



CITY OF MILWAUKIE



PROPOSED BUDGET 2023-2024 BIENNIUM

Milwaukie, Oregon • July 1, 2022—June 30, 2024

Fiscal Years 2023 – 2024

Proposed

Biennial Budget

Mayor and City Council

Mark Gamba, Mayor

Lisa Batey

Angel Falconer

Kathy Hyzy, Council President

Desi Nicodemus

Citizen Members

Leslie Schockner, Chair

Caili Nance

Michael Osborne

Jon Stoll

Mary Rowe (*sabbatical**)

** Current citizen member is retained on sabbatical while the member performs interim duties on behalf of the city.*



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Milwaukie

Oregon

For the Biennium Beginning

July 1, 2020

Christopher P. Morvill
Executive Director



Government Finance Officers Association

Certificate of
Achievement
for Excellence
in Financial
Reporting

Presented to

**City of Milwaukie,
Oregon**

For its Annual Comprehensive Financial
Report
For the Fiscal Year Ended

June 30, 2020

Christopher P. Morvill
Executive Director/CEO



Government Finance Officers Association

Award for
Outstanding
Achievement in
Popular Annual
Financial Reporting

Presented to

City of Milwaukie

Oregon

For its Annual Financial Report
for the Fiscal Year Ended

June 30, 2020

Christopher P. Morvill



The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation Award to the City of Milwaukie for its fiscal years 2021-2022 biennial budget.

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 Annual Comprehensive Financial Reports (ACFR) and People's (Popular) Annual Financial Reports (PAFR), making it one of the most decorated finance agencies in Oregon.

Inquiries regarding the 2023-2024 Biennial Budget for the City of Milwaukie, or requests for mailing, should be directed to:

City of Milwaukie
Attn: Bonnie Dennis, Administrative Services Director
10722 SE Main Street
Milwaukie, OR 97222

dennisb@milwaukieoregon.gov

This document is also available for review on the internet at:

www.milwaukieoregon.gov/finance

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	CAPITAL IMPROVEMENT PLAN		ATTACHED

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

Two years ago, as I sat writing this message, the city and world were in crisis. COVID-19 had recently been detected and, on March 17, 2020, the City of Milwaukie shifted its services and staff to mitigate its impact on our team. Two years later, we are in a significantly different position with a far better understanding of the world we are functioning in today.

There are a few key financial components that have dramatically shaped this budget. First, the city received a significant investment of federal funds through both the Coronavirus Aid, Relief and Economic Security Act of 2020 and the American Rescue Plan Act (ARPA) of 2021. These funds have provided the city a one-time bump in revenues that will be apparent throughout this budget and discussed later in this narrative. Second, heading into the last budget cycle, the city was anticipating a significant economic recession that was expected to reduce several revenue sources. Despite the initial drop in the stock market, the significant influx of federal funds led to a relatively stable time for city fund balances. However, this appears to be changing going into the next two-year period, where the city is already seeing significant inflation and signs of an economic recession. Third, though we were financially stable, the pandemic had a significant impact on operations and staffing at the city. The pandemic canceled out-of-state conferences; there was little demand for typical office supplies; and employees across the country shifted workplaces at significant levels, leaving more positions vacant for longer periods of time than expected. All of this led to an increase in one-time funds that are not expected in future biennium budgets.

LOOKING BACK

The past two years have been exceptionally challenging. COVID-19 was life-altering for most Milwaukians, and it was further exacerbated by several climate-related disasters. In September 2020, the city's air was unbreathable as fires in the surrounding forests overwhelmed firefighters and communities. That same week, Elk Rock Island was set on fire, with blazes covering the north end of the island leading to months of restoration work. A few months later, an ice storm crushed our town for a week and about 75% of our community lost power. Then, last year, a storm ripped trees from the ground across the region, again causing significant power outages and destruction.

These impacts, when combined with COVID-19 have led to a fraying of the social contract. That disconnection is apparent almost daily in the fist fights over wearing masks, anger heard over phone calls, and protests occurring at school board meetings.

The region has seen an increase in violence and petty crime, while community members have struggled with mental health and houselessness.

Though these have been difficult times, rays of hope have shone through the gloom. In Milwaukie, we were gifted early on with community members connecting with one another through grocery runs for elderly neighbors, socially distanced neighborhood meetups and, later, the Arts Committee sponsored a music event known as Porchfest, which brought the community together safely for laughter and music. In 2020, we saw countless expressions exemplifying our grit and kindness for those most in need.

I also saw incredible dedication and regular kindness from city staff. Team Milwaukie found new ways to provide services, just as many of them found new workspaces. City Council met virtually and kept our programs and commitments moving forward. Meeting remotely required an incredible lift by our city recorder and information technology offices, and our audio/visual technicians with Willamette Falls Studios, who helped the city transition to online platforms. Our police officers continued to provide excellent service and extended the scope of their work in the early days of the pandemic to provide prescription drug deliveries. During the fires, they also rushed to the aid of our neighboring cities to provide evacuation support. The city's public works crews maintained our essential systems and stepped up for special projects, such as tree debris collection during climate emergencies. River, Lake and Linwood streets saw significant pedestrian and road improvements thanks to the engineering team. The library transitioned repeatedly to get books and services into the hands of community members, even as its doors were closed to the public. The finance department had unprecedented federal funds to manage. The community development team, including planning and building services, managed a substantial increase in development despite being unable to meet for in-person meetings. And the city manager's office shifted roles and programming to assure constant communication with our community and staff as our world repeatedly changed. That same team helped secure millions in federal funding, which the city continues to benefit from today.

**Housing Affordability**

For a majority of this biennium, City Council had a goal of housing affordability. This work has been memorialized and directed through the 2017 Milwaukie Housing Affordability Strategy. The goal shifted in September 2021; however, a significant amount of staff and City Council resources have continued to be allocated toward supporting those struggling most with the increasing cost of housing in Milwaukie. Some tangible results of this work to-date include:

- Adoption of the 2020 Comprehensive Plan and subsequent residential zoning changes that shifted zoning in favor of middle housing.
- Secured more than \$1 million in construction excise taxes (CET) to secure affordable and workforce housing units.
- City leadership served on statewide committees to assure new statutes were implemented with those most in need in mind.
- The last two years resulted in record-breaking building permitting (nearly 1,000 multifamily and single-family units total) and large-scale planning projects, such as Bonaventure (170 units), Henley Estates (178 units), Monroe Apartments (234 units), and Coho Point at Kellogg Creek (195 units).
- Completed an accessory dwelling unit pilot program.
- Conducted the city's first amnesty program period for delinquent utility accounts.
- Provided financial assistance for families struggling to pay their utility bills.
- Provided \$50,000 in rent assistance to help 24 families, who were falling through the cracks of other programs.

**Climate Change Mitigation and Resilience Action**

Over the past two years, the city has seen unprecedented signs of climate change. These regular emergencies have tested our systems and community. To mitigate the consequences and adapt to a new world, City Council and staff have worked tirelessly to change the world's trajectory.

- Adoption of the private and public lands tree codes.
- Assisted in the passage of Oregon House Bill (HB) 2021 for the Clean Energy Bill and HB 2475 for the Energy Affordability Bill.
- Adoption of a City of Milwaukie Home Energy Score program.
- Hosted Friends of Trees events in April and November 2021.
- The city was named 2021 Oregon Tree City of the Year.
- Planted 1,300 trees.
- Began transition to 100% locally generated renewable energy for city operations.
- Converted all onsite diesel use to R99 renewable diesel.
- Transitioned a majority of handheld and landscaping power tools to electric.



Equity, Justice and Inclusion

On May 25, 2020, people across our community and around the world were horrified by the murder of George Floyd. In the subsequent weeks, a movement arose that marked a sea change in how governments, private companies and communities confront the history and continued impacts of systemic racism in the United States. In August 2020, City Council adopted equity, justice and inclusion as a goal. Since then, the city has worked to take intentional, concrete steps to make Milwaukie a safe and equitable community for all. Together we have:

- Hired a full-time equity program manager to oversee the city's work towards this goal.
- Established an Equity Steering Committee (ESC) empowered to both advise City Council on policy issues and inform administrative actions taken by city staff.
- Held a series of listening sessions with residents from Milwaukie's communities of color to better understand the needs of those who historically have not been engaged by the city for input about the issues affecting their lives.
- Assembled a group of Black, Indigenous, and People of Color community members to discuss police policies and practices with Chief Luke Strait, laying the foundation for increased dialogue and trust.
- Held trainings focusing on implicit and unconscious bias for all city staff.
- Established a language access policy and began translating *The Pilot* newsletter into Spanish.
- Revised hiring practices to reduce adverse impacts and encourage qualified candidates with a broader range of backgrounds and types of experience to apply.
- And, in the spring of 2022 the city is on track to adopt procurement rules to make contracting more accessible and equitable.

LOOKING FORWARD

The 2023-2024 biennium budget provides for the continuity of high-quality, ongoing service, along with strategic investments to maintain existing assets, encourage development, and make progress on other City Council priorities. The city's overall fiscal condition remains healthy, with all fund balances either exceeding or equal to the city's minimum reserve policies. The biennium budget totals \$192.6 million, not including the Milwaukie Redevelopment Commission, the city's urban renewal authority budget of \$3.3 million. The budget is balanced, as required by the statutory limits of Oregon budget law.

The budget invests significantly in the two current City Council goals. Creating an equity framework is the focus on equity funding that will also go towards equity-focused engagement efforts and a newly formed ESC. Additionally, a significant focus of the climate funds will include the completion of negotiations to move residential energy

customers to a new renewable energy program through the Oregon Public Utility Commission and Portland General Electric. The climate team will work to create a strong platform of success for the newly passed private property tree ordinance and will invest in new incentives to encourage tree plantings. These goals continue to have dedicated staff based on their priority to City Council.

This budget also makes a one-time investment in City Council's previous goal for housing affordability, serving as a capstone to that work. The budget includes an additional \$800,000 to the CET fund to significantly increase the investment that the city can make to secure additional affordable and workforce housing units. This brings the total in that fund to \$2.4 million. If approved, staff expects to release \$1.2 million in a competitive bid process this summer.

The ARPA funds, in particular, have created an opportunity to construct needed water facility improvements without a significant rate hike. This budget proposes the remaining ARPA funds be transferred to the Stanley Reservoir and Ardenwald North projects for a net total of \$4.4 million.

The cultural turmoil of the past two years led the city to need additional resources for community members most in crisis. The city is looking to partner with Clackamas County on one or two staff positions focused on houselessness and mental health support. Those negotiations remain underway, but the city is proposing to cover a portion of these staff costs should negotiations be successful. Those funds are currently housed in the city manager's budget but could shift to another department based on negotiations. Such a shift would require a supplemental budget adjustment approved by the City Council.

The other full-time equivalent staff change is a proposed time-limited position to address Milwaukie's changing parking needs across the city. In 2018, the city adopted a Downtown Parking Management Strategy in addition to a permit program adopted by the city a couple years prior for residential neighborhoods. Over the past six years, the city has seen significant increases in development and this new position is intended to help our community adapt as more people call Milwaukie home.

Finally, funds have been added to several existing or anticipated projects due to cost inflation, possible litigation, department equity, and insurance needs. This includes the final dollars required to construct the full Monroe Street Neighborhood Greenway, cover the cost of a more expensive facility maintenance contract, provide increased training for library staff and rehabilitation of both the new city hall and Johnson Creek Building.

Revenue Trends

Milwaukie continues to have strong financial footing with a conservative approach to the budget and use of city funds. Revenue trends have been favorable in past years, even though there was a time when the city expected decreases during the pandemic. Although the city saw a drop in revenues from fees, charges, and other income areas, the city is able to maintain current service levels given the frugal efforts of staff and departments finding ways to save on spending. Revenue recovery was forecasted at a modest growth for most sources. Overall, the market is currently facing a recession and interest rates are starting to rise because of unprecedented increases in housing values. Property tax growth to the assessed value (AV) is expected at 3.25% while maintaining a permanent tax rate of 6.5379%.

Interest earnings are tied to market conditions with estimates that are extremely conservative as rates have slowly increased. The current interest rate from the Oregon State Treasury is 0.65%.

Utility rates are proposed to increase in this budget for water and wastewater at 2.5% each. Aside from increases in treatment costs, the increases are to maintain operations and preserve fund balances in preparation for infrastructure improvements.

As was discussed above, the biennium budget also includes funding from ARPA. The city will receive approximately \$6.9 million in ARPA funding, of which, \$2.25 million has been appropriated for construction of three parks (Balfour, Bowman-Brae, and Scott). The remainder is primarily for the improvements of the Stanley Reservoir, as well as water and wastewater improvements in the Ardenwald neighborhood.

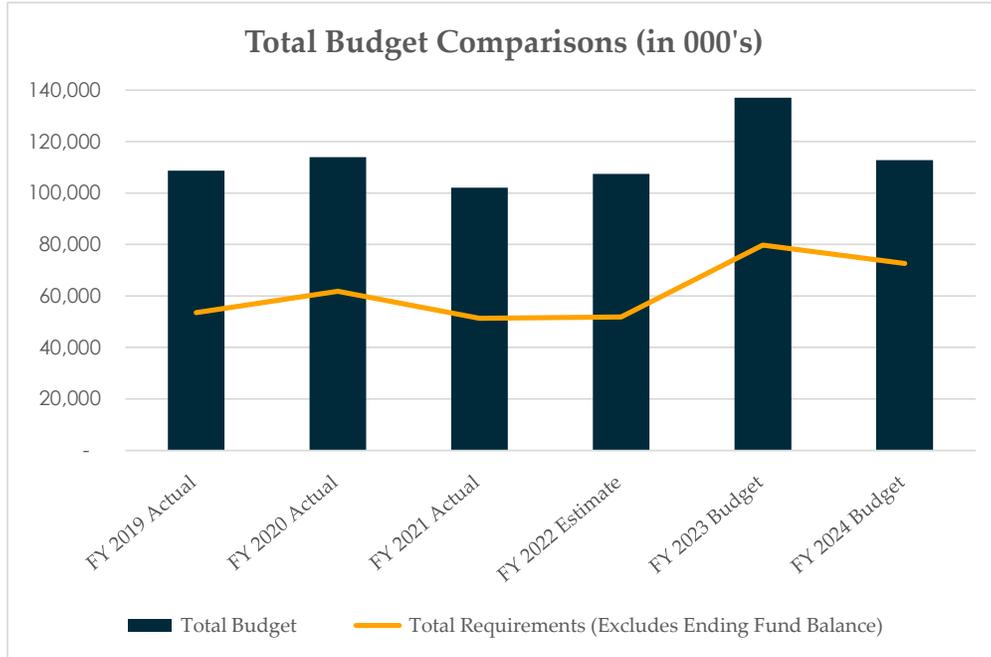
Operating Expenses

Personnel services represent 29% or \$43.9 million of total expenditures before reserves of \$152.4 million. Collective bargaining negotiations in 2021 with the city's American Federation of State, County, and Municipal Employees membership and the Milwaukie Police Employees Association concluded with a three-year contract to include cost of living adjustment increases and other negotiated terms that increased ongoing city expenses. Insurance premiums continue to increase, as well as rates for the Oregon Public Employee Retirement System, which drive most of the increases in personnel costs.

Materials and services represent 21% or \$32.3 million, debt service represents 5% or \$7.4 million. Capital outlay, where many of the projects are infrastructure-related, accounts for 35% of the total budgeted expenditures at \$53.3 million. Renovations for the new city hall are included in the capital outlay costs as the city anticipates moving in fiscal year 2024. Lastly, transfers to other funds are the remainder, \$15.8 million or 10%.

Capital Improvements & Future Debt

The citywide budget, as represented in the chart below, shows an increase in the total budget by \$21.7 million or 13% from the previous budget, primarily related to capital improvements in the integrated transportation/utility Capital Improvement Plan program. Future debt includes the second half of the transportation bond of \$21 million.



CONCLUSION

The City of Milwaukie has a bright couple of years ahead notwithstanding our current struggles with COVID-19 and our changing climate. This budget presents opportunities that will be long valued by our future community, while supporting those most in need today.

Respectfully presented this 30th day of April 2022.

Ann Ober
City Manager



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City Overview

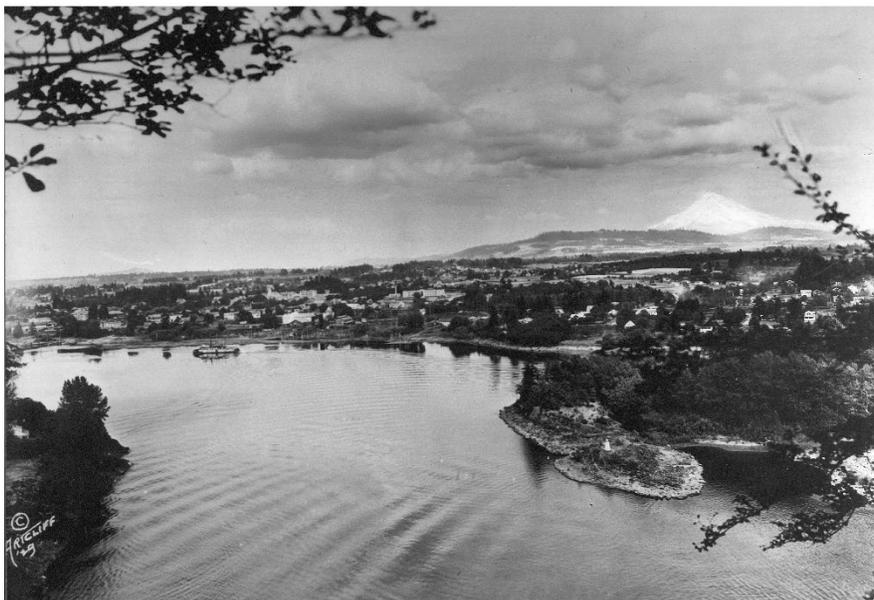
ABOUT MILWAUKIE

Nestled along the banks of the Willamette River and steeped in a rich history, Milwaukie enjoys the comforts of a small town while being near the heart of the Portland metropolitan area. The determination and optimistic outlook that have inspired Milwaukie residents for centuries is still felt today from the people that call it home today.

This suburban city of over twenty-one thousand residents works to stay true to itself and the spirit of the community, even if that's unconventional at times. Woven through the fabric of the community is the value placed on ingenuity. Milwaukie prizes creativity to get things done by finding innovative solutions, and residents embrace originality to find new ideas that better the community.

Together, these strengths have contributed to the 2016 award-winning visioning process that received an outpouring of support from the community and led to the multi-year effort to overhaul the city's Comprehensive Plan, a process that concluded with adoption of new code and policy documents in spring 2022. These communal strengths can also be found in the city's robust and thriving business community. With more than 1,500 companies, including Oregon Tool, Inc., Bob's Red Mill, Sock it to Me, Dark Horse Comics, and Precision Castparts Corporation, Milwaukie is home to several of Oregon's largest and most iconic employers.

These same values drive events in Milwaukie each year. The Umbrella Parade and Tree Lighting, Winter Solstice and Christmas Ships Party, Earth Day Clean-Up, Sunday Farmers



Market, First Fridays, Carefree Sunday, and neighborhood concerts combine creativity and positivity to help bring the community closer together.

Like the founders before them, the people of Milwaukie know the city is destined for great things, and all are welcome to join with the community as it forges its own path to success.

HISTORY OF MILWAUKIE

The area known today as Milwaukie was once occupied by members of the Upper Chinook language group known as the Clackamas. While it is unknown whether there were ever any indigenous dwellings where Milwaukie sits today, the once marshy bay and Elk Rock Island were well known landmarks to the Clackamas and other groups that used the river for transportation. American and European explorers first visited the area in 1805 and in 1847 pioneer Lot Whitcomb arrived and named the new community after City of Milwaukee, Wisconsin, which had impressed him as he made his way west. 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 several mills were built in the hopes that Milwaukie Bay would become the region’s primary export hub for materials like lumber and flour for the gold fields of California. These initial economic enterprises bore fruit rapidly: within three years of being settled, Milwaukie was home to a post office, a newspaper, and the first side-wheel steamship built in Oregon, the *Lot Whitcomb*. In April 1851, the community was designated a “Port of Delivery” by Congress.

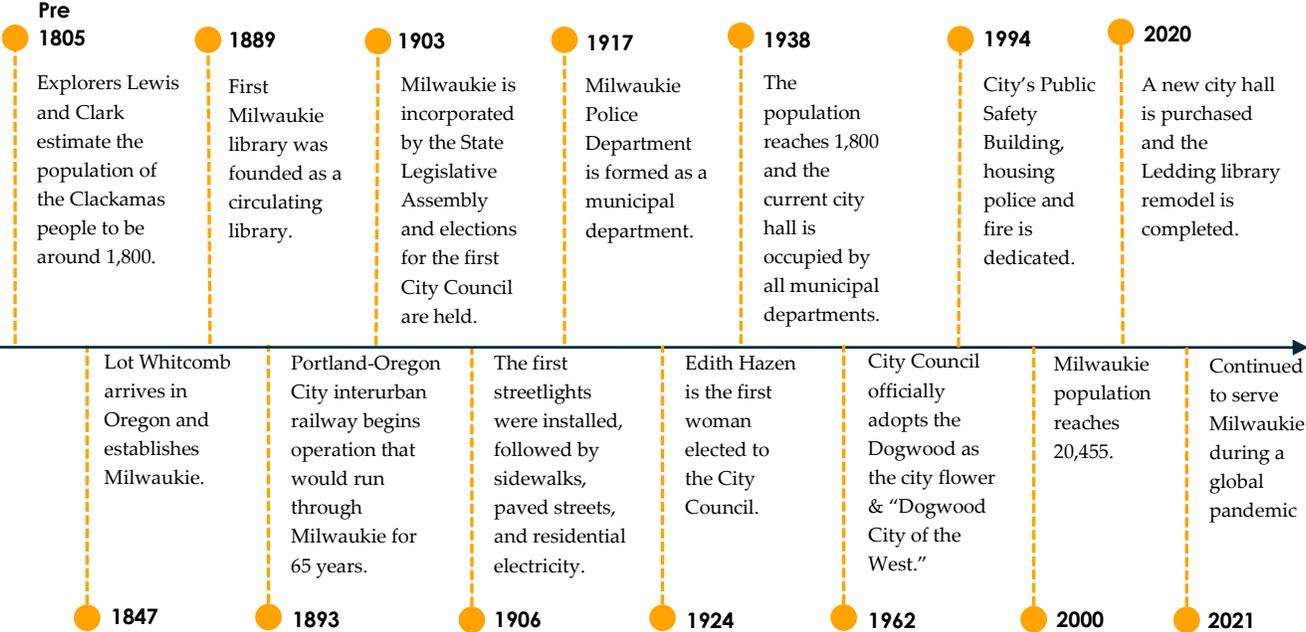
In 1903 Milwaukie was incorporated as a municipal corporation partially to thwart hazards related to the storage of explosives along the railroad but also to improve the dirt streets and sidewalks. The original petition, submitted in 1901, set the legislative wheels turning and on February 4, 1903, the 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, Milwaukie was a city of about 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 saw the city’s population quadruple 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.

In 2019 downtown saw its first redevelopment of a five-story building, Axletree Apartments, that features 110 units and mixed-use commercial space on the ground floor.

While 2020 and 2021 were pivotal years of the global COVID-19 pandemic, the city opened the newly constructed Ledding Library, several infrastructure projects were completed, and the city purchased a building on Main Street to serve as Milwaukie’s fourth city hall beginning in 2023.

MILWAUKIE TIMELINE



MILWAUKIE GOVERNMENT TODAY

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, a municipal corporation, are vested in the Council except as otherwise specifically provided in the Milwaukie Municipal Code (MMC) and Charter. The mayor and 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, second, and third Tuesday of every month, usually at city hall or another city facility. Council meetings are televised live on the city's YouTube channel (https://www.youtube.com/channel/UCRFbfqe3OnDWLQKSB_m9cAw) and 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>.

Council-Manager Form of Government



CITY 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, engineering, community development and library services.

Clackamas Fire District #1 (CFD1) 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 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).

CITY DEMOGRAPHICS

Statistic	Data
Population	21,235 ¹
Females	51.3% ²
Males	48.7% ²
Veterans	1,305 ²
Veterans, percent of population	6% ²
Households	9,205 ²
Persons per Household	2.25 ²
Owner Occupied Housing Unit Rate	58.80% ²
Median Value of Owner-Occupied Housing Unit	\$ 323,500 ²
High School Graduate or Higher	94.7% ²
Bachelor's Degree or Higher	36.2% ²
Median Household Income	\$ 61,902 ²
Persons in Poverty, percent	11.2% ²
Land Area in Square Miles	4.82 ²
Population per Square Mile	4,382 ²
Bond Rating	Aa2 ³
City Maintained Roads	160 Lane Miles ⁴
Building Permits Issued	246 ⁴
Sewer Miles	79 ⁴
Water Lines Maintained	100 ⁴
Number of Traffic Citations	558 ⁴
Avg. Library Circulation/Capita	7.78 ⁴
Unemployment Rate - Clackamas County	3.80% ⁵
City Property Tax Rate	\$4.1367/\$1,000 TAV ⁶
City Bonded Debt Tax Rate	\$0.3577/\$1,000 TAV ⁶
Total Property Tax Rate	\$4.4944/\$1,000 TAV ⁶
City Share of Total	21% ⁶

Source:

¹ Portland State University Population Reports / League of Oregon Cities (LOC)

² United States Census Bureau

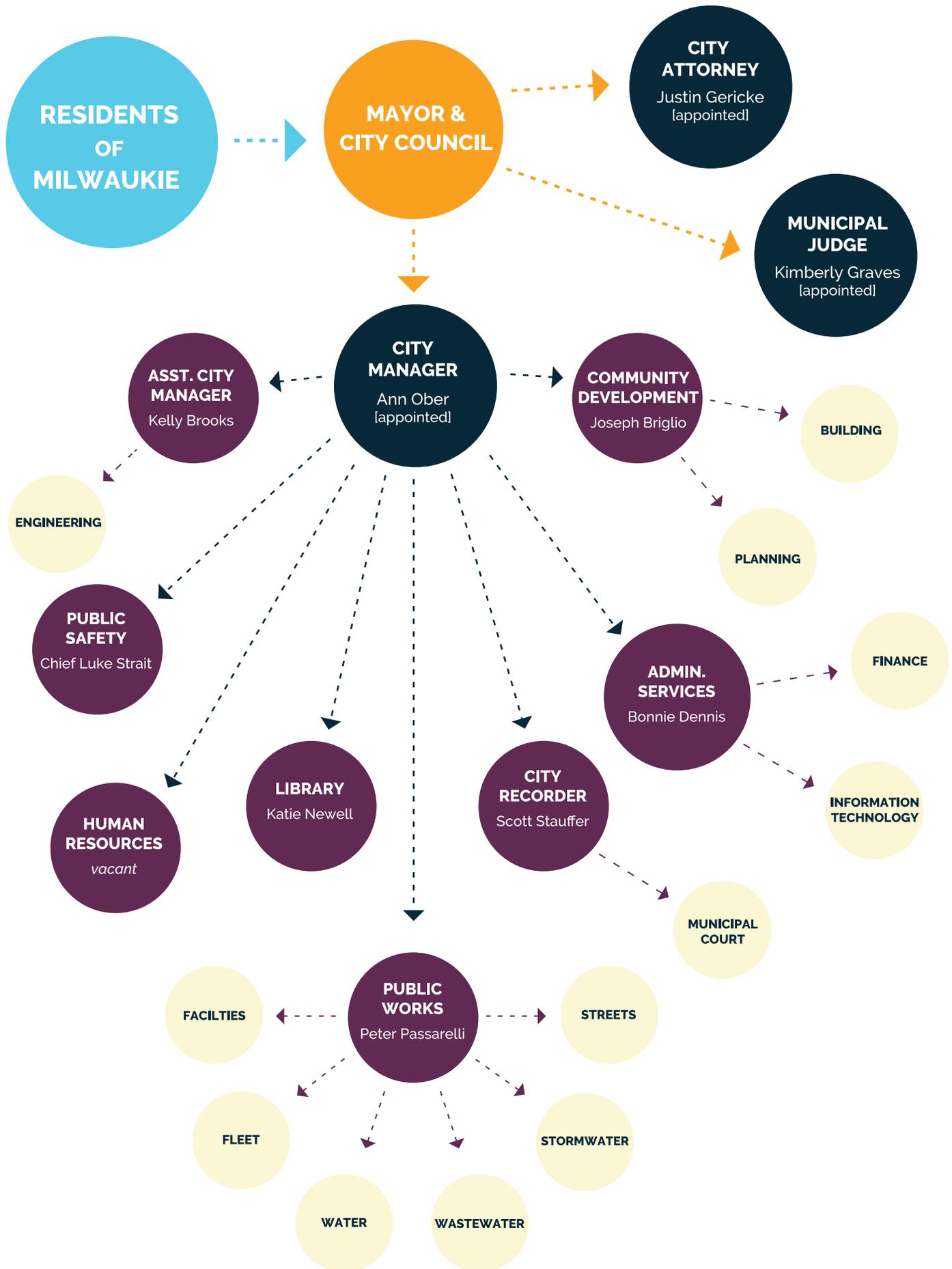
³ Moody's Investors Services

⁴ City of Milwaukie Departments

⁵ State of Oregon Employment Department - Clackamas

⁶ Clackamas County Taxing District Rates

2022 ORGANIZATIONAL CHART



Budget Philosophy & Process

MILWAUKIE'S BUDGET PHILOSOPHY

Municipal budgets serve several important functions. In addition to laying out a basic spending plan for the city and allocating resources to meet the diverse needs of the community, Milwaukie's budget:

- Represents a principal policy and management tool for the city's administration, reflecting and defining the annual work program;
- Provides a framework for the city to accomplish its vision; and
- Reflects core city values of customer service, respect, integrity, collaboration, and innovation.

The city takes seriously its responsibility to the community as a steward of public funds, which is likewise reflected in its philosophy and approach to the budget process. The city holds itself to the standard of providing high-quality services at a reasonable cost. The city also prides itself on being a progressive community, willing to challenge the status quo and operate on the "cutting edge" of local government best practices. City staff have accepted these interrelated challenges, developing the budget within the context of searching for creative solutions for the efficient and effective delivery of city services. As such, the budget:

- Is based on timely, consistent, and clearly articulated policies;
- Is realistic and includes adequate resources to meet assigned work programs;
- Is a cooperative, citywide effort grounded in teamwork, excellent communication, community outreach, and a commitment to excellence; and
- Emphasizes measures to improve the productivity and effectiveness of service delivery to residents.

MILWAUKIE'S BUDGET PROCESS

The City of Milwaukie prepares and adopts a budget in accordance with its City Charter and Oregon Revised Statute (ORS) 294.305 through 294.565. The budget is presented in fund and department categories for a set period. 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 cannot 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 operating department directors and oversight by the finance team.

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), 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.

Transferring appropriations occur 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 budget transfer to authorize expenditures and/or appropriate additional revenues in the current budget period.



BUDGET COMMITTEE

The Budget Committee is comprised of the city's governing body (the City Council) and an equal number of legal voters (citizen members) 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 meets periodically throughout the year to review budget and financial information and the first review of the budget occurs when the proposed budget is presented by the city manager to the committee; at that time, the budget is publicly available, and the committee begins their review of the proposed budget. The committee may approve the proposed budget as presented 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 city 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 Annual Comprehensive Financial Report (ACFR) is the annual audited report that accounts for the city's finances based on generally accepted accounting principles. Generally Accepted Accounting Principles (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 ACFR uses the full-accrual method of accounting for proprietary funds. The audit document shows all city funds on both a budgetary and GAAP basis for comparison purposes.

BUDGETING IN THE STATE OF OREGON

ORS Chapter 294.311, paragraph 5 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;

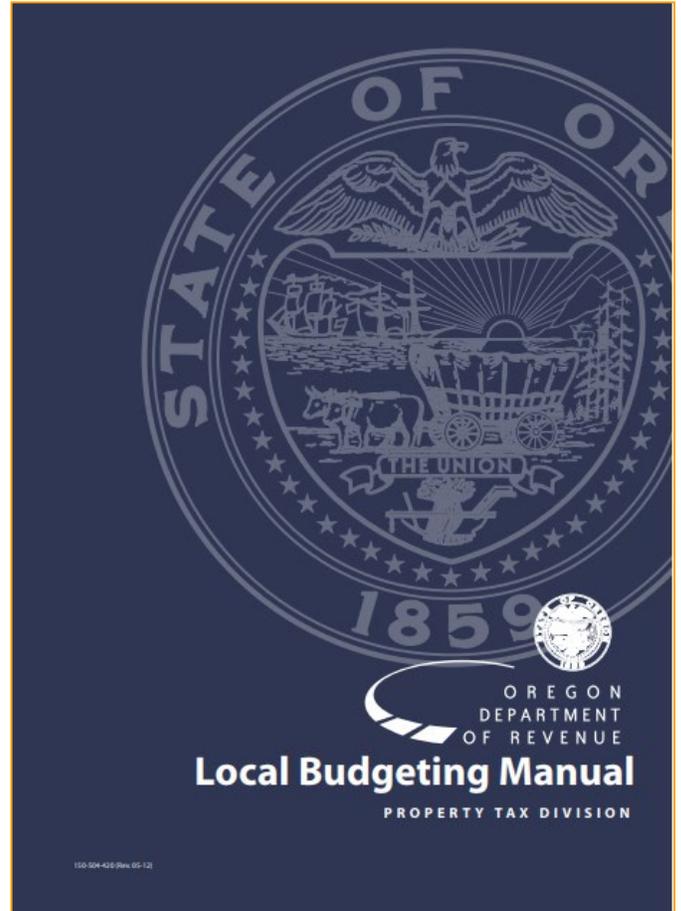
To provide for a brief description of the programs of a municipal corporation and the fiscal policy which is to accomplish these programs;

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

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, 2022, and ends June 30, 2024.

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.

In brief, the differences between fiscal year budgeting and biennial budgeting are:

- 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.
- 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. Illustrating the estimated expenditures for the current budget period, and the estimated expenditures for the ensuing budget period.
 - 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.
 - 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.
- After the Budget Committee approves a biennial budget and before the budget is adopted, the governing body (the City Council) 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.

Oregon Budget Law Related to Biennial Budgeting (continued)

- If a city 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 (City Council) 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.
- 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 (DOR), meeting the requirements set out in state law.

Goals: conducting a Council goal setting process; 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 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 committee's first meeting.

Goals: Accuracy in current year financial estimates; prudent financial forecasting; analyses, and review; 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

DECEMBER 2021 - JANUARY 2022

- Hold informal department discussions.
- Preliminary budget requests are submitted by staff.

JANUARY AND FEBRUARY 2022

- Budget requests compiled and reviewed with the city manager and department heads.
- Budgetary constraints/requirements identified/refined.
- Budget Committee and Citizen Utility Advisory Board (CUAB) joint meeting to discuss the city's Capital Improvement Plan (CIP).

MARCH 2022

- Continued budget review with departments.
- CUAB reviews the utility funds and make a motion on rate recommendations to bring to City Council for consideration.

APRIL 2022

- CUAB presents their recommendation to City Council.
- Master Fee Schedule is discussed with City Council.
- Final preparation and departmental review of draft budget tables.
- Finance team performs final review, reconciliations and prints proposed budget.
- Advertise notice of state revenue sharing uses.
- Budget Committee meetings advertised:
 - Saturday, April 30, 2022
 - Saturday, May 7, 2022
 - Saturday, May 14, 2022, if needed

MAY 2022

- City Manager presents budget message and the budget at the first meeting.
- Budget Committee discusses, receives public comment, deliberates, and approves the budget to City Council.
- Budget is updated to reflect Budget Committee changes.
- Financial Summary and Notice of Budget Hearing are prepared and published.

JUNE 2022

- City Council passes resolutions for state revenue sharing eligibility and proposed uses.
- City Council holds budget hearing and adopts the budget resolution, makes appropriations, and declares tax rate and bond levies.
- City Council adopts CIP and Master Fees Schedule.

JULY 2022

- Adopted budget goes into effect July 1.
- Budget and property tax certification submitted to county by July 15.

PERFORMANCE MEASURES AND INDICATORS

Going beyond the dollars and telling the story of behind the work and services that the city offered is communicated through the performance measures and key indicators outlined in the department budgets. The performance measures offer an insight on critical issues and needs, set performance targets, and aligns spending with objectives by identifying and articulating links between funded activities and results.

There are key elements in identifying performance measures as a process and not just as a document tool. The three distinguishing elements of performance measures are:

- Identification of results to be achieved;
- Strategies for achieving the results; and
- Activities that are being funded to provide the best value for the public achieving identified results.

To support these elements and take it a step further, the city reviewed the performance measures and identified the measures that support its Community Vision. The city adopted a Community Vision in 2017 with the work of city council, staff, community members and consultants. The Community Vision consists of two components: a Vision Statement, which is an aspirational document that describes the ideal Milwaukie in the year 2040, and an Action Plan, which includes a list of action items that serve as a roadmap to achieving the preferred future identified in the Vision Statement. The Community Vision document can be found by visiting the Planning department on the city's website.

Within the vision are specific statement goals followed by categories within those goals to achieve the action plans. As outlined in the vision the performance measures in this budget follow these vision statements:



People – *Arts, Community, Education, Happiness, Health, Innovation, Safety*

Place – *Housing, Infrastructure, Mobility, Neighborhoods, Parks*

Planet – *Ecosystems, Energy, Environment, Resilience*

Prosperity – *Business, Entrepreneurship, Income, Innovation, Investment, Jobs*



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Financial Policies

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 Financial 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 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 (GFOA), 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 biennially 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 City 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 consider 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 (continued)

9. The city manager (or designee) shall approve all grant applications before submission. Additionally, all potential grants that require matching funds, on-going resource requirements, 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 including 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.* Determine what strategies, programs, and activities will best achieve desired results.
 - e. *Budget available dollars.* The objective is to maximize the benefit of the available resources to the most significant programs and activities.
 - 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.

Budget Policies (continued)

- 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 Committee as established by its charge, shall review the budget of selected departments and/or city functions and shall make recommendations on service levels and the appropriate budget resources necessary to achieve that service level, consistent with its Council approved annual work plan to the full Budget Committee.
 4. A cost allocation plan will be developed and incorporated into the city budget. The cost allocation plan will be the basis for distribution of general government and internal service costs to other funds and capital projects.
 5. Unless otherwise authorized by City Council, general fund unrestricted revenues shall not be assigned for specific programs, activities or services.
 6. The City Council shall adopt the budget at the fund, departmental or program level as a total dollar amount for all appropriations except contingency, unappropriated ending fund balance and reserves, which shall be stated separately, 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 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. 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 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 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 Committee, and the City Council. The CIP will be incorporated into the city's budget and long-range financial planning processes and as such its biennial review and approval is anticipated to occur concurrently with the budget process.
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.

Capital Improvement Investment Policies (continued)

3. An objective process, e.g., a rating matrix that includes but is not limited to neighborhood association support for projects within or directly or indirectly impacting a neighborhood association, public safety considerations, engineering, operations, connectivity, inter-departmental and/or inter-governmental commitments or requirements, and funding availability, will be established to evaluate and rank CIP projects with respect to each utility and to the overall needs of the city. The ranking of projects will be used to allocate resources to ensure projects are completed effectively and efficiently.
4. Changes to the CIP such as addition of new projects, significant change to the scope of the project or reprioritization of projects will require city manager or City Council approval.
5. The city will maintain its physical assets at a level adequate to protect the city's capital investment and to minimize future operating maintenance and replacement costs. The city recognizes that deferred maintenance increases future capital costs, thus placing a burden on future residents. Therefore, the CIP will include an orderly and systemic replacement of capital facilities and equipment.
6. The city will establish and fund infrastructure and building reserves adequate to sustain each utility and the city's building facilities. The city will also establish major repairs and replacement reserves to provide stable funding of major repairs and replacements. The reserves will be included and identified as separate components of fund balance in the various funds.
7. The city will utilize "pay-as-you-go" funding for capital improvement expenditures considered recurring, operating or maintenance in nature whenever possible. The city may also utilize "pay-as-you-go" funding for capital improvements when current revenues and adequate fund balances are available or when issuing debt would adversely affect the city's credit rating or debt terms are unfavorable relative to the benefits derived from the capital improvement.
8. The city will consider the use of debt financing for capital projects and equipment under the following circumstances:
 - a. When the use of debt will result in total project cost savings that exceed borrowing costs.
 - b. When the project's useful life will exceed the terms of the financing.
 - c. When resources are deemed sufficient and reliable to service the long-term debt.
 - d. When market conditions present favorable interest rates for city financing.
 - e. When the issuance of debt will not adversely affect the city's credit rating.

FINANCIAL PLANNING POLICIES

1. The administrative services director (or designee), 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 GFOA.
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.
4. Funding for economic development incentives must be identified before approval of all such incentives.

Economic Development Funding Policies (continued)

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 administrative services director (or 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 294.895 and comply with a written Investment Policy (see appendix) 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 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 designee) 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 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.
2. Monthly financial reports comparing actual to budgeted expenditures will be prepared timely by the finance staff. Reports will be distributed to city management. Significant budget to actual variances will be identified and explained. If an additional appropriation is anticipated, such shall be noted.
3. Quarterly Financial Report (Report) comparing actual to budgeted revenues and expenditures will be prepared as of September 30, December 31, March 31 and June 30. The Report will be posted with the agenda for the budget committee meeting no later than one week before the scheduled meeting or the day before or after a holiday. A tentative meeting schedule will be set by the Budget Committee during the first quarter meeting of the fiscal year. Typically, committee meetings will be scheduled the 3rd week of the 2nd month after the end of the quarter unless a majority of the committee agrees in advance to alter the schedule when needed. The Budget Committee will review the Report at its quarterly meeting. The Report 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.

Accounting and Financial Reporting Policies (continued)

7. The city will prepare its financial statements and maintain its accounting and internal control systems in accordance with applicable standards with the goal of obtaining an unqualified opinion from its auditors.
8. The city will prepare an Annual Comprehensive Financial Report (ACFR) and submit the ACFR 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 administrative services director (or designee) 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 administrative services director (or designee) 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—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 administrative services director will structure all debt issuances and oversee the ongoing 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 administrative services director (or designee) 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. Ensuring 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).

Reserve Policies (continued)

- 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 and additional reserves as deemed appropriate by the City Manager.
 - b. **Building 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.
4. 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.
5. The city shall establish a contingency reserve as part of the budget process. Funds may not be disbursed directly from contingency but must be reclassified into a spendable budget category through a supplemental budget.



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Governmental Accounting

FUND ACCOUNTING

The City of Milwaukee uses fund designations to budget and report on its financial position and the results of its operations. Fund accounting demonstrates legal compliance and aids financial management by showing the different functions of municipal operations accounted for in separate, self-balancing funds. These separate funds are in accordance with state and local laws, regulations and/or special restrictions and limitations.

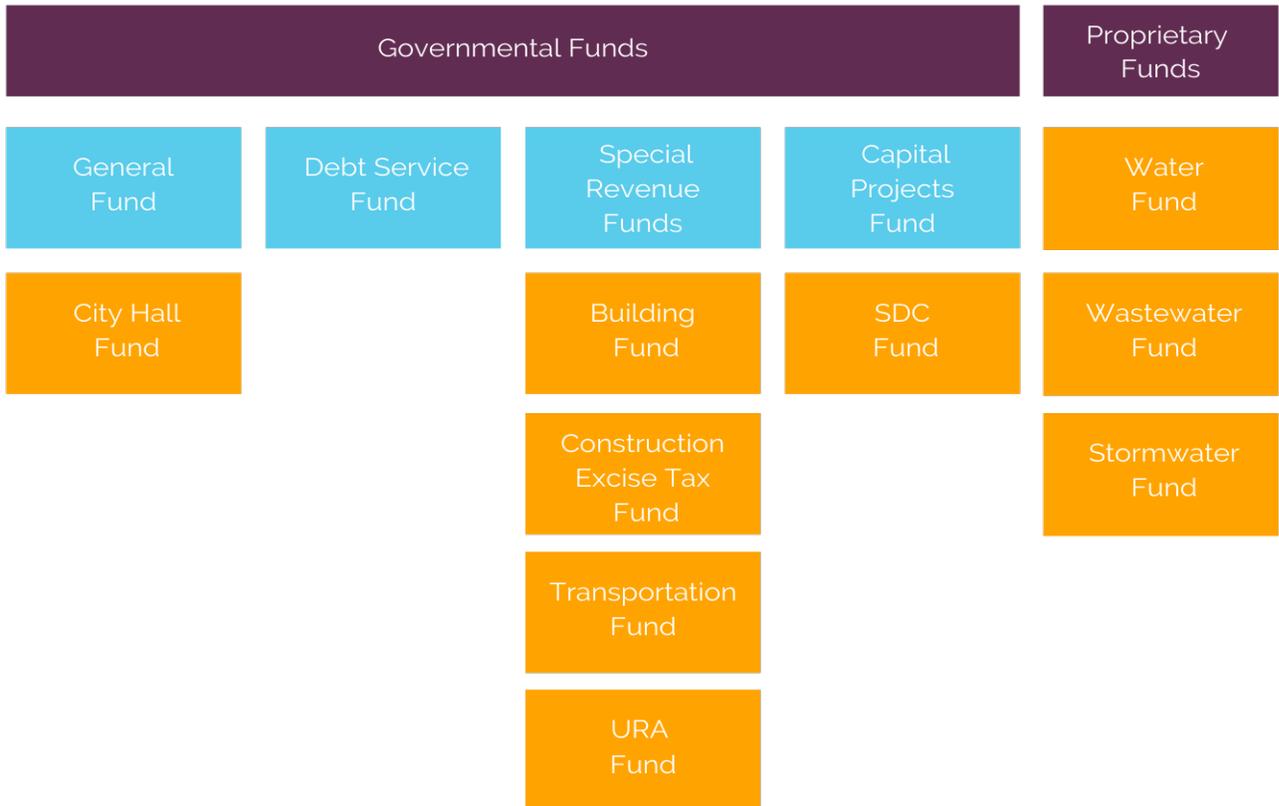
Funds are classified into three categories: governmental, proprietary, and fiduciary. Each category, in turn, is divided into separate fund types.

- **Governmental funds** are used to account for all or most of a government's general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general fixed assets (capital project funds), and the servicing of general long-term debt (debt service funds).
 - *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 that are restricted in such a way that earnings, not principal, may be expended, and for the purpose of benefiting the government and its citizens. The city does not have any permanent funds.

Fund Accounting (continued)

- **Proprietary funds** are used to account for activities like those found in the private sector and where the determination of net income is necessary or useful to sound financial administration. Goods or services from such activities can be provided either to outside parties (enterprise funds) or to other departments or agencies primarily within the government (internal service funds). The city applies all applicable Financial Accounting Standards Board (FASB) pronouncements, issued prior to November 30, 1989, and General Accounting Standards Board (GASB) statements since that date in accounting and reporting for its proprietary operations.
 - *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, like 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 on behalf of outside parties, including other governments, or on behalf of other funds within the government. When these assets are held under the terms of a formal trust agreement, a pension trust fund must be used. Agency funds are generally used to account for assets the government holds on behalf of others as their agent.



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 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.

Government 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.

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, rather than a 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*.



BUDGETARY RESERVES

Within the budget, there are targeted reserve balances to provide for times when there is fiscal duress. Adequate reserve funds are necessary to continue to provide needed services to citizens without significant interruption or uncertainty. 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.

The primary source of revenue to fund police and library services is property taxes. Property taxes are 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 the cost to the general fund 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.

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 an Annual Comprehensive Financial report (ACFR), which is a more extensive document. Both annual financial statements and ACFR's include a single set of government-wide statements, for the government entity, and individual fund statements. GASB 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.

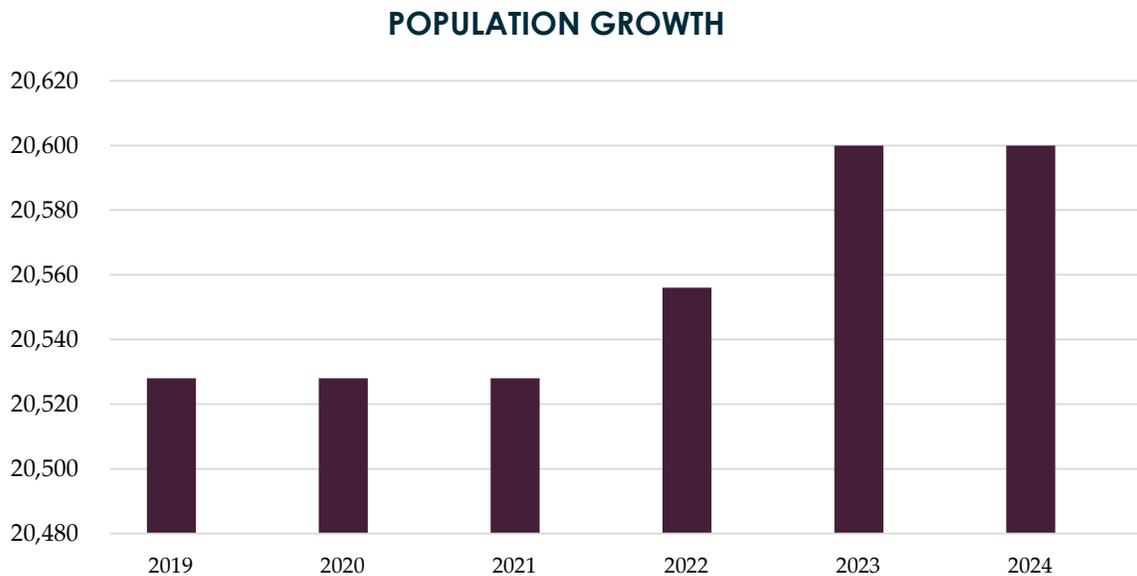
Financial Trends

MILWAUKIE'S ECONOMY

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 in manufacturing, national and international trade, and service industries.

POPULATION

The city's population historically grew steadily, but in recent years the population has leveled and have seen slight increases when new development has occurred. Currently, the city's population is estimated at 21,235. Below is a chart of the increase the city has seen over the past several years.



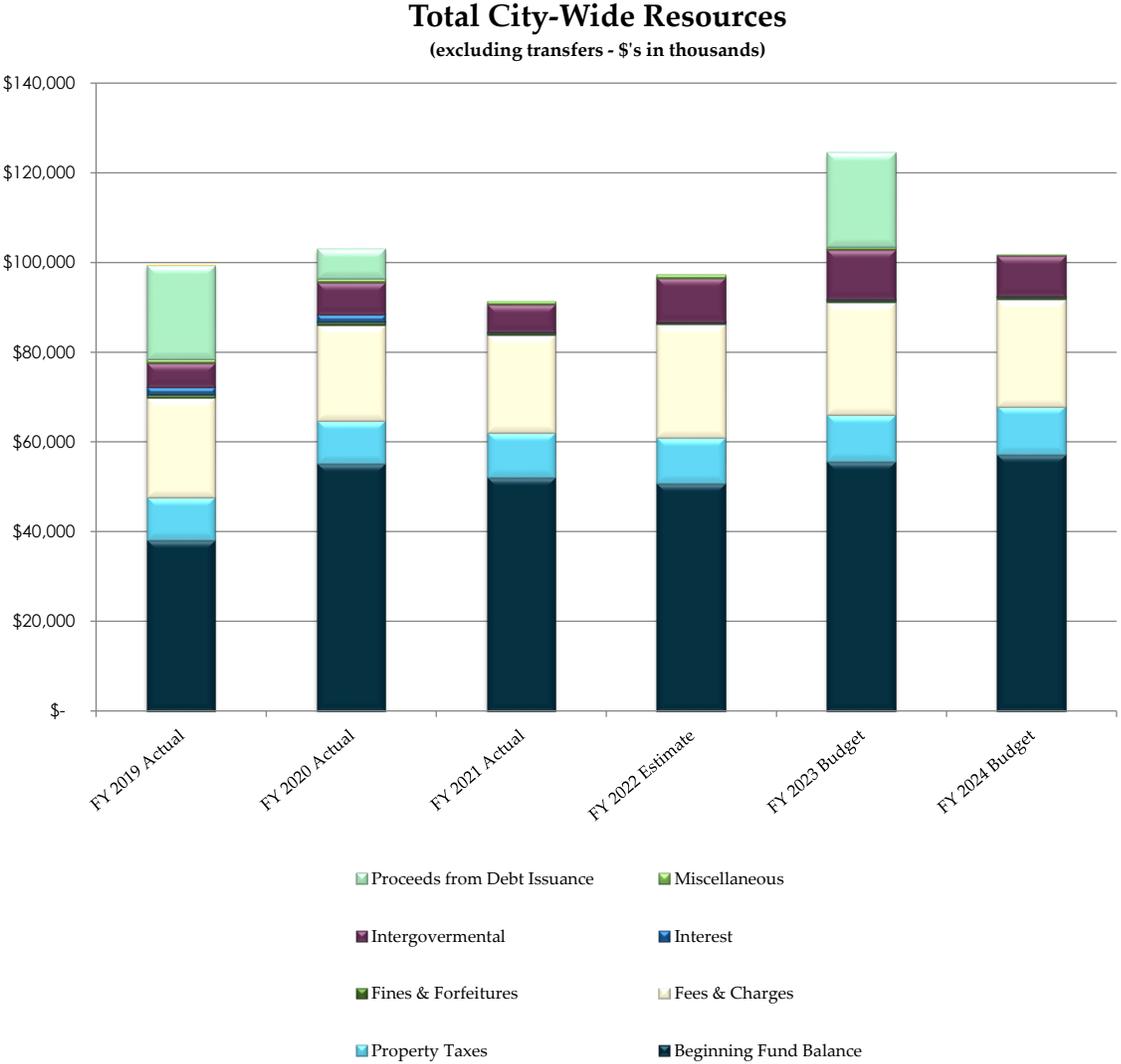
CONSUMER PRICE INDEX

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 Western Consumer Price Index (CPI-U) average for the preceding five years has been 3.0%. The city will use this increase on an annual basis, updating when the average is updated.

REVENUE TRENDS & ASSUMPTIONS

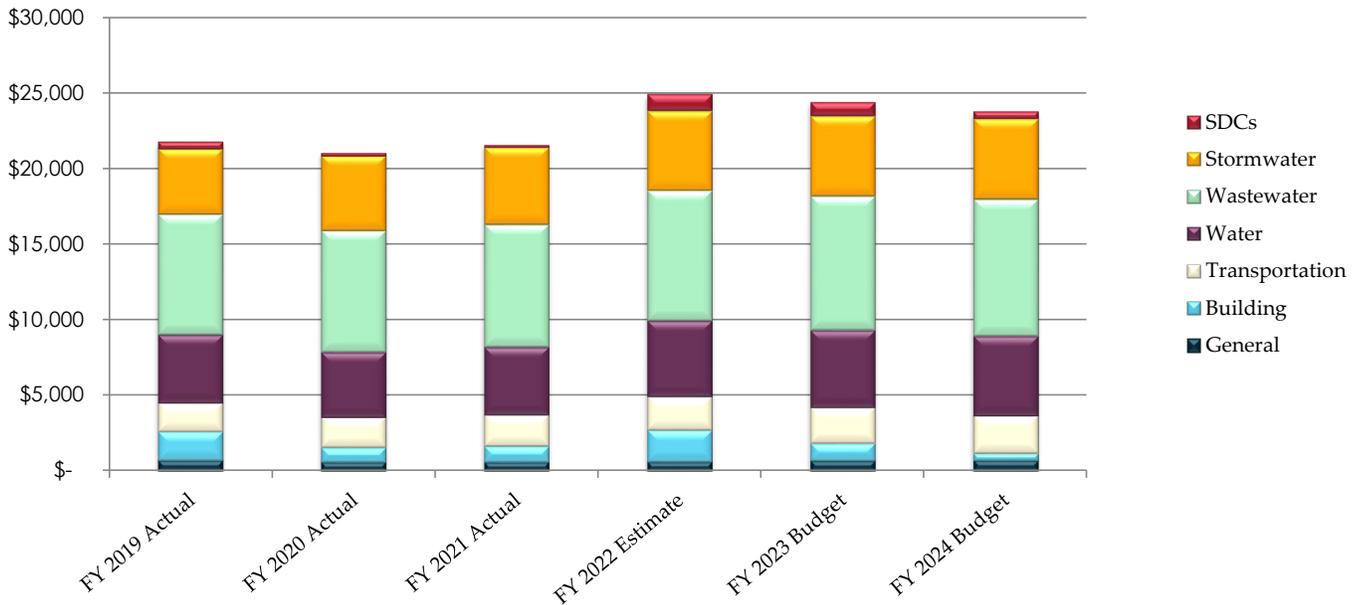
The purpose of this section is to describe the city’s major revenue sources, explain the underlying assumptions for the revenue estimates, and discuss significant revenue trends. The revenue sources and assumptions used in this budget are described in greater detail in the subsequent pages.



Fees & Charges (36%)

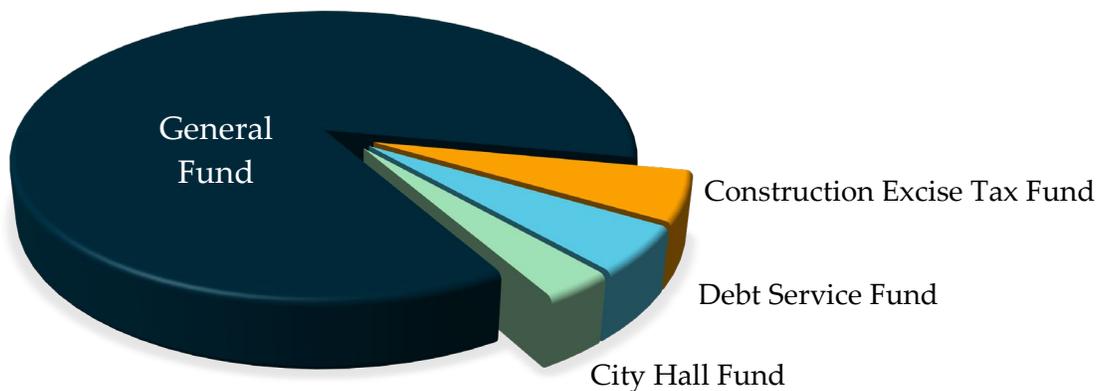
Fees & charges include licenses, permits and other items primarily in the General Fund. The charges for water, wastewater, stormwater, and street maintenance are charged to all users within the city limits for the services provided. These fees are established through the city’s fees and charges resolution; this resolution is updated every biennium unless a separate resolution was adopted mid-cycle. The City Council approves utility rates based on costs to provide services and maintain the infrastructure.

Fees & Charges by Fund (in thousands)



Transfers From Other Funds (12%)

Transfers from Other Funds occur when revenues are transferred between funds; revenue is received by a fund providing an internal service from a fund receiving the service, where the cost of the service is shown as an expense. All city services that receive reimbursement charge revenue are consolidated into the General Fund. The amount that other funds are charged for reimbursement costs is based on individual metrics identified for each city service. The city calculates 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 (15%)

Property tax revenue is influenced by cycles in the housing market, but the variances moderated with the passing of both Measures 5 and 50 of the State constitution. Thereby real market values must decline substantially before they are lower than the assessed values, however, there is not an equal or direct relationship of taxes collected to real market value due to the 3% assessed value cap as stated by Measures 5 and 50. Therefore, tax revenues are constrained to this level, even when real market values are increasing. Although property values have increased substantially over the past several years, the city's actual property tax revenues are unable to benefit from the 5% to 16% real market increases.

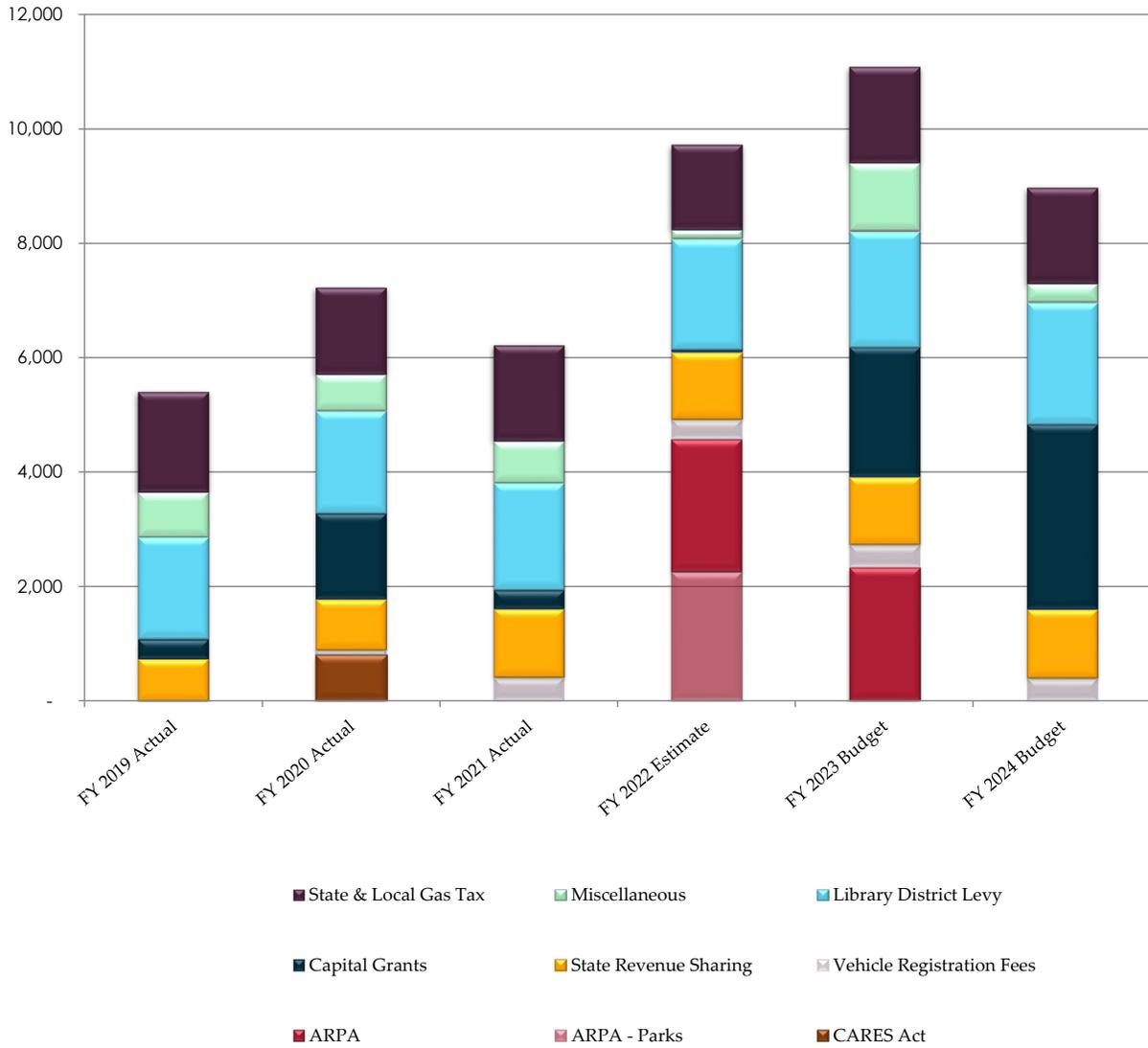
Milwaukie's permanent tax rate is applied to the projected taxable assessed value of property to generate revenues to support core city operations. The city realizes a 98% collection rate and any increases in revenue received above the 3% are primarily related to new construction or due to increases in the commercial and industrial sectors.

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 (CCFD1). 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 CCFD1's permanent rate of \$2.4012 (\$4.1367).

Intergovernmental (15%)

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.

Intergovernmental Revenues by Type (in thousands)



Other (22%)

Other revenues consist of proceeds from debt (15%), franchise fees (6%), fines and forfeitures (1%). The city anticipates issuing debt in FY 2023 for the Transportation Fund.

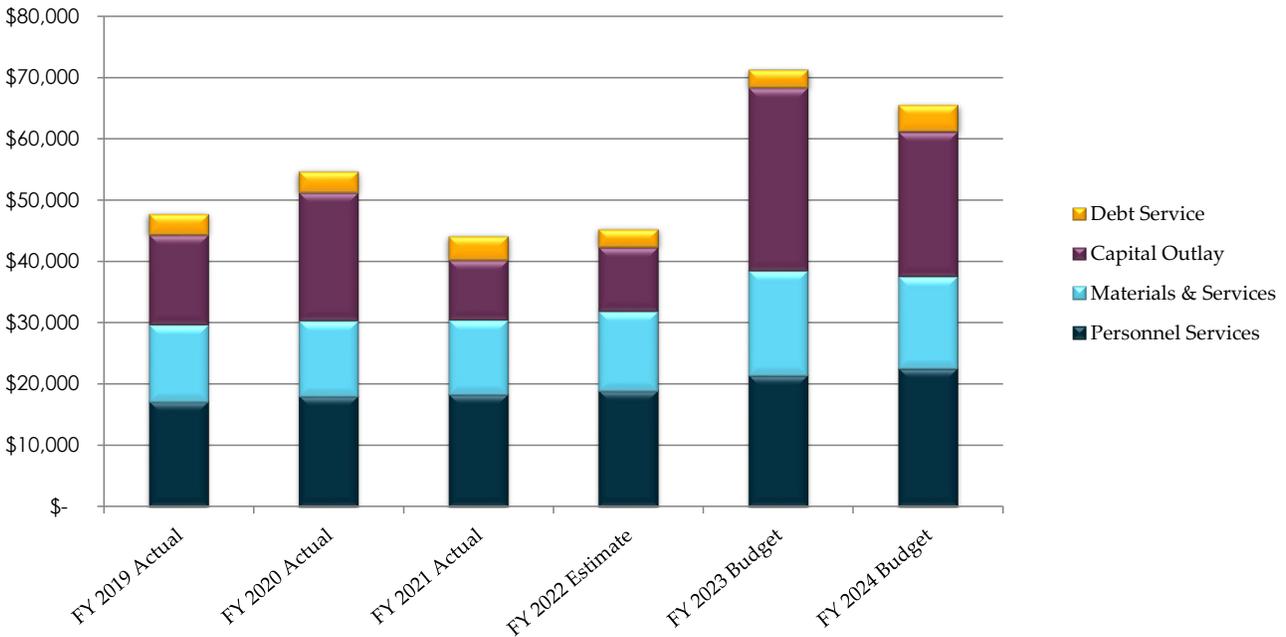
EXPENDITURE TRENDS & ASSUMPTIONS

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’s budget includes five requirement categories: Personnel Services, Materials & Services, Debt Service, Transfers, and Capital Outlay.

Major Requirements

Major requirements relate to the people who provide city services and the materials they need to complete their job requirements. Citywide budgeted requirements are based on current budgeted staffing levels and expected increases in salaries and benefits.

Total City-Wide Expenditures
(excluding transfers - \$'s in thousands)



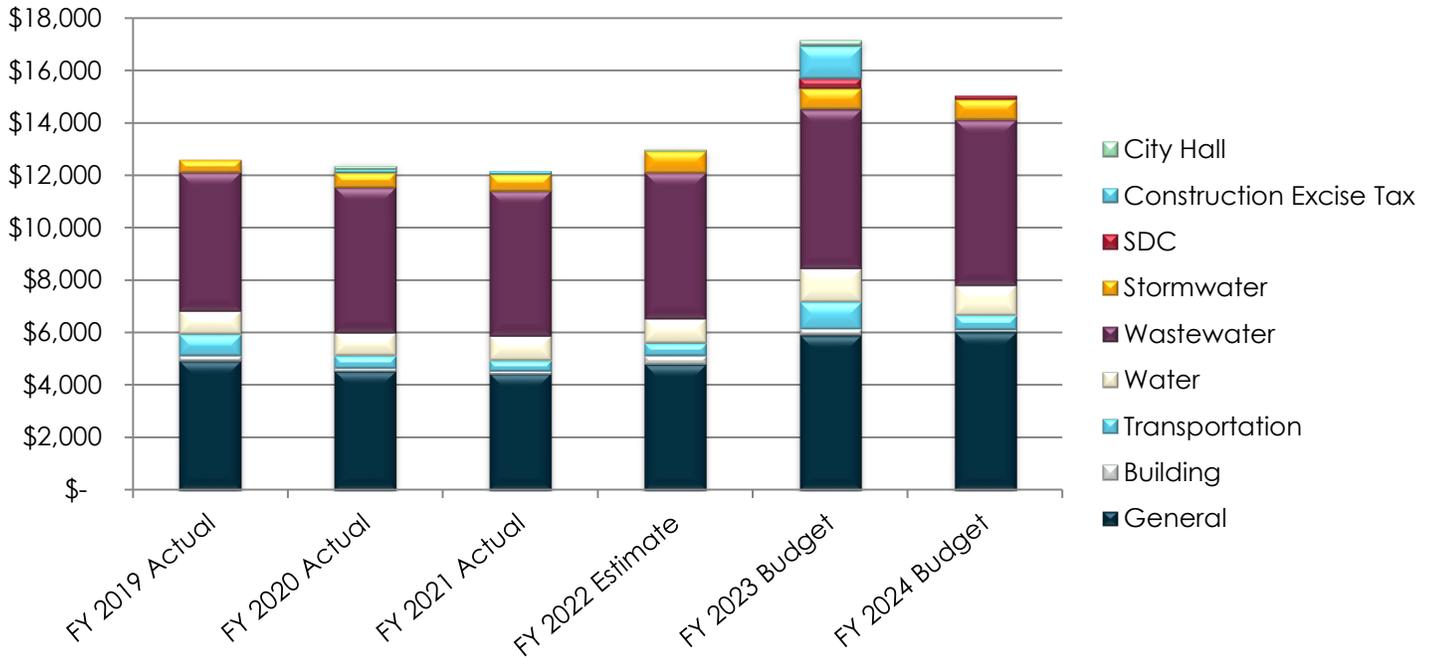
Personnel Services (33%)

Citywide, Personnel Services budgeted requirement increases in the 2023-2024 biennium are in part attributable to the increased benefit costs. Health insurance is projected to increase at least 5% in FY 2023 and FY 2024. Oregon state and local governments pay for pension costs into the Oregon Public Retirement System (PERS). PERS liability throughout the state continue to climb significantly. In 2019, Senate Bill 1049 was passed to make changes to help offset some of the rising costs that state and local governments are facing. As such, these rates increase to make up for losses; in FY 2023 and FY 2024 PERS is anticipated to increase from 13.99% to 23.32% for general service employees and from 18.62% to 21.06% for police.

Materials & Services (22%)

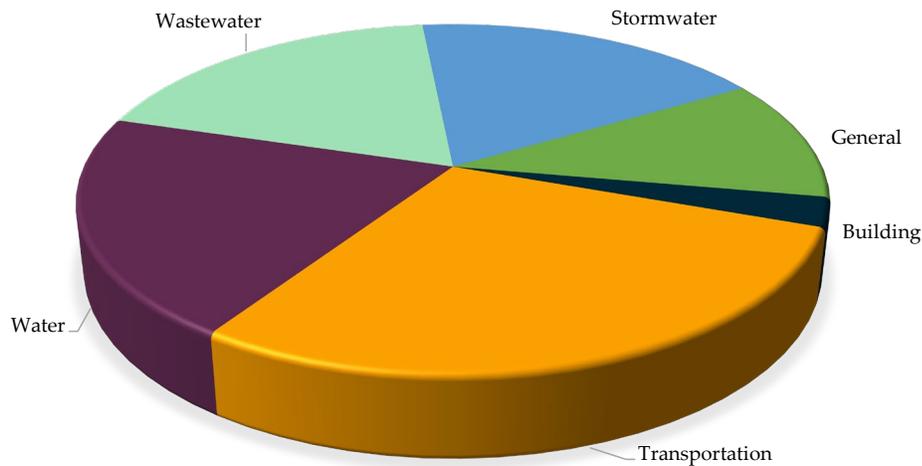
Citywide, Materials & Services budgeted requirement increases over the prior fiscal year are, in many situations, based on known expenditure increases. Where such increases are unknown, 2023-2024 biennium amounts are identified using an inflationary cost increase from the prior biennium.

Materials & Services by Fund
(in thousands)



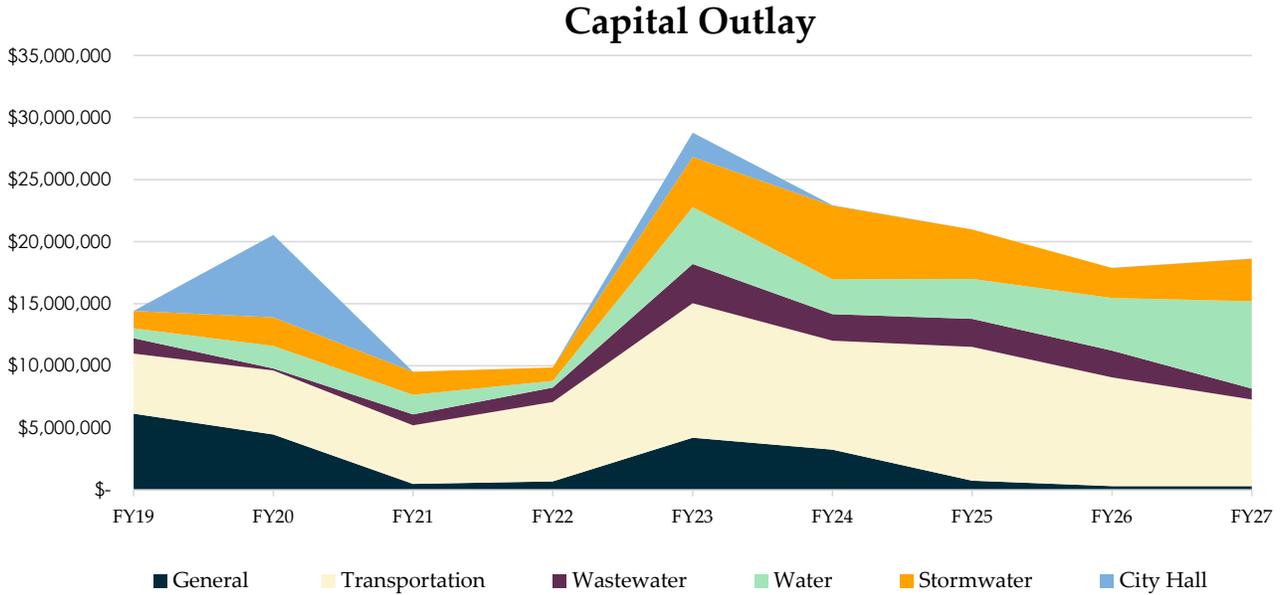
Transfers to Other Funds (12%)

Budgeted transfers represent transfers to account for the support service costs of the General Fund departments. The Debt Service Fund receives a transfer from the City Hall Fund from the lease back payments. Lastly, the SDC Fund receives a transfer from the General Fund.



Capital Outlay (27%)

The Capital Outlay budget is projected below to be very large in the first three years of the CIP due to the integrated transportation projects for the utility funds based on the escalation of the SAFE program approved by City Council.



Debt Service (6%)

Debt service payments are current payments towards the city’s outstanding long-term debt of \$36.9 million and the city pays annually approximately \$2.7 million. The city’s largest debt is related to the improvements in the transportation infrastructure which is outlined further in the department budgets and the CIP. The city anticipates the second issuance of a transportation bond to occur in this next biennium for \$21 million. No further debt is anticipated for the city except for the Milwaukie Redevelopment Commission Urban Renewal Fund, which is a separate entity of the city.

Outstanding Debt

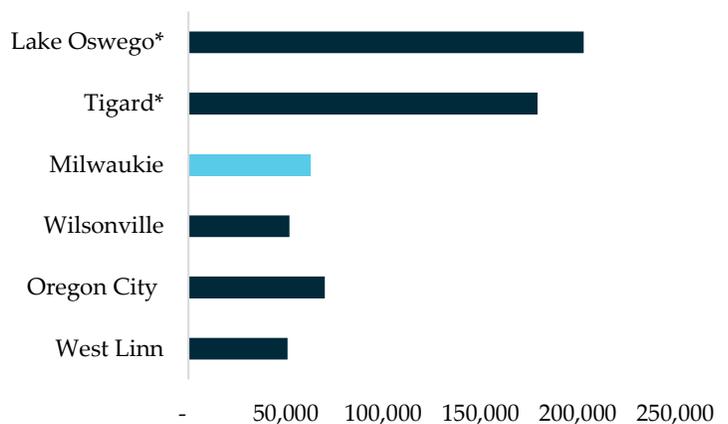
SUMMARY OF OUTSTANDING DEBT

Below is a table showing the outstanding balances by type, interest rates, and annual debt service for fiscal years 2023 and 2024. This table is for current debt issued and does not include anticipated future debt.

Purpose	Loan Type	Due	Interest Rate	Outstanding Amount	Annual Debt Service		
					FY 2023	FY 2024	
Transportation Capital Projects	Full Faith and Credit Obligations (2018)	2048	3-5%	\$ 17,225,000	\$ 641,000	\$ 641,000	
Library Capital Project	General Obligation Bonds (2016)	2036	2-4%	6,910,000	598,300	596,000	
City Hall Purchase	Full Faith and Credit Obligations (2020)	2040	1-3%	6,135,000	434,062	431,000	
Light-Rail Enhancements	General Obligation Bonds (2014)	2034	3-4%	2,545,000	260,175	263,375	
PERS Unfunded Actuarial Liability	Liability Bonds (2005)	2028	4-5.5%	2,345,000	457,334	480,000	
Department of Environmental Quality	Oregon Special Public Works Fund (2010)	2031	0%	868,120	100,208	99,708	
Milwaukie Bay Park Enhancements	Full Faith and Credit Obligations (2014)	2029	3-4%	510,000	85,400	82,800	
North Main Village Public Area Improvements	Oregon Public Works Loan (2006)	2031	3.12%	352,535	47,352	46,104	
				Current Debt Issued	\$ 36,890,655	\$ 2,623,831	\$ 2,639,987

Long-term Debt by City

2021/2022 Financial Reports



How do we compare?

The graph includes a comparison of debt based on audited financial reports of surrounding cities in the Portland Metro Area.

* Exclude water related debt

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, the legal debt margin available for future indebtedness is \$108 million.



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Personnel Overview

SUMMARY OVERVIEW OF PERSONNEL CHANGES

Every budget cycle, the city evaluates the needs related to the city and how personnel costs affect each department while maintaining high service levels. During the biennium, positions may change, transfer, or adjust as needed by city management. This occurred across most departments last year but was neutral in terms of overall city staffing levels. In this budget, the city has determined that an additional 2.5 FTE will be needed for this upcoming biennium.

- An increase of 1.0 FTE in the City Manager department for the behavioral & houseless specialist position. This position and possibly a second is under negotiations with Clackamas County.
- An increase of 1.0 FTE in the Community Development department for the parking management coordinator position. This position is a two-year limited term designation and was identified in the 2018 downtown parking study.
- Addition of 0.5 seasonal employees in the Water Fund that were suspended last biennium due to the pandemic.





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POSITIONS & SALARY RANGES

Department and Position	FTE Counts					Annual Compensation Ranges	
	Prior Year	Current Year	Increase	Budget Year	Budget Year	Lowest Step	Highest Step
	FY 2021	FY 2022	(Decrease)	FY 2023	FY 2024		
GENERAL FUND							
CITY MANAGER							
City Manager	1.00	1.00	-	1.00	1.00	\$ 137,764	\$ 191,887
Assistant City Manager	1.00	1.00	-	1.00	1.00	121,622	159,917
Behavioral & Houseless Specialist - <i>50% County</i>	-	-	1.00	1.00	1.00	TBD	TBD
Community Engagement Coordinator	1.00	1.00	-	1.00	1.00	78,461	103,151
Equity Program Manager	1.00	1.00	-	1.00	1.00	67,748	89,090
Communication Program Manager	1.00	1.00	-	1.00	1.00	78,461	103,151
Event & Emergency Management Coordinator	1.00	1.00	-	1.00	1.00	61,466	80,811
Records & Web Specialist	1.00	0.50	-	0.50	0.50	58,533	76,984
Administrative Specialist II	1.00	0.50	-	0.50	0.50	48,133	63,318
	8.00	7.00	1.00	8.00	8.00		
CITY ATTORNEY							
City Attorney	1.00	1.00	-	1.00	1.00	127,717	167,883
	1.00	1.00	-	1.00	1.00		
COMMUNITY DEVELOPMENT							
Community Development Director	1.00	1.00	-	1.00	1.00	115,840	152,262
Development Project Manager	1.00	1.00	-	1.00	1.00	78,461	103,151
Parking Management Coordinator - <i>Limited Term</i>	-	-	1.00	1.00	1.00	78,461	103,151
Housing & Economic Development Coordinator	1.00	1.00	-	1.00	1.00	67,748	89,090
Administrative Specialist II	1.50	1.50	-	1.50	1.50	48,133	63,318
	4.50	4.50	1.00	5.50	5.50		
PUBLIC WORKS ADMINISTRATION							
Public Works Director	1.00	1.00	-	1.00	1.00	110,348	145,044
Climate & Natural Resources Manager	-	1.00	-	1.00	1.00	78,461	103,151
GIS Coordinator	1.00	1.00	-	1.00	1.00	78,461	103,151
Parks Development Coordinator - <i>Limited Term</i>	-	1.00	-	1.00	1.00	67,748	89,090
Environment Services Coordinator	1.00	1.00	-	1.00	1.00	61,466	80,811
Climate Action & Sustainability Coordinator	1.00	-	-	-	-	59,053	75,382
Asset Management Technician	1.00	1.00	-	1.00	1.00	58,533	76,984
Administrative Specialist III	1.00	1.00	-	1.00	1.00	53,063	69,787
Administrative Specialist II	1.00	1.00	-	1.00	1.00	48,133	63,318
	7.00	8.00	-	8.00	8.00		
ENGINEERING SERVICES							
City Engineer	1.00	1.00	-	1.00	1.00	105,107	138,138
Assistant City Engineer	1.00	1.00	-	1.00	1.00	95,393	125,262
Civil Engineer	3.00	3.00	-	3.00	3.00	78,461	103,151
Associate Engineer	1.00	1.00	-	1.00	1.00	67,748	89,090
Engineering Technician III	1.00	1.00	-	1.00	1.00	64,524	84,867
Engineering Technician II	2.00	2.00	-	2.00	2.00	58,533	76,984
Engineering Technician I	1.00	1.00	-	1.00	1.00	53,063	69,787
Administrative Specialist II	0.50	0.50	-	0.50	0.50	48,133	63,318
	10.50	10.50	-	10.50	10.50		
FACILITIES MANAGEMENT							
Fleet & Facilities Supervisor	1.00	1.00	-	1.00	1.00	78,461	103,151
Facilities Maintenance Technician	2.00	2.00	-	2.00	2.00	53,063	69,787
	3.00	3.00	-	3.00	3.00		

Department and Position	FTE Counts					Annual Compensation Ranges	
	Prior Year	Current Year	Increase	Budget Year	Budget Year	Lowest Step	Highest Step
	FY 2021	FY 2022	(Decrease)	FY 2023	FY 2024		
GENERAL FUND, CONTINUED							
ADMINISTRATIVE SERVICES/FINANCE							
Administrative Services Director	1.00	1.00	-	1.00	1.00	\$ 115,840	\$ 152,262
Assistant Finance Director	1.00	1.00	-	1.00	1.00	95,393	125,262
Accountant	1.00	1.00	-	1.00	1.00	67,748	89,090
Accounting and Contract Specialist	1.00	1.00	-	1.00	1.00	58,533	76,984
Payroll Specialist	1.00	1.00	-	1.00	1.00	58,533	76,984
Accounting Technician	1.00	2.00	-	2.00	2.00	53,063	69,787
Court Clerk	0.50	0.50	(0.50)	-	-	53,063	69,787
Administrative Specialist II	1.00	1.00	(1.00)	-	-	48,133	63,318
	7.50	8.50	(1.50)	7.00	7.00		
FLEET SERVICES							
Lead Mechanic	1.00	1.00	-	1.00	1.00	64,524	84,867
Mechanic	2.00	2.00	-	2.00	2.00	55,767	73,344
	3.00	3.00	-	3.00	3.00		
HUMAN RESOURCES							
Human Resources Director	1.00	1.00	-	1.00	1.00	105,107	138,138
Human Resources Assistant	1.00	1.00	-	1.00	1.00	58,533	76,984
	2.00	2.00	-	2.00	2.00		
INFORMATION TECHNOLOGY							
IT Manager	1.00	1.00	-	1.00	1.00	95,393	125,262
IT Analyst II	1.00	1.00	-	1.00	1.00	74,737	98,263
IT Business Systems Analyst	-	1.00	-	1.00	1.00	74,737	98,263
IT Analyst I	1.00	-	-	-	-	64,524	84,867
	3.00	3.00	-	3.00	3.00		
MUNICIPAL COURT							
Court Operations Supervisor	1.00	-	-	-	-	67,748	89,090
Court Clerk	0.50	0.50	-	0.50	0.50	53,063	69,787
	1.50	0.50	-	0.50	0.50		
PLANNING SERVICES							
Planning Manager	1.00	1.00	-	1.00	1.00	100,156	131,544
Senior Planner	1.00	2.00	-	2.00	2.00	78,461	103,151
Associate Planner	2.00	1.00	-	1.00	1.00	67,748	89,090
Assistant Planner	1.00	1.00	-	1.00	1.00	58,533	76,984
	5.00	5.00	-	5.00	5.00		
CODE ENFORCEMENT							
Code Compliance Coordinator	1.00	1.00	-	1.00	1.00	58,533	76,984
Code Compliance Specialist	-	1.00	-	1.00	1.00	48,133	63,318
Parking Enforcement Officer	1.00	1.00	-	1.00	1.00	43,640	57,431
	2.00	3.00	-	3.00	3.00		
CITY RECORDER							
City Recorder	1.00	1.00	-	1.00	1.00	78,461	103,151
Deputy City Recorder	-	1.00	-	1.00	1.00	58,533	76,984
Records & Web Specialist	1.00	-	-	-	-	58,533	76,984
Administrative Specialist II	1.00	-	1.00	1.00	1.00	48,133	63,318
Court Clerk	-	-	0.50	0.50	0.50	53,063	69,787
	3.00	2.00	1.50	3.50	3.50		
LIBRARY							
Library Director	1.00	1.00	-	1.00	1.00	100,156	131,544
Library Supervisor	1.00	1.00	-	1.00	1.00	74,737	98,263
Library Circulation Supervisor	1.00	1.00	-	1.00	1.00	74,737	98,263
Librarian	4.48	4.48	-	4.48	4.48	58,533	76,984
Library Assistant II	2.90	2.90	-	2.90	2.90	48,133	63,318
Library Assistant I	5.75	5.75	-	5.75	5.75	39,542	52,085
Librarian, On-Call (<i>part-time</i>)	0.82	0.82	-	0.82	0.82	-	-
Library Assistant I, On-call (<i>part-time</i>)	1.30	1.30	-	1.30	1.30	-	-
	18.25	18.25	-	18.25	18.25		

Department and Position	FTE Counts					Annual Compensation Ranges	
	Prior Year	Current Year	Increase	Budget Year	Budget Year	Lowest Step	Highest Step
	FY 2021	FY 2022	(Decrease)	FY 2023	FY 2024		
GENERAL FUND, CONTINUED							
POLICE							
Police Chief	1.00	1.00	-	1.00	1.00	\$ 121,622	\$ 159,917
Police Captain	2.00	2.00	-	2.00	2.00	105,107	138,138
Police Sergeant	8.00	7.00	-	7.00	7.00	82,496	108,476
Police Records Supervisor	1.00	1.00	-	1.00	1.00	71,201	93,562
Police Officer	21.00	22.00	-	22.00	22.00	67,582	88,861
Police Officer - School Resource Officer	1.00	1.00	-	1.00	1.00	67,582	88,861
Emergency Management Coordinator	0.50	-	-	-	-	58,533	76,984
Property Room Technician	1.00	1.00	-	1.00	1.00	48,549	63,879
Records Specialist	2.00	2.00	-	2.00	2.00	48,133	63,318
Administrative Specialist II	1.00	1.00	-	1.00	1.00	48,133	63,318
Part-time employee(s)	-	0.50	-	0.50	0.50	67,582	88,861
	38.50	38.50	-	38.50	38.50		
BUILDING FUND							
Building Official	1.00	1.00	-	1.00	1.00	90,837	119,313
Building Inspector / Plan Examiner	1.00	1.00	-	1.00	1.00	64,524	84,867
Permit Technician	1.00	1.00	-	1.00	1.00	55,767	73,344
	3.00	3.00	-	3.00	3.00		
TRANSPORTATION FUND							
Streets/Water Supervisor	0.50	0.50	-	0.50	0.50	78,461	103,151
Lead Utility Technician	1.00	1.00	-	1.00	1.00	58,533	76,984
Sign Maintenance Technician	1.00	1.00	-	1.00	1.00	53,063	69,787
Utility Technician II	3.00	3.00	-	3.00	3.00	53,063	69,787
Part-time seasonal employee(s)	-	-	0.50	0.50	0.50	-	-
	5.50	5.50	0.50	6.00	6.00		
WATER FUND							
Streets/Water Supervisor	0.50	0.50	-	0.50	0.50	78,461	103,151
Water Treatment Operator	1.00	1.00	-	1.00	1.00	64,524	84,867
Water Quality Coordinator	-	0.50	(0.50)	-	-	61,466	80,811
Cross Connections Specialist	1.00	1.00	-	1.00	1.00	58,533	76,984
Lead Utility Technician	1.00	1.00	-	1.00	1.00	58,533	76,984
Utility Technician II	2.00	4.00	-	4.00	4.00	53,063	69,787
Utility Technician I	2.00	-	-	-	-	50,567	66,459
Part-time seasonal employee(s)	-	-	0.50	0.50	0.50	-	-
	7.50	8.00	-	8.00	8.00		
WASTEWATER FUND							
Sewer/Storm Supervisor	0.50	0.50	-	0.50	0.50	78,461	103,151
Lead Utility Technician	1.00	1.00	-	1.00	1.00	58,533	76,984
Utility Technician II	2.00	2.00	-	2.00	2.00	53,063	69,787
Utility Technician I	1.00	1.00	-	1.00	1.00	50,567	66,459
	4.50	4.50	-	4.50	4.50		
STORMWATER FUND							
Sewer/Storm Supervisor	0.50	0.50	-	0.50	0.50	78,461	103,151
Urban Forester	-	1.00	-	1.00	1.00	61,466	80,811
Natural Resource Coordinator	1.00	-	-	-	-	61,466	80,811
Lead Utility Technician	1.00	1.00	-	1.00	1.00	58,533	76,984
Utility Technician II	4.00	4.00	-	4.00	4.00	53,063	69,787
Natural Resources Technician II	1.00	1.00	-	1.00	1.00	53,063	69,787
Part-time seasonal employee(s)	0.50	0.50	-	0.50	0.50	-	-
	8.00	8.00	-	8.00	8.00		
TOTAL CITY-WIDE							
Total Full-Time Positions	143.63	143.63	1.50	145.13	145.13		
Total Part-Time/On-Call Positions	2.62	3.12	1.00	4.12	4.12		
Total Full-Time Equivalents (FTEs)	146.25	146.75	2.50	149.25	149.25		
TOTAL BY FUND							
General Fund	117.75	117.75	2.00	119.75	119.75		
All other Funds	28.50	29.00	0.50	29.50	29.50		
Total Full-Time Equivalents (FTEs)	146.25	146.75	2.50	149.25	149.25		



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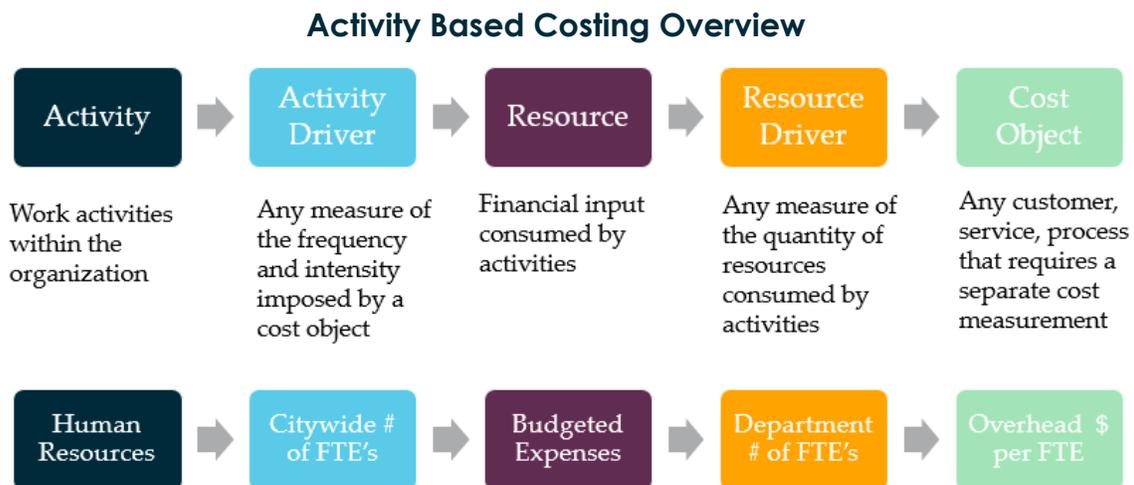
Transfers

OVERVIEW

Transfers are used to account for direct and indirect costs that the general fund covers for other internal city services. The intent of transfers is to recoup general fund costs for time and effort spent on special revenue or proprietary funds for services provided by general fund departments.

METHODOLOGY

The City of Milwaukie adopted an Activity-Based Costing (ABC) methodology to support transfers. This methodology has also been recognized by the Government Finance Officers Association (GFOA) as a best practice approach to capture the direct and indirect costs of the internal service provided by the general fund. The ABC model 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 other departments according to the purposes of allocation. For example, using the ABC methodology, a human resources department expense is charged to departments based on their portion of the total full-time employee (FTE) count.



Transfers are the authorized exchange of cash or other resources between funds that are appropriated along with the other expenditures within the adopted budget. Transfers are necessary in a fund accounting system 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. The following transfer summary 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) to balance all funds on their own, and (2) reflect the full cost of services by incorporating direct and indirect costs of the function into the adopted budget for each fund.

ALLOCATED COSTS

Operating budgets in the general fund consist of personnel costs, building maintenance, fleet maintenance (including gas), bank and merchant card charges, legal costs, and other costs. Allocated costs also include certain capital expenses and debt service for the new city hall. The debt for the new city hall is spread across the departments that will use the new city hall, each having a part of the debt payment based on the number of FTEs in the department. The resources restricted to the payment of other long-term debt included in the debt service fund are not available or allocable to other funds and are therefore exempt from interfund transfers. The city hall and system development charge (SDC) funds are not allocated due to the nature of those funds capturing capital expenditure costs only.

ACTIVITY COST DRIVER: Full-Time Equivalent (FTE) by Function

City-wide employee details are within the department budgets, however there is one variable related to FTE counts between the department budgets and the transfers. That variable is with the engineering department as those employees provide the design and implementation of capital projects associated with the transportation and utility funds. As such, the portion of time on each fund is split by the total FTE within engineering. The table below, illustrates this breakdown and is used in the allocations as a cost driver for several departments.

Engineering Department	FTE	General	SSMP	SAFE	Street	Water	Wastewater	Storm	Total
City Engineer	1	0.3	0.2	0.2	0.1	0.1	0.1	0.1	1.00
Assistant City Engineer	1	0.1	0.2	0.2	0.1	0.1	0.1	0.3	1.00
Civil Engineer	1	0.1	0.2	0.3	0.2	0.1	0.1	0.1	1.00
Civil Engineer	1	0.1	0.2	0.3	0.1	0.2	0.1	0.1	1.00
Engineering Technician II	1	0.1	0.2	0.2	0.1	0.2	0.2	0.2	1.00
Civil Engineer	1	0.1	0.3	0.2	0.2	0.1	0.1	0.1	1.00
Associate Engineer	1	0.3	0.1	0.2	0.1	0.1	0.1	0.2	1.00
Engineering Technician II	1	0.2	0.1	0.2	0.2	0.1	0.1	0.2	1.00
Engineering Technician II	1	0.2	0.2	0.2	0.2	0.1	0.1	0.1	1.00
Engineering Technician I	1	0.4			0.1	0.2	0.2	0.1	1.00
Admin. II	0.5	0.3	0.1	0.1	0.0	0.1	0.1	0.1	0.50
	10.5	2.0	1.5	1.9	1.3	1.3	1.2	1.5	10.5
		19%	14%	18%	12%	12%	11%	14%	100%
<hr/> <p>8.55 Total FTE removed from General Fund and added to respective funds.</p>									

ACTIVITY COST DRIVER: Functions Served

Functions served represent the activities and the costs based on various assumptions and are not always the same in each case. Although there isn't a one-size fits all to calculating the functions served, the general items included are the assumed operating costs as outlined in the department budgets and the assumed operating revenue or net income. Functions served for several departments is outlined below.

Community Development - Administration

TRANSFERS (CONT.)

The costs for community development regarding administration is based on two primary components (a) the net operating income of each fund that the community development is primarily involved with given the allocation of employees, the functions, the projects, etc.; and (b) the assumption that the department is split based on the allocation of the time involved in each of the other funds. A variable in this department is specific to the housing and economic development coordinator position where the costs for this position is allocated to the city’s construction excise tax (CET) Fund and the Milwaukie Redevelopment Commission (MRC, the city’s urban renewal authority (URA) fund) as defined by acceptable administration fees allowed when those funds were established.

(Dollar amounts in thousands: \$100 = \$100,000)

	FY23	FY24	BN Total
Personnel Services	\$ 827	\$ 872	\$ 1,699
Materials & Services	317	182	499
Less: Housing & Economic Development Coordinator Position	(130)	(137)	(267)
Allocated Operating Costs	\$ 1,014	\$ 917	\$ 1,931

Fund	Biennium Net Operating Income	Operating Income % Allocation	% Allocation of total function			
				FY23	FY24	BN Total
Building	\$ 375	1%	4%	\$ 41	\$ 37	\$ 77
SAFE	2,568	8%	3%	30	28	58
State Gas	5,541	18%	3%	30	28	58
Water	8,374	27%	5%	51	46	97
Wastewater	6,292	21%	5%	51	46	97
Storm water	7,425	24%	5%	51	46	97
	\$ 30,575	100%	25%	\$ 254	\$ 229	\$ 483

<i>General Fund Costs</i>	\$ 761	\$ 688	\$ 1,448
	75%	75%	75%

Public Works Administration

The public works department’s administrative costs include expenses related to administering the city’s utility funds and programs for sustainability and parks. The department’s administration portion is split equally amongst the utility funds but the costs for sustainability and parks is split between the general fund (60%) and other funds (40%). This general fund split is used to review the operating costs for the sustainability and parks programs. Once the costs are identified, those costs are recalibrated between the split and based on the weighted average of the net operating income by utility fund.

(Dollar amounts in thousands: \$100 = \$100,000)

			FY23	FY24	BN Total
Personnel Services	\$		1,163	\$ 1,223	\$ 2,386
Materials & Services			111	111	222
Less Sustainability & Parks (see below)			(313)	(329)	(642)
Allocated Operating Costs	\$		961	\$ 1,005	\$ 1,966

Fund	Biennium		FY23	FY24	BN Total
	Net Operating Income	% Allocation			
SSMP	\$ 3,184	10%	\$ 92	\$ 96	\$ 188
SAFE	2,568	8%	74	77	151
State Gas	5,541	17%	160	167	326
Water	8,374	25%	241	252	493
Wastewater	6,292	19%	181	189	371
Stormwater	7,425	22%	214	224	437
	\$ 33,384	100%	\$ 961	\$ 1,005	\$ 1,966

General Fund Costs @ 0%	\$	-	\$	-	\$	-
		0%		0%		0%

Public Works Administration – Sustainability & Parks

(Dollar amounts in thousands: \$100 = \$100,000)

			FY23	FY24	BN Total
Staff Positions	\$		283	\$ 299	\$ 582
Costs (see department budget)			30	30	60
Total Operating Costs	\$		313	\$ 329	\$ 642

Fund	Biennium		FY23	FY24	BN Total
	Net Operating Income	% Allocation			
SSMP	\$ 3,184	10%	\$ 12	\$ 13	24
SAFE	2,568	8%	10	10	20
State Gas	5,541	17%	21	22	43
Water	8,374	25%	31	33	64
Wastewater	6,292	19%	24	25	48
Stormwater	7,425	22%	28	29	57
	\$ 33,384	100%	\$ 125	\$ 132	257

General Fund Costs	\$	188	\$	197	\$	385
		60%		60%		60%

As described earlier, the CET fund and the URA fund support a portion of the housing and economic development coordinator position. Both funds can use 4% of its revenues towards administration of the position program. In the past, these funds were subsidized by the general fund as the activity dealt more with the income received rather than expenditures. The budget assumption is that these funds will have substantial activity in the next biennium.

(Dollar amounts in thousands: \$100 = \$100,000)

					FY23	FY24	BN Total
	Personnel Services	\$	130	\$	137	\$	267
	<i>Allocated Operating Costs</i>	\$	130	\$	137	\$	267

Fund	FY 23		FY 24		% Allocation	FY23		FY24		BN Total	
	Tax Revenues		Tax Revenues								
CET	\$	646	\$	26	4%	\$	26	\$	2	\$	28
MRC-URA	\$	795	\$	968	4%		32		39		71
						\$	58	\$	41	\$	99

	<i>General Fund Costs</i>	\$	72	\$	96	\$	168
			56%		70%		63%

Planning

The planning department has components that provide services to the utility funds. Based on prior historical trends and similarly to the public works department, the costs associated with the planning department are allocated to 60% general fund and 40% with the other funds.

(Dollar amounts in thousands: \$100 = \$100,000)

					FY23	FY24	BN Total
	Personnel Services	\$	742	\$	783	\$	1,525
	Materials & Services		263		117		380
	Total Operating Costs	\$	1,005	\$	900	\$	1,905

Fund	Biennium Net Operating Income		% Allocation	40%	FY23		FY24		BN Total	
Building	\$	375	1%	1%	\$	10	\$	10	\$	18
SSMP		3,184	9%	3%		33		29		62
SAFE		2,568	8%	3%		31		27		58
State Gas		5,541	16%	7%		66		59		125
Water		8,374	25%	10%		100		89		189
Wastewater		6,292	19%	7%		75		67		142
Stormwater		7,425	22%	9%		88		79		168
	\$	33,760	100%	40%	\$	402	\$	361	\$	762

	<i>General Fund Costs</i>	\$	603	\$	539	\$	1,143
			60%		60%		60%

ACTIVITY COST DRIVER: Facilities Management

TRANSFERS (CONT.)

Cost allocation for the facilities department is based on the total square footage of space needed to maintain the city’s work sites including cleanings, utilities, general maintenance, repairs, and space configurations. In this biennium, the facilities budget includes costs for maintaining (not capital improvements) of the new city hall starting mid-fiscal year 2023 and elimination of the costs for the old city hall after city staff move out. The building and engineering departments currently have staff at the Johnson Creek Building/Public Works (JCB/PW) campus which is allocated within this section until the new city hall is move in ready. Lastly, remodel costs budgeted in this biennium in the facilities budget are allocated to the utility funds that own the JCB/PW campus.

(Dollar amounts in thousands: \$100 = \$100,000)

							Expenses:		
							FY 23	FY 24	BN Total
PW/JCB Remodel							\$ -	\$ 160	\$ 160
Budgeted Expenses-Facilities							\$ 1,266	\$ 1,360	\$ 2,626

Fund	Sq. Ft JCB/PW (000's)	FY 23 JCB/PW % of Use*	FY 24 JCB/PW % of Use*	FY 24 City Hall (000's)	New City Hall % of Use*	FY 2024 Remodel of PSB/JCB	FY23	FY24	BN Total	
Building	292	4%	1%	37	20%	\$ -	\$ 12	\$ 10	\$ 22	
State Gas	292	20%	25%	37	9%	40	58	116	175	
Water	292	20%	25%	37	2%	40	58	114	172	
Wastewater	292	20%	25%	37	2%	40	58	114	172	
Stormwater	292	20%	25%	37	2%	40	58	114	172	
							\$ 160	\$ 244	\$ 468	\$ 713
General Fund Costs (City Hall, Library & Police Buildings)							\$ 1,022	\$ 892	\$ 1,913	
							81%	66%	73%	

*Use includes office spaces, workstations, breakrooms, parking, lavatories, conference rooms, council chambers, front office counter space, stonage, and other miscellaneous areas.

ACTIVITY COST DRIVER: Bank & Merchant Service Fees

Bank and merchant service fees are budgeted based on services the city provides by the bank and merchant carriers. These fees are then allocated in a three-step process:

- 1) First, bank fees include what the city pays for with ongoing costs to maintain the services needed such as banking administration, positive pay, purchasing cards, and other services. Merchant Service fees are a direct cost from card providers such as Visa, MasterCard, and American Express. These fees can fluctuate with the amount of revenue received in each fund. The biennial total amount of these fees are the anticipated budgeted expenses.
- 2) Then the costs based the total cash balances as reported in the Fiscal Year 2021 audited Annual Comprehensive Financial Report (ACFR) are allocated.
- 3) Lastly, the merchant services fees which are a direct outflow of operating revenue received by the funds, are allocated by department with the anticipated budgeted expenses as shown below.

ACTIVITY COST DRIVER: Bank & Merchant Service Fees, continued

TRANSFERS (CONT.)

(Dollar amounts in thousands: \$100 = \$100,000)

					FY 23	FY 24			
					Budgeted Expenses	\$ 205	\$ 215		
Fund	ACFR Cash	% Allocation	BN Budgeted Operating Revenue	% Allocation	FY 23	FY 24	BN Total		
General	\$ 13,639	26%	\$ 2,722	6%	\$ 16	\$ 17	\$ 34		
Other (CET, MRC)	2,115	4%		0%	1	1	2		
<i>Remains in General Fund Allocation</i>					17	18	36		
Building	2,606	5%	1,667	3%	7	8	15		
SSMP + SDC	6,233	12%	3,174	7%	15	15	30		
SAFE + SDC	5,874	11%	2,568	5%	12	13	25		
State Gas + SDC	4,814	9%	-	0%	2	2	5		
Water + SDC	4,775	9%	10,209	21%	40	42	82		
Wastewater + SDC	6,440	12%	17,859	37%	69	73	141		
Stormwater + SDC	6,472	12%	10,611	22%	42	44	87		
\$ 52,970 100%					\$ 48,810 100%	\$ 205	\$ 215	\$ 420	

ACTIVITY COST DRIVER: Utility Billing

Utility billing functions are housed within the finance department budget and includes the direct costs of collecting fees for the transportation and utility funds. The income that supports the city’s utility billing operations is based on the revenue from the services performed by the department and does not include revenues from intergovernmental income or debt. The position’s base funding is determined by using the personnel costs of each employee involved in the utility billing process and any contracted costs such as meter readers and printers. The combination of these costs is then then split as a percentage of the total operating revenues. Costs for bank charges and merchant services fees (credit cards) are allocated separately.

(Dollar amounts in thousands: \$100 = \$100,000)

			FY23	FY24	BN Total
Personnel Services			\$ 200	\$ 211	\$ 411
Materials & Services			115	125	240
Allocated Operating Costs			\$ 315	\$ 336	\$ 651

Utility	Biennium Net Operating Income	% Allocation	FY23	FY24	BN Total
SSMP	\$ 3,339	7%	\$ 23	\$ 25	\$ 48
SAFE	2,798	6%	19	21	40
Water	10,523	23%	73	78	151
Wastewater	18,021	40%	125	133	258
Stormwater	10,701	24%	75	79	154
\$ 45,382		100%	\$ 315	\$ 336	\$ 651

<i>General Fund Costs</i>			\$ -	\$ -	\$ -
			0%	0%	0%

ACTIVITY COST DRIVER: Fleet Services

TRANSFERS (CONT.)

The allocation of fleet services is based on the total number of vehicles and equipment the department services. The equipment is allocated at 50% of the total amount of equipment as the services are limited. The utility funds also use shared services which are accounted for in the schedule below.

(Dollar amounts in thousands: \$100 = \$100,000)

		FY 23		FY 24			
Budgeted Expenses		\$	687	\$	707		

Fund	# of Current Vehicles	50% total of Equipment	Shared Vehicles & Equipment		Total	% Allocation	FY 23		FY 24		BN Total
General	52	20	-	-	72	36%	\$ 250	\$ 258	\$ 508		
Building	1	-	-	-	1	1%	3	4	7		
State Gas	7	18	9	-	34	17%	117	120	236		
Water	7	19	9	-	35	17%	120	124	244		
Wastewater	6	9	9	-	24	12%	82	84	166		
Stormwater	7	18	9	-	33	17%	115	118	233		
	80	84	34	-	198	100%	\$ 687	\$ 707	\$ 1,394		

ACTIVITY COST DRIVER: Information Technology

The information technology (IT) department’s allocation is based on the number of devices it supervises across the city, including laptops, tablets, cellular phones, and other items necessary to perform essential functions. For the upcoming biennium, an additional IT allocation was added for the water and wastewater departments’ ongoing and critically needed supervisory control and data acquisition (SCADA) project.

(Dollar amounts in thousands: \$100 = \$100,000)

		FY 23		FY 24		BN Total	
SCADA		\$	33	\$	35	\$	67
Budgeted Expenses less SCADA		\$	1,429	\$	1,493	\$	2,923

Fund	# of Devices	% Allocation	Annual SCADA		FY 23		FY 24		BN Total
General	166	60%	\$	-	\$	864	\$	903	\$ 1,767
Building	8	3%	-	-	42	44	85		
SSMP	2	1%	-	-	8	8	16		
SAFE	13	5%	-	-	67	70	137		
State Gas	7	3%	-	-	38	39	77		
Water	44	16%		17	247	258	505		
Wastewater	21	8%		17	127	132	259		
Stormwater	13	5%		-	70	73	143		
	274	100%	\$	34	\$	1,464	\$	1,527	\$ 2,990

SUMMARY

The following table outlines the costs and grand totals by department and fund.

City of Milwaukee - Finance Department
 Activity Based Costing (ABC) Allocation of Transfers
 Biennium Budget 2023-2024

General Fund Departments	Biennium General Fund Operating Budgets	Allocation Cost Driver	General Fund's Portion of the Cost			Total Recalibrated Transfers to the General Fund			Building			SSMP			SAFE			State Gas Tax (Streets)			Water			Wastewater			Stormwater			Construction Excise Tax			M. Redevelopment District/URA		
			Cost Driver	%	\$	Cost Driver	%	\$	Cost Driver	%	\$	Cost Driver	%	\$	Cost Driver	%	\$	Cost Driver	%	\$	Cost Driver	%	\$	Cost Driver	%	\$	Cost Driver	%	\$	Cost Driver	%	\$	Cost Driver	%	\$
City Council	\$ 291	No. of FTEs by Function	111.20	75%	\$ 217	38.05	25%	\$ 74	3.0	2%	\$ 6	1.5	1%	\$ 3	1.9	1%	\$ 4	7.3	5%	\$ 14	9.3	6%	\$ 18	5.7	4%	\$ 11	9.5	6%	\$ 18	-	0%	\$ -	-	0%	\$ -
City Manager	3,424	No. of FTEs by Function	111.20	75%	2,551	38.05	25%	873	3.0	2%	69	1.5	1%	34	1.9	1%	44	7.3	5%	166	9.3	6%	212	5.7	4%	131	9.5	6%	217	-	0%	-	-	0%	-
City Attorney	744	No. of FTEs by Function	111.20	75%	554	38.05	25%	190	3.0	2%	15	1.5	1%	7	1.9	1%	9	7.3	5%	36	9.3	6%	46	5.7	4%	28	9.5	6%	47	-	0%	-	-	0%	-
Community Development																																			
Administration	1,931	Functions Served	\$ 1,931	75%	1,448	\$ 30,606	25%	483	405	4%	77	-	0%	-	2,568	3%	58	5,541	3%	58	8,374	5%	97	6,292	5%	97	7,425	5%	97	-	0%	-	-	0%	-
Housing & Econ. Devlpmnt	267	Functions Served	267	63%	168	2,446	37%	99	-	0%	-	-	0%	-	-	0%	-	-	0%	-	-	0%	-	-	0%	-	-	0%	-	683	11%	28	1,763	26%	71
Public Works:																																			
Administration	1,966	Functions Served	1,966	0%	-	33,385	100%	1,966	-	0%	-	3,184	10%	188	2,568	8%	151	5,541	17%	326	8,374	25%	493	6,292	19%	371	7,425	22%	437	-	0%	-	-	0%	-
Sustainability & Parks	642	Functions Served	642	60%	385	33,385	40%	257	-	0%	-	3,184	4%	24	2,568	3%	20	5,541	7%	43	8,374	10%	64	6,292	8%	48	7,425	9%	57	-	0%	-	-	0%	-
Engineering	3,398	Functions Served	2.0	19%	631	9	81%	2,767	-	0%	-	1.5	14%	485	1.9	18%	615	1.3	12%	405	1.3	12%	405	1.2	11%	388	1.5	14%	469	-	0%	-	-	0%	-
Facilities Management	2,786	Sq Feet ('000)	2,786	74%	2,073	1,459	26%	713	292	1%	22	-	0%	-	-	0%	-	292	6%	175	292	6%	172	292	6%	172	292	6%	172	-	0%	-	-	0%	-
Finance:																																			
Administration	2,040	Total Budgets	48,920	30%	620	71,248	70%	1,420	1,292	1%	22	7,163	6%	122	9,051	8%	154	9,732	8%	165	11,776	10%	200	18,978	26%	534	13,257	11%	225	-	0%	-	-	0%	-
Bank/Merchant Ch	420	Budgeted Expenses	420	8%	36	83,304	92%	384	4,273	4%	15	9,407	7%	30	8,442	6%	25	4,814	1%	5	14,984	19%	82	24,299	34%	141	17,083	21%	87	-	0%	-	-	0%	-
Utility Billing	651	Budgeted Exp.+ Personnel	651	0%	-	45,382	100%	651	-	0%	-	3,339	7%	48	2,798	6%	40	-	0%	-	10,523	23%	151	18,021	40%	258	10,701	24%	154	-	0%	-	-	0%	-
Fleet Services	1,394	No. of Vehicles/Equip.	1,394	36%	508	126	64%	886	1	1%	7	-	0%	-	-	0%	-	34	17%	236	35	17%	244	24	12%	166	33	17%	233	-	0%	-	-	0%	-
Human Resources	900	No. of FTEs by Function	111.20	75%	671	38.05	25%	229	3.0	2%	18	1.5	1%	9	1.9	1%	11	7.3	5%	44	9.3	6%	56	5.7	4%	34	9.5	6%	57	-	0%	-	-	0%	-
Information Technology	2,990	No. of Devices	2,990	59%	1,767	109	41%	1,223	8	3%	85	2	1%	16	13	5%	137	7	3%	77	44	17%	505	21	9%	259	13	5%	143	-	0%	-	-	0%	-
Planning	1,905	Functions Served	1,905	60%	1,143	33,790	40%	762	405	1%	19	3,184	3%	62	2,568	3%	58	5,541	7%	125	8,374	10%	189	6,292	7%	142	7,425	9%	167	-	0%	-	-	0%	-
Code Enforcement	713	No. of FTEs by Function	111.20	75%	531	38.05	25%	182	3.0	2%	14	1.5	1%	7	1.9	1%	9	7.3	5%	35	9.3	6%	44	5.7	4%	27	9.5	6%	45	-	0%	-	-	0%	-
City Recorder	1,085	No. of FTEs by Function	111.20	75%	808	38.05	25%	277	3.0	2%	22	1.5	1%	11	1.9	1%	14	7.3	5%	53	9.3	6%	67	5.7	4%	41	9.5	6%	69	-	0%	-	-	0%	-
Non-Departmental	1,203	No. of FTEs by Function	111.20	75%	896	38.05	25%	307	3.0	2%	24	1.5	1%	12	1.9	1%	15	7.3	5%	58	9.3	6%	75	5.7	4%	46	9.5	6%	76	-	0%	-	-	0%	-
Self-Supported:																																			
Municipal Court	279		279	100%	279																														
PEG	35		35	100%	35																														
Library	4,474		4,474	100%	4,474																														
Police	15,382		15,382	100%	15,382																														
Totals	\$ 48,920				\$ 35,177			\$ 13,742			\$ 415			\$ 1,058			\$ 1,364			\$ 2,021			\$ 3,119			\$ 2,895			\$ 2,771			\$ 28		\$ 71	
		Recalibrated for Rounding			2		(2)				(5)			2			(4)			(1)			1			5			(1)			2		(1)	
		Total Transfer to General Fund			\$ 35,179			\$ 13,740			\$ 410			\$ 1,060			\$ 1,360			\$ 2,020			\$ 3,120			\$ 2,900			\$ 2,770			\$ 30		\$ 70	
Debt Service Fund																																			
City Hall Debt	\$ 614	No. of FTEs	111.20	75%	\$ 457	38.05	25%	\$ 159	3.0	2%	12	1.5	1%	9	1.9	1%	8	7.3	5%	30	9.3	6%	38	5.7	4%	23	9.5	6%	39	-	0%	-	-	0%	-
		Recalibrated for Rounding			(1)			1			(2)			1			2			-			2			(3)			1						
		Total Transfer to Debt Service Fund			\$ 456			\$ 160			\$ 10			\$ 10			\$ 10			\$ 30			\$ 40			\$ 20			\$ 40			\$ -		\$ -	
TOTAL BIENNIUM TRANSFERS BY FUND			\$ 35,635			\$ 13,900			\$ 420			\$ 1,070			\$ 1,370			\$ 2,050			\$ 3,160			\$ 2,920			\$ 2,810			\$ 30			\$ 70		
			General Fund			All Other Funds			Building			SSMP			SAFE			State Gas Tax(Streets)			Water			Wastewater			Stormwater			Construction Excise Tax			MRC/URA		



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CITY-WIDE OVERALL BUDGET

TOTAL OF ALL FUNDS

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024		
			Budget	Actual FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total
RESOURCES									
BEGINNING FUND BALANCE	\$ 38,112	\$ 55,087	\$ 50,543	\$ 52,041	\$ 50,760	\$ 52,041	\$ 55,578	\$ 57,031	\$ 55,578
Property Taxes	9,488	9,592	19,500	9,910	10,156	20,066	10,462	10,765	21,227
Fees & Charges	22,115	21,249	41,969	21,724	25,178	46,902	25,003	23,807	48,810
Franchise Fees	3,624	3,749	7,219	3,681	3,699	7,380	3,888	3,924	7,812
Intergovernmental	5,409	6,432	4,865	6,220	5,157	11,377	8,750	8,973	17,723
Intergovernmental - ARPA	-	-	2,801	-	2,316	2,316	2,331	-	2,331
Intergovernmental - ARPA PARKS	-	-	2,496	-	2,250	2,250	-	-	-
Intergovernmental - CARES ACT	-	797	-	-	-	-	-	-	-
Fines & Forfeitures	844	806	1,610	417	405	822	407	409	816
Interest	1,557	1,586	680	302	262	564	331	319	650
Miscellaneous	839	781	636	222	266	488	325	258	583
Proceeds from debt issuance	20,979	6,700	23,500	-	-	-	21,000	-	21,000
Lease proceeds	-	12	1,008	504	504	1,008	252	-	252
Transfers from Other Funds	5,699	7,119	14,054	7,088	6,470	13,558	8,695	7,142	15,837
TOTAL RESOURCES	\$ 108,666	\$ 113,910	\$ 170,881	\$ 102,109	\$ 107,423	\$ 158,772	\$ 137,022	\$ 112,627	\$ 192,618
REQUIREMENTS									
Personnel Services	\$ 17,160	\$ 18,017	\$ 40,686	\$ 18,314	\$ 18,917	\$ 37,231	\$ 21,399	\$ 22,526	\$ 43,925
Materials & Services	12,608	12,391	28,599	12,206	13,005	25,211	17,195	15,121	32,316
Debt Service	3,462	3,489	6,996	3,933	2,933	6,866	2,959	4,421	7,380
OPERATIONS BEFORE OTHER ITEMS	33,230	33,897	76,281	34,453	34,855	69,308	41,553	42,068	83,621
Transfers to Other Funds	5,699	7,119	13,876	7,088	6,470	13,558	8,695	7,142	15,836
Capital Outlay	14,650	20,853	35,001	9,808	10,520	20,328	29,742	23,555	53,297
TOTAL EXPENDITURES BEFORE RESERVE:	53,579	61,869	125,158	51,349	51,845	103,194	79,990	72,765	152,754
RESERVES									
Contingency	-	-	10,098	-	-	-	-	6,503	6,503
Unappropriated Ending Fund Balance	55,087	52,041	35,625	50,760	55,578	55,578	57,031	33,359	33,360
TOTAL RESERVES	55,087	52,041	45,723	50,760	55,578	55,578	57,031	39,862	39,864
TOTAL REQUIREMENTS	\$ 108,666	\$ 113,910	\$ 170,881	\$ 102,109	\$ 107,423	\$ 158,772	\$ 137,022	\$ 112,627	\$ 192,618
Budgeted Positions (in FTEs)	149.96	146.71	146.75	146.25	146.75	147.25	149.25	149.25	149.25
Population	20,528	20,528	20,528	20,556	20,600	20,600	21,235	21,235	21,235
Monthly Operating Costs per Capita	\$ 72	\$ 76	\$ 169	\$ 76	\$ 78	\$ 154	\$ 93	\$ 88	\$ 181



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GENERAL FUND

The General Fund is where most of the city services provided to the public are budgeted. These services include administration and legal services, police protection, code enforcement, library services, development review and regulations. Funding for these services is provided by tax revenue, charges for services, license permits, fines and transfers from the enterprise funds for administrative services provided by the General Fund departments. Previous budgets included the library as a standalone fund; however, this biennium budget now includes the Library Department within the General Fund.

GENERAL FUND SUMMARY

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Amended Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING FUND BALANCE	\$ 17,908	\$ 14,270	\$ 10,109	\$ 11,757	\$ 12,829	\$ 11,757	\$ 16,151	\$ 10,183	\$ 16,151	
Property Taxes	8,651	8,748	17,782	9,048	9,300	18,348	9,602	9,905	19,507	1
Franchise Taxes:										
PGE	739	772	1,575	784	825	1,609	840	860	1,700	
NW Natural	236	245	470	255	265	520	270	280	550	
Comcast	243	232	430	233	233	466	230	220	450	
Telecom	617	716	1,090	759	650	1,409	650	650	1,300	2
Solid Waste	270	278	705	254	266	520	270	270	540	3
PEG	49	37	80	35	35	70	33	30	63	
Electric Service Suppliers & Other	192	107	310	132	140	272	140	142	282	
Intergovernmental:										
ARPA Federal Funds	-	-	116	-	116	116	75	-	75	4
ARPA Federal Funds - Parks	-	-	195	-	2,250	2,250	-	-	-	5
CARES Act - Federal Funds	-	797	-	-	-	-	-	-	-	
Metro Bond Local Share Grants	67	13	1,127	-	-	-	317	810	1,127	6
Library District Dedicated Levy	1,782	1,794	3,721	1,874	1,935	3,809	2,032	2,132	4,164	7
State Local Grants - Seismic	-	-	-	-	-	-	-	1,300	1,300	8
State Revenue Sharing	737	886	1,025	1,197	1,170	2,367	1,180	1,200	2,380	9
Other	634	448	499	204	66	270	379	104	483	
Fines and Forfeitures:										
Traffic & Court	699	614	1,300	375	345	720	350	350	700	10
Library	31	27	70	1	35	36	37	39	76	
Other	114	165	240	41	25	66	20	20	40	
Fees and Charges (Licenses & Permits)	658	559	1,425	569	587	1,156	608	623	1,231	11
Interest Income	576	434	170	70	85	155	112	102	214	
Miscellaneous:										
Special Events	17	8	60	-	10	10	10	10	20	
Other	146	128	152	55	128	183	120	120	240	
Sale of Assets	44	471	-	39	35	74	35	35	70	
Transfers from Other Funds	5,699	5,832	12,690	6,220	6,470	12,690	6,870	6,870	13,740	12
TOTAL RESOURCES	\$ 40,109	\$ 37,581	\$ 55,341	\$ 33,902	\$ 37,800	\$ 58,873	\$ 40,331	\$ 36,254	\$ 66,403	

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GENERAL FUND SUMMARY (continued)

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2022-2024 PROPOSED			Notes
			Amended Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
REQUIREMENTS										
Personnel Services	14,354	15,041	34,209	15,325	15,685	31,010	17,951	18,895	36,846	13
Materials & Services	4,920	4,535	11,320	4,445	4,800	9,245	5,975	6,099	12,074	14
Debt Service	422	448	902	461	484	945	504	526	1,030	15
Capital Outlay	6,143	4,468	2,738	478	680	1,158	4,190	3,230	7,420	16
Transfer Out to Other Funds	-	1,332	364	364	-	364	1,528	228	1,756	17
EXPENDITURE TOTAL	25,839	25,824	49,533	21,073	21,649	42,722	30,148	28,978	59,126	
RESERVES										
Contingency	-	-	1,258	-	-	-	-	2,050	2,050	
UNAPPROPRIATED ENDING FUND BALANCE	14,270	11,757	4,550	12,829	16,151	16,151	10,183	5,227	5,227	
UNAPPROPRIATED RESERVES										
ARPA	-	-	2,055	-	2,055	2,055	1,124	-	-	
Debt Service	422	448	459	461	461	461	504	526	526	
Forfeiture	17	36	17	17	17	17	17	17	17	
PEG	179	177	114	169	114	114	-	10	10	
Undesignated	13,652	11,096	1,905	12,182	13,504	13,504	8,538	4,674	4,674	
TOTAL RESERVES	14,270	11,757	4,550	12,829	16,151	16,151	10,183	5,227	5,227	
TOTAL REQUIREMENTS	\$ 40,109	\$ 37,581	\$ 55,341	\$ 33,902	\$ 37,800	\$ 58,873	\$ 40,331	\$ 36,254	\$ 66,403	

Budgeted Positions (in FTEs)	119.76	117.01	117.75	117.75	117.75	117.75	119.75	119.75	119.75
Population	20,528	20,528	20,528	20,556	20,600	20,600	21,235	21,235	21,235
MONTHLY OPERATING COSTS PER CAPITA	\$ 78	\$ 79	\$ 186	\$ 82	\$ 83	\$ 82	\$ 94	\$ 98	\$ 96

Contingency & Ending Fund Balance Above	\$ 14,270	\$ 11,757	\$ 5,808	\$ 12,829	\$ 16,151	\$ 16,151	\$ 10,183	\$ 7,276	\$ 7,276
Reserves	618	661	2,645	647	2,647	2,647	1,645	553	553
Policy Requirement (25%)	4,201	4,566	4,414	4,387	2,474	7,508	4,719	6,552	6,552
AMOUNT OVER (UNDER) POLICY REQUIREMENT	\$ 9,451	\$ 6,530	\$ 7	\$ 7,795	\$ 11,030	\$ 5,996	\$ 3,819	\$ 171	\$ 171

EXPLANATION OF SIGNIFICANT BUDGET ITEMS

The General Fund increased by \$11.0 million or 20% when compared to prior biennium budget. Significant items include:

Resources

- 1) Increase of \$1,725,000 or 10% in property taxes from prior biennium budget, however, the increase in comparison to actuals is \$1,159,000 or 3.25% each fiscal year. This increase is set by the county assessor's office and is subject to the Measures 5 and 50 limitations.
- 2) Increase of \$210,000 or 19% in telecom franchise taxes due to actual trends from the prior biennium.
- 3) Decrease of \$165,000 or 23% in solid waste franchise taxes due to actual trends from the prior biennium.

GENERAL FUND EXPLANATION OF SIGNIFICANT BUDGET ITEMS, CONTINUED

Resources

- 4) Addition of \$75,000 of federal dollars from the American Rescue Plan Act (ARPA). These dollars are earmarked in the Community Development Department for rental assistance. The \$116,000 of ARPA funds used in fiscal year 2022 are for employee retention bonuses and the broadband feasibility study.
- 5) The fiscal year 2022 ARPA Parks funds are noteworthy as these are federal dollars that will be spent in the new biennium and further details can be found in the Public Works Administration Department as well as the Capital Improvement Plan.
- 6) Addition of \$1,127,000 of Metro Bond Local Share Grants related to parks projects of Dogwood, Milwaukie Bay and Scott.
- 7) Increase of \$443,000 or 12% as established by the Clackamas County Library District.
- 8) Addition of \$1,300,000 from local grants for a seismic retrofit of the Public Safety Building. These expenses are outlined in the Facilities Department as well as the Capital Improvement Plan.
- 9) Increase of \$1,355,000 or 132% in State Revenue Sharing which encompasses liquor, cigarette, and marijuana tax. These estimates are based on the League of Oregon Cities projected rates multiplied by the city population.
- 10) Decrease of \$600,000 or 46% in Traffic & Court due to actual trends from the prior biennium.
- 11) Decrease of \$194,000 or 14% in Fees & Charges which includes liquor licenses, business registrations, parking permits which have seen a decline with the pandemic.
- 12) Increase of \$1,050,000 or 8% in Transfers from Other Funds which is outlined in the Transfers section of this budget document.

Expenditures

- 13) Increase of \$2,637,000 or 8% in Personnel Services due to standard cost of living increases, benefit cost increases and the addition of two FTEs as outlined in the personnel section of this budget document.
- 14) Increase of \$754,000 or 7% in Materials & Services which is summarized in the department budget details.
- 15) Increase of \$128,000 or 14% in Debt Service due to the amortization schedule. There is no proposed debt added to the General Fund.
- 16) Increase of \$4,682,000 or 171% in Capital Outlay for several projects including parks that needs to be completed no later than end of calendar year 2024 per the ARPA requirements. Other large projects are outlined within the department budget detail and the Capital Improvement Plan.
- 17) Increase of \$1,392,000 or 382% in Transfers to Other Funds is described in detail within the non-departmental budget.



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GENERAL FUND CITY COUNCIL

DEPARTMENT DESCRIPTION AND CORE SERVICES

City Council is responsible for determining the direction and priorities of Milwaukie's municipal government and is comprised of an elected mayor and four elected councilors. The budget for the City Council department accounts for various expenditures incurred by the mayor and councilors, including public meeting broadcast services, stipend expenses, membership dues, trainings and meetings expenses.

- Pursuant to Chapter III, Section 6, of the Milwaukie Charter of 1975 "all powers of the city are vested in the council unless otherwise specifically provided in this charter"
- Pursuant to Chapter VI, Section 20, of the Milwaukie Charter of 1975, the 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 mayor and councilors individually represent the city by their membership on regional forums, such as Metro's Joint Policy Advisory Committee on Transportation and the Clackamas County Coordinating Committee

ACCOMPLISHMENTS

- Established an Equity Steering Committee
- Committed funds towards equity, justice, and inclusion training for all city staff
- Approved an updated Comprehensive Plan
- Adopted development goals for the current city hall and Sparrow sites
- Accelerated climate action goals by five years

GOALS

- Implement specific actions described in the Milwaukie Community Vision and Action Plan and Climate Action Plan to minimize climate change and increase climate-related resilience
- Pursue an entirely equitable Milwaukie by making equity, justice, and inclusion central to the city's policies, priorities and services

COUNCIL GOAL RELATED FUNDING



Climate change actions will be achieved by continuing to highlight climate issues and projects at Council meetings and adopting code changes, such as the tree code, that will enhance the city's ability to achieve its Climate Action Plan goals.



Equity, justice and inclusion goals will be attained by continuing to spotlight social justice issues and events, supporting staff's equity work, broadening the city's partnership with the Confederated Tribes of the Grand Ronde, and encouraging the growth and work of the Equity Steering Committee.

FINANCIAL SUMMARY – CITY COUNCIL

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
PERSONNEL SERVICES										
Budgeted FTE Positions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Council Stipends	\$ 15	\$ 15	\$ 34	\$ 16	\$ 17	\$ 33	\$ 18	\$ 18	\$ 36	1
Employee Benefits	2	2	2	2	2	4	2	2	4	
TOTAL PERSONNEL SERVICES	\$ 17	\$ 17	\$ 36	\$ 18	\$ 19	\$ 37	\$ 20	\$ 20	\$ 40	
MATERIALS & SERVICES										
Professional & Technical Services:										
Willamette Falls TV	63	69	156	69	50	119	80	85	165	2
Lobbyist Contract	-	-	-	-	3	3	5	5	10	3
Other	2	2	2	2	2	4	5	5	10	
General Office Supplies	3	1	6	2	2	4	3	3	6	
Dues & Subscriptions	1	2	4	2	5	7	2	2	4	
Education & Training:										
Education - Mayor	4	1	10	1	1	2	5	5	10	4
Education - Council #1	-	-	6	-	1	1	3	3	6	
Education - Council #2	-	-	6	-	-	-	3	3	6	
Education - Council #3	4	3	6	-	-	-	3	3	6	
Education - Council #4	1	1	6	-	-	-	3	3	6	
General Meals & Travel	4	2	10	1	1	2	5	5	10	
Advertising & Publicity	-	-	6	-	-	-	3	3	6	
Art Mural Rolling Fund	-	-	29	26	15	41	-	-	-	5
Events	1	4	6	-	6	6	3	3	6	
TOTAL MATERIALS & SERVICES	83	85	253	103	86	189	123	128	251	
City Council Total	\$ 100	\$ 102	\$ 289	\$ 121	\$ 105	\$ 226	\$ 143	\$ 148	\$ 291	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

City Council budget increased by \$2,000 or 1% when compared to prior biennium budget due to:

- 1) Increase in personnel services made during the Council compensation discussion in the previous biennium that increased from \$300 to \$369 per month for a newly elected mayor and from \$250 to \$307 per month for newly elected councilors.
- 2) Increase of \$9,000 or 6% for the Willamette Falls TV service that provides live broadcasting of Council meetings and other public events.
- 3) Increase of \$10,000 or 100% for lobbyist contractual services.
- 4) Education and training budget did not change; however, current budget includes hiring of a facilitator to carry forward robust strategic planning and policy discussions.
- 5) Decrease of \$29,000 or 100% by moving the art mural rolling fund to City Manager Department budget where administration of this function occurs.

GENERAL FUND CITY MANAGER

DEPARTMENT DESCRIPTION AND CORE SERVICES

The City Manager Department efficiently and effectively manages all city operations and implements policy decisions of the City Council, while working with internal and external groups to meet the needs of the community. The city manager's core services include:

- Advising the Council of affairs and needs of the city
- Ensuring all ordinances are enforced and the provisions of 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 operated by the city, and general supervision over all city property
- Other duties required by the Milwaukie City Charter or Council

The Strategic Engagement Team (SET), a division with the City Manager's Department, is responsible for:

- Managing the city's primary communication and engagement platforms
- Working collaboratively with departments to develop communication and engagement strategies for city programs and projects
- Leading the city's signature event programs and working with community members to facilitate permitting of community-sponsored events
- Establishing and maintaining the city's branding standards
- Managing the city's emergency planning and response program in coordination with police and public works
- Managing the city's neighborhood district association (NDA) program including administration of annual grant funds
- Working with the city arts committee and community partners to manage the sculpture garden, showcase art on city property, and administer funding for public murals

ACCOMPLISHMENTS

- Continued to provide service, while maintaining a safe work environment for city employees, throughout the COVID-19 pandemic
- Partnered with Council to establish a diversity, equity, inclusion and justice goal. Hired an equity program manager to lead this work and provided anti-racism training to city employees
- Launched the Engage Milwaukie online platform to share information and involve the community in city projects and decisions. The site has hosted 14 projects and 740 users as of December 2021
- Delivered 22 editions of the Milwaukie Pilot to Milwaukie residents and businesses, and began translating the Pilot into Spanish in February 2022
- Negotiated three-year contracts with American Federation of State County and Municipal Employees and the Milwaukie Police Employee Association

GOALS

- Facilitate Council goal setting
- Manage successful relocation from historic city hall building to 10501 SE Main Street
- Proactively work with departments to communicate timely, transparent and relevant information to the public
- Re-envision community events, communication platforms and NDA program to better support the city's equity goal
- Use evaluation and analytics to optimize communication platforms and continue to expand the city's use of digital platforms
- Establish the Equity Steering Committee and integrate the board into city functions

COUNCIL GOAL RELATED FUNDING



The City Manager's office provides support for climate change through direct participation in Council's work and through government relations, engagement and communication support as requested by the Public Works Department.



The City Manager budget includes funding for a full-time equity program manager as well as dedicated funding to support the Equity Steering Committee, staff and community training, and translation of city materials.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Events & Sense of Community	# of events produced & coordinated	9	6	8	10	10	10
		# of sponsorships and donations secured	32	0	2	20	20	20
		# of temporary event permit applications processed	38	23	10	30	35	35
	Diversity, Equity and Inclusion	# of equity steering committee meetings held	n/a	n/a	n/a	11	11	11
		% of employees who agree that the city values employees of diverse backgrounds	n/a	n/a	n/a	90%	90%	90%
	Accessible and Transparent Information	# return visits to city website	118,389	106,723	158,177	155,000	160,000	160,000
		# of social media posts	300	90	110	130	150	150
		# of surveys/polls distributed	55	37	39	40	40	40
		# of City Council meetings attended	77	77	73	64	68	68
		# of hours recorded of City Council meetings	146	146	130	128	124	124
		% of City Council meetings concluding by 9pm	57%	57%	74%	71%	70%	70%
	Participation and Community Involvement	# of volunteer hours tracked	1,500	1,500	1,500	2,000	2,000	2,000
Prosperity	City Programs and Marketing	# of city marketing collateral prepared	45	55	50	60	75	75
		# of event marketing collateral prepared	55	50	60	75	100	100
		# of NDA marketing collateral prepared	8	3	2	10	15	15

FINANCIAL SUMMARY – CITY MANAGER

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK			BN 2023-2024			Notes	
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024		Proposed Total
PERSONNEL SERVICES										
Budgeted FTE Positions	5.0	6.0	7.0	8.0	7.0	7.0	8.0	8.0	8.0	
Salaries & Wages	\$ 549	\$ 515	\$ 1,428	\$ 638	\$ 623	\$ 1,261	\$ 895	\$ 919	\$ 1,814	
Employee Benefits	279	287	850	349	391	740	491	541	1,032	
TOTAL PERSONNEL SERVICES	\$ 828	\$ 802	\$ 2,278	\$ 987	\$ 1,014	\$ 2,001	\$ 1,386	\$ 1,460	\$ 2,846	1
MATERIALS & SERVICES										
Professional & Technical Services:										
Equity, Justice, and Inclusion	-	-	-	-	20	20	40	40	80	2
Other	49	58	294	19	150	169	69	89	158	3
General Office Supplies	1	2	6	1	2	3	3	10	13	
Fees & Licenses	-	-	-	-	7	7	-	-	-	
Dues & Subscriptions	6	5	12	5	6	11	5	5	10	
Education & Training	18	26	29	28	10	38	8	12	20	
Advertising & Publicity	93	94	210	85	140	225	88	89	177	4
Events	22	63	80	10	75	85	63	23	86	
Art Mural Rolling Fund	-	-	-	-	7	7	20	-	20	5
Public Arts Fund	34	16	-	4	-	4	-	-	-	
Miscellaneous	15	4	33	-	3	3	7	7	14	
TOTAL MATERIALS & SERVICES	238	268	664	152	420	572	303	275	578	
CAPITAL OUTLAY										
Vehicle	-	-	20	-	-	-	80	-	80	6
TOTAL CAPITAL OUTLAY	-	-	20	-	-	-	80	-	80	
CITY MANAGER TOTAL	\$ 1,066	\$ 1,070	\$ 2,962	\$ 1,139	\$ 1,434	\$ 2,573	\$ 1,769	\$ 1,735	\$ 3,504	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

City Manager budget increased by \$542,000 or 18% when compared to prior biennium budget due to:

- 1) Increase of 1.0 FTE for a houseless and behavioral specialist position in the biennium that will be offset by 50% through an intergovernmental agreement. Additionally, the previous biennium included addition of 1.0 FTE for an equity program manager position which began mid-cycle. The combination of regular increases and these additions is approximately \$568,000 or 25%.
- 2) Increase of \$60,000 for development of an equity lens.
- 3) Decrease of \$136,000 or 46% in other professional and technical services as the city had originally budgeted for unexpected expenses related to the pandemic.
- 4) Decrease of \$33,000 or 16% in advertising and publicity to coincide with actual expenses needed.
- 5) Addition of \$20,000 for Art Mural Rolling Fund which was previously in the City Council budget.
- 6) Increase of \$80,000 for purchase of two vehicles – one for events utilized by the SET division and one for the houseless and behavioral specialist position.



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GENERAL FUND CITY ATTORNEY

DEPARTMENT DESCRIPTION AND CORE SERVICES

Per the Milwaukie City Charter, the city attorney is an officer of the city appointed by the City Council. The city attorney is the legal advisor to Council, city officials, departments and the city's boards and commissions.

The city attorney provides legal support and expertise in many areas of legal matters, including election law, council agenda support, city's legislative agenda, litigation matters, and changes in federal, state and local laws. Additionally, the city attorney maintains and manages external contracts for supplemental legal services as needed due to capacity or a required expertise in a specialty area.

Historically, Jordan Ramis PC, a local law firm, was appointed as the city attorney in 1988 and performed legal functions for the city. In 2018, the Council successfully selected and appointed an in-house city attorney.

ACCOMPLISHMENTS

- Provided timely and accurate legal support to Council and staff that exceeded expectations, reduced or eliminated potential liability, and promoted efficient and effective government

GOALS

- Advise Council, commissions, boards and committees on matters coming before them in performance of 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
- Represent the city and its boards, commissions, committees and officers on all legal matters in litigation, appeals and administrative proceedings, as well as monitor and assist with legal proceedings handled by outside counsel
- Draft and review ordinances, codes, resolutions, contracts and orders for Council
- Draft and review contracts, agreements, letters and other legal documents for the city manager and city departments
- Conduct legal research and prepare memoranda on a wide range of topics and concerns
- Represent and advise the city in intergovernmental relations and code enforcement activities
- Assist in ensuring compliance with state and federal election requirements
- Provide updates and training regarding legislation and recommend changes in city policies and practices to comply with federal, state and local laws

COUNCIL GOAL RELATED FUNDING



While none of the funding allocated to the city attorney budget is specifically related to Council goals, to the extent legal issues are presented by Council and staff in pursuit of those goals, the city attorney will continue to provide legal analysis and advice as needed.

FINANCIAL SUMMARY – CITY ATTORNEY

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024		
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total
PERSONNEL SERVICES									
Budgeted FTE Positions	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Salaries & Wages	\$ 97	\$ 128	\$ 278	\$ 133	\$ 151	\$ 284	\$ 172	\$ 177	\$ 349
Employee Benefits	41	60	144	61	73	134	77	86	163
TOTAL PERSONNEL SERVICES	138	188	\$ 422	\$ 194	\$ 224	\$ 418	\$ 249	\$ 263	\$ 512
MATERIALS & SERVICES									
Professional & Technical Services	63	25	96	13	-	13	63	63	126
General Office Supplies	2	-	-	-	-	-	1	1	2
Dues & Subscriptions	-	-	2	1	1	2	1	1	2
Education & Training	2	1	4	1	1	2	1	1	2
TOTAL MATERIALS & SERVICES	67	26	102	15	2	17	66	66	132
CITY ATTORNEY TOTAL	\$ 205	\$ 214	\$ 524	\$ 209	\$ 226	\$ 435	\$ 315	\$ 329	\$ 644

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

City Attorney budget increased by \$220,000 or 42% when compared to the prior biennium budget due to personnel costs and an increase in professional and technical services for litigation-related costs of \$130,000.



GENERAL FUND

COMMUNITY DEVELOPMENT

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Community Development Department ensures the physical development of the city is aligned with community goals and values, and complies with local, regional, state and federal laws to ensure that Milwaukie is a safe, equitable, livable and sustainable city.

The Community Development Department provides management and administrative support for the city's Building Department, Planning Department and Urban Renewal Agency, and is primarily responsible for implementing economic development and housing-related activities for the city. Community Development works with local businesses to help retain and assist with expansion plans of existing businesses and provide information to those looking to call Milwaukie their home. Through policy and program development, the Community Development Department addresses the important needs of the business community.

The department is responsible for the following core services:

- Lead community development activities that support and implement the city's 20-year Vision and Comprehensive Plans
- Ensure compliance with all regional and state laws that regulate development within city limits
- Oversee administration of local land use laws and zoning regulations
- Manage public-facing services that result in development of the built environment
- Coordinate and manage planning projects related to land use and transportation
- Partner with state, regional, county and local non-profit partners to address growth issues and regionally significant transportation projects
- Collaborate with other city departments to guide infrastructure investments, service delivery and enhancements
- Facilitate inclusive and collaborative community engagement
- Provide incentives and partnership opportunities for public, private and non-profit partners to develop high-quality housing choices for residents of all income levels and needs
- Leverage public and private partnerships to deliver on community goals
- Create and administer economic development programs and incentives that support the local business community
- Partner with state and regional economic development agencies to develop business retention, expansion, and attraction initiatives
- Assist in implementation of the city's Urban Renewal Plan



ACCOMPLISHMENTS

- Implemented action in Milwaukie Affordable Housing Strategy, including two rounds of rental assistance, Construction Excise Tax (CET) program development, and additional renter protections
- Provided COVID business relief to local businesses, including award of 12 grants to develop outdoor space and over 85 grants to support local business operations
- Continued Coho Point development efforts, including land use entitlements, draft shared parking agreement, draft affordability covenant, and vertical housing development zone pre-approval
- Finalized the city's 5-Year Urban Renewal Implementation Plan
- Created and administered an accessory dwelling unit pilot program to incentivize additional units on single family lots
- Conducted replat of historic city hall and began the surplus property process
- Maintained uninterrupted land use and development review process with record-breaking permitting during unprecedented wildfires, ice storm and global pandemic events
- Oversaw the coordination efforts for record-breaking building permitting and large scale planning projects, such as the Bonaventure (170 units), Henley Estates (178 units), Monroe Apartments (234 units), and Coho Point (195 units)

GOALS

- Implement a new permitting system that integrates all departments and divisions and will provide better response times and service to all customers
- Update and implement the Milwaukie Economic Development Strategy with an equity, justice and inclusion and sustainability overlay
- Administer first round of CET funds for affordable housing and economic development to help provide more housing opportunities to residents of varying socio-economic backgrounds
- Administer Urban Renewal Action Plan items related to economic development and affordable housing that supports equitable opportunities for all residents
- Continue implementation of Housing Affordability Strategic Plan to support additional housing options for Milwaukie residents of all socio-economic backgrounds, and proceed with next phases of implementation for the Comprehensive Plan
- Complete the Housing Capacity Analysis and Housing Production Strategy (HB2003) to understand what the community's housing needs are and to develop a plan to meet those needs
- Sell or lease the historic city hall building
- Update Transportation Systems Plan and Downtown Parking Management program which may assist in reducing vehicle trips, greenhouse gas emissions, and pedestrian/bicycle safety
- Accurately leverage outside agencies, organizations and businesses to support community development functions in order to enhance the city's limited resources and provide more services
- Continue to market city-owned opportunity sites for the purposes of developing a public good such as affordable housing and/or open space
- Cultivate a thriving work environment that is inclusive, healthy and productive for everyone

COUNCIL GOAL RELATED FUNDING



Climate change efforts encompass long-range planning, development, and implantation actions to update items such as the Transportation Systems Plan (TSP), Downtown Parking Management program, and Economic Development Strategy.



Equity, justice and inclusion will be infused into plans and programs such as the Economic Development Strategy, Urban Renewal programs, and housing capacity analysis.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Business Support and a Vibrant Local Economy	# of existing and prospective businesses visited/contacted	35	35	45	45	50	50
		# of businesses relocated or assisted	0	50	15	15	20	20
		# of new businesses in Milwaukie	127	80	20	20	35	35
		# of grant applications and intergovernmental agreements	2	2	2	2	2	2
		\$ amount City of Milwaukie taxable assessed value (in millions)	1,988	2,048	2,109	2,172	2,200	2,200
		\$ value of resources secured for community projects (in thousands)	17	60	15	15	20	20



FINANCIAL SUMMARY – COMMUNITY DEVELOPMENT

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
PERSONNEL SERVICES										
Budgeted FTE Positions	5.5	5.5	4.5	4.5	4.5	4.5	5.5	5.5	5.5	
Salaries & Wages	\$ 420	\$ 370	\$ 775	\$ 369	\$ 364	\$ 733	\$ 530	\$ 546	\$ 1,076	
Employee Benefits	200	206	494	190	181	371	297	326	623	
TOTAL PERSONNEL SERVICES	\$ 620	\$ 576	\$ 1,269	\$ 559	\$ 545	\$ 1,104	\$ 827	\$ 872	\$ 1,699	1
MATERIALS & SERVICES										
Professional & Technical Services	102	8	263	48	60	108	173	113	286	2
General Office Supplies	8	4	20	2	5	7	4	4	8	
Dues & Subscriptions	4	13	16	5	-	5	8	8	16	
Education & Training	5	3	20	1	5	6	5	5	10	
Printing Costs	4	-	6	-	1	1	1	1	2	
Economic Development	28	8	95	32	50	82	50	50	100	
Rental Assistance (ARPA Funded)	-	-	50	50	-	50	75	-	75	
Miscellaneous	-	-	2	-	1	1	1	1	2	
TOTAL MATERIALS & SERVICES	151	36	472	138	122	260	317	182	499	
CAPITAL OUTLAY										
Vehicles & Equipment	-	-	20	-	-	-	-	-	-	
Landbanking	43	-	100	16	-	16	50	50	100	
Construction in Progress	-	-	1,339	-	-	-	-	-	-	3
TOTAL CAPITAL OUTLAY	43	-	1,459	16	-	16	50	50	100	
COMMUNITY DEVELOPMENT TOTAL	\$ 814	\$ 612	\$ 3,200	\$ 713	\$ 667	\$ 1,380	\$ 1,194	\$ 1,104	\$ 2,298	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Community Development budget decreased by \$902,000 or 28% when compared to the prior biennium budget with offsetting increases. Significant changes include:

- 1) Increase of \$430,000 or 34% in personnel services which includes regular cost of living and benefit increases as well as a limited-term position for a full-time equivalent parking coordinator. The new position accounts for \$292,000 or 68% of the total increase.
- 2) Increase of \$23,000 or 9% in professional and technical services are attributed to decreases since the prior biennium comprehensive plan code package but is offset by a \$60,000 increase related to a parking study that coincides with the added position.
- 3) Decrease in construction in progress is related to moving parks development projects to the Public Works Admin Department budget.

GENERAL FUND

PUBLIC WORKS ADMIN

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Public Works Department is dedicated to maintaining and improving the quality of life in Milwaukie by planning for future needs, promoting environmental quality, building and maintaining municipal infrastructure, and protecting health and safety. 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.

The Public Works Department oversees the development and management of operations and maintenance of the city's infrastructure and utility systems, administers both the city's Climate Action Plan (CAP) and Urban Forest Management Plan, and facilitates inter-departmental collaboration to support climate and urban forest goals and efforts. Public Works also provides management and administrative support to the Fleet and Facilities divisions in the General Fund, as well as the four utility funds of Water, Wastewater, Stormwater and Transportation. The Public Works Department carries out the following functions:

- Manage, budget and provide financial oversight of four utility funds (including rate structure) and the Fleet and Facilities divisions
- Manage and implement CAP
- Administer Milwaukie's urban forest and implement the Urban Forest Management Plan
- Infrastructure asset management and tracking
- Data maintenance, design, spatial analysis and research, map production, and web application development for geographic information systems

ACCOMPLISHMENTS

- Secured electricity contracts through Portland General Electric to transition to 100% carbon-free electricity for city buildings and operational uses
- Implemented pilot program for a Milwaukie street tree inventory, including integration into existing city asset management system, to better understand the distribution and diversity of Milwaukie's public trees
- Completed GIS-related updates and enhancements, including deployment of tree collection workflow and interactive map for bulky waste collection, support of comprehensive plan mapping, updates to library emergency plan maps, grant eligibility analysis for Economic Injury Disaster Loan, impervious data acquisition and analysis, wall map design for Police Department, tree code mapping and analysis support, and development of the Milwaukie Urban Renewal Application
- Successfully advocated for state legislation that led to the adoption of HB2021 for the decarbonization of investor-owned utility electricity generation by 2040
- Revised the public tree code to increase protections and replanting requirements for public and street trees and establish programmatic permits
- Adopted new private tree code, created a new private tree permitting process, and developed new urban forest outreach materials to increase preservation and plantings of trees on private residential properties and new construction
- Coordinated with local environmental organizations and utilities to hold a virtual Earth Day event to promote local climate action and increase community education of environmental and climate-forward opportunities

ACCOMPLISHMENTS, CONTINUED

- Hosted a local Arbor Day celebration with over 100 community members and volunteers in attendance and over 130 trees planted in the community
- Implemented and encouraged community participation in the Milwaukie Home Energy Score program to increase market information of energy-related assets in homes listed publicly for sale
- Hired a parks development coordinator to manage development of Bowman Brae, Balfour and Scott Parks

GOALS

- Implement new permitting system to streamline the private tree code permit application process
- Engage stakeholders and initiate design of new residential and small commercial voluntary carbon-free electricity product to align with community and Council climate goals
- Publish update to the CAP that includes an updated greenhouse gas inventory
- Develop a climate program financing document to assist in long-term funding strategies
- Create strategic and equitable engagement with the community for the design and construction of Bowman Brae, Balfour, and Scott Parks by seeking public feedback through surveys and inclusion in design workshops
- Break ground for the third phase of Milwaukie Bay Park construction that will complete the construction of the park through installation of parks amenities and landscaping

COUNCIL GOAL RELATED FUNDING



Climate change actions include implementation of the CAP and Urban Forest Management Plan. Investment in the protection and expansion of the city's urban canopy directly relates to a goal in the CAP to increase urban canopy cover to 40% by 2040. Trees are a significant climate adaptation strategy in urban environments and provides significant resiliency benefits through shading, surface water mitigation, and public health improvements. Implementation of the city's CAP, including progress to decarbonize utility energy sources and reduce building and transportation emissions, is funded through the PW Administration budget and is a significant part of the city's climate work. Funding in the upcoming budget cycle allows for updates to the city's greenhouse gas inventory to better mitigate emission sources and provides staff resources to explore future long-term funding opportunities.



Equity, justice and inclusion is supported through environmental justice planning and implementation work within the climate and urban forest programs, as well as engagement and customer service for public works utilities. Through installation and management of green infrastructure, the city is also attempting to address inequities in access to greenspaces for marginalized communities and frontline communities. By working to engage with utility customers about service, billing, and mapping services, the city is hoping to address communication and information barriers for all community members.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
Planet	Trees, Garden and Vegetation	# of trees planted	135	1,254	1,363	1,400	1,400	1,400
		\$ amount of urban forestry expenditures per capita	10	14	26	25	25	25
		# of volunteer hours devoted to tree work	401	277	646	600	600	600
		# of public and private trees in city inventory database	N/A	N/A	1,431	1,500	1,600	1,700
	Energy and Conservation, including adoption of Climate Action Plan	% of residential accounts enrolled in renewable electricity products	34.04%	33.63%	35%	34%	100%	100%
		% of commercial accounts enrolled in renewable electricity products through PGE	4.28%	4.26%	6%	6%	10%	25%
		% of large industrial accounts enrolled in renewable electricity products through PGE	2.1%	3.32%	3.5%	3.75%	4%	4%
		# of public charging stations in Milwaukie	14	14	14	18	20	24
		# of solar permits processed	24	12	53	20	20	20



FINANCIAL SUMMARY

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
PERSONNEL SERVICES										
Budgeted FTE Positions	6.0	6.0	7.0	7.0	8.0	8.0	8.0	8.0	8.0	
Salaries & Wages	\$ 460	\$ 481	\$ 1,193	\$ 568	\$ 647	\$ 1,215	\$ 734	\$ 752	\$ 1,486	
Employee Benefits	246	291	782	338	379	717	429	471	900	
TOTAL PERSONNEL SERVICES	\$ 706	\$ 772	\$ 1,975	\$ 906	\$ 1,026	\$ 1,932	\$ 1,163	\$ 1,223	\$ 2,386	1
MATERIALS & SERVICES										
Professional & Technical Services	50	-	46	5	38	43	30	30	60	
General Office Supplies	5	4	10	2	5	7	6	6	12	
Dues & Subscriptions	2	1	2	2	1	3	3	3	6	
Education & Training	8	10	16	4	8	12	14	14	28	
Printing Costs	-	1	2	-	-	-	2	2	4	
Sustainability	19	6	49	2	41	43	30	30	60	
Emergency Operations	24	21	72	21	48	69	25	25	50	
Miscellaneous	4	-	10	-	4	4	1	1	2	
TOTAL MATERIALS & SERVICES	112	43	207	36	145	181	111	111	222	
CAPITAL OUTLAY										
Construction in Progress	-	-	195	-	100	100	2,877	830	3,707	2
TOTAL CAPITAL OUTLAY	-	-	195	-	100	100	2,877	830	3,707	
PUBLIC WORKS ADMINISTRATION TOTAL	\$ 818	\$ 815	\$ 2,377	\$ 942	\$ 1,271	\$ 2,213	\$ 4,151	\$ 2,164	\$ 6,315	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Public Works Administration budget increased by \$3,938,000 or 166% when compared to prior biennium budget due to:

- 1) Increase of \$411,000 or 21% in personnel services which includes position changes, regular cost of living and benefit increases, as well as a limited-term position for a full-time equivalent park development coordinator. The new position accounts for \$261,000 or 64% of the total increase.
- 2) Addition of \$3,512,000 in construction in progress as outlined in the Capital Improvement Plan. These funds previously resided in the Community Development Department budget.

GENERAL FUND

ENGINEERING SERVICES

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Engineering Services Department delivers high-quality capital improvement projects, supports the Planning and Community Development Departments with the engineering facets of private development projects, supports the city through the development of infrastructure standards, and implements city policies within the public right-of-way and other public facilities. Engineering Services ensures that community needs, especially long-term needs, are provided at the lowest cost to ratepayers.

The core services of the Engineering Services Department are to manage the Capital Improvement Program (CIP) for the city's utility and transportation systems. Guidance for the CIP is provided by adopted master plans. The department accomplishes this work by:

- Implementing a 6-year CIP plan that provides for timely construction of projects needed to maintain, expand or improve facilities, utilities and transportation systems within the city. Project schedules are implemented with consideration of available funding and need.
- Providing assistance to the Public Works Department and overseeing design and construction of all improvements within the public right-of-way
- Managing the city's public right-of-way, including permitting administration through a capital improvement project, franchise utility work, or private development
- Assisting the Planning and Building Departments with engineering requirements for private development land use applications, reviewing and approving design plans, inspecting new construction, and determining system development charges required with the private development projects
- Supporting the Planning Department by drafting new master plans for Transportation, Stormwater, Water, and Wastewater
- Administering the Safe Access For Everyone (SAFE) program which will construct 57 miles of sidewalks, trails and bike paths
- Managing the Street Surface Maintenance Program (SSMP) which maintains, resurfaces, and rebuilds the streets throughout Milwaukie

ACCOMPLISHMENTS

- Began design work for Washington Area Improvements, Harvey Street SAFE Improvements, Ardenwald North SAFE Improvements, and Wastewater Improvements
- Started construction for 42nd/43rd Avenue/Howe Road SAFE project, Home Avenue SAFE project (King Road to Railroad Avenue), and Wood Avenue reconstruction
- Completed construction of Meek Street Stormwater Improvements South Phase, Linwood SAFE Improvements, Lake Road Widening Improvements, River and 22nd SAFE Improvements, McBrod SAFE Improvements, and 2021 Slurry Seal / Crack Seal SSMP
- Completed larger private development projects, including the Cereghino Farms subdivision, Keil Crossing Multi-Use Path along Railroad Ave, Ardenwald Elementary School driveway improvements, and Milwaukie High School reconstruction
- Began construction for private development projects including Monroe Apartments, Birnam Oaks Apartments, Henley Place Apartments, and Walnut Addition subdivision

ACCOMPLISHMENTS, CONTINUED

- Entered into an intergovernmental agreement with Oregon Department of Transportation (ODOT) for the design of Monroe Street Greenway
- Worked with Public Works Department on National Pollutant Discharge Elimination System annual report and the Water and Wastewater Master Plan updates
- Managed the permit process for the city's right-of-way, including issuing permits and inspecting completed work related to sidewalk, driveway approaches, sewer connections, tree trimming/removal and private (franchise) utilities
- Reviewed, approved and inspected 20 private development projects
- Provided support and information to the Public Safety Advisory Committee and Citizens Utility Advisory Board

GOALS

- Work with Planning Department to complete update to the Transportation System Plan
- Review master plans, utility rates and system development charges to ensure the CIP aligns with the city's needs
- Provide engineering support to the Planning Department in updating and rewriting the Transportation System Plan
- Review all transportation project budgets, including adjustments for inflation and verification the scope of work is consistent with Council's goals and project objectives
- Complete construction of Meek Street Storm Improvement project, 42nd/43rd SAFE Improvements, Home and Wood Improvements, Wastewater Improvements, Harvey Street Improvements, Ardenwald North Improvements, and Washington Area Improvements
- Support private development with construction of CoHo Point Apartments, Dogwood Station Apartments, Bonaventure Senior Living, Harder Mechanical Expansion (with improvements to Hanna Harvester Dr.), Hillside Master Plan Redevelopment, Railroad Estates Subdivision, Elk Rock Subdivision, and other private development projects as needed
- Partner with ODOT to complete design of the Monroe Street Neighborhood Greenway project and begin construction
- Provide continued engineering support of the city's utilities and transportation needs
- Seek additional funding to complete other projects identified within master plans and administer any grants awarded to the city
- Work on having projects shovel-ready to take advantage of alternative funding sources
- Complete continuing education, training and development of staff needed to maintain licensure and stay current with civil engineering practices

COUNCIL GOAL RELATED FUNDING



Climate change actions include evaluation of materials used for construction on infrastructure projects, design around trees, increased tree planting, and reduction of construction waste, when possible. The SAFE program adds sidewalk, accessible ramps, bike lanes, bus stop pads, and safe crossings throughout the city to encourage community use of other forms of transportation.



Equity, justice and inclusion will be supported by educating staff, reaching more community members during public outreach events, and attempts to include all neighborhoods in planning and design projects. The revised contracting code promotes contract and purchasing opportunities to disadvantaged businesses and incorporates inclusive language.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Public Participation and Community Involvement	# of hours with technical groups and NDA's	700	520	520	520	550	600
Place	Walkability, Bikeability, and Safety	# of capital projects completed citywide *	19	2	3	2	5	4
		# of public improvement reviews	10	6	3	5	5	6
		# of right-of-way permits	128	146	153	165	170	175
		# of franchise permits	173	130	142	151	160	165
		# of lane miles of sidewalk, walkways, and bike lanes placed by contract (SAFE)	0.69	0.84	0.94	5.32	2.71	1.20
	Complete Streets that are Well Maintained	# of ADA ramps installed (SAFE)	34	14	30	50	116	60
		# of lane miles asphalt placed (SSMP)	1.20	0.92	1.76	3.62	3.63	4.03

* In FY 2020, this metric changed to bundling several smaller projects together into one larger project.

FINANCIAL SUMMARY – ENGINEERING SERVICES

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
PERSONNEL SERVICES										
Budgeted FTE Positions	11.5	11.5	10.5	10.5	10.5	10.5	10.5	10.5	10.5	
Salaries & Wages	\$ 689	\$ 823	\$ 1,886	\$ 857	\$ 877	\$ 1,734	\$ 1,025	\$ 1,049	\$ 2,074	
Employee Benefits	333	454	1,196	454	261	715	561	623	1,184	
TOTAL PERSONNEL SERVICES	\$ 1,022	\$ 1,277	\$ 3,082	\$ 1,311	\$ 1,138	\$ 2,449	\$ 1,586	\$ 1,672	\$ 3,258	1
MATERIALS & SERVICES										
Professional & Technical Services	51	31	41	1	41	42	25	25	50	
General Office Supplies	6	13	24	5	24	29	9	9	18	
Fees & Licenses	-	-	-	1	2	3	2	2	4	
Dues & Subscriptions	-	-	2	-	3	3	2	2	4	
Education & Training	6	13	24	11	24	35	13	14	27	
Miscellaneous	3	18	39	1	15	16	18	19	37	
TOTAL MATERIALS & SERVICES	66	75	130	19	109	128	69	71	140	
CAPITAL OUTLAY										
Construction in Progress	9	30	-	-	-	-	425	275	700	2
TOTAL CAPITAL OUTLAY	9	30	-	-	-	-	425	275	700	
ENGINEERING SERVICES TOTAL	\$ 1,097	\$ 1,382	\$ 3,212	\$ 1,330	\$ 1,247	\$ 2,577	\$ 2,080	\$ 2,018	\$ 4,098	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Engineering Services budget operating expenses increased by \$186,000 or 5% when compared to prior biennium budget. A construction in progress project is partially funded through general fund dollars and increases the total budget for the department by an additional \$700,000. Significant items are:

- 1) Increase of \$176,000 or 5% in personnel services from various changes to benefit elections.
- 2) Added \$700,000 for Monroe Street Greenway project as outlined in Capital Improvement Plan.



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GENERAL FUND

FACILITIES MANAGEMENT

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Facilities Management Department maintains and improves all city-owned buildings and properties. The department assesses condition, budgets, plans and prioritizes projects in a manner that not only demonstrates effective stewardship of public resources but also supports greater city goals and vision. The purpose of Facilities Management is to provide clear communication, stellar customer service, timeliness and efficiency for the following core services:

- Maintain, repair, construct and oversee remodeling and repairs of buildings and properties
- Recommend scope and manage facility capital projects and funding uses
- Recommend solutions for increased energy efficiency
- Align goals with the city's Climate Action Plan and pursue greater results through participation in Energy Trust of Oregon's Strategic Energy Management Program to reduce energy use
- Monitor and report energy use, trends and opportunities
- Perform preventive maintenance activities to ensure buildings and systems function properly to protect and preserve city assets
- Provide comfortable, secure and clean work areas for city employees
- Provide 24/7 on-call service 365 days a year
- Perform general contracting work for repair and improvement projects, including heating, ventilation and air conditioning (HVAC), security, janitorial, structural, landscaping, painting, electrical, plumbing, remodeling and office reconfigurations

ACCOMPLISHMENTS

- Reduced natural gas usage by 12% and electricity usage by 10% in city buildings
- Executed approximately 43 contracts and amendments in 2021
- Applied Occupational Safety and Health Administration standards to reduce COVID transmission in all city buildings, including HVAC filtration and air exchange, cleaning, distancing workstations, signage, and touch free faucets
- Began process to decommission two underground fuel tanks and install one aboveground fuel tank at the Johnson Creek Boulevard facility
- Completed seismic evaluation of Public Safety Building and submitted a seismic rehabilitation grant application
- Converted 5-10% of natural gas use to electric at Public Safety Building



GOALS

- Renovate new city hall building to accommodate city and community uses
- Move employees to new city hall building
- Recondition community development building to accommodate use after moving to new city hall
- Install three public-facing electric vehicle (EV) charging stations to encourage EV adoption and lower the city's carbon footprint
- Install two fleet-facing EV chargers with employee charging ability through policy to increase the city's number of fleet EVs as well as encourage employee EV adoption, lowering both city and individual carbon footprints

COUNCIL GOAL RELATED FUNDING



Climate change actions will be achieved through staff time, continued participation in Energy Trust's Strategic Energy Management program, and efforts toward saving energy by influencing building programs, settings and occupant behavior. Energy use and the lifetime carbon footprint are considered when managing buildings, purchasing materials and replacing equipment. The department will also install fleet and public-facing charging stations to support and encourage EV usage.



Equity, justice and inclusion will be supported by responding to all facilities requests with professionalism and sensitivity and treating all employees and contractors with dignity and respect to foster an open and respectful atmosphere. Department staff will also work towards eliminating barriers that have prevented full participation and access for the underrepresented within the organization and citywide.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Events and Sense of Community	# of work orders completed	961	875	1,103	1,100	1,100	1,100
		# of executed service contracts for various projects	30	22	26	25	25	25
		# of square feet of managed city building space	80,000	80,000	80,000	80,000	98,000	98,000
Planet	Energy and Conservation, including Adoption of a Climate Action Plan	% of electricity savings in kWh	7%	11%	10%	7%	5%	5%
		% of natural gas savings	7%	-3%	12%	7%	5%	5%



FINANCIAL SUMMARY – FACILITIES MANAGEMENT

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
PERSONNEL SERVICES										
Budgeted FTE Positions	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Salaries & Wages	\$ 204	\$ 221	\$ 486	\$ 239	\$ 254	\$ 493	\$ 263	\$ 270	\$ 533	
Employee Benefits	123	140	337	148	161	309	166	181	347	
TOTAL PERSONNEL SERVICES	\$ 327	\$ 361	\$ 823	\$ 387	\$ 415	\$ 802	\$ 429	\$ 451	\$ 880	
MATERIALS & SERVICES										
Professional & Technical Services:										
Electricians	7	8	20	12	5	17	10	10	20	
HVAC	21	15	30	12	10	22	20	20	40	
Landscape	87	81	320	94	130	224	150	150	300	
Movers	-	-	-	-	-	-	-	15	15	
Painting	-	30	40	1	5	6	20	20	40	
Plumbing	12	3	20	12	5	17	10	10	20	
Preventative Care	5	5	16	5	7	12	5	8	13	
Repairs	36	30	140	10	10	20	30	40	70	1
Other	24	29	85	76	35	111	40	40	80	
Dues & Subscriptions	9	8	20	9	10	19	12	12	24	
Materials & Supplies	14	21	46	25	10	35	10	12	22	
Property Taxes	15	14	30	15	15	30	15	15	30	
Special Projects	51	44	98	20	50	70	50	50	100	
Utilities:										
Electricity	102	109	240	108	100	208	110	170	280	2
Janitorial	145	127	280	167	170	337	170	300	470	2
Natural Gas	16	16	50	15	15	30	15	17	32	
Refuse Disposal	30	32	70	34	30	64	30	30	60	
Water/Sewer/Stormwater/Streets	120	125	290	130	130	260	140	150	290	
TOTAL MATERIALS & SERVICES	694	697	1,795	745	737	1,482	837	1,069	1,906	
CAPITAL OUTLAY										
Vehicles & Equipment	2	43	-	-	-	-	-	-	-	
Construction in Progress	64	-	680	194	325	519	265	1,850	2,115	3
TOTAL CAPITAL OUTLAY	66	43	680	194	325	519	265	1,850	2,115	
FACILITIES MANAGEMENT TOTAL	\$ 1,087	\$ 1,101	\$ 3,298	\$ 1,326	\$ 1,477	\$ 2,803	\$ 1,531	\$ 3,370	\$ 4,901	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Facilities budget increased by \$1,603,000 or 49% compared to prior biennium budget related to:

- 1) Decrease of \$70,000 or 50% in repairs as the new city hall building is newer.
- 2) Increase of \$40,000 or 17% and \$190,000 or 68% for electricity and janitorial services, respectively, associated with the increase of space for the new city hall.
- 3) Increase in construction in progress as outlined in Capital Improvement Plan includes a seismic retrofit of the Public Safety Building (\$1.5 million dollar project). These expenses are partially offset by grant revenue of \$1,300,000.



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GENERAL FUND FINANCE

DEPARTMENT DESCRIPTION AND CORE SERVICES

Finance is part of the Administrative Services Department and supports a thriving, livable community through collaboration, transparency and strong financial management. Finance ensures the fiscal integrity of the financial operations while being good stewards of taxpayers' money and city-owned assets. Additionally, the Finance team strives to develop healthy partnerships with the community, be transparent with city finances and look for cost efficiencies in all city operations. Below are processes the Finance team focuses on throughout the year:

- Administer utility billing, purchase cards, capital asset tracking, and business licensing
- Process payroll, accounts payable and accounts receivable
- Accounting of banking and cash management
- Prepare financial and internal audits
- Manage the 5-year forecast and budget process as well as on-going monitoring
- Oversee debt and investment management
- Minimize risk exposure and manage liability insurance and claims
- Manage rights-of-way and franchise agreements
- Review citywide contracts and ensure compliance with public contracting laws
- Manage grant fiscal reconciliations and ensure compliance with state or federal regulations

ACCOMPLISHMENTS

- Received the Government Finance Officers Association national award for recognition in excellence for financial reporting and budgeting
- Implemented citywide budget and forecasting tool for city staff
- Ensured compliance with federal grant funding and requirements received from the Coronavirus Aid, Relief, and Economic Security Act
- Streamlined a month-end close process towards timely, paperless and efficient reporting
- Updated the cash policy and ensured compliance with city departments
- Implemented a mobile card payment option for city events
- Completed a competitive solicitation to select a new audit firm
- Updated public contracting rules with equity-based requirements to provide contracting and purchasing opportunities to disadvantaged businesses

GOALS

- Collaborate with new city auditors to ensure annual financials are completed timely, transparently and accurately as good stewards of city assets
- Review and document internal controls citywide to establish a strong internal audit environment and apply corrective actions where needed
- Manage and ensure compliance with grant requirements associated with federal funds received from the American Rescue Plan Act, including verification of solicitation requirements, debarment status and project completion dates

COUNCIL GOAL RELATED FUNDING



Climate change actions include collaboration on the new city hall project and with the climate team to ensure funding is allocated efficiently.



Equity, justice and inclusion efforts will be accomplished through work by the Accounting & Contracts Specialist and Equity Program Manager to establish and implement processes that ensure equity and fairness in all contracting and purchasing activities administered by the city, including providing opportunities to disadvantaged businesses.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Events and Sense of Community	# of utility accounts maintained and managed	7,274	7,224	7,240	7,221	7,200	7,300
		# of utility bills processed and delivered	87,283	86,688	86,880	86,647	86,500	86,600
	Business Support and a Vibrant Local Economy	# of business licenses issued	1,700	1,605	1,550	1,600	1,600	1,625
		# of Funds managed	11	11	12	12	12	12
	Accessible and Transparent Information	# of adjusting journal entries processed	511	290	290	275	275	275
		# of accounts payable invoices processed	4,471	4,881	4,501	5,046	5,050	5,200
		# of payroll checks issued	4,022	3,896	3,620	3,800	3,800	3,800
		\$ amount of total debt outstanding city-wide (in millions)	\$36	\$41	\$38	\$36	\$33	\$31



FINANCIAL SUMMARY – FINANCE

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

	Actual		BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
	FY 2019	FY 2020	Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
PERSONNEL SERVICES										
Budgeted FTE Positions	8.5	7.5	8.5	7.5	8.5	8.5	7.0	7.0	7.0	
Salaries & Wages	\$ 544	\$ 584	\$ 1,326	\$ 628	\$ 666	\$ 1,294	\$ 665	\$ 685	\$ 1,350	
Employee Benefits	233	325	779	348	384	732	365	400	765	
TOTAL PERSONNEL SERVICES	\$ 777	\$ 909	\$ 2,105	\$ 976	\$ 1,050	\$ 2,026	\$ 1,030	\$ 1,085	\$ 2,115	
MATERIALS & SERVICES										
Professional & Technical Services:										
Audit Services	51	45	121	52	49	101	80	80	160	1
Other	28	47	134	27	19	46	45	45	90	2
General Office Supplies	24	15	20	11	9	20	10	10	20	
Fees & Licenses	3	3	10	4	14	18	17	17	34	3
Dues & Subscriptions	5	5	19	41	5	46	5	5	10	4
Education & Training	4	3	14	1	1	2	11	11	22	
Bank Charges	146	183	390	174	190	364	205	215	420	5
Utility Billing Expense	99	95	216	95	101	196	115	125	240	6
TOTAL MATERIALS & SERVICES	360	396	924	405	388	793	488	508	996	
FINANCE TOTAL	\$ 1,137	\$ 1,305	\$ 3,029	\$ 1,381	\$ 1,438	\$ 2,819	\$ 1,518	\$ 1,593	\$ 3,111	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Finance budget increased by \$82,000 or 3% when compared to prior biennium budget due to:

- 1) Increase of \$39,000 or 32% for audit-related costs which includes expenses for the Single Audit (an audit over federal dollars).
- 2) Decrease of \$44,000 or 33% in other costs not needed in this biennium. Current allocation includes costs for right-of-way code amendments.
- 3) Increase of \$24,000 or 240% for fees & licenses for:
 - a. A new system to capture electronic signatures.
 - b. The first-year implementation of citywide permitting software that includes business registration.
- 4) Actual increases in FY 2021 are related to the new budgeting software implementation. No proposed changes in this biennium for dues and subscriptions.
- 5) Increase in bank charges of \$30,000 or 8% due to rising transaction fees.
- 6) Increase in utility billing utility billing expenses related to the printing of the bills and postage.



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GENERAL FUND FLEET SERVICES

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Fleet Services Department recommends, purchases and repairs city vehicles and equipment to ensure the health and safety of city residents, and keep critical police and public works vehicles performing. The department performs continual analysis of the city's fleet to minimize monetary and environmental costs while providing effective, well-maintained vehicles.

Fleet Services maintains and repairs city vehicles and a diverse inventory of equipment to maximize economic service life, ensure the lowest lifetime maintenance and repair, produce lower environmental costs and minimize vehicle and equipment downtime by performing the following functions:

- Vehicle and equipment maintenance and repair, including areas in technical, specialty, motorized and heavy equipment
- Operate an organized, full-service shop providing timely repair and scheduled preventative maintenance for the city departments and Clackamas River Water's fleet, totaling approximately 120 vehicles and 160 pieces of equipment
- Oversee specialty repairs and maintenance for bodywork, electrical and software-related matters
- Organize and analyze usage data to facilitate purchasing new vehicles, software and equipment
- Surplus and dispose of city vehicles and equipment no longer needed to perform city services

ACCOMPLISHMENTS

- Brought previously contracted services in-house to modify and upfit police vehicles with required equipment
- Researched and evaluated specifications for the first public works electric vehicle (EV) truck and police vehicle, including vehicle capabilities and design traits to fit the needs of the department
- Provided aggressive turn-around times for urgent repairs on police and public works vehicles
- Converted all diesel use to R99 renewable diesel
- Purchased nine vehicles for the city fleet and disposed of 11 vehicles at auction



GOALS

- Continue to maximize upfitting of police and public works vehicles by performing services in-house to reduce costs and service times
- Continue to increase EV replacements and EV miles travelled by promoting and proposing options to departments

COUNCIL GOAL RELATED FUNDING



Climate change efforts will be applied when considering energy use, the lifetime carbon footprint, and when purchasing vehicles, materials, equipment or proposing policy. Staff will research and propose the most efficient and lowest carbon vehicles, as well as considering used equipment.



Equity, justice and inclusion is shown by responding to all requests with professionalism and sensitivity, and treating all employees and contractors with dignity and respect to foster an open and respectful atmosphere. The department staff will work toward eliminating barriers that have prevented full participation and access for underrepresented groups within the organization and citywide.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Events and Sense of Community	# of fleet work orders	484	503	462	500	500	500
		\$ revenue received from Sunrise Water Authority and Clackamas River Water (in thousands)	\$15,000	\$11,000	\$11,000	\$15,000	\$12,000	\$12,000
	Accessible and Transparent Information	# of equipment pieces maintained	200	200	209	225	225	225
		# of vehicles maintained	180	200	209	210	210	210
Planet	Energy and Conservation, including Adoption of a Climate Action Plan	# of diesel miles	29,000	23,000	15,000	16,000	16,000	16,000
		# of hybrid miles used	10,800	7,400	13,600	13,000	13,000	13,000
		# of electric miles used	7,600	6,750	4,480	8,000	16,000	16,000
		# of PHEV miles used	N/A	N/A	6,250	7,000	7,000	7,000
		# of combined hybrid and electric miles	18,400	14,150	24,330	28,000	36,000	36,000

FINANCIAL SUMMARY – FLEET SERVICES

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
PERSONNEL SERVICES										
Budgeted FTE Positions	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Salaries & Wages	\$ 196	\$ 192	\$ 445	\$ 186	\$ 211	\$ 397	\$ 226	\$ 233	\$ 459	
Employee Benefits	79	95	276	103	111	214	131	144	275	
TOTAL PERSONNEL SERVICES	\$ 275	\$ 287	\$ 721	\$ 289	\$ 322	\$ 611	\$ 357	\$ 377	\$ 734	1
MATERIALS & SERVICES										
Professional & Technical Services	5	5	10	5	5	10	10	10	20	2
General Office Supplies	2	-	4	-	2	2	1	1	2	
Fees & Licenses	2	2	6	2	2	4	2	2	4	
Dues & Subscriptions	2	2	4	2	2	4	4	4	8	
Materials & Supplies	16	5	30	7	5	12	10	10	20	
Education & Training	1	1	10	-	2	2	3	3	6	
Repairs, Fuel & Parts:										
Fuel & Oil Purchases	145	103	300	108	100	208	150	150	300	
Repair Supplies	116	96	230	114	80	194	120	120	240	3
Repair & Maintenance	7	-	20	1	10	11	10	10	20	
Sweeper Parts	4	4	-	-	-	-	-	-	-	
Tire Purchases	13	14	30	22	10	32	20	20	40	3
TOTAL MATERIALS & SERVICES	313	232	644	261	218	479	330	330	660	
Capital Outlay										
Vehicles & Equipment	5	13	-	-	-	-	-	60	60	4
TOTAL CAPITAL OUTLAY	5	13	-	-	-	-	-	60	60	
Fleet Services Total	\$ 593	\$ 532	\$ 1,365	\$ 550	\$ 540	\$ 1,090	\$ 687	\$ 767	\$ 1,454	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Fleet Services budget increased by \$89,000 or 7% when compared to prior biennium budget due to:

- 1) Increase in personnel services are minimal due to the increased in cost of living and benefits offset from overestimated elections for benefits in the prior biennium.
- 2) Increase of \$10,000 or 50% of professional and technical services for contracted maintenance on the shop lift and compressor.
- 3) Increase of \$10,000 or 4% for repair supplies and \$10,000 for tire purchases as aging large fleet trucks are expected to need repairs. These increases are offset by miscellaneous decreases throughout the budget.
- 4) Addition of \$60,000 in vehicles and equipment to purchase an electric voltage truck and a replacement portable lift.



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GENERAL FUND

HUMAN RESOURCES

DEPARTMENT DESCRIPTION AND CORE SERVICES

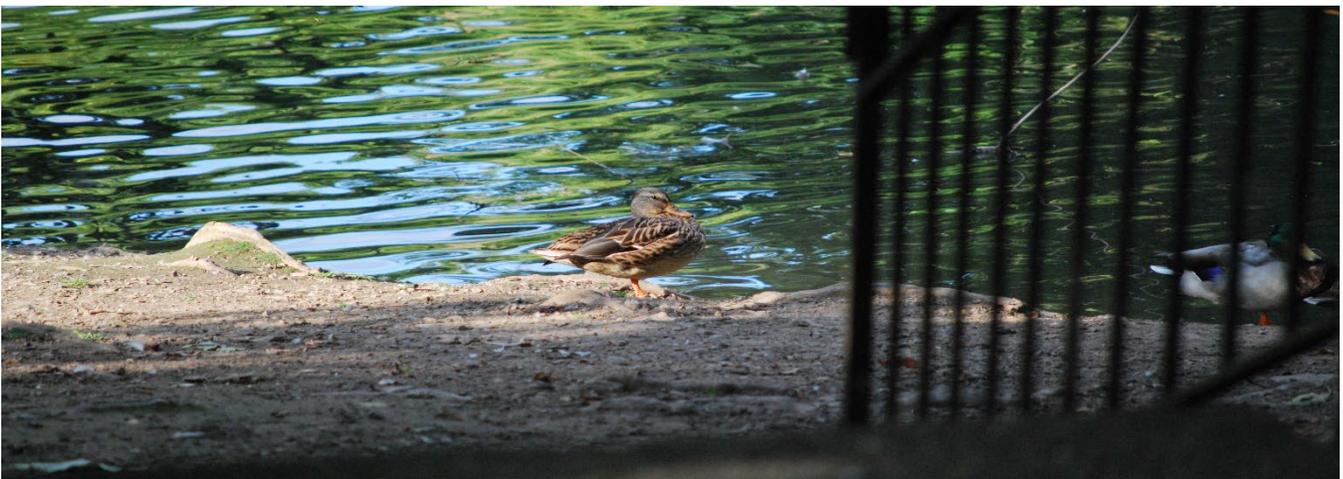
The Human Resources Department attracts, develops, retains, and engages a productive, diverse workforce capable of providing quality services to the citizens of Milwaukie.

The department is responsible for providing a full range of comprehensive human resource services and programs to the city, including:

- Provide leadership and be a resource to the organization in all aspects of human resources management
- Enable the city to hire a skilled, diverse, and service-oriented workforce
- Create and maintain a cooperative labor-management relationship with represented employees
- Ensure legal compliance of the city in respect to personnel issues
- Develop, implement, interpret, and maintain human resource policies, collective bargaining agreements and procedures
- Maintain an employee coaching process
- Ensure employees have comprehensive, affordable, and competitive benefits that are effectively administered and communicated
- Coach department heads and managers on managing employee performance, discipline procedures and conflict resolution
- Manage employee classification and compensation systems
- Implement and maintain employee recognition and wellness programs
- Provide training and development opportunities to managers and employees

ACCOMPLISHMENTS

- Negotiated 3-year collective bargaining agreements with Milwaukie Police Employees Association and American Federation of State County and Municipal Employees
- Procured an onboarding software solution for new hires
- Modified and created new policies and procedures to address employee safety throughout the pandemic



GOALS

- Successfully implement an electronic onboarding system to improve the effectiveness and efficiency of the new hire employee onboarding experience
- Continue to promote diversity, equity and inclusion in the employee and applicant experience
- Continue to navigate the impact of the COVID-19 pandemic on the workforce to ensure the safety of employees while continuing to provide services to the citizens
- Enhance the training program to ensure employees have the knowledge necessary to perform the duties of their respective position including creating a diverse and inclusive work environment
- Offer an employee engagement survey with additional questions regarding employees' experience with diversity, equity and inclusion in the workplace

COUNCIL GOAL RELATED FUNDING



Climate change actions will be seen in the transition to an electronic onboarding system for newly hired employees to reduce the amount of paper used and create a more efficient process for involved city departments.



Equity, justice and inclusion efforts will be achieved through collaboration with the equity program manager to provide city employees opportunities for related trainings and engagement in the workplace.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Events and Sense of Community	# of labor contracts negotiated	0	0	2	0	0	2
		# of recruitments processed	22	11	28	25	25	25
		# of employment applications received	1,327	1,000	1,075	1,000	1,000	1,000
		# of new hires	22	12	8	29	29	29
	Accessible and Transparent Information	% of regular status employees who successfully completed the first 180 days of employment	84%	100%	100%	100%	100%	100%
		% of turnover citywide	12.9%	6.6%	13.5%	12.0%	12.0%	12.0%
		% of turnover for retirees	3.6%	2.9%	0%	2%	2%	2%
		% of turnover for new jobs outside of Milwaukie	4.8%	2.6%	8.1%	8%	8%	8%
		% of turnover for cause, education, relocation, health or other personal reasons	4.5%	4.5%	2%	3%	3%	3%

FINANCIAL SUMMARY – HUMAN RESOURCES

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024		
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total
PERSONNEL SERVICES									
Budgeted FTE Positions	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Salaries & Wages	\$ 187	\$ 193	\$ 438	\$ 198	\$ 238	\$ 436	\$ 217	\$ 224	\$ 441
Employee Benefits	87	99	268	101	78	179	129	140	269
TOTAL PERSONNEL SERVICES	\$ 274	\$ 292	\$ 706	\$ 299	\$ 316	\$ 615	\$ 346	\$ 364	\$ 710
MATERIALS & SERVICES									
Professional & Technical Services:									
City Attorney - Labor	10	8	16	30	1	31	8	8	16
Negotiation Services	-	-	20	16	17	33	10	20	30
Other	21	36	60	25	8	33	42	30	72
General Office Supplies	2	1	4	-	-	-	2	2	4
Dues & Subscriptions	1	-	2	1	3	4	1	1	2
Education & Training	1	1	2	-	-	-	2	2	4
Advertising & Publicity	5	2	10	4	7	11	5	5	10
Employee Recognition & Trainings	21	16	50	-	2	2	24	24	48
Wellness Program	1	2	4	-	-	-	2	2	4
TOTAL MATERIALS & SERVICES	62	66	168	76	38	114	96	94	190
HUMAN RESOURCES TOTAL	\$ 336	\$ 358	\$ 874	\$ 375	\$ 354	\$ 729	\$ 442	\$ 458	\$ 900

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Human Resources budget increased by \$26,000 or 3% when compared to prior biennium budget due to:

- 1) Increase in personnel services are minimal due to a position vacancy and benefit election assumptions for new hire in addition to an overestimate in costs related to timing of the anticipated vacancy.
- 2) Increase of \$10,000 or 50% for anticipated negotiation services.
- 3) Increase of \$12,000 or 20% in other professional and technical services for the employee survey.



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GENERAL FUND

INFORMATION TECHNOLOGY

DEPARTMENT DESCRIPTION AND CORE SERVICES

Information Technology (IT) is part of the Administrative Services Department and provides a strategic technology vision promoting security, availability and reliability for city operations and citizens. IT provides impactful, efficient and secure management of the city's information and communications technologies.

The department manages the city's data, improves business processes, implements technology projects and systems, and drives innovation and transformation in Milwaukie's operations through experimentation, training, and culture change. IT accomplishes this work through:

- Research, procurement, implementation and maintenance of the city's enterprise network, telephony systems, computer hardware and software systems to support the employees and city operations
- Provide training on selected applications and technology consulting to city departments
- Software and hardware administration and maintenance on all server, desktop and laptop/mobile platforms
- Placement and disposal of surplus hardware and software assets
- Provide ongoing maintenance for the city's telephony systems, including the VoIP hardware/software and all desk phones, voice circuits, data circuits, VPNs, firewalls, remote access, ham radio, fax machines and mobile devices
- Deliver customer service support, primarily to internal customers, through a centralized helpdesk system. Engage with city employees and vendors to resolve issues timely based on priority and urgency.
- Assist in specification and implementation of end-user requirements for mission critical applications within the organization, including communication with department heads to identify qualified vendors and feasible alternative software and hardware solutions
- Identify, strategize and coordinate technology needs to determine whether or not current software applications can meet future needs

ACCOMPLISHMENTS

- Completed cybersecurity audit and external penetration testing
- Redesign of edge network to support a resilient SCADA network
- Led a municipal broadband feasibility study to Milwaukie residents
- Conducted a formal procurement for a permit, license, land use and code enforcement software solution and began implementation with selected software
- Completed initial multi-factor authentication roll out for added security
- Performed trainings and quarterly phishing exercises to increase cybersecurity awareness

GOALS

- Manage the permit, license, land use, and code enforcement software implementation project
- Migrate Office 365 to Microsoft 365 licensing scheme
- Consolidate multiple IT management applications into Microsoft 365 to streamline staff workflow
- Standardize multi-factor authentication on all cloud applications
- Plan technology needs and moving and configuration of equipment for transition to new city hall

COUNCIL GOAL RELATED FUNDING



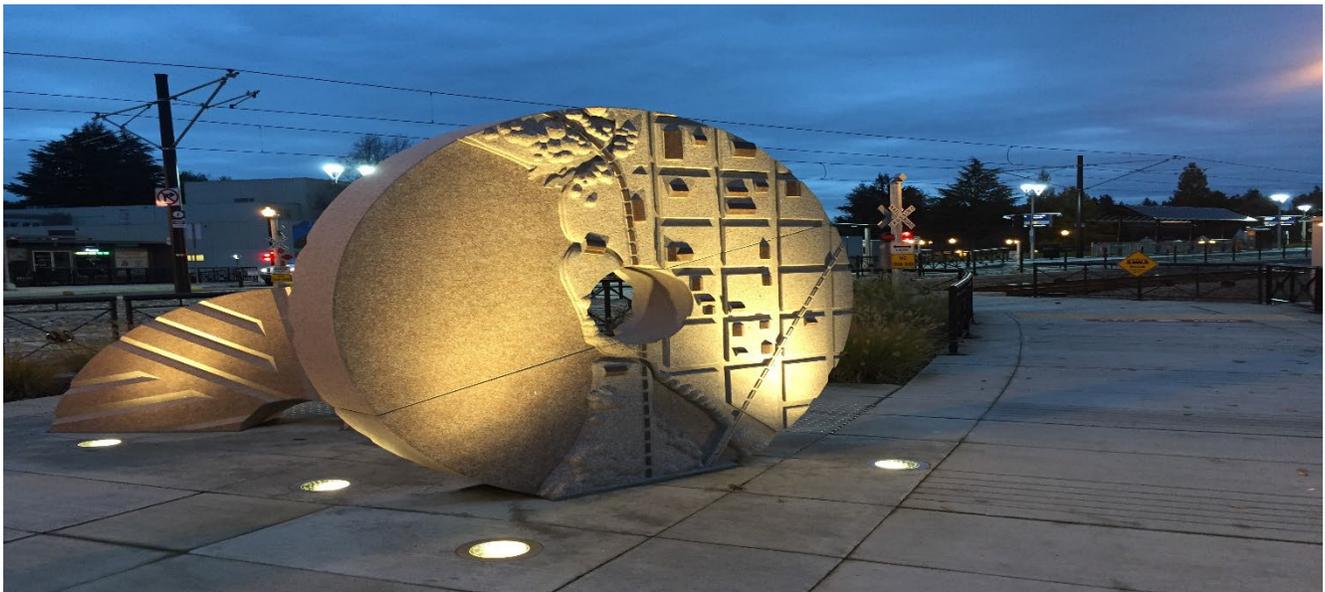
Climate change efforts will be achieved in changes to printing setup, including setting defaults to print in black and white, double-sided and only print when staff releases the job at the printer to reduce the amount of unclaimed or mistaken prints. Additionally, computer replacements are transitioning away from desktops to laptops with docking stations. The new laptop framework supports fluidity between home and office work and reduces transit time, supports emergency operations, and improves work-life balance for staff.



Equity, justice and inclusion actions are seen through the completion of a broadband feasibility study. Staff and the consultant will present to Council the potential of a broadband utility, which would offer no less than 1GB fiber optic Internet service to all Milwaukie residents at a fair price with no contracts or data caps. Pricing would include a reduced cost to those who qualify for utility assistance. A later phase in the broadband utility is to provide computers for those in need by offering computers that have completed their useful business lifecycle, yet will still be current for several years. The goal is to build equity for all residents who subscribe to the service.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Accessible and Transparent Information	# of service requests submitted to help desk	2,181	1,100	881	1,500	1,800	1,800
		# of days for help desk resolution (average)	2	3	3	1	1	1
		% of cybersecurity trainings for staff (average)	82%	89%	92%	95%	97%	97%
		% of quarterly phishing test failures of staff	9%	8.7%	14.5%	10%	8%	8%



FINANCIAL SUMMARY – INFORMATION TECHNOLOGY

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
PERSONNEL SERVICES										
Budgeted FTE Positions	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Salaries & Wages	\$ 286	\$ 297	\$ 639	\$ 300	\$ 284	\$ 584	\$ 328	\$ 335	\$ 663	
Employee Benefits	123	131	312	133	131	264	155	169	324	
TOTAL PERSONNEL SERVICES	\$ 409	\$ 428	\$ 951	\$ 433	\$ 415	\$ 848	\$ 483	\$ 504	\$ 987	
MATERIALS & SERVICES										
Professional & Technical Services:										
Maintenance Agreements	375	433	969	467	615	1,082	550	585	1,135	1
Telephone	134	137	314	106	80	186	131	141	272	
Rents & Leases	36	38	105	37	31	68	38	38	76	
Other	-	1	105	36	114	150	145	145	290	2
General Office Supplies	34	25	89	15	8	23	30	30	60	
Education & Training	5	6	31	6	9	15	5	5	10	
Computer Software	14	11	74	42	14	56	30	30	60	
Computer Hardware	68	97	236	64	74	138	50	50	100	3
TOTAL MATERIALS & SERVICES	666	748	1,923	773	945	1,718	979	1,024	2,003	
CAPITAL OUTLAY										
Furniture & Equipment	152	34	230	83	50	133	157	-	157	4
TOTAL CAPITAL OUTLAY	152	34	230	83	50	133	157	-	157	
INFORMATION TECHNOLOGY TOTAL	\$ 1,227	\$ 1,210	\$ 3,104	\$ 1,289	\$ 1,410	\$ 2,699	\$ 1,619	\$ 1,528	\$ 3,147	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Information Technology budget increased by \$43,000 or 1% when compared to prior biennium budget due to:

- 1) Increase of \$166,000 or 17% for maintenance agreements as a result of a continued growth path towards cloud-based software as a service offerings. Cloud migration will reduce overall electricity usage to cool and operate server room equipment.
- 2) Increase of \$185,000 or 176% for other services due to increased demands for technology services and the growing backlog of projects.
- 3) Decrease of \$136,000 or 58% for computer hardware to match replacement schedule on current devices.
- 4) Decrease of \$73,000 or 32% for furniture and equipment as replacements for network switches and firewalls are scheduled in the Capital Improvement Plan.



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GENERAL FUND MUNICIPAL COURT

DEPARTMENT DESCRIPTION AND CORE SERVICES

Municipal Court serves 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, and breaches to the municipal code.

The department responds to questions about its schedule, fine amounts, and other administrative matters but cannot give legal advice. Municipal Court administers judicial proceedings and docketing, and coordinates court matters with defendants, the judge, city prosecutor, finance department, code enforcement department, police department, and other municipal justice and state agencies.

Most incorporated cities, like Milwaukie, have a municipal court as authorized by state law with jurisdiction over city ordinance and traffic violations, defined by Oregon statute, occurring within the city limits. The city does not have a misdemeanor court and by statute has no jurisdiction over felonies. Milwaukie is situated on two major highways, where the Milwaukie Police Department enforces traffic violations to protect community livability and to reduce incidences of vehicular-involved accidents.

ACCOMPLISHMENTS

- Started transition to a paperless court by reviewing and disposing of old records and shifting internal process to mostly digital actions
- Implemented and administered two limited-duration court fine amnesty programs

GOALS

- Prepare for increased citations and court activity due to the implementation of body worn cameras, increased staffing in the Code Enforcement Department, and the transition to a new electronic ticketing system
- Participate in planning and relocation process to new city hall by ensuring the new chambers room includes modernized court facilities to handle current and future court needs
- Continue offering annual court fine amnesty programs to help individuals regain the legal ability to drive and reduce the number of outstanding fines owed to the city
- Explore opportunities to enhance court operations that support community needs, including creation of more paperless processes

COUNCIL GOAL RELATED FUNDING



Climate change efforts from Municipal Court staff will continue reducing the amount of paper used in court processes and find electronic solutions to allow court customers to pay fines and respond to court requests electronically. Encouraging digital interactions with the court will reduce the use of paper and vehicle trips to city hall.



Equity, justice and inclusion actions include administering the city's judicial system in a fair manner and continuing to review how the court can best serve all members of the community by providing translation services for in-person and written documents where feasible.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Events and Sense of Community	# of traffic citations processed	4,288	566	1,566	2,500	3,000	3,200
		# of parking citations processed	2,238	1,845	2,000	2,500	2,500	2,600
		# of code citations processed	91	40	60	60	60	60
		# of drivers licenses suspended for failure to pay fines	1,183	268	960	1,300	1,500	1,600
	Accessible and Transparent Information	# of cases disposed of within 90 days of issuance	4,843	1,602	1,870	2,000	2,200	2,350
		\$ amount of operating cost per processed violation	\$48	\$32	\$37	\$39	\$41	\$41

FINANCIAL SUMMARY – MUNICIPAL COURT

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
PERSONNEL SERVICES										
Budgeted FTE Positions	2.5	2.5	1.5	1.5	0.5	0.5	0.5	0.5	0.5	
Salaries & Wages	\$ 151	\$ 163	\$ 240	\$ 126	\$ 33	\$ 159	\$ 36	\$ 37	\$ 73	
Employee Benefits	83	106	177	63	22	85	23	25	48	
TOTAL PERSONNEL SERVICES	\$ 234	\$ 269	\$ 417	\$ 189	\$ 55	\$ 244	\$ 59	\$ 62	\$ 121	1
MATERIALS & SERVICES										
Professional and Technical Services:										
Judge	23	22	56	21	25	46	28	28	56	
Prosecutor	45	45	40	27	36	63	38	39	77	2
Other	7	5	18	2	9	11	9	9	18	
General Office Supplies	1	4	2	2	1	3	1	1	2	
Dues & Subscriptions	-	-	2	-	1	1	1	1	2	
Education & Training	3	2	8	-	2	2	2	1	3	
TOTAL MATERIALS & SERVICES	79	78	126	52	74	126	79	79	158	
MUNICIPAL COURT TOTAL	\$ 313	\$ 347	\$ 543	\$ 241	\$ 129	\$ 370	\$ 138	\$ 141	\$ 279	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Municipal Court budget decreased by \$264,000 or 49% when compared to prior biennium budget. Significant changes include:

- 1) Decrease of one FTE position.
- 2) Increase of \$37,000 or 93% for city prosecutor contractual obligation costs.

GENERAL FUND PLANNING SERVICES

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Planning Department collaborates with community and colleagues to advance the vision of Milwaukee as a livable city. This is done by providing timely, reliable information and assistance to customers; facilitating and coordinating projects and discussions to achieve community solutions and completion of projects; and promoting safety, livability and vitality through high quality development review and long-range planning services.

The Planning Department balances projects that fall into four distinct categories: 1) fulfill the city's development review responsibilities; 2) develop and implement large and small code and policy changes; 3) manage and complete long-range planning projects; and 4) support the Community Development Department in developing and implementing projects to enhance the community. The department's core services include:

- Administer zoning, sign and land division ordinances, and state and federal laws regulating development within the city
- Support for Council, Planning Commission, Design & Landmarks Committee and other council-appointed committees in achieving the community's vision and comprehensive plans
- Complete projects required to comply with the Metro Urban Growth Management Functional Plan and Regional Transportation Plan
- Assist applicants and educate the public in understanding and following the city's regulations and development process
- Support the Community Development Department in economic development, community enhancement and capital improvement projects
- Promote livability and protect property and natural resources by seeking compliance with city regulations

ACCOMPLISHMENTS

- Completed first phase of Comprehensive Plan implementation, which allows for increasing the supply of middle and attainable housing, and providing equitable access and housing choices. Additional implementation included partnering with public works to develop a private tree code.
- Received a grant award from Department of Land Conservation and Development (DLCD) to implement House Bill 2003 requiring a housing needs capacity and housing production strategy
- Received a grant from ODOT for \$250,000 to partially fund the city's Transportation System Plan
- Managed a steady flow of multi-family development applications, including Henley Place, Hillside Park, Birnam Oaks, Dogwood Station, and Coho Point resulting in land use approval for over 900 multi-family units, including income restricted units.
- Completed the Milwaukee Bikeways Concept Plan which analyzed multi-modal connectivity issues within the project area and identified alternatives with planning-level cost estimates
- Updated Milwaukee Municipal Code Title 18 (Flood Hazards Regulations) as well as the temporary housing code regulations
- Implemented code requirements of House Bill 458 which allows for lot divisions of middle housing to enable lots to be sold and owned individually

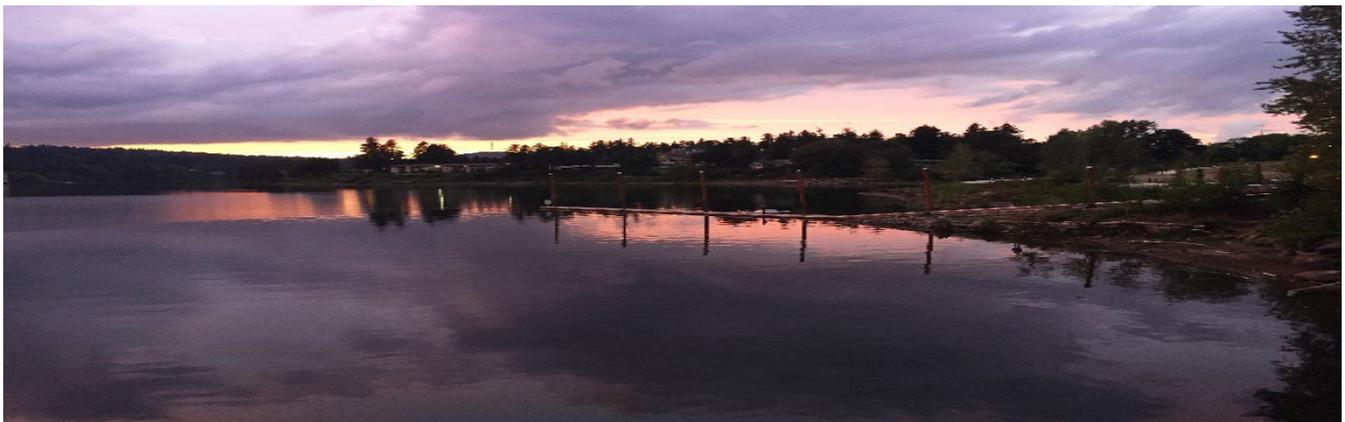
GOALS

- Produce a housing capacity analysis to assess future demand for housing units across a range of prices, rent levels and housing types
- Produce a corresponding housing production strategy to identify strategies and actions to meet the housing demand and facilitate production
- Complete updates to the Downtown Design Guidelines and Standards to clarify and simplify the downtown review process
- Create a new Transportation System Plan, including assessment of how the city can reduce vehicle miles traveled and greenhouse gas emissions and facilitate energy efficiency through transportation system improvements
- Develop a Neighborhood Hubs Strategic Plan to provide opportunity for neighborhood gathering places and locations where residents have access to a variety of services or goods within walking or biking distance of their homes, thus reducing the number of trips required by vehicles. This will be a joint effort between planning and community development.
- Partner with Building Department to implement requirements of House Bill 2180 requiring construction of certain buildings to provide for electrical vehicle charging for a percentage of parking spaces
- Implement any necessary code amendments required by Governor Brown's Executive Order 20-04 directing state agencies to reduce climate pollution through the DLCD's Climate-Friendly and Equitable Communities Rulemaking

COUNCIL GOAL RELATED FUNDING

 Climate change mitigation will be addressed through the Transportation System Plan including an assessment of how the city can reduce vehicle miles traveled and greenhouse gas emissions and facilitate energy efficiency through improvements to the transportation system with a particular focus on prioritizing actions that will help vulnerable populations and impacted communities adapt to climate change impacts. The neighborhood hubs project seeks to reduce the number of vehicle trips people need to make to meet their daily needs, and implementation of House Bill 2180 will allow the city to require more electric vehicle charging opportunities in certain new developments.

 Equity, justice and inclusion actions will be achieved in the housing production strategy which builds upon strategies developed in the Milwaukie Housing Affordability Strategy and will identify housing solutions that can meet the needs of all residents, with a specific focus on uplifting historically disenfranchised communities and eliminating disparities for populations with special needs or lower incomes. Additionally, planning staff seeks to engage the community in projects through inclusive, collaborative, transparent, accountable, and equitable engagement strategies that inform and involve a full spectrum of community members, in particular those traditionally left out of the planning process.



PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Engagement Opportunities for Everyone	# of open houses, workshops and public involvement meetings/presentations	18	17	31	20	20	20
Place	Housing Affordability Housing, Diversity, Quality Design, and Neighborhood Compatibility	# of Type I land use applications submitted	39	29	19	20	20	20
		# of Type II land use applications submitted	22	16	21	15	15	15
		# of Type III land use applications submitted	22	11	21	12	12	12
		# of Type IV land use applications submitted	0	0	2	1	1	1
		# of Type V land use applications submitted	2	3	3	4	4	4
		# of Type III/IV/V land use hearings	18	12	21	20	20	20
		# of pre-application meeting/conference	35	31	23	20	20	20
		# of annexations	2	8	5	8	8	8

FINANCIAL SUMMARY – PLANNING SERVICES

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024		
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total
PERSONNEL SERVICES									
Budgeted FTE Positions	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Salaries & Wages	\$ 442	\$ 459	\$ 926	\$ 424	\$ 414	\$ 838	\$ 500	\$ 514	\$ 1,014
Employee Benefits	208	231	555	194	202	396	242	269	511
TOTAL PERSONNEL SERVICES	\$ 650	\$ 690	\$ 1,481	\$ 618	\$ 616	\$ 1,234	\$ 742	\$ 783	\$ 1,525
MATERIALS & SERVICES									
Professional & Technical Services	139	86	380	199	62	261	243	98	341
General Office Supplies	-	-	-	-	-	-	1	-	1
Fees & Licenses	-	-	-	-	7	7	-	-	-
Dues & Subscriptions	5	3	6	2	2	4	3	3	6
Education & Training	7	5	16	1	2	3	7	7	14
Assisted Annexation	1	2	2	-	1	1	2	2	4
Meeting Expenses	6	7	14	1	-	1	-	-	-
Miscellaneous	-	-	-	-	1	1	7	7	14
TOTAL MATERIALS & SERVICES	158	103	418	203	75	278	263	117	380
PLANNING TOTAL	\$ 808	\$ 793	\$ 1,899	\$ 821	\$ 691	\$ 1,512	\$ 1,005	\$ 900	\$ 1,905

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Planning budget increased by \$6,000 or 0% when compared to prior biennium budget due to increases in personnel services of \$44,000 or 3% that are partially offset by decreases in professional and technical services of \$39,000 or 10%. The decreases include various project types that require different amounts of outside funding sources. This budget includes \$127,000 of other intergovernmental grant awards for the Housing Capacity Analysis/Housing Production Strategy.



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GENERAL FUND

CODE ENFORCEMENT

DEPARTMENT DESCRIPTION AND CORE SERVICES

Code Enforcement achieves neighborhood preservation, code compliance and nuisance abatement by facilitating interagency coordination to solve livability problems within the city and along its borders.

The Code Enforcement Department is responsible for managing code compliance cases for the entire city and parking enforcement in the downtown area. This work is accomplished through:

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

ACCOMPLISHMENTS

- Hired and trained a code compliance specialist and a parking enforcement officer
- Supported the Building Department in revising the Dangerous Building Code
- Participated in a solicitation and selection of a new permit system that includes a code enforcement case management solution
- Modified parking enforcement strategies to conform with the ongoing pandemic
- Implemented an enforcement strategy for the new Home Energy Score code requirement

GOALS

- Achieve a 90% case resolution rate for all code cases prior to citation issuance through investigative site visits and communication with property owner
- Reduce the number of outstanding cases by conducting abatements
- Finalize lien foreclosure policies and procedures with finance and city manager departments
- Increase public education efforts by reinstating a "Welcome to Milwaukie" brochure dispersal program

COUNCIL GOAL RELATED FUNDING



Climate change actions will focus on enforcement of the Milwaukie Municipal Code, including tree protection, nuisance weeds removal, and required minimum vegetation standards.



Equity, justice and inclusion efforts will be achieved by reviewing the demographics of Milwaukie and how they coincide with the code.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
Prosperity		# of parking citations issued (may include multiple violations)	1,924	1,926	1,549	1,250	1,750	1,750
People, Place, & Planet	Events and Sense of Community	# of code citations issued (may include multiple violations)	85	36	51	75	85	85
		# of code cases generated by community	289	312	290	300	300	300
		# of code cases generated by department staff	229	206	130	150	300	300
		# of code cases generated by other city staff	225	93	180	200	200	200
		% of cases generated where no violation exists	8%	13%	30%	9%	9%	99%
	Accessible and Transparent Information	% of compliance after notice(s)	83%	82%	64%	82%	82%	82%
		% of compliance after citation	8%	5%	6%	8%	8%	8%
		# of properties in compliance after abatement notice posted	0	0	0	1	3	3
		# of properties cleaned by the city	0	0	0	1	3	3

FINANCIAL SUMMARY – CODE ENFORCEMENT

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
PERSONNEL SERVICES										
Budgeted FTE Positions	2.0	2.0	2.0	2.0	3.0	3.0	3.0	3.0	3.0	
Salaries & Wages	\$ 99	\$ 113	\$ 254	\$ 119	\$ 150	\$ 269	\$ 188	\$ 193	\$ 381	
Employee Benefits	64	76	190	80	100	180	116	128	244	
TOTAL PERSONNEL SERVICES	\$ 163	\$ 189	\$ 444	\$ 199	\$ 250	\$ 449	\$ 304	\$ 321	\$ 625	1
MATERIALS & SERVICES										
Professional & Technical Services	5	7	38	6	14	20	19	19	38	
Fees & Licenses	-	-	-	-	7	7	-	-	-	2
General Office Supplies	5	6	15	4	9	13	7	7	14	
Education & Training	1	1	4	1	1	2	3	3	6	3
Abatement	-	-	30	-	10	10	15	15	30	
TOTAL MATERIALS & SERVICES	11	14	87	11	41	52	44	44	88	
CODE ENFORCEMENT TOTAL	\$ 174	\$ 203	\$ 531	\$ 210	\$ 291	\$ 501	\$ 348	\$ 365	\$ 713	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Code Enforcement budget increased by \$182,000 or 34% when compared to prior biennium budget due to:

- 1) Increase of \$181,000 or 41% for one full-time code compliance specialist position added in FY 2022 to keep up with demand.
- 2) In FY 2022, \$7,000 was expensed from fees & licenses for the initial purchase of a new permitting software that includes a code tracking package. Ongoing maintenance costs are included in the Information Technology Department budget.
- 3) Increase of \$2,000 or 50% for education and training related to the additional position.

GENERAL FUND

PUBLIC, EDUCATIONAL, GOVERNMENT (PEG)

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Public, Educational and Government (PEG) Department serves the public interest by administering funds to support access centers. It is committed to enriching the lives of city residents by communicating information over public, educational and government access television channels, which provide a venue for residents, schools and city government. Through a franchise agreement with Comcast, these channels are provided to every cable subscriber.

PEG supports one government access center, two educational access centers (Clackamas Community College and Sabin-Schellenberg Professional Technical Center), and one public access studio (Willamette Falls Studios).

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 access centers. Through a franchise agreement there are six PEG channels available to all cable subscribers in Milwaukie. The Milwaukie Government channel is carried by Comcast on channel 30, while other channels are CAN channel 11, Milwaukie Public Access channel 23, Clackamas Community College channel 27, North Clackamas School District channel 28, and the Clackamas County Government channel 30.

ACCOMPLISHMENTS

Replaced multiple aged items for broadcast and support of virtual meetings

GOALS

Move to the equipment and purchase upgraded equipment for the new city hall audio/visual room for the city broadcasting needs.

COUNCIL GOAL RELATED FUNDING



Climate change efforts will be achieved by supporting resident's ability to view and participate in meetings without having to drive to a location.



Equity, justice and inclusion goals will continue to offer opportunities for all residents to participate in public meetings through phone or Zoom interactions.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY2024
People	Accessible and Transparent Information	# of programs with original non-repetitive productions produced for public access cablecast	309	70	31	50	60	60
		# of hours of public access programming	101	41	24	30	28	28
		# of city government televised meetings	85	73	72	69	75	75

FINANCIAL SUMMARY – PUBLIC, EDUCATIONAL, GOVERNMENT

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024		
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total
MATERIALS & SERVICES									
Equipment <\$10,000	\$ 30	\$ 30	\$ 26	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Public Education & Government (PEG)	-	-	10	5	20	25	15	20	35
TOTAL MATERIALS & SERVICES	30	30	36	5	20	25	15	20	35
CAPITAL OUTLAY									
Equipment	-	-	55	-	55	55	171	-	171
TOTAL CAPITAL OUTLAY	-	-	55	-	55	55	171	-	171
PEG Total	\$ 30	\$ 30	\$ 91	\$ 5	\$ 75	\$ 80	\$ 186	\$ 20	\$ 206

PEG Tracking									
Reserve funds dedicated to PEG Capital Spending									
	Actual FY 2019	Actual FY 2020	Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total
Carryover from prior year	\$ 169	\$ 179	\$ 177	\$ 177	\$ 198	\$ 375	\$ 153	\$ -	\$ 153
Dedicated PEG Revenue	40	28	80	26	35	61	33	30	63
Total Resource	209	207	257	203	233	436	186	30	216
Education Grants	(28)	(29)	(2)	(2)	(20)	(22)	(15)	(20)	(35)
Government Equipment <\$10,000	(2)	(1)	(34)	(3)	(5)	(8)	-	-	-
Capital Equipment	-	-	-	-	(55)	(55)	(171)	-	(171)
Total Expense	(30)	(30)	(36)	(5)	(80)	(85)	(186)	(20)	(206)
Carryover to next year	\$ 179	\$ 177	\$ 221	\$ 198	\$ 153	\$ 351	\$ -	\$ 10	\$ 10

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

The PEG department includes a reserve that carries forward year-after-year. With the anticipated move to the new city hall, it is expected that this reserve will be depleted in this next budget cycle but will continue to build back up over time.

GENERAL FUND CITY RECORDER

DEPARTMENT DESCRIPTION AND CORE SERVICES

The City Recorder supports City Council, administers the city's records management program, and coordinates city elections. The department is responsible for ensuring that all public meeting and records laws are enforced in a timely and efficient manner, providing support to the city administration and working with community partners to promote Milwaukie's heritage.

As clerk of the Council, the City Recorder supports and records all Council proceedings and manages all public records. The department is charged with agenda preparation, ordinance and resolution maintenance, preparation of official meeting and legal notices, and processing of official documents and minutes. Additionally, the City Recorder oversees the city's electronic records management system, supports the city's boards and committees, and serves as the city's elections officer. The department achieves these core services by providing:

- Administrative support for Council, advisory boards, and constituents by maintaining access to information as it relates to the legislative process
- Support for Oregon's open decision-making policies and statutes through publication and distribution of meeting times and locations, relevant documentation, and preparation and maintenance of agendas, minutes and supporting documentation
- Oversight of regular standing board and committee recruitment and appointment processes
- Administering the city's records management program to meet operational goals and make information readily available for prompt and cost-effective delivery through technology and best practices
- Engaging with community partners to promote Milwaukie's heritage by collaborating on special events and making historic documents publicly available
- Administering municipal elections by verifying filing materials, preparing, and submitting proposed ballot titles, providing forms and information to the public, publishing election notices, and certifying results

ACCOMPLISHMENTS

- Supported Council and city boards and committees in the transition to online video conference meetings in response to the ongoing COVID-19 pandemic
- Administered city election responsibilities for the November 2020 election
- Developed and supported the city's board and committee youth members program
- Supported citywide efforts to provide language translation and interpretation services
- Assisted the City Hall Blue Ribbon Committee and its work to move to a new city hall
- Led the transition of an annual recruitment and interview process for city boards and committees
- Built and strengthened community relationships with the Milwaukie Historical Society, American Legion Post 180, the Susannah Lee Barlow Chapter of the Daughters of the American Revolution and the Confederated Tribes of the Grand Ronde

GOALS

- Continue administrative support to the City Council and administration
- Administer 2022 City Council elections to guarantee all candidates for city offices are given equal access to the information necessary to run for public office
- Ensure in-person public meetings follow state regulations and city policy
- Participate in new city hall development to make sure the council chambers room accommodates needs for various uses and provides accessibility for all visitors
- Build and grow community partner relationships by engaging with local and regional partners to plan events, coordinate projects, and continue discussions

COUNCIL GOAL RELATED FUNDING



Climate change actions will be accomplished by ensuring public meetings run efficiently, with little paper usage and increased video and digital communication usage as required by Council policy directives and state public meeting laws.



Equity, justice and inclusion efforts will improve existing processes to give traditionally non-represented groups an opportunity to participate in the city's business by attending public meetings and applying for and serving on the city's board and committees.



PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Accessible and Transparent Information	# of record requests	353	347	370	375	400	400
	Engagement Opportunities for Everyone	# of members appointed (new or renewed) on boards and committees	15	57	45	40	45	45
		# elections for City Council or ballot measures	1	0	1	0	1	0
		# of video views for City Council meetings (YouTube)	4,230	5,310	4,248	4,000	4,500	5,000
		# of video views for cultural events (YouTube)	2,600	2,669	3,111	3,000	3,500	4,000
Planet	Sustainable Development and Environmental Stewardship	# of digital records filed via records management system	12,301	5,355	6,754	6,000	6,000	6,000
		# of digital records purged from records management system	4,594	6,368	2,611	4,000	4,000	5,000
		# in cubic feet of paper files purged citywide	71	38	36	40	40	45

FINANCIAL SUMMARY – CITY RECORDER

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024		
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total
PERSONNEL SERVICES									
Budgeted FTE Positions	3.0	3.0	2.0	3.0	2.0	2.0	3.5	3.5	3.5
Salaries & Wages	\$ 204	\$ 215	\$ 466	\$ 206	\$ 188	\$ 394	\$ 269	\$ 278	\$ 547
Employee Benefits	86	103	256	99	106	205	183	199	382
TOTAL PERSONNEL SERVICES	\$ 290	\$ 318	\$ 722	\$ 305	\$ 294	\$ 599	\$ 452	\$ 477	\$ 929
MATERIALS & SERVICES									
Professional & Technical Services	10	2	24	5	10	15	12	12	24
General Office Supplies	26	23	54	18	13	31	27	27	54
Dues & Subscriptions	1	1	2	1	1	2	1	1	2
Education & Training	4	3	8	1	4	5	4	4	8
Electronic Records Management System	33	33	68	33	15	48	34	34	68
TOTAL MATERIALS & SERVICES	74	62	156	58	43	101	78	78	156
CITY RECORDER TOTAL	\$ 364	\$ 380	\$ 878	\$ 363	\$ 337	\$ 700	\$ 530	\$ 555	\$ 1,085

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

City Recorder budget increased by \$207,000 or 24% when compared to prior biennium budget due to moving 1.5 FTE from the Finance Department to coincide with the current management structure.



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GENERAL FUND NON-DEPARTMENTAL

DEPARTMENT DESCRIPTION AND CORE SERVICES

Under the direction of the Administrative Services Department, non-departmental provides a cost center for citywide expenditures including general insurance premiums, self-insured claims, and neighborhood district association grants.

This department accounts for expenditures in the General Fund that are not associated to specific activities of any one department.

ACCOMPLISHMENTS

- Each of the two loans paid through non-departmental were paid on time
- Money set aside to backfill system development charges was completed under transfers to other funds

GOALS

- Continue annual grant distribution to the seven neighborhood district associations to assist in funding community programs and events
- Provide direct financial utility assistance to eligible customers

COUNCIL GOAL RELATED FUNDING



Climate change actions performed by city staff continue providing a paperless environment and a streamlined process towards risk management claims.



Equity, justice and inclusion activities include finance staff working with the public works director and equity program manager to ensure the Emergency Utility Assistance program provides an equal opportunity to meet qualifications of assistance.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Accessible and Transparent Information	# of property/liability claims issued to the city	10	8	16	10	10	10
		# of claims handled through the city insurance	7	7	12	8	5	5



FINANCIAL SUMMARY – NON-DEPARTMENTAL

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
MATERIALS & SERVICES										
Professional & Technical Services:										
General Insurance Premiums	\$ 345	\$ 353	\$ 868	\$ 415	\$ 411	\$ 826	\$ 493	\$ 592	\$ 1,085	1
Neighborhood Grants & Insurance	32	33	64	32	32	64	32	32	64	
Other	13	8	21	-	-	-	-	-	-	
Dues & Subscriptions	15	15	32	15	17	32	17	17	34	
Emergency Utility Assistance	1	1	10	3	3	6	5	5	10	
Risk Management & Self Insurance Claims	5	1	10	-	-	-	5	5	10	
TOTAL MATERIALS & SERVICES	411	411	1,005	465	463	928	552	651	1,203	
DEBT SERVICE										
PERS Bond to fund UAL (2006)	378	397	814	416	437	853	457	480	937	
SPWF Loan from State (2008)	44	51	88	45	47	92	47	46	93	
TOTAL DEBT SERVICE	422	448	902	461	484	945	504	526	1,030	
TRANSFERS TO OTHER FUNDS										
City Hall	-	1,287	-	-	-	-	500	-	500	2
Debt Service	-	-	-	-	-	-	228	228	456	3
Construction Excise Tax (CET)	-	45	132	132	-	132	800	-	800	4
Other Funds	-	-	209	209	-	209	-	-	-	5
System Development Charges	-	-	23	23	-	23	-	-	-	
TOTAL TRANSFERS OUT	-	1,332	364	364	-	364	1,528	228	1,756	
NON-DEPARTMENTAL TOTAL	833	2,191	2,271	1,290	947	2,237	2,584	1,405	3,989	
RESERVES - GENERAL FUND										
Contingency	-	-	1,258	-	-	-	-	2,050	2,050	
Unappropriated Ending Fund Balance	14,270	11,757	4,550	12,829	16,151	16,151	10,183	5,227	5,227	
TOTAL RESERVES GENERAL FUND	14,270	11,757	5,808	12,829	16,151	16,151	10,183	7,276	7,276	
TOTAL	\$ 15,103	\$ 13,948	\$ 8,079	\$ 14,119	\$ 17,098	\$ 18,388	\$ 12,767	\$ 8,682	\$ 11,265	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Non-departmental budget increased for materials and services by \$198,000 or 20% and transfers out increased by \$1,392,000 or 382%. Significant items for the net changes are:

- 1) Increase of \$217,000 or 25% in general liability insurance premiums.
- 2) Transfers to City Hall Fund for renovation costs.
- 3) Transfers to Debt Service Fund where the city hall full-faith and credit bond payments are accounted for. This transfer will be an ongoing item in future budgets.
- 4) Transfer to Construction Excise Tax Fund for affordable housing goals.
- 5) FY 2021 transfer to other funds includes CARES Act revenue that was previously added to the General Fund until the audit of grant funds was concluded and distinguished as forgivable debt.

GENERAL FUND LIBRARY

DEPARTMENT DESCRIPTION AND CORE SERVICES

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

The Ledding Library is part of a county-wide consortium of 13 public libraries, which together give the best possible service to the people of Clackamas County. This network provides funding for the courier service that delivers interlibrary loan materials, as well as the computer system used as a card catalog and circulation module. The relationship between the Clackamas County public libraries is further strengthened by the Library District of Clackamas County, which provides stable funding for the Ledding Library. The cooperative spirit allows patrons to obtain library cards from any public library in Clackamas, Multnomah and Washington counties.

Another important relationship is with the Library Board, consisting of seven adults and two teen citizens that act as an advisory group to City Council. Further, the Library Department augments its budget by encouraging patrons to contribute used books that may be added to the collection or sold by the Friends of Ledding Library, a non-profit organization. Since 2008, the Friends have donated over \$490,000 towards collection development, projects, library programs, and furniture/equipment that would not otherwise have been possible through the library's operating budget. In the last two years, the Friends have contributed over \$78,000 to support the library. The Ledding Library of Milwaukie Foundation is also a non-profit organization that provides a mechanism for fundraising.

The administration of the library is performed by the dedicated staff to provide a high-level of customer service, programming and resources. Funding of the library is provided through General Fund property tax dollars and as such is part of the General Fund. Additional funding comes from the county-wide library district with a permanent tax rate adopted by voters in 2008, a Ready to Read grant and other miscellaneous sources. The library performs the following core services:

- Provide community reference and readers' advisory to access collections and interlibrary loans
- Outreach to homebound, Head Start, schools, childcare providers, and community partners reaching underserved populations
- Stimulate appreciation for reading and provide support for educational growth in support of early literacy
- Offer programming for all ages, including story times, book clubs, summer reading programs, informational, literary and poetry programs, special performers and hands-on learning activities, and children's programs in Spanish
- Provide print, online and multimedia collections in multiple languages to meet community demands and needs
- Provide electronic equipment and resources such as public computers, microfilm/fiche reader, enhanced reader for visually impaired, Internet access, online reference databases, and computers with educational games for children
- Furnish public spaces for the community to read, study and meet with others

ACCOMPLISHMENTS

- Provided new ways for the community to safely access materials and programs during the pandemic and building closures
- Circulated 324,896 while offering curbside pick-up of materials
- Conducted weekly story times on YouTube and monthly poetry readings on Zoom
- Performed a diversity audit of three selected collections – adult new fiction, picture books, and children's graphic novels. Nearly 2,800 items were reviewed, measured by race & ethnicity, LGBTQIA+, religion, economic welfare, and health (mental and physical)
- Outreach to 4,620 people, including in-person visits to free summer lunch sites, giveaway books to community partners, grab & go craft bags to Wichita Center Food Pantry, and in-person resource fairs
- Issued 4,294 library cards to new users
- Started the Seed Library
- Increased the size of Library of Things collection to over 200 items
- Re-opened the Friends of Ledding Library bookstore
- Remained fine free during COVID-19

GOALS

- Safely return to full-service operations by resuming in-person programs, opening rooms for public use, and making available all public computers
- Build circulation numbers to pre-pandemic levels of over 500,000 by increasing purchase of best-sellers and high interest materials
- Increase patron visits to pre-pandemic numbers of over 250,000 by offering story times and programs that draw people into the library
- Expand the Seed Library
- Continue updating the Library of Things collection
- Increase contributions to downloadable collections offered through LINCC
- Partner with and promote the Friends of Ledding Library

COUNCIL GOAL RELATED FUNDING



Climate change actions will be achieved by using funds to increase the size of Library of Things, Seed Library, available eBooks, and all collections to provide an excellent selection of materials for people to borrow.



Equity, justice and inclusion goals will be met by providing summer reading materials in Spanish and performing outreach to Spanish-speaking groups, such as Ready, Set, Go. Library staff will conduct an audit to increase a more diverse collection and offer computer-only cards for patrons without ID. The department will also seek to hire Spanish-speaking staff to better assist and communicate with patrons.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Events and Sense of Community	# of library visitors	158,027	113,855	39,732	140,000	160,000	200,000
		# of materials circulated	512,487	397,577	324,896	573,000	585,000	600,000
		# of books downloaded	35,995	47,186	52,306	48,800	50,000	51,000
		# of public computer and WiFi uses	29,721	16,855	819	17,000	19,000	20,000
		# of new patrons added	1,552	2,530	1,094	3,200	3,600	4,000
	Public Participation and Community Involvement	# of hours donated by volunteers	6,115	3,621	1,866	6,000	6,700	7,000
		# of quality programs that fulfill informational, cultural and recreational needs to the public	471	379	264	240	300	300
		# of program attendees	13,992	12,743	11,903	12,508	15,000	15,000



FINANCIAL SUMMARY – LIBRARY

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
PERSONNEL SERVICES										
Budgeted FTE Positions	18.01	18.01	18.25	18.25	18.25	18.25	18.25	18.25	18.25	
Salaries & Wages	\$ 1,090	\$ 1,073	\$ 2,361	\$ 1,073	\$ 1,196	\$ 2,269	\$ 1,286	\$ 1,294	\$ 2,580	
Employee Benefits	558	577	1,378	595	651	1,246	657	747	1,404	
TOTAL PERSONNEL SERVICES	1,648	1,650	3,739	\$ 1,668	\$ 1,847	3,515	1,943	2,041	3,984	
MATERIALS & SERVICES										
General Office Supplies	14	38	46	19	23	42	25	25	50	
Education & Training	2	1	8	1	4	5	20	20	40	1
Books & Programs	134	148	321	196	162	358	173	173	346	2
Rents & Leases	331	161	44	13	20	33	20	20	40	
Miscellaneous	-	-	-	-	-	-	14	-	14	3
TOTAL MATERIALS & SERVICES	481	348	419	229	209	438	\$ 252	238	490	
CAPITAL OUTLAY										
Building	5,728	4,262	-	-	-	-	-	-	-	
TOTAL CAPITAL OUTLAY	5,728	4,262	-	-	-	-	-	-	-	
LIBRARY TOTAL	\$ 7,857	\$ 6,260	\$ 4,158	\$ 1,897	\$ 2,056	\$ 3,953	\$ 2,195	\$ 2,279	\$ 4,474	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Library budget increased by \$316,000 or 8% when compared to prior biennium budget due to:

- 1) Increase of \$32,000 or 400% for education and training to coincide with number of FTEs in the department and to reflect that increases in training has not occurred in recent budgets.
- 2) Increase of \$25,000 or 8% in books and programs to meet community needs for materials, periodicals and books, and to update collections for e-books and online magazine subscriptions. There has not been an increase to books and programs since 2015.
- 3) Addition of \$14,000 in miscellaneous expenses for required maintenance on RFID machines.

GENERAL FUND

POLICE

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Milwaukie Police Department protects life and property and treats all residents with respect and dignity. Its mission is to enhance community livability by implementing problem solving partnerships, actively educating the community in safety, building trust and maintaining a publicly safe environment where integrity, and high standards of professionalism prevail.

The Milwaukie Police Department provides administration, operation and support services, including crime prevention, enforcement, investigations, management of public disorder, quality of life issues, emergency and disaster response. Below are responsibilities of the department:

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

ACCOMPLISHMENTS

- Procured body worn cameras to deploy to patrol officers and a public-facing program called City Protect that helps citizens see calls for service and crime details in their community. Both programs are designed to provide public information, facts and transparency to community members
- Continued participation in cooperative regional efforts that provide security to city residents. Participated with several agencies, including Clackamas County Major Crimes Team, Interagency Drug Task Force, and Clackamas County SWAT/HNT Team, as well as involvement with interagency human trafficking missions
- Awarded four officers with a meritorious service award for life saving actions
- Provided opportunities for three officers to work as acting sergeants
- Added electric vehicles to the police fleet to help achieve city and climate-related goals
- Maintained commitment to public outreach through programs like Bike for Kids, shred day, prescription drug-turn in, Coffee with a Cop, and participated monthly in neighborhood district association and Public Safety Advisory Committee meetings
- Continued providing quality public safety services to the Milwaukie community
- Continued a leadership role in the Clackamas Community Alliance county-wide opioid response team and in the Project Hope response to opioid overdoses, including presenting and promoting the collaborative program to other agencies and other states at the Rx Drug Abuse and Heroin Summit
- Maintained partnership with American Legion to continue the Corporal Diffie Fund, a veterans outreach program to bridge the gap and provide additional funding and resources to veterans in crisis
- Strengthened partnership with the LoveOne community non-profit to improve services delivered to houseless community members and those struggling with addiction

ACCOMPLISHMENTS, CONTINUED

- Delivered in-service training on diversity for entire police department
- Provided career development and leadership opportunities for ongoing succession planning and in the Acting Watch Commander program, which allows certain officers with appropriate training and experience to serve in an acting supervisory capacity to gain needed on the job experience while being mentored by overlapping supervisors
- Enhanced relationships, engagement and trust with Milwaukie's BIPOC community through combinations of one-on-one and small group meetings with key stakeholders. The department also received feedback and guidance from a third-party review on police policies that directly impact the lives of both LGBTQ and BIPOC community members.

GOALS

- Continue to recruit, train and deploy police officers committed to public service and safety in the community
- Through implementation of new technologies, enhance the use of analytics, data and intelligence-led policing strategies to maintain a high standard of service and safety to the city
- Continue to collaborate with community groups, city departments and other law enforcement partners to develop effective strategies for maintaining a safe and livable community
- Support Law Enforcement Assisted Diversion through funding and partnerships with Clackamas County Department of Health, Housing and Human Services, the district attorney's office and Central City Concern for a pre-arrest diversion program. The program reduces the burden on the justice system related to low-level drug offenses and the houseless populations and emphasizes treatment options over incarceration.
- Work in partnership with the Equity Steering Committee to engage with the community in development of the department's Body Worn Cameras program

COUNCIL GOAL RELATED FUNDING



Climate change actions include purchase of an all-electric command vehicle for further testing and evaluation while lowering carbon emissions.



Equity, justice and inclusion efforts will fund training and education to department staff towards continuing diversity awareness and overall quality and equity of policing. The department is working collaboratively to improve and expand services and resources provided to individuals struggling with housing, addiction, and mental health crisis. Additionally, staff has begun using the National Testing Network to draw a more diverse applicant pool of candidates.



PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Events and Sense of Community	# of priority one calls deploying officers	2,253	79	98	89	89	89
		# of priority two calls deploying officers	1,413	2,672	2,903	2,788	2,788	2,788
		# of alarm calls by businesses and residences	565	508	522	515	515	515
		# of connections officers had with community members for relationship building	22,658	17,760	17,014	17,387	17,387	17,387
	Accessible and Transparent Information	average response time to a priority one call	5:00	2:55	3:22	3:46	3:46	3:46
		average response time to a priority two call	4:35	4:40	4:33	4:36	4:36	4:36
Place	Walkability, Bikeability, and Safety	# of traffic citations issued	4,394	1,721	1,025	1,373	1,373	1,373
		# of cases with injury traffic crashes	32	25	26	26	26	26
		# of cases with non-injury traffic crashes	98	111	98	105	105	105
		# of total traffic accidents	130	175	165	170	170	170

FINANCIAL SUMMARY – POLICE DEPARTMENT

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
PERSONNEL SERVICES										
Budgeted FTE Positions	40.75	38.00	38.50	38.50	38.50	38.50	38.50	38.50	38.50	
Salaries & Wages	\$ 3,934	\$ 3,813	\$ 8,118	\$ 3,794	\$ 3,599	\$ 7,393	\$ 4,157	\$ 4,272	\$ 8,429	
Employee Benefits	2,042	2,203	4,921	2,193	2,540	4,733	2,418	2,648	5,066	
TOTAL PERSONNEL SERVICES	\$ 5,976	\$ 6,016	\$ 13,039	\$ 5,987	\$ 6,139	\$ 12,126	\$ 6,575	\$ 6,920	\$ 13,495	1
MATERIALS & SERVICES										
Professional & Technical Services:										
911 Dispatch (LOCOM)	480	500	1,075	433	454	887	493	534	1,027	2
Other	147	115	270	125	47	172	188	188	376	3
General Office Supplies	15	25	30	9	30	39	15	15	30	
Dues & Subscriptions	1	1	4	1	4	5	2	2	4	
Education & Training	67	59	133	41	60	101	90	90	180	4
Public Safety Supplies	151	108	240	90	50	140	125	125	250	
AFF Equitable Share ¹	3	9	20	-	20	20	10	10	20	
TOTAL MATERIALS & SERVICES	864	817	1,772	699	665	1,364	923	964	1,887	
CAPITAL OUTLAY										
Furniture & Equipment	-	-	-	-	30	30	-	-	-	
Vehicles	140	86	241	185	120	305	165	165	330	
TOTAL CAPITAL OUTLAY	140	86	241	185	150	335	165	165	330	5
POLICE TOTAL	\$ 6,980	\$ 6,919	\$ 15,052	\$ 6,871	\$ 6,954	\$ 13,825	\$ 7,663	\$ 8,049	\$ 15,712	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Police budget increased by \$660,000 or 4% when compared to prior biennium budget due to:

- 1) Increase of \$456,000 or 3% for personnel services is attributable to the cost of living and insurance benefit increases.
- 2) Decrease of \$48,000 or 4% for the dispatch contract with Lake Oswego Communications (LOCOM).
- 3) Increase of \$106,000 or 39% in professional and technical services include the following significant items:
 - a. Mark 43 Police Reporting System (\$76,000)
 - b. Clackamas 800 Radios (\$76,000)
 - c. Body Worn Cameras (\$20,000)
 - d. Law Enforcement Assisted Diversion – LEAD (\$10,000)
 - e. Project Hope (\$10,000)
- 4) Increase of \$47,000 or 35% in education and training due to ongoing training needs for officers.
- 5) Increase of \$89,000 or 37% for three vehicles as outlined in the Capital Improvement Plan. The \$30,000 in FY 2022 is related to an upgrade of the Public Safety Building employee area.



CITY HALL FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The City Hall Fund will be used to acquire and renovate an existing building for the purpose of a new city hall. The building is located at 10501 SE Main Street in downtown Milwaukie. The acquisition and renovation will be managed by several departments, including the city manager, community development, facilities and finance.

In April 2019, the city was presented with an opportunity to purchase the building located at 10501 SE Main Street in Milwaukie. City staff explored the opportunity in response to the documented need for additional workspace and to consolidate public-facing operations in order to best serve the public interest.

Early investigative work determined the viability of the building from both an operational and financial perspective, as well as determining that acquisition of the property was the highest-value/least-cost option to meet current needs and consolidate functions into one space. This opportunity would also allow for future growth and expansion. Consolidation will include all services located in the current city hall building, including finance, human resources, city recorder and city administration, and staff and services from the Johnson Creek building, including community development, planning, building and engineering.

On August 27, 2019, City Council authorized resolution 57-2019 authorizing the city manager to proceed with a purchase and sale agreement and financing strategy to acquire the property. On September 3, 2019, City Council authorized resolution 60-2019 authorizing the city manager to proceed with financing. In January 2020, the city completed its due diligence work and waived all conditions to finalize the sale of the property. The transaction closed on June 22, 2020.

The city is financing the project through a full faith and credit bond obligation in the amount of \$6,700,000. This funding will be used to both acquire the property and finance the improvements necessary to convert the building into a functioning city hall. The city will lease back the property to the current owners/tenants of the building for a period of two and one-half years, during which time the income received from the lease payments for FY 2023 will be applied to the debt service obligations. The city plans to take possession of the property in January 2023 and expects to complete renovations by fall of the same year. City staff expects to be completely moved into the building by December 2023.

ACCOMPLISHMENTS

- Managed the tenant relationship including lease billing and payment collection
- Timely and accurate payment of debt service associated with the purchase of the building
- Scoped project and hired design consultant



GOALS

- Complete design
- Award construction contract and complete tenant improvements
- Take possession and occupy new city hall

COUNCIL GOAL RELATED FUNDING



Climate change actions will be achieved through reuse of existing building and furniture to maximum extent possible, and installation of LED lighting and electric vehicle charging stations to improve energy conservation and reduce carbon emissions.



Equity, justice and inclusion efforts include providing fair and competitive procurement opportunities to all businesses when contracting for design, construction and other required goods and services for the new city hall.

FINANCIAL SUMMARY – CITY HALL FUND

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING FUND BALANCE	\$ -	\$ -	\$ 1,060	\$ 1,217	\$ 1,249	\$ 1,217	\$ 1,708	\$ 38	\$ 1,708	
Lease Proceeds	-	12	1,008	504	504	1,008	252	-	252	
Interest Income	-	-	-	15	11	26	5	-	5	
Miscellaneous	-	-	-	17	-	17	-	-	-	
Transfers from Other Funds	-	1,287	-	-	-	-	500	-	500	1
Proceeds in Debt	-	6,700	-	-	-	-	-	-	-	
TOTAL RESOURCES	\$ -	\$ 7,999	\$ 2,068	\$ 1,753	\$ 1,764	\$ 2,268	\$ 2,465	\$ 38	\$ 2,465	
REQUIREMENTS										
MATERIALS & SERVICES										
Professional Services	-	131	-	-	56	56	200	-	200	2
TOTAL MATERIALS & SERVICES	-	131	-	-	56	56	200	-	200	
CAPITAL OUTLAY:										
Building Purchase	-	6,651	-	-	-	-	-	-	-	
Renovations	-	-	-	-	-	-	1,800	-	1,800	
1% For Arts & Public Places Fund	-	-	120	-	-	-	125	-	125	
Furniture & Equipment	-	-	-	-	-	-	50	38	88	
TOTAL CAPITAL OUTLAY	-	6,651	120	-	-	-	1,975	38	2,013	
Transfers to Debt Service Fund	-	-	1,000	504	-	504	252	-	252	
TOTAL PROGRAM REQUIREMENTS	-	6,782	1,120	504	56	560	2,427	38	2,465	
Unappropriated Ending Fund Balance	-	1,217	948	1,249	1,708	1,708	38	-	-	
TOTAL REQUIREMENTS	\$ -	\$ 7,999	\$ 2,068	\$ 1,753	\$ 1,764	\$ 2,268	\$ 2,465	\$ 38	\$ 2,465	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

City Hall Fund budget increased by \$397,000 or 16% when compared to prior biennium budget due to:

- 1) Added \$500,000 transfer from General Fund as a result of under-expend and savings to be used towards renovation and moving costs.
- 2) Added \$200,000 for architectural and other services related to the renovations and move.

DEBT SERVICE FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Debt Service Fund accounts for the payment of principal, interest and fiscal charges on general obligation bonds and full faith and credit obligations. As stated in the city's Financial and Debt Management Policies section, debt includes municipal bonds, interfund loans, equipment financing, and promissory notes as approved methods for financing capital projects.

In July 2014, the city issued \$3,695,000 in 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% and 4%. The maturity date on these bonds is June 1, 2034.

In September 2014, the city issued \$965,000 in full faith and credit obligations to fund the second phase of the Milwaukie Bay Park project 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 in general obligation bonds to fund the Ledding 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.

In July 2018, the city issued \$20,970,000 in full faith and credit obligations to fund the Safe Access For Everyone program and improve safety for people walking, biking and more. The true interest cost of the obligations is 3.72% with interest rates varying by year between 3.5% and 5%. The maturity date on these obligations is June 15, 2048.

In June 2020, the city issued \$6,700,000 in full faith and credit obligations (taxable) to purchase and renovate a new city hall. The true interest cost of the obligations is 2.60% with interest rates varying by year between .84% and 2.99%. The maturity date is June 15, 2040. The debt service payments were repaid in FY 2021 and FY 2022 by the current tenant through a lease back provision of the purchase.

ACCOMPLISHMENTS

- Continue monitoring the Debt Service Fund to account for principal and interest payments of general obligation bonds and full faith and credit obligations

GOALS

- Fulfill obligations for continuing disclosure requirements under the Securities and Exchange Commission Rule 15c2-12 by filing audited financial reports and other required disclosures with the Municipal Securities Rulemaking Board Electronic Municipal Market Access database service which is available at www.emma.msrb.org
- Process payments timely to avoid late fees and charges

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
People	Accessible and Transparent Information	# credit rating issued to the city by independent agency	Aa2	Aa2	Aa2	Aa2	Aa2	Aa2
		# of debt issuances completed	1	1	0	0	0	0
		% of ontime payments to debt issuers	100%	100%	100%	100%	100%	100%

FINANCIAL SUMMARY – DEBT SERVICE FUND

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024		
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total
RESOURCES									
BEGINNING FUND BALANCE	\$ 369	\$ 360	\$ 5	\$ 360	\$ 442	\$ 360	\$ 9	\$ 135	\$ 9
Property Taxes	837	844	1,718	862	856	1,718	860	860	1,720
Intergovernmental	84	88	170	85	84	169	85	83	168
Miscellaneous	12	11	-	6	-	6	-	-	-
Transfers from Other Funds	-	-	1,000	504	-	504	560	307	867
TOTAL RESOURCES	\$ 1,302	\$ 1,303	\$ 2,893	\$ 1,817	\$ 1,382	\$ 2,757	\$ 1,514	\$ 1,385	\$ 2,764
REQUIREMENTS									
DEBT SERVICE - PRINCIPAL									
Series 2014 FFCO - Milwaukie Bay Park	55	60	120	60	60	120	65	65	130
Series 2014 GO Bond - Lightrail	145	150	325	160	165	325	170	180	350
Series 2016 GO Bond - Library	375	380	785	390	395	785	410	420	830
Series 2020 FFCO - City Hall	-	-	580	280	285	565	290	290	580
TOTAL DEBT SERVICE - PRINCIPAL	575	590	1,810	890	905	1,795	935	955	1,890
DEBT SERVICE - INTEREST									
Series 2014 FFCO - Milwaukie Bay Park	29	28	50	25	24	49	20	18	38
Series 2014 GO Bond - Lightrail	115	109	200	103	96	199	91	84	175
Series 2016 GO Bond - Library	223	216	408	208	200	408	189	176	365
Series 2020 FFCO - City Hall	-	-	420	149	148	297	144	141	285
TOTAL DEBT SERVICE - INTEREST	367	353	1,078	485	468	953	444	419	863
TOTAL PROGRAM REQUIREMENTS	942	943	2,888	1,375	1,373	2,748	1,379	1,374	2,753
Unappropriated Ending Fund Balance	360	360	5	442	9	9	135	11	11
TOTAL REQUIREMENTS	\$ 1,302	\$ 1,303	\$ 2,893	\$ 1,817	\$ 1,382	\$ 2,757	\$ 1,514	\$ 1,385	\$ 2,764

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Debt Service fund balance requirements decreased by \$129,000 or 4% related to scheduled payments on the amortization schedules of debts acquired and accounted for in this fund.

The ending fund balance in FY 2021 was high due to an over transfer from the General Fund in a previous biennium to cover expected debt costs. This transfer was later deemed unnecessary and to correct the fund balance, the transfer from the City Hall Fund will be reduced in FY 2022.

BUILDING FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Building Department ensures the safety of public buildings and private residences through effective administration of adopted state specialty codes, which govern construction in Oregon and provide accurate, dependable, and quality service to the residents and stakeholders.

The Building Department regulates minimum requirements to safeguard public health, safety, general welfare, and the environment through the effective application of city building codes, which determine standards for how buildings may be built, modified and occupied. The purpose and function of the department is to:

- Verify code compliance for structural, mechanical, electrical, plumbing, life safety and energy conservation components of buildings
- Perform plan review and inspections for public and privately-owned structures
- Respond to citizen inquiries and code compliance issues
- Ensure construction codes and regulations are well understood
- Coordinate with city departments on development matters

ACCOMPLISHMENTS

- Performed 99% of inspections assigned to Building Department within same day as requested
- Provided exemplary service to customers while working remotely, including responding to all phone calls and emails received within two business days
- Assisted in issuing a competitive solicitation for a new permitting system
- Enrolled two department staff members in a cross-training program with the State of Oregon to increase knowledge for residential plan review and inspections
- Restructured municipal code language to reflect changes and modernize outdated verbiage

GOALS

- Provide a high level of customer service to the public, the development community and city staff by responding to communications within two business days
- Maintain consistent and effective administration of various adopted specialty codes by providing department staff with continuing education on code updates
- Promote Milwaukie's Vision Plan through the safety of its people, ensuring safe construction of buildings, enforcing Oregon State energy codes, and working with local businesses to provide a safe space to operate
- Implement a new permit system and ensure both city and public-facing functions support increased automation and operational efficiencies
- Complete cross-training and obtain residential certifications for inspection and plan review
- Perform no less than 98% of inspections assigned to the Building Department the same day as requested by continuous monitoring of electronic submissions and efficiently communicating with internal and external customers
- Apply to sit on the Oregon Residential and Manufactured Structures Board, a Governor-appointed board that helps direct and support the residential and manufacture code for the state

COUNCIL GOAL RELATED FUNDING



Climate change actions will be funded by staff working on plan reviews and inspections for energy compliance and solar installations to assist in advancement of the Climate Action Plan.



Equity, justice and inclusion efforts will have a critical role in the new permit system for use by multiple departments. The building module of the permit system will be designed with equity and inclusion in the forefront of the design criteria, as the goal is to provide a more intuitive program for applicants and remove confusing barriers seen in the present system. The new system will allow contractors and homeowners alike to apply for permits in a more cohesive fashion.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
Place	Housing Affordability, Housing Diversity, Quality Design, and Neighborhood Compatibility	# of permits issued	1,646	1,690	1,655	1,655	1,655	1,655
		# of inspections performed	4,443	4,839	4,900	4,900	4,900	4,900
		# plan reviews performed	713	443	585	590	590	590
		# of active permits per month (average)	n/a	850	1,161	1,447	1,320	1,320



FINANCIAL SUMMARY – BUILDING FUND

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING FUND BALANCE	\$ 841	\$ 2,011	\$ 2,104	\$ 2,295	\$ 2,565	\$ 2,295	\$ 3,586	\$ 3,848	\$ 3,586	
Fees and Charges	1,900	976	912	1,045	2,070	3,115	1,167	500	1,667	1
Interest Income	33	46	40	18	8	26	14	16	30	
Miscellaneous	4	3	4	1	-	1	-	-	-	
TOTAL RESOURCES	\$ 2,778	\$ 3,036	\$ 3,060	\$ 3,359	\$ 4,643	\$ 5,437	\$ 4,767	\$ 4,364	\$ 5,283	
REQUIREMENTS										
PERSONNEL SERVICES										
Salaries	204	231	517	239	323	562	276	284	560	
Benefits	132	160	385	165	107	272	186	202	388	
TOTAL PERSONNEL SERVICES	336	391	902	404	430	834	462	486	948	
MATERIALS & SERVICES										
Professional & Technical Services	205	124	366	116	227	343	210	70	280	2
General Office Supplies	3	2	8	-	8	8	15	5	20	3
Fees & Licenses	-	-	102	-	102	102	11	11	22	4
Dues & Subscriptions	1	1	4	1	-	1	4	4	8	
Education & Training	3	4	10	3	-	3	7	7	14	
TOTAL MATERIALS & SERVICES	212	131	490	120	337	457	247	97	344	
Transfers to Other Funds	219	219	560	270	290	560	210	210	420	
Contingency	-	-	420	-	-	-	-	400	400	
TOTAL PROGRAM REQUIREMENTS	767	741	2,372	794	1,057	1,851	919	1,193	2,112	
Unappropriated Ending Fund Balance	2,011	2,295	688	2,565	3,586	3,586	3,848	3,171	3,171	
TOTAL REQUIREMENTS	\$ 2,778	\$ 3,036	\$ 3,060	\$ 3,359	\$ 4,643	\$ 5,437	\$ 4,767	\$ 4,364	\$ 5,283	

Budgeted Positions (in FTEs)	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Population	20,528	20,528	20,528	20,556	20,600	20,600	21,235	21,235	21,235	21,235
Monthly Operating Costs per Capita	\$ 3	\$ 3	\$ 8	\$ 3	\$ 4	\$ 7	\$ 4	\$ 3	\$ 7	\$ 7

Contingency & Ending Fund Balance Above	\$ 2,011	\$ 2,295	\$ 1,108	\$ 2,565	\$ 3,586	\$ 3,586	\$ 3,848	\$ 3,571	\$ 3,571	\$ 3,571
Policy Requirement (50%)	380	370	980	400	530	530	460	400	400	400
Amount over (under) Policy Requirement	\$ 1,631	\$ 1,925	\$ 128	\$ 2,165	\$ 3,056	\$ 3,056	\$ 3,388	\$ 3,171	\$ 3,171	\$ 3,171

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Building fund balance increased by \$2,483,000 or 361% mainly due to an increase in expected development but slowing in the next fiscal year; most of this increase is from activity in this biennium. The fund balance requirements increased by \$2,223,000 or 73% when compared to prior biennium budget. Net changes are:

- 1) Revenue projections in previous budget cycle were conservative given the unknowns of the pandemic. However, revenues exceeded projections by \$2,203,000 or 132% due to larger developments and homeowners completing renovations that were not anticipated in previous projections. Anticipated revenues for this biennium are expected to increase by \$755,000 or 83% compared to the previous biennium due to known projects. Building revenues are typically difficult to predict as there is a direct relationship with current market conditions.
- 2) Increase of \$94,000 or 51% due to additional permit activity projected in FY 2023 but slowing in FY 2024.
- 3) General office supplies increased by \$12,000 or 60% for the purchase of emergency preparedness equipment and training.
- 4) Fees and licenses include the purchase of the new permitting system in FY 2022 and ongoing maintenance costs in this biennium.



CONSTRUCTION EXCISE TAX FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Construction Excise Tax Fund is managed by the Community Development Department which oversees, administers and implements the city policies and goals related to affordable housing and economic development. The department also facilitates relationships with public, private and nonprofit partners to advance city objectives related to affordable housing.

City Council unanimously passed ordinance no. 2154 and Chapter 3.60 of the Milwaukie Municipal Code for a Construction Excise Tax (CET) on November 21, 2017. The tax became effective on December 21, 2018. CET is a tax of 1% percent of building permit valuation. The revenue generated from residential valuation is dedicated to affordable housing incentives. Revenue generated from commercial valuation is split between affordable housing and economic development initiatives. The dedication of revenue is outlined in Section 3.60.130 of the Milwaukie Municipal Code, which states:

1. The city may retain up to four percent (4%) of the tax collected for payment toward administrative expenses related to collection and distribution of the tax.
2. The net revenue from the tax on residential improvements will be allocated by the city as follows:
 - a. 15% of net revenue will be remitted to the Oregon Department of Housing and Community Services to fund home ownership programs;
 - b. 50% of net revenue will fund incentives for the development and construction of affordable housing authorized by the city, as provided by state law; and
 - c. 35% of net revenue will fund programs and activities related to affordable housing.
3. The net revenue from the tax on commercial improvements will be distributed as follows:
 - a. 50% to fund incentives for the development and construction of housing that is affordable at up to 120% of median family income; and
 - b. 50% for economic development programs with an emphasis on areas of the city that are subject to plans designated as eligible by the city. The eligible plans as of the effective date of the ordinance codified in this chapter are: Central Milwaukie Land Use and Transportation Plan, Downtown and Riverfront Land Use Framework Plan, Milwaukie Urban Renewal Plan, Economic Development Strategic Plan and the North Milwaukie Industrial Area Plan. Additional eligible plans may be designated by the City Council. (Ord. 2154 § 1, 2017)

ACCOMPLISHMENTS

- City departments worked with a citizen oversight group to determine criteria to allocate funds in a competitive open application process and presented to council
- Implemented the Milwaukie Business Relief Fund grant program to local businesses during the continuing COVID-19 pandemic

GOALS

- Create a straightforward allocation procedure for affordable housing projects through competitive open application process
- Develop and implement economic development grant programs for supporting local businesses

COUNCIL GOAL RELATED FUNDING



Climate change actions from the department will be closely linked to housing security and affordability due to the disproportionate impacts of energy burdens, environmental resource loss, and pollution on the health of vulnerable communities. Measures taken by the city to protect the life, safety, and health of persons, property, and/or the environment include consideration of Milwaukie's efforts to mitigate and adapt to climate change.



Equity, justice and inclusion efforts will support the development of critical income-restricted housing units that will help address housing instability, access and equity, especially for those of lower economic means.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
Place	Housing Affordability, Housing Diversity, Quality Design, and Neighborhood Compatibility	# of affordable housing units supported	n/a	n/a	n/a	10	20	20
		# of businesses supported	n/a	n/a	n/a	10	20	20
		\$ total amount of funding disbursed	n/a	n/a	n/a	100,000	350,000	350,000



FINANCIAL SUMMARY – CONSTRUCTION EXCISE TAX FUND

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING FUND BALANCE	\$ -	\$ 306	\$ -	\$ 400	\$ 665	\$ 400	\$ 950	\$ 1,163	\$ 950	
EXCISE TAX										
Developer Incentives Residential	48	87	145	60	101	161	-	-	-	1
Developer Incentives Commercial (50%)	238	9	111	10	49	59	310	14	324	
Program & Incentives ED Commercial (50%)	3	8	111	10	49	59	310	2	312	
Program & Incentives	2	61	101	42	71	113	-	8	8	
Intergovernmental	-	-	123	132	-	132	-	-	-	
Interest Income	3	7	-	5	3	8	5	6	11	
Miscellaneous	12	9	-	6	12	18	26	2	28	
Transfers from Other Funds	-	45	132	132	-	132	800	-	800	2
TOTAL RESOURCES	\$ 306	\$ 532	\$ 723	\$ 797	\$ 950	\$ 1,082	\$ 2,401	\$ 1,195	\$ 2,433	
REQUIREMENTS										
MATERIALS & SERVICES										
Developer Incentives Residential	-	-	145	-	-	-	100	-	100	
Developer Incentives Commercial (50%)	-	-	111	-	-	-	140	-	140	
Program & Incentives ED Comm. (50%)	-	-	111	-	-	-	-	-	-	
Program & Incentives	-	-	101	-	-	-	60	-	60	
Affordable Housing	-	-	-	-	-	-	800	-	800	2
Business Relief Grants	-	132	123	132	-	132	123	-	123	
TOTAL MATERIALS & SERVICES	-	132	591	132	-	132	1,223	-	1,223	
Transfers Out	-	-	-	-	-	-	15	15	30	3
Contingency	-	-	-	-	-	-	-	122	122	
TOTAL PROGRAM REQUIREMENTS	-	132	591	132	-	132	1,238	137	1,376	
Unappropriated Ending Fund Balance	306	400	132	665	950	950	1,163	1,057	1,057	
TOTAL REQUIREMENTS	\$ 306	\$ 532	\$ 723	\$ 797	\$ 950	\$ 1,082	\$ 2,401	\$ 1,195	\$ 2,433	
Contingency & Ending Fund Balance Above Policy Requirement (17%)	\$ 306	\$ 400	\$ 132	\$ 665	\$ 950	\$ 950	\$ 1,163	\$ 1,180	\$ 1,180	
Amount over (under) Policy Requirement	\$ 306	\$ 378	\$ 32	\$ 643	\$ 950	\$ 928	\$ 955	-	\$ 972	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Construction Excise Tax fund balance increased by \$925,000 or 701% due to an increase in expected development. The fund balance requirements by \$1,710,000 or 237% when compared to prior biennium budget. Net changes are:

- 1) Revenue projections in previous budget cycle were on target. Anticipated revenues for this biennium are expected to increase by \$176,000 or 181% compared to the previous biennium due to known projects. Projected revenues are tied to activity with the Building Fund.
- 2) Transfer of \$800,000 from the General Fund to Construction Excise Tax to be used for affordable housing projects.
- 3) Addition of \$30,000 in transfers to the General Fund as outlined in the transfers' detail. This covers a portion of costs for administering the fund.



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TRANSPORTATION FUND

SSMP, SAFE AND STATE GAS TAX

DEPARTMENT DESCRIPTION AND CORE SERVICES

The transportation programs maintain and enhance the city's transportation infrastructure providing safe traveling conditions for pedestrian, bike and vehicular travel.

The Transportation Fund consists of three programs:

- Street Surface Maintenance Program (SSMP) provides for capital needs of maintaining the street network. The program paves a large portion of the arterials and collectors in the city. In 2017, City Council revised the program to include residential streets with the goal to upgrade pavement condition by a measurable amount in the most cost-effective method.
- Safe Access for Everyone (SAFE) program provides for capital needs of pedestrian and bicycle infrastructure and is a dedicated funding source to implement the Public Right-of-Way ADA Transition Plan and Bicycle and Pedestrian Accessibility Plan. The program also identifies as a supporting funding source to SSMP by providing some funding of mandatory ADA upgrades that accompanies SSMP. The SAFE program began in 2017 and will construct infrastructure over 40% of the city's roadways within 25 years.
- State Gas Tax program maintains the street network including pavement, signs, pavement markings and signals.

The State Gas Tax program is funded through franchise fees from Water, Wastewater and Stormwater utilities and gas taxes remitted to the city through the state; SSMP is funded through a monthly user fee, PGE privilege tax and local gas tax; and the SAFE program is funded through a monthly user fee.

ACCOMPLISHMENTS

- Proactively responded to requests made through the pothole hotline
- Purchased new Street service truck
- Corrected draining issues by digging out and regrading slopes, and adding asphalt berms to allow stormwater to enter the storm system
- Placed pavement markings and striping in compliance with the Manual on Uniform Traffic Control Devices standards
- Provided funding for material to crack seal several city streets and completed work in-house
- Provided the majority of street paving through construction projects
- Completed approximately 3.4 miles of slurry seal in the summer of 2021
- Completed construction for McBrod Avenue, Lake Road and Linwood Avenue, and started construction on the 42nd/43rd and Home/Wood improvement projects



GOALS

- Continue to maintain and enhance city infrastructure and traffic control
- Maintain safe travel ways and reasonable ride-ability
- Complete projects efficiently by meeting budget appropriations, executing less change orders and timely project completion
- Maintain signage, pavement markings and signals
- Bring local streets into SSMP as major streets reach a sustainable condition
- Upgrade pavement condition in the most cost-effective method

COUNCIL GOAL RELATED FUNDING



Climate change actions will provide funding to implement the SAFE street and sidewalk improvement program to expand bike and pedestrian access throughout the community. This work will be critical as Milwaukie moves to reduce the impacts of fossil fuel-based carbon emissions in the community by increasing alternative transportation infrastructure and making Milwaukie a more walkable and bikeable community. In addition, SAFE projects include funds for tree plantings and alternative construction designs and techniques to preserve right-of-way trees and adjacent private trees.



Equity, justice and inclusion goals will be supported with initiatives to improve alternative transportation access such as sidewalks, and shared use paths in marginalized and under-improved communities. Low-income assistance programs for utility billing are also supported through the SAFE and SSMP funds.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
Place	Complete Streets that are Well Maintained	# of tons of asphalt (hot & cold) to patch potholes	6.30	11.70	6	10	10	10
		# of miles sealed pavement cracks completed in-house	2	3.50	4.27	3.50	3.50	3.50
		# of miles of snow plowing	7.40	0	45.60	10	10	10
		# of gallons of de-icer placed	365	0	170	50	50	50
		# of linear feet placed with thermo-plastic markings	2,377	3,103	612	700	700	700
		# of symbols placed with thermo-plastic markings	58	7	0	20	20	20
		# of poles and signs updated and maintained city-wide	666	453	192	200	200	200

FINANCIAL SUMMARY – TRANSPORTATION FUND

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING FUND BALANCE	\$ 4,447	\$ 21,705	\$ 18,977	\$ 18,950	\$ 15,220	\$ 18,950	\$ 10,191	\$ 23,484	\$ 10,191	
FEES & CHARGES										
Street Maintenance Fee	876	919	1,969	958	1,053	2,011	1,106	1,163	2,269	
SAFE Fee	1,052	1,091	2,359	1,136	1,191	2,327	1,252	1,316	2,568	
INTERGOVERNMENTAL										
Local Gas Tax	155	130	328	116	120	236	120	120	240	
State Gas Tax	1,601	1,394	2,658	1,560	1,376	2,936	1,564	1,564	3,128	
County Vehicle Registration Fee	-	93	-	411	352	763	400	400	800	
Other	349	1,503	200	333	54	387	1,950	-	1,950	1
Franchise Fees (1.5% Privilege Tax)	312	329	560	337	353	690	360	370	730	
Franchise Fees (from Utility Funds)	966	1,033	1,999	892	932	1,824	1,095	1,102	2,197	
Interest Income	535	746	70	142	116	258	130	130	260	
Reimbursement Fee	17	5	-	4	-	4	-	-	-	
FILOC	340	15	-	14	-	14	41	-	41	
Miscellaneous	177	65	165	8	12	20	12	12	24	
Transfers In	-	-	49	49	-	49	-	-	-	
Proceeds from Issuance of Debt	20,979	-	21,000	-	-	-	21,000	-	21,000	2
TOTAL RESOURCES	\$ 31,806	\$ 29,028	\$ 50,334	\$ 24,910	\$ 20,779	\$ 30,469	\$ 39,221	\$ 29,661	\$ 45,398	
REQUIREMENTS										
Personnel Services	521	545	1,119	563	642	1,205	664	700	1,364	3
Materials & Services	808	465	1,420	386	476	862	1,010	540	1,550	4
Capital Outlay	4,841	5,158	15,195	4,715	6,406	11,121	10,843	8,795	19,638	5
Debt Service	1,996	1,996	2,817	1,996	974	2,970	975	2,419	3,394	
Transfers to Other Funds	1,935	1,914	3,942	2,030	2,090	4,120	2,245	2,245	4,490	
Contingency	-	-	4,260	-	-	-	-	1,210	1,210	
EXPENDITURE TOTAL	10,101	10,078	28,753	9,690	10,588	20,278	15,737	15,909	31,646	
Unappropriated Ending Fund Balance	21,705	18,950	21,581	15,220	10,191	10,191	23,484	13,752	13,752	
TOTAL REQUIREMENTS	\$ 31,806	\$ 29,028	\$ 50,334	\$ 24,910	\$ 20,779	\$ 30,469	\$ 39,221	\$ 29,661	\$ 45,398	

Budgeted Positions (in FTEs)	5.5	5.5	5.5	5.5	5.5	5.5	6.0	6.0	6.0
Population	20,528	20,528	20,528	20,556	20,600	20,600	21,235	21,235	21,235
Monthly Operating Costs per Capita	\$ 13	\$ 12	\$ 26	\$ 12	\$ 13	\$ 25	\$ 15	\$ 14	\$ 29

Contingency & Ending Fund Balance Above	\$ 21,705	\$ 18,950	\$ 25,841	\$ 15,220	\$ 10,191	\$ 10,191	\$ 23,484	\$ 14,962	\$ 14,962
Policy Requirement (17%)	555	497	556	508	547	547	668	594	594
Reserve for Debt Service	1,996	1,996	2,817	1,996	974	2,970	975	2,419	3,394
Amount over (under) Policy Requirement	\$ 19,154	\$ 16,457	\$ 22,468	\$ 12,716	\$ 8,670	\$ 6,674	\$ 21,841	\$ 11,949	\$ 10,974

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Transportation budget fund expenditures increased by \$2,893,000 or 10% when compared to prior biennium budget due to:

- 1) Addition of intergovernmental revenue of \$1,950,000 for a capital grant as described in Capital Improvement Plan.
- 2) Addition of second tranche of Transportation Bond expected for \$21,000,000.
- 3) Increase of \$130,000 or 9% in materials and services due to issuance of debt to pay for bond counsel and financial advisors plus filing fees.
- 4) Increase of \$4,443,000 or 29% in capital outlay for projects identified in Capital Improvement Plan.
- 5) Increase of \$577,000 or 20% in debt service costs are expected with second tranche of debt. The debt amortization schedule forecast may change as staff works with bond counsel and advisors on proposed debt.

THE TRANSPORTATION FUND SUMMARY COMBINES THE FOLLOWING FUND SUMMARIES:

SSMP Fund Summary

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024		
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total
RESOURCES									
BEGINNING FUND BALANCE	\$ 2,002	\$ 7,871	\$ 5,876	\$ 6,866	\$ 5,840	\$ 6,866	\$ 4,347	\$ 7,394	\$ 4,347
Fees & Charges	876	919	1,969	958	1,053	2,011	1,106	1,163	2,269
Intergovernmental									
Local Gas Tax	155	130	328	116	120	236	120	120	240
Franchise Fees (1.5% Privilege Tax)	312	329	560	337	353	690	360	370	730
Interest Income	170	217	70	65	50	115	50	50	100
Miscellaneous	-	28	-	-	-	-	-	-	-
Proceeds from Issuance of Debt	6,606	-	6,000	-	-	-	6,000	-	6,000
TOTAL RESOURCES	\$ 10,121	\$ 9,494	\$ 14,803	\$ 8,342	\$ 7,416	\$ 9,918	\$ 11,983	\$ 9,097	\$ 13,686
REQUIREMENTS									
MATERIALS & SERVICES									
Professional & Technical Services	113	57	212	-	-	-	115	-	115
Utility Assistance	-	1	6	-	3	3	5	5	10
Bad Debt	1	-	4	11	11	22	15	15	30
TOTAL MATERIALS & SERVICES	114	58	222	11	14	25	135	20	155
Capital Outlay	1,257	1,694	4,323	1,475	2,442	3,917	3,726	2,484	6,210
Debt Service	599	599	791	606	193	799	193	605	798
Transfers to Other Funds	280	277	830	410	420	830	535	535	1,070
Contingency	-	-	1,010	-	-	-	-	100	100
TOTAL PROGRAM REQUIREMENTS	2,250	2,628	7,176	2,502	3,069	5,571	4,589	3,744	8,333
Unappropriated Ending Fund Balance	7,871	6,866	7,627	5,840	4,347	4,347	7,394	5,353	5,353
TOTAL REQUIREMENTS	\$ 10,121	\$ 9,494	\$ 14,803	\$ 8,342	\$ 7,416	\$ 9,918	\$ 11,983	\$ 9,097	\$ 13,686

SAFE Fund Summary

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024		
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total
RESOURCES									
BEGINNING FUND BALANCE	\$ 948	\$ 9,299	\$ 7,555	\$ 7,624	\$ 5,265	\$ 7,624	\$ 2,746	\$ 8,716	\$ 2,746
Fees & Charges	1,052	1,091	2,359	1,136	1,191	2,327	1,252	1,316	2,568
Intergovernmental									
Other	327	748	70	230	47	277	150	-	150
Interest Income	232	288	-	49	36	85	40	40	80
Proceeds from Issuance of Debt	10,346	-	10,000	-	-	-	10,000	-	10,000
TOTAL RESOURCES	\$ 12,905	\$ 11,426	\$ 19,984	\$ 9,039	\$ 6,539	\$ 10,313	\$ 14,188	\$ 10,072	\$ 15,544
REQUIREMENTS									
MATERIALS & SERVICES									
Professional & Technical Services	176	-	281	-	-	-	200	-	200
Utility Assistance	-	-	7	-	3	3	5	5	10
Bad Debt	2	2	8	13	10	23	10	10	20
TOTAL MATERIALS & SERVICES	178	2	296	13	13	26	215	15	230
Capital Outlay	1,703	2,109	6,179	2,172	2,460	4,632	3,931	2,920	6,851
Debt Service	958	958	1,266	949	640	1,589	641	1,329	1,970
Transfers to Other Funds	767	733	1,320	640	680	1,320	685	685	1,370
Contingency	-	-	2,350	-	-	-	-	360	360
TOTAL PROGRAM REQUIREMENTS	3,606	3,802	11,411	3,774	3,793	7,567	5,472	5,309	10,781
Unappropriated Ending Fund Balance	9,299	7,624	8,573	5,265	2,746	2,746	8,716	4,763	4,763
TOTAL REQUIREMENTS	\$ 12,905	\$ 11,426	\$ 19,984	\$ 9,039	\$ 6,539	\$ 10,313	\$ 14,188	\$ 10,072	\$ 15,544



State Gas Tax Fund Summary

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024		
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total
RESOURCES									
BEGINNING FUND BALANCE	\$ 1,497	\$ 4,535	\$ 5,546	\$ 4,460	\$ 4,115	\$ 4,460	\$ 3,098	\$ 7,374	\$ 3,098
Intergovernmental									
State Gas Tax	1,601	1,394	2,658	1,560	1,376	2,936	1,564	1,564	3,128
County Vehicle Registration Fee	-	93	-	411	352	763	400	400	800
Other	22	755	130	103	7	110	1,800	-	1,800
Franchise Fees (from Utility Funds)	966	1,033	1,999	892	932	1,824	1,095	1,102	2,197
Interest Income	133	241	-	28	30	58	40	40	80
Reimbursement Fee - SDC	17	5	-	4	-	4	-	-	-
FILOC Revenue	340	15	-	14	-	14	41	-	41
Miscellaneous	177	37	165	8	12	20	12	12	24
Transfers In	-	-	49	49	-	49	-	-	-
Proceeds from Issuance of Debt	4,027	-	5,000	-	-	-	5,000	-	5,000
TOTAL RESOURCES	\$ 8,780	\$ 8,108	\$ 15,547	\$ 7,529	\$ 6,824	\$ 10,238	\$ 13,050	\$ 10,492	\$ 16,168
REQUIREMENTS									
PERSONNEL SERVICES									
Salaries	341	346	713	357	382	739	414	427	841
Benefits	180	199	406	206	260	466	250	273	523
TOTAL PERSONNEL SERVICES	521	545	1,119	563	642	1,205	664	700	1,364
MATERIALS & SERVICES									
Professional & Technical Services:									
Electricity - Street Lighting	237	252	470	259	260	519	270	270	540
Facility Repairs	119	93	250	76	100	176	130	130	260
Other	135	52	148	25	65	90	235	80	315
General Office Supplies	1	-	2	-	1	1	1	1	2
Education & Training	9	4	12	-	3	3	10	10	20
Operating Equipment	11	2	10	-	15	15	6	6	12
Miscellaneous Supplies	3	2	4	2	4	6	4	4	8
Rents & Leases	1	-	4	-	1	1	3	3	6
Self Insured Claims	-	-	2	-	-	-	1	1	2
TOTAL MATERIALS & SERVICES	516	405	902	362	449	811	660	505	1,165
Capital Outlay	1,881	1,355	4,693	1,068	1,504	2,572	3,186	3,391	6,577
Debt Service	439	439	760	441	141	582	141	485	626
Transfers to Other Funds	888	904	1,792	980	990	1,970	1,025	1,025	2,050
Contingency	-	-	900	-	-	-	-	750	750
TOTAL PROGRAM REQUIREMENTS	4,245	3,648	10,166	3,414	3,726	7,140	5,676	6,856	12,532
Unappropriated Ending Fund Balance	4,535	4,460	5,381	4,115	3,098	3,098	7,374	3,637	3,637
TOTAL REQUIREMENTS	\$ 8,780	\$ 8,108	\$ 15,547	\$ 7,529	\$ 6,824	\$ 10,238	\$ 13,050	\$ 10,492	\$ 16,168

SYSTEM DEVELOPMENT CHARGES FUND

TRANSPORTATION, WATER, WASTEWATER AND STORMWATER

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Systems Development Charges (SDC) Fund accurately determines and collects applicable charges from new development, determines projects eligible for SDC and facilitates construction identified within approved capital improvement plans to further the development of the city by increasing capacity of the transportation and utility systems. SDC fees are determined in accordance with approved master plans and capital improvement plans for the respective utilities.

Below are the functions of the SDC Fund:

- Determine and collect applicable charges when properties develop or redevelop as reimbursement to the city for value of the existing facilities capacity available for growth
- Collect proportionate cost share for planned capacity improvements to be used for growth
- Distribute funds collected to construct improvements in system capacity necessary for growth or the betterment of the transportation and utility systems

ACCOMPLISHMENTS

- Completed Water and Wastewater Master Plans
- Update Wastewater SDC Methodology

GOALS

- Complete update to Stormwater Master Plan
- Update the Transportation System Plan (TSP)
- Update Water SDC Methodology
- Update Transportation SDC Methodology
- Construct cycle track adjacent to Monroe Street & 37th Avenue for Monroe Apartment site

COUNCIL GOAL RELATED FUNDING



Climate change actions will enhance pedestrian and cycling mobility, contribute to construction projects using greener methods such as specifying warm mix asphalt, requiring use of fly ash or slag in concrete mixes, and requiring full depth reconstruction when rebuilding city streets. Staff will research using other green technology for future construction projects such as specifying concrete using carbon sequestration technology.



Equity, justice and inclusion efforts will be achieved through solicitations and bid packages that include equity requirements and language from updates to the public contracting rules implemented in fiscal year 2022. The contracting rule updates increase greater public contracting opportunities for disadvantaged businesses (minority-owned, women-owned, service-disabled veteran-owned and emerging small businesses).

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
Place	Housing Affordability, Housing Diversity, Quality Design, and Neighborhood Compatibility	\$ of SDC funds collected with new development (in thousands)	541	244	244	870	1,509	753
		\$ amount of SDC funds expended on projects (in thousands)	0	309	280	49	730	500
		# of SDC rates adjusted for inflation and updated for single family homes	17,050	18,200	18,538	18,725	18,767	19,074

FINANCIAL SUMMARY – SYSTEM DEVELOPMENT CHARGES FUND

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING FUND BALANCE	\$ 1,529	\$ 1,840	\$ 2,003	\$ 1,775	\$ 1,700	\$ 1,775	\$ 2,152	\$ 1,961	\$ 2,152	
System Development Charges	508	208	711	172	1,101	1,273	904	492	1,396	
Intergovernmental	-	-	-	-	-	-	250	-	250	
Interest Income	34	36	40	10	2	12	5	5	10	
Transfers In	-	-	23	23	-	23	-	-	-	
TOTAL RESOURCES	\$ 2,071	\$ 2,084	\$ 2,777	\$ 1,980	\$ 2,803	\$ 3,083	\$ 3,311	\$ 2,458	\$ 3,808	
REQUIREMENTS										
Materials & Services	-	-	-	-	-	-	400	150	550	1
Capital Outlay	231	309	1,939	280	651	931	950	610	1,560	2
Contingency	-	-	260	-	-	-	-	130	130	
TOTAL PROGRAM REQUIREMENTS	231	309	2,199	280	651	931	1,350	890	2,240	
Unappropriated Ending Fund Balance	1,840	1,775	578	1,700	2,152	2,152	1,961	1,568	1,568	
TOTAL REQUIREMENTS	\$ 2,071	\$ 2,084	\$ 2,777	\$ 1,980	\$ 2,803	\$ 3,083	\$ 3,311	\$ 2,458	\$ 3,808	
Contingency & Ending Fund Balance Above Policy Requirement (25%)	\$ 1,840	\$ 1,775	\$ 838	\$ 1,700	\$ 2,152	\$ 2,152	\$ 1,961	\$ 1,698	\$ 1,698	
Amount over (under) Policy Requirement	\$ 1,840	\$ 1,775	\$ 838	\$ 1,700	\$ 2,152	\$ 2,152	\$ 2,131	\$ 1,868	\$ 1,868	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

The SDC budget fund balance increased by \$1,031,000 or 37% when compared to prior biennium budget due to increase in revenues by \$882,000 or 53%. This increase is attributable to the continuation of amplified private development occurring within the city and an intergovernmental grant towards development of the Transportation Master Plan. Corresponding increases in expenses include:

- 1) Added costs of \$550,000 in materials and services for the following:
 - a. Transportation (\$150,000) for a TSP and SDC rate study
 - b. Water (\$50,000) for SDC rate study
 - c. Stormwater (\$350,000) for masterplan update and SDC rate study
- 2) Decrease in capital projects by \$379,000 or 20% as outlined in Capital Improvement Plan

THE SYSTEMS DEVELOPMENT CHARGES FUND SUMMARY COMBINES THE FOLLOWING FUND SUMMARIES:

FINANCIAL SUMMARY – TRANSPORTATION SDC

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING BALANCE	\$ 379	\$ 674	\$ 655	\$ 777	\$ 821	\$ 777	\$ 577	\$ 537	\$ 577	
Improvement Fees	357	94	558	89	187	276	609	296	905	
Intergovernmental	-	-	-	-	-	-	250	-	250	
Interest Income	8	9	10	3	-	3	1	1	2	
Transfers In	-	-	14	14	-	14	-	-	-	
TOTAL RESOURCES	\$ 744	\$ 777	\$ 1,237	\$ 883	\$ 1,008	\$ 1,056	\$ 1,437	\$ 834	\$ 1,734	
REQUIREMENTS										
Materials & Services	-	-	-	-	-	-	150	-	150	1a
Capital Outlay	70	-	1,108	62	431	493	750	290	1,040	
Contingency	-	-	60	-	-	-	-	120	120	
TOTAL PROGRAM REQUIREMENTS	70	-	1,168	62	431	493	900	410	1,160	
Unappropriated Ending Balance	674	777	69	821	577	563	537	424	574	
TOTAL REQUIREMENTS	\$ 744	\$ 777	\$ 1,237	\$ 883	\$ 1,008	\$ 1,056	\$ 1,437	\$ 834	\$ 1,734	

FINANCIAL SUMMARY – WATER SDC

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING BALANCE	\$ 175	\$ 192	\$ 214	\$ 131	\$ 42	\$ 131	\$ 197	\$ 237	\$ 197	
System Development Charges	25	20	51	17	155	172	89	77	166	
Interest Income	8	9	10	2	-	2	1	1	2	
TOTAL RESOURCES	\$ 208	\$ 221	\$ 275	\$ 150	\$ 197	\$ 305	\$ 287	\$ 315	\$ 365	
REQUIREMENTS										
Materials & Services	-	-	-	-	-	-	50	-	50	1b
Capital Outlay	16	90	116	108	-	108	-	-	-	
Contingency	-	-	30	-	-	-	-	10	10	
TOTAL PROGRAM REQUIREMENTS	16	90	146	108	-	108	50	10	60	
Unappropriated Ending Balance	192	131	129	42	197	197	237	305	305	
TOTAL REQUIREMENTS	\$ 208	\$ 221	\$ 275	\$ 150	\$ 197	\$ 305	\$ 287	\$ 315	\$ 365	

FINANCIAL SUMMARY – WASTEWATER SDC

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING BALANCE	\$ 775	\$ 843	\$ 878	\$ 686	\$ 618	\$ 686	\$ 889	\$ 930	\$ 889	
System Development Charges	87	53	51	30	490	520	39	23	62	
Interest Income	9	9	10	3	1	4	2	2	4	
Transfers In	-	-	9	9	-	9	-	-	-	
TOTAL RESOURCES	\$ 871	\$ 905	\$ 948	\$ 728	\$ 1,109	\$ 1,210	\$ 930	\$ 955	\$ 955	
REQUIREMENTS										
Capital Outlay	28	219	535	110	220	330	-	170	170	
Contingency	-	-	80	-	-	-	-	-	-	
TOTAL PROGRAM REQUIREMENTS	28	219	615	110	220	330	-	170	170	
Unappropriated Ending Balance	843	686	333	618	889	880	930	785	785	
TOTAL REQUIREMENTS	\$ 871	\$ 905	\$ 948	\$ 728	\$ 1,109	\$ 1,210	\$ 930	\$ 955	\$ 955	

FINANCIAL SUMMARY – STORMWATER SDC

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING BALANCE	\$ 200	\$ 131	\$ 256	\$ 181	\$ 219	\$ 181	\$ 489	\$ 257	\$ 489	
System Development Charges	39	41	51	36	269	305	167	96	263	
Interest Income	9	9	10	2	1	3	1	1	2	
TOTAL RESOURCES	\$ 248	\$ 181	\$ 317	\$ 219	\$ 489	\$ 489	\$ 657	\$ 354	\$ 754	
REQUIREMENTS										
Materials & Services	-	-	-	-	-	-	200	150	350	1c
Capital Outlay	117	-	180	-	-	-	200	150	350	
Contingency	-	-	30	-	-	-	-	-	-	
TOTAL PROGRAM REQUIREMENTS	117	-	210	-	-	-	400	300	700	
Unappropriated Ending Balance	131	181	107	219	489	489	257	54	54	
TOTAL REQUIREMENTS	\$ 248	\$ 181	\$ 317	\$ 219	\$ 489	\$ 489	\$ 657	\$ 354	\$ 754	

WATER FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Water Department provides residents with potable water for public health and fire response, as well as ensuring an adequate supply is available for essential daily needs. The department is responsible for compliance with state and federal regulations and with the Safe Drinking Water Act.

Milwaukie draws its water from the Troutdale Gravels Aquifer through intricate well systems and technologies. This underground water supply stretches from north of Vancouver, Washington to south of Milwaukie and is bounded by the Willamette River on the west and the base of the Cascades on the east. Milwaukie's water infrastructure has a storage capacity of 6 million gallons of water and can produce in excess of 6 million gallons of water per day through a network of continuously monitored wells, treatment plants, pump stations and piping. Emergency interties, which are water pipe connections between jurisdictional water systems, are maintained with connections to the City of Portland and Clackamas River Water for resiliency and emergency preparedness.

The department's core services include:

- Provide city residents with water that meets or exceeds all federal and state water quality requirements
- Maintain water system infrastructure
- Remain current with changing technology, rules and regulations through education and training efforts
- Preserve over 100 miles of waterline, 6,911 services, 964 fire hydrants, seven wells, three storage reservoirs and four pump stations

ACCOMPLISHMENTS

- Constructed a new well #2 and decommissioned the prior well
- Replaced media in pack tower at the Upper Treatment Plant
- Purchased new water service truck for daily operations
- Updated the Water Master Plan to forecast the expanding resource requirements, infrastructure needs, and climate impacts on utility operations within the community

GOALS

- Upgrade SCADA system and infrastructure to improve the city's ability to monitor and control water availability and distribution throughout the community
- Increase maintenance and repairs at treatment plants and well sites to improve asset resiliency and efficiency and prolong the lifespan of water infrastructure
- Research and identify energy efficient projects for the water system to reduce the utility's overall carbon footprint
- Complete Stanley Reservoir Seismic safety improvements to remedy seismic and cathodic deficiencies
- Supply safe and affordable drinking water to residents, meeting state and federal requirements for drinking water quality standards. More information can be found in the annual water quality report on the city's website: <https://www.milwaukieoregon.gov/WQR>.

COUNCIL GOAL RELATED FUNDING



Climate change will impact water resource quantity and quality so staff will take actions to consider climate impacts in asset management, installation and planning. Department staff will perform community education on water conservation and continue to monitor water quality to ensure public health standards are met.



Equity, justice and inclusion efforts ensure utility access for all residents. Department funds support the city's utility assistance program for qualifying low-income customers and support the department's work to maintain and improve public water infrastructure in all neighborhoods.

PERFORMANCE MEASUREMENTS

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
Planet	Sustainable Development and Environmental Stewardship	# of meters replaced when needed	7	3	23	20	20	20
		# of water service lines repaired	5	13	7	8	8	8
		# of water main breaks repaired	6	6	6	5	5	5
		% of hydrants maintained	11%	13%	11%	20%	20%	20%
		# of service orders for utility billing	745	1,613	2,121	2,000	2,000	2,000



FINANCIAL SUMMARY – WATER FUND

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING FUND BALANCE	\$ 3,884	\$ 4,918	\$ 5,188	\$ 4,630	\$ 4,546	\$ 4,630	\$ 7,359	\$ 6,404	\$ 7,359	
Fees & Charges	4,485	4,283	8,259	4,471	4,845	9,316	5,030	5,179	10,209	1
Reimbursement Fees	30	24	16	20	186	206	107	93	200	1
Intergovernmental - ARPA	-	-	-	-	1,450	1,450	2,256	-	2,256	2
Interest Income	128	102	80	2	7	9	20	20	40	
Miscellaneous	37	33	187	35	28	63	37	37	74	
Transfers In	-	-	55	55	-	55	-	-	-	3
TOTAL RESOURCES	\$ 8,564	\$ 9,360	\$ 13,785	\$ 9,213	\$ 11,062	\$ 15,729	\$ 14,809	\$ 11,733	\$ 20,138	
REQUIREMENTS										
PERSONNEL SERVICES										
Salaries	496	499	1,083	553	560	1,113	603	620	1,223	
Benefits	274	292	728	320	341	661	358	391	749	
TOTAL PERSONNEL SERVICES	770	791	1,811	873	901	1,774	961	1,011	1,972	4
MATERIALS & SERVICES										
Professional & Technical Services										
Compliance Obligations	25	26	146	71	35	106	250	100	350	5
Electricity	185	182	390	204	210	414	220	220	440	
Facility Repairs	207	203	420	183	200	383	220	220	440	
Other	25	39	76	38	38	76	30	35	65	
General Office Supplies	4	4	4	3	3	6	4	4	8	
Dues & Subscriptions	3	2	4	14	15	29	16	16	32	
Education & Training	4	9	18	3	5	8	10	10	20	
Fees & Licenses	2	9	6	4	12	16	12	12	24	
Franchise Fees to Transportation	376	376	661	321	340	661	402	414	817	6
Operating Equipment	40	3	80	15	30	45	40	40	80	
Miscellaneous Supplies	4	6	8	6	5	11	4	4	8	
Rents & Leases	1	7	10	6	7	13	7	7	14	
Self Insured Claims	-	-	2	-	-	-	1	1	2	
Utility Assistance	-	-	13	-	2	2	8	5	13	
Bad Debt	7	6	20	58	26	84	60	60	120	7
TOTAL MATERIALS & SERVICES	883	872	1,858	926	928	1,854	1,284	1,148	2,433	
Capital Outlay	792	1,818	4,655	1,588	534	2,122	4,580	2,791	7,371	
Transfers to Other Funds	1,201	1,249	2,620	1,280	1,340	2,620	1,580	1,580	3,160	
Contingency	-	-	1,100	-	-	-	-	650	650	
TOTAL PROGRAM REQUIREMENTS	3,646	4,730	12,044	4,667	3,703	8,370	8,405	7,180	15,586	
Unappropriated Ending Fund Balance	4,918	4,630	1,741	4,546	7,359	7,359	6,404	4,552	4,552	
TOTAL REQUIREMENTS	\$ 8,564	\$ 9,360	\$ 13,785	\$ 9,213	\$ 11,062	\$ 15,729	\$ 14,809	\$ 11,733	\$ 20,138	
Budgeted Positions (in FTEs)	8.2	8.2	7.5	7.5	8.0	8.0	8.0	8.0	8.0	
Population	20,528	20,528	20,528	20,556	20,600	20,600	21,235	21,235	21,235	
Monthly Operating Costs per Capita	\$ 12	\$ 12	\$ 26	\$ 12	\$ 13	\$ 25	\$ 15	\$ 15	\$ 30	
Contingency & Ending Fund Balance Above	\$ 4,918	\$ 4,630	\$ 2,841	\$ 4,546	\$ 7,359	\$ 7,359	\$ 6,404	\$ 5,202	\$ 5,202	
Policy Requirement (50%)	1,427	1,456	1,520	1,540	1,585	1,585	1,913	1,870	1,870	
Amount over (under) Policy Requirement	\$ 3,491	\$ 3,174	\$ 1,321	\$ 3,006	\$ 5,774	\$ 5,774	\$ 4,491	\$ 3,332	\$ 3,332	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Water fund balance increased by \$2,811,000 or 161% due to increase in rates by 2.5% each year and the additional intergovernmental revenues as outlined below. The fund balance requirements increase by \$6,353,000 or 46% when compared to prior biennium budget. Net changes are:

- 1) Increase in reimbursement fees of \$184,000. These fees are generated from development and represent the reimbursement component of the System Development Charge.
- 2) Addition of federal ARPA funds between FY 2022 and FY 2023 for a total of \$3,706,000. The ARPA funds include the premium pay for essential workers in addition of using funds towards two capital projects: Stanley Reservoir and Ardenwald North. These projects are outlined in the Capital Improvement Plan.
- 3) Added transfers in from General Fund CARES Act federal funds of \$55,000 in FY 2021.
- 4) Increase of \$161,000 or 9% in personnel services is primarily from COLA increases as well as adding back in the temporary/seasonal hires that were suspended last biennium.
- 5) Increase of \$204,000 or 140% in compliance obligations towards lead and copper.
- 6) Increase of \$156,000 or 24% in franchise fees to transportation. In accordance with Ordinance 1905 passed in 2002, the utility funds dedicate 8% of net revenues from water, wastewater and stormwater (net of any debt service obligations) to help fund the transportation system (Municipal Code Section 3.10).
- 7) Increase of \$100,000 or 500% for bad debt expense due to non-payment of utility bills. The city placed a moratorium in 2020 on collections of the utility accounts including shutting-off water for non-payment. Although the city is making efforts to collect past due accounts, it is expected there will be a need to write-off bad debt in the next biennium.

WASTEWATER FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Wastewater Department provides effective management and financing of the wastewater collections system within the public right-of-way. The department provides wastewater collection, pumping and revenue collection for treatment services of wastewater for Milwaukie residents, while protecting environmental quality and eliminating sanitary sewer overflows.

Wastewater is carried into the city's sanitary sewer system from homes, schools and other buildings for safe and effective disposal. Small pipes carry wastewater from buildings into sewer pipes and sewer mains placed under streets, and by gravity and a series of sewer lift stations, the vast majority of wastewater flows into the Kellogg Wastewater Treatment Plant which is operated by Clackamas County Sewer District #1. The Wastewater Department also contracts for treatment services with the City of Portland and Oak Lodge Water District for the few properties within those sewer systems. After treatment for bacteria, particulates, and temperature, the water is released into the Willamette River as clean water that meets state and federal guidelines for surface water health.

The department's main functions are:

- Operate and maintain wastewater collections infrastructure efficiently and at minimal cost to residents
- Provide environmental services to oversee and enforce the Fats, Oils and Grease (FOG) program to help eliminate the amount of materials in the wastewater collections system
- Maintain 79 miles of public sanitary sewers, five sewer lift stations and 1,692 manholes

ACCOMPLISHMENTS

- Conducted a study for the Wastewater Master Plan by gathering information on manhole depths and closed-circuit (CCTV) mainlines
- Cleaned approximately 20% of the system by removing roots from sewer mainlines
- Collaborated with the Engineering Department to gather information on utility locations and condition assessments for capital projects
- Installed new sewer lateral for 40th Avenue and Harvey Street water well #2 site
- Investigated restaurants not in compliance with the FOG program and enforced installation of more effective grease interceptors to reduce sewer backups and discharges to the city's sewer main
- Continued to enhance FOG program through cooperation with local municipalities and preferred pumpers
- Provided prompt response to lift station failures that prevented backups or overflow

GOALS

- Provide quality customer service through responsive site visits and communications and creating a safe and enjoyable work environment for employees by meeting all state and federal standards
- Research and identify energy efficiency projects for wastewater collection system to reduce the utility's overall carbon footprint to meet Milwaukie's goal of carbon neutrality by 2045
- Prevent mainline blockages and sanitary sewer overflows by completing routine maintenance, cleaning and CCTV inspections in accordance with asset management guidelines
- Expand staff expertise and department knowledge through staff participation in trainings, workshops and certification programs aligned with city needs and goals, including climate resiliency
- Upgrade SCADA system and infrastructure to improve the city's ability to monitor and control wastewater collection

COUNCIL GOAL RELATED FUNDING



Climate change actions will focus on preparing the wastewater system for an increase in system usage as Milwaukie sees an increase in population growth, partially due to climate refugees. By ensuring assets are maintained and up to current emergency preparedness standards, installing additional infrastructure to compensate for capacity needs, and using updated climate change-considerate modeling, the wastewater system supports the city's climate resiliency and emergency preparedness work.



Equity, justice and inclusion goals from Wastewater staff will ensure wastewater utility access for all residents. The department funds support the city's utility assistance program for qualifying low-income customers. Funds also support the departments work to maintain and improve public wastewater infrastructure in all neighborhoods.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
Planet	Sustainable Development and Environmental Stewardship	# of linear feet hydro cleaning performed in the mainline	115,000	70,596	68,056	80,000	100,000	100,000
		# of manhole inspections	533	170	43	200	500	500
		# of linear feet mainline inspections with TV equipment	130,000	70,730	75,366	90,000	110,000	110,000
		# of lift station inspections	556	235	440	500	550	550



FINANCIAL SUMMARY – WASTEWATER FUND

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING FUND BALANCE	\$ 4,811	\$ 4,775	\$ 6,116	\$ 5,525	\$ 5,454	\$ 5,525	\$ 6,194	\$ 4,254	\$ 6,194	
Fees & Charges	7,907	8,008	15,646	8,070	8,585	16,655	8,839	9,020	17,859	
Proceeds from Reimbursement District	82	50	102	43	25	68	43	43	86	
Intergovernmental:										
ARPA Funds	-	-	-	-	750	750	-	-	-	1
Good Neighbor Beginning Balance	-	-	-	-	-	-	338	-	338	2
Good Neighbor Annual	-	-	-	-	-	-	135	135	270	2
Other	-	-	-	-	-	-	-	1,125	1,125	3
Interest Income	137	107	200	15	15	30	25	25	50	
Miscellaneous	4	5	14	4	6	10	14	12	26	
Transfers In	-	-	49	49	-	49	-	-	-	
TOTAL RESOURCES	\$ 12,941	\$ 12,945	\$ 22,127	\$ 13,706	\$ 14,835	\$ 23,087	\$ 15,588	\$ 14,614	\$ 25,948	
REQUIREMENTS										
PERSONNEL SERVICES										
Salaries	312	329	662	288	319	607	345	355	700	
Benefits	161	199	386	160	173	333	187	205	392	
TOTAL PERSONNEL SERVICES	473	528	1,048	448	492	940	532	560	1,092	
MATERIALS & SERVICES										
Professional & Technical Services:										
Electricity	10	9	20	10	11	21	11	20	31	
Facility Repairs	84	64	140	43	65	108	70	80	150	
Good Neighbor	-	-	-	-	-	-	75	75	150	
Other	27	2	38	12	20	32	98	28	126	4
Wastewater Treatment Costs	4,912	5,183	10,816	5,199	5,210	10,409	5,471	5,744	11,215	5
General Office Supplies	1	1	2	-	1	1	1	1	2	
Dues & Subscriptions	1	1	2	1	1	2	2	2	4	
Education & Training	10	7	14	1	10	11	12	12	24	
Franchise Fees to Transportation	240	257	370	173	197	370	269	262	532	6
Operating Equipment	1	2	18	-	12	12	8	12	20	
Miscellaneous Supplies	2	1	4	5	2	7	2	2	4	
Rents & Leases	-	-	16	-	4	4	7	8	15	
Self Insured Claims	-	-	2	-	1	1	1	-	1	
Utility Assistance	-	-	13	-	3	3	3	8	11	
Bad Debt	12	14	30	93	30	123	35	50	85	7
TOTAL MATERIALS & SERVICES	5,300	5,541	11,485	5,537	5,567	11,104	6,065	6,304	12,370	
Capital Outlay	1,243	147	3,392	886	1,150	2,036	3,176	2,138	5,314	8
Debt Service	102	102	204	101	102	203	101	101	202	
Transfers to Other Funds	1,048	1,102	2,610	1,280	1,330	2,610	1,460	1,460	2,920	
Contingency	-	-	1,880	-	-	-	-	1,030	1,030	
TOTAL PROGRAM REQUIREMENTS	8,166	7,420	20,619	8,252	8,641	16,893	11,334	11,593	22,927	
Unappropriated Ending Fund Balance	4,775	5,525	1,508	5,454	6,194	6,194	4,254	3,021	3,021	
TOTAL REQUIREMENTS	\$ 12,941	\$ 12,945	\$ 22,127	\$ 13,706	\$ 14,835	\$ 23,087	\$ 15,588	\$ 14,614	\$ 25,948	
Budgeted Positions (in FTEs)	5.0	5.0	4.5	4.5	4.5	4.5	4.5	4.5	4.5	
Population	20,528	20,528	20,528	20,556	20,600	20,600	21,235	21,235	21,235	
Monthly Operating Costs per Capita	\$ 28	\$ 29	\$ 61	\$ 29	\$ 30	\$ 59	\$ 32	\$ 33	\$ 64	
Contingency & Ending Fund Balance Above	\$ 4,775	\$ 5,525	\$ 3,388	\$ 5,454	\$ 6,194	\$ 6,194	\$ 4,254	\$ 4,051	\$ 4,051	
Policy Requirement (25%)	1,731	1,818	1,953	1,842	1,873	1,873	2,040	2,106	2,106	
Amount over (under) Policy Requirement	\$ 3,044	\$ 3,707	\$ 1,435	\$ 3,612	\$ 4,321	\$ 4,321	\$ 2,214	\$ 1,945	\$ 1,945	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Wastewater fund balance increased by \$1,513,000 or 100% due to increase in intergovernmental revenues. The fund balance requirements increase by \$3,821,000 or 17% when compared to prior biennium budget. Net changes are:

- 1) Addition of \$750,000 in federal ARPA funds in FY 2022. The ARPA funds includes premium pay for essential workers in addition to using funds for the Ardenwald North capital project as outlined in Capital Improvement Plan.
- 2) Addition of Good Neighbor funds of \$608,000 is included based on an intergovernmental agreement with Clackamas County. These funds are for restricted uses and have a separate line item and tracking to ensure funds are used towards projects outlined by the committee.
- 3) Addition of \$1,125,000 for a grant to be used for Waverly Heights Sewer System Reconfiguration capital project as outlined in Capital Improvement Plan.
- 4) Increase of \$88,000 or 232% in other professional and technical services that includes costs of upgrading televising software for scoping service lines.
- 5) Increase of \$399,000 or 4% in treatment costs outlined in the intergovernmental agreement with Water Environment Services.
- 6) Increase of \$162,000 or 44% in franchise fees to transportation. In accordance with Ordinance 1905 passed in 2002, the utility funds dedicate 8% of net revenues from water, wastewater and stormwater (net of any debt service obligations) to help fund the transportation system (Municipal Code Section 3.10).
- 7) Increase of \$55,000 or 183% for bad debt expense due to non-payment of utility bills. The city placed a moratorium in 2020 on collections of the utility accounts including shutting-off water for non-payment. Although the city is making efforts to collect past due accounts, it is expected there will be a need to write-off bad debt in the next biennium.
- 8) Increase of \$1,922,000 or 57% for capital projects as outlined in the Capital Improvement Plan.

STORMWATER FUND

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Stormwater Department provides effective management and financing of the stormwater system within the city's public right-of-way. The department protects the health, safety and welfare of the public by providing safe, efficient capture and conveyance of stormwater runoff which in turn promotes healthy surface water systems.

The Stormwater Department is also responsible for management of natural resource efforts to align with the city's climate and urban forest goals, including green infrastructure, trees, and vegetation in the right-of-way. Milwaukie has a natural topography that includes areas of low land without natural drainage, resulting in reliance on infiltration (the seepage of surface water through soil) to drain stormwater. These areas experience flooding issues during heavy rain events and have a higher need for new infrastructure and replacement of underground structures that assist in infiltration due to the prevalence in the area and failure susceptibility.

The department was issued a National Pollutant Discharge Elimination System (NPDES) permit by the Oregon Department of Environmental Quality (DEQ) which contains requirements to minimize impacts from pollutants carried into area streams, rivers and wetlands via the stormwater system. The city's permit is for a stormwater system separate from the wastewater system, known as a Municipal Separated Storm Sewer System (MS4). The department continues to meet increased requirements around maintenance, water quality sampling and treatment of new and existing stormwater facilities. The department's core services include:

- Design, construct, maintain, inspect and enforce stormwater rules and regulations
- Perform maintenance in compliance with NPDES permit
- Permit the Water Pollution Control Facility (WPCF) and storm system in general
- Permit for Underground Injection Control components such as drywells
- Provide ongoing education for employees to keep current with the evolving technology, rules and regulations
- Sweep city streets for compliance with NPDES permit
- Maintain 41 miles of storm mainlines, 1,603 catch basins, 210 drywells, 122 sedimentation manholes, 539 manholes, five detention ponds and 46 rain gardens



ACCOMPLISHMENTS

- Monitored analytical results within expected parameters and experienced no anomalies
- Responded to spills originating within city limits, documented release and managed clean-up
- Completed annual report in compliance with NPDES permit
- Maintained compliance with WPCF permit
- Bred specimens of plants and trees to use in new and existing stormwater quality facilities
- Updated street tree planting list in the Public Works Standards and performed street tree and green infrastructure maintenance throughout the city
- Completed a pilot street tree inventory to gain a foundational understanding of the urban canopy
- Began inventorying public trees in the city's asset management system for strategic maintenance
- Achieved the sixth year of Tree City USA certification and a third Tree City Growth Award from the Arbor Day Foundation
- Collaborated with DEQ on issuance a new NPDES MS4 phase 1 permit to better align with stormwater goals and practices

GOALS

- Comply with all DEQ stormwater regulations listed in permits, management plans and monitoring plans, including implementation of an updated NPDES MS4 permit and stormwater management plan
- Improve riparian habitat restoration and stormwater management on private property utilizing programs for restoration efforts and green infrastructure
- Conduct time-sensitive composite and obtain sampling for chloride at instream monitoring locations in conjunction with NPDES MS4 co-permittees
- Continue to lead by example in dewatering practices at the city's decant facility
- Strategically plant, preserve and manage trees and the community's urban forest to maximize the important role trees play in stormwater management
- Continue the inventory of public trees
- Expand staff expertise and department knowledge through staff participation in trainings, workshops and certification programs aligned with city needs, including climate resiliency.
- Evaluate tree and shrub species that may better adapt to future climates
- Address potential known flood areas through capital improvement projects

COUNCIL GOAL RELATED FUNDING



Climate change actions will fund support for the city's green infrastructure, natural resource and urban forest work. Trees are beneficial to stormwater systems as green infrastructure by reducing runoff and improving water quality. This work will be critical for community climate resiliency as Milwaukie sees more extreme precipitation events and changing hydrological patterns due to climate change. In addition, green infrastructure provides many co-benefits for climate resiliency including public health and energy savings benefits.



Equity, justice and inclusion efforts will support initiatives to increase green infrastructure in marginalized and under-improved communities. Low-income assistance programs for tree code and utility billing are also supported through the stormwater fund.

PERFORMANCE MEASURES

Vision	Category	Metric	FY 2019	FY 2020	FY 2021	Estimated		
						FY 2022	FY 2023	FY 2024
Planet	Protect the Willamette and our Local Creeks	# of catch basins cleaned	849	897	822	850	900	900
		# of dry wells cleaned as required by state statute	20	15	16	20	20	20
		# of feet of mainline cleaning	12,811	13,562	11,313	13,000	15,000	15,000
		# of feet inspected by TV monitoring	58,789	46,406	50,992	52,000	57,000	57,000
		# of rain gardens maintained	667	371	264	320	400	400
		# of inspections for erosion control	119	194	194	200	200	200
		# of responses related to environmental spills	5	11	7	10	10	10
		# of miles of streets swept to clear debris	1,391	1,342	1,266	1,300	1,500	1,500



FINANCIAL SUMMARY – STORMWATER FUND

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING FUND BALANCE	\$ 4,323	\$ 4,902	\$ 4,981	\$ 5,132	\$ 6,090	\$ 5,132	\$ 7,278	\$ 5,563	\$ 7,278	
Fees & Charges	4,326	4,966	10,102	5,118	5,265	10,383	5,292	5,319	10,611	
Intergovernmental	-	83	-	308	-	308	-	-	-	
Interest Income	111	108	80	25	15	40	15	15	30	
Miscellaneous	29	28	54	33	35	68	30	30	60	
Transfers In	-	-	56	56	-	56	-	-	-	
Proceeds from Issuance of Debt	-	-	2,500	-	-	-	-	-	-	
TOTAL RESOURCES	\$ 8,789	\$ 10,087	\$ 17,773	\$ 10,672	\$ 11,405	\$ 15,987	\$ 12,615	\$ 10,927	\$ 17,979	
REQUIREMENTS										
PERSONNEL SERVICES										
Salaries	475	474	1,118	469	513	982	540	556	1,096	
Benefits	231	247	479	232	254	486	289	318	607	
TOTAL PERSONNEL SERVICES	706	721	1,597	701	767	1,468	829	874	1,703	
MATERIALS & SERVICES										
Professional & Technical Services										
Facility Repairs	65	87	174	89	87	176	116	106	222	
Refuse	-	1	55	-	25	25	25	25	50	
Other	46	70	312	103	262	365	132	142	274	1
General Office Supplies	1	1	2	-	1	1	1	1	2	
Fees & Licenses	-	-	-	-	7	7	3	3	6	
Dues & Subscriptions	6	1	14	8	6	14	6	6	12	
Education & Training	7	9	14	2	3	5	5	5	10	
Franchise Fees to Transportation	350	400	793	398	395	793	423	426	849	2
Operating Equipment	1	2	20	-	10	10	30	20	50	
Miscellaneous Supplies	3	2	4	3	-	3	2	2	4	
Rents & Leases	-	3	4	-	2	2	2	2	4	
Self Insured Claims	-	-	10	-	5	5	5	5	10	
Utility Assistance	-	-	13	-	3	3	5	5	10	
Bad Debt	6	8	20	57	35	92	35	35	70	3
TOTAL MATERIALS & SERVICES	485	584	1,435	660	841	1,501	790	783	1,573	
Capital Outlay	1,400	2,302	6,962	1,861	1,099	2,960	4,028	5,953	9,981	4
Debt Service	-	-	185	-	-	-	-	-	-	
Transfers to Other Funds	1,296	1,348	2,780	1,360	1,420	2,780	1,405	1,405	2,810	
Contingency	-	-	920	-	-	-	-	910	910	
TOTAL PROGRAM REQUIREMENTS	3,887	4,955	13,879	4,582	4,127	8,709	7,052	9,924	16,976	
Unappropriated Ending Fund Balance	4,902	5,132	3,894	6,090	7,278	7,278	5,563	1,003	1,003	
TOTAL REQUIREMENTS	\$ 8,789	\$ 10,087	\$ 17,773	\$ 10,672	\$ 11,405	\$ 15,987	\$ 12,615	\$ 10,927	\$ 17,979	
Budgeted Positions (in FTEs)	8.5	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0	
Population	20,528	20,528	20,528	20,556	20,600	20,600	21,235	21,235	21,235	
Monthly Operating Costs per Capita	\$ 10	\$ 11	\$ 24	\$ 11	\$ 12	\$ 23	\$ 12	\$ 12	\$ 24	
Contingency & Ending Fund Balance Above	\$ 4,902	\$ 5,132	\$ 4,814	\$ 6,090	\$ 7,278	\$ 7,278	\$ 5,563	\$ 1,913	\$ 1,913	
Policy Requirement (25%)	622	663	1,499	680	757	757	756	765	765	
Amount over (under) Policy Requirement	\$ 4,280	\$ 4,469	\$ 3,315	\$ 5,410	\$ 6,521	\$ 6,521	\$ 4,807	\$ 1,148	\$ 1,148	

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

Stormwater fund balance decreased by \$2,891,000 or 74% as there are no rate increases added for this biennium. The fund balance requirements remain increase by \$206,000 or 1% when compared to prior biennium budget and debt issuance is not expected in this biennium. Net changes are:

- 1) Decrease of \$38,000 or 12% in other professional and technical services reflects the removal of the tree inventory expense from the previous biennium and increases for tree planting support and contractual services towards update of the stormwater masterplan.
- 2) Increase of \$56,000 or 7% in franchise fees to transportation. In accordance with Ordinance 1905 passed in 2002, the utility funds dedicate 8% of net revenues from water, wastewater and stormwater (net of any debt service obligations) to help fund the transportation system (Municipal Code Section 3.10).
- 3) Increase of \$50,000 or 250% for bad debt expense due to non-payment of utility bills. The city placed a moratorium in 2020 on collections of the utility accounts including shutting-off water for non-payment. Although the city is making efforts to collect past due accounts, it is expected there will be a need to write-off bad debt in the next biennium.
- 4) Increase of \$3,019,000 or 43% for capital projects as outlined in the Capital Improvement Plan.





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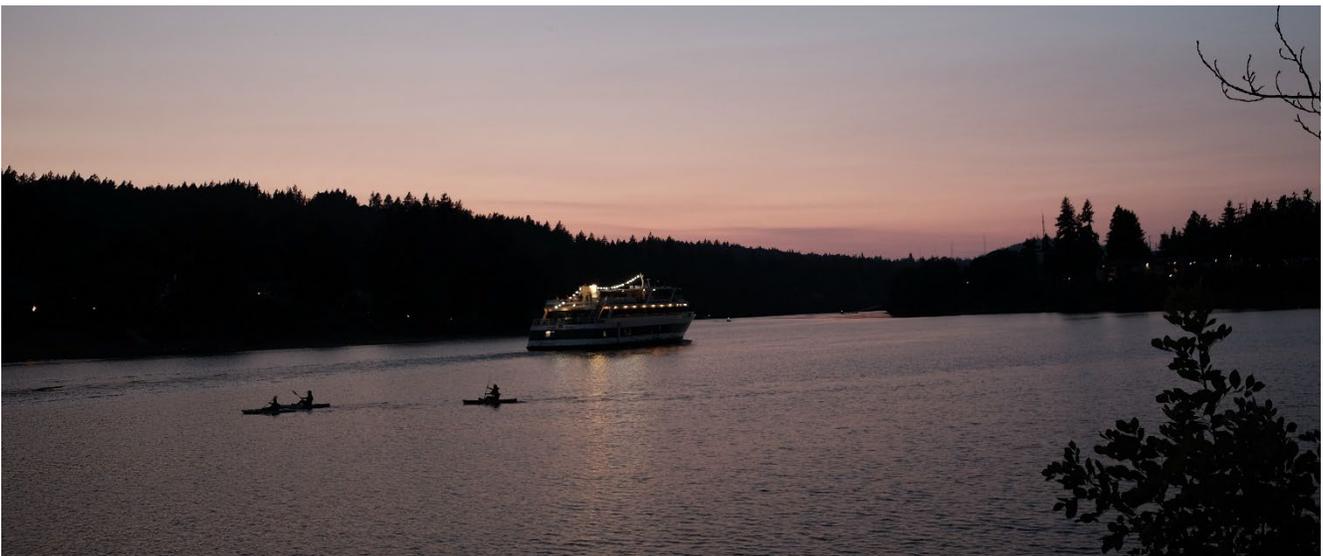
Five-Year Forecast

LONG TERM FINANCIAL PLANNING PROCESS

Planning for the future is critical to the effective management of the city. As such, the City of Milwaukie prepares a five-year financial forecast to assist with the strategic decision-making process and to identify and prepare for future challenges. A dynamic planning model is used to develop the baseline financial forecast which are then utilized to strategize and study various financial outcomes, modeling demographic trends, anticipating changes in revenue streams, and forecasting utility rates. The outcome of this forecasting exercise serves to guide decision-making in the interest of long-term financial stability.

Revenue forecasts are based on historical trends, current revenue policy, assumptions on future economic impacts, and known future occurrences. Similarly, expenditure forecasts are based on historical trends, current service levels, existing commitments, and other known future obligations. The major assumptions or percentages per revenue or expense is outlined in each fund table.

The city recently completed its Capital Improvement Plan (CIP), which is aligned with the financial forecast and this budget document. Corresponding to the CIP are master plan documents which provide long-range planning (20 years) for necessary capital improvements and investments in the city's infrastructure. This level of planning allows for thoughtful project management and financing. The biennial budget includes funds to prepare new or updated master plans and corresponding rate studies for transportation, wastewater and stormwater.





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FIVE-YEAR FORECAST

SUMMARY DETAIL OF ALL CITY FUNDS*

*Excludes Milwaukie Redevelopment District/URA as this is a separate entity

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

				Current	Current Budget		Forecast			Current Biennium		
	FY19	FY20	FY21	Fiscal Year Estimated FY22	+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	Revenue	Expense	Fund Balances
RESOURCES												
BEGINNING FUND BALANCE	\$ 38,112	\$ 55,087	\$ 52,041	50,760	55,578	57,031	\$ 33,360	\$ 13,436	\$ (3,633)			
REVENUES												
Taxes												
General Property	8,651	8,748	9,048	9,300	9,602	9,905	10,202	10,508	10,823	14%	12%	58%
Bonded Debt	837	844	862	856	860	860	854	858	858	1%	1%	5%
Total Taxes	9,488	9,592	9,910	10,156	10,462	10,765	11,056	11,366	11,681	15%	13%	64%
% of Total Revenue	13%	16%	20%	18%	13%	19%	20%	20%	20%			
Fees & Charges - Utilities												
Water	4,485	4,283	4,471	4,845	5,030	5,179	5,179	5,334	5,494	7%	6%	31%
Wastewater	7,907	8,008	8,070	8,585	8,839	9,020	9,020	9,291	9,569	13%	11%	54%
Stormwater	4,326	4,966	5,118	5,265	5,292	5,319	5,319	5,479	5,643	8%	7%	32%
Transportation	1,928	2,010	2,094	2,244	2,358	2,479	2,479	2,553	2,630	4%	3%	14%
Total Fees & Charges - Utilities	18,646	19,267	19,753	20,939	21,519	21,997	21,997	22,657	23,337	32%	27%	130%
% of Total Revenue	26%	33%	39%	37%	26%	40%	39%	40%	39%			
Fees & Charges - Other												
Franchise Taxes & Fees	3,624	3,749	3,681	3,699	3,888	3,924	3,886	1,516	3,995	6%	5%	23%
Permits	1,900	976	1,045	2,070	1,167	500	500	515	530	1%	1%	5%
Miscellaneous & Other Fees	1,061	753	754	1,068	1,413	818	587	-	608	2%	1%	7%
System Development Charges	508	208	172	1,101	904	492	492	507	522	1%	1%	4%
Total Fees & Charges - Other	7,093	5,686	5,652	7,938	7,372	5,734	5,465	2,538	5,655	10%	8%	39%
% of Total Revenue	10%	10%	11%	14%	9%	10%	10%	4%	10%			
Intergovernmental												
Federal Funds	-	797	-	4,566	2,331	-	-	-	-	2%	1%	7%
Library District Levy	1,782	1,794	1,874	1,935	2,032	2,132	2,196	2,262	2,330	3%	3%	12%
Transportation - State & Local Gas Tax	1,756	1,524	1,676	1,496	1,684	1,684	1,735	1,787	1,840	2%	2%	10%
State Revenue Sharing	737	886	1,197	1,170	1,180	1,200	1,236	1,273	1,311	2%	1%	7%
Other	1,134	2,228	1,473	556	3,854	3,957	4,075	4,197	4,323	6%	5%	23%
Total Intergovernmental	5,409	7,229	6,220	9,723	11,081	8,973	9,242	9,519	9,804	15%	13%	60%
% of Total Revenue	8%	12%	12%	17%	14%	16%	16%	17%	16%			
Other												
Debt Proceeds	20,979	6,700	-	-	21,000	-	-	1,681	-	15%	13%	63%
Fines & Forfeitures	844	806	417	405	407	409	421	434	447	1%	1%	2%
Interest Income	1,557	1,586	302	262	331	319	322	324	326	0%	0%	2%
Transfers From Other Funds	5,699	7,119	7,088	6,470	8,695	7,143	7,438	7,686	7,904	12%	10%	47%
Miscellaneous	839	838	726	770	577	258	266	274	282	1%	1%	3%
Total Other	29,918	17,049	8,533	7,907	31,010	8,129	8,447	10,399	8,959	29%	25%	117%
% of Total Revenue	42%	29%	17%	14%	38%	15%	15%	18%	15%			
TOTAL REVENUES	70,554	58,823	50,068	56,663	81,444	55,597	56,206	56,478	59,436			
TOTAL RESOURCES	\$ 108,666	\$ 113,910	\$ 102,109	\$ 107,423	\$ 137,022	\$ 112,628	\$ 89,566	\$ 69,914	\$ 55,803			

Continued on next page.

SUMMARY DETAIL OF ALL CITY FUNDS*, *Continued*

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

	FY19	FY20	FY21	Current Fiscal Year Estimated FY22	Current Budget		Forecast			Current Biennium Overall Totals as a % of		
					+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	Revenue	Expense	Fund Balances
REQUIREMENTS												
EXPENDITURES												
Personnel Services	17,160	18,017	18,314	18,917	21,399	22,526	24,101	25,065	26,066	32%	28%	132%
<i>% of Total Expenditures</i>	32%	29%	36%	36%	27%	28%	32%	34%	34%			
Materials & Services	12,608	12,391	12,206	13,005	17,195	15,121	15,429	15,902	16,390	24%	20%	97%
<i>% of Total Expenditures</i>	24%	20%	24%	25%	21%	19%	20%	22%	22%			
Debt Service	3,462	3,489	3,933	2,933	2,959	4,421	4,018	3,049	3,067	5%	5%	22%
<i>% of Total Expenditures</i>	6%	6%	8%	6%	4%	6%	5%	4%	4%			
Capital Outlay	14,650	20,853	9,808	10,520	29,742	23,555	21,166	17,874	18,616	39%	33%	160%
<i>% of Total Expenditures</i>	13%	18%	10%	10%	22%	21%	24%	26%	33%			
Transfers to Other Funds	5,699	7,119	7,088	6,470	8,695	7,142	7,122	7,336	7,556	12%	10%	47%
<i>% of Total Expenditures</i>	11%	12%	14%	12%	11%	9%	9%	10%	10%			
Contingency	-	-	-	-	-	6,503	4,293	4,321	4,513	5%	4%	19%
<i>% of Total Expenditures</i>	0%	0%	0%	0%	0%	8%	6%	6%	6%			
TOTAL EXPENDITURES	53,579	61,869	51,349	51,845	79,990	79,268	76,130	73,547	76,208			
TOTAL ENDING FUND BALANCE	55,087	52,041	50,760	55,578	57,031	33,360	13,436	(3,633)	(20,405)			
TOTAL REQUIREMENTS	\$ 108,666	\$ 113,910	\$ 102,109	\$ 107,423	\$ 137,022	\$ 112,628	\$ 89,566	\$ 69,914	\$ 55,803			

*Excludes Milwaukie Redevelopment District/URA as this is a separate entity

FIVE-YEAR FORECAST

GENERAL FUND SUMMARY

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

				Current	Current Budget		Forecast			ASSUMPTIONS
	FY19	FY20	FY21	Fiscal Year Estimated FY22	+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	
RESOURCES										
BEGINNING FUND BALANCE	\$ 17,908	\$ 14,270	\$ 11,757	12,829	16,151	10,183	\$ 5,227	\$ 2,949	\$ 837	
REVENUES										
Property Taxes	8,651	8,748	9,048	9,300	9,602	9,905	10,202	10,508	10,823	3%
Franchise Taxes	2,346	2,387	2,452	2,414	2,433	2,452	2,526	2,601	2,679	3%
Intergovernmental	3,220	3,141	3,275	3,171	3,908	5,546	5,712	5,883	6,060	3%
Intergovernmental - ARPA	-	-	-	116	75	-	-	-	-	0%
Intergovernmental - ARPA Parks	-	-	-	2,250	-	-	-	-	-	0%
Intergovernmental - CARES Act	-	797	-	-	-	-	-	-	-	0%
Fines & Forfeitures	844	806	417	405	407	409	421	434	447	3%
Fees & Charges (Licenses & Permits)	658	559	569	587	608	623	642	661	681	3%
Interest Income	576	434	70	85	112	102	103	104	105	1%
Miscellaneous	163	136	55	138	130	130	130	130	130	0%
Sale of Assets	44	471	39	35	35	35	36	37	38	3%
Transfers from Other Funds	5,699	5,832	6,220	6,470	6,870	6,870	7,076	7,288	7,507	3%
TOTAL REVENUES	22,201	23,311	22,145	24,971	24,179	26,071	26,847	27,646	28,470	
TOTAL RESOURCES	\$ 40,109	\$ 37,581	\$ 33,902	\$ 37,800	\$ 40,330	\$ 36,254	\$ 32,073	\$ 30,596	\$ 29,306	

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GENERAL FUND SUMMARY, *Continued*

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

	FY19	FY20	FY21	Current Fiscal Year Estimated FY22	Current Budget		+3 FY25	Forecast		ASSUMPTIONS
					+1 FY23	+2 FY24		+4 FY26	+5 FY27	
REQUIREMENTS										
EXPENDITURES										
Personnel Services	14,354	15,041	15,325	15,685	17,951	18,895	20,216	21,024	21,864	Averaged of 3%-7%
Materials & Services	4,920	4,535	4,445	4,800	5,975	6,099	6,291	6,490	6,695	3%
Debt Service	422	448	461	484	504	526	546	569	594	Amortization Schedules
Capital Outlay	6,143	4,468	478	680	4,190	3,230	745	300	290	Capital Improvement Plan
Transfers to Other Funds	-	1,332	364	-	1,528	228	-	-	-	3%
Contingency	-	-	-	-	-	2,050	1,325	1,376	1,428	
TOTAL EXPENDITURES	25,839	25,824	21,073	21,649	30,148	31,027	29,124	29,759	30,872	
FUND BALANCE										
Policy Requirement (25%)	4,201	4,566	4,387	2,474	4,719	6,552	6,630	6,880	7,140	
RESERVES										
ARPA Parks	-	-	-	2,055	1,124	-	-	-	-	
Debt Service	422	448	461	461	504	526	546	569	594	
Forfeiture	17	36	17	17	17	17	17	17	17	
PEG	179	177	169	114	-	10	10	10	10	
Undesignated	13,652	11,096	12,182	13,504	8,538	4,674	2,376	241	(2,186)	
OVER (UNDER) POLICY	9,451	6,530	7,795	11,030	3,819	171	(2,928)	(5,264)	(7,898)	
TOTAL ENDING FUND BALANCE	14,270	11,757	12,829	16,151	10,182	5,227	2,949	837	(1,565)	
TOTAL REQUIREMENTS	\$ 40,109	\$ 37,581	\$ 33,902	\$ 37,800	\$ 40,330	\$ 36,254	\$ 32,073	\$ 30,596	\$ 29,306	

FIVE-YEAR FORECAST

GENERAL FUND EXPENDITURES BY DEPARTMENT

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

	FY19	FY20	FY21	Current	Current Budget		Forecast			ASSUMPTIONS
				Fiscal Year Estimated FY22	+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	
PERSONNEL SERVICES										
City Council	17	17	18	19	20	20	20	20	20	0%
City Manager	828	802	987	1,014	1,386	1,460	1,562	1,625	1,690	5%
City Attorney	138	188	194	224	249	263	281	293	304	5%
Community Development	620	576	559	545	827	872	933	970	1,009	5%
Public Works Administration	706	772	906	1,026	1,163	1,223	1,309	1,361	1,415	5%
Engineering	1,022	1,277	1,311	1,138	1,586	1,672	1,789	1,861	1,935	5%
Facilities Management	327	361	387	415	429	451	483	502	522	5%
Finance	777	909	976	1,050	1,030	1,085	1,161	1,207	1,256	5%
Fleet Services	275	287	289	322	357	377	403	420	436	5%
Human Resources	274	292	299	316	346	364	389	405	421	5%
Information Technology	409	428	433	415	483	504	539	561	583	5%
Municipal Court	234	269	189	55	59	62	66	69	72	5%
Planning	650	690	618	616	742	783	838	871	906	5%
Code Enforcement	163	189	199	250	304	321	343	357	371	5%
City Recorder	290	318	305	294	452	477	510	531	552	5%
Library	1,648	1,650	1,668	1,847	1,943	2,041	2,184	2,271	2,362	5%
Police	5,976	6,016	5,987	6,139	6,575	6,920	7,404	7,701	8,009	5%
TOTAL PERSONNEL SERVICES	14,354	15,041	15,325	15,685	17,951	18,895	20,216	21,024	21,864	
MATERIALS & SERVICES										
City Council	83	85	103	86	123	128	132	136	140	3%
City Manager	238	268	152	420	303	275	283	292	300	3%
City Attorney	67	26	15	2	116	116	119	123	127	3%
Community Development	151	36	138	122	317	182	187	193	199	3%
Public Works Administration	112	43	36	145	111	111	114	118	121	3%
Engineering	66	75	19	109	69	71	73	75	78	3%
Facilities Management	694	697	745	737	837	1,069	1,101	1,134	1,168	3%
Finance	360	396	405	388	488	508	523	539	555	3%
Fleet Services	313	232	261	218	330	330	340	350	361	3%
Human Resources	62	66	76	38	96	94	97	100	103	3%
Information Technology	666	748	773	945	979	1,024	1,055	1,086	1,119	3%
Municipal Court	79	78	52	74	79	79	81	84	86	3%
Planning	158	103	203	75	263	117	121	124	128	3%
Code Enforcement	11	14	11	41	44	44	45	47	48	3%
PEG	30	30	5	20	15	20	21	21	22	3%
City Recorder	74	62	58	43	78	78	80	83	85	3%
Nondepartmental	411	411	465	463	552	651	670	690	711	3%
Library	481	348	229	209	252	238	245	252	260	3%
Police	864	817	699	665	923	964	1,003	1,043	1,084	4% (LOCOM contract)
TOTAL MATERIALS & SERVICES	4,920	4,535	4,445	4,800	5,975	6,099	6,291	6,490	6,695	

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GENERAL FUND EXPENDITURES BY DEPARTMENT, *continued*

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

	FY19	FY20	FY21	Current	Current Budget		Forecast			ASSUMPTIONS
				Fiscal Year Estimated FY22	+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	
DEBT SERVICE										
Nondepartmental	422	448	461	484	504	526	546	569	594	Amortization Schedules
TOTAL DEBT SERVICE	422	448	461	484	504	526	546	569	594	
CAPITAL OUTLAY										
City Manager	-	-	-	-	80	-	-	-	-	Capital Improvement Plan
Community Development	43	-	16	-	50	50	50	50	50	
Public Works Administration	-	-	-	100	2,877	830	-	-	25	
Engineering	9	30	-	-	425	275	-	40	-	
Facilities Management	66	43	194	325	265	1,850	375	45	-	
Fleet Services	5	13	-	-	-	60	-	-	-	
Information Technology	152	34	83	50	157	-	125	-	30	
Code Enforcement	-	-	-	-	-	-	30	-	20	
PEG	-	-	-	55	171	-	-	-	-	
Library	5,728	4,262	-	-	-	-	-	-	-	
Police	140	86	185	150	165	165	165	165	165	
TOTAL CAPITAL OUTLAY	6,143	4,468	478	680	4,190	3,230	745	300	290	
TRANSFERS OUT - NONDEPARTMENTAL										
City Hall	-	1,287	-	-	500	-	-	-	-	0%
Debt Service	-	-	-	-	228	228	-	-	-	0%
Other Funds	-	45	364	-	800	-	-	-	-	0%
TOTAL TRANSFERS OUT	-	1,332	364	-	1,528	228	-	-	-	
TOTAL BY DEPARTMENT										
City Council	100	102	121	105	143	148	152	156	160	
City Manager	1,066	1,070	1,139	1,434	1,769	1,735	1,845	1,916	1,990	
City Attorney	205	214	209	226	365	379	401	416	431	
Community Development	814	612	713	667	1,194	1,104	1,171	1,213	1,258	
Public Works Administration	818	815	942	1,271	4,151	2,164	1,423	1,479	1,562	
Engineering	1,097	1,382	1,330	1,247	2,080	2,018	1,862	1,976	2,013	
Facilities Management	1,087	1,101	1,326	1,477	1,531	3,370	1,959	1,681	1,690	
Finance	1,137	1,305	1,381	1,438	1,518	1,593	1,684	1,746	1,811	
Fleet Services	593	532	550	540	687	767	743	770	797	
Human Resources	336	358	375	354	442	458	486	505	524	
Information Technology	1,227	1,210	1,289	1,410	1,619	1,528	1,719	1,647	1,732	
Municipal Court	313	347	241	129	138	141	148	153	158	
Planning	808	793	821	691	1,005	900	958	995	1,034	
Code Enforcement	174	203	210	291	348	365	419	404	440	
PEG	30	30	5	75	186	20	21	21	22	
City Recorder	364	380	363	337	530	555	591	614	637	
Nondepartmental	833	2,191	1,290	947	2,584	1,405	1,216	1,259	1,305	
Contingency	-	-	-	-	-	2,050	1,325	1,376	1,428	5% Contingency of PS & M&S
Library	7,857	6,260	1,897	2,056	2,195	2,279	2,429	2,524	2,622	
Police	6,980	6,919	6,871	6,954	7,663	8,049	8,572	8,908	9,258	
TOTAL EXPENDITURES	\$ 25,839	\$ 25,824	\$ 21,073	\$ 21,649	\$ 30,148	\$ 31,027	\$ 29,124	\$ 29,759	\$ 30,872	

FIVE-YEAR FORECAST

CITY HALL FUND SUMMARY

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

				Current	Current Budget					ASSUMPTIONS
	FY19	FY20	FY21	Fiscal Year Estimated FY22	+1 FY23	+2 FY24	FY25	FY26	FY27	
RESOURCES										
BEGINNING FUND BALANCE	\$ -	\$ -	\$ 1,217	1,249	1,708	38	\$ -	\$ -	\$ -	
REVENUES										
Lease Proceeds	-	12	504	504	252	-	FUND CLOSURES			Completes 12/31/2024
Interest Income	-	-	15	11	5	-				0%
Miscellaneous	-	-	17	-	-	-				0%
Transfers from Other Funds	-	1,287	-	-	500	-				0%
Proceeds in Debt	-	6,700	-	-	-	-				0%
TOTAL REVENUES	-	7,999	536	515	757	-				
TOTAL RESOURCES	\$ -	\$ 7,999	\$ 1,753	\$ 1,764	\$ 2,465	\$ 38				
REQUIREMENTS										
EXPENDITURES										
Materials & Services	-	131	-	56	200	-	FUND CLOSURES			0%
Capital Outlay	-	6,651	-	-	1,975	38				Capital Improvement Plan
Transfers to Other Funds	-	-	504	-	252	-				Remainder to General Fund
TOTAL EXPENDITURES	-	6,782	504	56	2,427	38				
TOTAL ENDING FUND BALANCE	-	1,217	1,249	1,708	38	-				
TOTAL REQUIREMENTS	\$ -	\$ 7,999	\$ 1,753	\$ 1,764	\$ 2,465	\$ 38				

FIVE-YEAR FORECAST

DEBT SERVICE FUND SUMMARY

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

				Current	Current Budget		Forecast			ASSUMPTIONS
	FY19	FY20	FY21	Fiscal Year Estimated FY22	+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	
RESOURCES										
BEGINNING FUND BALANCE	\$ 369	\$ 360	\$ 360	442	9	135	\$ 11	\$ 10	\$ 6	
REVENUES										
Property Taxes	837	844	862	856	860	860	854	858	858	Amortization Schedule
Intergovernmental	84	88	85	84	85	83	85	85	85	Amortization Schedule
Miscellaneous	12	11	6	-	-	-	-	-	-	0%
Transfers from Other Funds	-	-	504	-	560	308	432	433	432	0%
TOTAL REVENUES	933	943	1,457	940	1,505	1,251	1,371	1,376	1,375	
TOTAL RESOURCES	\$ 1,302	\$ 1,303	\$ 1,817	\$ 1,382	\$ 1,514	\$ 1,386	\$ 1,382	\$ 1,386	\$ 1,381	
REQUIREMENTS										
EXPENDITURES										
Debt Service	942	943	1,375	1,373	1,379	1,375	1,372	1,380	1,373	Amortization Schedule
TOTAL EXPENDITURES	942	943	1,375	1,373	1,379	1,375	1,372	1,380	1,373	
TOTAL ENDING FUND BALANCE	360	360	442	9	135	11	10	6	8	
TOTAL REQUIREMENTS	\$ 1,302	\$ 1,303	\$ 1,817	\$ 1,382	\$ 1,514	\$ 1,386	\$ 1,382	\$ 1,386	\$ 1,381	

FIVE-YEAR FORECAST

BUILDING FUND SUMMARY

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

				Current	Current Budget		Forecast			ASSUMPTIONS
	FY19	FY20	FY21	Fiscal Year Estimated FY22	+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	
RESOURCES										
BEGINNING FUND BALANCE	\$ 841	\$ 2,011	\$ 2,295	2,565	3,586	3,848	\$ 3,171	\$ 2,425	\$ 1,705	
REVENUES										
Fees & Charges	1,900	976	1,045	2,070	1,167	500	515	530	546	3%
Intergovernmental	-	-	-	-	-	-	-	-	-	3%
Interest Income	33	46	18	8	14	16	16	16	16	1%
Miscellaneous	4	3	1	-	-	-	-	-	-	3%
TOTAL REVENUES	1,937	1,025	1,064	2,078	1,181	516	531	547	563	
TOTAL RESOURCES	\$ 2,778	\$ 3,036	\$ 3,359	\$ 4,643	\$ 4,767	\$ 4,364	\$ 3,702	\$ 2,972	\$ 2,268	
REQUIREMENTS										
EXPENDITURES										
Personnel Services	336	391	404	430	462	486	520	541	562	Averaged of 3%-7%
Materials & Services	212	131	120	337	247	97	100	103	106	3%
Capital Outlay	-	-	-	-	-	-	40	-	-	Capital Improvement Plan
Transfers to Other Funds	219	219	270	290	210	210	217	223	230	3%
Contingency	-	-	-	-	-	400	400	400	460	3%
TOTAL EXPENDITURES	767	741	794	1,057	919	1,193	1,276	1,267	1,358	
FUND BALANCE										
Policy Requirement (50%)	380	370	400	530	460	400	400	400	460	
Over (Under) Policy	1,631	1,925	2,165	3,056	3,388	3,171	2,025	1,305	450	
TOTAL ENDING FUND BALANCE	2,011	2,295	2,565	3,586	3,848	3,171	2,425	1,705	910	
TOTAL REQUIREMENTS	\$ 2,778	\$ 3,036	\$ 3,359	\$ 4,643	\$ 4,767	\$ 4,364	\$ 3,702	\$ 2,972	\$ 2,268	

FIVE-YEAR FORECAST

CONSTRUCTION EXCISE TAX FUND SUMMARY

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

	FY19	FY20	FY21	Current Fiscal Year Estimated FY22	Current Budget		Forecast			ASSUMPTIONS
					+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	
RESOURCES										
BEGINNING FUND BALANCE	\$ -	\$ 306	\$ 400	\$ 665	\$ 950	\$ 1,163	\$ 1,057	\$ 1,073	\$ 1,089	
REVENUES										
Excise Tax	291	165	122	270	620	24	25	25	26	3%
Intergovernmental	-	-	132	-	-	-	-	-	-	0%
Interest Income	3	7	5	3	5	6	6	6	7	1%
Miscellaneous	12	54	6	12	26	2	2	2	2	0%
Transfers from other funds	-	-	132	-	800	-	-	-	-	
TOTAL REVENUES	306	226	397	285	1,451	32	33	34	35	
TOTAL RESOURCES	\$ 306	\$ 532	\$ 797	\$ 950	\$ 2,401	\$ 1,195	\$ 1,090	\$ 1,107	\$ 1,124	
REQUIREMENTS										
EXPENDITURES										
Materials & Services	-	132	132	-	1,223	-	-	-	-	3%
Transfers to Other Funds	-	-	-	-	15	15	16	16	17	3%
Contingency	-	-	-	-	-	122	2	2	2	10% of M&S
TOTAL EXPENDITURES	-	132	132	-	1,238	137	17	18	18	
FUND BALANCE										
Policy Requirement (17%)	-	22	22	-	208	-	-	-	-	17% of M&S
Over (Under) Policy	306	378	643	950	955	1,057	1,073	1,089	1,106	
TOTAL ENDING FUND BALANCE	306	400	665	950	1,163	1,057	1,073	1,089	1,106	
TOTAL REQUIREMENTS	\$ 306	\$ 532	\$ 797	\$ 950	\$ 2,401	\$ 1,195	\$ 1,090	\$ 1,107	\$ 1,124	

FIVE-YEAR FORECAST

SYSTEM DEVELOPMENT CHARGES FUND SUMMARY

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

				Current	Current Budget		Forecast			ASSUMPTIONS
	FY19	FY20	FY21	Fiscal Year Estimated FY22	+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	
RESOURCES										
BEGINNING FUND BALANCE	\$ 1,529	\$ 1,840	\$ 1,775	\$ 1,700	\$ 2,152	\$ 1,961	\$ 1,568	\$ 1,930	\$ 2,457	
REVENUES										
FEES & CHARGES										
Transportation	357	94	89	187	609	296	305	314	323	3%
Water	25	20	17	155	89	77	79	82	84	3%
Wastewater	87	53	30	490	39	23	24	24	25	3%
Stormwater	39	41	36	269	167	96	99	102	105	3%
TOTAL FEES & CHARGES	508	208	172	1,101	904	492	507	522	538	
Intergovernmental - Transportation	-	-	-	-	250	-	-	-	-	0%
Interest Income	34	36	10	2	5	5	5	5	5	1%
Transfers In	-	-	23	-	-	-	-	-	-	0%
TOTAL REVENUES	542	244	205	1,103	1,159	497	512	527	543	
TOTAL RESOURCES	\$ 2,071	\$ 2,084	\$ 1,980	\$ 2,803	\$ 3,311	\$ 2,458	\$ 2,080	\$ 2,457	\$ 3,000	
REQUIREMENTS										
EXPENDITURES										
MATERIALS & SERVICES										
Transportation	-	-	-	-	150	-	-	-	-	
Water	-	-	-	-	50	-	-	-	-	
Wastewater	-	-	-	-	-	-	-	-	-	
Stormwater	-	-	-	-	200	150	-	-	-	
TOTAL MATERIALS & SERVICES	-	-	-	-	400	150	-	-	-	
CAPITAL OUTLAY										
Transportation	70	-	62	431	750	290	-	-	-	
Water	16	90	108	-	-	-	-	-	-	
Wastewater	28	219	110	220	-	170	150	-	-	Capital Improvement Plan
Stormwater	117	-	-	-	200	150	-	-	-	
TOTAL CAPITAL OUTLAY	231	309	280	651	950	610	150	-	-	
Contingency	-	-	-	-	-	130	-	-	-	10% of PS, M&S and DS
TOTAL EXPENDITURES	231	309	280	651	1,350	890	150	-	-	
FUND BALANCE										
Policy Requirement (25%)	-	-	-	-	170	170	-	-	-	
Over (Under) Policy	1,840	1,775	1,700	2,152	2,131	1,868	1,930	2,457	3,000	
TOTAL ENDING FUND BALANCE	1,840	1,775	1,700	2,152	1,961	1,568	1,930	2,457	3,000	
TOTAL REQUIREMENTS	\$ 2,071	\$ 2,084	\$ 1,980	\$ 2,803	\$ 3,311	\$ 2,458	\$ 2,080	\$ 2,457	\$ 3,000	

FIVE-YEAR FORECAST

TRANSPORTATION FUND SUMMARY

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

				Current	Current Budget		Forecast			ASSUMPTIONS
	FY19	FY20	FY21	Fiscal Year Estimated FY22	+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	
RESOURCES										
BEGINNING FUND BALANCE	\$ 4,447	\$ 21,705	\$ 18,950	\$ 15,220	\$ 10,191	\$ 23,484	\$ 13,752	\$ 3,158	\$ (4,262)	
REVENUES										
STREET SURFACE MAINTENANCE PROGRAM (SSMP)										
Street Maintenance Fee	876	919	958	1,053	1,106	1,163	1,198	1,234	1,271	3%
Intergovernmental - Local Gas Tax	155	130	116	120	120	120	124	127	131	3%
Franchise Fees (1.5% Privilege Tax)	312	329	337	353	360	370	381	393	404	3%
Interest Income	170	217	65	50	50	50	51	51	52	1%
Miscellaneous	-	28	-	-	-	-	-	-	-	0%
Proceeds from Issuance of Debt	6,606	-	-	-	6,000	-	-	-	-	0%
TOTAL SSMP	8,119	1,623	1,476	1,576	7,636	1,703	1,753	1,805	1,858	
SAFE STREETS FOR EVERYONE PROGRAM (SAFE)										
SAFE Fee	1,052	1,091	1,136	1,191	1,252	1,316	1,355	1,396	1,438	3%
Intergovernmental - Other	327	748	230	47	150	-	-	-	-	0%
Interest Income	232	288	49	36	40	40	40	40	40	0%
Miscellaneous	-	-	-	-	-	-	-	-	-	0%
Proceeds from Issuance of Debt	10,346	-	-	-	10,000	-	-	-	-	0%
TOTAL SAFE	11,957	2,127	1,415	1,274	11,442	1,356	1,395	1,436	1,478	
STATE GAS TAX PROGRAM (STREETS)										
Intergovernmental										
State Gas Tax	1,601	1,394	1,560	1,376	1,564	1,564	1,611	1,659	1,709	3%
County Vehicle Registration Fee	-	93	411	352	400	400	412	424	437	3%
Other	22	755	103	7	1,800	-	-	-	-	0%
Franchise Fees (from Utility Funds)	966	1,033	892	932	1,095	1,102	1,135	1,169	1,204	3%
Interest Income	133	241	28	30	40	40	40	40	40	0%
Reimbursement Fee - SDC	17	5	4	-	-	-	-	-	-	0%
FILOC Revenue	340	15	14	-	41	-	-	-	-	0%
Miscellaneous	177	37	8	12	12	12	12	12	12	0%
Transfers In	-	-	49	-	-	-	-	-	-	0%
Proceeds from Issuance of Debt	4,027	-	-	-	5,000	-	-	-	-	0%
TOTAL STREETS	7,283	3,573	3,069	2,709	9,952	3,118	3,210	3,305	3,402	
TOTAL REVENUES	27,359	7,323	5,960	5,559	29,030	6,177	6,358	6,545	6,738	
TOTAL RESOURCES	\$ 31,806	\$ 29,028	\$ 24,910	\$ 20,779	\$ 39,221	\$ 29,661	\$ 20,111	\$ 9,704	\$ 2,476	

Continued on next page.

TRANSPORTATION FUND SUMMARY, *continued*

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

				Current	Current Budget		Forecast			ASSUMPTIONS
	FY19	FY20	FY21	Fiscal Year Estimated FY22	+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	
REQUIREMENTS										
EXPENDITURES										
Personnel Services	521	545	563	642	664	700	749	779	810	Averaged of 3%-7%
Materials & Services	808	465	386	476	1,010	540	556	573	590	3%
Capital Outlay	4,841	5,158	4,715	6,406	10,843	8,795	10,773	8,759	6,996	Capital Improvement Plan
Debt Service	1,996	1,996	1,996	974	975	2,419	2,000	1,000	1,000	Scheduled
Transfers to Other Funds	1,935	1,914	2,030	2,090	2,245	2,245	2,312	2,382	2,453	3%
Contingency	-	-	-	-	-	1,210	562	473	485	10% of PS, M&S and DS
TOTAL EXPENDITURES	10,101	10,078	9,690	10,588	15,737	15,909	16,952	13,966	12,335	
FUND BALANCE										
Policy Requirement (17%)	555	497	508	547	668	594	615	635	655	
Over (Under) Policy	21,150	18,453	14,712	9,644	22,816	13,158	2,544	(4,897)	(10,514)	
TOTAL ENDING FUND BALANCE	21,705	18,950	15,220	10,191	23,484	13,752	3,158	(4,262)	(9,859)	
TOTAL REQUIREMENTS	\$ 31,806	\$ 29,028	\$ 24,910	\$ 20,779	\$ 39,221	\$ 29,661	\$ 20,111	\$ 9,704	\$ 2,476	

FIVE-YEAR FORECAST

WATER FUND SUMMARY

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

				Current	Current Budget		Forecast			ASSUMPTIONS
	FY19	FY20	FY21	Fiscal Year Estimated FY22	+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	
RESOURCES										
BEGINNING FUND BALANCE	\$ 3,884	\$ 4,918	\$ 4,630	4,546	7,359	6,404	\$ 4,552	\$ 2,247	\$ (1,067)	
REVENUES										
Fees & Charges	4,485	4,283	4,471	4,845	5,030	5,179	5,334	5,494	5,659	3%
Reimbursement Fees	30	24	20	186	107	93	96	99	102	3%
Intergovernmental - ARPA	-	-	-	1,450	2,256	-	-	-	-	3%
Interest Income	128	102	2	7	20	20	20	20	21	1%
Miscellaneous	37	33	35	28	37	37	38	39	40	3%
Transfers In (CARES Act)	-	-	55	-	-	-	-	-	-	0%
TOTAL REVENUES	4,680	4,442	4,583	6,516	7,450	5,329	5,488	5,653	5,822	
TOTAL RESOURCES	\$ 8,564	\$ 9,360	\$ 9,213	\$ 11,062	\$ 14,809	\$ 11,733	\$ 10,041	\$ 7,900	\$ 4,755	
REQUIREMENTS										
EXPENDITURES										
Personnel Services	770	791	873	901	961	1,011	1,082	1,125	1,170	Averaged of 3%-7%
Materials & Services	883	872	926	928	1,284	1,148	1,183	1,218	1,255	3%
Capital Outlay	792	1,818	1,588	534	4,580	2,791	3,222	4,244	7,037	Capital Improvement Plan
Transfers to Other Funds	1,201	1,249	1,280	1,340	1,580	1,580	1,627	1,676	1,727	3%
Contingency	-	-	-	-	-	650	679	703	727	30% of PS & M&S
TOTAL EXPENDITURES	3,646	4,730	4,667	3,703	8,405	7,180	7,793	8,967	11,916	
FUND BALANCE										
Policy Requirement (50%)	1,427	1,456	1,540	1,585	1,913	1,870	1,946	2,010	2,076	
Over (Under) Policy	3,491	3,174	3,006	5,774	4,491	2,682	301	(3,076)	(9,236)	
TOTAL ENDING FUND BALANCE	4,918	4,630	4,546	7,359	6,404	4,552	2,247	(1,067)	(7,161)	
TOTAL REQUIREMENTS	\$ 8,564	\$ 9,360	\$ 9,213	\$ 11,062	\$ 14,809	\$ 11,733	\$ 10,041	\$ 7,900	\$ 4,755	

FIVE-YEAR FORECAST

WASTEWATER FUND SUMMARY

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

				Current	Current Budget		Forecast			ASSUMPTIONS
	FY19	FY20	FY21	Fiscal Year Estimated FY22	+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	
RESOURCES										
BEGINNING FUND BALANCE	\$ 4,811	\$ 4,775	\$ 5,525	5,454	6,194	4,254	\$ 3,021	\$ 502	\$ (1,927)	
REVENUES										
Fees & Charges	7,907	8,008	8,070	8,585	8,839	9,020	9,291	9,569	9,856	3%
Proceeds from Reimbursement District	82	50	43	25	43	43	44	46	47	3%
Intergovernmental	-	-	-	-	-	1,125	-	-	-	0%
Intergovernmental - ARPA	-	-	-	750	-	-	-	-	-	0%
Intergovernmental - Good Neighbor	-	-	-	-	473	135	135	135	135	0%
Interest Income	137	107	15	15	25	25	25	26	26	1%
Miscellaneous	4	5	4	6	14	12	12	13	13	3%
Transfers In (CARES Act)	-	-	49	-	-	-	-	-	-	0%
TOTAL REVENUES	8,130	8,170	8,181	9,381	9,394	10,360	9,508	9,788	10,077	
TOTAL RESOURCES	\$ 12,941	\$ 12,945	\$ 13,706	\$ 14,835	\$ 15,588	\$ 14,614	\$ 12,528	\$ 10,291	\$ 8,150	
REQUIREMENTS										
EXPENDITURES										
Personnel Services	473	528	448	492	532	560	599	623	648	Averaged of 3%-7%
Materials & Services	5,300	5,541	5,537	5,567	6,065	6,304	6,493	6,688	6,889	3%
Capital Outlay	1,243	147	886	1,150	3,176	2,138	2,266	2,161	881	Capital Improvement Plan
Debt Service	102	102	101	102	101	101	100	100	100	Amortization Schedule
Transfers to Other Funds	1,048	1,102	1,280	1,330	1,460	1,460	1,504	1,549	1,595	3%
Contingency	-	-	-	-	-	1,030	1,064	1,097	1,131	Contingency of PS & M&S
TOTAL EXPENDITURES	8,166	7,420	8,252	8,641	11,334	11,593	12,026	12,218	11,243	
FUND BALANCE										
Policy Requirement (25%)	1,731	1,818	1,842	1,873	2,040	2,106	2,174	2,240	2,308	
Over (Under) Policy	3,044	3,707	3,612	4,321	2,214	1,945	(1,672)	(4,167)	(5,401)	
TOTAL ENDING FUND BALANCE	4,775	5,525	5,454	6,194	4,254	3,021	502	(1,927)	(3,093)	
TOTAL REQUIREMENTS	\$ 12,941	\$ 12,945	\$ 13,706	\$ 14,835	\$ 15,588	\$ 14,614	\$ 12,528	\$ 10,291	\$ 8,150	

FIVE-YEAR FORECAST

STORMWATER FUND SUMMARY

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

				Current	Current Budget		Forecast			ASSUMPTIONS
	FY19	FY20	FY21	Fiscal Year Estimated FY22	+1 FY23	+2 FY24	+3 FY25	+4 FY26	+5 FY27	
RESOURCES										
BEGINNING FUND BALANCE	\$ 4,323	\$ 4,902	\$ 5,132	6,090	7,278	5,563	\$ 1,003	\$ (892)	\$ (1,176)	
REVENUES										
Fees & Charges	4,326	4,966	5,118	5,265	5,292	5,319	5,479	5,643	5,812	3%
Intergovernmental	-	83	308	-	-	-	-	-	-	3%
Interest Income	111	108	25	15	15	15	15	15	15	1%
Miscellaneous	29	28	33	35	30	30	31	32	33	3%
Transfers In (CARES Act)	-	-	56	-	-	-	-	-	-	0%
TOTAL REVENUES	4,466	5,185	5,540	5,315	5,337	5,364	5,525	5,690	5,860	
TOTAL RESOURCES	\$ 8,789	\$ 10,087	\$ 10,672	\$ 11,405	\$ 12,615	\$ 10,927	\$ 6,527	\$ 4,798	\$ 4,685	
REQUIREMENTS										
EXPENDITURES										
Personnel Services	706	721	701	767	829	874	935	973	1,011	Averaged of 3%-7%
Materials & Services	485	584	660	841	790	783	806	830	855	3%
Capital Outlay	1,400	2,302	1,861	1,099	4,028	5,953	3,970	2,410	3,412	Capital Improvement Plan
Debt Service	-	-	-	-	-	-	-	-	-	Amortization Schedule
Transfers to Other Funds	1,296	1,348	1,360	1,420	1,405	1,405	1,447	1,490	1,535	3%
Contingency	-	-	-	-	-	910	261	270	280	Contingency of PS & M&S
TOTAL EXPENDITURES	3,887	4,955	4,582	4,127	7,052	9,924	7,419	5,974	7,094	
FUND BALANCE										
Policy Requirement (25%)	622	663	680	757	756	765	797	823	850	
Over (Under) Policy	4,280	4,469	5,410	6,521	4,807	238	(1,689)	(1,999)	(3,259)	
TOTAL ENDING FUND BALANCE	4,902	5,132	6,090	7,278	5,563	1,003	(892)	(1,176)	(2,409)	
TOTAL REQUIREMENTS	\$ 8,789	\$ 10,087	\$ 10,672	\$ 11,405	\$ 12,615	\$ 10,927	\$ 6,527	\$ 4,798	\$ 4,685	

Index of Budget Terms

Actual – Actual, as used in the Fund summaries, revenue summaries and department and division summaries within the budget document, represents the actual financial results. This category is presented on a budgetary basis, and thus excludes full-accrual audit items such as depreciation and amortization.

Ad Valorem Tax – A tax based on the assessed value of a property.

Adopted Budget – Adopted, as used in the Fund summaries, 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. After adoption, Council may make changes throughout the year.

America Rescue Plan Act (ARPA) – In 2021, the act was signed into law to provide \$350 billion in additional funding for state and local governments. This act is a response to the COVID-19 pandemic offering a stimulus package for the economy.

America Rescue Plan Act (ARPA) Parks – The state allocated in 2021 a portion of federal dollars received in the stimulus package to communities to create or upgrade outdoor spaces in response to the COVID-19 pandemic.

Annual Comprehensive Financial Report (ACFR) – The annual audit document publishing the city's financial results including notes, statistics, and the auditor's opinion and comments.

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. An 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.

Basis of Accounting – As per Generally Accepted Accounting Principals (GAAP), the modified accrual basis of accounting is used by all governmental fund types and agency funds (General fund, special revenue funds, capital projects funds, and trust funds). Under the modified accrual basis of accounting, revenues are recorded as collected unless susceptible to accrual, such as amounts measurable and available to finance the city's operations. "Available" means collectible within the current period or soon thereafter to be used to pay liabilities of the current period. Significant revenues, which are considered susceptible to accrual, include sales tax, utility franchise taxes, interest, and certain state and federal grant entitlements. Licenses, permits, fines and forfeitures, charges for services and miscellaneous revenue are recorded as revenues when received in cash because they are generally not measurable until actually received. Expenditures, other than debt service on long-term debts, are recorded when the liability is incurred. The accrual basis of accounting is utilized by the proprietary fund types (enterprise funds). Under this basis of accounting, revenues are recognized when earned and expenses are recorded when liabilities are incurred. The city's fiscal year end is June 30th.

Basis of Budgeting – Budgets for the general, special revenue and capital projects funds are prepared and adopted on a basis consistent with GAAP. Budgeting in the enterprise funds are prepared and adopted on a basis consistent with GAAP, except that bond principal payments and capital improvements are treated as expenses.

Balanced Budget – A budget for which expenditures and ending fund balance are equal to net available resources (beginning fund balance plus revenues).

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 Issued – 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, 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.

Budgetary Basis – Budgets are adopted on a basis consistent with Generally Accepted Accounting Principles, 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 one year of the useful life), and (3) results in the creation of a capital asset or the revitalization of a capital asset.

Capital Improvement – A term defined in 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) – 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 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 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 a means for 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 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.

Coronavirus Aid, Relief, and Economic Security (CARES) Act – In 2020, the act was signed into law to provide fast and direct economic assistances in response to the COVID-19 pandemic.

Centum Cubic Feet (CCF) – Unit of measure for industrial consumption of water that represents 100 cubic feet.

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 – 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, a divisional level would include water, streets, storm water, and wastewater divisions within the public works 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 retirement benefits, medical and life insurance plans.

Encumbrance – Amount of money committed and set aside, but not yet expended, for the purchase 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 Fund – 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, including 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 estimate 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 rights-of-way.

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 – The 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 because of delinquent, uncollectible payments, or early payment discounts. Budgets are developed based on 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 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 of 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 most of the 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 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 – The primary purpose of the city and is intended to guide all organizational decisions, policies, and activities (internal and external) daily.

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 a 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) multiplied by 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 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 specifically benefited by the construction of public improvements such as sidewalks, streets, or sewer systems or provision of services.

Special Revenue Fund – A fund to account for the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes.

State Revenue Sharing – A share of certain revenues from the State of Oregon that are apportioned among and distributed to the cities for general purposes. These funds require a public hearing before the budget committee to discuss possible uses.

State Shared Revenues – Revenue received from the State of Oregon for cigarette, liquor, and highway taxes under ORS 221. These funds are available to cities located in counties with at least one hundred thousand inhabitants that provide at least four types of municipal services.

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 a person or property for current or permanent benefits such as special assessments. The does not 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 multiplied by all 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. Use 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.

BUDGET TERM ACRONYMS

- ARPA – American Rescue Plan Act
- ARPA PARKS – American Rescue Plan Act Parks
- ACFR – Annual Comprehensive Financial Report
- AV – Assessed Valuation
- CARES – Coronavirus Aid, Relief, and Economic Security
- CIP – Capital Improvement Plan
- CUAB – Citizens Utility Advisory Board
- CPI – Consumer Price Index
- CCF – Centum Cubic Feet
- DCR – Debt Coverage Ratio
- FTE – Fulltime Equivalent
- GAAP – General Accepted Accounting Principals
- GFOA – Government Finance Officers Association
- MRC – Milwaukie Redevelopment Commission
- ORS – Oregon Revised Statutes
- RMV – Real Market Value
- SDCs – System Development Charges
- URA – Urban Renewal Authority





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MRC

MILWAUKIE
REDEVELOPMENT
COMMISSION

CITY OF MILWAUKIE, OREGON
URBAN RENEWAL AUTHORITY
PROPOSED BUDGET
2023-2024 BIENNIUM



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To: Mayor Mark Gamba, Chair
Members of the Milwaukie Redevelopment Commission
Members of the Budget Committee
Community Members of Milwaukie

I am pleased to present you with the proposed biennial budget for fiscal years 2023-2024 for the Milwaukie Redevelopment Commission (MRC). This budget cycle includes the first two years of the recently adopted five-year action plan for the district.

OVERVIEW

Urban Renewal activities are funded through a mechanism called Tax Increment Financing (TIF), authorized under Oregon Revised Statute 457. When the Plan was adopted in 2016, the existing tax base for the urban renewal area was frozen – this is referred to as the frozen base. Property value increases and new development within the Plan area that increases revenue above the frozen base gets allocated to the MRC and can be spent within the boundaries of the Urban Renewal Area (URA). TIF is important as it provides funding for redevelopment projects that enhance areas of livability and ultimately increase the tax base within the district. TIF can be used to provide much needed infrastructure, amenities and investments in new housing and commercial development, as well as improvements to existing buildings within the URA.

Milwaukie’s URA focuses primarily in the downtown and central commercial areas. The frozen base for Milwaukie’s URA is \$135,994,953. It is forecasted to reach maximum indebtedness of \$92,500,000 in 2049. Maximum indebtedness is an estimate of future property tax growth over the period based on detailed assumptions, estimates and projects from the Plan.

LOOKING BACK

By late 2020, sufficient tax increment had accrued to justify development of a five-year investment strategy for the district. Furthermore, multiple city-wide plans like the Community Vision and Action Plan (2017) and Comprehensive Plan (2020) supplied further direction on where investments should be focused. Therefore, the MRC authorized the development of a more focused, near-term investment strategy to ensure that investments align with community needs.

LOOKING FORWARD

A 2021 financial analysis found that the district is projected to have robust growth, but not as strong as the 2016 forecast. Annual TIF increases are expected to grow rapidly which supports the fund to incur debt. Therefore, the city is well positioned to invest up to \$10 million in projects between 2023-2028. Actual borrowing capacity will depend heavily on specific loan terms for new debt. Financing assumptions used for the forecast were 5% interest, 20-year loan duration and 1.5x desired debt service coverage ratio.

The 5-year action plan begins to fulfill the goals and objectives of the Milwaukie urban renewal area by focusing on investments that reflect the highest priorities of our community, maximize TIF dollars and can be completed within five years. The priorities were shaped by input from the MRC, MRC Community Advisory Committee, the community at-large and neighborhood district associations.

CONCLUSION

MRC is managed by city staff and conforms to the same financial policies as the city. The city is committed to responsible fiscal management through financial integrity, prudent stewardship of public assets, planning, accountability and transparency. These fiscal policies enable the city to achieve and maintain a long-term stable and positive financial condition and are the basic framework for overall financial management, day-to-day and long-range fiscal planning, and decision-making. The financial policies can be found within the city's biennial budget.

Respectfully presented this 30th day of April 2022,

Kelly Brooks

Kelly Brooks
Executive Director

MILWAUKIE REDEVELOPMENT COMMISSION FUND

URBAN RENEWAL AUTHORITY

DEPARTMENT DESCRIPTION AND CORE SERVICES

The Milwaukie Redevelopment Commission (MRC) is the urban renewal agency for the City of Milwaukie. The MRC was established in 1987 through council adoption of Ordinance 1623. In 2015, the Milwaukie City Council directed staff to prepare an urban renewal plan. That plan was adopted in August 2016 and established the boundary of the zone, a maximum indebtedness of \$92,500,000, and estimated a 29-year implementation timeframe.

ACCOMPLISHMENTS

- Established and appointed members to Milwaukie Redevelopment Commission Community Advisory Committee
- Updated financial projections
- Adopted a 5-year action plan for FY 2023-2027

GOALS

- Seek best practices and expertise from other public agencies and establish agreements with implementation partners
- Develop criteria for economic development programs and issue grants
- Invest \$750,000 in eligible affordable housing projects within the district
- Issue debt for capital construction projects to be designed and constructed in FY 2023 and 2024. Capital projects are outlined further in the Capital Improvement Plan.

COUNCIL GOAL RELATED FUNDING



Climate change actions within the MRC budget will advance the city's climate action goal by providing secure bike parking, reconstructing sidewalks and completing a portion of the Monroe Greenway. These investments will help encourage residents and visitors to reduce auto trips.



Equity, justice and inclusion goals advance through co-investment in the city's affordable housing program, prioritizing anti-displacement as a criteria for project selection, and working directly with diverse communities to implement projects and programs.



FINANCIAL SUMMARY – MILWAUKIE REDEVELOPMENT COMMISSION FUND

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

	Actual FY 2019	Actual FY 2020	BN 2021-2022 CURRENT OUTLOOK				BN 2023-2024			Notes
			Budget	Actuals FY 2021	Estimated FY 2022	Estimated Total	Proposed FY 2023	Proposed FY 2024	Proposed Total	
RESOURCES										
BEGINNING FUND BALANCE	95	271	495	513	990	513	1,620	8,158	1,620	
Property Taxes	172	234	456	470	627	1,097	790	963	1,753	1
Interest Income	4	8	2	7	5	12	5	5	10	
Proceeds from Issuance of Debt	-	-	2,000	-	-	-	6,500	-	6,500	2
TOTAL RESOURCES	\$ 271	\$ 513	\$ 2,953	\$ 990	\$ 1,622	\$ 1,622	\$ 8,915	\$ 9,126	\$ 9,883	
REQUIREMENTS										
MATERIALS & SERVICES										
Professional & Technical Services	-	-	170	-	2	2	50	50	100	3
TOTAL MATERIALS & SERVICES	-	-	170	-	2	2	50	50	100	
Capital Outlay	-	-	1,000	-	-	-	150	5,182	5,332	4
Debt Service	-	-	200	-	-	-	522	522	1,044	
Transfer to Other Funds	-	-	-	-	-	-	35	35	70	5
Contingency	-	-	100	-	-	-	-	42	42	
TOTAL PROGRAM REQUIREMENTS	-	-	1,470	-	2	2	757	5,831	6,588	
Unappropriated Ending Fund Balance	271	513	1,483	990	1,620	1,620	8,158	3,295	3,295	
TOTAL REQUIREMENTS	\$ 271	\$ 513	\$ 2,953	\$ 990	\$ 1,622	\$ 1,622	\$ 8,915	\$ 9,126	\$ 9,883	

Contingency & Ending Fund Balance Above	\$ 271	\$ 513	\$ 1,583	\$ 990	\$ 1,620	\$ 1,620	\$ 8,158	\$ 3,337	\$ 3,337
Policy Requirement (50%)	-	-	100	-	-	-	42	42	42
Reserve	-	-	1,483	990	1,620	1,620	8,158	3,337	3,337
Amount over (under) Policy Requirement	\$ -	\$ -	\$ 1,483	\$ 990	\$ 1,620	\$ 1,620	\$ 8,116	\$ 3,295	\$ 3,295

EXPLANATION OF SIGNIFICANT BUDGET CHANGES

MRC fund balance increased by \$1,812,000 or 122% due to additional tax increment revenue projections and debt issuance. The fund balance requirements increase by \$6,930,000 or 235% when compared to prior biennium budget. Net changes are:

- 1) Increase of \$1,297,000 or 284% in property taxes within the district. These projections were completed by an outside consultant and used current and upcoming developments to forecast the increase.
- 2) Increase of \$6,500,000 for debt issuance to proceed with capital projects as outlined in the Urban Renewal Plan and Capital Improvement Plan.
- 3) Addition of \$100,000 to cover costs to issue debt with financial advisors and bond counsel.
- 4) Increase of \$4,332,000 or 433% in capital projects as outlined in the Capital Improvement Plan.
- 5) Addition of \$70,000 in transfers to the General Fund for administrative costs to maintain the fund. These costs are outlined in the transfer schedule.

FIVE-YEAR FORECAST

MILWAUKIE REDEVELOPMENT DISTRICT / URBAN RENEWAL AUTHORITY SUMMARY

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

	FY19	FY20	FY21	Current	Current Budget		+3	Forecast		ASSUMPTIONS
				Fiscal Year Estimated FY22	+1 FY23	+2 FY24		+4 FY26	+5 FY27	
RESOURCES										
BEGINNING FUND BALANCE	\$ 95	\$ 271	\$ 513	\$ 990	\$ 1,620	\$ 8,158	\$ 1,620	\$ (524)	\$ (133)	
REVENUES										
Property Taxes	172	234	470	627	790	963	1,146	1,341	1,546	Projected Analysis
Interest Income	4	8	7	5	5	5	5	5	5	3%
Proceeds from Issuance of Debt	-	-	-	-	6,500	-	-	-	-	
TOTAL REVENUES	176	242	477	632	7,295	968	1,151	1,346	1,551	
TOTAL RESOURCES	\$ 271	\$ 513	\$ 990	\$ 1,622	\$ 8,915	\$ 9,126	\$ 2,771	\$ 822	\$ 1,419	
REQUIREMENTS										
EXPENDITURES										
Materials & Services	-	-	-	2	50	50	52	53	55	3%
Capital Outlay	-	-	-	-	150	5,182	2,650	300	600	Capital Improvement Plan
Debt Service	-	-	-	-	522	522	522	522	522	Estimated
Transfers to Other Funds	-	-	-	-	35	35	46	54	62	4% Administration Fee of TIF
Contingency	-	-	-	-	-	42	26	27	27	50% Contingency of M&S plus transfers
TOTAL EXPENDITURES	-	-	-	2	757	5,831	3,295	955	1,266	
FUND BALANCE										
Policy Requirement (50%)	-	-	-	-	42	42	26	27	27	
Over (Under) Policy	271	513	990	1,620	8,116	3,253	(550)	(159)	126	
TOTAL ENDING FUND BALANCE	271	513	990	1,620	8,158	3,295	(524)	(133)	153	
TOTAL REQUIREMENTS	\$ 271	\$ 513	\$ 990	\$ 1,622	\$ 8,915	\$ 9,126	\$ 2,771	\$ 822	\$ 1,419	



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CITY OF MILWAUKIE

DRAFT PROPOSED

CAPITAL IMPROVEMENT PLAN

Fiscal Years 2023–2028





MESSAGE FROM THE CITY MANAGER

The enclosed capital improvement plan (CIP) has been developed to fulfill several council and community goals. With it, the city intends to invest substantial utility and general fund dollars to improve our city's sewer, storm, water and streets infrastructure over the next five years. For city staff, development of the CIP involves reviewing projects from our master plans, identifying how those projects interrelate across various funds and sorting them by year according to priority and fund availability. It is a complex and lengthy exercise that has become even more vital in recent years as the number of city and private development projects increase.

During the last two years we continued to provide projects within our Safe Access for Everyone (SAFE), SSMP, water, wastewater, stormwater, and transportation programs. The Linwood SAFE Improvements from Harmony to Monroe was the first project where the city received a safe routes to school grant. This project and grant award improved pedestrian, bike connection, crossings, and ADA improvements. Another integrated project completed in this past biennium was the 22nd Avenue and River Road SAFE Improvements where improvements also included water work, new sidewalk, and roadway surface repair. The Lake Widening Improvements project rebuilt the roadway and included bike lanes from 21st Avenue to Guilford Drive. Lastly, the Meek Street Stormwater South Phase that included 36-inch pipeline and new retention facility at Oak and Monroe was completed.

Although the pandemic, supply chain obstacles and increases in construction costs caused material delays, city staff have been able to adapt by using value engineering tools. At the time of this report, construction with the 42nd & 43rd Avenue Improvements and SAFE & SSMP Home and Wood are underway and expected completion in the next biennium.

The city continues to forge ahead with aggressive investments in the city infrastructure. The city received two federal grant awards from the America Rescue Plan Act (ARPA). The ARPA funds will be used to improve three parks (Balfour, Bowman-Brae, and Scott) and will be used towards improvements of the Stanley Reservoir and Ardenwald North projects. In addition to grant funding, the city anticipates the issuance of the second tranche of Transportation Bonds during FY 2023 to continue the major improvements to roads, sidewalks and routes.

Construction is not easy for homeowners, pedestrians, cyclist, the community or the contractor, but the city thanks you for your patience during these times. You are helping us build a network of safe and reliable infrastructure that will serve this community for decades to come.

Sincerely,

AO

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.



Meek Street Improvements, North Phase *Boyd Street to Meek Street*

Stormwater Improvements: Install stormwater mainline pipe from existing pipeline at Meek Street and route stormwater north to discharge at the existing Roswell Pond Open Space and ultimately into Johnson Creek. Project will alleviate flooding in the Harrison Street stormwater system.

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 reduce emergency maintenance and flooding caused by its

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

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	The requesting department(s).	2028	TOTAL
Capital Cost:	\$				\$	
Land/ROW Acquisition	2,900,000					2,900,000
Construction		1,690,000				1,690,000
TOTAL ESTIMATED CAPITAL COST	\$ 2,900,000	1,690,000				\$ 4,590,000
Funding Source:	\$				\$	
Stormwater	2,900,000	1,690,000				4,590,000
TOTAL FUNDING	\$ 2,900,000	1,690,000				\$ 4,590,000

This section indicates the project's estimated capital cost and the funding source(s) of the project, and cost for each scheduled project year.

ABBREVIATIONS

ADA	Americans with Disabilities Act	PCI	Pavement Condition Index
ARPA	American Rescue Plan Act	RFFA	Regional Flexible Funding Allocation
BPAP	Bicycle and Pedestrian Accessibility Program	ROW	Right-of-Way
CCSD	Clackamas County Service District #1	RRFB	Rectangular Rapid Flash Beacon
CCTV	Closed Circuit Television	RTP	Regional Transportation Plan
CDBG	Capital Development Block Grant	SAFE	Safe Access for Everyone
CMLUTP	Central Milwaukie Land Use and Transportation Plan	SCADA	Supervisory Control and Data Acquisition
CO	Cleanout	SDC	System Development Charges
CRW	Clackamas River Water	SSMP	Street Surface Maintenance Program
CUAB	Community Utility Advisory Board	SWMP	Stormwater Master Plan
DEQ	Department of Environmental Quality	TSP	Transportation Systems Plan
DRFP	Milwaukie Downtown and Riverfront Land Use Framework Plan	UGMA	Urban Growth Management Area
FEMA	Federal Emergency Management Agency	UIC	Underground Injection Control
FILOC	Fee in Lieu of Construction	UPRR	Union Pacific Rail Road
FRA	Federal Railroad Administration	URA(P)	Urban Renewal Area (Plan)
FY	Fiscal Year	WPCF	Water Pollution Control Facility
GIS	Geographic Information System	WMP	Water Master Plan
GPM	Gallons per Minute	WWMP	Waste Water Master Plan
HDPE	High-Density Polyethylene		
HMA	Hazard Mitigation Assistance		
JCB	Johnson Creek Boulevard Campus		
LIDA	Low Impact Development Approach		
MH	Manhole		
NMIA(P)	North Milwaukie Industrial Area (Plan)		
ODOT	Oregon Department of Transportation		
PCC	Precision Castparts Corporation		

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 partially extend the asset's life.

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 partially 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.

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 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, 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.

FUNDING SUMMARY INFORMATION

TOTAL PROJECTS BY FUND

(Amount in thousands: \$100 = \$100,000)

FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
General							
Infrastructure	\$ 425	275	—	—	—	—	\$ 700
Operations	838	2,075	695	250	240	165	4,263
Community Development	2,927	880	50	50	50	50	4,007
Total General Fund	\$ 4,190	3,230	745	300	290	215	\$ 8,970
City Hall							
Operations	\$ 1,975	38	—	—	—	—	\$ 2,013
Total City Hall Fund	\$ 1,975	38	—	—	—	—	\$ 2,013
Building							
Operations	\$ —	—	40	—	—	—	40
Total Building Fund	\$ —	—	40	—	—	—	\$ 40
Transportation							\$
Infrastructure	\$ 10,698	8,663	10,698	8,514	6,996	7,932	53,501
Operations	145	132	75	245	-	-	597
Total Transportation Fund	\$ 10,843	8,795	10,773	8,759	6,996	7,932	\$ 54,098
System Development Charges (SDC)							
Infrastructure	950	610	150	—	—	200	1,810
Total SDC Fund	\$ 950	610	150	—	—	200	\$ 1,810

TOTAL PROJECTS BY FUND *CONTINUED*

(Amount in thousands: \$100 = \$100,000)

FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Water							
Infrastructure	\$ 4,510	2,674	3,142	4,114	7,037	2,860	\$ 24,337
Operations	70	117	80	130	-	-	397
Total Water Fund	\$ 4,580	2,791	3,222	4,244	7,037	2,860	\$ 24,734
Wastewater							
Infrastructure	\$ 3,001	2,096	2,101	2,001	881	2,215	\$ 12,295
Operations	175	42	165	160	-	-	542
Total Wastewater Fund	\$ 3,176	2,138	2,266	2,161	881	2,215	\$ 12,837
Stormwater							
Infrastructure	\$ 3,863	5,881	3,305	2,310	3,192	4,699	\$ 23,250
Operations	165	72	665	100	220	-	1,222
Total Stormwater Fund	\$ 4,028	5,953	3,970	2,410	3,412	4,699	\$ 24,472
Urban Renewal Authority (URA)							
Infrastructure	\$ -	1,332	1,000	-	-	-	\$ 2,332
Community Development	150	3,850	1,650	300	600	-	6,550
Total URA Fund	\$ 150	5,182	2,650	300	600	-	\$ 8,882
CITY-WIDE TOTALS	\$ 29,792	28,737	23,816	18,174	19,216	18,121	\$ 137,856

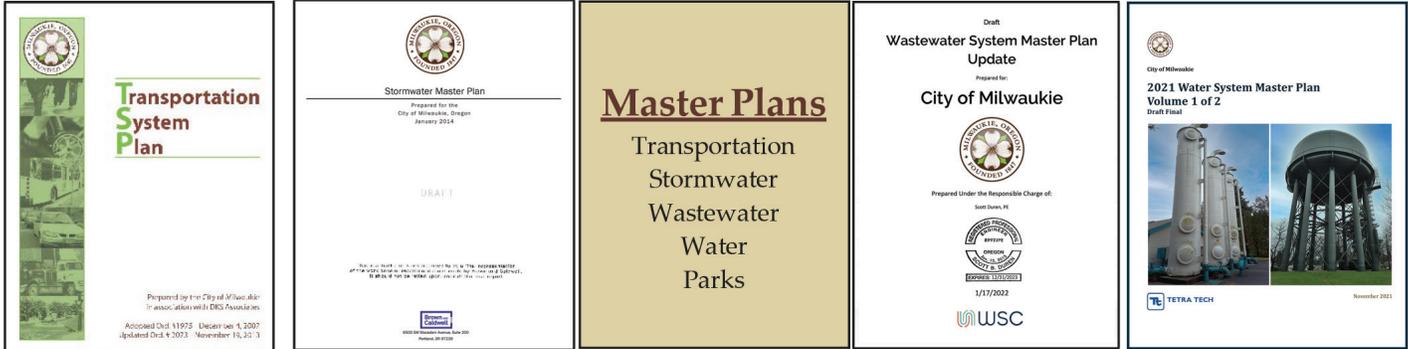
AMERICAN RESCUE PLAN ACT (ARPA) PROJECTS

FUND		FY 2023	FY 2024	TOTAL
General				
Balfour Park	\$	1,000,000		\$ 1,000,000
Bowman-Brae Park		700,000		700,000
Scott Park		550,000		550,000
Total General Fund	\$	2,250,000		\$ 2,250,000
Water				
Stanley Reservoir Improvements	\$	1,385,000	1,315,000	\$ 2,700,000
Ardenwald North Improvements		995,000		995,000
Total Water Fund	\$	2,380,000	1,315,000	\$ 3,695,000
Wastewater				
Ardenwald North Improvements	\$	745,000		\$ 745,000
Total Wastewater Fund	\$	745,000		\$ 745,000
TOTAL	\$	5,375,000	1,315,000	\$ 6,690,000

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.



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.

City of Milwaukie		Stormwater Fund (amounts in thousands)										
		ACTUALS					Current Year	PROJECTED				
		FY13	FY14	FY15	FY16	FY17	Estimated FY18	+1 FY19	+2 FY20	+3 FY21	+4 FY22	+5 FY23
Resources												
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)		-	-	-	-	-	64	66	67	69	71	73
Total revenues		1,992	2,212	2,581	2,962	3,419	3,894	4,556	5,049	5,739	6,348	6,350
Total Resources		\$ 3,408	\$ 4,107	\$ 5,108	\$ 6,352	\$ 6,371	\$ 7,668	\$ 7,525	\$ 7,932	6,730	7,609	7,907
Requirements												
Personnel Services	\$	423	422	483	484	560	738	778	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	760	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	1,944
Total Requirements		\$ 3,408	\$ 4,107	\$ 5,108	\$ 6,352	\$ 6,372	\$ 7,668	\$ 7,525	\$ 7,932	6,730	7,609	7,907

THE PROCESS OF A CIP PROJECT

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

ANSWER: Community Engagement 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.

START

1. 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.
2. 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.
3. 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.
4. 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.
5. Staff reviews other council adopted plans such as individual Parks Master Plans, Greenway Plans and other similar documents for inclusion in the CIP.
6. Staff tracks citizen input, regulatory requirements and infrastructure needs to refine the list of capital needs and the prioritization of projects within the CIP.
7. Budget committee reviews and recommends revisions as part of the biennial budget process. City council adopts the CIP with the biennial budget.
8. 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.

COMPLETION



CHAPTER 1

INFRASTRUCTURE

FUNDING OVERVIEW

The tables on the next page list projects that are funded with the following sources. Most of the 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.

TRANSPORTATION

SAFE: Safe Access for Everyone (SAFE) is the city's program to improve safety for people walking, biking and more. SAFE calls for upgrading the city's network of connections, such as sidewalks, ramps and crossings to fill network gaps, replace portions that don't meet Americans with Disabilities Act (ADA) standards, and remove barriers for people to get where they need to go safely. The SAFE fee is collected as a part of city utility bills and the amount is based on the way the property is utilized.

SSMP: City Council adopted the Street Surface Maintenance Program (SSMP) in 2006 and established a fee to improve and maintain the state of Milwaukie's Streets. The engineering department maintains a database of overall Pavement Condition Index (PCI) for all city streets. The database is updated each year to include all constructed or reconstructed projects. A newly paved street has a PCI of 100. The original SSMP goal was to obtain an average PCI value of 75 for arterial and collector streets. In 2016, CUAB approved incorporating residential streets into the SSMP. The City street network has approximately 148 miles of roadway. The SSMP fee is collected as part of city utility bills and the amount is based on the way the property is utilized.

Gas Tax: State gas taxes are collected by the state. The state retains 50 percent of funds and then distributes the remainder to counties and cities in a 30 / 20 split. State gas tax funds must be spent on improvements to roads and cannot be used for trails or other improvements outside of road right of way.

Grants (state and federal): The city regularly applies for grants to fund transportation projects. During the time period covered by this CIP, the city will be utilizing federal and state funds awarded by Metro Regional government and the Oregon Department of Transportation.

Transportation System Development Charges: Transportation system development charges are calculated based on the expected impact of new development to the transportation system. SDCs can be used to expand the transportation system but cannot be used for ongoing maintenance.

Vehicle Registration Fees: Clackamas County began collecting vehicle registration fees in late 2019. A portion of the funding collected, based on population, is provided directly to the city to maintain or invest in city projects. These funds are constrained by the same limitations as the state gas tax and therefore must be used on roads.

WATER

Usage Charges: The city periodically conducts rate studies to determine its revenue requirements for operations and capital improvements related to its water system. The most recent study was completed, and recommendations adopted by City Council in May 2019. The services are billed monthly and for each water customer there is fixed charge based on meter size and a usage fee based on 100 cubic feet of water (CCF).

SDCs: The system development charge is a onetime fee imposed on new development at the time of development. The fee is intended to recover a fair share of the costs of existing and planned facilities that provide capacity to serve growth. The water SDC is the sum of the reimbursement fee and improvement fee.

WASTEWATER

Usage Charges: The city periodically conducts rate studies to determine its revenue requirements for operations and capital improvements related to its wastewater system. The most recent study was completed, and recommendations adopted by City Council in May 2019. The services are billed monthly and for each wastewater customer there is fixed charge based on meter size, a usage fee based on 100 cubic feet of water (CCF) based on the winter average usage and a treatment fee based on an equivalent dwelling unit (EDU).

SDCs: The system development charge is a onetime fee imposed on new development at the time of development. The fee is intended to recover a fair share of the costs of existing and planned facilities that provide capacity to serve growth. The wastewater SDC is the sum of the reimbursement fee and the improvement fee adjusted by an administrative cost recovery factor.

STORMWATER

Usage Charges: The city periodically conducts rate studies to determine its revenue requirements for operations and capital improvements related to its stormwater system. The most recent study was completed, and recommendations adopted by City Council in 2014. The services are billed monthly and single family residential customers are billed a flat fee. Commercial customers fees are calculated based on the amount impervious surface area.

SDCs: The system development charges (SDC) are a one-time fee imposed on new growth and increased development to recover the cost of system facilities needed to serve that growth. The fee is intended to recover a fair share of the costs of existing and planned facilities that provide capacity to serve growth. The water SDC is the sum of the reimbursement fee and improvement fee. One stormwater unit represents the stormwater service needs of an average single-family residence.

PAGE	PROJECT	GENERAL	SSMP	SAFE	TRANSPORTATION	SDCS	WATER	WASTEWATER	STORMWATER	URBAN RENEWAL AUTHORITY	OTHER FUNDING NOT IN CITY BUDGET	TOTAL
	26th Avenue Improvements	\$	80	67	—	—	—	—	—	—	—	\$ 147
	Sewer Lining Projects		—	—	—	—	—	844	—	—	—	844
	40th and Harvey Concrete Reservoir		—	—	—	—	600	—	—	—	—	600
	42nd Avenue & 43rd Avenue Improvements		71	255	492	—	—	—	—	—	—	818
	44th Avenue — Water System Improvements		—	—	—	—	240	—	—	—	—	240
	Ardenwald North Improvements		342	765	—	—	75	—	300	—	—	1,482
	Ardenwald South Improvements		1,175	2,292	—	—	755	—	304	—	—	4,526
	Crosswalk Art		—	50	—	—	—	—	—	—	—	50
	Downtown Public Area Requirements		—	—	—	250	—	—	—	—	—	250
	Downtown Curbs & Storm		—	—	50	—	—	—	250	—	—	300
	Flood Mitigation Grant Match (FEMA)		—	—	—	—	—	—	300	—	—	300
	Firwood Street — Water System Improvements		—	—	—	—	511	—	—	—	—	511
	Flavel Drive — Water System Improvements		—	—	—	—	280	—	—	—	—	280
	Harvey Street Improvements		958	1,129	—	—	770	9	400	—	—	3,266
	Home Avenue & Wood Avenue Improvements		705	334	470	—	15	180	231	—	—	1,704
	International Way Improvements		514	1,956	—	—	256	312	524	—	—	3,562
	Johnson Creek Siphon Inspection		—	—	—	—	—	100	—	—	—	100
	Kellogg Dam		—	—	—	—	—	—	585	1,000	—	1,585
	King Road Improvements		1,571	4,026	—	—	—	—	207	—	—	5,804
	King Road West Improvements		134	418	—	—	855	—	—	—	—	1,407
	Lake Village Apartments Sewer Replacement		—	—	—	—	—	115	—	—	—	115
	Lava Drive Booster Pump Station		—	—	—	—	100	—	—	—	—	100
	Lewelling Improvements		711	1,433	—	—	—	—	969	—	—	3,113
	Lewelling North Improvements		16	1,724	—	—	—	—	—	—	—	1,740
	Logus Road, 40th & 42nd Avenue		1,591	843	—	100	417	450	1,374	—	—	4,775
	Manhole Surveying		—	—	—	—	—	75	—	—	—	75
	Master Plan Update — Wastewater System		—	—	—	200	—	—	—	—	—	200
	McLoughlin — Water System Improvements		—	—	—	—	700	—	—	—	—	700
	Meek Street Improvements, North Phase		—	—	—	—	—	—	4,590	—	—	4,590
	Monroe Street & Mullan Street Pipe Extension		—	—	—	—	409	—	—	—	—	409
	Monroe Street Greenway	700	—	—	2,811	290	—	—	—	1,332	3,861	8,994
	North Milwaukee Downtown Improvements		708	581	—	—	—	485	712	—	—	2,486
	North Milwaukee Industrial Improvements Phase I		1,919	557	—	—	—	649	2,315	—	—	5,440
	North Milwaukee Industrial Improvements Phase II		1,900	809	—	—	731	442	2,303	—	—	6,185
	Oatfield Road & Shell Lane Improvements		641	402	—	—	331	—	853	—	—	2,227
	Ochoco Street Improvements		63	223	—	—	415	—	—	—	—	701
	Park Street & Lloyd Street Improvements		1,196	886	—	—	2,546	495	1,069	—	—	6,192
	Plum, Apple, & Hemlock Streets		—	—	—	—	—	—	1,248	—	—	1,248

PAGE	PROJECT	GENERAL	SSMP	SAFE	TRANSPORTATION	SDCS	WATER	WASTEWATER	STORMWATER	URBAN RENEWAL AUTHORITY	OTHER FUNDING NOT IN CITY BUDGET	TOTAL
	Pump Station Condition Assessments		—	—	—	—	—	30	—	—	—	30
	Pump Station Improvements		—	—	—	—	—	850	—	—	—	850
	Pump Station Lift & SCADA Controls Replacement		—	—	—	—	—	100	—	—	—	100
	Residential Street Surface Repair		—	—	3,000	—	—	—	—	—	—	3,000
	SAFE Spot Improvements		—	180	—	—	—	—	—	—	—	180
	SCADA Design and Construction		—	—	—	—	800	635	—	—	—	1,435
	Signal Upgrades		—	—	300	—	—	—	—	—	—	300
	Sparrow Street Improvements		89	58	—	—	85	—	67	—	—	299
	Stanley Reservoir Improvements		—	—	—	—	2,700	—	—	—	—	2,700
	Stormwater Master Plan		—	—	—	350	—	—	—	—	—	350
	Stormwater Quality Facilities		—	—	—	—	—	—	1,279	—	—	1,279
	Street Surface Slurry Seal		500	—	2,000	—	—	—	—	—	—	2,500
	Transportation Capital Maintenance Program		3,000	—	3,000	—	—	—	—	—	—	6,000
	Transportation Master Plan		—	—	—	350	—	—	—	—	—	350
	Transportation Rate Study		—	—	—	50	—	—	—	—	—	50
	Washington Street Area Improvements		1,588	1,882	377	—	490	558	2,470	—	—	7,365
	Wastewater Capital Maintenance Program		—	—	—	—	—	1,070	—	—	—	1,070
	Wastewater System Improvements		—	—	—	—	—	625	—	—	—	625
	Water Automation and Control Upgrades		—	—	—	—	320	—	—	—	—	320
	Water Capital Maintenance Program		—	—	—	—	600	—	—	—	—	600
	Water Pressure Zone and Transfer Pump Upgrades		—	—	—	—	2,700	—	—	—	—	2,700
	Water System Intertie Evaluation		—	—	—	—	125	—	—	—	—	125
	Water Treatment Plant		—	—	—	—	3,200	—	—	—	—	3,200
	Waverly Heights Sewer System Reconfiguration		—	—	—	320	—	3,845	—	—	—	4,165
	Waverly South		359	78	—	—	115	202	—	—	—	754
	Well #1 & #5 Improvements		—	—	—	—	100	—	—	—	—	100
	Well #2 Building Improvements		—	—	—	—	100	—	—	—	—	100
	Well #4 Reconditioning		—	—	—	—	60	—	—	—	—	60
	Well #6 & #7 Reconditioning Project		—	—	—	—	120	—	—	—	—	120
	Well #8		—	—	—	—	250	—	—	—	—	250
	Well House HVAC Upgrades		—	—	—	—	200	—	—	—	—	200
	Elk Street – Water System Improvements		—	—	—	—	252	—	—	—	—	252
	Rio Vista Street – Water System Improvements		—	—	—	—	993	—	—	—	—	993
	Winworth Court — Water System Improvements		—	—	—	—	126	—	—	—	—	126
	Stormwater Capital Maintenance Program		—	—	—	—	—	—	900	—	—	900
	TOTAL	\$ 700	\$ 19,831	\$ 21,170	\$ 12,500	\$ 1,910	\$ 24,337	\$ 12,295	\$ 23,250	\$ 2,332	\$ 3,861	\$ 122,186

GENERAL FUND & URBAN RENEWAL AUTHORITY

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	General Fund - Engineering Monroe Street Greenway	\$	425,000	275,000	—	—	—	—	700,000
000	Urban Renewal Authority (URA) Monroe Street Greenway		—	1,332,000	—	—	—	—	1,332,000
000	Urban Renewal Authority (URA) Kellogg Dam		—	—	1,000,000	—	—	—	1,000,000
TOTAL GENERAL & URA FUNDS			\$ 425,000	1,607,000	1,000,000	—	—	—	3,032,000

TRANSPORTATION

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	SSMP	\$	3,726,000	2,484,000	2,585,000	3,358,000	1,978,000	4,435,000	18,275,000
000	SAFE		3,931,000	2,920,000	5,233,000	3,558,000	3,531,000	1,997,000	21,170,000
000	State Gas Tax (Transportation)		3,041,000	3,259,000	1,600,000	1,600,000	1,500,000	1,500,000	12,500,000
TOTAL TRANSPORTATION FUND			\$ 10,698,000	8,663,000	10,698,000	8,514,000	6,996,000	7,932,000	53,501,000

SYSTEM DEVELOPMENT CHARGES

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Transportation SDC	\$	750,000	290,000	—	—	—	—	1,040,000
000	Water SDC		—	170,000	150,000	—	—	200,000	520,000
000	Stormwater SDC		200,000	150,000	—	—	—	—	350,000
TOTAL SDC FUND			\$ 950,000	610,000	150,000	—	—	200,000	1,910,000

UTILITY FUNDS

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Water	\$	4,510,000	2,674,000	3,142,000	4,114,000	7,037,000	2,860,000	24,337,000
000	Wastewater		3,001,000	2,096,000	2,101,000	2,001,000	881,000	2,215,000	12,295,000
000	Stormwater		3,863,000	5,881,000	3,305,000	2,310,000	3,192,000	4,699,000	23,250,000
TOTAL UTILITY FUNDS			\$ 11,374,000	10,651,000	8,548,000	8,425,000	11,110,000	9,774,000	59,882,000

TOTAL INFRASTRUCTURE (MULTIPLE FUNDS)			\$ 23,447,000	21,531,000	20,396,000	16,939,000	18,106,000	17,906,000	118,325,000
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TRANSPORTATION — SSMP PROJECT SUMMARY

PAGE	FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Harvey Street Improvements	\$ 958,000	—	—	—	—	—	\$ 958,000
000	Home Avenue & Wood Avenue Improvements	\$ 705,000	—	—	—	—	—	705,000
000	Transportation Capital Maintenance Program	\$ 500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
000	Waverly South	\$ 359,000	—	—	—	—	—	359,000
000	Ardenwald North Improvements	\$ 342,000	—	—	—	—	—	342,000
000	King Road Improvements	\$ 291,000	—	1,280,000	—	—	—	1,571,000
000	Street Surface Slurry Seal	\$ 250,000	250,000	—	—	—	—	500,000
000	Washington Street Area Improvements	\$ 238,000	1,350,000	—	—	—	—	1,588,000
000	42nd Avenue & 43rd Avenue Improvements	\$ 71,000	—	—	—	—	—	71,000
000	26th Avenue Improvements	\$ 12,000	68,000	—	—	—	—	80,000
000	Logus Road, 40th & 42nd Avenue	\$ —	248,000	1,343,000	—	—	—	1,591,000
000	International Way Improvements	\$ —	68,000	446,000	—	—	—	514,000
000	Park Street & Lloyd Street Improvements	\$ —	—	186,000	1,010,000	—	—	1,196,000
000	Ardenwald South Improvements	\$ —	—	68,000	1,107,000	—	—	1,175,000
000	Oatfield Road & Shell Lane Improvements	\$ —	—	37,000	604,000	—	—	641,000
000	Sparrow Street Improvements	\$ —	—	5,000	84,000	—	—	89,000
000	Lewelling Improvements	\$ —	—	—	41,000	670,000	—	711,000
000	Ochoco Street Improvements	\$ —	—	—	10,000	53,000	—	63,000
000	North Milwaukie Industrial Improvements Phase II	\$ —	—	—	—	296,000	1,604,000	1,900,000
000	North Milwaukie Industrial Improvements Phase I	\$ —	—	—	—	299,000	1,620,000	1,919,000
000	North Milwaukie Downtown Improvements	\$ —	—	—	—	110,000	598,000	708,000
000	King Road West Improvements	\$ —	—	—	—	21,000	113,000	134,000
000	Lewelling North Improvements	\$ —	—	—	—	16,000	—	16,000
TOTAL TRANSPORTATION FUND SSMP		\$ 3,726,000	2,484,000	3,865,000	3,356,000	1,965,000	4,435,000	\$ 19,831,000

SAFE PROJECT SUMMARY

PAGE	FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Harvey Street Improvements	\$ 1,129,000	—	—	—	—	—	\$ 1,129,000
000	Ardenwald North Improvements	\$ 765,000	—	—	—	—	—	765,000
000	King Road Improvements	\$ 626,000	1,000,000	2,400,000	—	—	—	4,026,000
000	Home Avenue & Wood Avenue Improvements	\$ 556,000	—	—	—	—	—	556,000
000	Washington Street Area Improvements	\$ 282,000	1,600,000	—	—	—	—	1,882,000
000	42nd Avenue & 43rd Avenue Improvements	\$ 255,000	—	—	—	—	—	255,000
000	Waverly South	\$ 78,000	—	—	—	—	—	78,000
000	Crosswalk Art	\$ 50,000	—	—	—	—	—	50,000
000	SAFE Spot Improvements	\$ 30,000	—	—	—	—	—	30,000
000	26th Avenue Improvements	\$ 10,000	57,000	—	—	—	—	67,000
000	International Way Improvements	\$ -	132,000	1,824,000	—	—	—	1,956,000
000	Logus Road, 40th & 42nd Ave	\$ -	131,000	712,000	—	—	—	843,000
000	Park Street & Lloyd Street Improvements	\$ —	—	138,000	748,000	—	—	886,000
000	Ardenwald South Improvements	\$ —	—	132,000	2,160,000	—	—	2,292,000
000	Oatfield Road & Shell Lane Improvements	\$ —	—	23,000	379,000	—	—	402,000
000	Sparrow Street Improvements	\$ —	—	4,000	54,000	—	—	58,000
000	Ochoco Street Improvements	\$ —	—	—	35,000	188,000	—	223,000
000	Lewelling North Improvements	\$ —	—	—	100,000	1,624,000	—	1,724,000
000	Lewelling Improvements	\$ —	—	—	82,000	1,351,000	—	1,433,000
000	North Milwaukie Industrial Improvements Phase II	\$ —	—	—	—	126,000	683,000	809,000
000	North Milwaukie Industrial Improvements Phase I	\$ —	—	—	—	87,000	470,000	557,000
000	North Milwaukie Downtown Improvements	\$ —	—	—	—	90,000	491,000	581,000
000	King Road West Improvements	\$ —	—	—	—	65,000	353,000	418,000
SUBTOTAL SAFE		\$ 3,781,000	2,920,000	5,233,000	3,558,000	3,531,000	1,997,000	\$ 21,020,000

CLACKAMAS COUNTY COMMUNITY DEVELOPMENT BLOCK GRANT

PAGE	FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	SAFE Spot Improvements	\$ 150,000	—	—	—	—	—	150,000
SUBTOTAL SAFE GRANTS		\$ 150,000	—	—	—	—	—	\$ 150,000
TOTAL TRANSPORTATION FUND – SAFE		\$ 3,931,000	2,920,000	5,233,000	3,558,000	3,531,000	1,997,000	\$ 21,170,000

TRANSPORTATION STATE GAS TAX PROJECT SUMMARY

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Monroe Street Greenway	\$	772,000	389,000	—	100,000	—	—	\$ 1,261,000
000	Transportation Capital Maintenance Program		500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
000	Residential Street Surface Repair		500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
000	42nd Avenue & 43rd Avenue Improvements		492,000	—	—	—	—	—	492,000
000	Home Avenue & Wood Avenue Improvements		470,000	—	—	—	—	—	470,000
000	Signal Upgrades		100,000	100,000	100,000	—	—	—	300,000
000	Downtown Curbs & Storm		50,000	—	—	—	—	—	50,000
000	Street Surface Slurry Seal		—	—	500,000	500,000	500,000	500,000	2,000,000
SUBTOTAL STATE GAS TAX (TRANSPORTATION)		\$	2,884,000	1,489,000	1,600,000	1,600,000	1,500,000	1,500,000	\$ 10,573,000

FILOC

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Washington Street Area Improvements	\$	68,000	309,000	—	—	—	—	\$ 377,000
000	Monroe Street Greenway		89,000	1,461,000	—	—	—	—	1,550,000
SUBTOTAL FILOC		\$	157,000	1,770,000	—	—	—	—	\$ 1,927,000

TOTAL TRANSPORTATION FUND - STATE GAS TAX		\$	3,041,000	3,259,000	1,600,000	1,600,000	1,500,000	1,500,000	\$ 12,500,000
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SYSTEM DEVELOPMENT CHARGES TRANSPORTATION SDC

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Downtown Public Area Requirements	\$	250,000	—	—	—	—	—	\$ 250,000
000	Transportation Master Plan		100,000	—	—	—	—	—	100,000
000	Logus Road, 40th & 42nd Avenue		100,000	—	—	—	—	—	100,000
000	Transportation Rate Study		50,000	—	—	—	—	—	50,000
000	Monroe Street Greenway		—	290,000	—	—	—	—	290,000
SUBTOTAL TRANSPORTATION SDC			\$ 500,000	290,000	—	—	—	—	\$ 790,000

ODOT GROWTH MANAGEMENT GRANT

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Transportation Master Plan	\$	250,000	—	—	—	—	—	\$ 250,000
SUBTOTAL SDC / TRANSPORTATION GRANTS			\$ 250,000	—	—	—	—	—	\$ 250,000
TOTAL TRANSPORTATION SDC			\$ 750,000	290,000	—	—	—	—	\$ 1,040,000

WASTEWATER SDC

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Waverly Heights Sewer System Reconfiguration	\$	—	170,000	150,000	—	—	—	\$ 320,000
000	Master Plan Update – Wastewater System		—	—	—	—	—	200,000	200,000
TOTAL WASTEWATER SDC			\$ —	170,000	150,000	—	—	200,000	\$ 940,000

STORMWATER SDC

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Stormwater Master Plan	\$	200,000	150,000	—	—	—	—	\$ 350,000
SUBTOTAL SDC / TRANSPORTATION GRANTS			\$ 200,000	150,000	—	—	—	—	\$ 350,000
TOTAL SYSTEM DEVELOPMENT CHARGES			\$ 950,000	610,000	150,000	—	—	200,000	\$ 1,910,000

WATER FUND PROJECT SUMMARY

PAGE	FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	SCADA Design and Construction	\$ 800,000	—	—	—	—	—	\$ 800,000
000	Harvey Street Improvements	770,000	—	—	—	—	—	770,000
000	Waverly South	115,000	—	—	—	—	—	115,000
000	Water Capital Maintenance Program	100,000	100,000	100,000	100,000	100,000	100,000	600,000
000	Washington Street Area Improvements	85,000	405,000	—	—	—	—	490,000
000	Ardenwald North Improvements	75,000	—	—	—	—	—	75,000
000	Well #6 & #7 Reconditioning Project	60,000	—	60,000	—	—	—	120,000
000	Water Automation and Control Upgrades	60,000	60,000	50,000	50,000	50,000	50,000	320,000
000	Well #1 & #5 Improvements	50,000	50,000	—	—	—	—	100,000
000	Home Ave & Wood Ave Improvements	15,000	—	—	—	—	—	15,000
000	Well #8	—	250,000	—	—	—	—	250,000
000	40th and Harvey Concrete Reservoir	—	150,000	450,000	—	—	—	600,000
000	Water System Intertie Evaluation	—	125,000	—	—	—	—	125,000
000	Logus Road, 40th & 42nd Avenue	—	65,000	352,000	—	—	—	417,000
000	Well #4 Reconditioning	—	60,000	—	—	—	—	60,000
000	Well House HVAC Upgrades	—	50,000	50,000	50,000	50,000	—	200,000
000	International Way Improvements	—	44,000	212,000	—	—	—	256,000
000	Park Street & Lloyd Street Improvements	—	—	1,400,000	1,146,000	—	—	2,546,000
000	Water Pressure Zone & Transfer Pump Upgrades	—	—	300,000	1,200,000	1,200,000	—	2,700,000
000	Lava Drive Booster Pump Station	—	—	100,000	—	—	—	100,000
000	Ardenwald South Improvements	—	—	44,000	711,000	—	—	755,000
000	Oatfield Road & Shell Lane Improvements	—	—	19,000	312,000	—	—	331,000
000	Sparrow Street Improvements	—	—	5,000	80,000	—	—	85,000
000	Water Treatment Plant	—	—	—	300,000	2,900,000	—	3,200,000
000	Well #2 Building Improvements	—	—	—	100,000	—	—	100,000
000	Ochoco Street Improvements	—	—	—	65,000	350,000	—	415,000
000	Firwood Street — Water System Improvements	—	—	—	—	511,000	—	511,000
000	McLoughlin — Water System Improvements	—	—	—	—	700,000	—	700,000
000	Monroe Street & Mullan Street Pipe Extension	—	—	—	—	409,000	—	409,000
000	Flavel Drive — Water System Improvements	—	—	—	—	280,000	—	280,000
000	44th Avenue — Water System Improvements	—	—	—	—	240,000	—	240,000
000	King Road West Improvements	—	—	—	—	133,000	722,000	855,000
000	North Milwaukie Industrial Improvements Phase II	—	—	—	—	114,000	617,000	731,000
000	Rio Vista Street— Water System Improvements	—	—	—	—	—	993,000	993,000
000	Elk Street — Water System Improvements	—	—	—	—	—	252,000	252,000
000	Winworth Ct — Water System Improvements	—	—	—	—	—	126,000	126,000
SUBTOTAL WATER		\$ 2,130,000	1,359,000	3,142,000	4,114,000	7,037,000	2,860,000	\$ 20,642,000

AMERICAN RESCUE PLAN ACT (ARPA) - FEDERAL GRANT

PAGE	FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Stanley Reservoir Improvements	\$ 1,385,000	1,315,000	—	—	—	—	\$ 2,700,000
000	Ardenwald North Improvements	995,000	—	—	—	—	—	995,000
SUBTOTAL ARPA GRANT FUNDS WATER		\$ 2,380,000	1,315,000	—	—	—	—	\$ 3,965,000
TOTAL WATER FUND		\$ 4,510,000	2,674,000	3,142,000	4,114,000	7,037,000	2,860,000	\$ 24,337,000

WASTEWATER FUND PROJECT SUMMARY

PAGE	FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	SCADA Design and Construction	\$ 635,000	-	-	-	-	-	\$ 635,000
000	Wastewater System Improvements	625,000	-	-	-	-	-	625,000
000	Waverly South	202,000	-	-	-	-	-	202,000
000	Home Avenue & Wood Avenue Improvements	180,000	-	-	-	-	-	180,000
000	Washington Street Area Improvements	75,000	483,000	-	-	-	-	558,000
000	Pump Station Lift & SCADA Controls Replacement	50,000	50,000	-	-	-	-	100,000
000	Wastewater Capital Maintenance Program	50,000	50,000	50,000	50,000	435,000	435,000	1,070,000
000	Pump Station Condition Assessments	30,000	-	-	-	-	-	30,000
000	Harvey Street Improvements	9,000	-	-	-	-	-	9,000
000	Waverly Heights Sewer System Reconfiguration		1,475,000	1,300,000	-	-	-	3,175,000
000	Logus Road, 40th & 42nd Avenue		70,000	380,000	-	-	-	450,000
000	Manhole Surveying		25,000	-	25,000	-	25,000	75,000
000	International Way Improvements		18,000	294,000	-	-	-	312,000
000	Park Street & Lloyd Street Improvements		-	77,000	418,000	-	-	495,000
000	Pump Station Improvements		-	-	225,000	200,000	425,000	850,000
000	Lake Village Apartments Sewer Replacement		-	-	115,000	-	-	115,000
000	Johnson Creek Siphon Inspection		-	-	100,000	-	-	100,000
000	Sewer Lining Projects		-	-	844,000	-	-	844,000
000	North Milwaukie Industrial Improvements Phase I		-	-	-	101,000	548,000	649,000
000	North Milwaukie Downtown Improvements		-	-	-	76,000	409,000	485,000
000	North Milwaukie Industrial Improvements Phase II		-	-	-	69,000	373,000	442,000
SUBTOTAL WASTEWATER		\$ 2,256,000	971,000	2,101,000	2,001,000	881,000	2,215,000	\$ 10,425,000

AMERICAN RESCUE PLAN ACT (ARPA) - FEDERAL GRANT

PAGE	FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Ardenwald North Improvements	\$ 745,000						\$ 745,000
SUBTOTAL ARPA GRANT FUNDS WATER		\$ 745,000	—	—	—	—	—	\$ 745,000

INFLOW & INFILTRATION (I & I) GRANT

PAGE	FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Waverly Heights Sewer System Reconfiguration	\$	1,125,000					\$ 1,125,000
SUBTOTAL GRANT FUNDS		\$ —	1,125,000	—	—	—	—	\$ 1,125,000
TOTAL WASTEWATER FUND		\$ 3,001,000	2,096,000	2,101,000	2,001,000	881,000	2,215,000	\$ 12,295,000

STORMWATER FUND PROJECT SUMMARY

PAGE	FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Meek Street Improvements, North Phase	\$ 1,500,000	3,090,000	-	-	-	-	\$ 4,590,000
000	Harvey Street Improvements	400,000	-	-	-	-	-	400,000
000	Washington Street Area Improvements	370,000	2,100,000	-	-	-	-	2,470,000
000	Ardenwald North Improvements	300,000	-	-	-	-	-	300,000
000	Downtown Curbs & Storm	250,000	-	-	-	-	-	250,000
000	Home Avenue & Wood Avenue Improvements	231,000	-	-	-	-	-	231,000
000	Stormwater Capital Maintenance Program	150,000	150,000	150,000	150,000	150,000	150,000	900,000
000	Flood Mitigation Grant Match (FEMA)	50,000	50,000	50,000	50,000	50,000	50,000	300,000
000	Logus Road, 40th & 42nd Avenue	-	214,000	1,160,000	-	-	-	1,374,000
000	Stormwater Quality Facilities	-	79,000	1,200,000	-	-	-	1,279,000
000	International Way Improvements	-	18,000	506,000	-	-	-	524,000
000	Park Street & Lloyd Street Improvements	-	-	168,000	901,000	-	-	1,069,000
000	Oatfield Road & Shell Lane Improvements	-	-	49,000	804,000	-	-	853,000
000	Ardenwald South Improvements	-	-	18,000	286,000	-	-	304,000
000	Sparrow Street Improvements	-	-	4,000	63,000	-	-	67,000
000	Lewelling Improvements	-	-	-	56,000	913,000	-	969,000
000	Plum, Apple, & Hemlock Streets	-	-	-	-	1,248,000	-	1,248,000
000	North Milwaukie Industrial Improvements Phase I	-	-	-	-	361,000	1,954,000	2,315,000
000	North Milwaukie Industrial Improvements Phase II	-	-	-	-	359,000	1,944,000	2,303,000
000	North Milwaukie Downtown Improvements	-	-	-	-	111,000	601,000	712,000
SUBTOTAL STORMWATER		\$ 3,278,000	5,881,000	3,305,000	2,310,000	3,192,000	4,699,000	\$ 22,665,000

NOAA FISHERIES GRANT

PAGE	FUND	\$	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Kellogg Dam	\$	585,000	-	-	-	-	-	\$ 585,000
SUBTOTAL GRANT FUNDS		\$	585,000	—	—	—	—	—	\$ 585,000
TOTAL STORMWATER FUND		\$	3,863,000	5,881,000	3,305,000	2,310,000	3,192,000	4,699,000	\$ 23,250,000



26th Avenue Improvements

Lake Road to Dead End

SAFE/SSMP Improvements

26th Avenue (Lake Road to dead end) add sidewalk.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging infrastructure.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$ 27,000						\$ 27,000
Land/ROW Acquisition							—
Construction		154,000					154,000
TOTAL ESTIMATED CAPITAL COST	\$ 27,000	154,000					\$ 181,000
Funding Source:							
SSMP	\$ 12,000	68,000					\$ 80,000
SAFE	10,000	57,000					67,000
TOTAL FUNDING	\$ 22,000	125,000					\$ 147,000



40th and Harvey Concrete Reservoir

Wastewater Improvements: The Concrete Reservoir located at 40th and Harvey is a 1.5 million gallon storage tank originally constructed in 1923. This project includes seismic upgrades which include the addition of galvanized steel seismic cables at the wall base and foundation, the addition of a circumferential steel strand prestressing and shotcrete to the outside face of the concrete wall, or the addition of a fiber reinforced polymer jacketing to one or both faces of the concrete and a reinforced concrete curb around the perimeter of the base. The project also includes the replacement of the interior liner.

Operating Budget Impact: None

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:	\$						\$
Construction		150,000	450,000				600,000
TOTAL ESTIMATED CAPITAL COST	\$	150,000	450,000				\$ 600,000
Funding Source:	\$						\$
Water		150,000	450,000				600,000
TOTAL FUNDING	\$	150,000	450,000				\$ 600,000



42nd Avenue & 43rd Avenue Improvements

SAFE/SSMP Improvements: 43rd Avenue (Howe Street to King Road) and Howe Street (42nd Avenue to 43rd Avenue) add bicycle and pedestrian facilities and repave road. 42nd Avenue (Johnson Creek Boulevard and Howe Street) replace sidewalk on west side of road.

Wastewater Improvements: 43rd Avenue (Rockwood Street to Covell Street) replace 322 feet of 12-inch sewer pipe from manhole 1058 to manhole 1057. 42nd Avenue (Fieldcrest Street to Olsen Street) replace 254 feet of 12-inch sewer pipe from manhole 1055 to manhole 1054. These improvements were completed in FY 2022.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging infrastructure.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$						\$
Land/ROW Acquisition							
Construction		818,000					818,000
TOTAL ESTIMATED CAPITAL COST	\$	818,000					\$ 818,000
Funding Source:							
SSMP	\$	71,000					\$ 71,000
SAFE		255,000					255,000
Transportation		492,000					492,000
TOTAL FUNDING	\$	818,000					\$ 818,000



44th Avenue Water System Improvements
44th Avenue, Howe Lane, 46th Avenue

Water Improvements: Replace 4-inch pipe with 260 feet of 8-inch water mainline pipe on 44th Avenue. Replace 4-inch water mainline pipe with 440 feet of 8-inch pipe on Howe Lane. Replace 4-inch water mainline pipe with 260 feet of 8-inch pipe on 46th Avenue.

Operating Budget Impact: Replacement of aging and undersized water distribution infrastructure will decrease maintenance costs related to emergency repairs of water main breaks.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$				240,000		\$ 240,000
TOTAL ESTIMATED CAPITAL COST	\$				240,000		\$ 240,000
Funding Source:							
Water	\$				240,000		\$ 240,000
TOTAL FUNDING	\$				240,000		\$ 240,000

Ardenwald North Improvements

28th Avenue, 29th Avenue, 30th Avenue, 31st Avenue, Roswell Street, Van Water Street - American Rescue Plan Act (ARPA) Project

SAFE/SSMP Improvements: Repave Van Water Street (29th Avenue to 32nd Avenue) and Roswell Street (28th Avenue to 29th Avenue). Construct curb ramps at the intersection of 32nd Avenue with Van Water Street and Roswell Street.

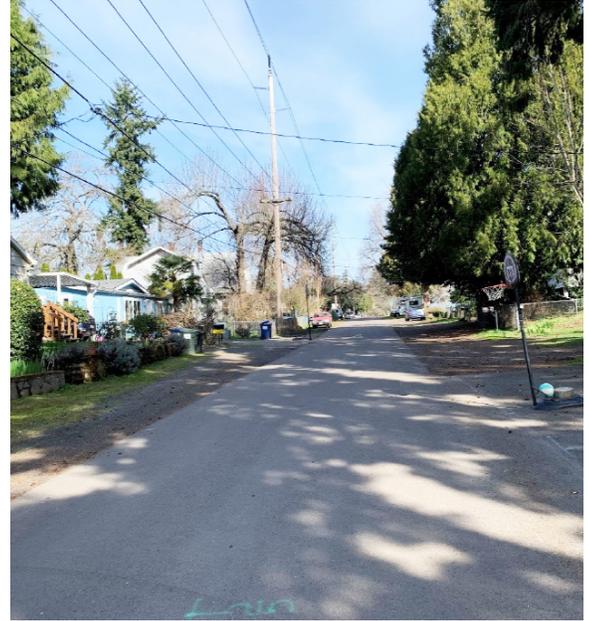
Water Improvements: 29th Avenue (Van Water Street to Roswell Street) replace 638 feet of 4-inch water mainline pipe with 8-inch pipe. 30th Avenue (Van Water Street to Roswell Street) replace 637 feet of 4-inch water mainline pipe with 8-inch pipe. 31st Avenue (Van Water Street to Roswell Street) replace 664 feet of 4-inch water mainline pipe with 8-inch pipe. Roswell Street (29th Avenue to 32nd Avenue) replace 720 feet of 4-inch water mainline pipe with 8-inch pipe.

Wastewater Improvements: 28th Avenue: Pipe burst 827 feet of sewer pipe from manhole 1213 to manhole 1211. 31st Avenue: Pipe burst 375 feet from manhole 1910 to manhole 1200. 29th Avenue: Replace 342 feet of sewer pipe from manhole 1222 to manhole 1220.

Stormwater Improvements: Van Water Street (29th Avenue to 31st Avenue) replace 490 feet of stormwater pipe to improve maintenance.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging infrastructure.

Key Departments: Engineering, Public Works



	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$						\$
Land/ROW Acquisition							
Construction		3,222,000					3,222,000
TOTAL ESTIMATED CAPITAL COST	\$	3,222,000					\$ 3,222,000
Funding Source:							
SSMP	\$	342,000					\$ 342,000
SAFE		765,000					765,000
Water		75,000					75,000
Wastewater		-					-
Stormwater		300,000					300,000
Water Fund Intergovernmental: American Rescue Plan Act - Federal Funds (FY22)		995,000					995,000
Wastewater Fund Intergovernmental: American Rescue Plan Act - Federal Funds (FY22)		745,000					745,000
TOTAL FUNDING	\$	3,222,000					\$ 3,222,000

Ardenwald South Improvements

32nd Avenue, Balfour Street, Llewellyn Street, Malcom Street

SAFE/SSMP Improvements: 32nd Avenue (Roswell Street to Oak Street) replace portions of existing sidewalk and repave road. Balfour Street (32nd Avenue to Balfour Park) add sidewalk and repave road.

Water Improvements: 32nd Avenue (Kelvin Street to Filbert Street) replace 960 feet of 6-inch and 8-inch water mainline pipe. Llewellyn Street (32nd Avenue to 34th Avenue) replace 560 feet of 4-inch water mainline pipe. Malcolm Street (32nd Avenue to 29th Avenue) replace 710 feet of 4-inch water mainline pipe.

Stormwater Improvements: Add stormwater water quality facilities.

Operating Budget Impact: The project is anticipated to reduce operating expenditures by replacing aging infrastructure, but increase operating expenditures through construction of new stormwater quality facilities.

Key Departments: Engineering, Public Works



	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$		262,000				\$ 262,000
Land/ROW Acquisition							
Construction				4,264,000			4,264,000
TOTAL ESTIMATED CAPITAL COST	\$		262,000	4,264,000			\$ 4,526,000
Funding Source:							
SSMP	\$		68,000	1,107,000			\$ 1,175,000
SAFE			132,000	2,160,000			2,292,000
Water			44,000	711,000			755,000
Stormwater			18,000	286,000			304,000
TOTAL FUNDING	\$		262,000	4,264,000			\$ 4,526,000



Crosswalk Art

Transportation Improvements: Thematic crosswalks use art to bring people together. The shared objective of creating street art helps build relationships, empowers people to build public spaces, and encourages creative expression. The Milwaukie program aims to bring the benefits of this shared-community building activity to our streets and neighborhoods.

Operating Budget Impact: Unknown

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	50,000					\$ 50,000
TOTAL ESTIMATED CAPITAL COST	\$	50,000					\$ 50,000
Funding Source:							
SAFE	\$	50,000					\$ 50,000
TOTAL FUNDING	\$	50,000					\$ 50,000



Downtown Curbs & Storm

Main Street between Monroe and Jefferson Street

Improvements: Sidewalk improvements along the west side of Main Street between Monroe and Jefferson.

Stormwater Improvements: Extending storm lines from McLoughlin to the intersections of Main/Monroe and Main/Jefferson.

Operating Budget Impact: Unknown.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	300,000					\$ 300,000
TOTAL ESTIMATED CAPITAL COST	\$	300,000					\$ 300,000
Funding Source:							
Transportation	\$	50,000					\$ 50,000
Stormwater		250,000					250,000
TOTAL FUNDING	\$	300,000					\$ 300,000



Downtown Public Area Requirements

Washington Street and Main Street

Improvements: Construction of sidewalk and frontage improvements related to the Coho Point Private/Public Development at the corner of Washington Street and Main Street.

Operating Budget Impact: Unknown

Key Departments: Engineering

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	250,000					\$ 250,000
TOTAL ESTIMATED CAPITAL COST	\$	250,000					\$ 250,000
Funding Source:							
Transportation SDC	\$	250,000					\$ 250,000
TOTAL FUNDING	\$	250,000					\$ 250,000



Elk Street - Water System Improvements

Elk Street, 51st Avenue, 52nd Avenue

Water Improvements: Replace 4-inch water mainline pipe with 240 feet of 8-inch pipe on Elk Street. Install 380 feet of 8-inch water mainline pipe on 51st Avenue. Install 380 feet of 8-inch water mainline pipe on 52nd Avenue.

Operating Budget Impact: Replacement of undersized water distribution infrastructure will decrease maintenance costs related to emergency repairs of water main breaks.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$					252,000	\$ 252,000
TOTAL ESTIMATED CAPITAL COST	\$					252,000	\$ 252,000
Funding Source:							
Water	\$					252,000	\$ 252,000
TOTAL FUNDING	\$					252,000	\$ 252,000



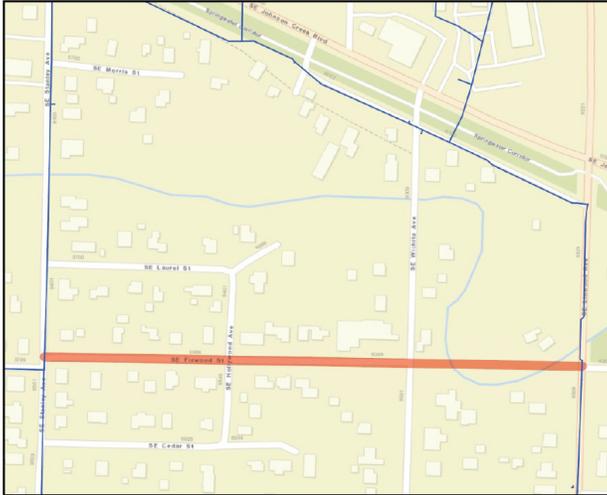
Flood Mitigation Grant Match (FEMA)

Stormwater Improvements: Federal Emergency Management Agency (FEMA) Flood Mitigation Assistance Grant funding can be used for projects that reduce or eliminate the risk of repetitive flood damage to buildings insured by the National Flood Insurance Program. This project will fund the required 10% non-federal grant match required to apply and obtain FEMA funding..

Operating Budget Impact: Unknown

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Land/ROW Acquisition	\$	50,000	50,000	50,000	50,000	50,000	\$ 300,000
TOTAL ESTIMATED CAPITAL COST	\$	50,000	50,000	50,000	50,000	50,000	\$ 300,000
Funding Source:							
Stormwater	\$	50,000	50,000	50,000	50,000	50,000	\$ 300,000
TOTAL FUNDING	\$	50,000	50,000	50,000	50,000	50,000	\$ 300,000



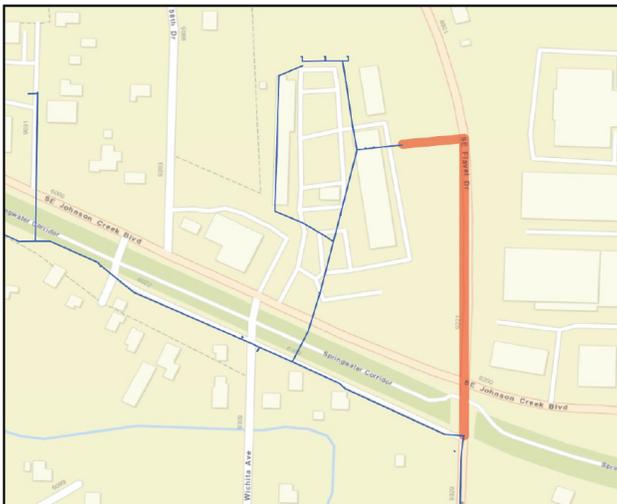
Firwood Street - Water System Improvements

Water Improvements: Install 1470 feet of 12-inch water mainline pipe on Firwood Street.

Operating Budget Impact: Replacement of aging and undersized water distribution infrastructure will decrease maintenance costs related to emergency repairs of water main breaks.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$				511,000		\$ 511,000
TOTAL ESTIMATED CAPITAL COST	\$				511,000		\$ 511,000
Funding Source:							
Water	\$				511,000		\$ 511,000
TOTAL FUNDING	\$				511,000		\$ 511,000



Flavel Drive - Water System Improvements

Water Improvements: Install 800 feet of 12-inch water mainline pipe on Flavel Drive.

Operating Budget Impact: Replacement of aging and undersized water distribution infrastructure will decrease maintenance costs related to emergency repairs of water main breaks.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$				280,000		\$ 280,000
TOTAL ESTIMATED CAPITAL COST	\$				280,000		\$ 280,000
Funding Source:							
Water	\$				280,000		\$ 280,000
TOTAL FUNDING	\$				280,000		\$ 280,000



Harvey Street Improvements

Harvey Street, 33rd Avenue and 42nd Avenue

SAFE/SSMP Improvements: Harvey Street (32nd Avenue to 42nd Avenue) and 42nd Avenue (Howe Street to Harvey Street) replace or construct sidewalk and repave road. Create a neighborhood greenway along Harvey Street from 32nd Avenue to 42nd Avenue.

Water Improvements: Harvey Street (36th Avenue to 40th Avenue) install 966 feet of 8-inch water mainline pipe. 33rd Avenue (Harvey Street to dead end) replace 470 feet of 4-inch water mainline pipe with 6-inch pipe. 36th Avenue (Harvey Street to dead end) replace 594 feet of 4-inch water mainline pipe with 6-inch pipe.

Wastewater Improvements: General improvements through construction.

Stormwater Improvements: treatment facilities will be installed as well as the replacement of storm sewer laterals as necessary.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging infrastructure.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$						\$
Land/ROW Acquisition							
Construction		3,266,000					3,266,000
TOTAL ESTIMATED CAPITAL COST	\$	3,266,000					\$ 3,266,000
Funding Source:							
SSMP	\$	958,000					\$ 958,000
SAFE		1,129,000					1,129,000
Water		770,000					770,000
Wastewater		9,000					9,000
Stormwater		400,000					400,000
TOTAL FUNDING	\$	3,266,000					\$ 3,266,000



Home Avenue & Wood Avenue Improvements

Home Avenue and Wood Avenue

SAFE/SSMP Improvements: Home Avenue (King Road to Railroad Avenue) construct continuous sidewalk along the west side of Home Avenue and repave road. Wood Avenue (Park Street to Railroad Avenue) construct curb ramps at Appenine Way and repave road.

Water Improvements: General improvements through construction.

Wastewater Improvements: Harrison Street (47th Avenue to Home Avenue) replace 655 feet of 8-inch sewer pipe from manhole 3111 to manhole 3161 and Home Avenue (Harrison to Monroe Street) replace 529 feet of 8-inch sewer pipe from manhole 3161 to manhole 3159 to improve lift station capacity.

Stormwater Improvements: Add stormwater quality facilities.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging infrastructure, and increase operating expenditures by adding stormwater quality facilities.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$						\$
Land/ROW Acquisition							
Construction		2,157,000					2,157,000
TOTAL ESTIMATED CAPITAL COST	\$	2,157,000					\$ 2,157,000
Funding Source:							
SSMP	\$	705,000					\$ 705,000
SAFE		556,000					556,000
Transportation		470,000					470,000
Water		15,000					15,000
Wastewater		180,000					180,000
Stormwater		231,000					231,000
TOTAL FUNDING	\$	2,157,000					\$ 2,157,000



International Way Improvements

International Way, 37th Avenue to Lake Road, and Mallard Way, International Way to Mallard Way bridge

SAFE/SSMP Improvements: International Way (37th Avenue to Lake Road) add sidewalk, bicycle lanes, and repave road. Mallard Street (International Way to the Mallard Street Bridge) add sidewalk.

Water Improvements: International Way (Freeman Way to Mallard Way) install of 820 feet of 12-inch water mainline pipe to connect gap in existing water mainline pipe.

Wastewater Improvements: Replace 354 feet of 12-inch sewer pipe from manhole 3033 to manhole 3032.

Stormwater Improvements: Upsize existing 20-inch private culverts under International Way to mitigate flooding.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging infrastructure and mitigation of flooding.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$	280,000					\$ 280,000
Land/ROW Acquisition							
Construction			3,282,000				3,282,000
TOTAL ESTIMATED CAPITAL COST	\$	280,000	3,282,000				\$ 3,562,000
Funding Source:							
SSMP	\$	68,000	446,000				\$ 514,000
SAFE		132,000	1,824,000				1,956,000
Water		44,000	212,000				256,000
Wastewater		18,000	294,000				312,000
Stormwater		18,000	506,000				524,000
TOTAL FUNDING	\$	280,000	3,282,000				\$ 3,562,000



Johnson Creek Siphon Inspection

Wastewater Improvements: This project is identified to conduct an evaluation of the alternatives and options considering the siphon that crosses Johnson Creek.

Operating Budget Impact: None

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$			100,000			\$ 100,000
TOTAL ESTIMATED CAPITAL COST	\$			100,000			\$ 100,000
Funding Source:							
Wastewater	\$			100,000			\$ 100,000
TOTAL FUNDING	\$			100,000			\$ 100,000



Kellogg Dam

Removal & Pedestrian Undercrossing

Improvements: The 2016 recommends using TIF funds to establish a dedicated bicycle and pedestrian connection across McLoughlin Boulevard. A natural location for such a crossing is under the Kellogg Bridge on OR 99E (McLoughlin). The city aspires to restore Kellogg Creek by removing a dam that is structurally integral to the bridge. Restoring Kellogg Creek would provide critical fish habitat for endangered and threatened species while also facilitating construction of a separated crossing for bikes and pedestrians that would directly connect downtown to Milwaukie Bay Park.

ODOT owns 99E and is therefore responsible for any improvements to the highway and Kellogg Bridge. The ultimate cost of bridge replacement also far exceeds the financial capabilities of the city and more specifically the tax increment financing district. The purpose of programming TIF resources to the Kellogg Dam removal project is to catalyze action and leverage funding at the state and federal level. Prior to releasing the funds, however, the MRC would need direct assurance (via formal agreement) that state resources will be committed to the project. The City is receiving grant funding (\$585,000) from NOAA to conduct a Channel Study to evaluate channel designs for the Kellogg Creek when the dam is removed.

Operating Budget Impact: Unknown impact due to ODOT/city partnership.

Key Departments: Community Development, Engineering, Planning, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Engineering, Design	\$ 585,000						\$ 585,000
Construction			1,000,000				1,000,000
TOTAL ESTIMATED CAPITAL COST	\$ 585,000		1,000,000				\$ 1,585,000
Funding Source:							
Urban Renewal Authority	\$		1,000,000				\$ 1,000,000
Stormwater Fund Intergovernmental: NOAA Fisheries Grant	585,000						585,000
TOTAL FUNDING	\$ 585,000		1,000,000				\$ 1,585,000



King Road Improvements
42nd Avenue to Linwood Avenue

SAFE/SSMP Improvements: King Road (42nd Avenue to Linwood Avenue) replace existing sidewalk with multiuse path and repave road.

Stormwater Improvements: Review existing system for areas of improvement.

Operating Budget Impact: The project is anticipated to reduce operating expenditures by replacing aging infrastructure.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$ 944,000						\$ 944,000
Land/ROW Acquisition							
Construction		1,180,000	3,680,000				4,860,000
TOTAL ESTIMATED CAPITAL COST	\$ 944,000	1,180,000	3,680,000				\$ 5,804,000
Funding Source:							
SSMP	\$ 291,000		1,280,000				\$ 1,571,000
SAFE	626,000	1,000,000	2,400,000				4,026,000
Stormwater	27,000	180,000					207,000
TOTAL FUNDING	\$ 944,000	1,180,000	3,680,000				\$ 5,804,000



King Road West Improvements

40th Avenue to 42nd Avenue

SAFE/SSMP Improvements: King Road (40th Avenue to 42nd Avenue) replace existing sidewalk with multiuse path and repave road.

Water Improvements: King Road (36th Avenue to 42nd Avenue) replace 1660 feet of 6-inch and 8-inch water mainline pipe with 12-inch pipe.

Operating Budget Impact: The project is anticipated to reduce operating expenditures by replacing aging infrastructure.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$				219,000		\$ 219,000
Land/ROW Acquisition							
Construction						1,188,000	1,188,000
TOTAL ESTIMATED CAPITAL COST	\$				219,000	1,188,000	\$ 1,407,000
Funding Source:							
SSMP	\$				21,000	113,000	\$ 134,000
SAFE					65,000	353,000	418,000
Water					133,000	722,000	855,000
TOTAL FUNDING	\$				219,000	1,188,000	\$ 1,407,000



Lake Village Apartments Sewer Replacement

Wastewater Improvements: Construct 350 feet of 8-inch sanitary sewer line and associated manholes with a new alignment that would bypass lines currently located under the apartment complex and address access and maintenance issues.

Operating Budget Impact: This project would decrease ongoing operational needs by restoring infrastructure to good condition.

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$			339,000			\$ 339,000
TOTAL ESTIMATED CAPITAL COST	\$			339,000			\$ 339,000
Funding Source:							
Wastewater	\$			339,000			\$ 339,000
TOTAL FUNDING	\$			339,000			\$ 339,000



Lave Drive Booster Pump Station

Backup Generator

Water Improvements: This project provides for a new onsite backup generator for the Lava Pump Station. Currently emergency power is provided by a portable trailer mounted generator which must be moved to the site when needed.

Operating Budget Impact: None

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$		100,000				\$ 100,000
TOTAL ESTIMATED CAPITAL COST	\$		100,000				\$ 100,000
Funding Source:							
Wastewater	\$		100,000				\$ 100,000
TOTAL FUNDING	\$		100,000				\$ 100,000



Lewelling Improvements

43rd Avenue, Covell Street, 49th Avenue, Rockwood Street, Willow Street

SAFE/SSMP Improvements: 43rd Avenue (Howe Street to Covell Street), 49th Avenue (King Road to Logus Road), 51st Avenue (Logus Road to Winworth Court) add sidewalk and repave roadway. Covell Street (43rd Avenue to 42nd Avenue) and 49th Avenue (Willow Street to Harvey Street) construct curb ramps and repave road. Rockwood Street (43rd Avenue to 49th Avenue) add sidewalk. Willow Street (Winworth Court to Stanley Avenue) replace portions of existing sidewalk and install multiuse path connection between Winworth Court and Willow Street.

Stormwater Improvements: Add stormwater quality facilities.

Operating Budget Impact: The project is anticipated to reduce operating expenditures by replacing aging infrastructure, but increase operating expenditures through construction of new stormwater quality facilities.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$			179,000			\$ 179,000
Land/ROW Acquisition							
Construction					2,934,000		2,934,000
TOTAL ESTIMATED CAPITAL COST	\$			179,000	2,934,000		\$ 3,113,000
Funding Source:							
SSMP	\$			41,000	670,000		\$ 711,000
SAFE				82,000	1,351,000		1,433,000
Stormwater				56,000	913,000		969,000
TOTAL FUNDING	\$			179,000	2,934,000		\$ 3,113,000



Lewelling North Improvements

Brookside Drive, Winsor Drive, and Mason Lane

SAFE/SSMP Improvements: Brookside Drive (Johnson Creek Boulevard to Winsor Drive), Winsor Drive (Brookside Drive to Willow Street), and Mason Lane (42nd Avenue to Regents Drive) add sidewalk.

Operating Budget Impact: The project is not anticipated to change operating expenditures. .

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$			100,000			\$ 100,000
Land/ROW Acquisition							
Construction					1,640,000		1,640,000
TOTAL ESTIMATED CAPITAL COST	\$			100,000	1,640,000		\$ 1,740,000
Funding Source:							
SSMP	\$				16,000		\$ 16,000
SAFE				100,000	1,624,000		1,724,000
TOTAL FUNDING	\$			100,000	1,640,000		\$ 1,740,000



Logus Road, 40th & 42nd Avenue

40th Avenue, Logus Road, 42nd Avenue, 38th Avenue, Drake Street & 38th Avenue, 45th Court

SAFE/SSMP Improvements: Logus Road (43rd Avenue to 49th Avenue) add sidewalk and pave road. 40th Avenue (Harvey Street to King Road) and 42nd Avenue (Monroe Street to King Road) replace curb ramps and repave road. This project will also design and construct a new traffic signal at 42nd and Harrison. Funding for construction of signal must be identified in next biennium budget.

Water Improvements: Drake Street and 38th Avenue: Replace 800 feet of 4-inch water main line pipe with 8-inch to improve fire flows.

Wastewater Improvements: 38th Avenue: Replace 254 feet of 8-inch sewer pipe from manhole 2120 to manhole 2118 to address significant belly in the mainline requires frequent maintenance. 45th Court: Replace 150 feet of 6-inch sewer pipe from manhole 3503 to manhole 3316 to eliminate backup that requires frequent maintenance.

Stormwater Improvements: Add stormwater quality facilities along Logus Road, 40th Avenue, and 42nd Avenue.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging infrastructure and increase operating expenditures by adding stormwater quality facilities.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$ 100,000	728,000					\$ 828,000
Construction			3,947,000				3,947,000
TOTAL ESTIMATED CAPITAL COST	\$ 100,000	728,000	3,947,000	-	-	-	\$ 4,775,000
Funding Source:							
SSMP	\$	248,000	1,343,000				\$ 1,591,000
Transportation SDCs	100,000						\$ 100,000
SAFE		131,000	712,000				\$ 843,000
Water		65,000	352,000				\$ 417,000
Wastewater		70,000	380,000				\$ 450,000
Stormwater		214,000	1,160,000				1,374,000
TOTAL FUNDING	\$ 100,000	728,000	3,947,000	-	-	-	\$ 4,775,000



Manhole Surveying

Wastewater Improvements: This project will gather invert elevation of pipes entering and leaving manholes around the city to provide better information for future construction projects and system modeling.

Operating Budget Impact: None

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	25,000		25,000		25,000	\$ 75,000
TOTAL ESTIMATED CAPITAL COST	\$	25,000		25,000		25,000	\$ 75,000
Funding Source:							
Wastewater	\$	25,000		25,000		25,000	\$ 75,000
TOTAL FUNDING	\$	25,000		25,000		25,000	\$ 75,000



McLoughlin - Water System Improvements 23rd Avenue, Clatsop Street, McLoughlin Boulevard

Water Improvements: Install 750 feet of 12-inch water mainline pipe on 23rd Avenue. Replace 6-inch water mainline pipe with 600 feet of 12-inch pipe on Clatsop Street. Replace 6-inch water mainline pipe with 660 feet of 12-inch pipe on McLoughlin Boulevard.

Operating Budget Impact: Replacement of aging and undersized water distribution infrastructure will decrease maintenance costs related to emergency repairs of water main breaks.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$				700,000		\$ 700,000
TOTAL ESTIMATED CAPITAL COST	\$				700,000		\$ 700,000
Funding Source:							
Water	\$				700,000		\$ 700,000
TOTAL FUNDING	\$				700,000		\$ 700,000



Meek Street Improvements, North Phase
Boyd Street to Meek Street

Stormwater Improvements: Install stormwater mainline pipe from existing pipeline at Meek Street and route stormwater north to discharge at the existing Roswell Pond Open Space and ultimately into Johnson Creek. Project will alleviate flooding in the Harrison Street stormwater system.

Operating Budget Impact: This project will increase operating expenditures due to the added expense of maintaining the additional pipe and detention ponds. However, this project will also reduce the amount of emergency maintenance on Harrison Street due to flooding caused by its undersized system.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:	\$						\$
Land/ROW Acquisition	1,500,000						1,500,000
Construction		3,090,000					3,090,000
TOTAL ESTIMATED CAPITAL COST	\$ 1,500,000	3,090,000					\$ 4,590,000
Funding Source:	\$						\$
Stormwater	1,500,000	3,090,000					4,590,000
TOTAL FUNDING	\$ 1,500,000	3,090,000					\$ 4,590,000



Monroe Street & Mullan Street Pipe Extension

Water Improvements: Monroe Street Pipe Extension: Extend 8-inch waterline pipe main east from Linwood Avenue, down Monroe Street, then south on 66th Avenue to connect to the existing 6-inch water mainline. This project will provide redundancy in the system and improve fire flows in this area. Mullan Street Pipe Extension: Install water mainline pipe in Mullan Street to connect to the existing 6-inch water mainline pipe on 51st Avenue and near the intersection of Mullan Street and 54th Court. This project will address hydraulic, structural, and water quality issues as well as loop the system.

Operating Budget Impact: This project is anticipated to reduce operating expenditures due to the anticipated reduction of water quality flushing.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$				409,000		\$ 409,000
TOTAL ESTIMATED CAPITAL COST	\$				409,000		\$ 409,000
Funding Source:							
Water	\$				409,000		\$ 409,000
TOTAL FUNDING	\$				409,000		\$ 409,000

Monroe Street Greenway

Improvements: The Monroe Greenway will create a nearly four-mile, continuous, low-stress bikeway from downtown Milwaukie to the I-205 multi-use path. Once complete, it will serve as the spine of Milwaukie's active transportation network connecting users to the Max Orange Line, Max Green Line, Trolley Trail, 17th Avenue Bike Path, I-205 path, neighborhoods, schools, and parks. The \$1,340,000 TIF allocation will leverage more than \$6.5 million in state, federal and local funds to complete the city's section of the greenway from Highway 224 to Linwood Ave. Specifically, TIF funds will be spent on segment C which is east of 224 and west of the cycle track and Monroe St. Apartments.

SAFE/SSMP Improvements: Replace portions of existing sidewalk, remove barriers, and construct new surface overlay from 25th Avenue to 28th Avenue.

Operating Budget Impact: Potential increase to ongoing operational needs due to the addition of new infrastructure. However, the pipe replacements would decrease ongoing operational needs by restoring infrastructure to good condition..

Key Departments: Community Development, Engineering, Public Works



	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$ 1,998,620						\$ 1,998,620
Land/ROW Acquisition		671,000		3,148,401			3,819,401
Construction		2,799,987		100,000			2,899,987
TOTAL ESTIMATED CAPITAL COST	\$ 1,998,620	3,470,987		3,248,401			\$ 8,718,008
Funding Source:							
General Fund - Engineering	\$ 425,000	275,000					\$ 700,000
Transportation	772,000	389,000		100,000			1,261,000
Transportation SDC		290,000					290,000
FILOC (Other/K21606)	89,000	1,461,000					1,550,000
Urban Renewal Authority		1,332,000					1,332,000
TOTAL CITY FUNDING	\$ 1,286,000	3,747,000		100,000			\$ 5,133,000
Other Funding Source:							
ODOT RRFA/Other/K22141	712,387			3,148,401			3,860,788
TOTAL OTHER FUNDING	\$ 712,387	–		3,148,401			\$ 3,860,788
TOTAL FUNDING	\$ 1,998,387	3,747,000	–	3,248,401	–	–	\$ 8,993,780



North Milwaukie Downtown Improvements
Harrison Street to Milwaukie Expressway

SAFE/SSMP Improvements: Main Street (Harrison Street to Milwaukie Expressway) construct downtown sidewalk improvements, improve bike connectivity, and repave road.

Wastewater Improvements: Main Street: Replace 445 feet of 8-inch sewer pipe from manhole 1157 to manhole 1156 to address multiple holes and fractures in the mainline, as well as significant buildup of fats, oils, and grease.

Stormwater Improvements: Add stormwater quality facilities.

Operating Budget Impact: The project is anticipated to reduce operating expenditures by replacing aging infrastructure, but increase operating expenditures through construction of new stormwater quality facilities.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$				387,000		\$ 387,000
Land/ROW Acquisition							
Construction							2,099,000
TOTAL ESTIMATED CAPITAL COST	\$				387,000		\$ 2,486,000
Funding Source:							
SSMP	\$			110,000	598,000		\$ 708,000
SAFE				90,000	491,000		581,000
Wastewater				76,000	409,000		485,000
Stormwater				111,000	601,000		712,000
TOTAL FUNDING	\$			387,000	2,099,000		\$ 2,486,000



North Milwaukie Industrial Improvements Phase I

Highway 224 to Milport Road

SAFE/SSMP Improvements: Main Street (Harrison Street to Milport Road) remove barriers in existing sidewalk, improve bike connectivity, and repave road.

Wastewater Improvements: Hannah Harvester: Replace 143 feet of 8-inch sewer pipe from manhole 1575 to manhole 1144 to fix a significant belly in the last 90 feet of the line.

Stormwater Improvements: Add stormwater quality facilities.

Operating Budget Impact: The project is anticipated to reduce operating expenditures by replacing aging infrastructure, but increase operating expenditures through construction of new stormwater quality facilities.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$				848,000		\$ 848,000
Land/ROW Acquisition							
Construction						4,592,000	4,592,000
TOTAL ESTIMATED CAPITAL COST	\$				848,000	4,592,000	\$ 5,440,000
Funding Source:							
SSMP	\$			299,000	1,620,000		\$ 1,919,000
SAFE				87,000	470,000		557,000
Wastewater				101,000	548,000		649,000
Stormwater				361,000	1,954,000		2,315,000
TOTAL FUNDING	\$			848,000	4,592,000		\$ 5,440,000



North Milwaukie Industrial Improvements Phase II

Milport Road to Ochoco Street

SAFE/SSMP Improvements: Main Street (Milport Road to Ochoco Street) and Mailwell Drive (Main Street to Union Pacific Railroad) replace sidewalk and construct new sidewalk and repave roadway. Improve bike connectivity on Main Street.

Water Improvements: Replace 470 feet of 10-inch water mainline pipe in Main Street.

Wastewater Improvements: Mailwell Drive: Replace 403 feet of 8-inch concrete sewer pipe from manhole 1166 to manhole 1029 to eliminate known inflow and infiltration (I/I).

Stormwater Improvements: Add stormwater quality facilities.

Operating Budget Impact: The project is anticipated to reduce operating expenditures by replacing aging infrastructure, but increase operating expenditures through construction of new stormwater quality facilities.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$				964,000		\$ 964,000
Land/ROW Acquisition							
Construction						5,221,000	5,221,000
TOTAL ESTIMATED CAPITAL COST	\$				964,000	5,221,000	\$ 6,185,000
Funding Source:							
SSMP	\$				296,000	1,604,000	\$ 1,900,000
SAFE					126,000	683,000	809,000
Water					114,000	617,000	731,000
Wastewater					69,000	373,000	442,000
Stormwater					359,000	1,944,000	2,303,000
TOTAL FUNDING	\$				964,000	5,221,000	\$ 6,185,000



Ochoco Street Improvements

Main Street to McLoughlin Boulevard

SAFE/SSMP Improvements: Ochoco Street (Main Street to McLoughlin Boulevard) replace portions for existing sidewalk and repave road.

Water Improvements: Ochoco Street (McLoughlin Boulevard to 25th Avenue) replace 890 feet of 10-inch pipe with 12-inch pipe.

Operating Budget Impact: The project is anticipated to reduce operating expenditures by replacing aging infrastructure.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$			110,000			\$ 110,000
Land/ROW Acquisition							
Construction					591,000		591,000
TOTAL ESTIMATED CAPITAL COST	\$			110,000	591,000		\$ 701,000
Funding Source:							
SSMP	\$			10,000	53,000		\$ 63,000
SAFE				35,000	188,000		\$ 223,000
Water				65,000	350,000		415,000
TOTAL FUNDING	\$			110,000	591,000		\$ 701,000



Oatfield Road & Shell Lane Improvements

Oatfield Road, Lake Road to Kellogg Creek Bridge, and Shell Lane, Lake Road to Licynta Lane

SAFE/SSMP Improvements: Oatfield Road (Lake Road to City Limits) construct sidewalk on both sides of street, add bike infrastructure, and repave road. Shell Lane (Lake Road to Licynta Lane) repave road.

Water Improvements: Shell Lane: install 420 feet of 6-inch water mainline pipe to connect the existing pipes on Shell Lane and Licynta Lane to address hydraulic, structural, and water quality issues.

Wastewater Improvements: Mailwell Drive: Replace 403 feet of 8-inch concrete sewer pipe from manhole 1166 to manhole 1029 to eliminate known inflow and infiltration (I/I).

Stormwater Improvements: Add stormwater quality facilities.

Operating Budget Impact: The project is anticipated to decrease operating expenditures related to maintenance of existing water mains and increase operating expenditures through construction of new stormwater quality facilities.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$		128,000				\$ 128,000
Land/ROW Acquisition							
Construction				2,099,000			2,099,000
TOTAL ESTIMATED CAPITAL COST	\$		128,000	2,099,000			\$ 2,227,000
Funding Source:							
SSMP	\$		37,000	604,000			\$ 641,000
SAFE			23,000	379,000			402,000
Water			19,000	312,000			331,000
Stormwater			49,000	804,000			853,000
TOTAL FUNDING	\$		128,000	2,099,000			\$ 2,227,000



Park Street & Lloyd Street Improvements

Park Street, Lloyd Street, Beckman Avenue, Stanley Avenue

SAFE/SSMP Improvements: Park Street (Home Avenue to Beckman Avenue), Beckman Terrace (Beckman Avenue to 56th Avenue), 56th Avenue (Beckman Terrace to Lloyd Street) and Lloyd Street (56th Avenue to Stanley Avenue) add sidewalk or remove barriers in existing sidewalk and repave road. Beckman Avenue (Park Street to Beckman Terrace) add sidewalk. Stanley Avenue (Railroad Avenue to Lloyd Street) repave road.

Water Improvements: Beckman Avenue: Upsize from 6-inch water main to 8-inch. Park Street: Upsize from 6-inch to 8-inch.

Wastewater Improvements: Beckman Avenue: Replace 401 feet of 8-inch sewer pipe from manhole 3212 to manhole 3211 to address multiple bellies that can cause backup and property damage.

Stormwater Improvements: Add stormwater quality facilities.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging infrastructure.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$		1,969,000				\$ 1,969,000
Land/ROW Acquisition							
Construction				4,223,000			4,223,000
TOTAL ESTIMATED CAPITAL COST	\$		1,969,000	4,223,000			\$ 6,192,000
Funding Source:							
SSMP	\$		186,000	1,010,000			\$ 1,196,000
SAFE			138,000	748,000			886,000
Water			1,400,000	1,146,000			2,546,000
Wastewater			77,000	418,000			495,000
Stormwater			168,000	901,000			1,069,000
TOTAL FUNDING	\$		1,969,000	4,223,000			\$ 6,192,000



Plum, Apple & Hemlock Streets
Stormwater Improvements

Stormwater Improvements: Plum Street and Apple Street: Install 780 feet of 12-inch 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. Hemlock Street: Replace existing stormwater pipe on Hemlock Street and Cedarcrest Drive. The existing pipe is undersized and currently floods in heavy rain events.

Operating Budget Impact: The project installs new pipe and 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.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$				1,248,000		\$ 1,248,000
TOTAL ESTIMATED CAPITAL COST	\$				1,248,000		\$ 1,248,000
Funding Source:							
Stormwater	\$				1,248,000		\$ 1,248,000
TOTAL FUNDING	\$				1,248,000		\$ 1,248,000



Pump Station Condition Assessments

Stormwater Improvements: A detailed condition assessment of each of the five pump stations is recommended to determine the potential repairs that may be required and develop a schedule for anticipated refurbishments.

Operating Budget Impact: None

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	30,000					\$ 30,000
TOTAL ESTIMATED CAPITAL COST	\$	30,000					\$ 30,000
Funding Source:							
Wastewater	\$	30,000					\$ 30,000
TOTAL FUNDING	\$	30,000					\$ 30,000



Pump Station Improvements

Wastewater Improvements: These planned pump station upgrade projects consist of electrical and pumping upgrades for any equipment that has become obsolete and for which replacement parts are no longer available, or where reliability, efficiency, or accuracy has degraded below acceptable levels. Mechanical pumping equipment may consist of replacing pumps and motors to address changes in pump station capacity needs, or where reliability and efficiency have degraded below acceptable levels.

Operating Budget Impact: Completing preventative maintenance should reduce operating and emergency expenditures.

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$			75,000			\$ 75,000
Construction				150,000	200,000	425,000	775,000
TOTAL ESTIMATED CAPITAL COST	\$			225,000	200,000	425,000	\$ 850,000
Funding Source:							
Wastewater				225,000	200,000	425,000	850,000
TOTAL FUNDING	\$			225,000	200,000	425,000	\$ 850,000



Pump Station Lift & SCADA Controls Replacement

Wastewater Improvements: A program that replaces the city's lift station pumps and SCADA controls prior to failures and/or service interruptions.

Operating Budget Impact: Completing preventative maintenance in advance of emergency repairs should reduce the possibility of sewer back up, claims against the city, and reduce operating expenditures.

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	50,000	50,000					100,000
TOTAL ESTIMATED CAPITAL COST	\$ 50,000	50,000					\$ 100,000
Funding Source:							
Wastewater	50,000	50,000					100,000
TOTAL FUNDING	\$ 50,000	50,000					\$ 100,000



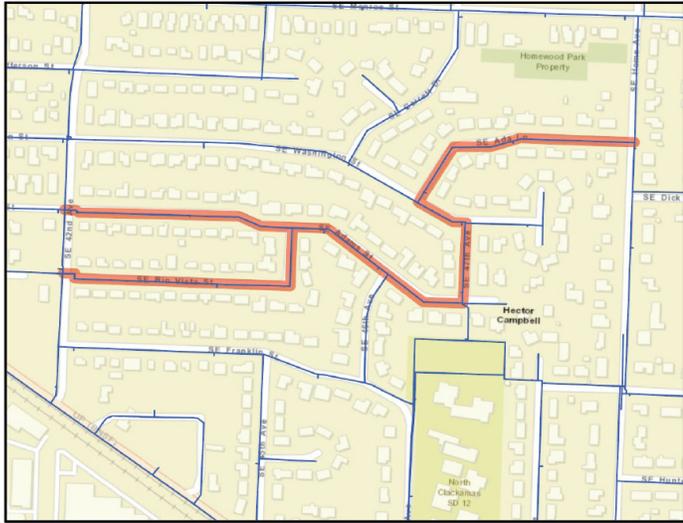
Residential Street Surface Repair

SAFE/SSMP Improvements: The Street Surface Maintenance Program (SSMP) was adopted by Ordinance No. 1966, effective on July 1, 2007. The ordinance, in concert with other related ordinances, established funding sources for the maintenance and rehabilitation of arterials and collectors streets. This program was expanded in 2017 to include maintenance of residential streets, however no additional funding was identified. The Residential Surface Repair provides additional funding for the maintenance and rehabilitation of residential streets.

Operating Budget Impact: This project will reduce maintenance operating expenditures related to filling pot holes and other temporary repairs.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$ 500,000	500,000	500,000	500,000	500,000	500,000	\$ 3,000,000
TOTAL ESTIMATED CAPITAL COST	\$ 500,000	500,000	500,000	500,000	500,000	500,000	\$ 3,000,000
Funding Source:							
Transportation	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
TOTAL FUNDING	\$ 500,000	500,000	500,000	500,000	500,000	500,000	\$ 3,000,000



Rio Vista Street – Water System Improvements

Rio Vista Street, Adams Street, 47th Avenue, Washington Street, Ada Lane

Water Improvements: Replace 6-inch water mainline pipe with 1550 feet of 8-inch pipe on Adams Street. Replace 6-inch water mainline pipe with 300 feet of 8-inch pipe on 47th Avenue. Replace 6-inch water mainline pipe with 900 feet of 8-inch pipe on Ada Lane. Replace 4-inch, 6-inch pipe with 1,010 feet of 8-inch pipe on Rio Vista St. Replace 6-inch water mainline pipe with 190 feet of 8-inch pipe on Washington Street.

Operating Budget Impact: Replacement of aging and undersized water distribution infrastructure will decrease maintenance costs related to emergency repairs of water main breaks.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$					993,000	\$ -
TOTAL ESTIMATED CAPITAL COST	\$					993,000	\$ -
Funding Source:							
Water	\$					993,000	\$ 993,000
TOTAL FUNDING	\$					993,000	\$ 993,000



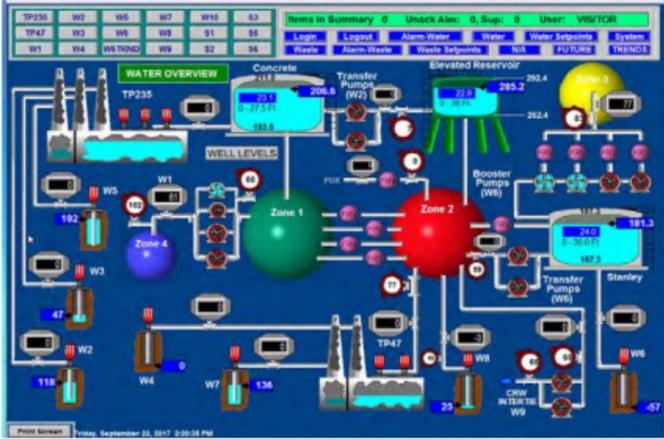
SAFE Spot Improvements

SAFE/SSMP Improvements: The Safe Access for Everyone (SAFE) Spot Improvement project will fund city identified or community requested sidewalk infill or repairs, curb ramp repairs at intersections, or adding new crosswalks.

Operating Budget Impact: This project will increase operating expenditures by increasing the number of curb ramps city wide.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	180,000					\$ 180,000
TOTAL ESTIMATED CAPITAL COST	\$	180,000					\$ 180,000
Funding Source:							
SAFE		30,000					30,000
SAFE Intergovernmental: Clackamas County Community Development Block Grant		150,000					150,000
TOTAL FUNDING	\$	180,000					\$ 180,000



SCADA Design and Construction

Water Improvements: Supervisory Control and Data Acquisition (SCADA) is a system for remote monitoring and control. The last system installed for the City of Milwaukie was in 1998 but advances in technology and communication have made the city's current system obsolete and difficult to maintain. A goal for an updated system is to maintain the highest possible system security and system integrity while improving site security, control capabilities, data acquisition, and a simplified user interface. The cost will be shared between the Water and Wastewater funds.

THE KEY ELEMENTS OF THE PROJECT ARE:

Modernization: Implementation of modern technology will minimize support requirements, system administration, and improve maintenance support.

Best Practices: Undertaking this upgrade provides the utility with other improvements that can be realized by incorporating best practices for control industry system implementation.

Cybersecurity: Ensures security is implemented as part of any SCADA system addition or modification.

Operating Budget Impact: This project would decrease ongoing operational needs by restoring infrastructure to good condition.

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction		1,435,000					1,435,000
TOTAL ESTIMATED CAPITAL COST	\$	1,435,000					\$ 1,435,000
Funding Source:							
Water		800,000					800,000
Wastewater		635,000					635,000
TOTAL FUNDING	\$	1,435,000					\$ 1,435,000



Sewer Lining Projects

17th Avenue, 34th Avenue, 37th Avenue at Highway 224, 37th Avenue at Monroe Street, Rio Vista Street, River Road & Stubb Street

Wastewater Improvements:

17th Avenue Sewer Repair: Cured-in-place-pipe (CIPP) or line replacement due to substantial cracks and fractures that threaten the structural integrity of the mainline. MH – 1133 Length 233.4', Upstream depth 4', Downstream depth 5.42', Number of services 2, Diameter 6'.

34th Avenue: To address intrusion of seal material and multiple cracks and fractures that impact the integrity of the mainline. CO 2344 – 2018: Length 257', Upstream depth CO', Downstream depth 10', Number of services 6, Diameter 8".

37th Avenue/Hwy 224 Sewer Replacement: To fix bellies in the mainline that collect grease from primarily the Milwaukie Marketplace. The downstream manhole can be eliminated and tie into the next 20 feet away. MH 3512 – 3511: Length 324.95', Upstream depth 8.42', Downstream depth 10.17', Number of services 1, Diameter 8".

37th Ave at Monroe Street Sewer Replacement: To repair root intrusion into the main from mainline joints and lateral connections. MH 2075 – 2070: Length 263', Upstream depth 8.9', Downstream depth 9.5', Number of services 8, Diameter 8".

Rio Vista Street Sewer Repair: Full replacement recommended to address root infiltration in the mainline. MH 3094 – 3093: Length 298.1', Upstream depth 9.17', Downstream depth 9.42', Number of services 10, Diameter 8"

River Road Sewer Repair: To address known inflow and infiltration (I&I) issues. The joints and lateral connections of the sewer mainline are failing and ground water is infiltrating. Eliminating the I&I will relieve the Kellogg Creek Waste Treatment Plant, reduce capacity issues, and maintain 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. Cured-in-place-pipe (CIPP) is recommended for the mainline. MH 5052 – 5051: Length 304.0', Upstream depth 6.4', Downstream depth 6.2', Number of services 7, Diameter 8".

Roswell Street Sewer Repair: CIPP repair or full replacement to eliminate known I&I issues to reduce groundwater, including those at the Kellogg Creek Treatment Plant. Removal of not-in-use laterals recommended. May be eligible for a 10% costshare from CCSD#1. MH 1204 – 1203: Length 362.8', Upstream depth 8.83', Downstream depth 8.33', Number of services 8, Diameter 8"

Stubb Street Sewer Repair: CIPP repair or full replacement to eliminate known I&I issues, including those at the Kellogg Creek Treatment Plant. Removal of not-in-use laterals recommended. May be eligible for a 10% costshare from CCSD#1. MH 1192 – 1034: Length 367.7', Upstream depth 5.5', Downstream depth 5.4', Number of services 9, Diameter 8".

Operating Budget Impact: This project would decrease ongoing operational needs by restoring infrastructure to good condition.

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$			844,000			\$ 844,000
TOTAL ESTIMATED CAPITAL COST	\$			844,000			\$ 844,000
Funding Source:							
Wastewater	\$			844,000			\$ 844,000
TOTAL FUNDING	\$			844,000			\$ 844,000



Signal Upgrades

Transportation Improvements: The city contracts with Clackamas County to install and maintain traffic signals within city limits. Several signals need to be upgraded to meet standards required for ongoing maintenance. City staff will work with the county to identify the highest priority locations and seek out opportunities to leverage additional funding sources.

Operating Budget Impact: None. Clackamas County maintains signals within city limits.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$ 100,000	100,000	100,000				\$ 300,000
TOTAL ESTIMATED CAPITAL COST	\$ 100,000	100,000	100,000				\$ 300,000
Funding Source:							
Transportation	100,000	100,000	100,000				300,000
TOTAL FUNDING	\$ 100,000	100,000	100,000				\$ 300,000



Street Surface Slurry Seal

Transportation Improvements: Treat street surface in “good” condition prior to the need for grind and inlay/overlay. By surface sealing worn asphalt, the life of streets can be prolonged.

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.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$ 250,000	250,000	500,000	500,000	500,000	500,000	\$ 2,500,000
TOTAL ESTIMATED CAPITAL COST	\$ 250,000	250,000	500,000	500,000	500,000	500,000	\$ 2,500,000
Funding Source:							
SSMP	\$ 250,000	250,000					\$ 500,000
Transportation			500,000	500,000	500,000	500,000	2,000,000
TOTAL FUNDING	\$ 250,000	250,000	500,000	500,000	500,000	500,000	\$ 2,500,000



Sparrow Street Improvements

22nd Avenue to the Trolley Trail

SAFE/SSMP Improvements: Construct sidewalk and add pedestrian and bicycle crossing between River Road and 25th Avenue. Repave road from 22nd Avenue to River Road and from 25th Avenue to 26th Avenue.

Water Improvements: Replace 300 feet of 10-inch water mainline pipe with 16-inch pipe on Sparrow Street.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging water infrastructure and increase operating expenditures through construction of new infrastructure, including the multiuse path between River Road and 25th Avenue.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$		18,000				\$ 18,000
Land/ROW Acquisition							
Construction				281,000			281,000
TOTAL ESTIMATED CAPITAL COST	\$		18,000	281,000			\$ 299,000
Funding Source:							
SSMP	\$		5,000	84,000			\$ 89,000
SAFE			4,000	54,000			58,000
Water			5,000	80,000			85,000
Stormwater			4,000	63,000			67,000
TOTAL FUNDING	\$		18,000	281,000			\$ 299,000



Stanley Reservoir Improvements

American Rescue Plan Act (ARPA) Project

Water Improvements: The Stanley Reservoir is a 3.0 million gallon at-grade welded steel tank constructed in 1970 and is supplied directly from Well #6 on the same site. The coating system on the exterior has failed and large pieces of exterior coating is peeling. 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 three-coat epoxy system as well. The project will include the installation of a seismic valve and seismic upgrades to roof rafter systems.

Operating Budget Impact: The project will not increase operating expenditures.

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$ 1,385,000	1,315,000					\$ 2,700,000
TOTAL ESTIMATED CAPITAL COST	\$ 1,385,000	1,315,000					\$ 2,700,000
Funding Source:							
Water Fund Intergovernmental: American Rescue Plan Act - Federal Funds (FY22)	1,385,000	1,315,000					2,700,000
TOTAL FUNDING	\$ 1,385,000	1,315,000					\$ 2,700,000



Stormwater Capital Maintenance Program

Stormwater Improvements: This yearly project will begin to replace Milwaukie's aging stormwater infrastructure. To complete replacement of the City's system on a 75-year cycle per the 2014 Stormwater Master plan requires \$780,000/yr. Current funding does not meet planned future replacement costs.

Operating Budget Impact: This project will reduce the operating expenditures by upgrading materials which will require less maintenance.

Key Departments: Public Works

		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:								
Planning, Engineering, Design	\$							\$
Land/ROW Acquisition								
Construction		150,000	150,000	150,000	150,000	150,000	150,000	900,000
TOTAL ESTIMATED CAPITAL COST	\$	150,000	150,000	150,000	150,000	150,000	150,000	\$ 900,000
Funding Source:								
Stormwater		150,000	150,000	150,000	150,000	150,000	150,000	900,000
TOTAL FUNDING	\$	150,000	150,000	150,000	150,000	150,000	150,000	\$ 900,000



Stormwater Master Plan

Prepared for the
City of Milwaukie, Oregon
January 2014

Stormwater Master Plan

Stormwater Improvements: The Master Plan will identify strategies for maintaining adequate maintenance levels for the community. The updated plan will guide capital expenditures for the system and furnish guidance on operational issues and future stormwater rate structures.

The Master Plan will:

1. Evaluate and summarize the existing stormwater system and key facilities.
2. Develop demand projections for several scenarios, to include buildout, annexation of Dual Interest Areas, and annexation of the UGMA.
3. Evaluate existing and future demands to develop a strategy for the City to meet existing and future stormwater management demand needs.
4. Develop performance and operational criteria under which the stormwater system will be analyzed and future facilities will be formulated.
5. Evaluate the existing stormwater management system for seismic and climate resiliency and provide potential solutions.
6. Develop a prioritized capital improvement for recommended existing and future stormwater system facilities and an analysis of potential funding.
7. Update the System Development Charge Rate.

Operating Budget Impact: None

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$ 200,000	150,000					\$ 350,000
TOTAL ESTIMATED CAPITAL COST	\$ 200,000	150,000					\$ 350,000
Funding Source:							
Stormwater SDC	\$ 200,000	150,000					\$ 350,000
TOTAL FUNDING	\$ 200,000	150,000					\$ 350,000



Stormwater Quality Facilities

36th Avenue, 47th Avenue/Llewellyn Street, 55th Avenue/Monroe Street, 42nd Avenue, Stanley Avenue/Willow Street, Winworth Court

Stormwater Improvements: Construct water quality facilities to collect and treat stormwater at 36th Avenue and near the intersection of 42nd Avenue and Railroad Avenue.

Install drywell or water quality facilities to alleviate flooding at Winworth Court, the intersection of 47th Avenue and Llewellyn Street, and the intersection of 55th Avenue and Monroe Street.

Decommission two drywells along Stanley Avenue and construct new storm pipe on Stanley Avenue from Hill Street to Ball-Michel Park.

Operating Budget Impact: The project is anticipated to increase operating expenditures related to the maintenance of stormwater quality facilities.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$	79,000					\$ 79,000
Land/ROW Acquisition							
Construction			1,200,000				1,200,000
TOTAL ESTIMATED CAPITAL COST	\$	79,000	1,200,000				\$ 1,279,000
Funding Source:							
Stormwater		79,000	1,200,000				1,279,000
TOTAL FUNDING	\$	79,000	1,200,000				\$ 1,279,000



Transportation Rate Study

Transportation Improvements: Following the update to the city's Transportation System Plan (TSP), a System Development Charge (SDC) Rate Study will be performed to determine the transportation SDC amounts needed to construct the capacity improvements recommended in the TSP.

Operating Budget Impact: Unknown

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	50,000					\$ 50,000
TOTAL ESTIMATED CAPITAL COST	\$	50,000					\$ 50,000
Funding Source:							
Transportation SDC		50,000					50,000
TOTAL FUNDING	\$	50,000					\$ 50,000



Transportation Capital Maintenance Program

Crack Seal/Slurry Seal

Transportation Improvements: Slurry Seal Program – Treat street surface in "good" condition prior to the need for grind and inlay/overlay. By surface sealing worn asphalt, the life of streets can be prolonged.

Crack Seal Program – Provides 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.

Residential Surface Repair – Provides funding for residential surface work to include grind and inlays/over lays.

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.

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$ 1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	\$ 6,000,000
TOTAL ESTIMATED CAPITAL COST	\$ 1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	\$ 6,000,000
Funding Source:							
SSMP	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
Transportation	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000
TOTAL FUNDING	\$ 1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	\$ 6,000,000

Transportation System Plan

Transportation Master Plan

Transportation Improvements: A city typically reviews and updates its Transportation System Plan (TSP) every 10 years; Milwaukie's TSP was last updated in 2013. The TSP will be guided by the city's updated comprehensive plan which was adopted in FY 2021. The TSP is the city's long-term plan for transportation improvements to accommodate growth forecasts and projections. Projects identified in it are implemented through our Capital Improvement Plan. Updating the TSP fulfills the State of Oregon Transportation Planning Rule requirements for comprehensive transportation planning.

Operating Budget Impact: Unknown

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$	350,000					\$ 350,000
TOTAL ESTIMATED CAPITAL COST	\$	350,000					\$ 350,000
Funding Source:							
Transportation SDC		100,000					100,000
Transportation Intergovernmental ODOT Growth Management Grant		250,000					250,000
TOTAL FUNDING	\$	350,000					\$ 350,000



Washington Street Area Improvements
27th Avenue, 35th Avenue, Washington Street and Edison Street

SAFE/SSMP Improvements: 27th Avenue (Lake Road to Willard Street), 35th Avenue (Washington Street to Sellwood Street), 35th Avenue (Washington Street to Edison Street), and Washington Street (27th Avenue to 35th Avenue) replace sidewalk. Edison Street (35th Avenue to 37th Avenue) add sidewalk and repave road. 27th Avenue (Lake Road to Washington Street) and Washington Street (23rd Avenue to 35th Avenue) repave road.

Water Improvements: Washington Street (28th Avenue to Oak Street) replace existing 6-inch water mainline pipe with 8-inch pipe.

Wastewater Improvements: Washington Street: Replace 780 feet of 10-inch sewer main from manhole 2228 to manhole 2226.

Stormwater Improvements: Washington Street: Replace 2,395 feet of 18-inch storm pipe with 24-inch pipe from manhole 41183 to manhole 41029. Construct a modular culvert or bridge at Washington Street and 27th Avenue for Spring Creek.

Add stormwater quality infrastructure.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging infrastructure, and increase operating expenditures by adding stormwater quality facilities.

Key Departments: Engineering, Public Works

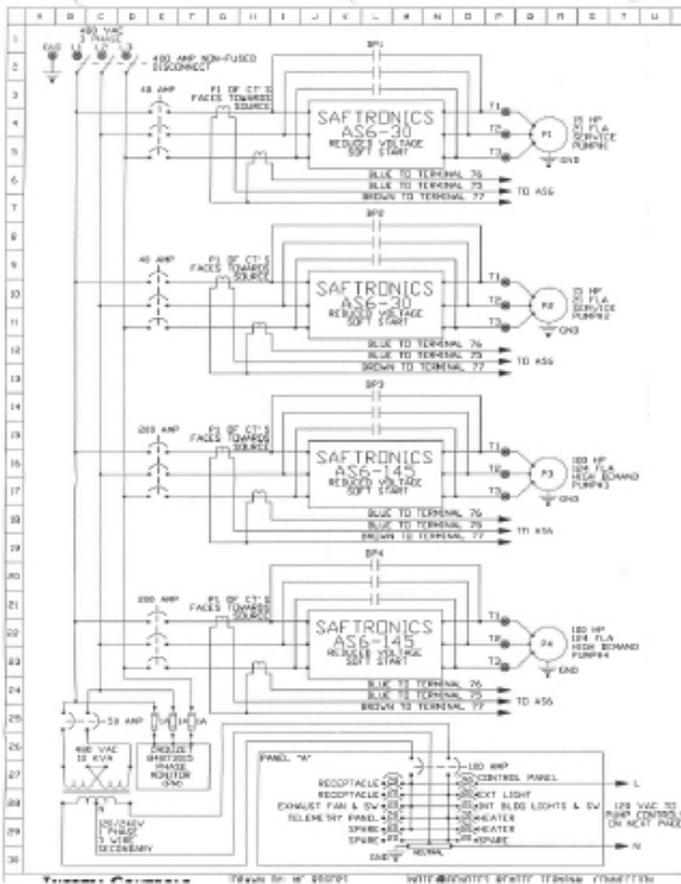
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$ 1,118,000						\$ 1,118,000
Land/ROW Acquisition							
Construction		6,247,000					6,247,000
TOTAL ESTIMATED CAPITAL COST	\$ 1,118,000	6,247,000					\$ 7,365,000
Funding Source:							
SSMP	\$ 238,000	1,350,000					\$ 1,588,000
SAFE	282,000	1,600,000					1,882,000
State Gas Tax FILOC	68,000	309,000					377,000
Water	85,000	405,000					490,000
Wastewater	75,000	483,000					558,000
Stormwater	370,000	2,100,000					2,470,000
TOTAL FUNDING	\$ 1,118,000	6,247,000					\$ 7,365,000

Water Automation and Control Upgrades

Water Improvements: This project provides for automation and control upgrades replacements at the wells, treatment plants, and pumping facilities.

Operating Budget Impact: Reduce personnel overtime costs.

Key Departments: Public Works



	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$ 60,000	60,000	50,000	50,000	50,000	50,000	\$ 320,000
TOTAL ESTIMATED CAPITAL COST	\$ 60,000	60,000	50,000	50,000	50,000	50,000	\$ 320,000
Funding Source:							
Water	\$ 60,000	60,000	50,000	50,000	50,000	50,000	\$ 320,000
TOTAL FUNDING	\$ 60,000	60,000	50,000	50,000	50,000	50,000	\$ 320,000



Water Capital Maintenance Program

Water Improvements: Projects under this program consist of repair or replacement of small segments of water main due to structure failure or breaks. Projects are identified based on routine system monitoring for leaks.

Operating Budget Impact: Regular maintenance will reduce operating expenditures.

Key Departments: Public Works

		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:								
Construction	\$	100,000	100,000	100,000	100,000	100,000	100,000	\$ 600,000
TOTAL ESTIMATED CAPITAL COST	\$	100,000	100,000	100,000	100,000	100,000	100,000	\$ 600,000
Funding Source:								
Water	\$	100,000	100,000	100,000	100,000	100,000	100,000	\$ 600,000
TOTAL FUNDING	\$	100,000	100,000	100,000	100,000	100,000	100,000	\$ 600,000



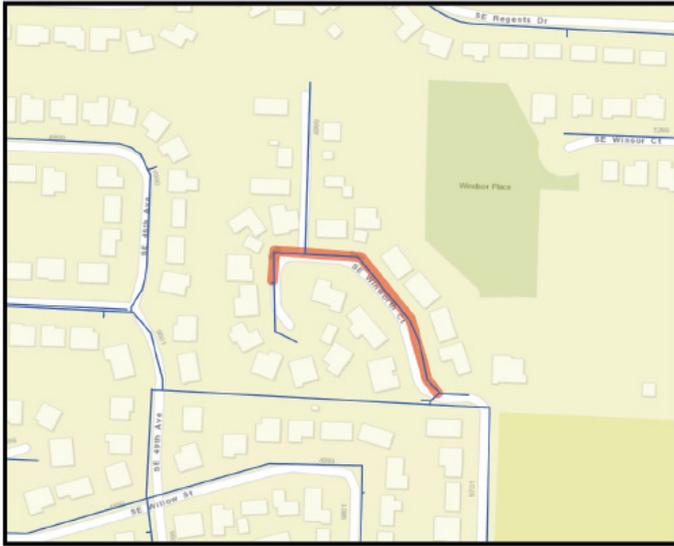
Water Pressure Zone and Transfer Pump Upgrades

Water Improvements: The Water Master Plan evaluated the City's distribution pumping capacity to determine existing pumping requirements and future requirements. The evaluation determined current deficiencies in the city's ability to meet future maximum day demand plus fire flow as well as a lack of pumping redundancy. This project will upsize selected pumps in pressure zones to provide the necessary capacity and redundancy.

Operating Budget Impact: Larger pumps may impact energy needs, but this may be mitigated by improved pump efficiency.

Key Departments: Public Works

		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:								
Construction	\$			300,000	1,200,000	1,200,000		\$ 2,700,000
TOTAL ESTIMATED CAPITAL COST	\$			300,000	1,200,000	1,200,000		\$ 2,700,000
Funding Source:								
Water	\$			300,000	1,200,000	1,200,000		\$ 2,700,000
TOTAL FUNDING	\$			300,000	1,200,000	1,200,000		\$ 2,700,000



Winworth Court - Water System Improvements

Water Improvements: Replace 4-inch water mainline pipe with 500 feet of 8-inch pipe on Winworth Court.

Operating Budget Impact: Replacement of aging and undersized water distribution infrastructure will decrease maintenance costs related to emergency repairs of water main breaks.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$					126,000	\$ 126,000
TOTAL ESTIMATED CAPITAL COST	\$					126,000	\$ 126,000
Funding Source:							
Water	\$					126,000	\$ 126,000
TOTAL FUNDING	\$					126,000	\$ 126,000



Water System Intertie Evaluation

Water Improvements: Emergency interties are maintained with the City of Portland and Clackamas River Water (CRW). The City is interested in evaluating a new intertie with Oak Lodge on the southwestern boundary of the city. This intertie could potentially connect to pressure zones 1 or 2.

Operating Budget Impact: Unknown

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	125,000					\$ 125,000
TOTAL ESTIMATED CAPITAL COST	\$	125,000					\$ 125,000
Funding Source:							
Water	\$	125,000					\$ 125,000
TOTAL FUNDING	\$	125,000					\$ 125,000



Water Treatment Plant

Upper & Lower Upgrades

Water Improvements: This multi year phased project will upgrade components of the water treatment plants (WTP235 and WTP47) and will include generator replacement, Automatic Transfer Switch upgrades, blower replacements upgrades to the stripping towers and addition of a new tower as well a conversion to Sodium Hypochlorite disinfection system.

Operating Budget Impact: More efficient equipment will reduce energy needs.

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$			300,000			\$ 300,000
Land/ROW Acquisition							
Construction					2,900,000		2,900,000
TOTAL ESTIMATED CAPITAL COST	\$			300,000	2,900,000		\$ 3,200,000
Funding Source:							
Water				300,000	2,900,000		3,200,000
TOTAL FUNDING	\$			300,000	2,900,000		\$ 3,200,000



Waverly South

Lava Drive, Waverly Court, Riverway Lane

SAFE/SSMP Improvements: Lava Drive (17th Avenue to Waverly Court) and Waverly Court (Lava Drive to apartment complex entrance at 10110 SE Waverly Court, near the dead end of Waverly Court) replace curb ramps and repave road.

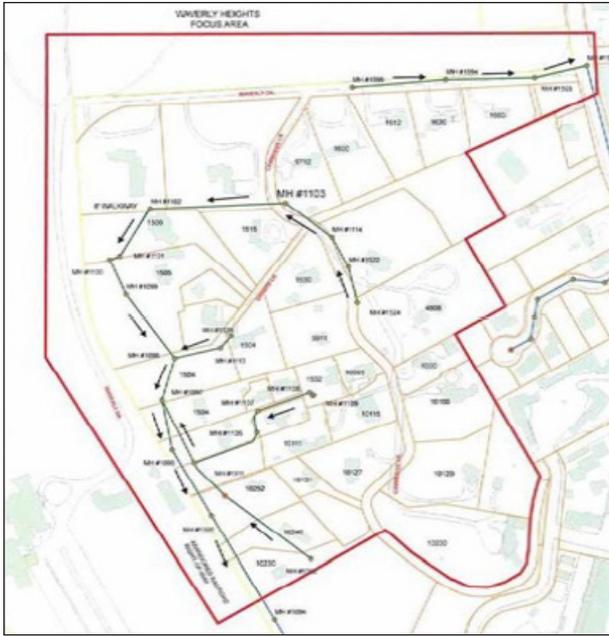
Water Improvements: Riverway Lane: Replace 320 feet of 2-inch water mainline pipe with 6-inch pipe to address hydraulic, structural, and water quality issues.

Wastewater Improvements: Riverway Lane: Pipe burst or replace 220 feet of 10-inch sewer pipe from manhole 1087 to manhole 1086 to fix root intrusion in portions of the mainline.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging infrastructure.

Key Departments: Engineering, Public Works

		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:								
Planning, Engineering, Design	\$	150,800						\$ 150,800
Land/ROW Acquisition								
Construction		603,200						603,200
TOTAL ESTIMATED CAPITAL COST	\$	754,000						\$ 754,000
Funding Source:								
SSMP	\$	359,000						\$ 359,000
SAFE		78,000						78,000
Water		115,000						115,000
Wastewater		202,000						202,000
TOTAL FUNDING	\$	754,000						\$ 754,000



Waverly Heights Sewer System Reconfiguration

Waverly Drive and Cambridge Lane

Wastewater Improvements: Replace sewer pipes within the Waverly Heights area of northwest Milwaukee.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging infrastructure.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$ 400,000						\$ 400,000
Land/ROW Acquisition							
Construction		1,570,000	1,450,000				3,020,000
TOTAL ESTIMATED CAPITAL COST	\$ 400,000	1,570,000	1,450,000				\$ 3,420,000
Funding Source:							
Wastewater	\$ 400,000	275,000	1,300,000				\$ 1,975,000
Wastewater SDC		170,000	150,000				320,000
Wastewater Fund Intergovernmental: I & I Grant Program		1,125,000					1,125,000
TOTAL FUNDING	\$ 400,000	1,570,000	1,450,000				\$ 3,420,000



Wastewater Capital Maintenance Program

Wastewater Improvements: Projects under this program consist of repair of pipe where structural conditions exist or lining is necessary to prevent groundwater infiltration and/or stormwater inflow. Projects are identified based on routine system monitoring.

Operating Budget Impact: Regular maintenance will reduce operating expenditures.

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$ 50,000	50,000	50,000	50,000	435,000	435,000	\$ 1,070,000
TOTAL ESTIMATED CAPITAL COST	\$ 50,000	50,000	50,000	50,000	435,000	435,000	\$ 1,070,000
Funding Source:							
Wastewater	\$ 50,000	50,000	50,000	50,000	435,000	435,000	\$ 1,070,000
TOTAL FUNDING	\$ 50,000	50,000	50,000	50,000	435,000	435,000	\$ 1,070,000

Master Plan Update - Wastewater System

SDC Improvements: The City's Wastewater System Master Plan was last updated in 2022. This update anticipates land use changes, new business and residential development, and plans for expanding the city's limits. Through effective master planning and modeling, the city will be able to determine the condition of its current wastewater system, 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 updated plan will guide capital expenditures for the system and furnish guidance on operational issues and future wastewater rate structures.

The Master Plan will:

1. Evaluate and summarize the existing wastewater 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 wastewater capacity projections for several scenarios, to include buildout, annexation of Dual Interest Areas, and annexation of the UGMA;
3. Consider and evaluate opportunities for wastewater reuse in the North Milwaukie Innovation Area (NMIA);
4. Develop performance and operational criteria under which the wastewater system will be analyzed and future facilities will be formulated.
5. Develop and calibrate a new wastewater collection system hydraulic model, model buildout scenarios
6. Evaluate the existing wastewater system for seismic resiliency and provide potential solutions.
7. Develop a prioritized capital improvement for recommended existing and future wastewater system facilities and an analysis of potential funding.



Operating Budget Impact: None

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$					200,000	\$ 200,000
TOTAL ESTIMATED CAPITAL COST	\$					200,000	\$ 200,000
Funding Source:							
Wastewater SDC	\$					200,000	\$ 200,000
TOTAL FUNDING	\$					200,000	\$ 200,000



Wastewater System Improvements

37th Avenue, Kent Street, Washington Street

Wastewater Improvements: 37th Avenue: Replace 516 feet of 8-inch sewer pipe from manhole 2115 to manhole 2108 to address maintenance issues. Kent Street: Replace 275 feet of 8-inch sewer pipe from manhole 3482 to manhole 3481 to address bellies, maintenance, and capacity issues. Washington Street: Replace 555 feet of 8-inch sewer pipe from manhole 3043 to manhole 3042 to address root intrusion, holes, and a belly.

Operating Budget Impact: The project is anticipated to decrease operating expenditures through replacement of aging infrastructure.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$						\$
Land/ROW Acquisition							
Construction		625,000					625,000
TOTAL ESTIMATED CAPITAL COST	\$	625,000					\$ 625,000
Funding Source:							
Wastewater	\$	625,000					\$ 625,000
TOTAL FUNDING	\$	625,000					\$ 625,000



Well #1 & #5 Improvements

Water Improvements: Water wells require regular maintenance to ensure adequate water flow and continued drinking water safety, and should be professionally inspected by a water well contractor every 10 years. As a well ages, the rate at which water may be pumped (commonly referred to as well yield, flow, or performance) tends to decrease. Reduced well yield over time can be related to changes in the 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, and pump damage.

The old Well #1 building requires minor repairs, weatherproofing, and rehabilitation. This building is located near the base of the elevated storage tower and houses the communication equipment for the Supervisory Control and Data Acquisition (SCADA) system.

Well #5 is located north of the intersection of Harvey Street and 40th Avenue, adjacent to the Elevated Storage Reservoir and is part of the Well #2, #3, and #5 well field. It pumps approximately 605 gallons per minute directly into Tower #5 at the treatment plan TP235 site. This project consists of repairing the existing building which is in poor condition, replacing and upgrading the electrical panel and motor start, and inspecting and reconditioning the well.

Operating Budget Impact: None

Key Departments: Public Works

		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:								
Construction	\$	50,000	50,000					\$ 100,000
TOTAL ESTIMATED CAPITAL COST	\$	50,000	50,000					\$ 100,000
Funding Source:								
Water	\$	50,000	50,000					\$ 100,000
TOTAL FUNDING	\$	50,000	50,000					\$ 100,000



Well #2 Building Improvements

Water Improvements: Evaluate, develop, and design building upgrades, roof replacement, and seismic upgrades as needed to the 40th Avenue and Harvey Street water facility.

Operating Budget Impact: Unknown

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$			100,000			\$ 100,000
TOTAL ESTIMATED CAPITAL COST	\$			100,000			\$ 100,000
Funding Source:							
Water	\$			100,000			\$ 100,000
TOTAL FUNDING	\$			100,000			\$ 100,000



Well #4 Reconditioning

Water Improvements: Water wells require regular maintenance to ensure adequate water flow and continued drinking water safety, and should be professionally inspected by a water well contractor every 10 years. As a well ages, the rate at which water may be pumped (commonly referred to as well yield, flow, or performance) tends to decrease. Reduced well yield over time can be related to changes in the 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, and pump damage.

Well #4 is located at the intersection of Monroe Street, Railroad Avenue, and Oak Street adjacent to Water Treatment Plant 47. It pumps approximately 605 gpm directly into Tower #4 at the treatment plant TP47 site. This project consists of inspecting by video, disinfecting, and reconditioning the well.

Operating Budget Impact: None

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	60,000					\$ 60,000
TOTAL ESTIMATED CAPITAL COST	\$	60,000					\$ 60,000
Funding Source:							
Water	\$	60,000					\$ 60,000
TOTAL FUNDING	\$	60,000					\$ 60,000



Well #6 & #7 Reconditioning Project

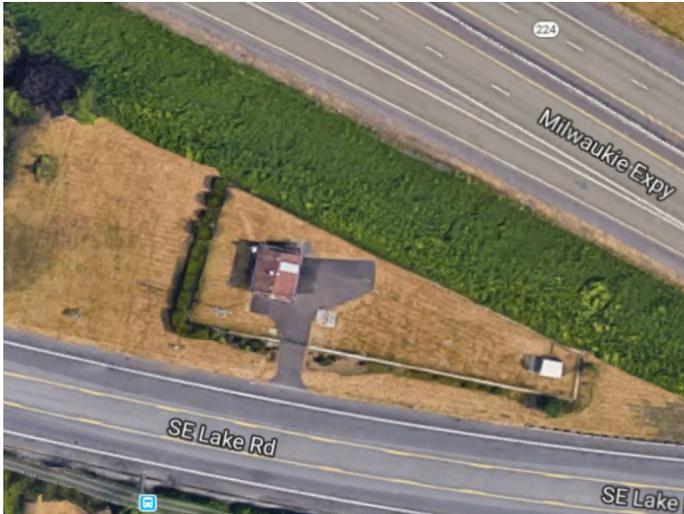
Water Improvements: Water wells require regular maintenance to ensure adequate water flow and continued drinking water safety, and should be professionally inspected by a water well contractor every 10 years. As a well ages, the rate at which water may be pumped (commonly referred to as well yield, flow, or performance) tends to decrease. Reduced well yield over time can be related to changes in the 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, and pump damage.

Well #7 is located near the intersection of Washington Street and 37th Avenue, and pumps approximately 1,120 gpm directly into Tower at Treatment Plant 47. Well #7 has a sand separator and onsite back-up generator. Well #6 is located near the Stanley Reservoir at Stanley Avenue, pumps approximately 670 gpm, and is the primary well for the 3rd pressure zone. This project consists of inspecting by video, disinfecting, and reconditioning the wells pump motor, and pump as necessary.

Operating Budget Impact: None

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	60,000		60,000			\$ 120,000
TOTAL ESTIMATED CAPITAL COST	\$	60,000		60,000			\$ 120,000
Funding Source:							
Water	\$	60,000		60,000			\$ 120,000
TOTAL FUNDING	\$	60,000		60,000			\$ 120,000



Well #8

Re-establish the Production to Maximize Supply

Water Improvements: Well 8 pumps between 300 and 700 gallons per minute (gpm) directly into the Zone 2 distribution system and has an active water right certified through the Oregon Water Resources Department of 727 gpm. The well water is treated with chlorine which is injected upstream of the buried chlorine contact tank. The well is experiencing issues with excessive iron in the water its drawing and has been out of operation for about 7 years. The well will undergo both a mechanical and chemical cleaning.

Operating Budget Impact: Unknown

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	250,000					\$ 250,000
TOTAL ESTIMATED CAPITAL COST	\$	250,000					\$ 250,000
Funding Source:							
Water	\$	250,000					\$ 250,000
TOTAL FUNDING	\$	250,000					\$ 250,000



Well House HVAC Upgrades

Water Improvements: This project focuses on providing upgraded heating, cooling and ventilations systems at the well sites. The current ventilation systems are inadequate during the summer and during times when the system is operating under emergency power. The upgrades include improved venting on the doors and improved exhaust fans.

Operating Budget Impact: The new systems be more efficient and reduce costs and protect well house electrical systems.

Key Departments: Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	50,000	50,000	50,000	50,000		\$ 200,000
TOTAL ESTIMATED CAPITAL COST	\$	50,000	50,000	50,000	50,000		\$ 200,000
Funding Source:							
Water	\$	50,000	50,000	50,000	50,000		\$ 200,000
TOTAL FUNDING	\$	50,000	50,000	50,000	50,000		\$ 200,000

CHAPTER 2

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 and encompasses several funds that include internal services and external services such as the Library and Police departments.

Revenue sources for the General Fund include property taxes, franchise fees, business taxes, permitting fees not related to building and intergovernmental sources that are either ongoing or one-time funds. Many of the capital improvement costs are related to facility upgrades and maintenance improvements, however, there are costs associated with technical equipment and vehicles or fleet. Fleet maintenance is within the General Fund however the individual funds and departments allocated the costs of new vehicles within those budgets.

The City Hall Fund includes costs for the renovations of the new city hall purchased in 2020. Once the renovations are complete and the employees have moved into the building, the City Hall Fund will no longer exist. Costs related to the renovations are outlined in this capital improvement program.

Below is an outline of costs by type:

FUND	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
General	\$ 838,000	2,075,000	695,000	250,000	240,000	165,000	\$ 4,263,000
City Hall	1,975,000	38,000	-	-	-	-	2,013,000
Building	-	-	40,000	-	-	-	40,000
Transportation	145,000	132,000	75,000	245,000	-	-	597,000
Water	70,000	117,000	80,000	130,000	-	-	397,000
Wastewater	175,000	42,000	165,000	80,000	-	-	462,000
Stormwater	165,000	72,000	665,000	100,000	220,000	-	1,222,000
TOTAL	\$ 3,368,000	2,476,000	1,720,000	805,000	460,000	165,000	\$ 8,994,000

City Hall Renovations

GENERAL FUND – FACILITIES

PAGE	PROJECT NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Window Replacements	\$ 20,000					\$	20,000
000	Fence & Gate		60,000					60,000
000	Vehicle Chargers		50,000					50,000
SUBTOTAL CITY HALL GENERAL FUND FACILITIES		\$ 20,000	110,000				\$	130,000

GENERAL FUND – PUBLIC, EDUCATION, GOVERNMENT (PEG)

PAGE	PROJECT NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Technology Equipment	\$ 171,000					\$	171,000
SUBTOTAL CITY HALL / GENERAL FUND - PEG		\$ 171,000					\$	171,000
TOTAL GENERAL FUND		\$ 191,000	110,000	—	—	—	— \$	301,000

CITY HALL FUND

PAGE	PROJECT NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Renovations	1,800,000						1,800,000
000	Dedicated Art in Public Places	125,000						125,000
000	Furniture & Equipment	50,000	38,000					88,000
TOTAL CITY HALL FUND		\$ 1,975,000	38,000				\$	2,013,000
TOTAL CITY HALL RENOVATIONS (MULTIPLE FUNDS)		\$ 2,166,000	148,000				\$	2,314,000

Facility Improvements

GENERAL FUND – FACILITIES

PAGE	PROJECT NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Johnson Creek Campus Fuel/Diesel Tank	\$ 140,000					\$	140,000
000	Public Safety Building Vehicle Charger	40,000						40,000
000	Public Safety Building Exterior Paint	35,000						35,000
000	Ledding Library Vehicle Charger	30,000						30,000
000	Public Safety Building Seismic Retrofit		200,000					200,000
000	Johnson Creek Campus Remodel		160,000					160,000
000	Public Safety Building Parking Lot Repair		30,000					30,000
000	Bertman House Exterior Repair		30,000					30,000
000	Public Safety Building Carpet		20,000					20,000
000	Johnson Creek Campus Solar Array Installation			375,000				375,000
SUBTOTAL FACILITY IMPROVEMENTS / GENERAL FUND – FACILITIES		\$ 245,000	440,000	375,000	—	—	— \$	1,060,000

OPERATIONAL FACILITIES AND EQUIPMENT

SEISMIC REHABILITATION OREGON GRANT

PAGE	PROJECT NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Public Safety Building Seismic Retrofit	\$	1,300,000					\$ 1,300,000
SUBTOTAL / SEISMIC REHABILITATION OREGON GRANT – FACILITIES			1,300,000	—	—	—	—	\$ 1,300,000
TOTAL GENERAL FUND – FACILITIES		\$	245,000	1,740,000	375,000	—	—	\$ 2,360,000

Information Technology

GENERAL FUND – INFORMATION TECHNOLOGY

PAGE	PROJECT NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Switch Refresh	\$	157,000					\$ 157,000
000	Enterprise Firewall & Network Refresh			125,000				125,000
000	Camera Storage & Server Refresh					30,000		30,000
SUBTOTAL FACILITY IMPROVEMENTS / GENERAL FUND – FACILITIES		\$	157,000	—	125,000	—	30,000	\$ 312,000

UTILITY FUNDS – SCADA INFRASTRUCTURE REFRESH

PAGE	PROJECT NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Water	\$			80,000			\$ 80,000
000	Wastewater				80,000			80,000
TOTAL UTILITY FUNDS		\$	—	—	160,000	—	—	\$ 160,000
TOTAL INFORMATION TECHNOLOGY (MULTIPLE FUNDS)		\$	157,000	—	125,000	160,000	30,000	\$ 442,000

Vehicle & Equipment

PAGE	PROJECT NAME	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	General	\$	245,000	225,000	195,000	250,000	210,000	\$ 1,290,000
000	Building		-	-	40,000	-	-	40,000
000	Transportation		145,000	132,000	75,000	245,000	-	597,000
000	Water		70,000	117,000	80,000	50,000	-	317,000
000	Wastewater		175,000	42,000	165,000	-	-	382,000
000	Stormwater		165,000	72,000	665,000	100,000	220,000	1,222,000
TOTAL VEHICLES & EQUIPMENT (MULTIPLE FUNDS)		\$	800,000	588,000	1,220,000	645,000	430,000	\$ 3,848,000



CITY HALL VEHICLE CHARGERS

Improvements: Facilities plans on installing vehicle chargers at the new city hall for staff and customers.

Operating Budget Impact: None

Key Departments: Facilities

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Facilities	\$	50,000					\$ 50,000
TOTAL FUNDING	\$	50,000					\$ 50,000



CITY HALL FENCE & GATE

Improvements: Facilities plans to install a fence and gate at the garage of the new city hall to provide security.

Operating Budget Impact: None

Key Departments: Facilities

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Facilities	\$	60,000					\$ 60,000
TOTAL FUNDING	\$	60,000					\$ 60,000



CITY HALL WINDOW SEALS

Improvements: The new City Hall building will require the window seals on the west side to be replaced by hiring a contractor to address the seals from the outside.

Operating Budget Impact: None

Key Departments: Facilities

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Facilities	\$	20,000					\$ 20,000
TOTAL FUNDING	\$	20,000					\$ 20,000



CITY HALL RENOVATIONS

Improvements: The purpose of the New City Hall project is to consolidate multiple city departments into a central location for increased team functionality and public service delivery. The project will also design and construct a new City Council and municipal court chambers and provide additional community meeting space. Renovation costs include sources from lease proceeds, General Fund transfers in contribution, and debt proceeds after the building was purchased. The City Hall project includes funds in both the City Hall Fund and in the General Fund department of Public, Education & Government (PEG) which is for the purchase of technology & equipment.

Operating Budget Impact: Current tenant (Advantis) lease expires on 12/31/2022 which will eliminate lease income and increase holding costs during renovations. While the building is more energy efficient, the building is larger and therefore will increase ongoing operational costs which is built into the 2023-2024 biennium budget.

Key Departments: City Managers Office, Community Development, Engineering, Finance, Planning and Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$ 200,000						\$ 200,000
Construction and Furnishings	1,946,000	38,000					1,984,000
TOTAL ESTIMATED CAPITAL COST	\$ 2,146,000	38,000	-	-	-	-	\$ 2,184,000
Funding Source:							
City Hall Fund – Renovations	\$ 1,800,000						\$ 1,800,000
City Hall Fund – Dedicated Art in Public Places	125,000						125,000
City Hall Fund – Furniture & Equipment	50,000	38,000					88,000
City Hall Fund – PEG	171,000						171,000
TOTAL FUNDING	\$ 2,146,000	38,000	-	-	-	-	\$ 2,184,000



PUBLIC SAFETY BUILDING VEHICLE CHARGER

Improvements: Facilities plans to install a public facing level 2 vehicle charger in the front parking lot of the Public Safety Building.

Operating Budget Impact: None

Key Departments: Public Works, Facilities and Police Department

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Facilities	\$	40,000					\$ 40,000
TOTAL FUNDING	\$	40,000					\$ 40,000



PUBLIC SAFETY BUILDING EXTERIOR PAINT

Improvements: The exterior walls of the Public Safety Building will require painting in 2023.

Operating Budget Impact: None

Key Departments: Public Works, Facilities and Police Department

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Facilities	\$	35,000					\$ 35,000
TOTAL FUNDING	\$	35,000					\$ 35,000



LEDING LIBRARY VEHICLE CHARGER

Improvements: The Facilities Department plans to install a level two vehicle charger at the Library.

Operating Budget Impact: None

Key Departments: Public Works, Facilities and Library Department

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Facilities	\$	30,000					\$ 30,000
TOTAL FUNDING	\$	30,000					\$ 30,000

OPERATIONAL FACILITIES AND EQUIPMENT



JOHNSON CREEK CAMPUS REMODEL

Improvements: The expansion of Public Works into the remainder of the Johnson Creek Campus will require a remodeling that is long overdue such as repainting, carpet replacement, and workstation and public-facing updates and adjustments through out.

Operating Budget Impact: These costs will be split between the utility funds occupying the Johnson Creek Building. See transfers schedule.

Key Departments: Public Works, Facilities and Utility Funds

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Facilities	\$	160,000					\$ 160,000
TOTAL FUNDING	\$	160,000					\$ 160,000



PUBLIC SAFETY BUILDING SEISMIC RETROFIT

Improvements: The Public Safety Building (PSB) is designated as an Emergency Operations Center (EOC), and is required to meet certain seismic requirements. We have obtained preliminary design and assessment documents, and applied for a rehabilitation grant to perform a retrofit through the Seismic Rehabilitation Grant Program in February 2022.

Operating Budget Impact: None

Key Departments: Public Works, Facilities and Police Department

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$	200,000					\$ 200,000
Construction		1,300,000					1,300,000
TOTAL ESTIMATED CAPITAL COST	\$	- 1,500,000	-	-	-	-	\$ 1,300,000
Funding Source:							
General Fund – Facilities	\$	200,000					\$ 200,000
General Fund Intergovernmental / Facilities: Seismic Rehabilitation Oregon		1,300,000					1,300,000
TOTAL FUNDING	\$	- 1,500,000	-	-	-	-	\$ 1,500,000



PUBLIC SAFETY BUILDING PARKING LOT REPAIR

Improvements: The parking lots at the Public Safety Building require crack sealing, slurry sealing, and re-stripping.

Operating Budget Impact: None

Key Departments: Public Works, Facilities and Police Department

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Facilities	\$	30,000					\$ 30,000
TOTAL FUNDING	\$	- 30,000	-	-	-	-	\$ 30,000



BERTMAN HOUSE EXTERIOR REPAIR

Improvements: The Bertman House exterior envelope requires repairs. The roof, windows, and doors will be addressed.

Operating Budget Impact: None

Key Departments: Public Works and Facilities

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Facilities	\$	30,000					\$ 35,000
TOTAL FUNDING	\$	- 30,000	-	-	-	-	\$ 35,000



PUBLIC SAFETY BUILDING CARPET

Improvements: The carpet on the second floor of the Public Safety Building requires replacement.

Operating Budget Impact: None

Key Departments: Public Works, Facilities and Police Department

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Facilities	\$	20,000					\$ 20,000
TOTAL FUNDING	\$	- 20,000	-	-	-	-	\$ 20,000



JOHNSON CREEK CAMPUS SOLAR ARRAY INSTALLATION

Improvements: Installation of a solar array at the Johnson Creek Campus to offset energy usage and further the city's decarbonization goals. It is anticipated that the installation would be a roof top installation and would take advantage of the open roof space at the campus.

Operating Budget Impact: These costs will be split between the utility funds occupying the Johnson Creek Building.

Key Departments: Public Works, Facilities and Utility Funds

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Facilities	\$		375,000				\$ 375,000
TOTAL FUNDING	\$	-	375,000	-	-	-	\$ 375,000



JOHNSON CREEK CAMPUS FUEL TANK REMOVAL AND DIESEL TANK INSTALLATION

Improvements: The underground fuel tanks at the Johnson Creek Campus were installed in 1990 and have reached the end of their useful life. The infrastructure and insurance needed to maintain the tanks are expensive. The tanks will be removed and a small above ground diesel tank will be installed for diesel vehicles. Other city vehicles will be fueled at a local fuel station.

Operating Budget Impact: None

Key Departments: Facilities

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Facilities	\$	140,000					\$ 140,000
TOTAL FUNDING	\$	140,000	-	-	-	-	\$ 140,000



Vehicles & Equipment

The Public Works Fleet Division works constantly to ensure the profile of the fleet matches the needs, goals, and budgetary restrictions of the organization. The fleet needs to be right-sized as well as regularly evaluated for reduction or addition. Vehicles are examined through a number of filters to establish need:

- Is the vehicle near the end of its useful life (typically 8-10 years or 100,000 miles)?
- How many miles per year does the vehicle travel? Is it low-use and could it be combined with another vehicle?
- What is the condition of the vehicle? Are repair costs anticipated? Is the vehicle value approaching 30% of residual value?

- Does the vehicle serve a critical function (snowplow, emergency response, etc.)?
- Is the vehicle task-specific? Could the function be subcontracted at a lower cost than the purchase and maintenance of a vehicle?
- Is it a passenger or light-duty vehicle that could be replaced with an EV or hybrid?

Operating Budget Impact: Regular and ongoing maintenance of the vehicles and equipment.

Key Departments: Public Works, Fleet and various departments

Funding Source		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
General Fund								
City Manager (Behaviorial & Houseless Specialist)	\$	40,000						\$ 40,000
City Manager (Events)		40,000						40,000
Police (3 vehicles per year)		165,000	165,000	165,000	165,000	165,000	165,000	990,000
Fleet (EV) Truck			60,000					60,000
Code Enforcement				30,000				30,000
Engineering					40,000			40,000
Facilities					45,000			45,000
Code Enforcement						20,000		20,000
Public Works Admin (GIS Van)						25,000		25,000
	General	\$ 245,000	225,000	195,000	250,000	210,000	165,000	\$ 1,290,000
Building Fund								
Building Official and Inspections				40,000				40,000
	Building	\$ -	-	40,000	-	-		\$ 40,000

OPERATIONAL FACILITIES AND EQUIPMENT

Funding Source	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Transportation Fund	\$						\$
5-Yard Dump Truck & Plow (shared \$140,000 each) x 2	70,000						70,000
Utility 2 Truck	75,000						75,000
Plunge Walk Behind Saw		25,000					25,000
Utility Backhoe (shared)		32,000					32,000
Chase Truck		65,000					65,000
Flatbed Trailer (shared)		10,000					10,000
Roller			60,000				60,000
Flatbed Trailer (shared)			15,000				15,000
Sign Shop Truck				75,000			75,000
Tractor with boom mower				120,000			120,000
Supervisor Vehicle (shared with Water)				25,000			25,000
Mini excavator (shared)				25,000			25,000
Transportation	\$ 145,000	132,000	75,000	245,000	—	—	\$ 597,000
Water Fund							
5-Yard Dump Truck & Plow (\$140,000 each) x 2	70,000						70,000
Utility Backhoe (shared)		32,000					32,000
Chase Truck		75,000					75,000
Flatbed Trailer (shared)		10,000					10,000
Utility Van			65,000				65,000
Flatbed Trailer (shared)			15,000				15,000
Supervisor Vehicle (shared with Transportation)				25,000			25,000
Mini excavator (shared)				25,000			25,000
Water	\$ 70,000	117,000	80,000	50,000	—	—	\$ 317,000
Wastewater Fund							
5-Yard Dump Truck & Plow (\$140,000 each) x 2	70,000						70,000
Service Truck	75,000						75,000
EV Service Truck (shared with Stormwater)	30,000						30,000
Utility Backhoe (shared)		32,000					32,000
Flatbed Trailer (shared)		10,000					10,000
TV Van			150,000				150,000
Flatbed Trailer (shared)			15,000				15,000
Wastewater	\$ 175,000	42,000	165,000	—	—	—	\$ 382,000
Stormwater Fund							
5-Yard Dump Truck & Plow (\$140,000 each) x 2	70,000						70,000
EV Service Truck (shared with Wastewater)	30,000						30,000
Camera System	65,000						65,000
Utility Backhoe (shared)		32,000					32,000
Used Wood Chipper		30,000					30,000
Flatbed Trailer (shared)		10,000					10,000
Vactor Truck			650,000				650,000
Flatbed Trailer (shared)			15,000				15,000
Crane Truck				75,000			75,000
Mini excavator (shared)				25,000			25,000
TV Van					220,000		220,000
Stormwater	\$ 165,000	72,000	665,000	100,000	220,000	—	\$ 1,222,000
TOTAL FUNDING	\$ 800,000	588,000	1,220,000	645,000	430,000	165,000	\$ 3,848,000



SWITCH REFRESH

Datacenter, Network and Network Core

Improvements: Datacenter switch contains connections to all city servers and storage. This switch is failing and past its useful life. Network switches comprise the main data communication control for all computers, phones, and the Internet. Core switches connect all buildings and the data center together. Lifecycle replacement of network switches and core switches is 5 years.

Operating Budget Impact: None

Key Departments: Information Technology

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Information Technology Datacenter Switches	\$ 75,000						\$ 75,000
General Fund - Information Technology Network Switches	50,000						50,000
General Fund - Information Technology Network Core Switches	32,000						32,000
TOTAL FUNDING	\$ 157,000	-	-	-	-	-	\$ 157,000



ENTERPRISE FIREWALL & SERVERS REFRESH

Improvements: One component for network security and remote access is with a robust enterprise firewall. The lifecycle replacement of a firewall is every four years. The Enterprise servers are the foundation of what applications exist and how staff complete their work. This refresh is lifecycle management.

Operating Budget Impact: None

Key Departments: Public Works and Facilities

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Information Technology Enterprise Firewall Refresh	\$		85,000				\$ 85,000
General Fund - Information Technology Servers Refresh			40,000				40,000
TOTAL FUNDING	\$	-	125,000	-	-	-	\$ 125,000



CAMERA STORAGE & SERVER REFRESH

Boyd Street to Meek Street

Improvements: Security cameras (CCTV) are one of the security measures used by the city to deter crime in and around city facilities. All camera recordings are stored in city-owned data storage. Lifecycle replacement of servers and data storage is 5 years.

Operating Budget Impact: None

Key Departments: Information Technology

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund - Information Technology					30,000		30,000
TOTAL FUNDING	\$ -	-	-	-	30,000	-	\$ 30,000



SCADA INFRASTRUCTURE REFRESH

Improvements: SCADA is a system containing multiple components which together manage all water delivery and wastewater processing for residents. The backend infrastructure provides the ability for the remote facilities to receive management from a centralized software. Lifecycle maintenance process has the network switch, firewall, routers, server, and storage replaced at a max of every 5 years.

Operating Budget Impact: None

Key Departments: Information Technology, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
Water	\$			80,000			\$ 80,000
Wastewater				80,000			80,000
TOTAL FUNDING	\$ -	-	-	160,000	-	-	\$ 160,000



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, livability and economic development. With the 2016 adoption of the Urban Renewal Plan, enhancements to parks, downtown, and central Milwaukie will provide for a more walkable, accessible, and livable community.

LANDBANKING – AFFORDABLE HOUSING

PAGE	PROJECT NAME		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Landbanking	\$	50,000	50,000	50,000	50,000	50,000	50,000	\$ 300,000
SUBTOTAL LANDBANKING / GENERAL FUND – COMMUNITY DEVELOPMENT		\$	50,000	50,000	50,000	50,000	50,000	50,000	\$ 300,000

GENERAL FUND ALLOCATION

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Dogwood Park	\$	—	20,000	—	—	—	—	—
000	Milwaukie Bay Park		250,000	—	—	—	—	—	—
000	Scott Park		60,000	—	—	—	—	—	—
TOTAL – GENERAL FUND ALLOCATION		\$	310,000	20,000	—	—	—	—	\$ 330,000

AMERICAN RESCUE PLAN ACT (ARPA) - FEDERAL GRANT

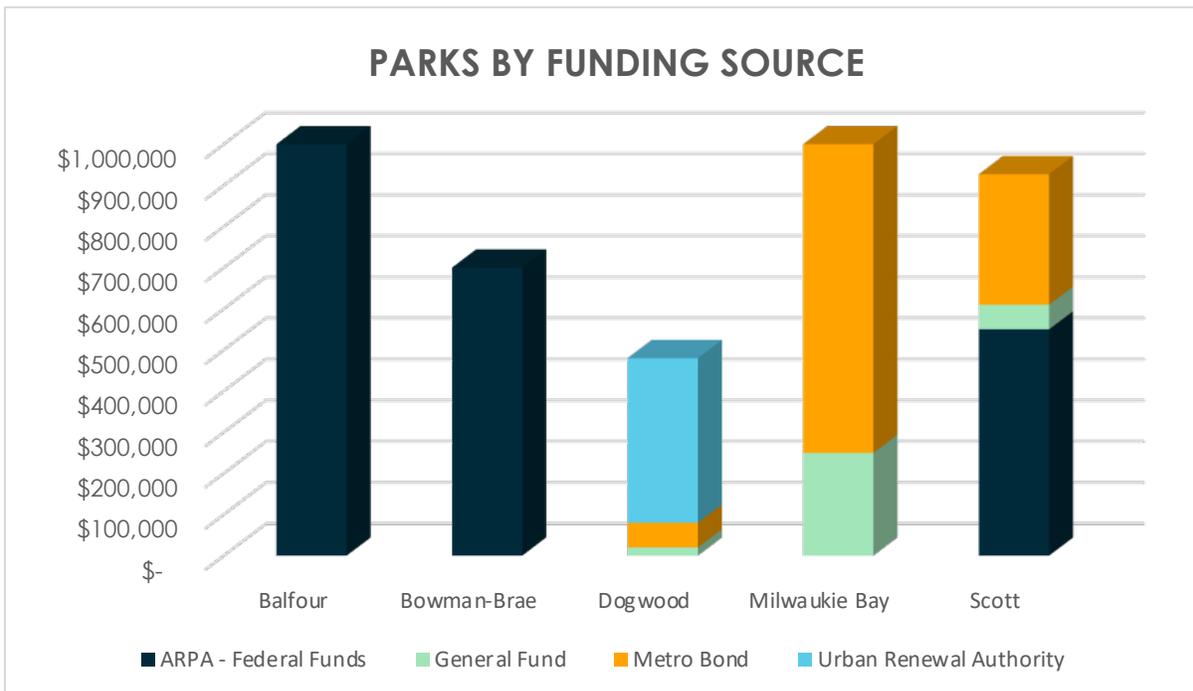
PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Balfour Park	\$	1,000,000	—	—	—	—	—	\$ 1,000,000
000	Bowman-Brae Park		700,000	—	—	—	—	—	700,000
000	Scott Park		550,000	—	—	—	—	—	550,000
TOTAL – ARPA GRANT FUNDS		\$	2,250,000	—	—	—	—	—	\$ 2,250,000

METRO PARKS BOND – LOCAL SHARE ALLOCATION GRANT

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Dogwood Park	\$	—	60,000	—	—	—	—	\$ 60,000
000	Milwaukie Bay Park		—	750,000	—	—	—	—	750,000
000	Scott Park		317,000	—	—	—	—	—	317,000
TOTAL – METRO PARKS BOND LOCAL GRANT		\$	317,000	810,000	—	—	—	—	\$ 1,127,000
SUBTOTAL PARKS / GENERAL FUND – PUBLIC WORKS ADMIN		\$	2,877,000	830,000	—	—	—	—	\$ 3,707,000
TOTAL GENERAL FUND		\$	2,927,000	880,000	50,000	50,000	50,000	50,000	\$ 4,007,000

URBAN RENEWAL AUTHORITY

PAGE	FUND		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
000	Pre-development Assistance	\$	150,000	150,000					300,000
000	Developer Assistance Fund - Grants			750,000	750,000				1,500,000
000	Tenant Improvements Fund - Grants			500,000	500,000				1,000,000
000	Downtown Main Street Enhancements			500,000		150,000			650,000
000	Downtown Streetscape Improvements			500,000					500,000
000	Dogwood Park			400,000					400,000
000	Parking Solutions			500,000					500,000
000	McLoughlin Intersection			250,000					250,000
000	Transit Stop Improvements			150,000		150,000			300,000
000	Small Business Development Fund - Grants			150,000	150,000				300,000
000	Opportunity Site Access				250,000				250,000
000	Trolley Trail						600,000		600,000
TOTAL URBAN RENEWAL AUTHORITY \$			150,000	3,850,000	1,650,000	300,000	600,000	-	\$ 6,550,000



COMMUNITY DEVELOPMENT

Balfour Park

Master Plan & Implementation – American Rescue Plan Act (ARPA) Project



Improvements: Improvements to Balfour Park were identified in a revised master plan with estimated project cost (as of 2022) as \$1,000,000.

Operating Budget Impact: None

Key Departments: Public Works, Community Development, Planning

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$ 200,000						\$ 200,000
Construction		800,000					800,000
TOTAL ESTIMATED CAPITAL COST	\$ 200,000	800,000					\$ 1,000,000
Funding Source:							
General Fund Intergovernmental / Public Works Admin American Rescue Plan Act – Parks Federal Funds	\$ 1,000,000						\$ 1,000,000
TOTAL FUNDING	\$ 1,000,000	-	-	-	-	-	\$ 1,000,000

Bowman-Brae Park

Master Plan & Implementation – American Rescue Plan Act (ARPA) Project



Improvements: This project would fund the improvements to Bowman-Brae as identified in a revised master plan. The estimated project cost (as of 2022) is \$700,000.

Operating Budget Impact: None

Key Departments: Public Works, Community Development, Planning

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$ 150,000						\$ 150,000
Construction		550,000					550,000
TOTAL ESTIMATED CAPITAL COST	\$ 150,000	550,000					\$ 700,000
Funding Source:							
General Fund Intergovernmental / Public Works Admin American Rescue Plan Act – Parks Federal Funds	\$ 700,000						\$ 700,000
TOTAL FUNDING	\$ 700,000	-	-	-	-	-	\$ 700,000

Dogwood Park
Improvements



Improvements: Capital projects constructed in South Downtown throughout 2018 and 2019 created a new plaza adjacent to the park and the addition of a retaining wall at the southern end as Main Street passes under the railroad overcrossing. Through a joint planning project with NCPRD, a framework plan has been created to help integrate Dogwood Park into the new built environment in South Downtown along with the Coho Point development site to the north. A framework plan completed by Lango Hansen identified preferred locations for a future play structure, small performance area, and picnic/outdoor seating.

Operating Budget Impact: None

Key Departments: Public Works, City Manager's Office

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$	100,000					\$ 100,000
Construction		380,000					380,000
TOTAL ESTIMATED CAPITAL COST	\$	– 480,000	–	–	–	–	\$ 480,000
Funding Source:							
General Fund – Public Works Admin	\$	20,000					\$ 20,000
Urban Renewal Authority	\$	400,000					\$ 400,000
General Fund Intergovernmental / Public Works Admin Metro Parks Bond – Local Share Allocation	\$	60,000					\$ 60,000
TOTAL FUNDING	\$	– 480,000	–	–	–	–	\$ 480,000

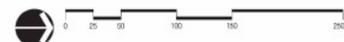
Milwaukie Bay Park

Final Design Implementation



- | | | | | | | |
|---------------|---|-----------------------------------|----|----------------------------------|----|----------------------------------|
| LEGEND | 1 | Lawn/Amphitheater | 10 | River View Seating | 19 | Drop-off / Loading Area |
| | 2 | Playground | 11 | Light Watercraft Staging Area | 20 | Existing Parking Lot |
| | 3 | Interactive Water Feature | 12 | Picnic Area | 21 | Existing Boat Ramp |
| | 4 | Restroom Building | 13 | Natural Area (Lowland Habitat) | 22 | Existing Light Watercraft Launch |
| | 5 | Trolley Trail | 14 | Stormwater Facility | 23 | Existing Klein Point |
| | 6 | Monroe St. Entry Plaza | 15 | Planting Area | 24 | Existing Restroom |
| | 7 | Picnic Overlook w/Shade Structure | 16 | Event Stage | 25 | Existing ADA Parking Space |
| | 8 | Nature Walk (Upland Habitat) | 17 | Winter Solstice Fire Pit w/Cover | 26 | Existing Large Redwood Tree |
| | 9 | Pedestrian Bridge over Bioswale | 18 | River Overlook w/Seating | | |

MILWAUKIE BAY PARK FINAL DESIGN



Improvements: Implementation of North Clackamas Parks and Recreation District's (NCPRD) final design of Milwaukie Bay Park. The estimated project cost (as of 2022) is approximately \$12.6 million.

Operating Budget Impact: None

Key Departments: Public Works, Community Development, Engineering, City Manager

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$ 240,000						\$ 240,000
Land/ROW Acquisition	\$ 10,000						10,000
Construction		750,000					750,000
TOTAL ESTIMATED CAPITAL COST	\$ 250,000	750,000	-	-	-	-	\$ 1,000,000
Funding Source:							
General Fund – Public Works Admin	\$ 250,000						\$ 250,000
General Fund Intergovernmental / Public Works Admin Metro Parks Bond – Local Share Allocation		750,000					750,000
TOTAL FUNDING	\$ 250,000	750,000	-	-	-	-	\$ 1,000,000

COMMUNITY DEVELOPMENT

Scott Park
Improvements



Improvements: This project would fund the improvements to Scott Park identified in a revised master plan using the estimated project cost (as of 2022) of \$927,000.

Operating Budget Impact: None

Key Departments: Public Works, Community Development, Planning

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$ 100,000						\$ 100,000
Construction	363,500	463,500					827,000
TOTAL ESTIMATED CAPITAL COST	\$ 463,500	463,500	-	-	-	-	\$ 927,000
Funding Source:							
General Fund – Public Works Admin	\$ 60,000						\$ 60,000
General Fund Intergovernmental: Metro Parks Bond – Local Share Allocation	317,000						317,000
General Fund Intergovernmental / Public Works Admin American Rescue Plan Act – Parks Federal Funds	550,000						550,000
TOTAL FUNDING	\$ 927,000	-	-	-	-	-	\$ 927,000

Land Banking

Affordable Housing Opportunity Sites



Improvements: Opportunity Site funding for acquisition and development of city owned land for the purpose of building affordable housing.

Operating Budget Impact: Land acquisition may add additional costs associated with maintenance.

Key Departments: Community Development

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
General Fund – Community Development	50,000	50,000	50,000	50,000	50,000	50,000	300,000
TOTAL FUNDING	\$ 50,000	50,000	50,000	50,000	50,000	50,000	\$ 300,000

COMMUNITY DEVELOPMENT

Trolley Trail
Milwaukie Bay Park



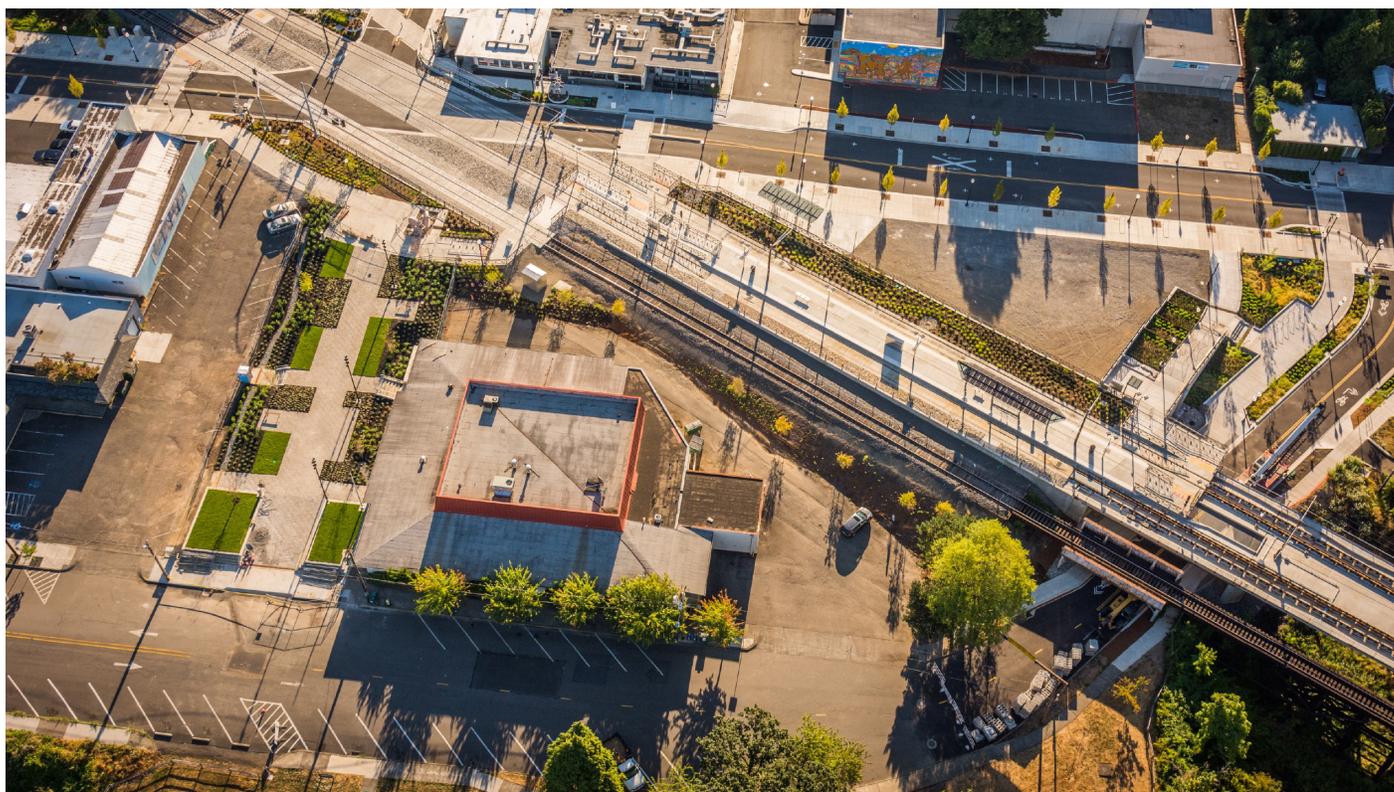
Improvements: Re-align the trolley trail within Milwaukie Bay Park as part of the Phase III improvements to the park. The realignment of the trail will reduce conflicts between cyclists and pedestrians, who currently share a sidewalk, and facilitate the development of the overall project.

Operating Budget Impact: None

Key Departments: Community Development, Engineering, Public Works, City Manager

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Funding Source:							
Urban Renewal Authority				600,000			600,000
TOTAL FUNDING	\$ -	-	-	600,000	-	-	\$ 600,000

Transit Stop Improvements



Improvements: Transit stops in Milwaukie are owned and maintained by TriMet. The purpose of the project is to facilitate improvements to bus shelters in partnership projects with TriMet.

Operating Budget Impact: None. Anticipated to be owned and maintained by TriMet.

Key Departments: Community Development, Planning

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$	50,000					\$ 50,000
Construction		100,000		150,000			250,000
TOTAL ESTIMATED CAPITAL COST	\$	-	150,000	-	150,000	-	\$ 300,000
Funding Source:							
Urban Renewal Authority	\$	150,000		150,000			\$ 300,000
TOTAL FUNDING	\$	-	150,000	-	150,000	-	\$ 300,000

Opportunity Site Access



Improvements: The city's updated Transportation System Plan, expected to be complete in 2024, will identify new projects that could be funded with TIF dollars in the 5-10 year period. A small amount of early funding has been identified to acquire needed property adjacent to Harrison Street.

Operating Budget Impact: Unknown

Key Departments: Community Development

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Land/ROW Acquisition	\$		250,000				\$ 250,000
TOTAL ESTIMATED CAPITAL COST	\$	-	250,000	-	-	-	\$ 250,000
Funding Source:							
Urban Renewal Authority	\$		250,000				\$ 250,000
TOTAL FUNDING	\$	-	250,000	-	-	-	\$ 250,000

Downtown Streetscape Improvements



Improvements: Sections of sidewalk on Main Street, between Washington and Jackson, are in disrepair due to tree root growth. To facilitate saving the street trees, while also ensuring Americans with Disability Act (ADA) access, the city will use TIF funds to design and construct new sidewalk.

Operating Budget Impact: Sidewalk repair should reduce ongoing maintenance costs for the city and adjacent property owners.

Key Departments: Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	500,000					\$ 500,000
TOTAL ESTIMATED CAPITAL COST	\$	500,000	-	-	-	-	\$ 500,000
Funding Source:							
Urban Renewal Authority	\$	500,000					\$ 500,000
TOTAL FUNDING	\$	500,000	-	-	-	-	\$ 500,000

Parking Solutions



Improvements: TIF resources will be used to implement many of the near-term actions identified in the city's 2018 adopted Downtown Parking Management Plan. Such projects will include:

- New signage to reflect zone timing changes recommended in plan.
- Better delineation of loading zones.
- Development of shared parking agreements with new downtown developments .
- Installation of secure bike parking downtown to incentivize non-auto trips.
- Study and potential acquisition of paid parking technology for downtown.

Operating Budget Impact: The project would increase operational expenses by adding infrastructure.

Key Departments: Community Development, Engineering, Public Works

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$	50,000					\$ 50,000
Construction		450,000					450,000
TOTAL ESTIMATED CAPITAL COST	\$	– 500,000	–	–	–	–	\$ 500,000
Funding Source:							
Urban Renewal Authority	\$	500,000					\$ 500,000
TOTAL FUNDING	\$	– 500,000	–	–	–	–	\$ 500,000

McLoughlin Boulevard
Intersection Upgrades



Improvements:

McLoughlin Boulevard is owned and maintained by the Oregon Department of Transportation (ODOT). The purpose of allocating TIF resources to McLoughlin is to incentivize repainting and upgrading of crosswalks at Harrison, Monroe, and Washington. Should such improvements trigger the replacement of traffic signals, the vast majority of those costs would need to be covered by the state.

MRC would also like to work with ODOT to make pedestrian and cyclist crossing of McLoughlin more comfortable through modifications to the signal infrastructure and timing.

Operating Budget Impact:

None. ODOT maintains McLoughlin.

Key Departments:

Engineering

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	250,000					\$ 250,000
TOTAL ESTIMATED CAPITAL COST	\$	250,000	-	-	-	-	\$ 250,000
Funding Source:							
Urban Renewal Authority	\$	250,000					\$ 250,000
TOTAL FUNDING	\$	250,000	-	-	-	-	\$ 250,000

Downtown Main St. Enhancements



Improvements:

Urban renewal can be used fund a portion of some activities included in a Main Street Program. Such funding will go towards:

- Replacing First Friday and Farmer's Market Signage
- Installing more wayfinding signage
- Pursuing partnerships to underground utilities
- Installing vertical element and shade at the South Downtown Plaza.

Operating Budget Impact:

This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

Key Departments:

Community Development

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$	100,000					\$ 100,000
Construction		400,000		150,000			550,000
TOTAL ESTIMATED CAPITAL COST	\$	- 500,000	-	150,000	-	-	\$ 650,000
Funding Source:							
Urban Renewal Authority	\$	500,000		150,000			\$ 650,000
TOTAL FUNDING	\$	- 500,000	-	150,000	-	-	\$ 650,000

Pre-Development Assistance for Development Opportunities



Improvements: Predevelopment funds can be used to help with the initial development costs on a site, such as technical assistance, feasibility studies and site planning. Providing this assistance can incentivize an investment in a development project for developers.

Operating Budget Impact: None

Key Departments: Community Development

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$ 150,000	150,000					\$ 300,000
TOTAL ESTIMATED CAPITAL COST	\$ 150,000	150,000	-	-	-	-	\$ 300,000
Funding Source:							
Urban Renewal Authority	\$ 150,000	150,000					\$ 300,000
TOTAL FUNDING	\$ 150,000	150,000	-	-	-	-	\$ 300,000

COMMUNITY DEVELOPMENT

Small Business Development Fund

Grants



Improvements: The goal of this program is to provide funds and/or financing for things such as equipment and machinery, to help small and micro-businesses expand or become established in Milwaukie.

Operating Budget Impact: None

Key Departments: Community Development

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	150,000	150,000	-	-	-	\$ 300,000
TOTAL ESTIMATED CAPITAL COST	\$	-	150,000	150,000	-	-	\$ 300,000
Funding Source:							
Urban Renewal Authority	\$	150,000	150,000	-	-	-	\$ 300,000
TOTAL FUNDING	\$	-	150,000	150,000	-	-	\$ 300,000

Development Assistance

Grants



Improvements: The purpose of this funding is to offset costs related to development to incentivize activity on high priority sites. In response to drastic increases in housing costs across the Portland Metropolitan Statistical Area over the past decade, the city enacted a 1% Construction Excise Tax on new construction value over \$100,000 in permit value to fund affordable housing incentives. To increase the number of affordable housing units constructed in Milwaukie, 50% of the developer assistance will be distributed to CET eligible projects within the TIF district. The remaining 50% to offset development costs on projects that do not involve affordable housing.

Operating Budget Impact: None

Key Departments: Community Development

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction	\$	750,000	750,000				\$ 1,500,000
TOTAL ESTIMATED CAPITAL COST	\$	–	750,000	750,000	–	–	\$ 1,500,000
Funding Source:							
Urban Renewal Authority	\$	750,000	750,000				\$ 1,500,000
TOTAL FUNDING	\$	–	750,000	750,000	–	–	\$ 1,500,000

Tenant Improvements

Grants



Improvements: Staff will partner with new or existing business owners to encourage and fund high-quality tenant improvements to the interiors of vacant commercial spaces. The program would help property owners in attracting businesses to locations that are difficult and costly to renovate and incentivize new retail and restaurant businesses to locate within the urban renewal area. A portion of these funds will go specifically towards creating a storefront improvement grant program.

Operating Budget Impact: None

Key Departments: Community Development

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	TOTAL
Capital Cost:							
Construction		500,000	500,000				1,000,000
TOTAL ESTIMATED CAPITAL COST	\$ -	500,000	500,000	-	-	-	\$ 1,000,000
Funding Source:							
Urban Renewal Authority	\$	500,000	500,000				\$ 1,000,000
TOTAL FUNDING	\$ -	500,000	500,000	-	-	-	\$ 1,000,000



CHAPTER 4

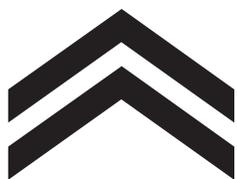
UNFUNDED

The unfunded chapter includes projects from city plans that do not have identified resources at this time. Unfunded projects in the CIP help inform future grant applications and inform discussions about funding allocation through sources not currently available to the city. At this time, funds that may become available for capital projects over the next fiscal years include additional bonds, state or federal infrastructure stimulus and competition grants.

A number of projects programmed at the beginning of the biennium assume issuing bonds in fiscal year 2023. Should those bonds fail to materialize or other significant reductions in funding occur after adoption of the budget, projects will need to be deferred or defunded until resources can be identified.

UNFUNDED – SUMMARY BY PROJECT TOTALS

PAGE	PROJECT	ESTIMATED COST
000	29th Avenue Bicycle/Pedestrian Connection	\$ 3,400,000
000	32nd Avenue Improvements	600,000
000	37th Avenue Improvements	550,000
000	51st Avenue and Casa Del Rey Drive	TBD
000	Bicycle & Pedestrian Railroad Avenue Overpass	2,962,000
000	Bowman Street and Brae Street	TBD
000	Downtown Parking Garage	14,663,000
000	Fiber Optic Service	TBD
000	Harmony Road	600,000
000	Harrison Street Capacity Improvements	4,300,000
000	Hwy 224 & Hwy 99E Improvements	9,008,000
000	Island Station Neighborhood Greenway	3,072,000
000	Lake Road SAFE Improvements (Where Else Lane to Harmony Road)	1,514,000
000	Lake Road/Harmony Road/Railroad Avenue Intersection	21,610,000
000	Milwaukie Bay Park Trail Improvements	TBD
000	North Milwaukie Industrial Area Street Improvements	1,900,000
000	Olsen Street	TBD
000	Ochoco Street & Roswell Street Bicycle & Pedestrian Connections	TBD
000	Railroad Avenue	6,000,000
000	Springwater Corridor Trail Bicycle & Pedestrian Connections Improvements	TBD
000	Stanley Avenue Neighborhood Greenway	7,132,000
000	Where Else Lane	500,000
TOTAL		\$ 77,811,000



Stanley Avenue 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.



Operating Budget Impact:	Unknown
Source:	TSP, RTP (#10094)
Key Departments:	Engineering
Status:	Unfunded
Potential Funding Sources:	"TGM Grant Safe Transportation"
Estimated Capital Cost:	\$7,132,000

Milwaukie Bay Park Trail Improvements

Milwaukie Bay Park to 19th Avenue

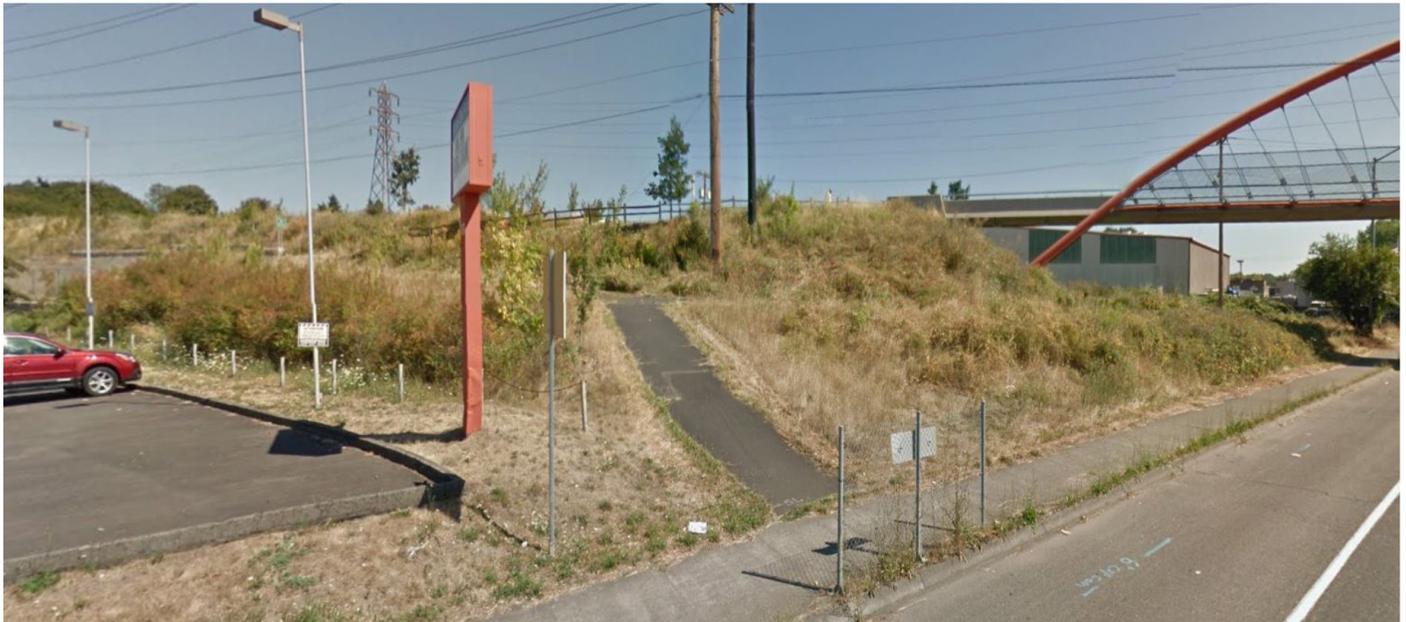
Construct trail improvements to create an ADA-accessible path from the Milwaukie Bay Park to 19th Avenue.



Operating Budget Impact:	None
Source:	BPAP, ADA
Key Departments:	Engineering
Status:	Unfunded
Potential Funding Sources:	Transportation
Estimated Capital Cost:	TBD

Springwater Corridor Trail Bicycle & Pedestrian Connections Improvement

Springwater Corridor to Tacoma Station Area



Enhance bicycle and pedestrian facilities within residential neighborhood and establish bicycle and pedestrian connections from Springwater Corridor 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 Street.
- Improved connection from Springwater Trail to Pendleton Site (Widened Undercrossing) – Widen existing undercrossing to improve connection of Springwater Trail to Pendleton site at Clatsop Street.
- Improved connection from Springwater Trail to Pendleton Site (Tunnel) – Construct tunnel under Springwater Trail to improve connection to Pendleton site at Clatsop Street.
- Improved connection from Springwater Trail to McLoughlin Boulevard – Construct stairs or other facility to connect Springwater Trail to west side of McLoughlin Boulevard.
- Bicycle/Pedestrian Improvements to Main Street – Construct multiuse path or other improved bike/ped facilities to Main Street to provide safer connection between downtown Milwaukie and Tacoma Station.
- Bicycle/Pedestrian connection over Johnson Creek – Construct bike/ped bridge over Johnson Creek along Clatsop Street at 23rd Avenue 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 Street and Milport Road.

Operating Budget Impact:

This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

Source:

TSP, RTP (#11174), NMIA Plan

Key Departments:

Engineering

Status:

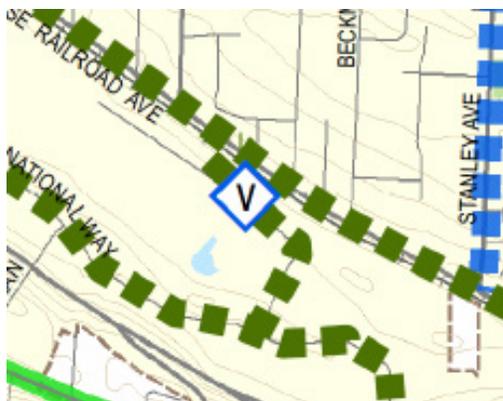
Unfunded

Potential Funding Sources:

Transportation

Estimated Capital Cost:

TBD



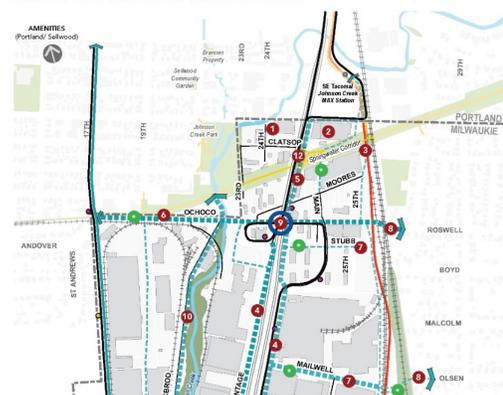
Bicycle & Pedestrian Railroad Avenue Overpass

Railroad Avenue and International Way

Establish a dedicated bicycle and pedestrian connection across Railroad Ave and the railroad tracks that connects Railroad Avenue 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.

Operating Budget Impact:	Project would add infrastructure by constructing a new multiuse path.
Source:	TSP, RTP (#11533), SAFE
Key Departments:	Engineering
Status:	Unfunded
Potential Funding Sources:	SAFE, Transportation
Estimated Capital Cost:	\$2,962,000

FIGURE 7: NON-MOTORIZED STREET NETWORK



Ochoco Street & Roswell Street Bicycle & Pedestrian Connections

Extend bicycle and pedestrian connections along Ochoco Street to Roswell Street across the railroad tracks to improve connectivity and circulation to/from the project area.

Operating Budget Impact:	This project constructs a new bridge and supporting infrastructure, increasing operational expenses.
Source:	NMIA Plan
Key Departments:	Community Development, Planning, Engineering, Public Works
Status:	Unfunded
Potential Funding Sources:	Transportation
Estimated Capital Cost:	TBD

UNFUNDED

Lake Road/Harmony Road/Railroad Avenue 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.



Operating Budget Impact:	This project will potentially increase ongoing operational needs due to the addition of new infrastructure.
Source:	RTP (#10000)
Key Departments:	Engineering, Clackamas County
Status:	Unfunded
Potential Funding Sources:	SAFE, Transportation
Estimated Capital Cost:	\$21,610,000



Lake Road Safe Improvements

Where Else Lane to Harmony Road/Railroad Avenue

Fill in sidewalk gaps on both sides of street, widen to provide for standard three-way cross-section west of Highway 224, fill in gaps in existing bicycle network with bike lanes, provide intersection improvements, and ADA ramps.

Operating Budget Impact:

This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

Source: BPAP, TSP, RTP (#10094)

Key Departments: Engineering

Status: Unfunded

Potential Funding Sources: SAFE, Transportation

Estimated Capital Cost: \$1,514,000



Island Station Neighborhood Greenway

19th Avenue and Sparrow Street

Designate 19th Avenue and Sparrow Street as a neighborhood greenway connecting the south end of Kellogg Creek Trail with the Trolley Trail.

Operating Budget Impact:

This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

Source: TSP, RTP (#11622)

Key Departments: Engineering

Status: Unfunded

Potential Funding Sources: SAFE, Transportation

Estimated Capital Cost: \$3,072,000



Harrison Street Capacity Improvements

McLoughlin Boulevard to 42nd Avenue

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.

Operating Budget Impact: Unknown

Source: Engineering

Key Departments: Engineering

Status: Unfunded

Potential Funding Sources: Transportation

Estimated Capital Cost: \$4,300,000



37th Avenue Improvements

Harrison Street to International Way

Construct continuous sidewalk on 37th Avenue between Harrison Street and International Way. Pave 37th Avenue from International Way to Railroad Avenue and from Monroe Street to Harrison Street.

Operating Budget Impact: Unknown

Source: SAFE, SSMP, BPAP, TSP, RTP (#10096)

Key Departments: Engineering

Status: Unfunded

Potential Funding Sources:
SAFE, SSMP, Transportation (State Gas Tax)

Estimated Capital Cost: \$550,000



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 (Hwy 99) 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 Street, 37th Avenue, and Freeman Way at Highway 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 Street to Hwy 224. These improvements are to enhance pedestrian safety and signal visitors that they are entering downtown.

Sidewalks from Harrison Street to UPRR: Address gaps in pedestrian system and improve connection between downtown and Milwaukie Bay Park. Provide grade-separated crossing.

Crosswalk/Intersection Upgrades: Improve all existing crossings of McLoughlin Boulevard, using better signage, extended crossing times, and distinctive crosswalk paving. Construct improvements at Harrison Street, Monroe Street, Jackson Street, Jefferson Street, and Washington Street to enhance bike/pedestrian crossings to the Trolley Trail and Milwaukie Bay Park.

Intersection improvements at McLoughlin Boulevard and River Road: Consolidate a single access point for the area at Bluebird Street with full intersection treatment and signalization or add second northbound left-turn lane at River Road to reduce congestion and improve safety.

Construct multiuse walkway from McLoughlin Boulevard to Kronberg Park Multiuse Path south of UPRR to complete pedestrian connection.

Operating Budget Impact: Unknown

Source: TSP, RTP (#11620, #11537, #10098, #11539, #11623), URAP, DRFP

Key Departments: Engineering

Status: Unfunded

Potential Funding Sources: Transportation

Estimated Capital Cost: \$9,008,000

UNFUNDED



Fiber Optic Service

NMIA and Downtown Milwaukie

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.

Operating Budget Impact: The project will potentially increase ongoing operational needs due to the addition of new infrastructure.

Source: NMIA

Key Departments: Community Development

Status: Unfunded

Potential Funding Sources: TBD

Estimated Capital Cost: TBD



Downtown Parking Garage

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.

Operating Budget Impact: The project would increase operational expenses by adding infrastructure.

Source: TSP, RTP (#11175)

Key Departments: Community Development, Engineering

Status: Unfunded

Potential Funding Sources: Transportation, Urban Renewal Area

Estimated Capital Cost: \$14,663,000



29th Avenue Bicycle / Pedestrian Connection

29th Avenue to Railroad Avenue

Provide bicycle and pedestrian connections from 29th Avenue to the Railroad Avenue multiuse path, including:

- A north/south bicycle and pedestrian connection through the Murphy site that connects to 29th Avenue;
- Pedestrian/bicycle treatments on Campbell Street and Railroad Avenue between Monroe Street and Harrison Street. This is the natural direct bicycle connection between the two Central Milwaukie opportunity sites – the Murphy Site and the McFarland Site;
- A bicycle crossing on Harrison Street between Campbell Street and 31st Avenue; and
- A multiuse trail from Oak Street to 37th Avenue connecting the Railroad Avenue multiuse path with the Monroe Street Greenway and the 29th Avenue Greenway.

Operating Budget Impact: This project would increase operational expenses by increasing infrastructure.

Source: TSP, CMLUTP, URAP

Key Departments: Community Development, Engineering, Planning

Status: Unfunded

Potential Funding Sources: Transportation, Urban Renewal Area

Estimated Capital Cost: \$3,400,000

UNFUNDED



North Milwaukie Industrial Area Street Improvements

Stubb Street, Beta Street, Hanna Harvester Street

Construct street improvements on Stubb Street, Beta Street and Hanna Harvester Street.

Operating Budget Impact: —

Source: —

Key Departments: —

Status: Unfunded

Potential Funding Sources: —

Estimated Capital Cost: \$1,900,000



32nd Avenue Improvements

Roswell Street to Sherrett Street

Reconstruct portions of existing sidewalk on 32nd Avenue from Roswell Street to City Limits. Pave 32nd Avenue from City Limits to Van Water Street.

Operating Budget Impact: —

Source: —

Key Departments: —

Status: Unfunded

Potential Funding Sources: —

Estimated Capital Cost: \$600,000



Railroad Avenue

37th Avenue to Harmony Road

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 Avenue between 37th Avenue and Harmony Road. 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.

Operating Budget Impact: —

Source: —

Key Departments: —

Status: Unfunded

Potential Funding Sources: —

Estimated Capital Cost: 600,000



Harmony Road

International Way to City Limits

Install pedestrian facilities along Harmony Road from International Way to the City Limits

Operating Budget Impact: —

Source: —

Key Departments: —

Status: Unfunded

Potential Funding Sources: —

Estimated Capital Cost: 600,000

UNFUNDED



Olsen Street

Dead End to 42nd Avenue

Install pedestrian facilities and maintain roadway pavement from the western end of Olsen Street to 42nd Avenue. Water system improvements from 29th Avenue to 32nd Avenue.

Operating Budget Impact: —

Source: —

Key Departments: —

Status: Unfunded

Potential Funding Sources: —

Estimated Capital Cost: TBD



Bowman Street and Brae Street

Bowman-Brae Park to City Limits

Install pedestrian facilities and maintain roadway pavement.

Operating Budget Impact: —

Source: —

Key Departments: —

Status: Unfunded

Potential Funding Sources: —

Estimated Capital Cost: TBD



Where Else Lane

Lake Road to Bowman Brae Park

Install pedestrian facilities and maintain roadway pavement.

Operating Budget Impact: —

Source: —

Key Departments: —

Status: Unfunded

Potential Funding Sources: —

Estimated Capital Cost: 500,000



51st Avenue & Casa Del Rey Drive

Lake Road to North Clackamas Park

Install pedestrian facilities.

Operating Budget Impact: —

Source: —

Key Departments: —

Status: Unfunded

Potential Funding Sources: —

Estimated Capital Cost: TBD



CITY OF MILWAUKIE

Milwaukee CIP - SAFE

City of Milwaukee

2023

Ardenwald North Improvements
Harvey Street Improvements
42nd Avenue & 43rd Avenue Improvements
Home Avenue & Wood Avenue Improvements

2024

26th Avenue Improvements
Monroe Street Greenway Improvements
Washington Street Area Improvements
Waverly South Improvements
King Road - 40th to 42nd Avenue Improvements

2025

International Way Improvements

2026

Ardenwald South Improvements
Oakfield Road & Shell Lane Improvements
Park Street and Lloyd Street Improvements
Sparrow Street Improvements

2027

Lewelling Area Improvements
Lewelling North Improvements
Ochocho Street Improvements

2028

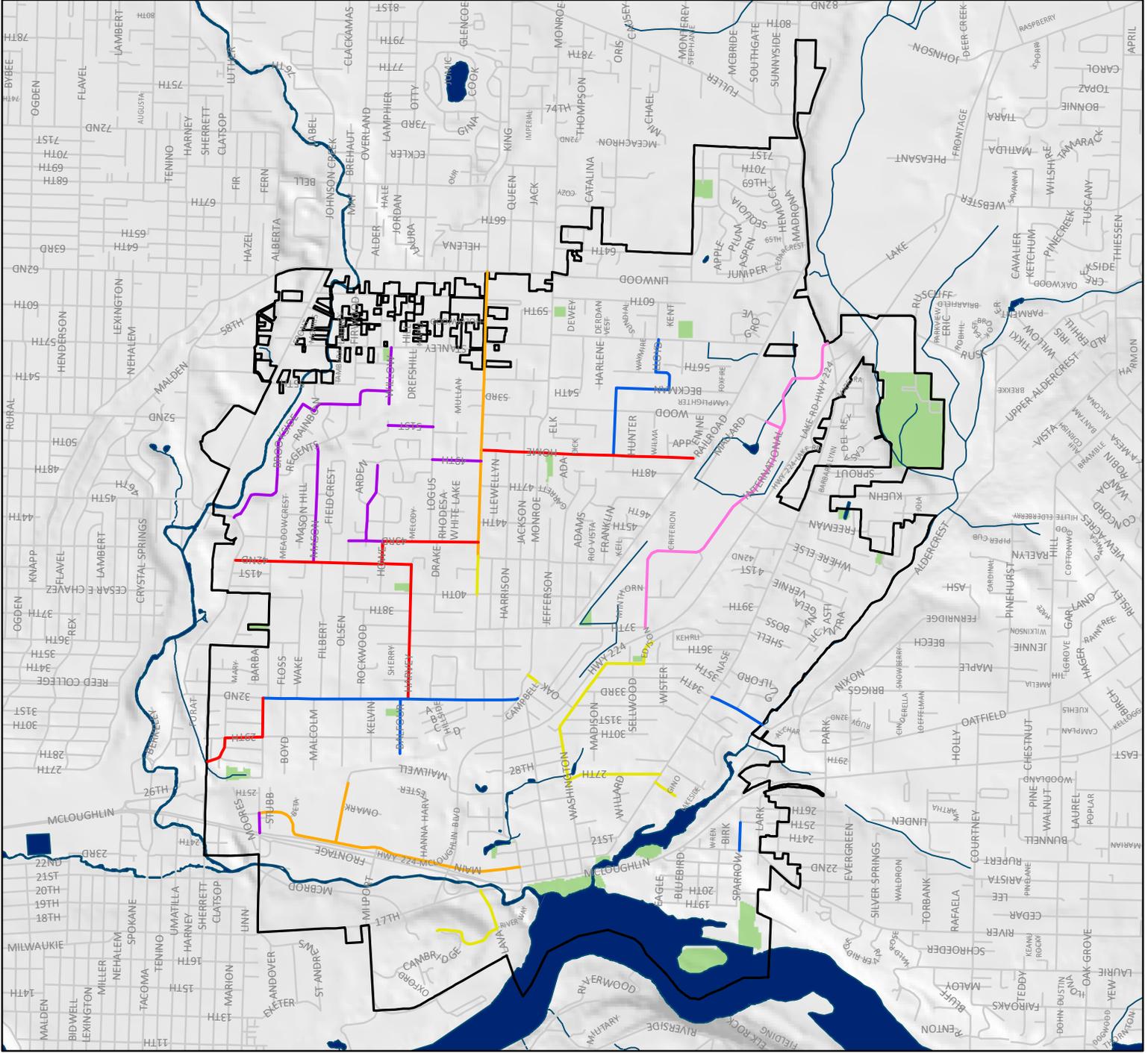
King Road - 42nd to Linwood Avenue Improvements
North Milwaukee - Highway 224 to Milport Road Improvements
North Milwaukee Milport Road to Ochocho Street Improvements
North Milwaukee Downtown Improvements

Data Sources: City of Milwaukee GIS, Clackamas County GIS, Metro Data Resource Center

Date: Thursday, April 21, 2023

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CITY OF MILWAUKIE

Milwaukie CIP - Wastewater

City of Milwaukie

2023

37th Avenue at Monroe Street Sewer Replacement

37th Avenue/Highway 224 Sewer Replacement

42nd Avenue & 43rd Avenue Improvements

Ardenwald North Improvements

Home Avenue & Wood Avenue Improvements

Harvey Street Improvements

2024

Waverly South Improvements

Waverly Heights Sewer System Reconfiguration

Washington Street Area Improvements

2025

International Way Improvements

2026

34th Avenue Sewer Replacement

Johnson Creek Siphon Inspection

Lake Village Apartments Sewer Replacement

North Milwaukie CIPP

Park Street and Lloyd Street Improvements

River Road Sewer Repair

2028

North Milwaukie - Highway 224 to Milport Road Improvements

North Milwaukie - Milport Road to Ochoco Street Improvements

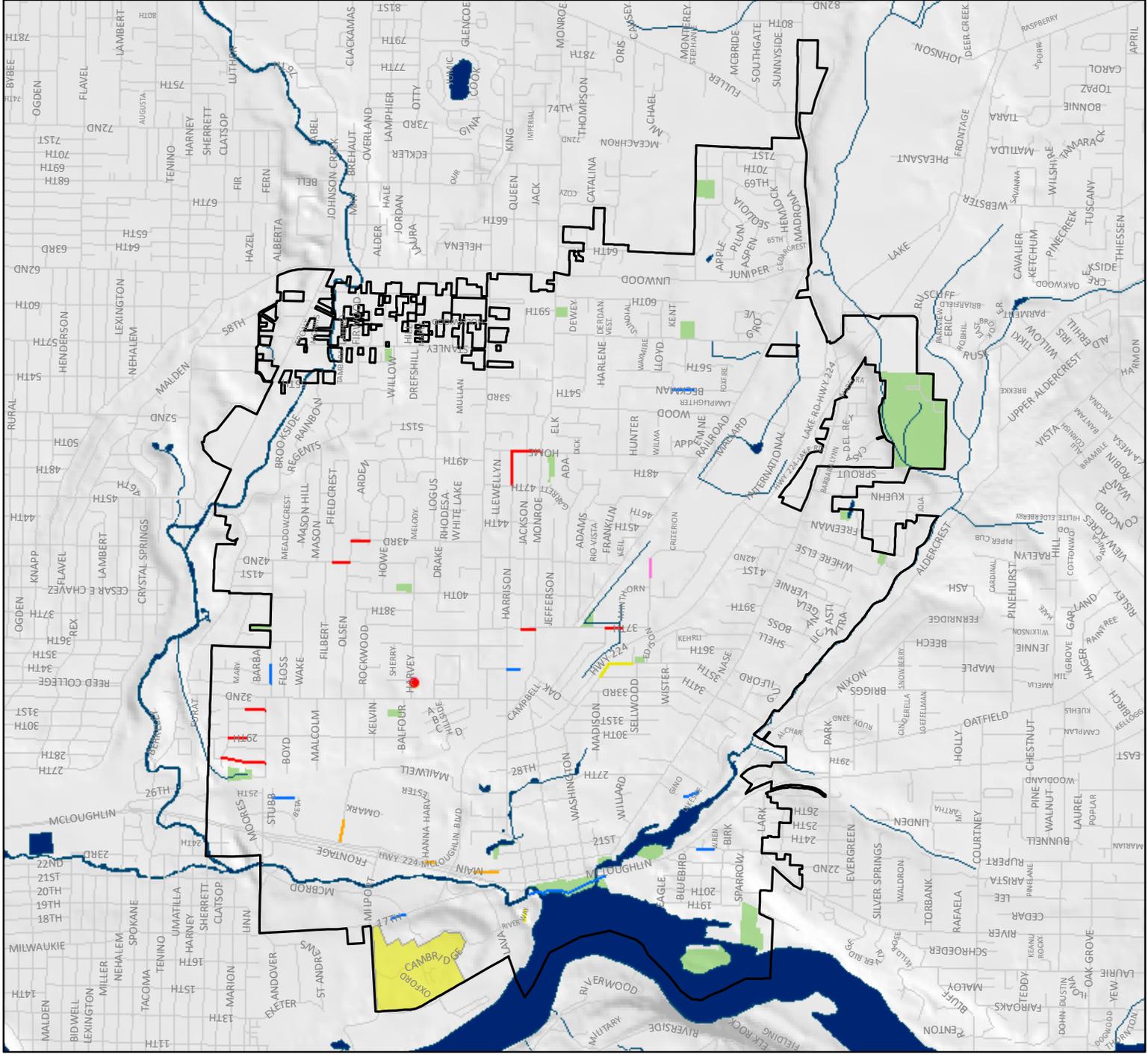
North Milwaukie Downtown Improvements

Data Sources: City of Milwaukie GIS, Clackamas County GIS, Metro Data Resource Center

Date: Thursday, April 21, 2022

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Milwaukee CIP - Stormwater

City of Milwaukee

2023

- 42nd Avenue & 43rd Avenue Improvements
- Ardenwald North Improvements
- Harvey Street Improvements
- Home Avenue & Wood Avenue Improvements
- Downtown Curbs and Stormwater
- King Road 42nd Avenue to Linwood Avenue Improvements

2024

- Washington Street Area Improvements
- King Road - 40th to 42nd Avenue Improvements

2025

Stormwater Quality Facilities

2026

- Ardenwald South Improvements
- Oatfield Road & Shell Lane Improvements
- Park Street and Lloyd Street Improvements
- Sparrow Street Improvements

2027

Lewelling Area Improvements

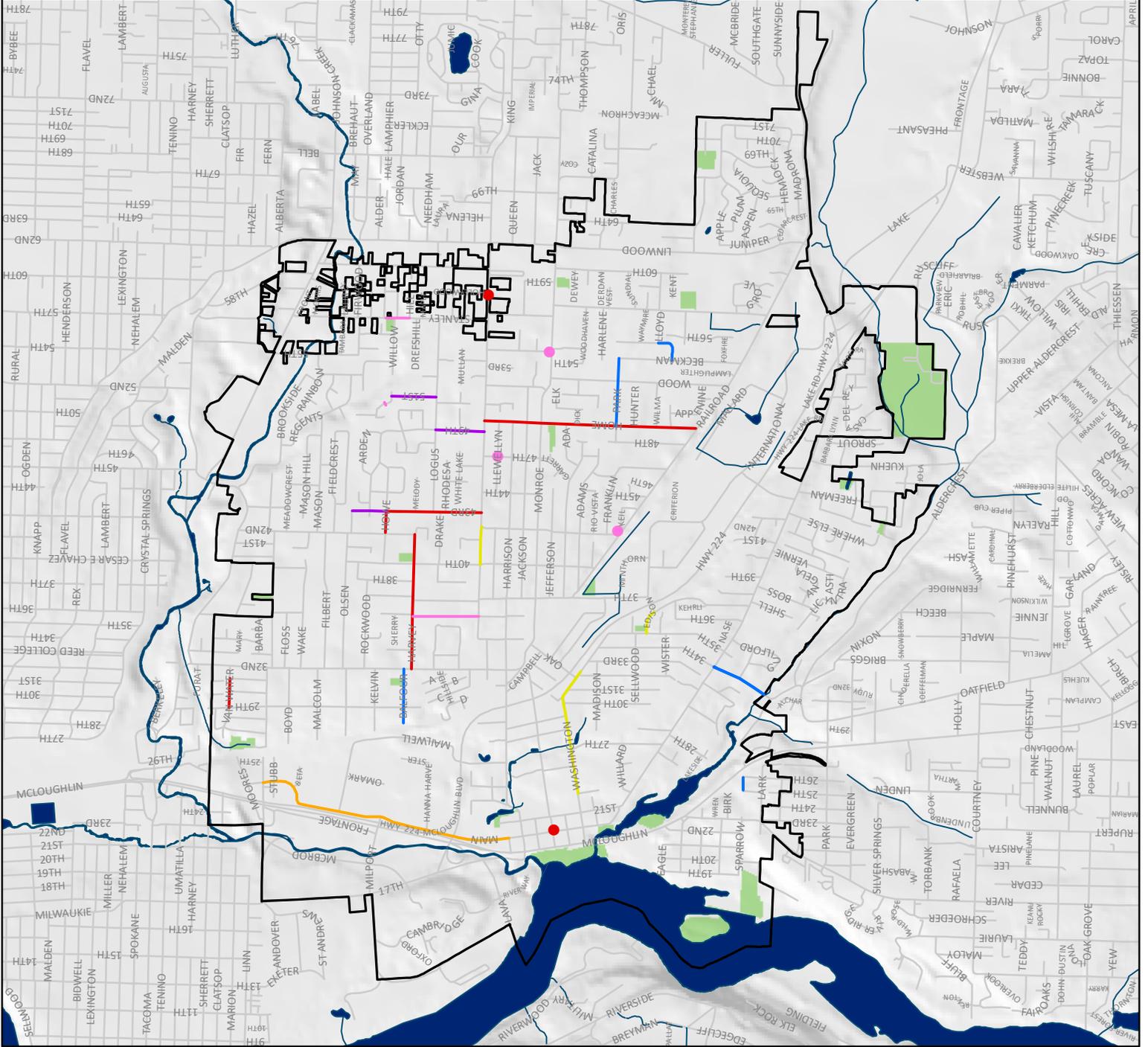
2028

- North Milwaukee - Highway 224 to Milport Road Improvements
- North Milwaukee - Milport Road to Ochoco Street Improvements
- North Milwaukee Downtown Improvements

Data Sources: City of Milwaukee GIS, Clarkamas County GIS, Metro Data Resource Center
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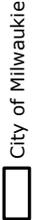
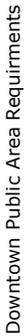
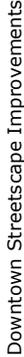
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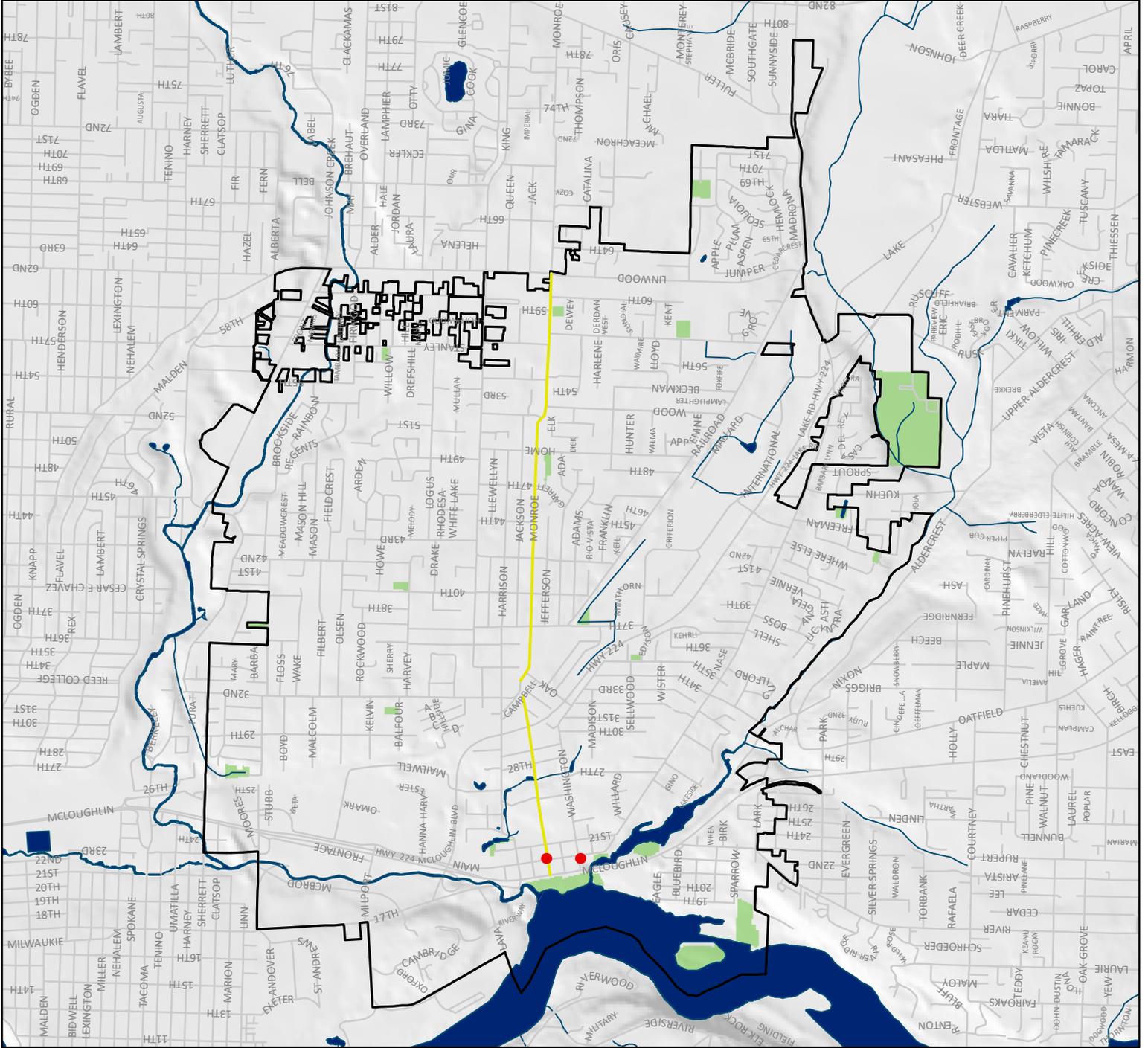




CITY OF MILWAUKIE

Milwaukie CIP - Transportation

-  City of Milwaukie
-  2023
-  Downtown Public Area Requirements
-  Downtown Streetscape Improvements
-  2024
-  Monroe Street Greenway Improvements



Data Sources: City of Milwaukie GIS, Clackamas County GIS, Metro Data Resource Center
 Date: Friday, April 22, 2022

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CITY OF MILWAUKIE

Milwaukie CIP - URA

City of Milwaukie

2023

Crosswalk Art

2024

Dogwood Park

Downtown Main Street Enhancements

McLoughlin Intersections

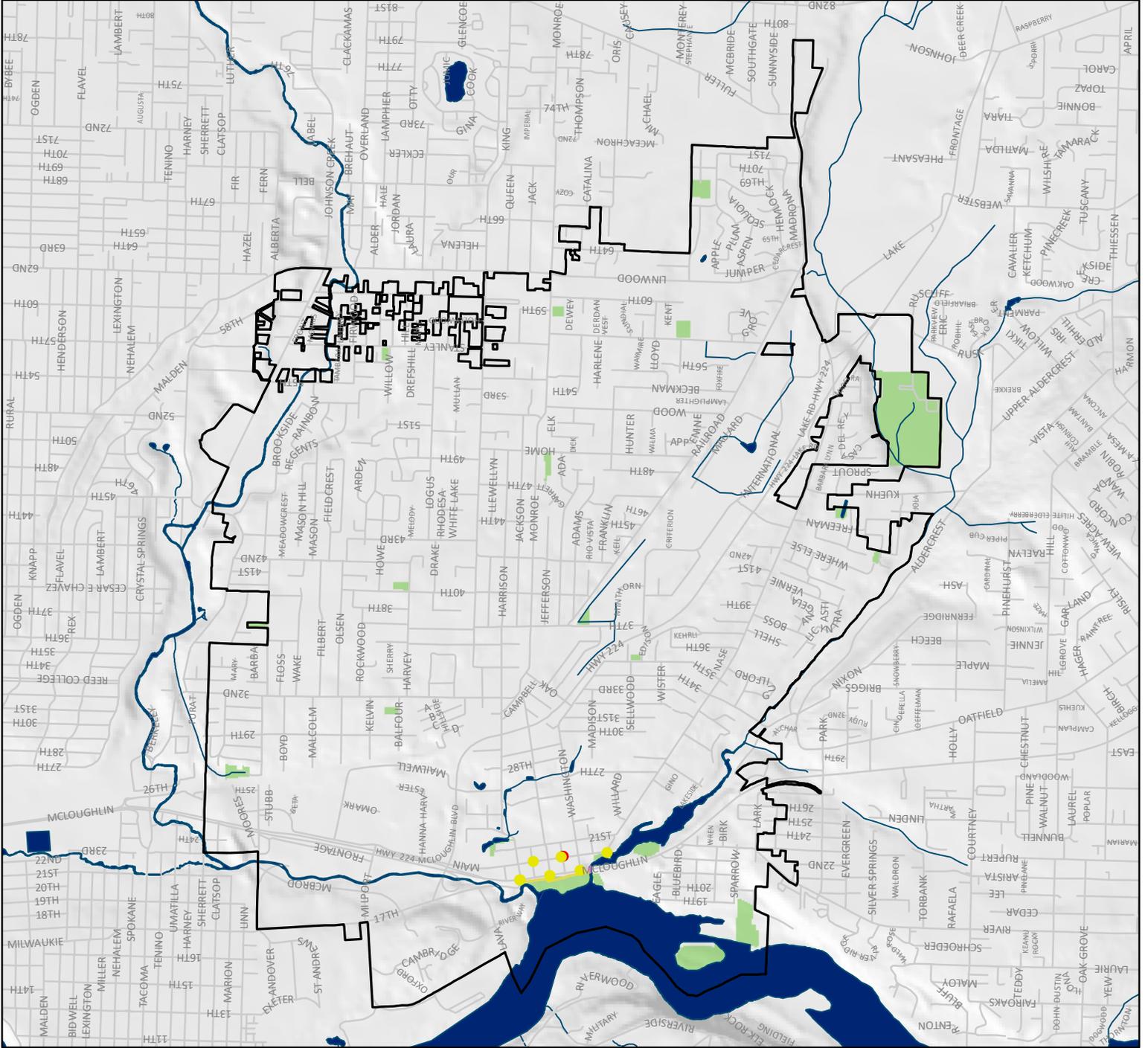
Parking Solutions

Transit Stop Improvements

Trolley Trail

2025

Community Development: Urban Renewal Area



Data Sources: City of Milwaukie GIS, Clackamas County GIS, Metro Data Resource Center

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CITY OF MILWAUKIE

Milwaukee CIP - Water

City of Milwaukee

2023

Ardenwald North Improvements

Harvey Street Improvements

Home Avenue & Wood Avenue Improvements

Stanley Reservoir Improvements

Well # 1 & #5 Improvements

2024

Waverly South Improvements

Washington Street Area Improvements

Water System Inter tie

Well # 4 Reconditioning

Well # 8

2025

International Way Improvements

40th and Harvey Concrete Reservoir

Lava Drive Booster Pump Station

Well # 6 & # 7 Reconditioning

2026

Ardenwald South Improvements

Outfield Road & Shell Lane Improvements

Park Street and Loyd Street Improvements

Sparrow Street Improvements

Well # 2 Building Improvements

2027

44th Avenue - Water System Improvements

Firwood Street - Water System Improvements

Flavel Drive - Water System Improvements

McLoughlin - Water System Improvements

Monroe Street & Mullan Street Pipe Extension

Ochocho Street Improvements

Water Treatment Plant

2028

Elk Street - Water System Improvements

King Road - 40th to 42nd Avenue Improvements

North Milwaukee - Milport Road to Ochocho Street Improvements

Rio Vista Street - Water System Improvements

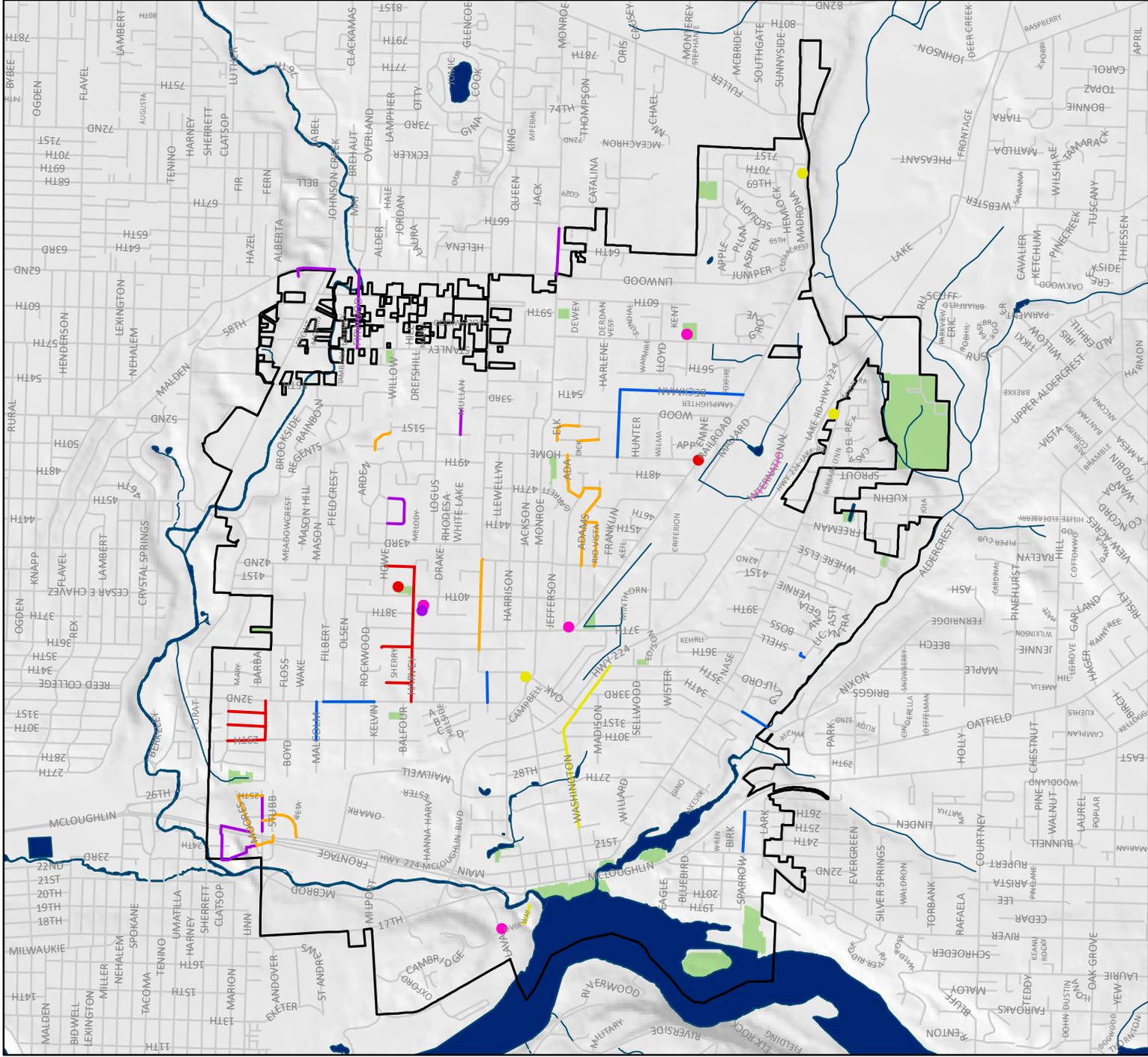
Winworth Court - Water System Improvements

Data Sources: City of Milwaukee GIS, Clackamas County GIS, Metro Data Resource Center

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CITY OF MILWAUKIE

Milwaukie CIP - SSMP

City of Milwaukee

2023

Ardenwald North Improvements

Harvey Street Improvements

42nd Avenue & 43rd Avenue Improvements

Home Avenue & Wood Avenue Improvements

2024

26th Avenue Improvements

King Road - 40th to 42nd Avenue Improvements

Washington Street Area Improvements

Waverly South Improvements

2025

International Way Improvements

2026

Ardenwald South Improvements

Oatfield Road & Shell Lane Improvements

Park Street and Lloyd Street Improvements

Sparrow Street Improvements

2027

Lewelling Area Improvements

Ochocho Street Improvements

2028

King Road - 42nd to Linwood Avenue Improvements

North Milwaukee - Highway 224 to Milport Road Improvements

North Milwaukee - Milport Road to Ochocho Street Improvements

North Milwaukee Downtown Improvements

Date: Thursday, April 21, 2022

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