>	<b>\$ 23,421</b>	<b>25,285</b>	<b>\$ 26,034</b>	<b>\$ 26,173</b>	<b>\$ 25,857</b>	<b>\$ 26,073</b>	<b>\$ 25,226</b>	

**General Fund**  
(amounts in thousands)

	ACTUALS					Current Year	+1	+2	+3	+4	+5
	FY13	FY14	FY15	FY16	FY17	Estimated	Projected				
	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
City Council	43	77	66	93	101	102	127	117	119	122	125
City Manager	597	749	673	824	964	1,081	1,063	1,076	1,109	1,165	1,201
City Attorney	-	-	-	-	-	-	250	274	289	304	312
Community Development	6,922	1,934	3,208	749	795	1,077	963	1,180	934	1,012	1,015
Public Works Administration	-	-	466	677	668	704	826	876	836	880	910
Engineering	502	465	490	499	610	964	1,485	1,555	1,626	1,718	1,778
Facilities Management	912	897	1,247	1,014	960	1,551	1,654	1,486	1,240	1,319	1,319
Finance	676	779	826	897	1,098	1,132	1,400	1,454	1,497	1,574	1,621
Fleet Services	679	777	1,054	686	542	593	623	641	667	692	713
Human Resources	228	260	280	297	327	368	343	384	395	416	428
Information Technology	1,101	1,198	1,049	1,013	1,028	1,718	1,320	1,263	1,297	1,431	1,381
Municipal Court	337	347	338	392	344	358	351	374	387	408	421
Planning	517	449	499	618	718	755	881	922	941	966	1,014
Code Enforcement	181	159	178	231	158	181	193	207	215	228	236
PEG	57	20	78	75	61	73	115	45	45	45	45
Office of City Recorder	365	395	385	407	378	376	400	429	443	465	481
Nondepartmental	634	862	4,663	746	750	852	852	913	943	489	501
Police Administration	478	435	537	571	598	-	-	-	-	-	-
Police Department	5,329	4,987	5,213	5,396	5,599	6,966	7,146	7,707	7,982	8,564	8,807
Police Support Services	289	226	296	288	384	-	-	-	-	-	-
	\$ 19,847	\$ 15,016	\$ 21,546	\$ 15,473	\$ 16,083	\$ 18,851	\$ 19,992	\$ 20,903	\$ 20,964	\$ 21,819	\$ 22,308
<b>Personnel Services</b>											
City Council	17	17	17	17	17	17	18	18	18	18	18
City Manager	515	524	504	604	725	742	786	846	873	923	953
City Attorney	-	-	-	-	-	-	196	220	235	250	258
Community Development	1,175	1,034	486	463	484	644	678	738	763	807	835
Public Works Administration	-	-	408	543	624	633	751	807	765	808	836
Engineering	483	456	473	476	592	873	1,355	1,486	1,555	1,646	1,704
Facilities Management	204	212	216	240	203	317	337	369	382	405	418
Finance	497	626	708	767	867	941	957	1,030	1,062	1,129	1,164
Fleet Services	270	272	272	298	283	279	283	311	329	345	358
Human Resources	201	226	231	240	252	267	274	295	304	322	332
Information Technology	330	374	276	314	367	395	417	446	460	485	501
Municipal Court	270	249	235	264	253	266	251	273	283	302	312
Planning	430	421	462	465	575	625	649	690	703	742	764
Code Enforcement	141	121	117	128	133	137	148	162	169	181	188
Office of City Recorder	258	328	316	328	302	299	319	348	360	380	394
Police Administration	468	422	526	553	588	-	-	-	-	-	-
Police Department	4,137	4,092	4,286	4,452	4,650	5,829	6,142	6,687	6,890	7,450	7,670
Police Support Services	288	225	295	287	379	-	-	-	-	-	-
	9,684	9,599	9,828	10,439	11,294	12,264	13,561	14,726	15,151	16,193	16,705
<b>Mat'l &amp; Serv (w/o Internal Charges)</b>											
City Council	26	60	49	76	84	85	109	99	101	104	107
City Manager	82	225	169	220	239	339	277	230	236	242	248
City Attorney	-	-	-	-	-	-	54	54	54	54	54
Community Development	229	284	125	134	107	383	235	167	171	175	180
Public Works Administration	-	-	27	52	44	36	75	69	71	72	74
Engineering	19	9	17	23	18	56	80	69	71	72	74
Facilities Management	649	635	663	748	693	1,007	827	837	858	879	901
Finance	170	152	118	85	195	177	443	424	435	445	457
Fleet Services	409	375	313	317	259	302	330	330	338	347	355
Human Resources	27	34	49	57	75	101	69	89	91	94	96
Information Technology	700	715	606	665	591	788	747	817	837	858	880
Municipal Court	67	84	103	128	91	92	100	101	104	106	109
Planning	87	28	37	153	143	130	232	232	238	244	250
Code Enforcement	33	31	61	103	25	44	45	45	46	47	48
PEG	57	20	36	26	30	31	-	-	-	-	-
Office of City Recorder	107	67	69	79	76	77	81	81	83	85	87
Nondepartmental	256	301	443	349	357	417	428	465	477	489	501
Police Administration	10	13	11	18	10	-	-	-	-	-	-
Police Department	973	837	836	838	803	987	854	870	892	914	937
Police Support Services	1	1	1	1	5	-	-	-	-	-	-
	3,902	3,871	3,733	4,072	3,845	5,052	4,986	4,979	5,102	5,228	5,358
<b>Debt Service</b>											
Facilities Management	58	50	16	15	15	20	-	-	-	-	-
Nondepartmental	378	561	4,220	397	393	410	424	448	466	-	-
	436	611	4,236	412	408	430	424	448	466	-	-
<b>Transfers</b>											
	-	-	-	419	-	-	-	-	-	-	-
<b>Capital Outlay</b>											
Community Development	5,518	616	2,597	152	204	50	50	275	-	30	-
Public Works Administration	-	-	31	82	-	35	-	-	-	-	-
Engineering	-	-	-	-	-	35	50	-	-	-	-
Facilities Management	1	-	352	11	49	207	490	280	-	35	-
Finance	9	1	-	45	36	14	-	-	-	-	-
Fleet Services	-	130	469	71	-	12	10	-	-	-	-
Information Technology	71	109	167	34	70	535	156	-	-	88	-
PEG	-	-	42	49	31	42	115	45	45	45	45
Nondepartmental	-	-	-	-	-	25	-	-	-	-	-
Police Department	219	58	91	106	146	150	150	150	200	200	200
	5,825	935	3,749	550	536	1,105	1,021	750	245	398	245
	\$ 19,847	\$ 15,016	\$ 21,546	\$ 15,892	\$ 16,083	\$ 18,851	\$ 19,992	\$ 20,903	\$ 20,964	\$ 21,819	\$ 22,308

**City of Milwaukie**

**Debt Service Fund**  
(amounts in thousands)

	ACTUALS					Current Year	PROJECTED					
	FY13	FY14	FY15	FY16	FY17	Estimated FY18	+ 1	+ 2	+ 3	+ 4	+ 5	
							FY19	FY20	FY21	FY22	FY23	
<b>Resources</b>												
Beginning fund balance	\$ -	\$ -	\$ -	\$ 100	\$ 111	\$ 247	\$ 399	\$ 398	\$ 398	\$ 397	\$ 397	
Taxes	-	-	320	273	980	1,011	858	855	861	857	859	Scheduled
Miscellaneous	-	-	-	-	2	-	-	-	-	-	-	0.00%
Intergovernmental	-	-	85	85	88	86	84	88	85	83	85	Scheduled
Total revenues	-	-	405	358	1,070	1,097	942	943	946	940	944	
<b>Total Resources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 405</b>	<b>\$ 458</b>	<b>\$ 1,181</b>	<b>\$ 1,344</b>	<b>\$ 1,341</b>	<b>\$ 1,341</b>	<b>\$ 1,344</b>	<b>\$ 1,337</b>	<b>\$ 1,341</b>	
<b>Requirements</b>												
Debt service	\$ -	\$ -	\$ 305	\$ 347	\$ 934	\$ 945	\$ 943	\$ 943	\$ 947	\$ 940	\$ 944	Scheduled
Total expenditures	-	-	305	347	934	945	943	943	947	940	944	
Total ending fund balance	-	-	100	111	247	399	398	398	397	397	397	
<b>Total Requirements</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 405</b>	<b>\$ 458</b>	<b>\$ 1,181</b>	<b>\$ 1,344</b>	<b>\$ 1,341</b>	<b>\$ 1,341</b>	<b>\$ 1,344</b>	<b>\$ 1,337</b>	<b>\$ 1,341</b>	

City of Milwaukee

Building Inspections Fund

(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5	
	FY13	FY14	FY15	FY16	FY17	Estimated	PROJECTED					
						FY18	FY19	FY20	FY21	FY22	FY23	
<b>Resources</b>												
Beginning fund balance	\$ 284	\$ 244	\$ 170	\$ 137	\$ 317	\$ 310	\$ 712	\$ 1,124	\$ 1,212	\$ 1,276	\$ 961	
Fees and charges	249	212	226	490	450	866	1,075	815	815	475	489	3.00%
Miscellaneous	1	-	1	1	5	5	5	5	5	5	5	0.00%
Intergovernmental	-	1	1	1	1	1	1	1	1	1	1	0.00%
Transfers from other funds	-	-	-	14	-	-	-	-	-	-	-	0.00%
Total revenues	250	213	228	506	456	872	1,081	821	821	481	495	
<b>Total Resources</b>	<b>\$ 534</b>	<b>\$ 457</b>	<b>\$ 398</b>	<b>\$ 643</b>	<b>\$ 773</b>	<b>\$ 1,182</b>	<b>\$ 1,793</b>	<b>\$ 1,945</b>	<b>\$ 2,033</b>	<b>\$ 1,757</b>	<b>\$ 1,456</b>	
<b>Requirements</b>												
Personnel services	\$ 209	\$ 207	\$ 194	\$ 240	\$ 250	\$ 264	\$ 328	\$ 353	\$ 367	\$ 394	\$ 409	PS Spreadsheet
Materials & services (w/o chgs)	11	10	17	36	93	86	122	122	126	130	134	3.00%
Transfers to other funds	70	70	50	50	120	120	219	258	264	271	278	2.50%
Total expenditures	290	287	261	326	463	470	669	733	757	795	821	
Ending fund balance												
Policy requirement (50%)	145	144	131	163	232	# 235	335	367	379	398	410	
Over (under) policy/reserves	99	26	6	154	78	477	789	845	897	563	226	
Total ending fund balance	244	170	137	317	310	712	1,124	1,212	1,276	961	636	
<b>Total Requirements</b>	<b>\$ 534</b>	<b>\$ 457</b>	<b>\$ 398</b>	<b>\$ 643</b>	<b>\$ 773</b>	<b>\$ 1,182</b>	<b>\$ 1,793</b>	<b>\$ 1,945</b>	<b>\$ 2,033</b>	<b>\$ 1,757</b>	<b>\$ 1,456</b>	

City of Milwaukee

Library Fund  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5	
	FY13	FY14	FY15	FY16	FY17	Estimated	PROJECTED					
						FY18	FY19	FY20	FY21	FY22	FY23	
<b>Resources</b>												
Beginning fund balance	\$ 557	\$ 381	\$ 551	\$ 746	\$ 842	\$ 10,084	\$ 10,384	\$ 2,799	\$ 372	\$ 353	\$ 244	
Allocation of general property taxes	936	1,011	942	942	801	848	834	830	830	830	830	0.00%
Fines - Library and other	61	60	60	51	49	50	50	50	50	50	50	0.00%
Interest	1	1	-	-	96	100	75	25	26	27	28	2.00%
Intergovernmental												
Library District dedicated levy	1,337	1,425	1,525	1,552	1,611	1,690	1,739	1,791	1,845	1,900	1,957	3.00%
County District Capital Grant	-	-	-	-	-	1,000	-	-	-	-	-	2.00%
Ready to Read grant from State	4	4	6	6	6	6	5	5	5	5	5	2.00%
Improvement Project Grants/Donations	-	-	-	-	-	-	431	250	-	-	-	0.00%
Miscellaneous	7	8	22	13	10	20	15	16	-	-	-	2.00%
Proceeds from Issuance of Debt	-	-	-	-	9,616	-	-	-	-	-	-	2.00%
Total revenues	2,346	2,509	2,555	2,564	12,189	3,714	3,149	2,967	2,756	2,812	2,870	
<b>Total Resources</b>	<b>\$ 2,903</b>	<b>\$ 2,890</b>	<b>\$ 3,106</b>	<b>\$ 3,310</b>	<b>\$ 13,031</b>	<b>\$ 13,798</b>	<b>\$ 13,533</b>	<b>\$ 5,766</b>	<b>\$ 3,128</b>	<b>\$ 3,165</b>	<b>\$ 3,115</b>	
<b>Requirements</b>												
Personnel services	\$ 1,430	\$ 1,471	\$ 1,472	\$ 1,523	\$ 1,609	\$ 1,681	\$ 1,655	\$ 1,787	\$ 1,853	\$ 1,975	\$ 2,038	PS Spreadsheet
Materials & services (w/o chgs)	187	168	178	265	360	193	495	402	203	209	215	3.00%
Debt service	195	-	-	-	-	-	-	-	-	-	-	0.00%
Transfers to other funds	710	700	700	680	720	740	664	701	719	737	755	2.50%
Capital outlay	-	-	10	-	258	800	7,920	2,504	-	-	-	0.00%
Total expenditures	2,522	2,339	2,360	2,468	2,947	3,414	10,734	5,394	2,775	2,921	3,008	
Ending fund balance												
Policy requirement (17%)	134	138	140	163	194	319	366	372	350	371	383	
Reserve for endowment	141	141	141	141	141	-	-	-	-	-	-	
Over (under) policy/reserves	106	272	465	538	9,749	10,065	2,433	-	3	(127)	(277)	
Total ending fund balance	381	551	746	842	10,084	10,384	2,799	372	353	244	106	
<b>Total Requirements</b>	<b>\$ 2,903</b>	<b>\$ 2,890</b>	<b>\$ 3,106</b>	<b>\$ 3,310</b>	<b>\$ 13,031</b>	<b>\$ 13,798</b>	<b>\$ 13,533</b>	<b>\$ 5,766</b>	<b>\$ 3,128</b>	<b>\$ 3,165</b>	<b>\$ 3,115</b>	

City of Milwaukie

Affordable Housing Fund (CET)

(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY13	FY14	FY15	FY16	FY17	Estimated	PROJECTED				
						FY18	FY19	FY20	FY21	FY22	FY23
<b>Resources</b>											
Beginning fund balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4	\$ 4	\$ -	\$ -	\$ -	\$ -
CET - DI 80%	-	-	-	-	-	-	72	72	72	50	50
CET - DI 120%	-	-	-	-	-	-	110	110	110	110	50
Affordable housing	-	-	-	-	-	-	50	50	50	35	35
Total revenues	-	-	-	-	-	-	232	232	232	195	135
<b>Total Resources</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4	\$ 236	\$ 232	\$ 232	\$ 195	\$ 135
<b>Requirements</b>											
Developer Assistance 80%	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 73	\$ 72	\$ 72	\$ 50	\$ 50
Developer Assistance 120%	-	-	-	-	-	-	112	110	110	110	50
Affordable Housing	-	-	-	-	-	-	51	50	50	35	35
Total expenditures	-	-	-	-	-	-	236	232	232	195	135
Ending fund balance											
Policy requirement (50%)	-	-	-	-	-	##	-	-	-	-	-
Over (under) policy/reserves	-	-	-	-	-	4	-	-	-	-	-
Total ending fund balance	-	-	-	-	-	4	-	-	-	-	-
<b>Total Requirements</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4	\$ 236	\$ 232	\$ 232	\$ 195	\$ 135

City of Milwaukee

MRC Urban Renewal Fund

(amounts in thousands)

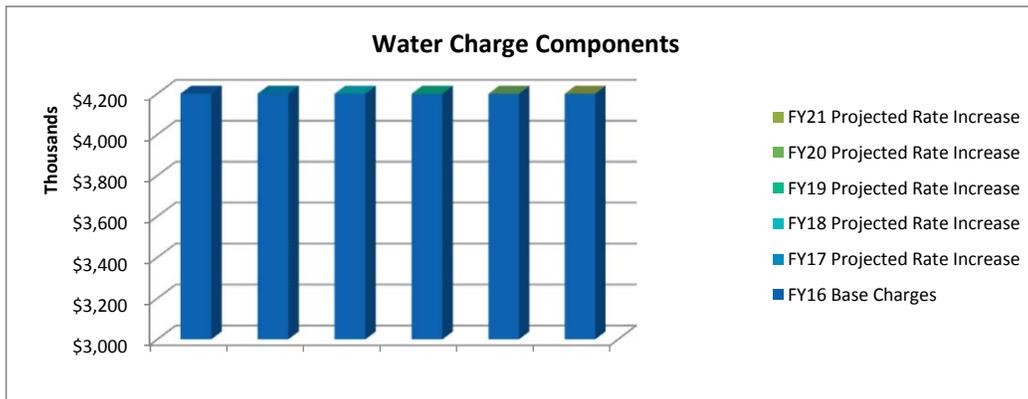
	ACTUALS					Current Year	PROJECTED				
	FY13	FY14	FY15	FY16	FY17	Estimated FY18	+ 1	+ 2	+ 3	+ 4	+ 5
							FY19	FY20	FY21	FY22	FY23
<b>Resources</b>											
Beginning fund balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 93	\$ 117	\$ 165	\$ 1,437	\$ 614
Tax Increment	-	-	-	-	-	92	95	117	140	155	170 3.00%
Interest	-	-	-	-	-	1	4	6	7	8	9 0.00%
Debt proceeds	-	-	-	-	-	-	-	-	2,000	-	- 0.00%
Total revenues	-	-	-	-	-	93	99	123	2,147	163	179
<b>Total Resources</b>	<b>\$ -</b>	<b>\$ 93</b>	<b>\$ 192</b>	<b>\$ 240</b>	<b>\$ 2,312</b>	<b>\$ 1,600</b>	<b>\$ 793</b>				
<b>Requirements</b>											
Personnel services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40	\$ 42	\$ 44 .25 FTE
Materials & services (w/o chgs)											
Pre-development Assistance	-	-	-	-	-	-	10	10	75	75	100 estimated
Tenant Improvements	-	-	-	-	-	-	10	10	20	25	30 estimated
Small Business Development fund	-	-	-	-	-	-	-	-	50	50	50 estimated
Developer Assistance	-	-	-	-	-	-	15	15	75	75	75 estimated
Downtown Main Street Enhancements	-	-	-	-	-	-	15	15	20	20	20 estimated
Capital Outlay											
Parking Solutions	-	-	-	-	-	-	25	25	425	-	- estimated
Streetscape Improvements	-	-	-	-	-	-	-	-	-	424	- estimated
Debt service	-	-	-	-	-	-	-	-	150	150	150 estimated
Transfer	-	-	-	-	-	-	-	-	20	25	30 estimated
Contingency	-	-	-	-	-	-	25	25	100	100	50 estimated
Total expenditures	-	-	-	-	-	-	100	100	975	986	549
Ending fund balance											
Policy requirement (50%)	-	-	-	-	-	##	-	-	225	225	225
Over (under) policy/reserves	-	-	-	-	-	93	92	140	1,112	389	19
Total ending fund balance	-	-	-	-	-	93	92	140	1,337	614	244
<b>Total Requirements</b>	<b>\$ -</b>	<b>\$ 93</b>	<b>\$ 192</b>	<b>\$ 240</b>	<b>\$ 2,312</b>	<b>\$ 1,600</b>	<b>\$ 793</b>				



City of Milwaukee

Water Fund  
(amounts in thousands)

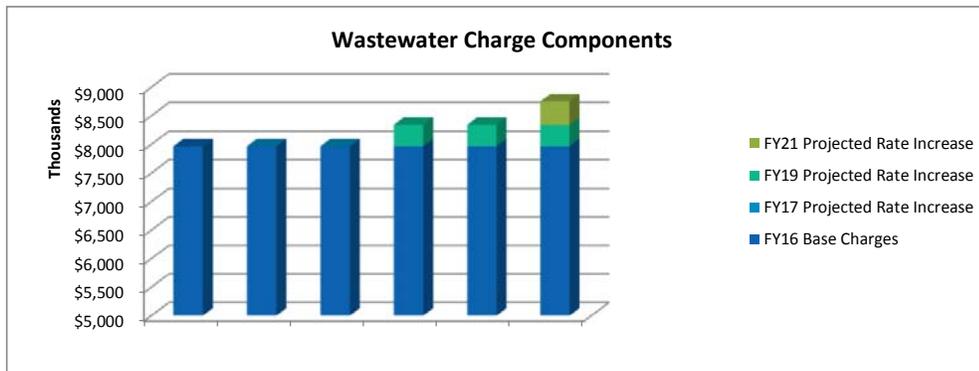
	ACTUALS					Current Year	PROJECTED				
	FY13	FY14	FY15	FY16	FY17	Estimated	+ 1	+ 2	+ 3	+ 4	+ 5
							FY19	FY20	FY21	FY22	FY23
<b>Resources</b>											
Beginning fund balance	\$ (225)	\$ 211	\$ 781	\$ 1,700	\$ 3,462	\$ 2,921	\$ 3,766	\$ 3,177	\$ 3,031	\$ 1,893	\$ 1,777
Water charges - base	2,739	3,074	3,629	3,856	3,637	4,006	4,200	4,699	4,699	4,699	4,699 0.00%
Water charges - rate increases	-	-	-	-	-	194	499	-	-	-	- 0.00%
Interest	-	-	-	-	27	-	-	-	-	-	- 5.00%
Miscellaneous	83	83	69	109	83	50	50	50	50	50	50 1.00%
Transfers from other funds	-	-	-	284	-	-	-	-	-	-	- 0.00%
Total revenues	2,822	3,157	3,698	4,249	3,747	4,250	4,749	4,749	4,749	4,749	4,749
<b>Total Resources</b>	\$ 2,597	\$ 3,368	\$ 4,479	\$ 5,949	\$ 7,209	\$ 7,171	\$ 8,515	\$ 7,926	\$ 7,780	\$ 6,642	\$ 6,526
Personnel services	485	540	548	574	701	732	777	838	872	924	962 PS Spreadsheet
Personnel services (temp/seasonal)	38	21	27	11	15	50	55	59	62	65	65 PS Spreadsheet
Materials & services (base)	194	286	297	283	280	354	315	304	313	323	332 3.00%
M&S (franchise fee to transportation)	230	263	290	269	307	336	376	376	376	376	376 Calculated
M&S (electricity costs)	177	173	188	186	179	210	200	207	217	228	239 5.00%
Transfers to other funds	980	990	915	915	1,140	1,180	1,201	1,249	1,280	1,312	1,345 2.50%
Capital outlay											
Scheduled capital projects	258	314	514	249	1,666	289	2,414	1,372	2,142	1,498	884 Per CIP
Maintenance improvements	24	-	-	-	-	-	-	-	190	-	- Per CIP
Additions (vehicles & equip)	-	-	-	-	-	105	-	390	335	40	31 Per CIP
Other	-	-	-	-	-	149	-	100	100	100	100 Per CIP
Total expenditures	2,386	2,587	2,779	2,487	4,288	3,405	5,338	4,895	5,887	4,865	4,334
Ending fund balance											
Policy requirement (50%)	1,050	1,140	1,130	1,120	1,310	1,430	1,460	1,420	1,460	1,510	1,560
Reserve for vehicle replacement	30	80	100	100	100	100	100	100	100	100	100
Over (under) policy/reserves	(869)	(439)	470	2,242	1,511	2,236	1,617	1,511	333	166	531
Total ending fund balance	211	781	1,700	3,462	2,921	3,766	3,177	3,031	1,893	1,777	2,192
<b>Total Requirements</b>	\$ 2,597	\$ 3,368	\$ 4,479	\$ 5,949	\$ 7,209	\$ 7,171	8,515	7,926	\$ 7,780	\$ 6,642	\$ 6,525



City of Milwaukee

Wastewater Fund  
(amounts in thousands)

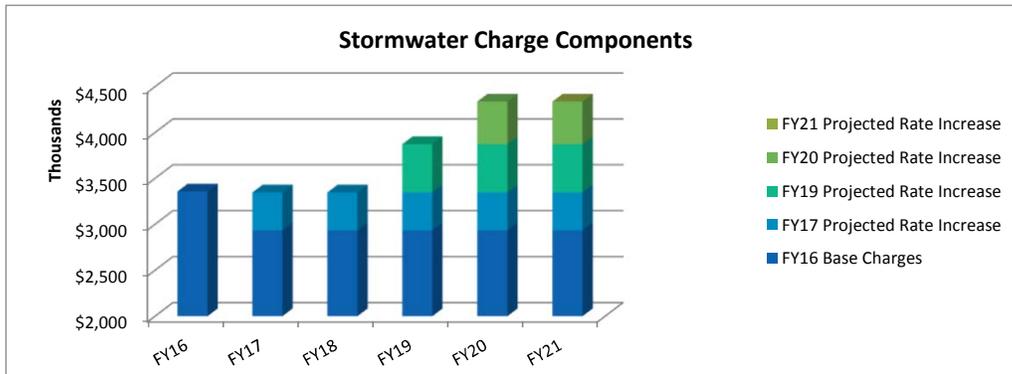
	ACTUALS					Current Year	PROJECTED					
	FY13	FY14	FY15	FY16	FY17	Estimated FY18	+ 1	+ 2	+ 3	+ 4	+ 5	
							FY19	FY20	FY21	FY22	FY23	
<b>Resources</b>												
Beginning fund balance	\$ 3,085	\$ 2,445	\$ 2,318	\$ 2,717	\$ 3,272	\$ 3,864	4,361	3,900	\$ 4,027	\$ 3,617	\$ 4,118	
Wastewater charges - base	6,324	6,532	6,939	7,246	7,661	7,661	7,967	7,967	8,326	8,701	9,093	0.00%
Wastewater - rate increases	-	-	-	-	-	306	-	359	375	392	409	Scheduled
Miscellaneous	25	10	14	1	54	55	56	57	58	59	60	2.00%
Proceeds from Reimb District	51	55	66	43	85	85	50	50	50	50	50	0.00%
Transfers from other funds	-	-	-	62	-	-	-	-	-	-	-	0.00%
Total revenues	6,400	6,597	7,019	7,352	7,800	8,107	8,073	8,433	8,809	9,202	9,612	
<b>Total Resources</b>	<b>\$ 9,485</b>	<b>\$ 9,042</b>	<b>\$ 9,337</b>	<b>\$ 10,069</b>	<b>\$ 11,072</b>	<b>\$ 11,971</b>	<b>\$ 12,434</b>	<b>\$ 12,333</b>	<b>\$ 12,836</b>	<b>\$ 12,819</b>	<b>\$ 13,730</b>	
<b>Requirements</b>												
Personnel services	394	398	414	428	410	404	462	498	514	544	561	PS Spreadsheet
Materials & services (base)	211	103	107	99	92	208	171	140	144	148	152	3.00%
M&S (franchise fee to transportation)	230	167	200	213	232	251	240	257	275	294	314	Calculated
M&S (Contract treatment costs)	3,968	4,076	4,261	4,345	4,566	4,727	4,866	5,012	5,162	5,317	5,476	3.00%
M&S (CCSD #1 SDC's)	-	102	-	30	8	12	85	85	-	-	-	Estimated
Debt service	110	101	104	104	103	103	102	102	101	101	101	Scheduled
Transfers to other funds	980	970	885	935	1,070	1,120	1,048	1,102	1,130	1,158	1,187	2.50%
Capital outlay:												
Scheduled capital projects	1,144	807	649	643	727	725	1,385	935	1,758	993	1,767	Per CIP
Additions (vehicles & equip)	-	-	-	-	-	60	-	-	85	95	31	Per CIP
Other	3	-	-	-	-	-	175	175	50	50	50	Per CIP
Total expenditures	7,040	6,724	6,620	6,797	7,208	7,610	8,534	8,306	9,219	8,700	9,639	
Ending fund balance												
Policy requirement (25%)	1,450	1,450	1,100	1,080	1,080	1,380	1,370	1,370	1,360	1,420	1,420	
Reserve for vehicle replacement	50	100	150	200	250	300	350	400	450	450	500	
Over (under) policy/reserves	945	768	1,467	1,992	2,534	2,681	2,180	2,257	1,807	2,248	2,172	
Total ending fund balance	2,445	2,318	2,717	3,272	3,864	4,361	3,900	4,027	3,617	4,118	4,092	
<b>Total Requirements</b>	<b>\$ 9,485</b>	<b>\$ 9,042</b>	<b>\$ 9,337</b>	<b>\$ 10,069</b>	<b>\$ 11,072</b>	<b>\$ 11,971</b>	<b>\$ 12,434</b>	<b>\$ 12,333</b>	<b>\$ 12,836</b>	<b>\$ 12,819</b>	<b>\$ 13,731</b>	



City of Milwaukee

Stormwater Fund  
(amounts in thousands)

	ACTUALS					Current Year	PROJECTED					
	FY13	FY14	FY15	FY16	FY17	Estimated	FY19	FY20	FY21	FY22	FY23	
							+1	+2	+3	+4	+5	
<b>Resources</b>												
Beginning fund balance	\$ 1,416	\$ 1,895	\$ 2,527	\$ 3,390	\$ 2,952	\$ 3,774	\$ 2,969	\$ 2,883	991	\$ 1,261	\$ 1,557	
Stormwater fee - base	1,971	2,205	2,572	2,933	3,357	3,357	3,830	4,370	4,982	5,670	6,277	0.00%
Stormwater fee - rate increases	-	-	-	-	-	473	540	612	688	607	-	Scheduled
Miscellaneous	21	7	9	29	62	64	66	67	69	71	73	2.50%
Fees in Lieu of Construction (FILOC)	-	-	-	-	-	-	120	-	-	-	-	0.00%
Total revenues	1,992	2,212	2,581	2,962	3,419	3,894	4,556	5,049	5,739	6,348	6,350	
<b>Total Resources</b>	\$ 3,408	\$ 4,107	\$ 5,108	\$ 6,352	\$ 6,371	\$ 7,668	\$ 7,525	\$ 7,932	6,730	\$ 7,609	\$ 7,907	
<b>Requirements</b>												
Personnel Services	\$ 423	422	483	484	560	738	778	846	883	939	981	PS Spreadsheet
Materials & services (base)	108	95	118	139	145	216	229	232	239	246	253	3.00%
M&S (Franchise Fee to Streets)	156	178	205	234	269	310	350	400	460	510	510	Calculated
Transfers to other funds	740	760	905	965	1,020	1,060	1,296	1,348	1,392	1,427	1,463	2.50%
Capital outlay												
Scheduled capital projects	83	125	7	1,578	375	2,146	1,961	4,115	2,400	2,890	2,715	Per CIP
Other	3	-	-	-	-	-	28	-	10	-	10	Per CIP
Additions (vehicles & equip)	-	-	-	-	229	229	-	-	85	40	31	Per CIP
Total expenditures	1,513	1,580	1,718	3,400	2,598	4,699	4,642	6,941	5,469	6,052	5,963	
Ending Fund Balance												
Policy requirement (25%)	360	360	430	460	500	480	560	610	640	680	700	
Reserve for vehicle replacement	50	100	100	100	100	100	100	100	100	100	100	
Over (under) policy/reserves	1,485	2,067	2,860	2,392	3,174	2,389	2,223	281	521	777	1,144	
Total ending fund balance	1,895	2,527	3,390	2,952	3,774	2,969	2,882.60	991	1,261	1,557	1,944	
<b>Total Requirements</b>	\$ 3,408	\$ 4,107	\$ 5,108	\$ 6,352	\$ 6,372	\$ 7,668	\$ 7,525	\$ 7,932	\$ 6,730	\$ 7,609	\$ 7,907	



City of Milwaukee

SDC Fund (in Total)  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5
	FY13	FY14	FY15	FY16	FY17	Estimated	PROJECTED				
						FY18	FY19	FY20	FY21	FY22	FY23
<b>Resources</b>											
Beginning fund balance	\$ 1,760	\$ 1,633	\$ 1,393	\$ 1,428	\$ 1,444	\$ 1,596	\$ 1,511	\$ 1,042	\$ 887	\$ 769	\$ 1,124
Fees and charges	16	51	70	80	142	114	890	519	72	955	26 estimated
Miscellaneous	5	1	-	-	12	# -	3	3	-	-	- 0.00%
Total revenues	21	52	70	80	154	114	893	522	72	955	26
<b>Total Resources</b>	<b>\$ 1,781</b>	<b>\$ 1,685</b>	<b>\$ 1,463</b>	<b>\$ 1,508</b>	<b>\$ 1,598</b>	<b>\$ 1,710</b>	<b>\$ 2,404</b>	<b>\$ 1,564</b>	<b>\$ 959</b>	<b>\$ 1,724</b>	<b>\$ 1,150</b>
<b>Requirements</b>											
Materials & services	\$ 66	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 575	\$ -	\$ -	\$ -	\$ 150 Per CIP
Capital outlay	82	292	35	64	2	199	787	677	190	600	80 Per CIP
Total expenditures	148	292	35	64	2	199	1,362	677	190	600	230
Ending fund balance	1,633	1,393	1,428	1,444	1,596	1,511	1,042	887	769	1,124	920
<b>Total Requirements</b>	<b>\$ 1,781</b>	<b>\$ 1,685</b>	<b>\$ 1,463</b>	<b>\$ 1,508</b>	<b>\$ 1,598</b>	<b>\$ 1,710</b>	<b>\$ 2,404</b>	<b>\$ 1,564</b>	<b>\$ 959</b>	<b>\$ 1,724</b>	<b>\$ 1,150</b>

City of Milwaukie

SDC Fund - Transportation  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5	+ 6	
	FY13	FY14	FY15	FY16	FY17	Estimated	PROJECTED						
						FY18	FY19	FY20	FY21	FY22	FY23	FY24	
<b>Resources</b>													
Beginning fund balance	\$ 452	\$ 468	\$ 299	\$ 279	\$ 244	\$ 333	\$ 215	\$ 181	\$ 110	\$ 43	\$ 154	\$ 166	
Fees and charges	15	17	15	29	86	81	673	366	33	711	12	12	estimated
Miscellaneous	1	-	-	-	3	-	-	-	-	-	-	-	0.00%
Total revenues	16	17	15	29	89	81	673	366	33	711	12	12	
<b>Total Resources</b>	<b>\$ 468</b>	<b>\$ 485</b>	<b>\$ 314</b>	<b>\$ 308</b>	<b>\$ 333</b>	<b>\$ 414</b>	<b>\$ 888</b>	<b>\$ 547</b>	<b>\$ 143</b>	<b>\$ 754</b>	<b>\$ 166</b>	<b>\$ 178</b>	
<b>Requirements</b>													
Materials & services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ -	\$ -	\$ -	\$ -	\$ -	Per CIP
Capital outlay	-	186	35	64	-	199	607	437	100	600	-	-	Per CIP
Total expenditures	-	186	35	64	-	199	707	437	100	600	-	-	
Ending fund balance	468	299	279	244	333	215	181	110	43	154	166	178	
<b>Total Requirements</b>	<b>\$ 468</b>	<b>\$ 485</b>	<b>\$ 314</b>	<b>\$ 308</b>	<b>\$ 333</b>	<b>\$ 414</b>	<b>\$ 888</b>	<b>\$ 547</b>	<b>\$ 143</b>	<b>\$ 754</b>	<b>\$ 166</b>	<b>\$ 178</b>	

City of Milwaukee

SDC Fund - Water  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5	
	FY13	FY14	FY15	FY16	FY17	Estimated	PROJECTED					
						FY18	FY19	FY20	FY21	FY22	FY23	FY24
<b>Resources</b>												
Beginning fund balance	\$ 236	\$ 194	\$ 171	\$ 175	\$ 181	\$ 193	\$ 198	\$ 49	\$ 72	\$ 85	\$ 100	\$ 105
Fees and charges	2	18	4	6	9	5	23	20	13	15	5	5 estimated
Miscellaneous	1	1	-	-	3	-	3	3	-	-	-	- 0.00%
Total revenues	3	19	4	6	12	5	26	23	13	15	5	5
<b>Total Resources</b>	<b>\$ 239</b>	<b>\$ 213</b>	<b>\$ 175</b>	<b>\$ 181</b>	<b>\$ 193</b>	<b>\$ 198</b>	<b>\$ 224</b>	<b>\$ 72</b>	<b>\$ 85</b>	<b>\$ 100</b>	<b>\$ 105</b>	<b>\$ 110</b>
<b>Requirements</b>												
Materials & services	-	-	-	-	-	\$ -	\$ 175	\$ -	\$ -	\$ -	\$ -	\$ - Per CIP
Capital outlay	\$ 45	\$ 42	\$ -	\$ -	\$ -	-	-	-	-	-	-	- Per CIP
Total expenditures	45	42	-	-	-	-	175	-	-	-	-	-
Ending fund balance	194	171	175	181	193	198	49	72	85	100	105	110
<b>Total Requirements</b>	<b>\$ 239</b>	<b>\$ 213</b>	<b>\$ 175</b>	<b>\$ 181</b>	<b>\$ 193</b>	<b>\$ 198</b>	<b>\$ 224</b>	<b>\$ 72</b>	<b>\$ 85</b>	<b>\$ 100</b>	<b>\$ 105</b>	<b>\$ 110</b>

City of Milwaukee

SDC Fund - Wastewater  
(amounts in thousands)

	ACTUALS					Current Year Estimate FY18	PROJECTED						
	FY13	FY14	FY15	FY16	FY17		FY19	FY20	FY21	FY22	FY23	FY24	
							+ 1	+ 2	+ 3	+ 4	+ 5	+ 6	
<b>Resources</b>													
Beginning fund balance	\$ 805	\$ 778	\$ 726	\$ 775	\$ 812	\$ 850	\$ 863	\$ 681	\$ 557	\$ 478	\$ 700	\$ 624	
Fees and charges	(17)	9	49	37	37	13	118	116	11	222	4	4	estimated
Miscellaneous	2	-	-	-	3	-	-	-	-	-	-	-	0.00%
Total revenues	(15)	9	49	37	40	13	118	116	11	222	4	4	
<b>Total Resources</b>	<b>\$ 790</b>	<b>\$ 787</b>	<b>\$ 775</b>	<b>\$ 812</b>	<b>\$ 852</b>	<b>\$ 863</b>	<b>\$ 981</b>	<b>\$ 797</b>	<b>\$ 568</b>	<b>\$ 700</b>	<b>\$ 704</b>	<b>\$ 628</b>	
<b>Requirements</b>													
Materials & services	-	-	-	-	-	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	Per CIP
Capital Outlay	\$ 12	\$ 61	\$ -	\$ -	\$ 2	-	-	240	90	-	80	51	Per CIP
Total expenditures	12	61	-	-	2	-	300	240	90	-	80	51	
Ending fund balance	778	726	775	812	850	863	681	557	478	700	624	577	
<b>Total Requirements</b>	<b>\$ 790</b>	<b>\$ 787</b>	<b>\$ 775</b>	<b>\$ 812</b>	<b>\$ 852</b>	<b>\$ 863</b>	<b>\$ 981</b>	<b>\$ 797</b>	<b>\$ 478</b>	<b>\$ 700</b>	<b>\$ 624</b>	<b>\$ 577</b>	

City of Milwaukee

SDC Fund - Stormwater  
(amounts in thousands)

	ACTUALS					Current Year	+ 1	+ 2	+ 3	+ 4	+ 5	+ 6
	FY13	FY14	FY15	FY16	FY17	Estimate	PROJECTED					
	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
<b>Resources</b>												
Beginning fund balance	\$ 267	\$ 193	\$ 197	\$ 199	\$ 207	\$ 220	\$ 235	\$ 131	\$ 148	\$ 163	\$ 170	\$ 25
Fees and charges	16	7	2	8	10	15	76	17	15	7	5	5 estimated
Miscellaneous	1	-	-	-	3	-	-	-	-	-	-	- 0.00%
Total revenues	17	7	2	8	13	15	76	17	15	7	5	5
<b>Total Resources</b>	<b>\$ 284</b>	<b>\$ 200</b>	<b>\$ 199</b>	<b>\$ 207</b>	<b>\$ 220</b>	<b>\$ 235</b>	<b>\$ 311</b>	<b>\$ 148</b>	<b>\$ 163</b>	<b>\$ 170</b>	<b>\$ 175</b>	<b>\$ 30</b>
<b>Requirements</b>												
Materials & services	\$ 66	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150	\$ - Per CIP
Capital Outlay	25	3	-	-	-	-	180	-	-	-	-	- Per CIP
Total expenditures	91	3	-	-	-	-	180	-	-	-	150	-
Ending fund balance	193	197	199	207	220	235	131	148	163	170	25	30
<b>Total Requirements</b>	<b>\$ 284</b>	<b>\$ 200</b>	<b>\$ 199</b>	<b>\$ 207</b>	<b>\$ 220</b>	<b>\$ 235</b>	<b>\$ 311</b>	<b>\$ 148</b>	<b>\$ 163</b>	<b>\$ 170</b>	<b>\$ 175</b>	<b>\$ 30</b>



# Index of Budget Terms

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**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, revenue 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 and department and division summaries within the budget document, represents the proposed budget modified for any changes made by the Budget Committee.

**Appropriations** – Legal authorization granted by the City Council to spend public funds. Appropriations within each category may not be exceeded.

**Assessed Valuation (AV)** – The assessed value (AV) set on taxable property as a basis for levying property taxes. A tax initiative passed in 1997 that reduced AV below real market value and set a 3% maximum annual growth rate in the AV, exclusive of certain improvements.

**Assets** – Resources having a monetary value and that are owned or held by an entity.

**Audit** – An annual financial report prepared by management and audited by an independent auditing firm. A audit document contains a summary statement of the scope of the audit, explanatory comments concerning any exceptions to generally accepted auditing standards, explanatory comments concerning verification procedures, financial statements and schedules, statistical information, supplemental comments, and any finding or recommendations.

**Base Budget** – Cost of continuing the existing levels of service in the current budget year. This is also referred to as a Status Quo budget.

***Beginning Fund Balance*** – The beginning fund balance is the residual fund balances representing unused funds brought forward from the previous financial year (ending fund balance).

***Bond or Bond Issue*** – Bonds are debt instruments that require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or calculated variable rate of interest.

***Bond Fund*** – Established to account for bond proceeds to be used only for approved bond projects.

***Budget*** – A budget is a financial operational plan including an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a certain period of time, typically one or two years. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and proposed, or whether the appropriating body has approved it.

***Budget Calendar*** – This is the schedule of key dates which a government follows to prepare and adopt the budget.

***Budget Committee*** – A group comprised of the elected officials plus an equal number of citizens for the purpose of reviewing the proposed budget and recommending changes leading to an approved budget.

***Budget Document*** – A written report showing a government's comprehensive financial plan for a specified period, typically one or two years that includes both capital and operations.

***Budget Message*** – Written explanation of the budget as proposed by the City Manager including the City's financial priorities, policies, and target goals for the coming budget period.

***Budget Review Board (BRB)*** – An advisory board appointed by the City Council consisting of the five citizen members of the Budget Committee. The board was established to provide the Council the citizen member's expertise developed during the budget process during the year when the Budget Committee was not in session.

***Budgetary Basis*** – Budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP), with the exception that neither depreciation nor amortization is budgeted for proprietary funds and bond principal in the enterprise funds is subject to appropriation.

***Capital Budget*** – The portion of the City budget slated for projects, major repairs, and improvements or additions to the City's capital assets (streets, sidewalks, roads, sewers, storm water, and buildings).

***Capital Expenditures*** – The City defines a capital expenditure as using the following three criteria: (1) relatively high monetary value (equal or greater than \$10,000 per item), (2) long asset life (equal to or greater than 1 years useful life), and (3) results in the creation of a fixed asset or the revitalization of a fixed asset.

***Capital Improvement*** – A term defined in the ORS 310.410 (10) to include land, structures, facilities, machinery, equipment, or furnishings having a useful life of longer than one year.

***Capital Improvement Plan (CIP)*** – The CIP is a schedule of capital projects including estimated cost and timing. The CIP includes each major infrastructure system in the City, e.g., water, streets, sidewalks, storm water, wastewater, information technology, City facilities and vehicles.

***Capital Improvement Project*** – Any project having improvements of significant value and having a useful life of five years or more. Capital projects include the purchase of land, design, engineering and construction of buildings, and infrastructure items such as streets, bridges, drainage, street lighting, water and sewer systems and master planning.

***Capital Outlay*** – Includes the purchase of land, the purchase or construction of buildings, structures, and facilities of all types, plus machinery and equipment. It includes expenditures that result in the acquisition or addition of a capital asset or increase the capacity, efficiency, span of life, or economy of operating as an existing capital asset. For an item to qualify as a capital outlay expenditure it must meet all of the following requirements: (1) have an estimated useful life of more than one year; (2) have a cost of \$10,000 or more per item; and (3) be a betterment or improvement. Replacement of a capital item is classified as capital outlay under the same code as the original purchase. Non-capital part replacement or repairs are classified under materials and services.

**Cash Management** – Management of cash necessary to pay for government services while investing temporary cash excesses in order to earn investment income. This includes forecasting inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in accordance with the City's investment policy objectives.

**Category Level** – For budget control purposes, categories include personnel services, materials and services, capital outlay, debt service, transfers, contingency, reserves and unappropriated ending fund balance.

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

**Citizen's Utility Advisory Board (CUAB)** - The Citizen's Utility Advisory Board was established to advise the City Council on the methods and manner in which City utility rates and capital improvements are scheduled and carried out. The Mayor, with the consent of City Council, appoints five members for two-year terms, with a maximum of six consecutive years. Each member is appointed at large and is a Milwaukie taxpayer throughout his/her term.

**Comprehensive Annual Financial Report (CAFR)** – The annual audit document publishing the City's financial results including notes, statistics, and the auditor's opinion and comments.

**Comprehensive Plan** – This is an official statement of the goals, objectives and physical plan for the development of the City which contains a narrative of goals, objectives and policies that describe the desired form, nature and rate of City development.

**Consumer Price Index (CPI)** – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

**Contingency** – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. Contingency may be appropriated for a specific purpose by the City Council upon adoption of a resolution. The City can separate contingencies into those that are designated for specific purposes and undesignated (also see Designated Contingency and Unappropriated Ending Fund Balance).

**Cost Center** - An organizational budget or operating unit within each City division or department.

**Debt Coverage Ratio (DCR)** – Represents the ratio of “net revenues” available to pay scheduled debt service. A ratio of 1.0 reflects “net revenues” equal to scheduled debt service. A ratio greater than 1.0 reflects “net revenues” in excess of scheduled debt service and a ratio less than 1.0 indicates “net revenue” is less than scheduled debt service.

**Debt Service** – Principal and interest on outstanding bonds due and payable during the fiscal year.

**Debt Service Fund** – Is a fund to account for the accumulation of resources and for the payment of general obligation debts that have been approved by the voters. It would exclude Enterprise Fund debt and contractual obligations accounted for in other individual funds.

**Department** – The combination of divisions of the City headed by a general manager with a specific and unique set of goals and objectives (i.e., Police, Finance, Human Resources, Fleet, etc.).

**Division** – A functional unit within a department consisting of one or more cost centers engaged in activities supporting the unit's mission and objectives.

**Divisional level** – For budget control purposes, divisional level would include water, streets, storm water, and wastewater divisions within the public works department. Other divisions may include the police field services, police administration, and police support services within the police department.

**Depreciation** – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of physical elements, inadequacy or obsolescence.

**Designated Contingency** – Amounts set aside for anticipated non-recurring cash flow needs, including items such as moving and remodeling, major building repairs, emergency management and capital project or equipment purchases.

**Employee Benefits** – Contributions made by a government to meet commitments or obligations for employee-related expenses. Included is the government's share of costs for social security and various pensions, medical and life insurance plans.

**Encumbrance** – Amount of money committed and set aside, but not yet expended, for the purchases of goods or services.

**Ending Fund Balance** – The residual non-restricted funds that are spendable or available for appropriation after the end of the fiscal year, or during the fiscal year, if a state of emergency is declared by the City Manager.

**Enterprise Funds** – Established to account for operations, including debt service that are financed and operated similarly to private businesses – where the intent is that the service is self-sufficient, with all costs supported by user charges.

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

**Expenditures** – Represents decreases in net financial resources. They include outflows for current operating costs, which require the current or future use of net current assets, debt service, and capital outlay.

**Fees** – Charges for specific services in connection with providing a service, permitting an activity or imposing fines.

**Fiscal Management** – A government's directive with respect to revenues, spending, reserves and debt management as these relate to governmental services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of governmental budgets and its funding.

**Fiscal Year** – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Milwaukie's fiscal year is July 1 through June 30.

**Five-year Financial Forecast** – An estimation of revenues and expenses required by the City to operate for the next five-year period.

**Franchise Fee** – Charged to all utilities operating within the City and is a reimbursement to the General Fund or Transportation Fund for the utility's use of City streets and right-of-ways.

**Full-Time Equivalent (FTE)** – A calculation used to convert part-time hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per year. The full-time equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

**Fund** – A fiscal and accounting entity with a self-balancing set of accounts. Records cash and other financial resources together with all related liabilities and residual equities or balances and changes therein. These are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Accounting** – An accounting system emphasizing *accountability* rather than *profitability*, used by governments and some not-for-profit organizations. In this system, a *fund* is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

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

**General Fund** – Primary operating Fund of the City. It exists to account for the resources devoted to finance the services traditionally associated with local government.

**General Long-term Debt** – Represents any unmatured debt not considered to be a Fund liability. General Obligation Bonds (G.O. Bonds) are secured by the full faith and credit of the issuer. G.O. Bonds issued by local units of government are secured by a pledge of the issuer's property taxing power, usually to pay for general capital improvements such as parks and City facilities.

**Government Finance Officers Association (GFOA)** – The national finance officers organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking, and leadership.

**Grant** – A contribution by one government unit to another. The contribution is usually made to aid in the support of a specified function (i.e., library, transit or capital projects). Infrastructure Public domain capital assets typically include roads, bridges, streets, sidewalks, and similar assets that are immovable.

**Indirect Charges** – Administrative and overhead costs that are incurred in one area, but charged to another. These charges are budgeted as interfund transfers.

**Indirect Cost Allocation** – Funding transferred from one fund to another for specific administrative functions, which benefit those funds.

**Interfund Transfers** – Appropriation category used in the City's budget resolution which includes amounts distributed from one fund to pay for services provided by another fund. Transfers from the other Fund is appropriated as an expenditure.

**Intergovernmental Revenues** – Levied by one government but shared on a predetermined basis with another government or class of governments.

**Levy** – Gross amount of property taxes imposed on the assessed value of taxable property. The net amount received by a government will be less than the gross levy as a result of delinquent, uncollectible payments, or early payment discounts. Budgets are developed on the basis of the projected amount of property taxes receivable.

**Line Item Budget** – References the individual account lines of budget, where proposed appropriations are based on individual objects of expense within a department or program.

**Local Budget Law** – Oregon Revised Statutes (ORS) Chapter 294 dictates local budgeting practices governed by Local Budget Law which regulates budget roles, authorities, and process.

**Local Improvement District** – Consists of a group property owners desiring improvements to their property. Bonds can be issued to finance these improvements, which are repaid by assessments on their property. Local Improvement District debt is paid for by a compulsory levy (special assessment) made against affected properties to spread out the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**Local Option Levy** – Under Measure 50, local governments and special districts were given the ability to ask voters for temporary authority to increase taxes through approval of a local option levy. The maximum length of time for a local option levy is 10 years for capital purposes or 5 years for operations. A local option levy must be approved by a majority of voters.

**Materials and Services** – Expendable items purchased for delivery of City services. This classification includes supplies, dues, printing, repairs, small tool acquisitions, and contract services that are not of a capital nature.

**Measure 5** – A constitutional limit on property taxes passed by voters in the State of Oregon in November 1990. The new law sets maximum tax rates on individual properties of no more than \$5 per real market value for education taxing districts and \$10 for general government taxing districts.

**Measure 47/50** – A 1997 voter approved initiative which rolled back assessed values to 90 percent of their levels in fiscal year 1995-96 and limits future annual increases to three percent, except for major improvements. Property tax rates are now considered permanent and not subject to change.

**Mission** – Defines the primary purpose of the City and is intended to guide all organizational decisions, policies, and activities (internal and external) on a daily basis.

**Non-Operating Budget** – Part of the budget composed of the following categories: debt service, capital outlay, contingencies, and unappropriated ending fund balances.

**Objective** – A target to be accomplished in specific, well-defined and measurable terms, and that is achievable within a specific time frame.

**Operating Budget** – The plan for current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. On the expenditure side, it is the part of the budget composed of personnel services, materials and services, and interfund transfers.

**Operating Revenue** – Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees for specific services, interest earnings and grant revenues. Operating revenues are used to pay for day-to-day services.

**Ordinance** – A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state 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.

**Oregon Revised Statutes (ORS)** – Oregon's compilation of state laws including rules of civil procedure.

**Outstanding Debt** – The balance due at any given time resulting from the borrowing of money or from the purchase of goods and services.

**Performance Measure** – Data collected to determine how the effectiveness or efficiency of a department, program, or activity is doing in achieving its objectives.

**Permanent Tax Rate** – Under Measure 47/50, each taxing district such as school district, city government, county, and special district was assigned a permanent tax rate maximum in fiscal year 1997-98. This permanent tax rate applies to property taxes for core operations. The permanent tax rate for the City of Milwaukie was set at \$6.5379 per \$1,000 of assessed value, reduced each year by Clackamas Fire District's tax rate.

**Personnel Services** – Includes the compensation paid to employees plus the City's contribution for employee benefits such as retirement, social security, health and dental insurance, and workers' compensation costs.

**Program Level** – For budget control purposes, programs may include library services, community services, administration, finance, human resources, etc.

**Property Tax** – Based on the assessed value of property (which in Oregon is much lower than the real market value) times the permanent tax rate and used as the source of monies to pay for general obligation debt and core City services.

**Project Manager** – The individual responsible for budgeting, managing, and coordinating projects through completion.

**Proposed Budget** – Combines the operating, non-operating, and reserve estimates prepared by the City Manager, then presented to the community and the Budget Committee for review, approval, and recommendation to City Council.

**Real Market Value (RMV)** – The estimated value of property as if it were sold. Within the City, the average real market value exceeds the assessed value by just about one third. This disparity is the result of voter approved tax Measure 47/ 50 passed in 1997.

**Resolution** – A special or temporary order of a legislative body requiring City Council action (also see Ordinance).

**Resources** – Represents the total of all revenues, transfers, and beginning fund balances.

**Revenues** – Funds received by the City from either taxes, fees, or other sources such as grants and interest income.

**Revenue Bonds** – Bonds payable from a pledged source of revenue such as water revenues, which does not also pledge the taxing authority of the City. Pledged revenues may be derived from operation of the financed projects, grants, utility revenues, or other specified revenue streams.

**Special Assessment** – A compulsory levy made against certain properties to spread out the cost of a capital improvement or service deemed to be beneficial to said properties.

**Special Assessment Bond** – A bond issue payable from the payments on special assessments imposed against properties that have specially benefited by the construction of public improvements such as sidewalks, streets, or sewer systems or provision of services.

**Special Revenue Funds** – A fund to account for the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes.

**Supplemental Budget** – Additional appropriations established to meet needs not anticipated at the time the budget was originally adopted. A supplemental budget cannot increase the tax levy.

**Systems Development Charges (SDCs)** – Charges paid by developers and builders to fund expansion of infrastructure systems necessary due to increased usage. Such charges are collected for water, sewer, surface water, and streets and are paid as part of the permit process.

**Taxes** – Compulsory charges levied by taxing districts for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges, such as water service.

**Tax Levy** – The total amount of property taxes needed to pay for basic government operations as well as sufficient amounts to pay for principal and interest on voter-approved bond issues.

**Tax Rate** – The amount of tax levied for each \$1,000 of assessed valuation, which in Oregon, represents about two-thirds of a properties real market value.

**Tax Revenue** – Represents the funds received from the calculation of the tax rate times all of the property's assessed values.

**Transfers** – The authorized exchange of cash or other resources between Funds that are appropriated along with other expenditures in the adopted budget.

**Trust Funds** – Established to administer resources received and held by the City as the trustee or agent for others. Uses of these funds facilitate the discharge of responsibility placed upon the City by virtue of law or other similar authority.

**Unappropriated Ending Fund Balance** – Represents the portion of the ending fund balance that is not appropriated to be spent in the current year. It must be segregated for future use and is not available for current appropriation or expenditure, except in the event the City Manager declares an emergency.

**User Fees** – Charges for services to the specific entity that directly benefits, often referred to as charges for service.

RESOLUTION NO. 62-2007

A RESOLUTION ADOPTING  
A CITY INVESTMENT POLICY

WHEREAS, Chapter 294 of the Oregon Revised Statutes sets forth the regulations for county and municipal finance administration; and

WHEREAS, the statute provides that surplus funds be invested according to a written order of the governing body; and

WHEREAS, the written order consists of an investment policy reviewed by the Oregon Short Term Fund Board and adopted by the City Council; and

WHEREAS, the current City investment policy was last reviewed by the Short Term Fund Board in September, 2004; and

WHEREAS, the policy suggests a periodic review by the City Council and comment by the Short Term Fund Board upon material changes to the policy; and

WHEREAS, minor changes are proposed to the current investment policy that have been discussed with officers of the Oregon State Treasury, and are not considered to be material changes and not subject to review by the Oregon Short Term Fund Board

WHEREAS, the primary objective of the investment policy continues to be preservation of capital and protection of investment principal.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON:

The attached investment policy dated October, 2007 is hereby adopted.

BE IT FURTHER RESOLVED that this resolution shall be effective immediately upon its passage.

PASSED BY THE CITY COUNCIL AND APPROVED BY THE MAYOR THIS 16 DAY OF OCTOBER, 2007.

ATTEST:

  
City Recorder

SIGNED:



Date: October 16, 2007

  
City Attorney



**Investment Policy**  
**October, 2007**

## **City of Milwaukie Investment Policy**

### **I. Scope**

This policy shall apply to all investable funds of the City of Milwaukie except for deferred compensation fund assets, pension fund assets, and assets of restricted trust and escrow funds (for example, tax exempt bond proceeds). Included under the provisions of this policy are financial assets of general operating funds, enterprise funds, special revenue funds and any other funds not specifically excluded which are recognized in the City's Comprehensive Annual Financial Report.

The investment portfolio will have seasonal and operational fluctuations but will typically range between twelve and fourteen million dollars.

### **II. Objectives**

The primary objectives, in priority order, of investment activities shall be safety, legality, liquidity and yield.

**Safety.** Preservation of capital and protection of investment principal are the foremost objectives of the investment program. In order to meet this objective, the city will take steps to mitigate credit risk and interest rate risk. Credit risk is the risk of loss due to the financial failure of the security issuer or backer. Interest rate risk is the risk of loss due to changes in the market value of securities in the portfolio.

**Legality.** All investments will be made in conformance with city, state and federal regulations.

**Liquidity.** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This will be accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands. Furthermore, since all possible cash demands cannot be anticipated, securities in the portfolio will be limited to those with active secondary or resale markets. A major portion of the available surplus funds shall be deposited in the Local Government Investment Pool (LGIP) in order to achieve next-day liquidity for short-term needs.

**Yield.** The investment portfolio shall be designed with the objective of attaining a market value rate of return throughout budgetary and economic cycles. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The portfolio shall be limited to highly rated/low risk securities in anticipation of earning a fair return relative to the risk being assumed.

### **III. Standards of Care**

**Prudence.** The standard of prudence to be used for managing the City's assets is the "prudent investor" rule which states, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment considering the probable safety of their capital, as well as the probable income to be derived."

The overall investment program shall be designed and managed with a degree of professionalism that is worthy of the public trust. The City recognizes that no investment is totally risk-free and that the investment activities of the City are a matter of public record. Accordingly, the City recognizes that occasional measured losses are inevitable in a diversified portfolio and shall be considered within the context of the overall portfolio's return, provided that adequate diversification has been implemented and that the sale of a security before maturity is in the best long-term interest of the City.

The City's Custodial Officer (ORS 294.004 (2)) and staff acting in accordance with this investment policy, written procedures, and Oregon Revised Statutes 294.035 and 294.040 and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price change or other loss in accordance with ORS 294.047, provided that these deviations and losses are reported as soon as practical and action is taken to control adverse developments. Losses that are sustained in the City's portfolio shall be charged against current or future investment earnings.

**Ethics and Conflicts of Interest.** Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with the proper execution and management of the investment program or create the appearance of an impairment of their ability to make impartial investment decisions. Employees and investment officials shall disclose in writing to the City Manager any material interests they have in financial institutions that conduct business with the City. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio.

Officers and employees shall comply with ORS 244.040 (Code of Ethics), ORS 244.120 (Methods of Handling Conflicts), GARS Article 3.15 (Standards of Conduct), any amendments to these provisions, and any Code of Ethics applicable to employees that the City may adopt in the future.

**Delegation of Authority.** The ultimate responsibility and authority for the investment of City funds resides with the City Council. The City hereby designates the Finance Director as the Custodial Officer for the City's funds. The Custodial Officer shall invest City funds in accordance with ORS Chapter 294, Public Financial Administration, and with this investment policy. This policy shall constitute a "written order" from the City Council per ORS 294.035. The Custodial officer, with the consent of the City Manager, may further delegate the authority to invest City funds to additional City finance personnel, bearing in mind the qualifications of such personnel and the constraints of internal controls. The Custodial officer shall be responsible for all transactions

undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

Subject to required procurement procedures, the City may engage the support services of outside professionals in regard to its financial program, so long as it can be demonstrated or anticipated that these services produce a net financial advantage or necessary financial protection of the City's resources. External service providers shall be subject to Oregon Revised Statutes and the provisions of this investment policy.

#### **IV. Safekeeping and Custody**

**Agencies.** Investment and safekeeping services shall only be made in qualifying obligations offered through agencies and instrumentalities of the United States as qualified pursuant to ORS 295.005 to 295.165. In addition, all financial institutions and broker/dealers must provide the following, as appropriate:

- Audited financial statements
- Proof of National Association of Securities Dealers (NASD) certification
- Proof of state registration
- Completed broker/dealer questionnaire
- Certification of having read and understood the City of Milwaukie's investment policy
- Certification of agreement to comply with the City of Milwaukie's investment policy

An annual review of the financial condition and registration of participating financial institutions and broker/dealers shall be conducted by the Custodial Officer.

The purchase and sale of securities and repurchase agreement transactions shall be settled on a delivery versus payment basis in accordance with ORS 294.145 (4) and (5). It is the intent of the City that all purchased securities be perfected in the name of the City. Sufficient evidence to title shall be consistent with modern investment, banking and commercial practices.

Except for the State of Oregon Local Government Investment Pool, time deposit open accounts, certificates of deposit, money market accounts and savings accounts, all investment securities purchased by the City, and all purchased securities under the terms of a City approved Master Repurchase Agreement, shall be delivered by either book entry or physical delivery and shall be held in third-party safekeeping by a City approved custodian bank, its correspondent bank or the Depository Trust Company (DTC).

**Internal Controls.** The Custodial Officer shall establish and maintain a system of written internal controls consistent with this policy designed to prevent the loss of public funds due to fraud, error, misrepresentation or imprudent actions by third parties or by employees of the City. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. Written internal controls shall be reviewed and tested at least annually or upon any extraordinary event such as turnover of key personnel or the discovery of inappropriate activity.

**Accounting Method.** The City shall comply with all required legal provisions and generally accepted accounting principles (GAAP) relating to investment accounting. The accounting principles are those contained in the pronouncements of authoritative bodies including, but not necessarily limited to, the Governmental Accounting Standards Board (GASB), the American Institute of Certified Public Accountants (AICPA), and the Financial Accounting Standards Board (FASB).

**Annual Audit.** The Custodial Officer shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures. The review shall include the following issues:

- Control of collusion,
- As much as possible, the separation of transaction authority from accounting and record keeping,
- Custodial safekeeping,
- Avoidance of physical delivery of securities whenever possible and address control requirements for physical delivery where necessary,
- Clear delegation of authority to subordinate staff members, and
- Written confirmation of transactions for investments and wire transfers
- Development of a wire transfer agreement with the lead bank and third-party custodian and implementation of the appropriate safeguards described in the GFOA Recommended Practice on “Electronic Transactions for State and Local Governments.”
- Compliance and oversight with investment parameters including diversification and maximum maturities.

In addition, an independent special review by an external auditor may be conducted upon any extraordinary event such as turnover in key personnel or the discovery of any inappropriate activity.

**Pooling of funds.** Except for cash in certain restricted and special funds, the Custodial Officer shall consolidate cash balances from all funds to maximize opportunities for investment and investment earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

**Collateralization.** All bank deposits, time deposits, certificates of deposit, money market accounts and savings accounts, shall be collateralized through the collateral pool for any excess over the amount insured by an agency of the United States government in accordance with ORS 295.015 and ORS 295.018. The Custodial Officer is responsible for insuring that a Certificate of Participation has been issued to cover City deposits.

## **V. Investment Parameters**

All investments of the City shall be made in accordance with Oregon Revised Statutes: ORS 294.035 (Investment of surplus funds of political subdivisions; approved

investments), ORS 294.040 (Restriction on investments under ORS 294.035), ORS 294.135 (Investment maturity dates), ORS 294.145 (Prohibited conduct for custodial officer), ORS 294.805 to 294.895 (Local Government Investment Pool). Any revisions or extensions of these sections of the ORS shall be assumed to be part of this investment policy immediately upon being enacted.

**Maturities and Diversification.** Surplus funds available for investment are those funds not required for immediate expenditure and include investments and include deposits in the Oregon Short Term Fund (OSTF). Balances in checking account, negotiable order of withdrawal (NOW) accounts and demand deposits are not considered surplus funds.

To the extent possible, the Custodial Officer shall match investments with anticipated future cash flow requirements. The maximum maturity shall be the anticipated use of the cash, or 18 months, whichever is shorter. In addition:

- At least 35% of the actual portfolio must mature within 90 days
- Not more than 25% of the actual portfolio may mature in over one year
- If the Custodial Officer determines a need to invest with maturities over 18 months in order to coincide with a specific capital project or debt service payment, the Investment Policy must be re-submitted to the Oregon Short Term Fund Board for comment prior to Council approving the action.

Diversification for surplus funds shall be consistent with the following:

- No more than 75 percent of the actual portfolio must be in U.S. Treasury and/or U.S. Government Agency securities.
- No more than 25 percent of the actual portfolio may be in Bankers Acceptances or Repurchase Agreements.
- No more than 25 percent of the actual portfolio may be in time certificates of deposit
- No more than 30 percent of the actual portfolio may be invested in any one financial institution with the exception of the Local Government Investment Pool to the extent allowed under ORS 294.810.

Due to fluctuations in the aggregate surplus funds balance, maximum percentages for a particular issuer or investment type may be exceeded at a point in time subsequent to the purchase of a particular security. Securities need not be liquidated to realign the portfolio, however consideration should be given to this matter when future liquidations are made.

Because of inherent difficulties in accurately forecasting cash flow requirements, a portion of the portfolio should be continuously invested in readily available funds, such as the OSTF or overnight repurchase agreements, or held in bank balances to ensure that appropriate liquidity is maintained to meet ongoing needs.

## **VI. Other Investment Guidelines**

**Prohibited Conduct.** Oregon State Statutes have addressed several areas of prohibited conduct for the Custodial Officer when making investments, ORS 294.145. Specifically, the Custodial Officer shall not:

- Make a commitment to invest funds or sell securities more than fourteen business days prior to the anticipated date of settlement of the purchase or sale transaction,
- Enter into any agreement to invest funds or sell securities for future delivery for a fee other than interest,
- Lend securities to any person or institution, except on a fully collateralized basis, and except when such lending is specifically permitted under an investment policy adopted pursuant to ORS 294.135 (1)(a), or
- Pay for any securities purchased by the custodial officer until the officer has received sufficient evidence of title thereof. Evidence of title shall be consistent with modern investment, banking and commercial practices and may include physical possession, book entry and automated recordation of such title. However, the Custodial Officer may instruct one or more custodian banks, as defined in ORS 295.005, to accept or release securities as the Custodial Officer considers advisable to be held in safekeeping for collection of principal and interest or other income.

**Performance Evaluation.** The Custodial Officer shall establish a benchmark yield for the City's investments and shall periodically report actual performance compared to the benchmark. Considerations for establishing the benchmark yield shall include the current yield on the State of Oregon Local Government Investment Pool, and the average yield on the three-month U. S. Treasury Bill. When comparing the performance of the City's portfolio, all fees and expenses involved with managing the portfolio shall be included in the computation of the portfolio's rate of return.

**Policy Review.** This investment policy shall be reviewed periodically by the Custodial Officer, the City Manager and the City Council. The policy shall be submitted to the Oregon Short Term Fund Board for review and comment if the city intends to invest in maturities exceeding 18 months or if material changes are made since the last OSTF Board review.

(Revised 10/2007)



**COUNCIL  
RESOLUTION  
No.**

**A RESOLUTION ADOPTING THE CITY OF MILWAUKIE BUDGET AND CAPITAL IMPROVEMENT PLAN (CIP) FOR THE BIENNIUM COMMENCING JULY 1, 2018, MAKING APPROPRIATIONS, LEVYING AD VALOREM TAXES, AND CLASSIFYING LEVIES PURSUANT TO SECTION 11b, ARTICLE XI OF THE OREGON CONSTITUTION.**

**BE IT RESOLVED** by the City Council of the City of Milwaukie that:

**Section 1.** The City Council hereby adopts the budget approved by the Budget Committee for the biennium commencing July 1, 2018 in the sum of \$154,038,000 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, 2018 for the purposes stated.

**GENERAL FUND**

City Council Department	\$ 244,000
City Manager's Department	2,139,000
City Attorney Department	524,000
Community Development	2,143,000
Public Works Administration	1,702,000
Engineering Services Department	3,040,000
Facilities Management Department	3,140,000
Finance Department	2,854,000
Fleet Services Department	1,264,000
Human Resources Department	727,000
Information Technology Department	2,583,000
Municipal Court Department	725,000
Planning Services Department	1,803,000
Code Enforcement Department	400,000
PEG Department	160,000
Office of City Recorder Department	829,000
Police Department	14,853,000
Nondepartmental:	
Materials & Services	893,000
Debt Service	872,000
Contingency	985,000
Appropriated for the General Fund	<u>\$ 41,880,000</u>

<b><u>DEBT SERVICE FUND</u></b>	
Debt Service	\$ 1,887,000
Appropriated for Debt Service Fund	✔ \$ 1,887,000
<b><u>BUILDING INSPECTIONS FUND</u></b>	
Building Inspections Department	\$ 925,000
Transfers to Other Funds	438,000
Contingency	238,000
Appropriated for Building Inspections Fund	✔ \$ 1,601,000
<b><u>AFFORDABLE HOUSING FUND</u></b>	
Affordable Housing Department	\$ 468,000
Appropriated for Affordable Housing Fund	✔ \$ 468,000
<b><u>LIBRARY FUND</u></b>	
Library Department	\$ 14,763,000
Transfers to Other Funds	1,365,000
Contingency	372,000
Appropriated for Library Fund	✔ \$ 16,500,000
<b><u>TRANSPORTATION FUND</u></b>	
State Gas Tax Department	✔ \$ 7,474,000
Street Surface Maintenance Program Department	✔ 7,217,000
Safe Access For Everyone Program Department	✔ 8,081,000
Transfers to Other Funds	3,849,000
Contingency	960,000
Appropriated for Transportation Fund	✔ \$ 27,581,000
<b><u>WATER FUND</u></b>	
Water Department	\$ 7,783,000
Transfers to Other Funds	2,450,000
Contingency	535,000
Appropriated for Water Fund	✔ \$ 10,768,000
<b><u>WASTEWATER FUND</u></b>	
Wastewater Department	\$ 14,690,000
Transfers to Other Funds	2,150,000
Contingency	899,000
Appropriated for Wastewater Fund	✔ \$ 17,739,000
<b><u>STORMWATER FUND</u></b>	
Stormwater Department	\$ 8,939,000
Transfers to Other Funds	2,644,000
Contingency	322,000
Appropriated for Stormwater Fund	✔ \$ 11,905,000
<b><u>SYSTEMS DEVELOPMENT CHARGES FUND</u></b>	
State Gas Tax Department	\$ 1,144,000
Water Department	175,000
Wastewater Department	540,000
Stormwater Department	180,000
Contingency	887,000
Appropriated for SDCs Fund	✔ \$ 2,926,000
<b><u>SUMMARY TOTALS FOR ALL FUNDS</u></b>	
Appropriated Expenditures	✔ \$ 128,057,000
Appropriated Contingency	✔ 5,198,000
Total Appropriations	✔ 133,255,000
Total Unappropriated	✔ 20,783,000
Total 2019-2020 Biennial Budget	✔ \$ 154,038,000

**Section 3.** BE IT RESOLVED that the City Council of the City of Milwaukie hereby imposes the taxes provided for in the adopted budget for FY2019-20 at the rate of \$4.1367 per \$1,000 of assessed value for operations and \$913,000 for general obligation bonds, and for FY 2019-20 at the rate of \$4.1367 per \$1,000 of assessed value for operations and \$910,000 for general obligation bonds (note: the City's permanent rate is \$6.5379 offset by Clackamas County Fire District No. 1 permanent rate of \$2.4012 for FY 2018-19 and FY 2019-20 respectively);

BE IT RESOLVED that taxes imposed are hereby categorized for purposes of Article XI Section 11b of the Oregon Constitution as follows:

	<u>FY 2018-19</u>	<u>FY 2019-20</u>
General Government Limitation:		
Permanent Rate Tax (rate per \$1,000 AV)	\$ 4.1367	\$4.1367
Excluded from Limitation:		
General Obligation Bond Debt Service	\$913,000	\$910,000

**Section 4.** The City Manager or his designee shall certify, file with and give notice to the County Assessors of Clackamas County and Multnomah County and the Department of Revenue information as required by the Oregon Revised Statutes.

**Section 5.** Effective Date. This Resolution shall take effect upon passage.

The above resolution statements were approved and declared adopted at a regular meeting of the City Council of the City of Milwaukie held on the 5th day of June 2018.

\_\_\_\_\_  
Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:  
Jordan Ramis PC

\_\_\_\_\_  
Scott Stauffer, City Recorder

\_\_\_\_\_  
City Attorney



**COUNCIL RESOLUTION No.**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, DECLARING THE CITY OF MILWAUKIE’S ELECTION TO RECEIVE STATE REVENUE SHARING FUNDS (GENERAL FUNDS OF THE STATE) IN THE 2019-2020 BIENNIUM.**

**WHEREAS**, the City of Milwaukie desires to receive state revenue sharing funds apportioned and distributed to the cities of the state during the 2019-2020 biennium as provided in ORS 221.770; and

**WHEREAS**, ORS 221.770(1)(a) requires that any city electing to receive a distribution must enact an ordinance or resolution expressing that election and file the same with the Oregon Department of Administrative Services no later than June 30<sup>th</sup>; and

**WHEREAS**, ORS 221.770 (1)(b) requires that any city electing to receive a distribution must hold at least one public hearing at which citizens have the opportunity to provide written or oral comment on the possible uses of the distributions; and

**NOW, THEREFORE, BE IT RESOLVED** by the City Council of the City of Milwaukie that the City hereby elects to receive its proportionate share of the state revenues for the 2019-2020 biennium pursuant to ORS 221.770 and has met the requirement of ORS 221.770 (1) as certified in the declaration certificate.

Introduced and adopted by the City Council on June 5, 2018.

This resolution is effective on June 5, 2018.

\_\_\_\_\_  
Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:

Jordan Ramis PC

\_\_\_\_\_  
Scott Stauffer, City Recorder

\_\_\_\_\_  
City Attorney

CITY OF MILWAUKIE

CERTIFICATION

I, Ann Ober, City Manager, certify that a public hearing before the Budget Committee was held on May 7, 2018 and May 14, 2018, and a public hearing before the City Council on June 5, 2018, giving citizens the opportunity to comment on the use of state revenue sharing funds.

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Ann Ober, City Manager



## COUNCIL RESOLUTION No.

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MILWAUKIE, OREGON, IS ELIGIBLE IN THE 2019-2020 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 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) Water utility service

Introduced and adopted by the City Council on June 5, 2018.

This resolution is effective on June 5, 2018.

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Mark Gamba, Mayor

ATTEST:

APPROVED AS TO FORM:

Jordan Ramis PC

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Scott Stauffer, City Recorder

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City Attorney

## Attachment A

## Projection of 2019-2020 Biennium State Shared Revenues

*Amount and Use of State Shared Revenues*

Projected for the City of Milwaukie using data from the League of Oregon Cities

Type	FY 2019	FY 2020	Total	Fund Receiving the Revenue
Liquor Tax Revenue	\$350,000	\$375,000	\$725,000	General Fund
Cigarette Tax Revenue	\$25,000	\$25,000	\$50,000	General Fund
Gas Tax Revenue	\$1,528,000	\$1,564,000	\$3,092,000	Transportation Fund





# CITY OF MILWAUKIE

## FINANCE DEPARTMENT

*Finance Director* Haley Fish, CPA [FishH@milwaukieoregon.gov](mailto:FishH@milwaukieoregon.gov)

*Assistant Finance Director* Bonnie Dennis, MBA [DennisB@milwaukieoregon.gov](mailto:DennisB@milwaukieoregon.gov)

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