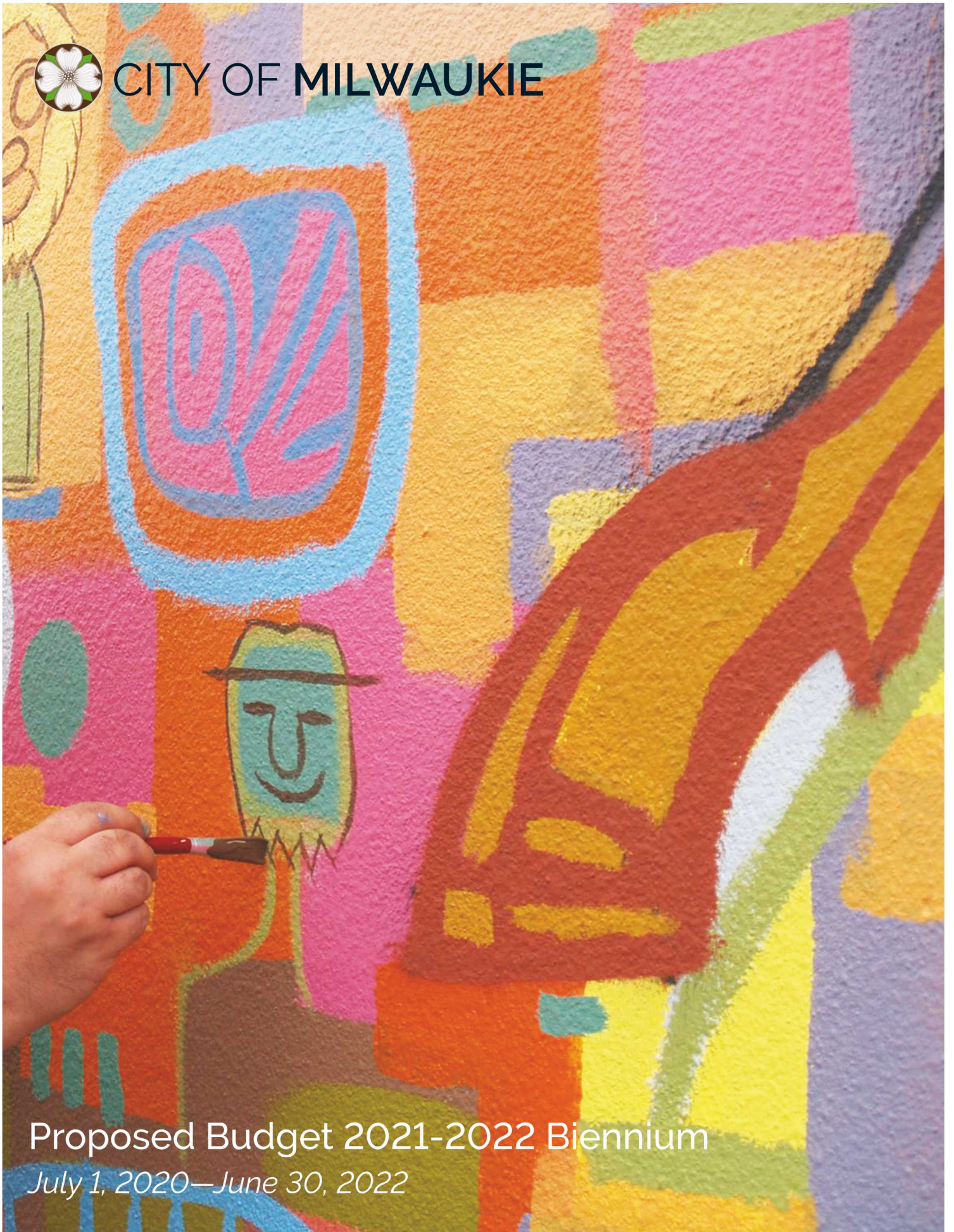




CITY OF MILWAUKIE



Proposed Budget 2021-2022 Biennium
July 1, 2020—June 30, 2022



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 2019-2020 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 Comprehensive Annual Financial Reports (CAFR) and Popular Annual Financial Reports (PAFR), making it one of the most decorated finance agencies in Oregon. Inquiries regarding the 2021-2022 Biennial Budget for the City of Milwaukie, or requests for mailing, should be directed to:

City of Milwaukie
Attn: Bonnie Dennis
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

Fiscal Years 2021 – 2022

Proposed

Biennial Budget

Mayor and City Council

Mark Gamba, Mayor

Lisa Batey

Angel Falconer, Council President

Kathy Hyzy

Wilda Parks

Citizen Members

Jon Stoll, Chair

Caili Nance

Michael Osborne

Mary Rowe

Leslie Schockner





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Milwaukie
Oregon**

For the Biennium Beginning

July 1, 2018

Christopher P. Morill

Executive Director



Government Finance Officers Association

**Certificate of
Achievement
for Excellence
in Financial
Reporting**

Presented to

**City of Milwaukie
Oregon**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

June 30, 2018

Christopher P. Morill

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, 2018

Christopher P. Morill

Executive Director/CEO

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City Manager's Message

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

Today, the city is in the midst of massive change, working to predict the future as an international crisis unfolds. The Covid-19 pandemic has rocked our community, health systems and economy. This budget works to respond to the changing paradigm, acknowledging that our community is shifting weekly, if not daily, because of Covid-19. Over the past many weeks, the City of Milwaukie relocated many of our staff to home offices, closed our buildings to the public and amended police procedures to maximize protections for our officers and the public. This message is being drafted at the start of our sixth week of the "Stay Home, Save Lives" order, which was executed by Governor Kate Brown in response to the pandemic. Staff have done their best to understand the current shifting income streams, while prioritizing much needed housing services and growing concerns about the long-term effects of climate change.

LOOKING BACK

The last two years have marked a period of exciting developments for the city. During the past year, we opened the replacement of the Milwaukie Bay Park Bridge, the meandering path in Kronberg Park, reconstruction of South Downtown and the city's first festival street. This was in addition to kicking off the city's Safe Access for Everyone (SAFE) program, where we designed and constructed the first two critical Safe Routes to Schools. We also opened the new Ledding Library, an 18,000-square-foot building that is 50% larger than the replaced building and far more energy efficient. With the library came our first city solar installation.

One year ago, the city was also presented with a unique opportunity to purchase a new City Hall, just one block from our existing facility. The building will provide our community with improved meeting spaces, one-stop centralized city services, an improved carbon footprint and more efficient use of city resources. During the next biennium, a community-led process will determine the future of the existing City Hall building.

The city also implemented several key policies and programs in alignment with City Council's goals. This work is based in our climate action plan, city vision, housing affordability study and community engagement strategy. Those successful programs are outlined below.

City Manager's Message

Housing Affordability

Over the past two years, housing has remained the top priority for City Council and many staff. The actions outlined in the Milwaukie Housing Affordability Strategy allowed for the development of new income restricted units, prevented displacement and connected residents to existing affordable housing. Together we:

- Acquired and began planning for the Sparrow site, a property purchased from TriMet to provide land for affordable housing.
- Coordinated with community leaders and partners for locally held housing events, including a housing roundtable.
- Worked with Clackamas County in the creation of the Hillside Master Plan, a project that will significantly increase the number of affordable units in Milwaukie.
- Completed a Cottage Cluster Feasibility Study to explore Milwaukie's missing middle housing options.
- Worked with housing leaders from the region to create criteria for the city's construction excise tax funds to incentivize development of income restricted housing types.
- Extended the city-declared housing emergency and renter protection measures.
- Developed a comprehensive housing affordability web hub to provide resources for aging in place, emergency housing, renters, and homeowners.
- Updated city code to reflect changes in Oregon's accessory dwelling unit legislation to remove off-street parking and owner occupancy requirements.
- Initiated a full system development charge waiver and fee in lieu of construction payment forgiveness pilot program for the development of accessory dwelling units in Milwaukie.
- Processed and approved Milwaukie's first Vertical Housing Development Zone exemption property.
- Renewed a non-profit low-income housing tax exemption for the new Northwest Housing Alternative 28-unit housing development known as Walsh Commons.

Climate Change Action

Since the adoption of the climate action plan in October 2018, the city has been hard at work implementing key climate strategies to reduce Milwaukie's greenhouse gas emissions. In January 2020, City Council declared a climate emergency, calling for an acceleration of the climate goals outlined in the plan, pushing the city to achieve net-zero carbon emissions from electricity by 2030, net-zero emissions from building fuels by 2035, and community carbon neutrality by 2045. Together, we have:

City Manager's Message

- Approved a contract for acquiring 100% of the city's electricity load through locally generated carbon-free sources.
- Created a citywide plastic bag and polystyrene ban. The state recently enacted a statewide plastic bag ban as well.
- Adopted the Urban Forest Management Plan, a guiding document to plant, protect, and promote healthy trees in Milwaukie.
- Completed construction on the new Ledding Library designed with energy-efficient features and solar arrays.
- Hired a climate action staff member to develop and implement the actions outlined in the climate action plan.
- Adopted a residential energy performance rating and disclosure program to promote energy-efficient homes.
- Initiated negotiations with Portland General Electric to reach the city's 100% carbon-free goal by 2030.
- Removed 14 gas-fueled vehicles in the city's fleet and replaced them with 11 hybrid and electric vehicles.
- Worked with Portland General Electric to create the regions first electric avenue, an easy-to-use and centrally located charging system for the community.

Community Engagement

Halfway through this biennium budget cycle, City Council also added community engagement as the city's third goal. For years, city staff have been leading exceptional community engagement within our existing budget. The current and past City Councils brought neighbors and concerned community members to the table to ensure robust conversations. With the volume of projects and changes in best practices, city staff have spent the past year looking at ways Milwaukie can best target the city's engagement. As this is the first year, several of the projects are still underway. We are currently:

- Adding of youth seats to seven of the city's boards and committees.
- Completing the first year of our leadership program, which is focused on helping more community members engage with the city. The first program includes 30 members of Milwaukie proper and surrounding unincorporated area.
- Investing in new digital tools to assist with meetings and engagement during the Covid-19 outbreak.

City Manager's Message

Under community engagement, to date we have also:

- Hired a staff person dedicated community events to allow for much needed to capacity around community engagement. This is in alignment with a dedicated staff person for each Council goal.
- Increased the number of celebrations to mark the openings of various new city assets.
- To better support engagement work across the city, reorganized the City Manager's office into the Strategic Engagement Team.
- Worked with Portland State University to conduct an assessment of our engagement work with respect to best practices.
- Conducted a citywide survey to determine where and how our community engages with our work.
- Adopted the core values and principles of the International Association of Public Participation (IAP2) to guide our engagement work and priorities.
- Provided IAP2 training for City Council and five staff across the city to increase their proficiency with best community engagement practices.
- Established a staff engagement task force to develop engagement resources and clarify roles and responsibilities.
- Developed a handbook that walks through how to create and implement engagement plans for city projects.
- It should be noted that this team has carried a significant load during the Covid-19 pandemic, increasing their digital engagement and acting as the city's clearing house for federal emergency grants.

Effective and Efficient Government

Throughout this work, the city continued to provide all of its traditional services with a high level of customer service. The Milwaukie Police Department transitioned to a new leadership era, with Chief Bartol's retirement and Chief Strait taking the helm. Public Works crews continue to maintain the city's infrastructure systems efficiently, and several departments have been critical in managing the city's internal systems as staff have transitioned to new work environments during Covid-19. So much of what we do is provide consistent, high-quality service to our community, and I am forever grateful to the teams that provide those services.

City Manager's Message

LOOKING FORWARD

The proposed budget takes a fiscally conservative approach to our shifting financial picture. City staff have included reductions in projected revenues in several key areas, including state gasoline tax, property tax, water payments, parking and law enforcement tickets, parking permitting, franchise fees, and interest payments. Furthermore, staff expect these reductions will fluctuate over the next three years in a downward trend. The modern economy has never faced a similar crisis, and staff expect to return to the budget committee this coming winter with amended projections and budget adjustments.

However, the city is doing significantly better than some of our regional partners. Only one of our programs and accompanying positions (parking enforcement) is covered primarily by user fees. Milwaukie receives no sales tax and does not maintain any community-oriented facilities, which have been especially hard hit during this pandemic. As such, staff have worked to be prudent in this budget, but are pleased to submit a budget without reduction of currently filled positions or furloughs. Operation budgets saw a 5% reduction across the board, 1.25 vacant full-time equivalents have been removed from staffing levels, and the administration will implement a hiring "chill" on some positions to ensure sufficient general fund dollars. Two significant projects, Stanley, a water project, and Waverly, a wastewater project were also delayed allowing these funds time to recover from current closures and downturn. Even with these changes, staff developed a budget that will accomplish significant goals, and move the city forward to a better tomorrow.

As trees provide a wealth of benefits in the urban environment, the city is allocating additional resources to expand the urban canopy by developing a robust urban forest program. Included in this work are resources for a tree inventory that will help the community better understand and predict the future of Milwaukie's urban forest. It will also help staff strategically plant trees where the community needs it most. This budget also includes significant infrastructure improvements to allow community members safer and more climate sensitive options to commute to work and school. Many of these same projects include bioswales that will help the city be climate resilient in the future.

In this new biennium, the city will implement components of the recently adopted Comprehensive Plan, including amendments for housing and a private property tree protection. This code package will be paired with the regulatory framework from Oregon State House Bill 2001 and 2003. Staff will continue exploring options for transitional housing, and process improvements for streamlined permitting for affordable housing, as well as manage the development of publicly and privately-owned land that offers housing opportunities near downtown Milwaukie.

City Manager's Message

To accomplish these projects, the budget focuses on new tools and best practices to help us engage with our community throughout the current pandemic and subsequent recession. Funding focused on community engagement will also provide staff, volunteers and City Council with diversity, equity and inclusion training along with tools to ensure all are welcomed at our tables and dais. Finally, the funding will ensure that even as we learn how to physically distance ourselves due to Covid-19, we will not lose what is best about Milwaukie – the joining of our heads and hearts in public discourse to make a better tomorrow.

FINANCIAL HIGHLIGHTS

The Biennium 2021-2022 Budget addresses goals, community needs and priorities within the context of current and projected revenues. The City's overall fiscal condition is healthy where all fund balances exceed or are equal to the minimum reserve policies established. The biennium budget totals \$175.5 million and is balanced, as required by the statutory limits of Oregon budget law.

Revenue Trends

While Milwaukie's financial foundation remains strong, the city faces several challenges that the proposed budget seeks to address. Revenue trends historically have been favorable over past years as we have seen a shift in the economy. Due to Covid-19 and a softening in the economy prior to Covid-19, the city is planning for a continued economic downturn. The city estimated a conservative property tax growth to the assessed value (AV) to be approximately 2.0% while maintaining a permanent tax rate of 6.5379. The estimate is to align with an unprecedented recession where typically the city receives a 3.0%-3.5% increase.

Interest earnings are tied to market conditions with estimated reductions due to the recession. Unlike the last biennium, where Milwaukie has received rates as high as 2.75% from the Oregon State Treasury, we now are seeing reduced rates and are currently at 1.76%.

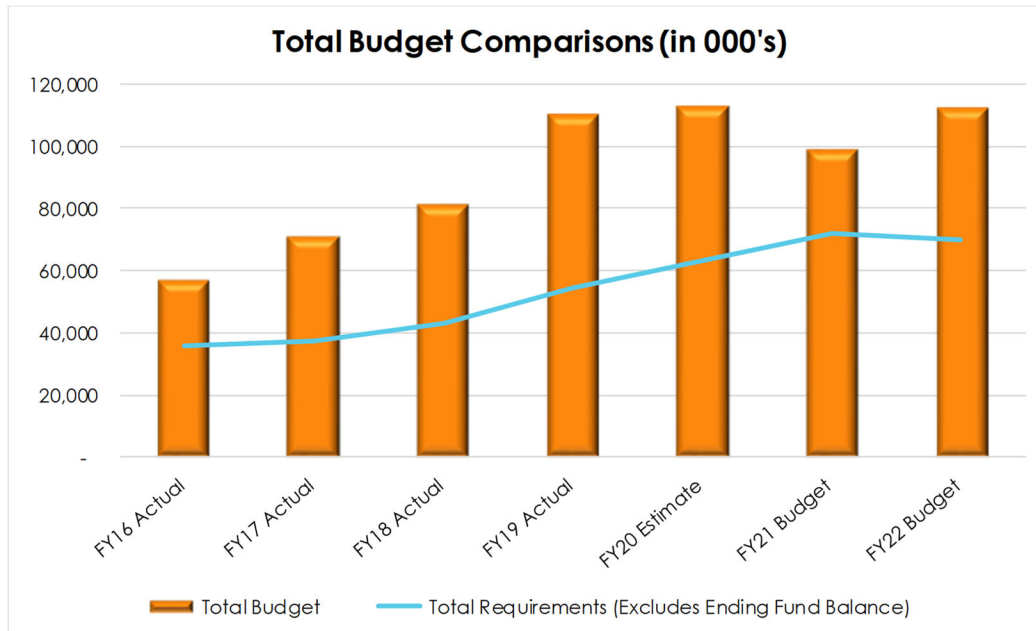
Operating Expenses

Personnel services represent 33% or \$41.3 million of total expenditures before reserves of \$125.2 million, materials and services represent 22% or \$27.8 million, debt service represents 5% or \$6.8 million. Capital outlay where many of the projects are infrastructure related account for 27% of the total budgeted expenditures at \$34.0 million. Transfers to other funds is the remainder at \$15.3 million.

City Manager's Message

Capital Improvements & Future Debt

The citywide budget, as represented in the chart below, shows an increase in the total budget by \$23.4 million from the previous budget mainly related to capital improvements in the integrated transportation/utility CIP program and the debt issued for this program in FY 2019. The proposed budget assumes the completion of the FY 2020 debt issuance for city hall of \$6.7 million. Future debt includes the second half of the Transportation Bond of \$21 million and \$2.5 million in the Stormwater Fund.



FIVE-YEAR FINANCIAL FORECAST

The city utilized a long-term financial planning approach through its Five-Year Financial Forecast to analyze and identify future financial challenges and opportunities for strategies to secure financial sustainability. While the forecast is anchored by the budget, it itself is not a budget but rather a tool to achieve two requirements that can sometimes be difficult to reconcile. First, long-term forecasting provides strategies to achieve and maintain financial balance. Second, it identifies from a financial perspective, how the city will provide a consistent level of public services while addressing the unique issues of concern to our community. The forecast is a useful method to help make informed financial decisions that will ensure the city's future vitality and economic stability.

City Manager's Message

FUND STRUCTURE

Milwaukie is committed to providing a fund structure that is as understandable as possible to the general public. Transparency is critical to building and retaining public trust. The city has twelve funds of which one of those funds (City Hall Fund) is new for this biennium. This fund structure provides the foundation for solid and transparent financial planning well into the future.

CONCLUSION

City departments worked collaboratively on the budget that reflects Milwaukie's vision and goals while planning for a future amongst the impacts of this recession. To all of the departments and staff; thank you for your efforts as this budget has been no easy task. Special thanks to the Finance Department, headed by Finance Director Bonnie Dennis for creating an exceptional document in the midst of turmoil. With the help of this team, Milwaukie's proposed budget reflects a conservative plan in support of council priorities and essential services to meet future community needs.

Respectfully presented this 9th day of May 2020.

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

Ann Ober
City Manager

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, as well as the benefits of its close location to Portland. The pioneering spirit and determination that inspired Milwaukie's founders is still felt today from the people that make up this unique city.

This suburban City of 20,528 strives to stay true to itself and the spirit of the community, even if that's unconventional at times, while upholding a strong sense of optimism that keeps everyone persistent in their pursuit for shared successes. 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 recently-completed visioning process that received an outpouring of support from the community, and led Milwaukie to receive the 2017 Award for Public Involvement and Participation from the Oregon chapter of the American Planning Association. They can also be found in the city's robust and thriving business community. With more than 1,500 companies, including Blount International, Bob's Red Mill, 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, 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

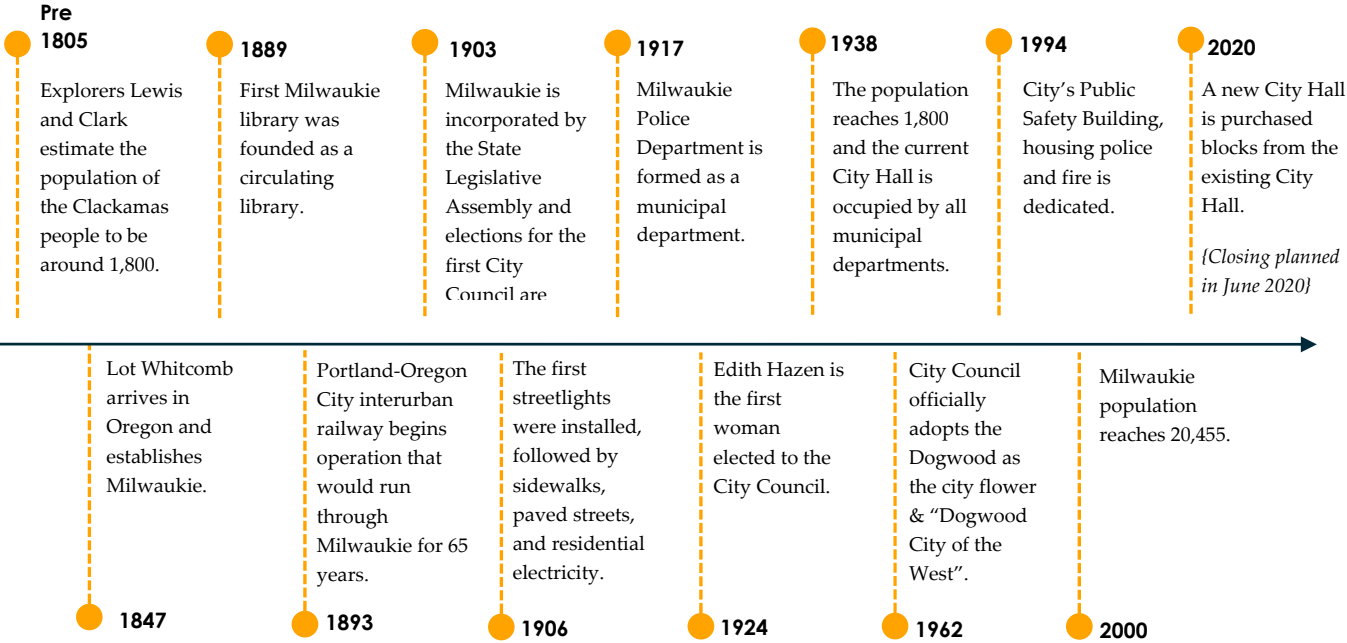
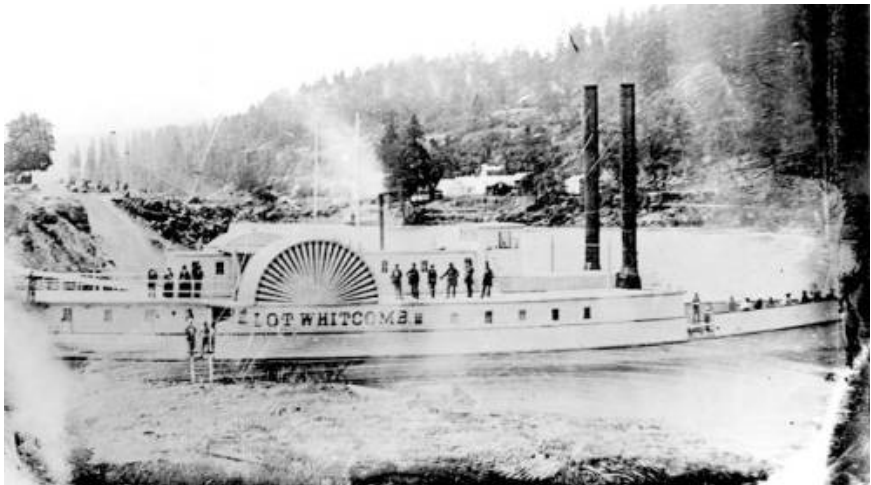
The area known today as Milwaukie was once occupied by members of the Upper Chinook language group known as the Clackamas. American and European explorers first visited the area in 1805 and in 1847 pioneer Lot Whitcomb arrived and named the new community after Milwaukee, Wisconsin, which had impressed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

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

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

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

In 2019, Ledding Library completed construction increasing its square footage that includes a new teen room, conference room, study rooms and a community room. Additionally, downtown seen its first redevelopment of a five-story buildings that features 110 units and mixed-use commercial space on the ground floor. Negotiations are currently underway for the second project known as Coho Point at Kellogg Creek (Coho Point).

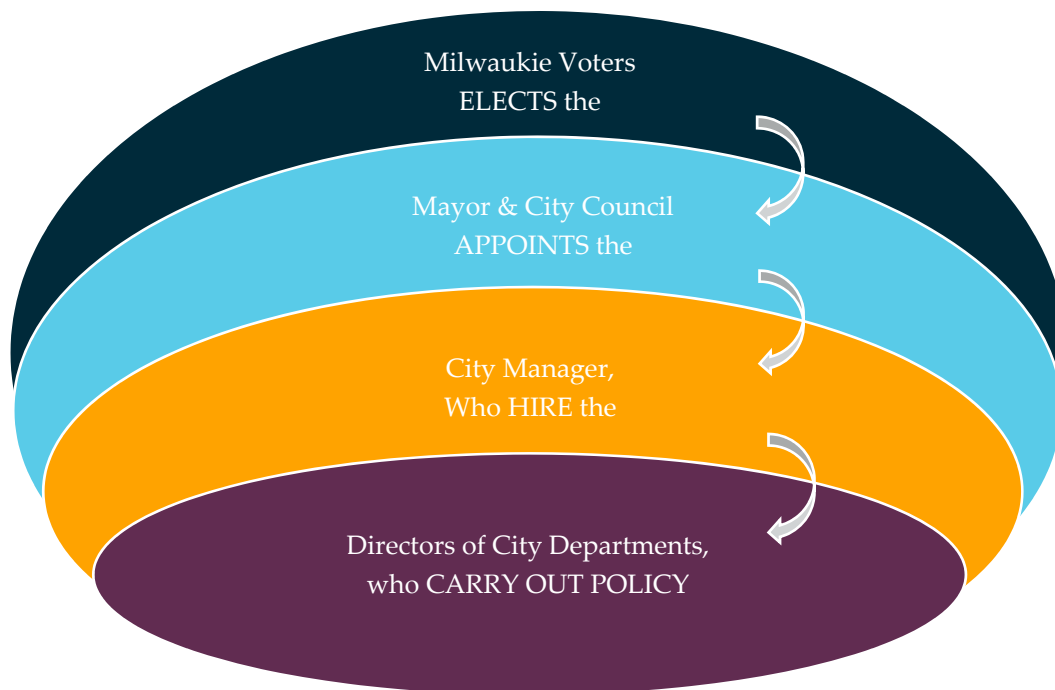


MILWAUKIE GOVERNMENT TODAY

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 of Milwaukie, a municipal corporation, are vested in the Council except as otherwise specifically provided in the Milwaukie Municipal Code (MMC) and Charter. The Mayor and City Councilors are elected at-large and serve staggered four-year terms. The Mayor presides at all official and informal meetings of the Council. The City Manager is hired to serve and advise the Council and the community in carrying out the Council's policies.

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

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 inspections, engineering, community development and library services.

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

CITY DEMOGRAPHICS

Statistic	Data
Population	20,528 ¹
Females	50.4% ²
Males	49.6% ²
Veterans	1,356 ²
Veterans, percent of population	7% ²
Households	9,101 ²
Persons per Household	2.27 ²
Owner Occupied Housing Unit Rate	60.10% ²
Median Value of Owner-Occupied Housing Unit	\$ 291,300 ²
High School Graduate or Higher	94.5% ²
Bachelor's Degree or Higher	34.8% ²
Median Household Income	\$ 63,421 ²
Persons in Poverty, percent	10.8% ²
Land Area in Square Miles	4.82 ²
Population per Square Mile	4,206 ²
Bond Rating	Aa2 ³
City Maintained Roads	159 Lane Miles ⁴
Building Permits Issued	261 ⁴
Sewer Miles	79 ⁴
Water Lines Maintained	100 ⁴
Number of Traffic Citations	4,288 ⁴
Avg. Library Circulation/Capita	12.39 ⁴
Unemployment Rate - Clackamas County	3.60% ⁵
City Property Tax Rate	\$4.1367/\$1,000 TAV ⁶
City Bonded Debt Tax Rate	\$0.4108/\$1,000 TAV ⁶
Total Property Tax Rate	\$21.5814/\$1,000 TAV ⁶
City Share of Total	21% ⁶

Source:

¹ Portland State University Population Reports

² United States Census Bureau

³ Moody's

⁴ City of Milwaukie Departments

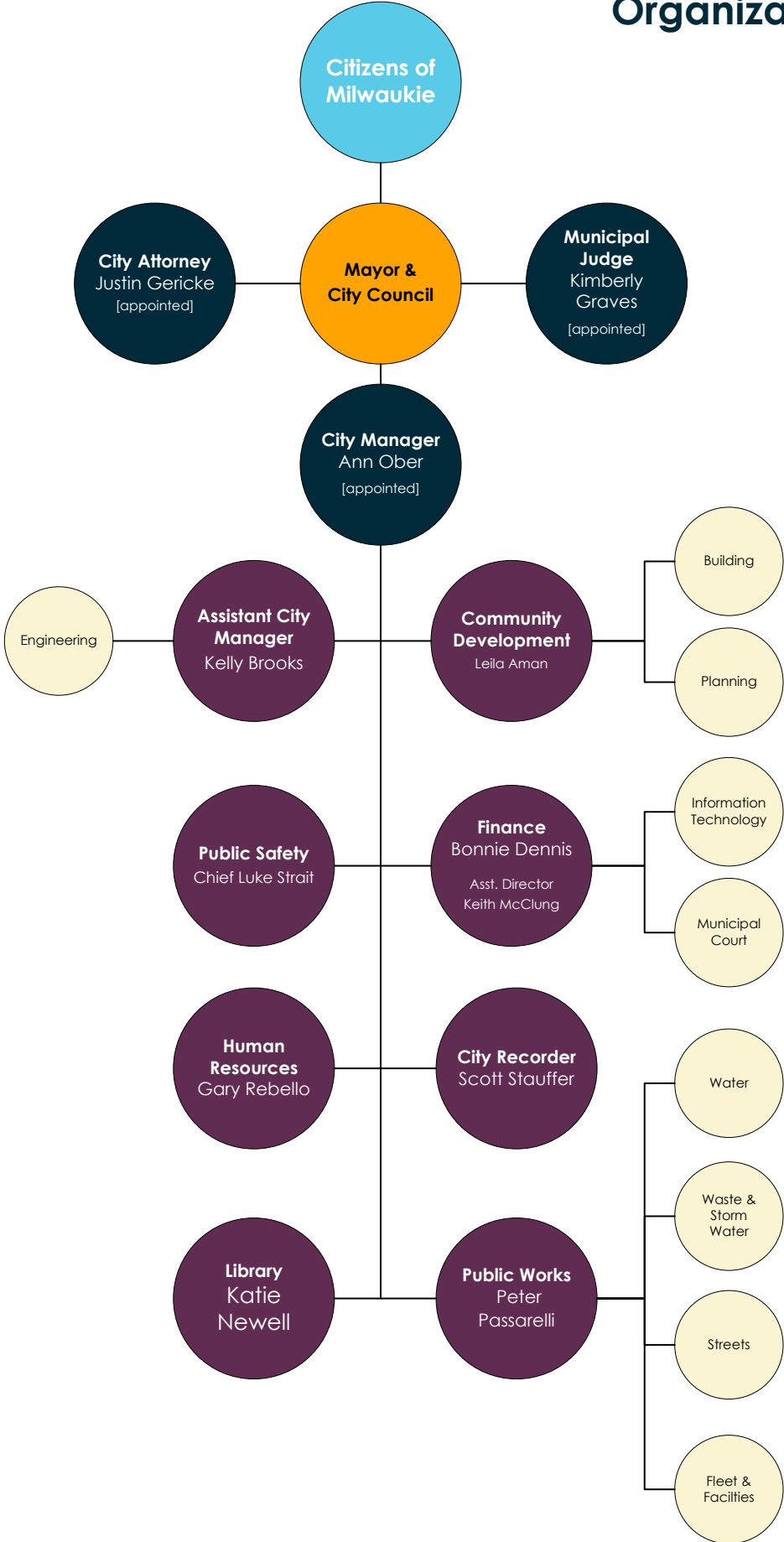
⁵ State of Oregon Employment Department - Clackamas

⁶ Clackamas County Taxing District Rates



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City of Milwaukie Organizational Chart





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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:

- Is 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 of Milwaukie holds itself to the standard of providing high-quality services at reasonable cost. The city also prides itself on being a progressive community, willing to challenge the status quo and operate on the "cutting edge." 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 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 shall not extend beyond the end of the biennium during which they are submitted.

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

BUDGET AMENDMENTS

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

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

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

BASIS OF BUDGETING

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

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

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

BASIS OF AUDITING

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

The modified accrual basis of accounting, a GAAP-approved method, is also used in the audit for all funds except for the Proprietary Fund Types (i.e., Water, Wastewater and Stormwater Funds). The CAFR uses the full-accrual method of accounting for Proprietary Funds. The audit document shows all of the City's funds on both a budgetary and GAAP basis for comparison purposes.

BUDGETING IN THE STATE OF OREGON

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

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

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

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

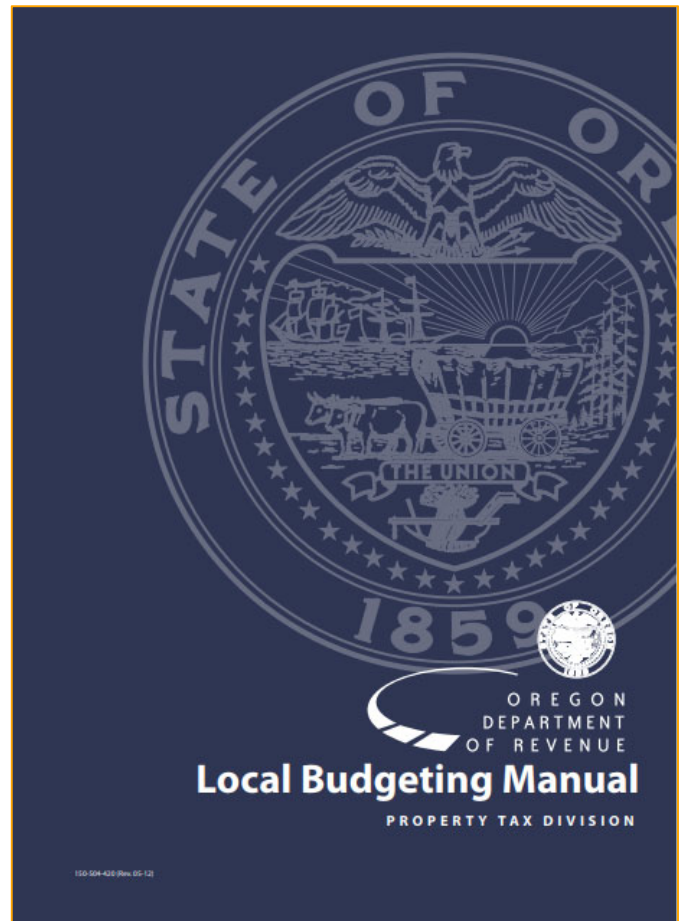
To provide for a brief description of the programs of a municipal corporation and the fiscal policy which is to accomplish these programs;

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

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

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

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



BIENNIAL BUDGETING

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, 2020 and ends June 30, 2022.

OREGON BUDGET LAW RELATED TO BIENNIAL BUDGETING

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

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

- 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 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.

- If a district adopts a biennial budget, then after the budget hearing and before the June 30 that precedes the start of the budget period, the governing body must pass a resolution or ordinance to adopt the budget and make appropriations for the ensuing biennium. The governing body must also pass a resolution or ordinance to levy and categorize property taxes for each year of the ensuing biennium.
- Whether a budget is for a fiscal year or for a biennium, certification of property tax levies and a copy of a resolution or ordinance levying and categorizing taxes for the ensuing year must be submitted to the County Assessor every year by July 15.



BUDGET PROCESS PHASES & GOALS

Phase 1

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

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

Phase 2

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

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

Phase 3

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

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

Phase 4

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

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



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Budget Calendar

DECEMBER 2019 - JANUARY 2020

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

JANUARY AND FEBRUARY 2020

- Budget requests compiled and reviewed with the City Manager and departments
- Budgetary constraints/requirements identified/refined

MARCH 2020

- Continued budget review with departments
- CUAB reviewed the utility funds and made a motion on rate recommendations to bring to Council for consideration
- Master Fee Schedule discussed with City Council

APRIL 2020

- CUAB presented their recommendation to Council
- Final preparation and departmental review of draft budget tables
- Finance preforms final review, reconciliations and prints proposed budget
- Advertise notice of state revenue sharing uses
- Budget Committee meetings advertised:
 - Saturday May 9, 2020
 - Saturday, May 23, 2020
 - Saturday, May 30, 2020

MAY 2020

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

JUNE 2020

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

JULY 2020

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



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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 so as to obtain the lowest cost of borrowing and assure taxpayers and the financial community that the City is well managed and financially sound.
5. Provide the financial stability needed to navigate through economic downturns, adjust to changes in the service requirements of the community and respond to other changes as they affect the City's residents and businesses.
6. Adhere to the highest standards of financial management and reporting practices as set by the Government Finance Officers Association, the Governmental Accounting Standards Board and other professional standards.
7. Fully comply with finance related legal mandates, laws and regulations.

To achieve these goals, fiscal policies generally cover areas of revenue management, operating and capital budgeting, financial planning and forecasting, investment and asset management, debt management, accounting and financial reporting, reserves and internal controls. These policies are reviewed 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 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. This includes base revenues, any new revenue sources, and the potential use of fund balance.
 - b. Prioritize results. The results or outcomes that matter most to citizens should be defined. Elected leaders should determine what programs are most important to their constituents.
 - c. Allocate resources among high priority results. The allocations should be made in a fair and objective manner.
 - d. Conduct analysis to determine what strategies, programs, and activities will best achieve desired results.
 - e. Budget available dollars to the most significant programs and activities. The objective is to maximize the benefit of the available resources.
 - f. Set measures of annual progress, monitor, and close the feedback loop. These measures should spell out the expected results and outcomes and how they will be measured.

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 the Government Finance Officers Association (GFOA) to obtain the Award for Distinguished Budget Presentation.
 9. A budget calendar will be prepared detailing the key elements in the development of the budget.

EXPENDITURE CONTROL POLICIES

1. Expenditures will be controlled through appropriate internal controls and procedures. Management must ensure expenditures comply with the legally adopted budget. Each department, division manager or director will be responsible for the administration of his/her department/division budget. This includes accomplishing the goals and objectives incorporated into the budget and monitoring each department/division budget for compliance with spending limitations.
2. The City Manager will administer expenditure control at the category level and program or divisional level. Additionally, the City Manager may give authorization to mandate this level of control down to any line item level. Expenditures anticipated to be in excess of these levels require approval of the City Manager. 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.
4. 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 Finance Department, collaborating with other departments, will prepare a Five Year Financial Forecast for each fund to promote responsible planning for the use of resources. The long-term financial plan will include projected revenues, expenditures and reserve balances for the next five years.
2. The City's financial plan should be strategic, reflecting the City Council and community priorities for service while providing resources that fund desired service levels.
3. Long-term projections of revenues and expenditures will be based upon disclosed assumptions, and prepared consistent with best practices established by the Government Finance Officers Association.
4. The Five Year Financial Forecast will be integral to the development of the budget and will be included in the proposed budget presented to the Budget Committee.

ECONOMIC DEVELOPMENT FUNDING POLICIES

1. The City may utilize economic development incentives to encourage value-added development and accrue public benefits to the City of Milwaukie. Public benefits may include but are not limited to, the following:
 - a. A benefit that materially enhances the financial position of the City by increasing its employment base or assessed valuation.
 - b. A contribution to the basic infrastructure of the City that is greater than that which would be required of the development alone.
 - c. A benefit that increases access to other public services.
2. Economic development incentives may include formation of improvement or redevelopment districts, reimbursement, deferral of certain fees and charges, use of discount lease rates or other forms of financial incentives. All such incentives will be evaluated as to the costs, risks and level of benefit as well as the financial impact of such incentives on the City's operating and capital budgets.
2. 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 Finance Director or their designee shall invest all City funds according to four criteria, in order of their importance: (1) legality, (2) safety, (3) liquidity, and (4) yield.
2. The City shall maintain investments in accordance with Oregon Revised Statutes ORS 294.805 to ORS 294.895 and comply with a written Investment Policy that has been approved by City Council.
3. The City will consolidate or pool cash balances from various funds for investment purposes and will apply interest earned to operating funds based on their respective share of the pool.
4. The City's investment securities will be protected through third party custodial safekeeping.

ACCOUNTING AND FINANCIAL REPORTING POLICIES

1. The City Manager or Finance Director shall present fiscal policy and changes to fiscal policies to the City Council. Such fiscal policies and changes in policies shall be approved by the City Council.
2. The City will comply with the following accounting and reporting standards:
 - a. Generally Accepted Accounting Principles (GAAP) developed by Governmental Accounting Standards Board;
 - b. Government Accounting, Auditing and Financial Reporting standards prescribed by the Government Finance Officers Association (GFOA);
 - c. Government Accounting Standards, issued by the Comptroller General of the United States;
 - d. Oregon Revised Statutes relating to Municipal finance; and
 - e. U.S. Office of Management and Budget (OMB) Circular A-133.
3. Monthly financial reports comparing actual to budgeted expenditures will be prepared timely by the Finance Department. 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.
4. Quarterly Financial Reports (report) comparing actual to budgeted revenues and expenditures will be prepared as of September 30, December 31, March 31 and June 30. They will be posted with the agenda for the budget committee meeting no later than 1 week before the scheduled meeting. The meeting schedule for the following year will be set at the last scheduled meeting of the prior fiscal year (May); standing 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 it is set annually. The budget committee will review the report at their quarterly meetings. 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 a Comprehensive Annual Financial Report (CAFR) and submit its CAFR to the GFOA's "Certificate of Achievement for Excellence in Financial Reporting" program.
9. Upon request, all departments will provide notice of all significant events and financial and related matters to the Finance Director for the City's annual disclosures to the municipal markets as required by SEC Regulation 15-C-2-12. Full disclosure will be provided in the financial statements and bond representations. Significant events include delinquencies and defaults related to the City's bonds, adverse tax opinions or events affecting the tax-exempt status of bonds, the release, substitutions or sale of property securing repayment of bonds and other events having a significant impact on the City's finances and outstanding bonds. The Finance Director will notify all Nationally Recognized Municipal Securities Information Repositories of these significant events.
10. The City's asset capitalization policy is to capitalize and depreciate assets greater than \$10,000 with a useful life beyond one year. Capital assets costing less than \$10,000 or having a useful life of one year or less will be treated as operating expenditures. Assets will be depreciated straight line over their estimated useful lives.



FUND BALANCE POLICIES

In accordance with accounting principles generally accepted in the United States of America, Council defines **governmental funds'** fund balances as follows:

1. **Non-spendable** – Include amounts that by their nature cannot be spent such as inventories, prepaid expenditures, long-term loans and notes receivable, permanent contributions, and property held for resale.
2. **Restricted** – Includes constrained amounts that are restricted which are 1) externally imposed by creditors, grantors, contributors, or laws/regulations, or 2) internally imposed by law through constitutional provisions or *enabling legislation*. Enabling legislation authorizes the City to assess, levy, charge, or mandate payment of resources from outside the government, and includes a legally enforceable requirement that those resources be used only for specific purposes. Legally enforceable means the City can be compelled by those outside the government to use those resources for the purposes specified in the legislation.

Practical Application–External restrictions

3. **Committed** – Includes constrained amounts that can be used only for specific purposes imposed by City Council. Commitments can only be reversed by taking the same action employed to commit the amounts (e.g. ordinance). The difference between Restricted and Committed is that committed resources can be redeployed for other purposes with appropriate due process. Compliance with the commitment is not legally enforceable by those outside the government.

Practical Application – Ordinances and City Code

4. **Assigned** – Includes amounts constrained by the *intent* that they be used for specific purposes. Intent can be expressed by either the City Council or officials and committees to whom the Council has delegated authority.

Practical Application – Board Resolutions

5. **Unassigned** – Defined as the residual fund balance that is not non-spendable, restricted, committed, or assigned. Unassigned fund balance applies only to the General fund.

DEBT MANAGEMENT POLICIES

1. The Finance Director will structure all debt issuances and oversee the on-going management of all City debt. Debt includes general obligation bonds, lease purchase obligations, revenue bonds, special assessment obligations, promissory notes, equipment financing agreements and any other contractual arrangements that obligate the City to make future principal and interest payments.
2. No debt shall be issued for which the City has not identified specific revenue sufficient for repayment. The Finance Director shall prepare an analysis of the source of repayment prior to issuance of any debt.
3. The City will not use long-term debt to fund current operations, to balance the budget or to fund projects that can be funded from current resources, unless the use of debt is otherwise determined to be in the best interest of the City.
4. The City may utilize short-term debt or inter-fund loans to cover temporary cash flow deficiencies due to timing of cash flows, such as a delay in receipting grant proceeds or other revenues and delay in issuance of long-term debt.
When issuing long-term debt, the City will ensure that the debt is soundly financed by:
 - a. Incurring debt only when necessary for capital improvements too large to be financed from current available resources,
 - b. Insuring that capital projects financed through long-term debt shall be financed for a period not to exceed the useful life of the project,
 - c. Determining that the benefits of the project financed exceed the cost of financing including interest costs, and
 - d. Analyzing the source of repayment, debt coverage ratios and the impact of debt service on annual fixed costs prior to issuance of long-term debt.
5. All bond issuances, promissory notes, and capital leases will be authorized by resolution of the City Council.
6. The City will consider establishing a credit rating when issuing debt in the capital markets and once established maintain or enhance the credit rating.

RESERVE POLICIES

1. The City will maintain sufficient contingency and reserves in each fund for the ability to:
 - a. Maintain a positive fund balance at all times.
 - b. Mitigate short-term volatility in revenues.
 - c. Mitigate short-term economic downturns (two years or less).

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.
 - b. Building Inspection Fund – Building Inspection Fund undesignated reserves are desired to be at least fifty percent (50%, approximately six months) of the operating budget to provide operational stability given the volatility of the revenue sources for this fund.
 - c. Water Fund – The City desires to maintain undesignated operating reserves of at least fifty percent (50%, or six months) of the operating budget for its water fund. Additionally, a major capital repair and replacement reserve and capital improvement reserve will be created and maintained in this fund.
 - d. Wastewater and Stormwater Funds – The City desires to maintain undesignated operating reserves of at least twenty five percent (25%, or three months) of the operating budget for its wastewater and stormwater utility funds. Additionally, a major capital repair and replacement reserve and capital improvement reserve will be created and maintained in each fund.
 - e. All other funds – Undesignated reserves of at least seventeen percent (17%, or two months) of the operating budget in all other operating funds unless it can be demonstrated that less than 17% is adequate to meet the needs of the fund are desired.
 3. The City may use reserves on a one-time or temporary basis for purposes described above. In the event that reserve funds are presently or anticipated to decrease to levels below the levels desired by this policy, the City will develop a plan to restore reserves to the desired levels.
 4. The City shall establish a contingency reserve as part of the budget process. Funds may not be disbursed directly from contingency but must be reclassified into a spendable budget category through a supplemental budget.



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Governmental Accounting

FUND ACCOUNTING

The City of Milwaukie uses funds to budget and report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities. In other words, Fund Accounting is basically the different functions of municipal operations accounted for in separate, self-balancing Funds. The separate funds are in accordance with laws, regulations and/or special restrictions and limitations.

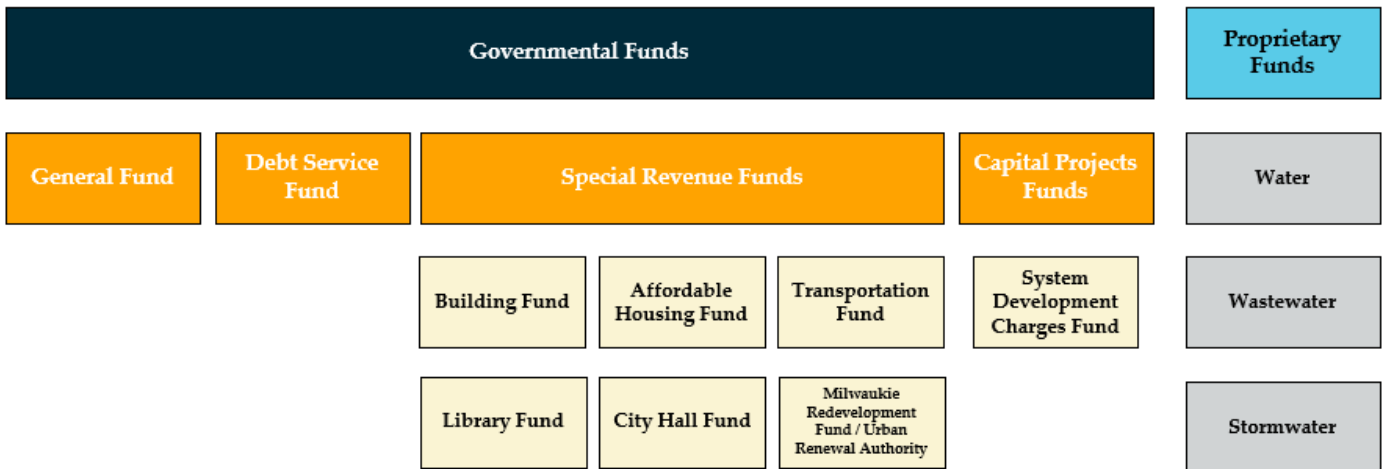
Funds are classified into three categories: governmental, proprietary and fiduciary. Each category, in turn, is divided into separate fund types.

- **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 restricted such that earnings, not principal, may be expended, and for the purpose of benefiting the government and its citizenry. A cemetery fund is an example of a permanent fund.

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, similar to the operation of a commercial enterprise. Water and sewage utilities are common examples of government enterprises.

- **Fiduciary funds** are used to account for assets held 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.

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

The accrual basis of accounting is applied to fiduciary funds.

FIXED ASSETS AND LONG-TERM DEBTS

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



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 a Comprehensive Annual Financial report (CAFR), which is a more extensive document. Both annual financial statements and CAFR's include a single set of government-wide statements, for the government entity as a whole, and individual fund statements. The Governmental Accounting Standards Board establishes standards for annual financial report preparation.

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

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

POPULATION

The City's population historically grew steadily, but in recent years has leveled off. Currently, the City's population is estimated at 20,528.

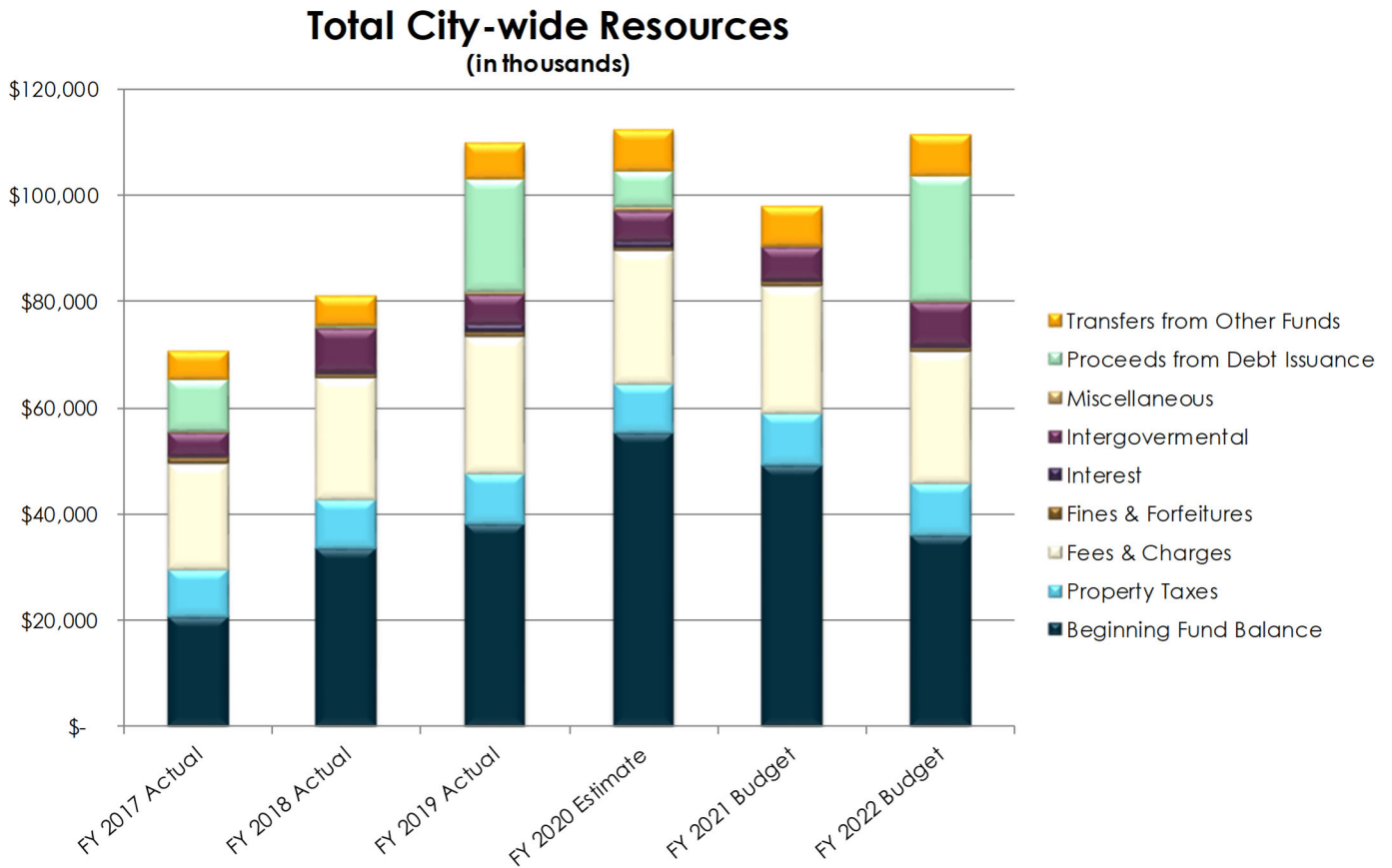
CONSUMER PRICE INDEX

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 2.5%. 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. Of the estimated resources 47% is represented by four revenue categories: Fees & Charges, Property Taxes, Transfers from Other Funds, and Intergovernmental. The remainder is derived from Fines and Forfeitures, Debt Proceeds, Interest and miscellaneous resources for a combined 13%.

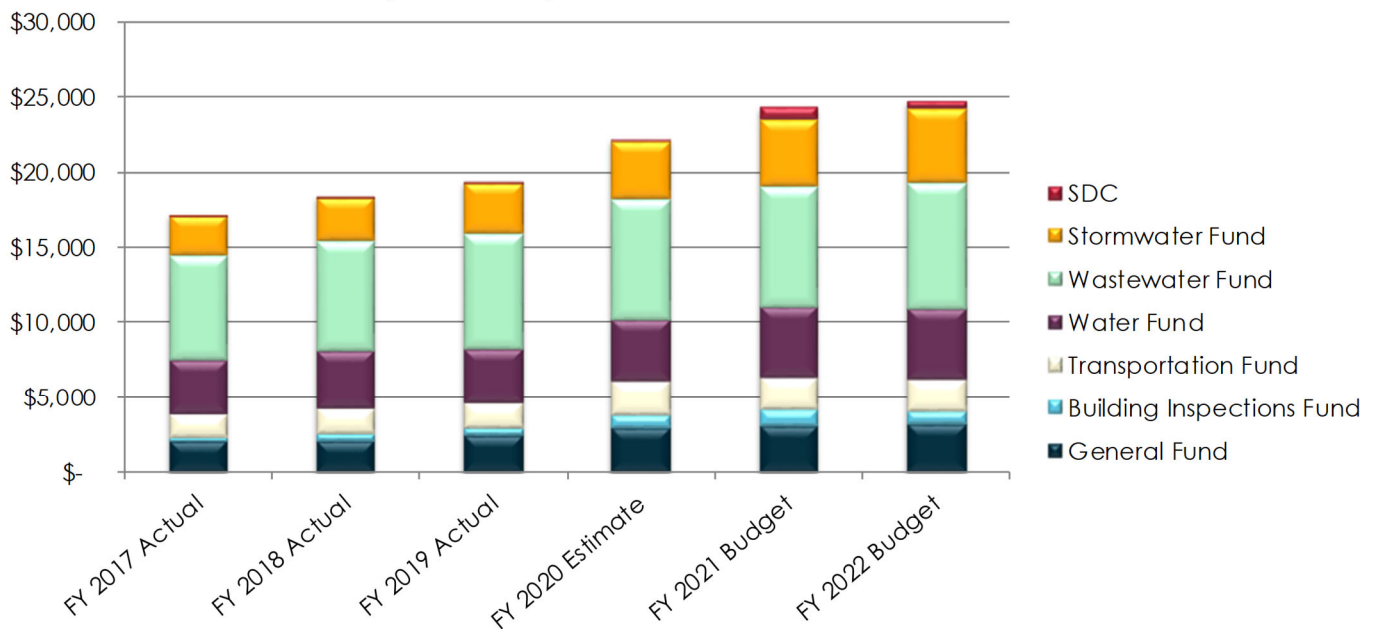


Fees & Charges (33%)

Charges for water, wastewater, stormwater, and street maintenance are charged to all users in the City of Milwaukie. The fees for water, sewer, wastewater, stormwater, and street maintenance are established through the City fees and charges resolution; this resolution is updated each year. The City Council approves utility rates based on costs to provide services.

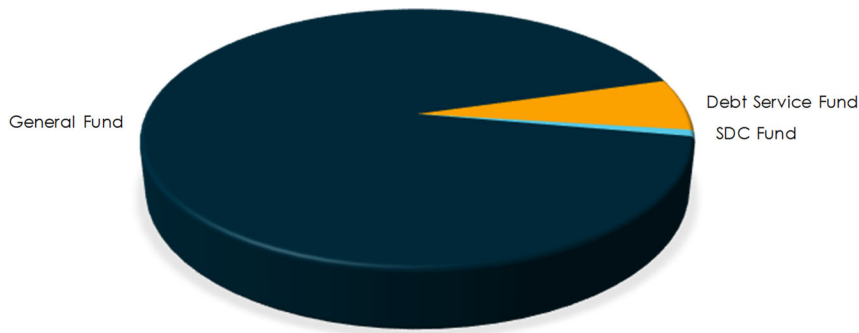
Fees & Charges by Fund

(in thousands)



Transfers From Other Funds (12%)

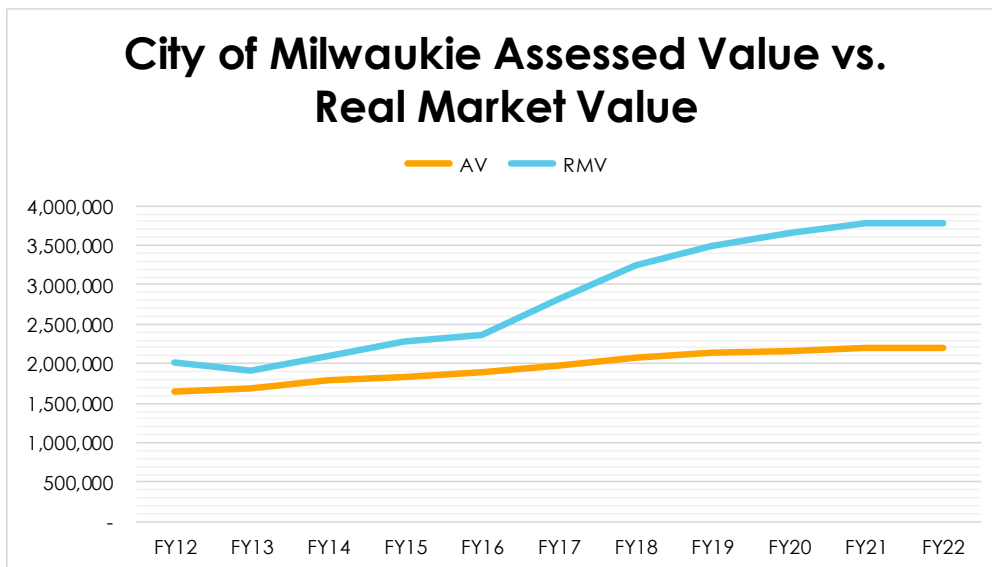
Transfers from Other Funds occur when revenues are transferred between funds; revenue is received by a fund providing an internal service from a fund receiving the service, where the cost of the service is shown as an expense. All City services that receive reimbursement charge revenue are consolidated 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%)

Milwaukie’s permanent tax rate is applied to the projected taxable assessed value of property to generate revenues to support core City operations. The City has realized a 98 percent collection rate for property tax revenue, so the budgeted total amount of property taxes is approximately 98 percent of the total calculated property tax revenue. Taxable assessed values of existing property are limited to an increase of three percent per year; value added to a community via new construction increases the assessed value over the three percent growth rate limited by Measure 50.

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



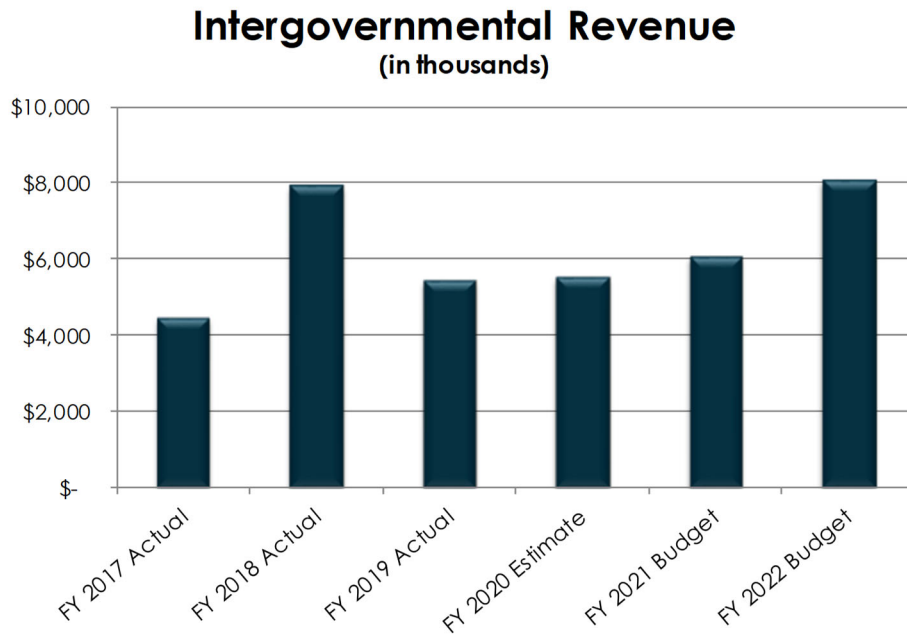
Intergovernmental (12%)

Intergovernmental revenues include State revenues which are distributed to cities based on state statute, which defines formulas incorporating population and per capita income. The League of

Intergovernmental (continued)

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.



Other (28%)

Other revenues consist of proceeds from debt (19%), franchise fees (6%), miscellaneous (2%), and fines and forfeitures (1%). The city anticipates acquiring debt in FY 2022 for the Transportation and Stormwater funds.

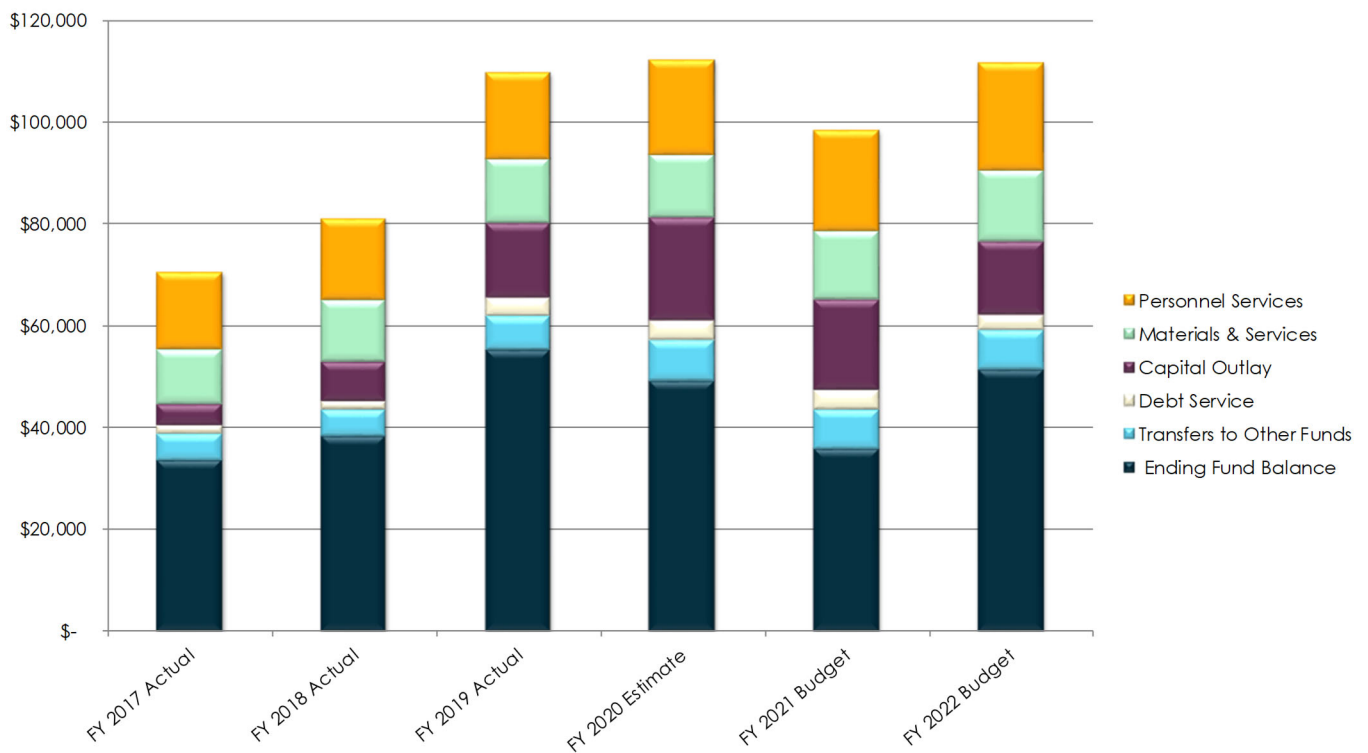
EXPENDITURE TRENDS & ASSUMPTIONS

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 Milwaukee 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. City-wide budgeted requirements are based on current budgeted staffing levels and expected increases in salaries and benefits.

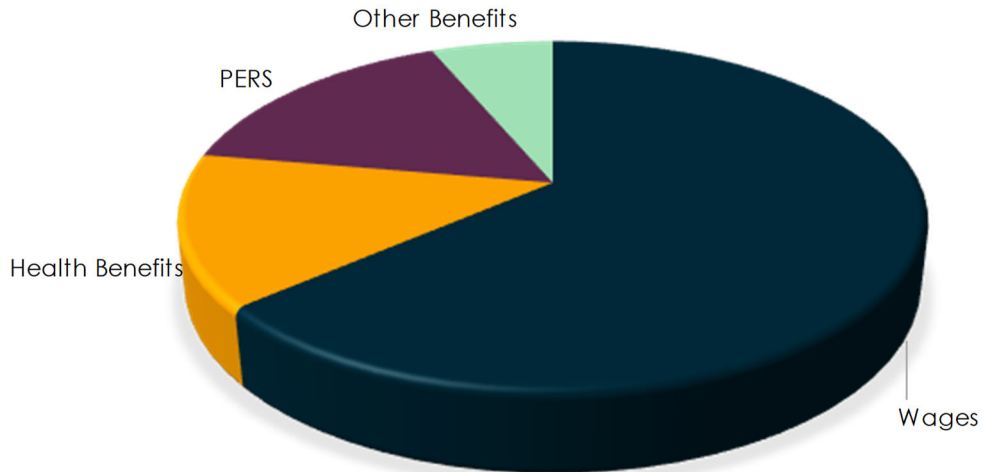
Total City-wide Expenditures
(in thousands)



Personnel Services (33%)

Citywide, Personnel Services budgeted requirement increases in the 2021-2021 biennium are in part attributable to the increase benefit costs. Health insurance is projected to increase at least 5% in FY 2021 and FY 2022. Oregon state and local governments pay for pension costs that 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. The main change that affects the City are work after retirement contribution requirements. Additionally, rates increase to make up for losses; in FY 2021 and FY 2022 PERS is anticipated to increase to approximately 14.8% and 16.9%, respectively.

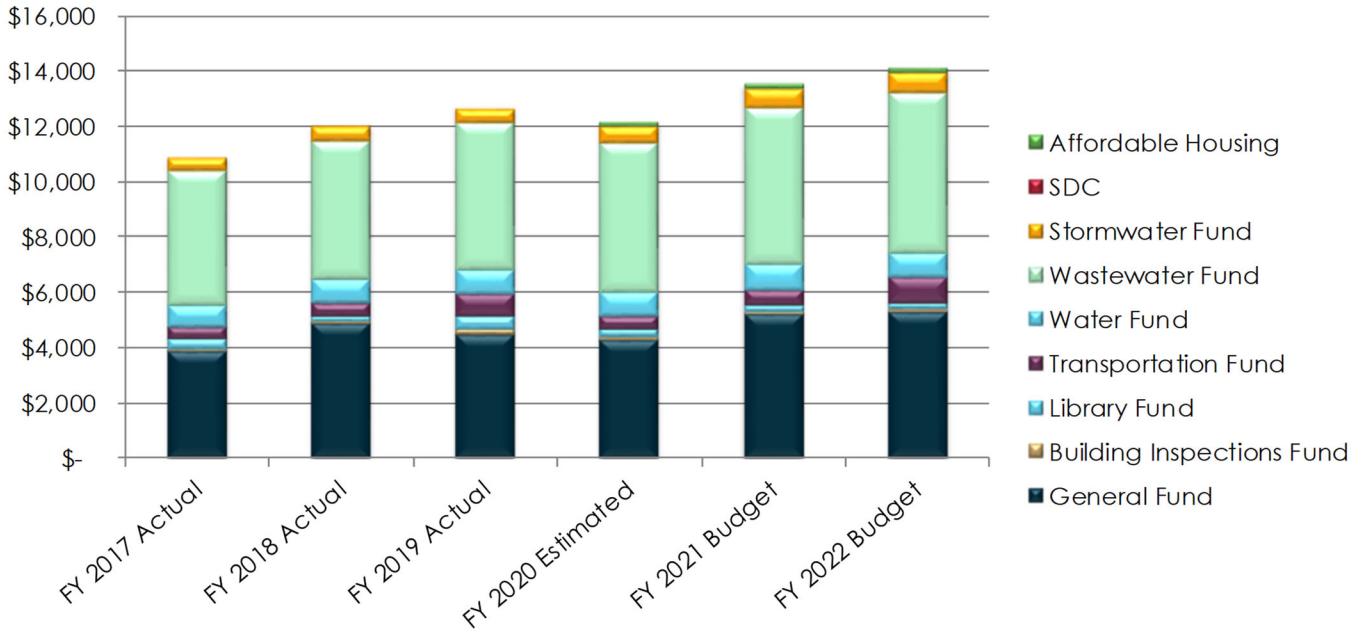
**PERSONNEL SERVICES BY TYPE
FY 2021 & FY 2022**



Materials & Services (22%)

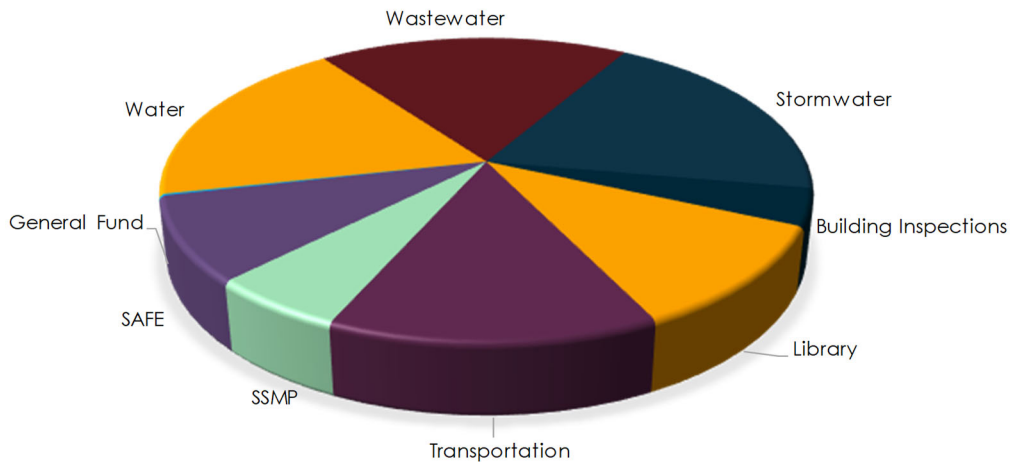
Citywide, Materials & Services budgeted requirement increases over the prior fiscal year are, in many situations, based on known expenditure increases. Where such increases are unknown, 2021-2022 biennium amounts are identified using an inflationary cost increase from the prior biennium.

Materials & Services by Fund
(in thousands)



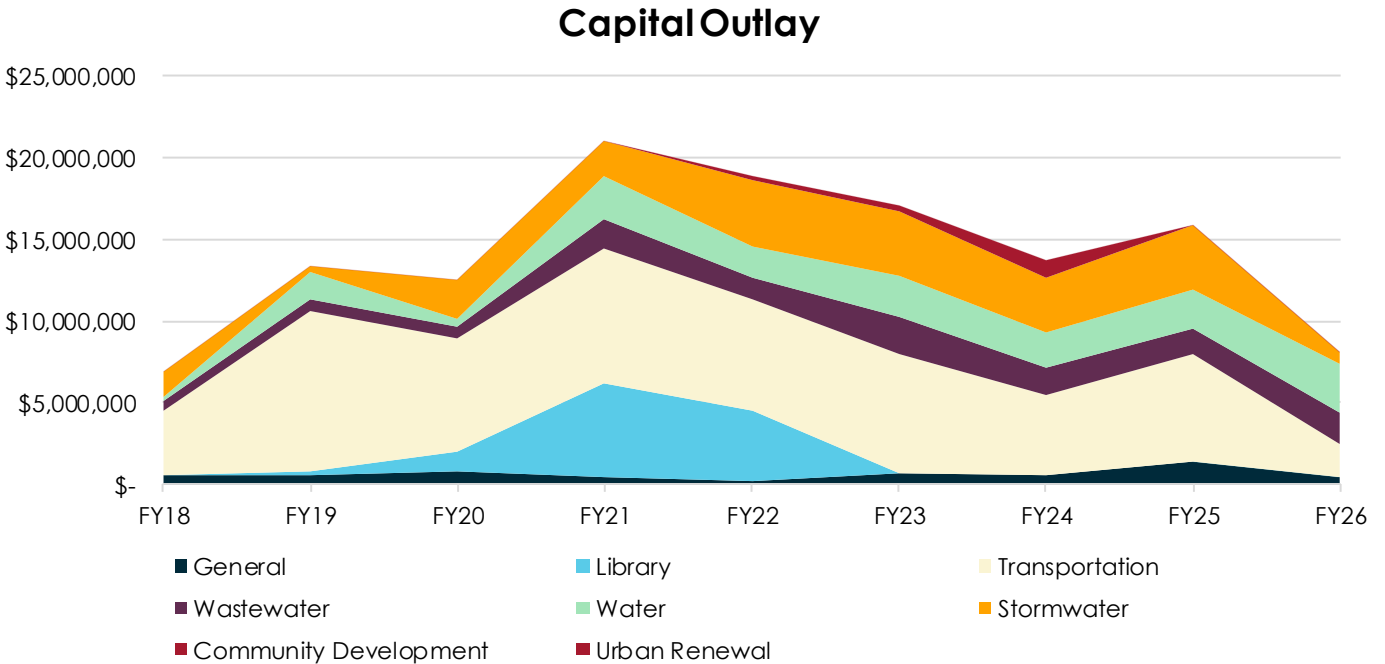
Transfers to Other Funds (12%)

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 Council.



Debt Service (6%)

Debt service payments are current payments towards the city’s outstanding long-term debt of \$42.9 million and the city pays annually approximately \$2.7 million. Further information regarding the city’s debt can be found in the Debt Overview section of this document.



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Debt Overview

SUMMARY OF OUTSTANDING DEBT

Below is a table showing the outstanding balances by type, interest rates, and annual debt service.

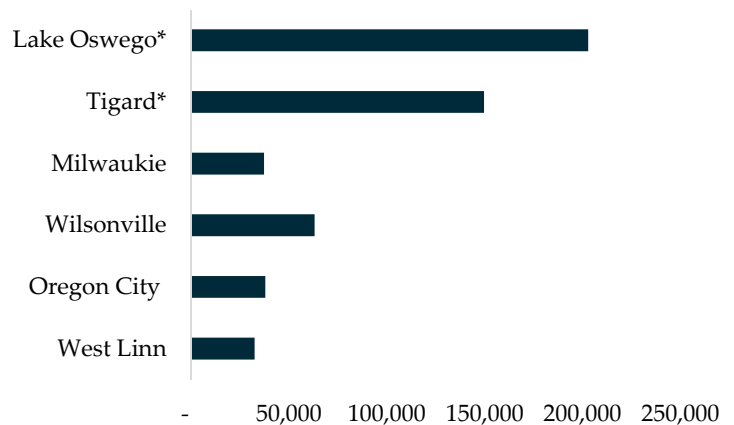
Loan Type	Interest Rate	Outstanding Amount	Years Remaining	Annual Debt Service
General Obligation Bonds (TriMet)	3-4%	\$ 3,020,000	15	\$ 150,000
Full Faith and Credit Obligations	3-4%	690,000	10	60,000
General Obligation Bonds (Library)	2-4%	8,075,000	17	380,000
Full Faith and Credit Obligations (Transportation)	3-5%	19,745,000	29	1,230,000
Full Faith and Credit Obligations (City Hall)	3-3.5%	6,700,000	20	486,000
2005 PERS Unfunded Liability Bonds	4-5.5%	3,160,000	9	240,000
2006 Oregon Public Works Loan	3.12%	431,707	11	29,533
2010 Oregon DEQ Loan		1,157,494	12	96,458
		\$ 42,979,201		\$ 2,671,991

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

Long-term Debt by City
2018/2019 Financial Reports



LEGAL DEBT LIMITS

Cities in Oregon have a legal debt limit on General Obligation debt equal to 3% of their True Market Value. For the City of Milwaukie, this limit calculates to \$72 million.



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Personnel Overview

SUMMARY OVERVIEW OF PERSONNEL CHANGES

Every budget cycle, the city evaluates the needs related of the city and how personnel costs effect each department while maintaining high service levels. Within this budget you will minimal decreases to total full-time equivalent employees. We recognize that adjustments may be necessary during the biennium as labor agreements are negotiated and completed, or if the economic situation changes. The city received a total reduction of 3.22 FTE from the prior budget as outlined below:

- An increase of 1.0 FTE in Public Works Administration for the Environmental Services Coordinator position transferred from the Wastewater and Stormwater Departments previously split at .5 FTE each.
- A decrease of 1.0 FTE in Municipal Court for an Administrative Specialist II due to ticket revenue decline. This position will be transferred to a current vacant position in the City Manager department.
- A decrease of 1.0 FTE in Planning Services for an Assistant Planner due to an upcoming vacancy in planning and the elimination of a termed-limited position.
- A neutral impact in the Police Department by eliminating a Police Recruit, replacing with a Police Officer.
- A neutral impact in the Water Department by eliminating a Utility Technician II, replacing with a Utility Technician I.
- A neutral impact in the Stormwater Department by eliminating two Utility Technician II's, replacing with two Utility Technician I's.
- Elimination of all temporary/intern employees.





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BN 2021-2022 POSITIONS & SALARY RANGES

FTE Counts					Department and Position	Annual Compensation per FY 2020 Compensation Ranges	
Prior Year FY 2019	Current Year FY 2020	Increase (decrease)	Budget Year FY 2021	Budget Year FY 2022		Lowest Step	Highest Step
					CITY MANAGER'S OFFICE		
1.00	1.00	-	1.00	1.00	City Manager	\$	170,442
1.00	1.00	-	1.00	1.00	Assistant City Manager	105,980	135,268
1.00	1.00	-	1.00	1.00	Community Engagement Coordinator	71,784	91,648
1.00	1.00	-	1.00	1.00	Public Affairs Coordinator	71,784	91,648
-	1.00	-	1.00	1.00	Event Coordinator	56,245	71,784
1.00	1.00	-	1.00	1.00	Administrative Specialist II	44,035	56,245
5.00	6.00	-	6.00	6.00			
					CITY ATTORNEY		
1.00	1.00	-	1.00	1.00	City Attorney	116,838	149,142
1.00	1.00	-	1.00	1.00			
					COMMUNITY DEVELOPMENT		
1.00	1.00	-	1.00	1.00	Community Development Director	105,980	135,268
1.00	1.00	-	1.00	1.00	Development Project Manager	71,784	91,648
1.00	1.00	-	1.00	1.00	Housing & Economic Development Coord	62,007	79,147
2.50	2.50	-	2.50	2.50	Administrative Specialist II	44,035	56,245
5.50	5.50	-	5.50	5.50			
					PUBLIC WORKS ADMINISTRATION		
1.00	1.00	-	1.00	1.00	Public Works Director	96,162	122,704
1.00	1.00	-	1.00	1.00	GIS Coordinator	71,784	91,648
1.00	1.00	-	1.00	1.00	Climate Action & Sustainability Coord	59,053	75,382
-	-	1.00	1.00	1.00	Environment Services Coordinator	56,245	71,784
1.00	1.00	-	1.00	1.00	Asset Management Technician	53,562	68,351
1.00	1.00	-	1.00	1.00	Administrative Specialist III	48,549	62,007
1.00	1.00	-	1.00	1.00	Administrative Specialist II	44,035	56,245
6.00	6.00	1.00	7.00	7.00			
					ENGINEERING SERVICES		
1.00	1.00	-	1.00	1.00	City Engineer	96,162	122,704
1.00	1.00	-	1.00	1.00	Assistant City Engineer	83,120	105,980
3.00	3.00	-	3.00	3.00	Civil Engineer	71,784	91,648
1.00	1.00	-	1.00	1.00	Engineering Project Manager	65,127	83,120
2.00	2.00	-	2.00	2.00	Associate Engineer	59,053	75,382
3.00	3.00	-	3.00	3.00	Engineering Technician II	53,562	68,351
0.50	-	-	-	-	Permit Technician	51,004	65,127
0.50	0.50	-	0.50	0.50	Administrative Specialist II	44,035	56,245
12.00	11.50	-	11.50	11.50			
					FACILITIES MANAGEMENT		
1.00	1.00	-	1.00	1.00	Fleet & Facilities Supervisor	71,784	91,648
1.00	1.00	-	1.00	1.00	Facilities Maintenance Technician	48,549	62,007
1.00	1.00	-	1.00	1.00	Facilities Maintenance Technician	48,549	62,007
3.00	3.00	-	3.00	3.00			
					FINANCE		
1.00	1.00	-	1.00	1.00	Finance Director	105,980	135,268
1.00	1.00	-	1.00	1.00	Assistant Finance Director	87,280	111,284
1.00	1.00	-	1.00	1.00	Accountant	62,007	79,147
1.00	-	-	-	-	Right-of-way and Contracts Coordinator	59,053	75,382
1.00	1.00	-	1.00	1.00	Payroll Specialist	53,562	68,351
1.00	1.00	-	1.00	1.00	Accounting and Contract Specialist	53,562	68,351
1.00	1.00	-	1.00	1.00	Accounting Technician	48,549	62,007
1.50	1.50	-	1.50	1.50	Administrative Specialist II	44,035	56,245
8.50	7.50	-	7.50	7.50			
					FLEET SERVICES		
1.00	1.00	-	1.00	1.00	Lead Mechanic	59,053	75,382
2.00	2.00	-	2.00	2.00	Mechanic	51,004	65,127
3.00	3.00	-	3.00	3.00			

FTE Counts					Department and Position	Annual Compensation per	
Prior Year	Current Year	Increase (decrease)	Budget Year	Budget Year		FY 2020 Compensation Ranges	
FY 2019	FY 2020	(decrease)	FY 2021	FY 2022		Lowest Step	Highest Step
HUMAN RESOURCES							
1.00	1.00	-	1.00	1.00	Human Resources Director	96,162	122,704
1.00	1.00	-	1.00	1.00	Human Resources Assistant	53,562	68,351
2.00	2.00	-	2.00	2.00			
INFORMATION TECHNOLOGY							
1.00	1.00	-	1.00	1.00	IT Manager	91,648	116,838
1.00	1.00	-	1.00	1.00	IT Analyst II	68,351	87,280
1.00	1.00	-	1.00	1.00	IT Analyst I	59,053	75,382
3.00	3.00	-	3.00	3.00			
MUNICIPAL COURT							
1.00	1.00	-	1.00	1.00	Court Operations Supervisor	62,007	79,147
1.50	1.50	(1.00)	0.50	0.50	Administrative Specialist II	44,035	56,245
2.50	2.50	(1.00)	1.50	1.50			
PLANNING SERVICES							
1.00	1.00	-	1.00	1.00	Planning Director	91,648	116,838
1.00	1.00	-	1.00	1.00	Senior Planner	71,784	91,648
2.00	2.00	-	2.00	2.00	Associate Planner	62,007	79,147
1.00	1.00	(1.00)	-	-	Assistant Planner	56,245	71,784
5.00	5.00	(1.00)	4.00	4.00			
CODE ENFORCEMENT							
1.00	1.00	-	1.00	1.00	Code Compliance Coordinator	53,562	68,351
0.50	1.00	-	1.00	1.00	Parking Enforcement Office	38,003	48,549
-	-	-	-	-	Code Compliance Specialist	53,562	68,351
1.50	2.00	-	2.00	2.00			
CITY RECORDER							
1.00	1.00	-	1.00	1.00	City Recorder	71,784	91,648
1.00	1.00	-	1.00	1.00	Records & Web Specialist	53,562	68,351
1.00	1.00	-	1.00	1.00	Administrative Specialist II	44,035	56,245
3.00	3.00	-	3.00	3.00			
POLICE DEPARTMENT							
1.00	1.00	-	1.00	1.00	Police Chief	111,284	142,049
2.00	2.00	-	2.00	2.00	Police Captain	96,162	122,704
7.00	7.00	-	7.00	7.00	Police Sergeant	73,676	94,040
1.00	1.00	-	1.00	1.00	Police Sergeant - <i>TriMet Funded</i>	73,676	94,040
1.00	1.00	-	1.00	1.00	Police Records Supervisor	65,127	83,120
22.00	22.00	1.00	23.00	23.00	Police Officer	61,841	78,939
1.00	1.00	-	1.00	1.00	Police Officer - <i>TriMet Funded</i>	61,841	78,939
1.00	1.00	(1.00)	-	-	Police Officer - Recruit	56,141	58,949
-	0.50	-	0.50	0.50	Emergency Management Coordinator	53,562	68,351
1.00	1.00	-	1.00	1.00	Property Room Technician	44,431	56,745
2.00	2.00	-	2.00	2.00	Records Specialist	44,035	56,245
1.00	1.00	-	1.00	1.00	Administrative Specialist II	44,035	56,245
0.25	0.25	(0.25)	-	-	<i>Part-time employee(s)</i>	61,841	78,939
40.25	40.75	(0.25)	40.50	40.50			
BUILDING INSPECTIONS							
1.00	1.00	-	1.00	1.00	Building Official	83,120	105,980
1.00	1.00	-	1.00	1.00	Building Inspector / Plan Examiner	59,053	75,382
0.50	1.00	-	1.00	1.00	Permit Technician	51,004	65,127
2.50	3.00	-	3.00	3.00			
LIBRARY SERVICES							
1.00	1.00	-	1.00	1.00	Library Director	91,648	116,838
2.00	2.00	-	2.00	2.00	Library Supervisor	65,127	83,120
4.55	4.55	(0.08)	4.48	4.48	Librarian	53,562	68,351
3.50	3.50	(0.60)	2.90	2.90	Library Assistant II	44,035	56,245
6.50	6.50	(0.75)	5.75	5.75	Library Assistant I	36,193	46,261
0.20	0.20	0.62	0.82	0.82	Librarian, On-Call (<i>part-time</i>)		
0.26	0.26	1.04	1.30	1.30	Library Assistant I, On-call (<i>part-time</i>)		
18.01	18.01	0.24	18.25	18.25			

FTE Counts					Department and Position	Annual Compensation per	
Prior Year	Current Year	Increase (decrease)	Budget Year	Budget Year		FY 2020 Compensation Ranges	
FY 2019	FY 2020	(decrease)	FY 2021	FY 2022		Lowest Step	Highest Step
TRANSPORTATION							
0.50	0.50	-	0.50	0.50	Streets/Water Supervisor	71,784	91,648
1.00	1.00	-	1.00	1.00	Lead Utility Technician	53,562	68,351
1.00	1.00	-	1.00	1.00	Sign Maintenance Technician	48,549	62,007
2.00	2.00	-	2.00	2.00	Utility Technician II	48,549	62,007
1.00	1.00	-	1.00	1.00	Utility Technician I	46,261	59,053
0.50	0.50	(0.50)	-	-	<i>Part-time employee(s)</i>		
6.00	6.00	(0.50)	5.50	5.50			
WATER							
0.50	0.50	-	0.50	0.50	Streets/Water Supervisor	71,784	91,648
1.00	1.00	-	1.00	1.00	Water Quality Coordinator	56,245	71,784
1.00	1.00	-	1.00	1.00	Cross Connections Specialist	53,562	68,351
1.00	1.00	-	1.00	1.00	Lead Utility Technician	53,562	68,351
3.00	3.00	(1.00)	2.00	2.00	Utility Technician II	48,549	62,007
1.00	1.00	1.00	2.00	2.00	Utility Technician I	46,261	59,053
0.70	0.70	(0.70)	-	-	<i>Part-time employee(s)</i>		
8.20	8.20	(0.70)	7.50	7.50			
WASTEWATER							
0.50	0.50	-	0.50	0.50	Sewer/Storm Supervisor	71,784	91,648
0.50	0.50	(0.50)	-	-	Environmental Services Coordinator	56,245	71,784
1.00	1.00	-	1.00	1.00	Lead Utility Technician	53,562	68,351
3.00	3.00	-	3.00	3.00	Utility Technician II	48,549	62,007
5.00	5.00	(0.50)	4.50	4.50			
STORMWATER							
0.50	0.50	-	0.50	0.50	Sewer/Storm Supervisor	71,784	91,648
1.00	1.00	-	1.00	1.00	Natural Resource Coordinator	56,245	71,784
0.50	0.50	(0.50)	-	-	Environmental Services Coordinator	56,245	71,784
1.00	1.00	-	1.00	1.00	Lead Utility Technician	53,562	68,351
2.00	2.00	(2.00)	-	-	Utility Technician I	46,261	59,053
2.00	2.00	2.00	4.00	4.00	Utility Technician II	48,549	62,007
1.00	1.00	-	1.00	1.00	Natural Resources Technician I	46,261	59,053
0.50	0.50	-	0.50	0.50	<i>Part-time employee(s)</i>		
8.50	8.50	(0.50)	8.00	8.00			
TOTAL							
147.50	148.00	(3.06)	144.95	144.95	Total Full-Time Positions		
1.96	2.46	(0.16)	2.30	2.30	Total Part-Time FTEs		
149.46	150.46	(3.22)	147.25	147.25	Total Full-Time Equivalents (FTEs)		
TOTAL							
101.25	101.75	(1.25)	100.50	100.50	General Fund FTEs		
48.21	48.71	(1.97)	46.75	46.75	Other FTE's		
149.46	150.46	(3.22)	147.25	147.25	Total Full-Time Equivalents (FTEs)		



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Transfers

METHODOLOGY

The City of Milwaukie adopted the ABC methodology to support its transfer system with the FY 2011-12 budget period. This system of transfers, as represented in the following summarized spreadsheet, allocates the City's indirect overhead costs in the applicable departments incurred within the General Fund to the other applicable Funds that are outside of the General Fund. The purpose of this is to; (1) provide all Funds to be balanced on their own, and (2) reflect the full cost of service by incorporating both direct and indirect costs of the function into the adopted budget.

Resources restricted to the payment of long-term debt included in the Debt Service Fund are not available or allocable to other funds and are therefore exempt from interfund transfers. The City Hall and SDC funds are not allocated due to the nature of those funds capturing capital expenditure costs only. The Affordable Housing Fund is not included in the allocation due to its size and minimal expenses. Lastly, the MRC Urban Renewal Fund is exempt from transfers because it is treated as a separate entity.

RELEVANT DEFINITIONS

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

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

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

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



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Activity Based Costing (ABC) Allocation of Transfers FY 2021

General Fund Departments	General Fund Budgets		General Fund's Portion of Costs			Total Recalibrated Transfers to General Fund			Building			Library			Transportation			SSMP			SAFE			Water			Wastewater			Stormwater		
			Cost Driver	%	Unallocated Cost	Cost Driver	%	Total Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost
City Council	\$ 156	No. of FTEs	83.45	57%	\$ 88	63.80	43%	\$ 68	3.00	2%	\$ 3	18.25	12%	\$ 19	8.40	6%	\$ 9	1.00	1%	\$ 1	3.75	3%	\$ 4	10.30	7%	\$ 11	7.20	5%	\$ 8	11.90	8%	\$ 13
City Manager	1,240	No. of FTEs	83.45	57%	703	63.80	43%	538	3.00	2%	25	18.25	12%	154	8.40	6%	71	1.00	1%	8	3.75	3%	32	10.30	7%	87	7.20	5%	61	11.90	8%	100
City Attorney	255	No. of FTEs	83.45	57%	145	63.80	43%	111	3.00	2%	5	18.25	12%	32	8.40	6%	15	1.00	1%	2	3.75	3%	6	10.30	7%	18	7.20	5%	12	11.90	8%	21
Community Development	932	Functions served ¹	5.00	67%	621	2.50	33%	312	0.70	9%	87	-	0%	-	0.40	5%	50	-	0%	-	0.20	3%	25	0.40	5%	50	0.40	5%	50	0.40	5%	50
Public Works:																																
Administration	940	Functions served ¹	-	0%	-	6.00	100%	940	-	0%	-	-	0%	-	1.00	17%	157	0.50	8%	78	0.50	8%	78	1.00	17%	157	1.50	25%	235	1.50	25%	235
Sustainability	133	Functions served ¹	80	60%	80	53	40%	53	-	0%	-	-	0%	-	53	40%	3	53	40%	3	53	40%	3	53	40%	11	53	40%	20	53	40%	13
Engineering	1,651	Functions served ¹	3.10	27%	445	8.40	73%	1,205	-	0%	-	-	0%	-	1.25	11%	179	1.45	13%	208	1.85	16%	266	1.25	11%	179	1.15	10%	165	1.45	13%	208
Facilities Management	1,694	Sq ft ('000)	203.84	39%	667	313.50	61%	1,026	2.92	1%	10	77.10	15%	252	58.37	11%	191	-	0%	-	-	0%	-	58.37	11%	191	58.37	11%	191	58.37	11%	191
Finance:																																
Department	988	Total Budget	21,717	41%	409	30,744	59%	580	558	1%	11	2,017	4%	38	3,113	6%	59	3,269	6%	62	3,822	7%	72	4,270	8%	80	8,285	16%	156	5,410	10%	102
Bank Charges	190	Budget Expenses	168.76	5%	11	179.00	95%	180	14.75	8%	15	2.17	1%	2	3.84	2%	4	4.00	2%	4	9.00	5%	9	39.00	21%	39	69.00	36%	69	38.00	20%	38
Utility Billing Function	270	Budget Expenses	-	0%	-	270.00	100%	270	-	0%	-	-	0%	-	13.23	5%	13	15.84	6%	16	13.71	5%	14	54.97	20%	55	104.38	41%	104	68.25	26%	68
Fleet Services	665	No. of Veh/Equip	83.00	43%	287	109.50	57%	378	1.00	1%	3	-	0%	-	19.13	10%	66	-	0%	-	-	0%	-	31.13	16%	108	22.63	12%	78	35.63	19%	123
Human Resources	435	No. of FTEs	83.45	57%	247	63.80	43%	188	3.00	2%	9	18.25	12%	54	8.40	6%	25	1.00	1%	3	3.75	3%	11	10.30	7%	30	7.20	5%	21	11.90	8%	35
Information Technology	1,457	No. of Computers	142.20	57%	835	105.80	43%	621	8.00	3%	47	21.00	8%	123	7.40	3%	43	1.00	0%	6	14.50	6%	85	31.30	13%	184	8.20	3%	48	14.40	6%	85
Planning	838	Functions served ¹	1.75	44%	367	2.25	56%	472	0.25	6%	52	-	0%	-	0.40	10%	84	0.20	5%	42	0.20	5%	42	0.40	10%	84	0.40	10%	84	0.40	10%	84
Code Enforcement	259	No. of FTEs	101.70	69%	179	45.55	31%	81	3.00	2%	5	-	0%	-	8.40	6%	15	1.00	1%	2	3.75	3%	7	10.30	7%	18	7.20	5%	13	11.90	8%	21
City Recorder	429	No. of FTEs	83.45	57%	243	63.80	43%	186	3.00	2%	9	18.25	12%	53	8.40	6%	24	1.00	1%	3	3.75	3%	11	10.30	7%	30	7.20	5%	21	11.90	8%	35
Non-Departmental	915	No. of FTEs	83.45	57%	519	63.80	43%	396	3.00	2%	19	18.25	12%	113	8.40	6%	52	1.00	1%	6	3.75	3%	23	10.30	7%	64	7.20	5%	45	11.90	8%	74
Non-Allocable:																																
PEG	18																															
Police Department	7,533																															
Municipal Court	266																															
Other ²	453																															
TOTAL BUDGET	\$ 21,717				\$ 5,846			\$ 7,605	\$ 300					\$ 840	\$ 1,060			\$ 444			\$ 688			\$ 1,396	\$ 1,381			\$ 1,496				
Miscellaneous Adjustment to Actual ³					-			(605)	(29)					(60)	(81)			(34)			(48)			(114)	(102)			(136)				
Total Transfer Amount					\$ 5,846			\$ 7,000	\$ 270					\$ 780	\$ 980			\$ 410			\$ 640			\$ 1,280	\$ 1,280			\$ 1,360				

Note:
¹ Functions served equates to the funds in which the department manages or oversees projects where services are being performed.
² Other includes costs for Landbanking reduced from total department budgets above.
³ Transfers allocation was reduced to coincide with the increase in the General Fund from the prior year.

Activity Based Costing (ABC) Allocation of Transfers FY 2022

General Fund Departments	General Fund Budgets	Allocation Cost Driver	General Fund's Portion of Costs			Total Recalibrated Transfers to General Fund			Building			Library			Transportation			SSMP			SAFE			Water			Wastewater			Stormwater		
			Cost Driver	%	Unallocated Cost	Cost Driver	%	Total Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost	Cost Driver	%	Allocated Cost
City Council	\$ 133	No. of FTEs	83.45	57%	\$ 75	63.80	43%	\$ 58	3.00	2%	\$ 3	18.25	12%	\$ 16	8.40	6%	\$ 8	1.00	1%	\$ 1	3.75	3%	\$ 3	10.30	7%	\$ 9	7.20	5%	\$ 7	11.90	8%	\$ 11
City Manager	1,329	No. of FTEs	83.45	57%	753	63.80	43%	576	3.00	2%	27	18.25	12%	165	8.40	6%	76	1.00	1%	9	3.75	3%	34	10.30	7%	93	7.20	5%	65	11.90	8%	107
City Attorney	269	No. of FTEs	83.45	57%	152	63.80	43%	116	3.00	2%	5	18.25	12%	33	8.40	6%	15	1.00	1%	2	3.75	3%	7	10.30	7%	19	7.20	5%	13	11.90	8%	22
Community Development	1,014	Functions served ¹	5.00	67%	676	2.50	33%	338	0.70	9%	95	-	0%	-	0.40	5%	54	-	0%	-	0.20	3%	27	0.40	5%	54	0.40	5%	54	0.40	5%	54
Public Works:																																
Administration	940	Functions served ¹	-	0%	-	6.00	100%	940	-	0%	-	-	0%	-	1.00	17%	157	0.50	8%	78	0.50	8%	78	1.00	17%	157	1.50	25%	235	1.50	25%	235
Sustainability	169	Functions served ¹	101	60%	101	68	40%	68	-	0%	-	-	0%	-	68	40%	4	68	40%	3	68	40%	4	68	40%	14	68	40%	26	68	40%	17
Engineering	1,736	Functions served ¹	3.10	27%	468	8.40	73%	1,269	-	0%	-	-	0%	-	1.25	11%	189	1.45	13%	219	1.85	16%	279	1.25	11%	189	1.15	10%	174	1.45	13%	219
Facilities Management	1,588	Sq ft ('000)	203.84	39%	626	313.50	61%	962	2.92	1%	9	77.10	15%	237	58.37	11%	179	-	0%	-	-	0%	-	58.37	11%	179	58.37	11%	179	58.37	11%	179
Finance:																																
Department	1,049	Total Budget	23,294	46%	479	27,689	54%	569	552	1%	11	2,139	4%	44	2,195	4%	45	2,067	4%	43	3,919	8%	81	4,054	8%	83	7,844	15%	161	4,919	10%	101
Bank Charges	200	Budget Expenses	178.86	5%	11	189.00	95%	190	15.53	8%	16	2.29	1%	2	4.04	2%	4	4.00	2%	4	10.00	5%	10	41.00	21%	41	73.00	36%	73	40.00	20%	40
Utility Billing Function	281	Budget Expenses	-	0%	-	281.00	100%	282	-	0%	-	-	0%	-	13.76	5%	14	16.49	6%	16	14.26	5%	14	57.21	20%	57	108.88	41%	109	71.12	26%	71
Fleet Services	700	No. of Veh/Equip	83.00	43%	302	109.50	57%	399	1.00	1%	4	-	0%	-	19.13	10%	70	-	0%	-	-	0%	-	31.13	16%	113	22.63	12%	82	35.63	19%	130
Human Resources	439	No. of FTEs	83.45	57%	249	63.80	43%	189	3.00	2%	9	18.25	12%	54	8.40	6%	25	1.00	1%	3	3.75	3%	11	10.30	7%	31	7.20	5%	21	11.90	8%	35
Information Technology	1,549	No. of Computers	142.20	57%	888	105.80	43%	660	8.00	3%	50	21.00	8%	131	7.40	3%	46	1.00	0%	6	14.50	6%	91	31.30	13%	195	8.20	3%	51	14.40	6%	90
Planning	851	Functions served ¹	1.75	44%	372	2.25	56%	479	0.25	6%	53	-	0%	-	0.40	10%	85	0.20	5%	43	0.20	5%	43	0.40	10%	85	0.40	10%	85	0.40	10%	85
Code Enforcement	272	No. of FTEs	101.70	69%	188	45.55	31%	85	3.00	2%	6	-	0%	-	8.40	6%	16	1.00	1%	2	3.75	3%	7	10.30	7%	19	7.20	5%	13	11.90	8%	22
City Recorder	449	No. of FTEs	83.45	57%	254	63.80	43%	194	3.00	2%	9	18.25	12%	56	8.40	6%	26	1.00	1%	3	3.75	3%	11	10.30	7%	31	7.20	5%	22	11.90	8%	36
Non-Departmental	992	No. of FTEs	83.45	57%	562	63.80	43%	430	3.00	2%	20	18.25	12%	123	8.40	6%	57	1.00	1%	7	3.75	3%	25	10.30	7%	69	7.20	5%	49	11.90	8%	80
Non-Allocable:																																
PEG	18																															
Police Department	7,922																															
Municipal Court	277																															
Other ²	1,117																															
TOTAL BUDGET	\$ 23,294				\$ 6,156			\$ 7,806			\$ 317			\$ 861			\$ 1,070			\$ 439			\$ 725			\$ 1,438			\$ 1,419			\$ 1,534
Miscellaneous Adjustment to Actual ³					-			(535)			(27)			(62)			(80)			(20)			(45)			(98)			(88)			(113)
Total Transfer Amount					\$ 6,156			\$ 7,270			\$ 290			\$ 800			\$ 990			\$ 420			\$ 680			\$ 1,340			\$ 1,330			\$ 1,420

Note:
¹ Functions served equates to the funds in which the department manages or oversees projects where services are being performed.
² Other includes costs for Milwaukee Bay Park and Landbanking reduced from total department budgets above.
³ Transfers allocation was reduced to coincide with the increase in the General Fund from the prior year.

Total of All Funds - City of Milwaukie Annual Budget

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020				BN 2021-2022		
			Budget	Actual FY 2019	Estimated FY 2020	Estimated Total	Proposed Biennial Budget		
							FY 2021	FY 2022	Total
Resources									
Beginning Fund Balance	\$ 20,733	\$ 33,581	\$ 57,237	\$ 38,216	\$ 55,171	\$ 38,216	\$ 49,143	\$ 35,187	\$ 49,143
Property Taxes	8,899	9,195	19,130	9,488	9,340	18,828	9,707	9,837	19,544
Fees & Charges	17,032	19,543	43,728	22,098	21,505	43,603	20,473	21,222	41,695
Franchise Fees	2,858	3,253	7,184	3,624	3,576	7,200	3,471	3,573	7,044
Intergovernmental	4,423	7,898	11,600	5,412	5,526	10,933	6,087	9,118	15,205
Fines & Forfeitures	1,062	878	1,682	844	681	1,525	830	780	1,610
Interest	341	533	810	1,560	1,220	2,780	431	393	824
Miscellaneous	374	352	578	832	769	1,601	339	316	655
Proceeds from debt issuance	9,616	384	6,700	20,979	6,700	27,679	-	23,500	23,500
Lease proceeds	-	-	-	-	-	-	504	504	1,008
Transfers from Other Funds	5,360	5,420	14,494	6,674	7,820	14,494	7,523	7,770	15,293
Total Resources	\$ 70,698	\$ 81,037	\$ 163,143	\$ 109,727	\$ 112,308	\$ 166,859	\$ 98,508	\$ 112,200	\$ 175,521
Requirements									
Personnel Services	\$ 15,213	\$ 15,999	\$ 37,814	\$ 17,160	\$ 18,903	\$ 36,063	\$ 20,005	\$ 21,327	\$ 41,332
Materials & Services	10,829	11,992	27,910	12,607	12,292	24,899	13,636	14,140	27,776
Debt Service	1,447	1,478	6,677	3,465	3,818	7,283	3,989	2,827	6,816
Operations before Other Items	27,489	29,469	72,401	33,232	35,013	68,245	37,630	38,294	75,924
Transfers to Other Funds	5,360	5,420	13,947	6,674	7,820	14,494	7,523	7,770	15,293
Capital Outlay	4,268	7,932	49,992	14,650	20,332	34,982	18,168	15,885	34,053
Total Expenditures before Reserves	37,117	42,821	136,340	54,556	63,165	117,721	63,321	61,949	125,270
Reserves									
Contingency	-	-	9,895	-	-	-	9,518	9,922	9,922
Unappropriated Ending Fund Balance	33,581	38,216	16,908	55,171	49,143	49,138	25,670	40,329	40,329
Total Reserves	33,581	38,216	26,803	55,171	49,143	49,138	35,187	50,251	50,251
Total Requirements	\$ 70,698	\$ 81,037	\$ 163,143	\$ 109,727	\$ 112,308	\$ 166,859	\$ 98,508	\$ 112,200	\$ 175,521
Budgeted Positions (in FTEs)	142.01	143.01	150.46	149.96	149.96	149.96	147.25	147.25	147.25
Population	20,000	20,435	20,435	20,528	20,528	20,528	20,528	20,528	20,528
Monthly Operating Costs per Capita	\$66	\$68	\$163	\$74	\$79	\$153	\$84	\$88	\$172



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General Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	6,115	7,338	6,513	7,551	9,164	7,551	9,011	7,273	9,011
Property Taxes	7,118	7,395	15,753	7,845	7,671	15,516	7,836	8,000	15,836
Franchise Taxes:									
PGE	699	731	1,450	739	773	1,512	775	800	1,575
NW Natural	271	244	500	236	230	466	235	235	470
Comcast	280	262	525	243	230	473	220	210	430
Telecom	170	457	1,200	617	512	1,129	540	550	1,090
Solid Waste	205	221	429	270	317	587	340	365	705
PEG	64	29	68	49	37	86	40	40	80
Other	62	135	400	192	139	331	149	161	310
Intergovernmental:									
State Revenue Sharing	569	592	1,350	583	613	1,196	502	523	1,025
AFF Equitable Share	23	23	25	-	6	6	5	5	10
Other	548	619	1,292	686	575	1,261	662	1,619	2,281
Fines and Forfeitures:									
Traffic & Court	458	703	957	699	506	1,205	675	625	1,300
Photo Radar	278	58	-	10	4	14	-	-	-
Other	277	70	625	100	140	240	120	120	240
Fees and Charges (Licenses & Permits)	607	750	1,528	658	700	1,358	700	725	1,425
Interest Income	97	274	600	411	325	736	80	70	150
Miscellaneous:									
Tourism Grant	-	4	-	6	-	6	-	10	10
Special Events	-	-	-	17	8	25	30	30	60
Other	222	223	190	182	92	274	70	60	130
Sale of Assets	-	-	-	-	438	438	-	-	-
Transfers from Other Funds	5,360	5,420	12,896	6,363	6,533	12,896	7,000	7,270	14,270
Total Resources	\$ 23,423	\$ 25,548	\$ 46,301	\$ 27,457	\$ 29,013	\$ 47,306	\$ 28,990	\$ 28,691	\$ 50,408

General Fund continued on the next page.



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General Fund Summary (continued)

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Requirements									
Personnel Services	11,292	11,866	28,231	12,706	14,108	26,814	14,934	15,883	30,817
Materials & Services	3,848	4,848	10,311	4,439	4,296	8,735	5,231	5,300	10,531
Debt Service	409	428	872	422	449	871	443	459	902
Capital Outlay	536	855	324	415	173	588	1,086	1,652	2,738
Transfers to Library Fund	-	-	311	311	-	311	-	-	-
Transfers to Other Funds - SDC Fund	-	-	-	-	-	-	23	-	23
Transfers to Other Funds - City Hall Fund	-	-	976	-	976	976	-	-	-
Expenditure Total	16,085	17,997	41,025	18,293	20,002	38,295	21,717	23,294	45,011
General Fund Reserves:									
Contingency	-	-	1,785	-	-	-	893	893	893
Unappropriated Reserves:									
Debt Service	409	428	448	422	449	449	443	459	459
Forfeiture	36	36	-	-	17	17	17	17	17
PEG	177	177	79	-	169	169	169	169	169
Undesignated	6,716	6,910	2,964	8,742	8,376	8,376	5,752	3,859	3,859
Unappropriated Ending Fund Balance	7,338	7,551	3,491	9,164	9,011	9,011	6,381	4,504	4,504
Total General Fund Reserves	7,338	7,551	3,491	9,164	9,011	9,011	7,273	5,397	5,397
Total Requirements	\$ 23,423	\$ 25,548	\$ 46,301	\$ 27,457	\$ 29,013	\$ 47,306	\$ 28,990	\$ 28,691	\$ 50,408

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Budgeted Positions (in FTEs)	93.25	94.25	102.25	101.75	101.75	101.75	100.50	100.50	100.50
Population	20,000	20,435	20,435	20,528	20,528	20,528	20,528	20,528	20,528
Monthly Operating Costs per Capita	\$ 63	\$ 68	\$ 81	\$ 70	\$ 79	\$ 148	\$ 82	\$ 86	\$ 84
Contingency & Ending Fund Balance Above Reserves	\$ 7,338	\$ 7,551	\$ 5,276	\$ 9,164	\$ 9,011	\$ 9,011	\$ 7,273	\$ 5,397	\$ 5,397
Policy Requirement (25%)	3,168	3,539	4,413	3,868	4,215	4,215	4,411	4,655	4,655
Amount over (under) Policy Requirement	\$ 3,548	\$ 3,371	\$ 336	\$ 4,874	\$ 4,161	\$ 4,161	\$ 2,233	\$ 97	\$ 97



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CITY COUNCIL BUDGET



PROPOSED BUDGET

\$ 289,000

COUNCIL-MANAGER FORM OF GOVERNMENT:

- Milwaukie voters elect mayor and council members
- City Council selects the city manager, city attorney and municipal judge
- City Manager hires directors of city departments, who carry out policy

2021-2022 KEY INITIATIVES

- Enhance and standardize community engagement by providing consistent and meaningful opportunities for residents to engage
- Implement climate-related items described in the Vision Action Plan and Climate Action Plan
- Increase amount and variety of housing with a desire to improve affordability

DID YOU KNOW?

- City Council was originally called the Common Council
- City Council represents the citizens of the city and concentrates on policy issues in response to the community's needs
- City Council presents an Outstanding Student Achievement Award to a Milwaukie High School student each month of the school year

CITY COUNCIL

DEPARTMENT MISSION

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 Council budget accounts for various costs incurred by the mayor and councilors, including reproduction and dissemination of meeting agendas and supporting material, broadcasting services, mayor and councilor stipend expenses, and training and meetings expenses.

DEPARTMENT OVERVIEW

Primary duties of the Council include:

- 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;" and
- 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.

PERSONNEL DESCRIPTION

The City Council Department includes the mayor and four councilors.

ACCOMPLISHMENTS

- Adopted a Climate Action Plan;
- Construction of a new Ledding Library;
- Implementation of the Safe Access For Everyone program utilizing bonds;
- Improvements to the South Downtown area; and
- Completion of Wichita Park and Kronberg Park Multi-use Pathway.

GOALS AND FOCUS

Adopted goals are shown in no particular order and remain unranked by Council:

- Increase amount and variety of housing with a desire to improve affordability;
- Implement climate related items described in the Vision Action Plan and Climate Action Plan;
- Enhance and standardize community engagement by providing community-wide, consistent and meaningful opportunities for residents to engage with their community and in city work; and
- Develop a new Comprehensive Plan.

General Fund - City Council

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Council Stipends ¹	\$ 15	\$ 15	\$ 32	\$ 15	\$ 15	\$ 30	\$ 16	\$ 18	\$ 34
Employee Benefits	2	2	4	2	2	4	1	1	2
Total Personnel Services	\$ 17	\$ 17	\$ 36	\$ 17	\$ 17	\$ 34	\$ 17	\$ 19	\$ 36
Materials & Services									
Contractual Services:									
Willamette Falls TV ²	33	33	130	65	70	135	77	81	158
General Office Supplies	5	2	6	3	4	7	3	3	6
Dues & Subscriptions	1	1	4	2	2	4	2	2	4
Education & Training:									
Education - Mayor	6	3	10	4	5	9	5	5	10
Education - Council #1	1	1	6	-	-	-	3	3	6
Education - Council #2	1	3	6	-	-	-	3	3	6
Education - Council #3	3	4	6	4	3	7	3	3	6
Education - Council #4	1	5	6	1	2	3	3	3	6
General Meals & Travel	8	7	12	4	5	9	5	5	10
Advertising & Publicity	-	1	-	-	-	-	3	3	6
Art Mural Rolling Fund	-	1	40	-	11	11	29	-	29
Events	25	29	-	-	-	-	3	3	6
Total Materials & Services	84	90	226	83	102	185	139	114	253
City Council Total	\$ 101	\$ 107	\$ 262	\$ 100	\$ 119	\$ 219	\$ 156	\$ 133	\$ 289

¹ Council Stipends presented above includes an increase from \$300 to \$369 per month for the Mayor and an increase of \$250 to \$307 per month for Councilors.

² Services with Willamette Falls TV for live broadcasting of City Council meetings and other events.



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CITY MANAGER BUDGET



PROPOSED BUDGET

\$ 2,569,000

DEPARTMENT DIVISIONS:

- Administration
- Community Engagement
- Neighborhood Services
- Volunteer Services
- Equity

2021-2022 KEY INITIATIVES

- Provide consistent and meaningful opportunities for residents to engage with their community and in city work, including evaluation of existing outreach efforts through a city-led community survey
- Commitment to providing quality events that bring the community together
- Impart leadership to the organization as it provides fair and equitable municipal services for the community and to residents of Milwaukie
- Improve public outreach and community engagement for capital projects, special events and volunteer activities

DID YOU KNOW?

- *The Milwaukie Pilot* is published monthly and highlights city news, events, programs and services
- There are several events held each year for the Milwaukie community, including Carefree Sunday, Umbrella Parade and Winter Solstice
- The city manager appoints and removes all city officers and employees, and provides general supervision and control over them and their work

CITY MANAGER

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

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

- Advising the Council of 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; and
- Other duties required by the Charter or Council.

PERSONNEL DESCRIPTION

The City Manager Department consists of six full-time equivalent employees (6.0 FTE), including one each of city manager, assistant city manager, events coordinator, community engagement program coordinator, communication program coordinator and administrative specialist II. Together this department has responsibility for city administration and community engagement.







ACCOMPLISHMENTS









- Administered an interactive goal setting process and established goals;
- Held meetings with all city employees to provide project updates, news and events, as well as encourage comradery;
- Produced six regional events: Umbrella Parade, Holiday Tree Lighting, Winter Solstice, Earth Day, Volunteer Appreciation Dinner and CareFree Sunday;
- Provided support services for First Friday and Farmers Market seasonal events;
- Provided support to neighborhood association summer concert series and annual picnics;
- Convened citywide neighborhood association leadership meetings;
- Produced and distributed the Pilot newsletter to all addresses in 97222 zip code;
- Produced and maintained social media/web channel content;
- Produced, distributed, collected and analyzed citizen and business polls and surveys;
- Provided communication, marketing and graphic design services to all city departments;
- Provided staff liaison services to seven Neighborhood District Associations, Arts Committee and Parks and Recreation Board to facilitate work plans goals and general administrative support;
- Enhanced the city’s internal and external communications and brand; and
- Assisted Council in legislative analysis and bill tracking.





GOALS AND FOCUS








- One of Council's three goals for the 2021-2022 budget period is community engagement. Specifically, the city's goal is to provide community-wide, consistent and meaningful opportunities for residents to engage with their community and in city work. To support this goal the city manager's office will evaluate existing outreach efforts through a city-led community survey and a contract with Portland State University. Outreach will be standardized and enhanced across all departments to provide better tools, training and guidance to staff;
- Remain committed to providing quality events that bring the community together as a core element of the engagement program;
- Create a city culture that celebrates diversity, equity and inclusion through staff led efforts and citywide trainings;
- The city manager's budget reflects the addition of 1.0 FTE, which was created to meet Council's goal. This position will focus on organizing, delivering and fundraising to support the city's signature events. By dedicating staff time to events the department strives to match funds that were raised to support CareFree Sunday in 2019. This additional FTE also allows the Community Coordinator position to shift focus to supporting the engagement goal;
- Solicit engagement support services for facilitation, staff training, translation, digital engagement platforms and other services to help implement the findings of the Portland State University engagement report;
- Lead, guide, service and direct each department with sufficient support to be successful with their respective goals and day-to-day work plans; and
- Improve public outreach and community engagement for capital projects, special events and volunteer activities.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
COUNCIL/MANAGER ADMINISTRATION							
City Council meetings attended		67	79	77	60	75	75
City Council meeting hours recorded		268	152	146	102	150	150
Hours liaising boards, commissions and committees (BCC), neighborhood district association (NDA) and community stakeholder meetings		330	628	628	514	650	675
Percentage of Council goals tracked with quarterly Council updates		100%	100%	75%	90%	100%	100%
Percentage of conclusion of regular Council meetings by 9:00 pm		47%	57%	57%	79%	75%	75%
Percentage of completion of Council study session meetings within three hours		100%	73%	83%	100%	90%	90%

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
PUBLIC OUTREACH							
Hours of media outreach		65	60	55	55	55	55
Months PILOT produced and mailed		11	11	11	11	11	11
Web updates published		150	175	200	220	220	220
Social media posts		1,040	250	300	300	300	300
Surveys/polls distributed		7	0	1	5	6	5
City marketing collateral prepared		25	35	45	20	45	45
Event marketing collateral prepared		30	40	55	30	55	55
NDA marketing collateral prepared		6	8	8	6	8	8

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
NEIGHBORHOOD AND VOLUNTEER ENGAGEMENT							
NDA annual grant reports collected		7	7	7	7	7	7
NDA leadership meetings and trainings		4	3	3	3	4	4
NDA weekly email updates		52	50	50	50	50	50
New BCC applications received		18	0	0	0	0	0
Adopt-a-Road participants		5	11	11	11	12	12

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
COMMUNITY EVENTS							
Events produced and coordinated		6	8	9	7	9	9
Volunteers engaged in events		560	487	500	500	500	500
Businesses engaged in events		18	20	30	20	30	30
Staff engaged in events		10	15	20	25	25	25
Temporary event permits processed		28	29	30	20	30	30
In-kind volunteer hours tracked		3,760	2,521	2,600	2,600	2,650	2,650
Sponsorships and donations secured		18	20	32	20	32	32



= Community Engagement



= Housing Affordability



= Climate Change Action



= Effective and Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

These measures establish benchmarks and give the City Council a process to evaluate actions against. The measures also demonstrate to residents that the city is communicating with Council's constituency and to city business.

General Fund - City Manager

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	5.0	5.0	5.0	5.0	6.0	6.0	6.0	6.0	6.0
Salaries & Wages	\$ 523	\$ 484	\$ 1,135	\$ 549	\$ 539	\$ 1,088	\$ 635	\$ 663	\$ 1,298
Employee Benefits	202	235	602	279	302	581	374	422	796
Total Personnel Services	\$ 725	\$ 719	\$ 1,737	\$ 828	\$ 841	\$ 1,669	\$ 1,009	\$ 1,085	\$ 2,094
Materials & Services									
Professional Services	-	134	80	49	50	99	30	55	85
Contractual Services	62	3	-	-	-	-	-	-	-
City Attorney	68	60	-	-	-	-	-	-	-
General Office Supplies	2	10	5	1	2	3	3	3	6
Dues & Subscriptions	5	5	12	6	6	12	6	6	12
Education & Training	12	8	35	18	12	30	15	14	29
Advertising & Publicity	75	88	242	93	100	193	105	105	210
County Tourism Grant	-	-	-	7	-	7	-	10	10
Events	12	29	106	22	66	88	40	40	80
Public Arts Fund	-	-	50	34	28	62	-	-	-
Miscellaneous	3	7	25	8	36	44	12	11	23
Total Materials & Services	239	344	555	238	300	538	211	244	455
Capital Outlay									
Vehicle	-	-	-	-	-	-	20	-	20
Total Capital Outlay	-	-	-	-	-	-	20	-	20
City Manager Total	\$ 964	\$ 1,063	\$ 2,292	\$ 1,066	\$ 1,141	\$ 2,207	\$ 1,240	\$ 1,329	\$ 2,569



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CITY ATTORNEY BUDGET



PROPOSED BUDGET

\$ 524,000

DEPARTMENT DIVISIONS:

- Administration
- Consultation and advisory
- Litigation
- Election compliance

2021-2022 KEY INITIATIVES

- Advise Council, commissions, boards and committees on performance of duties and relevant changes in the law
- Draft and review ordinances, resolutions, contracts and other legal documents for city departments
- Represent the city and its boards, commissions, committees and officers on all legal matters in litigation, appeals and administrative proceedings
- Assist in ensuring compliance with state and federal election requirements
- Recommend changes in city policies and practices to comply with federal, state and local laws

DID YOU KNOW?

- The city attorney is staffed in-house and provides legal support and expertise in litigation and legislative matters
- The city attorney advises City Council, boards, committees and city departments

CITY ATTORNEY

DEPARTMENT MISSION

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.

DEPARTMENT OVERVIEW

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.

DEPARTMENT HISTORY AND BACKGROUND

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 approved resolution 18-2018 directing the city manager to seek applicants for an in-house city attorney with the intent to have a full-time city attorney on staff by the beginning of fiscal year 2019.

PERSONNEL DESCRIPTION

The City Attorney Department consists of one full-time equivalent employee (1.0 FTE). Legal support for Human Resources (HR), including union negotiation support, is provided within the HR budget.

ACCOMPLISHMENTS

- Council successfully selected and appointed a city attorney in 2018.

GOALS AND FOCUS

The city attorney's scope of work includes the following:

- 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; and
- 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.

General Fund - City Attorney

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	
Salaries & Wages	\$ -	\$ -	\$ 283	\$ 97	\$ 131	\$ 228	\$ 137	\$ 141	\$ 278
Employee Benefits	-	-	133	41	66	107	67	77	144
Total Personnel Services	\$ -	\$ -	\$ 416	\$ 138	\$ 197	\$ 335	\$ 204	\$ 218	\$ 422
Materials & Services									
Professional Services	-	-	100	63	30	93	48	48	96
General Office Supplies	-	-	4	2	-	2	-	-	-
Dues & Subscriptions	-	-	-	-	-	-	1	1	2
Education & Training	-	-	4	2	1	3	2	2	4
Total Materials & Services	-	-	108	67	31	98	51	51	102
City Attorney Total	\$ -	\$ -	\$ 524	\$ 205	\$ 228	\$ 433	\$ 255	\$ 269	\$ 524



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COMMUNITY DEVELOPMENT BUDGET



PROPOSED BUDGET

\$ 3,493,000

DEPARTMENT DIVISIONS:

- Building Inspections
- Planning Department
- Urban Renewal Agency
- Economic Development
- Affordable Housing

2021-2022 KEY INITIATIVES

- Create a streamlined permitting and planning process for affordable housing development
- Update and implement the Milwaukie Economic Development Strategy
- Develop a five-year strategic plan for the Urban Renewal Agency
- Market opportunity sites in the downtown and central Milwaukie areas
- Encourage use of outside agencies, organizations and businesses in community development operations

DID YOU KNOW?

- Community Development provides executive and administrative functions for planning, engineering, and building departments
- The department has taken the lead role in the housing affordability work for the city
- Community Development works to spur growth in Milwaukie by working with City Council, neighborhoods and city advisory groups to identify and create programs to guide Milwaukie toward its desired future

COMMUNITY DEVELOPMENT

DEPARTMENT MISSION

The Community Development Department ensures that 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.

DEPARTMENT OVERVIEW

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

The department is responsible for the following functions:

- Lead community development activities that support and implement the city's 20-year vision and comprehensive plans;
- Ensure the city is compliant 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;
- House the capital improvements for Dogwood Park, Scott Park and Milwaukie Bay Park which include reimbursements from the Metro Parks Bond Local Share Allocation; and
- Manage and implement the city's Urban Renewal Plan.

PERSONNEL DESCRIPTION

The Community Development Department is comprised of five and one half full-time equivalent employees (5.5 FTE), consisting of one community development director, one development project manager, one housing and economic development assistant, and two and one-half administrative specialist II positions.








ACCOMPLISHMENTS




- Implemented actions in the Milwaukie Affordable Housing Strategy, including development of a construction excise tax oversight group and creation of criteria for funding affordable housing projects;
- Developed and began implementation of the Downtown Parking Management Strategy;
- Secured property lease from TriMet at no cost for use of temporary library modular;
- Project management for library construction, including solicitation and selection of architect, owner's representatives and construction manager/general contractor, and project management of the construction through substantial completion;
- Acquired property on Sparrow Street;
- Approved the first vertical housing tax exemption project for Axletree Apartments;
- Extended the food cart pod lease to continue to provide the community a unique and fun dining atmosphere;
- Secured a tourism grant to provide advertising with signs and billboards for downtown businesses during construction of the south downtown improvements project;
- Supported downtown businesses during various construction projects with wayfinding, signage and advertisement for open businesses;
- Developed criteria to allocate construction excise tax funds;
- Initiated a low-income tax exemption process;
- Initiated an expedited permitting and review process for affordable housing;
- Implemented the Parking Management Strategy to increase enforcement, update parking survey data and explore employee transportation options;
- Successfully negotiated the acquisition of a new city hall; and
- Sold the Pond House property.


GOALS AND FOCUS

- Create a streamlined permitting and planning process for affordable housing development;
- Focus on the customer service experience;
- Update and implement the Milwaukie Economic Development Strategy;
- Continue implementation of the Housing Affordability Strategic Plan;
- Develop a five-year strategic plan for the Urban Renewal Agency;
- Encourage the use of outside agencies, organizations and businesses in community development operations;
- Ensure the Comprehensive Plan continues to advance while overseeing the Planning Department;
- Complete a wayfinding systems implementation for downtown that includes updating the downtown walking map and highlighting Milwaukie's history; and
- Continue to market city-owned opportunity sites.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Existing and prospective businesses visited/contacted		25	25	35	35	45	45
Developer meetings to discuss revitalization opportunities	 	10	20	20	20	20	20
New businesses relocated or assisted		10	10	0	50	15	15
Grant applications and intergovernmental agreements		4	2	2	2	2	2
Planning Commission briefings		3	1	1	1	1	1
City Council briefings		20	20	20	20	20	20

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
City of Milwaukie taxable assessed value (in millions)		1,838	1,913	1,988	2,048	2,109	2,172
Value of resources secured for CD projects (in thousands)		13	19	17	60	15	15
New businesses moving into Milwaukie		20	116	127	80	20	20

 = Community Engagement  = Housing Affordability  = Effective & Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

Community Development activities enhance the value of the city's land, which can be tracked through property values, property transactions, building permit activity, planning activity, business activity and developer interest. While these metrics are not directly correlated to departmental activities, there is a link between what the department is doing and what private parties are doing with respect to the city's inventory of land and buildings.

Activities now represent a new future, as many goals that are undertaken today typically do not show results for 5-10 years. This is because land and buildings are expensive to improve, and results may take years to achieve. The Community Development Department performance measures should also be viewed over a span of several years, rather than year-to-year.

General Fund - Community Development

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	5.0	5.0	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Salaries & Wages	\$ 333	\$ 435	\$ 914	\$ 420	\$ 427	\$ 847	\$ 432	\$ 460	\$ 892
Employee Benefits	151	186	502	200	226	426	269	305	574
Total Personnel Services	\$ 484	\$ 621	\$ 1,416	\$ 620	\$ 653	\$ 1,273	\$ 701	\$ 765	\$ 1,466
Materials & Services									
Professional Services	49	79	294	103	25	128	125	143	268
Contractual Services	1	7	7	-	-	-	4	4	8
City Attorney	21	47	-	-	-	-	-	-	-
General Office Supplies	6	9	20	8	4	12	10	10	20
Dues & Subscriptions	5	7	29	4	10	14	8	8	16
Education & Training	2	4	23	5	1	6	10	10	20
Printing Costs	2	1	14	3	-	3	3	3	6
Economic Development	20	102	64	28	10	38	45	50	95
Rental Assistance	-	-	-	-	-	-	25	-	25
Miscellaneous	1	5	-	-	-	-	1	1	2
Total Materials & Services	107	261	451	151	50	201	231	229	460
Capital Outlay									
Vehicles & Equipment	-	24	25	-	-	-	-	20	20
Landbanking	-	-	50	43	-	43	50	50	100
Construction in Progress	204	43	250	-	10	10	380	1,067	1,447
Total Capital Outlay	204	67	325	43	10	53	430	1,137	1,567
Community Development Total	\$ 795	\$ 949	\$ 2,192	\$ 814	\$ 713	\$ 1,527	\$ 1,362	\$ 2,131	\$ 3,493



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PUBLIC WORKS ADMIN BUDGET



PROPOSED BUDGET

\$ 2,182,000

DEPARTMENT DIVISIONS:

- Administration
- Sustainability

2021-2022 KEY INITIATIVES

- Coordinate Climate Action Plan implementation strategies, develop metrics for tracking, and facilitate departmental coordination to support goals and policies
- Advocate for more energy efficient state building codes through stakeholder engagement and code amendment processes
- Generate impervious data summary citywide for utility billing
- Work with regional utility partners to decarbonize the Milwaukie community
- Move Milwaukie's Urban Forest towards a long-term goal of expanding canopy cover to 40%

DID YOU KNOW?

- Public Works Admin oversees the facilities, fleet, water, wastewater, stormwater and transportation departments
- This team also leads efforts to increase the city's tree canopy cover, including the planning of approximately 500 trees in FY 2020
- Public Works Admin supports climate/sustainability and urban forest goals and efforts
- The department manages the community Bulky Waste event

PUBLIC WORKS ADMIN

DEPARTMENT MISSION

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.

DEPARTMENT OVERVIEW

The Public Works Department oversees the development and management of operations and maintenance of the city's infrastructure and utility systems, administers the city's Climate Action Plan 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 of 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:

- Management, budgeting and financial oversight of the four utility funds (including rate structure) and the Fleet and Facilities divisions;
- Management and implementation of the Climate Action Plan;
- Administration of the Milwaukie's Urban Forest and implementation of the Urban Forest Management Plan;
- Infrastructure asset management and tracking; and
- Data maintenance, design, spatial analysis and research, map production, and web application development for geographic information systems (GIS).

PERSONNEL DESCRIPTION

The Public Works Department is comprised of seven full-time equivalents employees (7.0 FTE) – one each of a public works director, climate action and sustainability coordinator, environmental services coordinator, GIS coordinator, asset management technician, administrative specialist III and an administrative specialist II. Previously, the environment services coordinator was split between Wastewater and Stormwater Departments. The sustainability coordinator is aligned with the council goal of Climate Change Action. Costs for one FTE and its function is funded through the transfers by 40% from utilities and 60% from the General Fund.

ACCOMPLISHMENTS


- Adoption of a Climate Action Plan that respects Milwaukie's identity and focuses on preserving and improving long-term livability, engaging a broad cross-section of people who live and work in Milwaukie;
- Completed the development of and adopted the Milwaukie Urban Forestry Plan;
- Strengthened partnerships with regional utilities, agencies and organizations to explore collaborative processes to accomplish city goals, including an increased alliance with Portland General Electric to promote a carbon-free and energy efficient grid;
- Increased community awareness of climate action and urban forest goals and initiatives within the city through engaging community events, such as a Friends of Trees planting day, Electric Avenue public charger grand opening, and an Arbor Day Celebration;
- Secured 100% locally generated carbon-free electricity for future city operations through Portland General Electric's Green Future Impact product;





- Restructured and created new engaging sustainability pages on the city's website, including pages on climate action, urban forest, and recycling and waste;
- Partnered with researchers from Portland State University to create and publish "Branch Out Milwaukie," a canopy analytics tool to examine canopy cover in Milwaukie and guide strategic and equitable tree plantings; and
- Updated GIS story map applications, Natural Hazards Mitigation Plan data design and map products, Granite software/GIS integration, easement data design and collection, water lateral line build, South Downtown GIS support and citywide maps.

GOALS AND FOCUS

- Provide leadership and support for the Public Works team helping to deliver efficient utility services in a friendly manner to residents of Milwaukie;
- Coordinate the Climate Action Plan implementation strategies, develop metrics for tracking, and facilitate intra- and inter-departmental coordination to support the plan's goals and policies;
- Implement and manage a residential energy efficiency scoring program for Milwaukie;
- Advocate for more energy efficient state building codes through coordinated stakeholder engagement and code amendment processes;
- Continue to work with regional utility partners to decarbonize the Milwaukie community;
- Move Milwaukie's Urban Forest towards a long-term goal of expanding the urban forest canopy cover to 40%;
- Update the city's tree code to align with its urban forest goals;
- Generate an impervious data summary citywide for utility billing;
- Plan for GIS system and Cityworks software upgrades;
- Work with Engineering Department to determine efficient usage of Cityworks software;
- Integrate engineering GIS data workflows into GIS database; and
- Replace Granite viewer software with an online portal granting staff access in the field.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Work orders processed (utilities)		2,879	2,684	2,581	2,700	2,700	2,700

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Total trees planted		N/A	45	135	500	1,500	1,500
Total per capita urban forestry expenditures (in dollars)		2.82	6.28	10.42	12	12	12
Percentage of residential accounts enrolled in renewable energy		26.30%	31.21%	34.04%	35%	37%	40%
Percentage of commercial/industrial accounts enrolled in renewable energy		3.59%	3.91%	4.28%	5%	7.50%	9%



= Effective and Efficient Government



= Climate Change Action

WHY ARE THESE MEASURES IMPORTANT TO US?

Proper management of the city's infrastructure is important to optimize its use and value. Managing work orders and tracking completion is crucial to ensuring that city assets are maintained as needed for economic and regulatory reasons.

General Fund - Public Works Administration

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	5.0	5.0	6.0	6.0	6.0	6.0	7.0	7.0	7.0
Salaries & Wages	\$ 412	\$ 375	\$ 985	\$ 460	\$ 499	\$ 959	\$ 586	\$ 607	\$ 1,193
Employee Benefits	212	208	573	246	301	547	370	412	782
Total Personnel Services	\$ 624	\$ 583	\$ 1,558	\$ 706	\$ 800	\$ 1,506	\$ 956	\$ 1,019	\$ 1,975
Materials & Services									
Professional Services	-	-	59	50	4	54	33	13	46
City Attorney	17	19	-	-	-	-	-	-	-
General Office Supplies	4	7	10	5	5	10	5	5	10
Dues & Subscriptions	-	-	2	2	1	3	1	1	2
Education & Training	8	5	16	8	10	18	8	8	16
Printing Costs	1	-	3	-	1	1	1	1	2
Sustainability	-	-	32	19	7	26	13	36	49
Emergency Operations	2	1	43	24	21	45	51	21	72
Miscellaneous	12	6	9	4	5	9	5	5	10
Total Materials & Services	44	38	174	112	54	166	117	90	207
Capital Outlay									
Vehicles & Equipment	-	41	-	-	-	-	-	-	-
Total Capital Outlay	-	41	-	-	-	-	-	-	-
Public Works Administration Total	\$ 668	\$ 662	\$ 1,732	\$ 818	\$ 854	\$ 1,672	\$ 1,073	\$ 1,109	\$ 2,182

ENGINEERING SERVICES BUDGET



PROPOSED BUDGET

\$ 3,387,000

DEPARTMENT DIVISIONS:

- Public right-of-way
- Capital Improvement Program
- Safe Access For Everyone Program
- Street Surface Maintenance Program

2021-2022 KEY INITIATIVES

- Complete construction of Meek Street storm improvements, Linwood Avenue SAFE project, 42nd Avenue accessibility work and many other projects
- Continued implementation of the Street Surface Maintenance Program
- Review master plans, utility rates and system development charges to ensure the city's needs are addressed in the Capital Improvement Program
- Partner with ODOT to complete design of the Monroe Street Neighborhood Greenway project

DID YOU KNOW?

- Engineering ensures all city utilities, including wastewater collection, water, streets and stormwater infrastructure, meet municipal code requirements
- All capital improvement projects are managed and designed by the department
- In fiscal year 2020, the city, managed by this department, expended over \$9,000,000 on sidewalk, bridge, paving, water, wastewater and stormwater projects

ENGINEERING SERVICES

DEPARTMENT MISSION

The Engineering Services Department delivers high quality capital improvement 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 the community needs, especially long-term needs, are provided at the lowest cost to ratepayers.

DEPARTMENT OVERVIEW

The primary purpose of the Engineering Services Department is to manage the Capital Improvement Program (CIP) for the city's utility and transportation systems. Engineering Services accomplishes this work by:

- Implementing a six-year CIP plan that updates with each budget. The plan provides for timely construction of projects needed to maintain, expand or improve facilities, utilities and transportation systems within the city. Engineering Services implements project schedules with the consideration of available funding and need, providing engineering assistance to the Public Works Department and overseeing design and construction of all improvements within the public right-of-way. Guidance for the CIP is provided by adopted master plans and other projects approved by City Council;
- Managing the city's public right-of-way, including administration of permitting for all work within the right-of way, either through a capital improvement project, franchise utility work or private development;
- Assisting the Planning and Building Inspection Departments with engineering requirements for private development land use applications, new construction within city limits, and determining system development charges required with the private development projects;
- Supporting the Planning Department with drafting new master plans, such as Transportation, Stormwater, Water and Wastewater; and
- Implementing the Safe Access For Everyone (SAFE) program which constructs 57 miles of sidewalks, trails and bike paths totaling \$51 million over the next several years.

PERSONNEL DESCRIPTION

The Engineering Services Department consists of eleven and one-half full-time equivalent employees (11.5 FTE), including positions for one city engineer, one assistant city engineer, one engineering project manager, three civil engineers, two associate engineers, three engineering technician II positions, and one half-time administrative specialist II.

ACCOMPLISHMENTS








- Completed design of the South Downtown Public Area Requirements, including a filed plaza area, Linwood Avenue SAFE project (Harmony Road to Monroe Street), River Road SAFE project (McLoughlin Boulevard to city limits), 22nd Avenue SAFE project (McLoughlin Boulevard to Sparrow Street), McBrod Avenue reconstruction, and Lake Road Reconstruction (21st Avenue to Guilford Drive);
- Design in progress for 43rd Avenue/Howe Road SAFE project, 42nd Avenue Accessibility improvements, Home Avenue SAFE project (King Road to Railroad Avenue), Edison SAFE project, and Wood Avenue reconstruction;




- Completed construction of replacement bridge in Milwaukie Bay Park, bank stabilization at Milwaukie Bay Park and along Kellogg Creek, Wichita Park, Ardenwald SAFE project, Sellwood Street/30th Avenue/Madison Street SAFE project, clay sewer pipe replacement projects in Historic Milwaukie neighborhood, South Downtown Public Area Requirements including the tiled Plaza area, Main Street waterline extension, Washington Street storm pipe replacement project, and Kronberg Park Multi-use Path;
- Secured \$10.5 million in grants and funding to construct the Monroe Street Neighborhood Greenway;
- Worked with Public Works Department on National Pollutant Discharge Elimination System annual report;
- 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;
- Introduced a Charter Scoping Agreement for CIP projects to clearly describe what construction is anticipated, estimated project costs, allocated funding and authorized review by multiple city departments;
- Reviewed, approved and inspected 15 development projects;
- Provided engineering services in support of the city, building, planning and transportation-related needs;
- Supported Milwaukie's first Carefree Sunday event, as well as the Umbrella Parade and Winter Solstice events; and
- Provided support and information to the Public Safety Advisory Committee and Citizens Utility Advisory Board.

GOALS AND FOCUS

- Review master plans, utility rates and system development charges to ensure the CIP addresses the city's needs;
- 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, McBrod Avenue and Lake Road reconstructions, Linwood Avenue SAFE project, River Road SAFE project, 22nd Avenue SAFE project, 43rd Avenue/Howe Street reconstruction, 42nd Avenue accessibility work, Home Avenue SAFE project (King Road to Railroad Avenue), Edison SAFE project, Wood Avenue reconstruction;
- Continue implementation of the Street Surface Maintenance Program;
- Design and construct FY 2021 sanitary sewer repair projects, Home/Edison/Wood SAFE/SSMP project, Harvey Street SAFE/SSMP project and Ardenwald North SAFE/SSMP project;
- Initiate design of Milwaukie/El Puente SRTS project, Logus Road/40th Avenue SAFE/SSMP project and the Meek Storm North project;
- Partner with ODOT to complete design of the Monroe Street Neighborhood Greenway project;
- 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 given to the city;
- Work on having projects shovel ready to take advantage of alternative funding sources; and
- Complete continuing education needed to maintain licensure and stay current with civil engineering practices.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOALS	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Total expended for Engineering-managed CIP projects (in thousands)		3,505	4,388	7,063	4,723	16,000	13,700
Total capital projects		13	11	19	16	12	13
Franchise permits		159	171	173	180	180	180
Right-of-way permits		97	128	128	130	130	130
Public improvement reviews		10	10	5	12	10	10
Building permits		198	269	263	220	240	240
Pre-application conferences/meetings		41	19	32	34	30	30
Land use applications review		19	17	27	22	20	20
Light rail related hours		250	N/A	N/A	N/A	N/A	N/A
Council reports		57	54	50	50	50	50
NDA and other technical group support (in hours)		800	600	700	750	750	750

PERFORMANCE MEASURES	GOALS	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
SSMP - asphalt placed by contract (lane miles)		0.57	9.10	1.20	1.00	2.40	2.40
SAFE - sidewalk, walkways, and bike lanes placed by contract (lane miles)		0.54	0.70	0.37	1.00	2.40	1.50
SAFE - ADA ramps installed		21	36	10	15	105	66

 = Community Engagement  = Housing Affordability  = Effective & Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

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

Providing courteous responsive service to customers is a performance expectation and positive way to engage with the community.

Tracking public improvements, right-of-way permits, and land use application reviews gives insight to growth and development as it relates to the housing affordability goal set by City Council.

General Fund - Engineering Services

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	5.0	5.0	12.0	11.5	11.5	11.5	11.5	11.5	
Salaries & Wages	\$ 388	\$ 546	\$ 1,892	\$ 689	\$ 882	\$ 1,571	\$ 979	\$ 1,032	\$ 2,011
Employee Benefits	205	250	949	333	422	755	607	639	1,246
Total Personnel Services	\$ 593	\$ 796	\$ 2,841	\$ 1,022	\$ 1,304	\$ 2,326	\$ 1,586	\$ 1,671	\$ 3,257
Materials & Services									
Professional Services	1	4	20	51	32	83	21	20	41
City Attorney	10	14	-	-	-	-	-	-	-
General Office Supplies	2	8	24	6	8	14	12	12	24
Dues & Subscriptions	-	1	-	-	-	-	1	1	2
Education & Training	4	5	24	6	16	22	12	12	24
Miscellaneous	1	2	81	3	18	21	19	20	39
Total Materials & Services	18	34	149	66	74	140	65	65	130
Capital Outlay									
Vehicles & Equipment	-	34	-	-	-	-	-	-	-
Construction in Progress	-	-	50	9	-	9	-	-	-
Total Capital Outlay	-	34	50	9	-	9	-	-	-
Engineering Services Total	\$ 611	\$ 864	\$ 3,040	\$ 1,097	\$ 1,378	\$ 2,475	\$ 1,651	\$ 1,736	\$ 3,387



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FACILITIES MANAGEMENT BUDGET



PROPOSED BUDGET

\$ 3,282,000

DEPARTMENT DIVISIONS:

- Property management
- Repair and maintenance
- Customer service
- Energy efficiency and sustainability

2021-2022 KEY INITIATIVES

- Maintain city-owned buildings to highest standards possible
- Implement solutions to decrease energy consumption in city facilities
- Seek grants and/or incentives for water and energy efficiency upgrades to achieve sustainability goals
- Maintain service contracts that allow quick reaction and efficient completion of work

DID YOU KNOW?

- Facilities Management preserves all city buildings in a safe and clean condition
- Facilities Management oversees improvements needed for each building, including roofs, painting, electrical, plumbing, HVAC, security, fire alarms, elevators and more
- With the purchase of the new city hall and increased size of the new Ledding Library, the square footage of property maintained by this department significantly increased in this biennium

FACILITIES MANAGEMENT

DEPARTMENT MISSION

The Facilities Management Department maintains and improves all city-owned buildings and properties. Facilities Management 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. Facilities Management demonstrates clear, professional communication, stellar customer service, timeliness and efficiency.

DEPARTMENT OVERVIEW

The purpose of Facilities Management is to:

- Maintain, repair, construct, as well as oversee remodeling and repairs of buildings and properties;
- Execute and manage contracts for services ranging from roof replacement to alarm system monitoring;
- Recommend scope and manage facility capital projects and funding uses;
- Recommend solutions that lead to greater 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 (SEM) Program to reduce energy use;
- Monitor and report energy use, trends and opportunities;
- Perform preventive maintenance activities to ensure building and property 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; and
- Perform general contracting work for repair and capital projects, including heating, cooling, carpentry, security, janitorial, ventilation, architectural, structural, landscaping, irrigation, painting, cleaning, electrical, plumbing, remodeling and office reconfigurations.

PERSONNEL DESCRIPTION

Facilities Management consists of three full-time equivalent employees (3.0 FTE), including a fleet & facilities supervisor and two facilities maintenance technicians.

ACCOMPLISHMENTS




- Utilized facility asset management software to track work requests captured by work orders;
- Managed 63 contracts to repair or improve city facilities, including projects for utility installation at the temporary library, city hall holiday decorations, tree pruning, city hall storm drain line repairs, cleaning of diesel underground fuel tank at public works campus, repair of original city hall windows, remodel of the Public Safety Building's archives room, city hall roof repairs and many others;
- Saved public dollars by removing and installing all bookcases with in-house staff at the temporary library;
- Completed two commissioning processes to ensure HVAC systems are working properly citywide;
- Continued participation in the Energy Trust of Oregon's SEM program resulting in approximately \$4,000 per year in cash incentives and approximately \$17,000 per year in energy savings;
- Re-established numerous critical service contracts, including security services, pest management and painting;




- Saved \$20,000 per year and thousands of plastic bags by reducing janitorial duties and requiring employees to empty personal garbage cans;
- Applied for Portland General Electric Drive Change Grant to install a public vehicle charger at public works campus; and
- Increased skill and knowledge in HVAC controls analysis and troubleshooting.

GOALS AND FOCUS

- Gain knowledge, incentives and methods from the SEM program;
- Strive for excellent reviews from other departments in timeliness, communication, effectiveness and friendliness;
- Maintain city-owned buildings to the highest standards possible within budget limitations by effective prioritization;
- Implement solutions to decrease energy consumption in city facilities and report progress;
- Utilize new HVAC controls more effectively to meet needs while simultaneously decreasing energy usage;
- Continue seeking grants and/or incentives for water and energy efficiency upgrades to achieve sustainability goals;
- Maintain service contracts that allow quick reaction and efficient completion of work; and
- Co-manage renovation project for the new city hall.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Work orders		1,041	1,017	961	1,000	1,000	1,000
Contracts executed		12	25	43	40	40	40
Total managed square feet of city buildings		84,000	84,000	80,000	90,000	118,000	118,000

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Total service contracts		3	6	9	10	10	10
Electricity savings (kWh percentage)		5.8	22.5	6.6	5	5	5
Gas savings (therms percentage)		5.5	21	7.3	5	5	5



= Climate Change Action



= Effective & Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

These measures illustrate the effectiveness of the department in addition to identifying progress made on climate change action goals.

General Fund - Facilities Management

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Salaries & Wages	\$ 139	\$ 191	\$ 438	\$ 204	\$ 229	\$ 433	\$ 238	\$ 248	\$ 486
Employee Benefits	64	114	268	123	144	267	159	178	337
Total Personnel Services	\$ 203	\$ 305	\$ 706	\$ 327	\$ 373	\$ 700	\$ 397	\$ 426	\$ 823
Materials & Services									
Professional Services	12	26	80	24	33	57	30	35	65
Contractual Services:									
Carpentry	-	-	20	-	-	-	-	-	-
Electricians	4	16	30	7	10	17	10	10	20
HVAC	7	7	40	21	15	36	15	15	30
Landscape	86	82	200	87	90	177	160	160	320
Painting	-	1	50	-	30	30	20	20	40
Plumbing	1	2	16	12	5	17	10	10	20
Preventative Care	38	7	76	5	10	15	8	8	16
Repairs	45	69	100	36	40	76	70	70	140
Other	3	1	-	-	-	-	10	10	20
General Office Supplies	-	-	-	-	-	-	1	1	2
Dues & Subscriptions	-	12	16	9	10	19	10	10	20
Materials & Supplies	5	15	16	12	10	22	15	15	30
Education & Training	-	1	6	2	1	3	3	3	6
Property Taxes	9	12	20	15	15	30	15	15	30
Special Projects	49	337	72	51	25	76	45	45	90
Utilities:									
Electricity	121	115	200	102	100	202	120	120	240
Janitorial	155	172	340	145	120	265	140	140	280
Natural Gas	36	27	52	16	18	34	25	25	50
Refuse Disposal	26	26	90	30	35	65	35	35	70
Water/Sewer/Stormwater/Streets	95	109	240	120	130	250	140	150	290
Total Materials & Services	692	1,037	1,664	694	697	1,391	882	897	1,779
Debt Service									
Oregon SELP Loan - Principal & Interest	16	19	-	-	-	-	-	-	-
Total Debt Service	16	19	-	-	-	-	-	-	-
Capital Outlay									
Vehicles & Equipment	-	-	45	2	43	45	-	-	-
Construction in Progress	49	135	725	64	-	64	415	265	680
Total Capital Outlay	49	135	770	66	43	109	415	265	680
Facilities Management Total	\$ 960	\$ 1,496	\$ 3,140	\$ 1,087	\$ 1,113	\$ 2,200	\$ 1,694	\$ 1,588	\$ 3,282

FINANCE BUDGET



PROPOSED BUDGET

\$ 2,978,000

DEPARTMENT DIVISIONS:

- Accounting and treasury
- Payroll, accounts payable / receivable and utility billing
- Audit
- Budget
- Revenue and licensing
- Risk management

2021-2022 KEY INITIATIVES

- Maintain strong financial stewardship
- Continue moving toward a paperless accounting records system
- Continue excellence in reporting for all finance-related documents and reports
- Execute budgeting software tools
- Extend training and knowledge to other departments

DID YOU KNOW?

- Finance Department ensures Milwaukie is a good steward of public funds, transparent with finances and cost-efficient in city operations
- COVID-19 caused significant changes to the city budget documents midway through the budget process. In March, the department started over to create this document.
- Finance Department has received several Awards for Excellence in Government Finance through the Government Finance Officers Association

FINANCE

DEPARTMENT MISSION

The Finance Department is an innovative leader and partner in fiscal stewardship. The department ensures the fiscal integrity of financial operations of the city and timely support and consistent guidance to fulfill customers' needs.

DEPARTMENT OVERVIEW

Being good stewards of taxpayers' monies is the Finance Department's main focus, however, that alone is not enough. The department 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 Department focuses on throughout the year:

- Administer utility billing, purchase cards and business licensing;
- Process payroll, accounts payable and accounts receivable;
- Accounting of banking and cash management;
- Prepare and reconcile audits;
- Manage budget process and monitoring;
- Strategically plan five-year forecast;
- Oversee debt and investment management;
- Minimize risk exposure and manage liability insurance;
- Perform internal controls and audits;
- Track capital assets and projects;
- Manage rights-of-way and franchise agreements;
- Review citywide contracts and ensure compliance with public contracting laws; and
- Manage grant fiscal reconciliations.

PERSONNEL DESCRIPTION

The Finance Department consists of seven and one-half full-time equivalent employees (7.5 FTE) all carrying out the duties listed above. The department includes the finance director, assistant finance director, accountant, accounting & contracts specialist, payroll specialist, accounting technician and one and one-half administrative specialist II positions. The proposed decrease of 1.0 FTE from the prior biennium is due to the elimination of the right of way/contracts coordinator position.











ACCOMPLISHMENTS





- Prepared and submitted the FY2018 & FY2019 Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) to Government Finance Officers Association (GFOA) national award recognition program and received awards for each;
- Issued three formal solicitations for audit, general banking and merchant card services;
- Initiated conversion to new merchant card service provider who is PCI DSS compliant;
- Initiated a Banking Services request for proposal;
- Implemented new software program for business registrations;
- Successfully collaborated with new audit firm Merina+Co.; and
- Completed financing for a new city hall.

GOALS AND FOCUS

- Continue to work with Budget Committee and Citizen Utility Advisory Board to support goals and requirements;
- Implement new budgeting software tool for the financial forecast process;
- Update forecasts timely due to current recession and uncertain market trends;
- Prepare CAFR, PAFR and budget document in a timely manner and submit to GFOA for acknowledgement;
- Move toward a paperless environment of accounting records; and
- Streamline a month-end close process for timely and efficient reporting.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Utility bills processed and delivered		87,008	87,084	87,283	87,400	87,500	87,600
Utility accounts maintained and managed		7,250	7,257	7,274	7,300	7,325	7,350
Business licenses issued		1,992	1,928	1,700	1,725	1,750	1,775
City funds		9	10	11	12	12	12
Adjusting journal entries processed		624	1,122	511	600	600	600
Accounts payable invoices processed		4,900	4,074	4,471	4,500	4,500	4,500
Payroll checks issued		3,967	3,935	4,022	4,040	4,055	4,070
Debt issues outstanding at fiscal year-end		7	7	7	8	8	8
Debt outstanding in amount at fiscal year-end (in millions)		18.4	17.8	36.3	40.8	39.2	37.6
Total city budget in amount managed (in millions)		63	60	53	55	60	63

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Unqualified annual auditor's opinion received on CAFR and system of internal controls		Yes	Yes	Yes	Yes	Yes	Yes
Credit rating on city's general obligation bond issues from independent credit rating agencies		AA Aa2	AA Aa2	AA Aa2	AA Aa2	AA Aa2	AA Aa2
Adjustments proposed by auditors		0	0	0	0	0	0
Receipt of GFOA awards for CAFR, PAFR and budget document		Yes	Yes	Yes	Yes	Yes	Yes

 = Effective and Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

Unqualified audit opinions and receiving national awards for audit and budget documents indicate a profound financial operation and a high standard of excellence for the department.

The city's credit rating for general obligation bonds was upgraded to Aa2 by Moody's Investment Services in fiscal year 2018, providing outside evidence of sound financial performance. Additionally, for full faith and credit obligations the city was rated at Aa3 by Moody's Investment Services.

The number of adjustments that the auditors propose to align the financial statements to generally accepted accounting principles is an indicator of how well the Finance Department monitors the accounting transactions to ensure accuracy.

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

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

COMMENTS AND OTHER RELEVANT DEPARTMENT NOTES

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

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

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

General Fund - Finance

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	8.0	8.0	8.5	8.5	7.5	7.5	7.5	7.5	
Salaries & Wages	\$ 618	\$ 614	\$ 1,180	\$ 544	\$ 610	\$ 1,154	\$ 640	\$ 661	\$ 1,301
Employee Benefits	249	266	547	233	308	541	359	403	762
Total Personnel Services	\$ 867	\$ 880	\$ 1,727	\$ 777	\$ 918	\$ 1,695	\$ 999	\$ 1,064	\$ 2,063
Materials & Services									
Professional Services:									
Audit Services	48	44	121	51	45	96	59	62	121
Other	7	23	132	28	40	68	67	67	134
City Attorney	13	10	-	-	-	-	-	-	-
General Office Supplies	32	19	66	24	10	34	10	10	20
Fees & Licenses	5	3	12	3	3	6	5	5	10
Dues & Subscriptions	6	5	8	5	5	10	5	5	10
Education & Training	9	9	24	4	3	7	7	7	14
Bank Charges	75	132	325	146	180	326	190	200	390
Utility Billing Expense	-	-	208	99	100	199	106	110	216
Total Materials & Services	195	245	896	360	386	746	449	466	915
Capital Outlay									
Furniture & Equipment	36	15	-	-	-	-	-	-	-
Total Capital Outlay	36	15	-	-	-	-	-	-	-
Finance Total	\$ 1,098	\$ 1,140	\$ 2,623	\$ 1,137	\$ 1,304	\$ 2,441	\$ 1,448	\$ 1,530	\$ 2,978



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FLEET SERVICES BUDGET



PROPOSED BUDGET
\$ 1,365,000

DEPARTMENT DIVISIONS:

- Fleet maintenance and repair
- Parts inventory
- Electric and hybrid vehicles
- Surplus

2021-2022 KEY INITIATIVES

- Retain ASE and DEQ certifications through ongoing education and training efforts
- Minimize downtime of city fleet vehicles and equipment
- Align and adjust vehicle use with true needs of the city
- Research vehicle conversion opportunities with electric or low carbon fuel options

DID YOU KNOW?

- All city vehicles and equipment, including police cars, sweepers, excavators, dump trucks and small equipment are maintained by this department
- The department supports the citywide goals associated with climate change by recycling used tires, batteries, metal, cardboard and paper and supporting departments by right-sizing the fleet and assuring fuel efficient and electric vehicles are purchased where possible
- Fleet Services maintains and repairs Clackamas River Water's vehicles

FLEET SERVICES

DEPARTMENT MISSION

The Fleet Services Department recommends, purchases and repairs city vehicles and equipment to ensure the health and safety of our residents and keep critical Police and Public Works vehicles performing. Fleet Services performs continual analysis of the city's fleet to minimize both monetary and environmental costs while providing effective, well maintained vehicles.

DEPARTMENT OVERVIEW

Fleet Services maintains and repairs city vehicles and 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 and Clackamas River Water's fleets, totaling approximately 120 vehicles and 160 pieces of equipment;
- Oversee specialty contract repair and maintenance such as bodywork, electrical and software;
- Organize and analyze usage data to facilitate purchasing new vehicles, software and equipment; and
- Surplus city vehicles and equipment in a timely fashion.

DEPARTMENT HISTORY AND BACKGROUND

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

PERSONNEL DESCRIPTION

Fleet Services consists of three full-time equivalent employees (3.0 FTE), including one lead mechanic and two mechanics. Supervision and administrative support of Fleet Services employees is performed by the Fleet and Facilities Supervisor maintained in the Facilities Management Department.

ACCOMPLISHMENTS





- Generated approximately \$26,000 in General Fund revenue in fiscal years 2019-2020 for outside contracted fleet maintenance;
- Provided oil from city vehicles to a company who recycles the used oil and turns it into heating fuel for use by low income families in Clackamas County;
- Performed preventative maintenance and DEQ inspections on all city and CRW vehicles and equipment on schedule;
- Documented and maintained a meticulous inventory of equipment, parts and vehicles;
- Maintained an organized shop and parts storage area;
- Ordered and purchased new vehicles as budgeted;
- Replenished fleet stocks on schedule to minimize down time;
- Sold and auctioned 26 surplus vehicles and pieces of equipment for a total value of \$51,000 in 2019, and anticipate selling 27 surplus vehicles and equipment for an estimated total of \$54,000 in 2020;







- Reduced the number of fleet vehicles by four as a result of vehicle sharing and efficiency efforts;
- Saved 1,000 gallons of fuel by replacing vehicles with more efficient versions; and
- Purchased two electric vehicles (EV) and logged 18,400 miles in one year on hybrid and EV vehicles (or 21% of total city miles excluding police).

GOALS AND FOCUS

- Continue to provide customers with professional service and communication, and keep downtime to a minimum;
- Continue education and training to ensure mechanics are current with the new vehicle components and retain necessary education credits to preserve ASE and DEQ certifications;
- Perform upfitting of police vehicles to minimize downtime, improve product quality and reduce costs;
- Obtain training for hybrid and plug-in electric vehicles;
- Align and adjust vehicle use with true needs, including aggressively targeting low mileage, low use and inefficient vehicles to control costs and ensure the fleet is right sized;
- Research opportunities for light and medium duty truck conversion to EV or other low carbon fuels; and
- Track hybrid and EV miles driven for support toward converting existing fleet to more efficient EV options.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOALS	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Vehicles maintained		148	160	140	120	120	120
Pieces of equipment maintained		200	202	211	160	160	160
Total work orders		593	615	484	500	500	500
Revenue from Sunrise Water Authority & Clackamas River Water (in thousands)		23	30	16	15	15	15

PERFORMANCE MEASURES	GOALS	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Diesel miles		27,000	26,000	29,000	22,000	19,000	19,000
Hybrid miles		10,400	11,700	10,800	11,000	11,000	11,000
Electric miles		0	1,400	7,600	9,000	11,000	11,000
PHEV miles		0	0	0	3,000	3,000	3,000
Combined hybrid and electric miles		10,400	13,100	18,400	23,000	25,000	25,000
Percentage of fleet miles (hybrid, PHEV, EV)		0%	0%	21%	25%	30%	30%



= Climate Change Action



= Effective and Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

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

Overall fleet metrics speak to the efficiency of fleet vehicles and validate the department is appropriately sized. The measures also exhibit efforts toward a smaller fleet and more efficient vehicles, contributing toward the city's goals of efficiency and environmental stewardship.

General Fund - Fleet Services

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Salaries & Wages	\$ 192	\$ 178	\$ 406	\$ 196	\$ 197	\$ 393	\$ 214	\$ 231	\$ 445
Employee Benefits	91	75	188	79	104	183	129	147	276
Total Personnel Services	\$ 283	\$ 253	\$ 594	\$ 275	\$ 301	\$ 576	\$ 343	\$ 378	\$ 721
Materials & Services									
Professional Services	1	6	4	5	5	10	5	5	10
General Office Supplies	1	2	2	2	1	3	2	2	4
Fees & Licenses	2	3	4	2	3	5	3	3	6
Dues & Subscriptions	-	2	4	2	2	4	2	2	4
Materials & Supplies	2	21	10	16	10	26	15	15	30
Education & Training	2	6	6	1	2	3	5	5	10
Repairs, Fuel & Parts:									
Fuel & Oil Purchases	100	110	260	145	130	275	150	150	300
Repair Supplies	133	149	300	116	110	226	115	115	230
Repair & Maintenance	2	14	20	7	10	17	10	10	20
Sweeper Parts	3	3	10	4	-	4	-	-	-
Tire Purchases	14	10	40	13	12	25	15	15	30
Total Materials & Services	260	326	660	313	285	598	322	322	644
Capital Outlay									
Vehicles & Equipment	-	-	10	5	-	5	-	-	-
Total Capital Outlay	-	-	10	5	-	5	-	-	-
Fleet Services Total	\$ 543	\$ 579	\$ 1,264	\$ 593	\$ 586	\$ 1,179	\$ 665	\$ 700	\$ 1,365

HUMAN RESOURCES BUDGET



PROPOSED BUDGET

\$ 874,000

DEPARTMENT DIVISIONS:

- Administration
- Hiring and employment
- Labor relations
- Policy and learning
- Employee benefits & well-being

2021-2022 KEY INITIATIVES

- Enhance the new hire employee on-boarding experience
- Participate on diversity, equity and inclusion taskforce
- Establish a recruitment marketing strategy
- Negotiate a Milwaukie Police Employee Association collective bargaining agreement

DID YOU KNOW?

- Human Resources maintains cooperative labor relationships with the city's respresented employees.
- Oversees employee recognition and wellness programs to promote health and happiness in the workplace.

HUMAN RESOURCES

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

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

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

PERSONNEL DESCRIPTION

Human Resources consists of two full-time equivalent employees (2.0 FTE), including one human resources director and one human resource specialist, who together provide a full range of human resource services.





ACCOMPLISHMENTS


- Established a formal employee/manager coaching process;
- Eliminated employee performance reviews;
- Completed an all-hands service excellence workshop, which included defining the 4Rs (;
- Established an employee wellness committee;
- Updated and improved employee FMLA and OFLA communication materials;
- Conducted all-employee de-escalation training with emphasis on front counter employees; and
- Increased focus on management and leadership development and training.


GOALS AND FOCUS

- Negotiate a successor Milwaukie Police Employee Association collective bargaining agreement;
- Procure services for employee engagement survey;
- Enhance the new hire employee on-boarding experience;
- Participate on diversity, equity and inclusion taskforce; and
- Establish a recruitment marketing strategy.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Labor contracts negotiated		1	2	0	1	1	0
Recruitments processed		23	22	22	12	20	20
Employment applications received		842	985	1,327	500	1,000	1,000
Number of new hires		30	23	22	12	20	20

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Percentage of regular status employees who successfully complete the first 180 days		100	88	84	90	90	90
Total turnover percentage		14.6	11.4	12.9	13.5	13.5	13.5
Turnover percentage - retirees		4.3	2.1	3.6	4	4	4
Turnover percentage - new job		2.3	5.7	4.8	4.5	4.5	4.5
Turnover percentage - other (for cause, education, relocation, health, personal, etc.)		8	3.6	4.5	5	5	5

 = Effective & Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

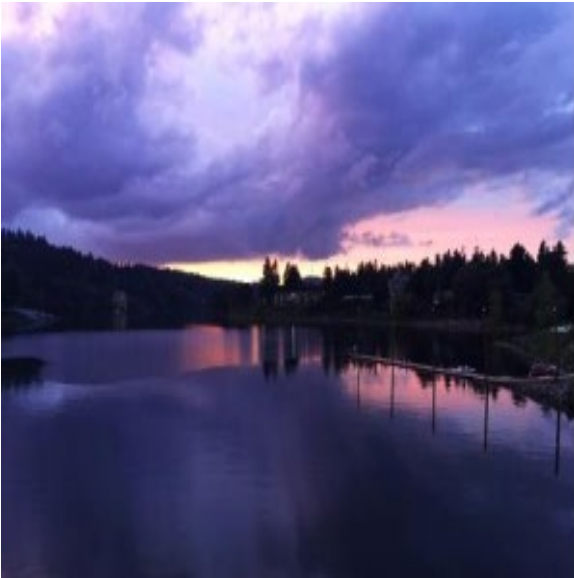
The measures indicate the department's ability to make quality hiring decisions and track number of applicants, providing for effective and efficient practices in recruitment strategy.

General Fund - Human Resources

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	
Salaries & Wages	\$ 177	\$ 182	\$ 390	\$ 187	\$ 201	\$ 388	\$ 228	\$ 210	\$ 438
Employee Benefits	74	83	179	87	95	182	123	145	268
Total Personnel Services	\$ 251	\$ 265	\$ 569	\$ 274	\$ 296	\$ 570	\$ 351	\$ 355	\$ 706
Materials & Services									
Contractual Services	49	44	50	21	23	44	30	30	60
City Attorney - Labor	5	20	20	10	10	20	8	8	16
General Office Supplies	2	1	4	2	1	3	2	2	4
Dues & Subscriptions	1	1	2	1	1	2	1	1	2
Education & Training	7	25	30	16	11	27	20	20	40
Advertising & Publicity	5	3	10	5	1	6	5	5	10
Negotiation Services	-	5	20	-	-	-	10	10	20
Employee Recognition	6	5	16	6	6	12	6	6	12
Wellness Program	-	-	6	1	1	2	2	2	4
Total Materials & Services	75	104	158	62	54	116	84	84	168
Human Resources Total	\$ 326	\$ 369	\$ 727	\$ 336	\$ 350	\$ 686	\$ 435	\$ 439	\$ 874

INFORMATION TECHNOLOGY BUDGET



PROPOSED BUDGET
\$ 3,006,000

DEPARTMENT DIVISIONS:

- Technology leadership
- Application services
- Technology security services
- Innovation and analytics
- Administration

2021 -2022 KEY INITIATIVES

- Provide accessible and secure environment that promotes trust and integrity
- Promote a high level of service to support system stability
- Manage technology solutions with resilient infrastructure design and increase efficiencies
- Provide tools to leverage data assets and support business decisions
- Secure the tools necessary to allow for continued work performance during COVID-19

DID YOU KNOW?

- Information Technology collects data from trouble tickets, metrics from monitoring systems and periodic user surveys
- During the initial COVID-19 response, the department transitioned staff to home offices
- Information Technology identifies and coordinates technology needs for the city and provides support to servers, network devices, email accounts, computers, copiers and more

INFORMATION TECHNOLOGY

DEPARTMENT MISSION

The Information Technology (IT) Department 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.

DEPARTMENT OVERVIEW

IT 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; and
- Identify, strategize and coordinate technology needs to determine whether or not current software applications can meet future needs.

PERSONNEL DESCRIPTION

The IT Department consists of three full-time equivalent employees (3.0 FTE), including one each of IT manager, IT analyst II and IT analyst I.

ACCOMPLISHMENTS






- Upgraded moving violations software for Police Department;
- Replaced and upgraded all in-vehicle technology of police vehicles to support future integrations;
- Updated all Windows 7 devices to Windows 10;
- Replaced 40% of all desktop computers as part of the scheduled annual replacement plan;
- Increased Internet speed while reducing costs;
- Assisted city departments with software procurement, including platforms for business registration, boards and committees, and volunteer management; and
- Quickly deconstructed workspaces, secured needed technical tools and transitioned staff to home offices during the COVID-19 telework transition.

GOALS AND FOCUS

- Provide accessible and secure environment that promotes trust and integrity;
- Conduct cybersecurity awareness trainings and quarterly phishing exercises;
- Manage technology solutions with resilient infrastructure design and increase efficiencies;
- Promote a high level of service to support system stability, including scheduled system replacement plans and maintaining support contacts; and
- Provide tools to leverage data assets and support business decisions such as data visualization options and cross-department application integration opportunities.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Servers supported		39	40	62	78	80	80
Network devices supported		24	26	31	53	53	53
Network accounts supported		286	288	298	313	313	313
Email accounts supported		250	250	250	250	250	250
Analog and VOIP (phone) lines supported		219	225	225	225	225	225
Desktop/laptop computers supported		133	194	200	210	210	210
Mobile devices supported		21	95	97	100	100	100
Printer, copier, and fax machines supported		30	38	40	40	40	35
Storage supported (in terabytes)		10	18	22	30	35	40
Service requests submitted to help desk		1,888	2,031	2,181	1,250	1,275	1,300

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Cyber Security Awareness Training - current user		N/A	N/A	88%	95%	100%	100%
Cyber Security Awareness Training - new user		N/A	N/A	75%	100%	100%	100%
Quarterly phishing test failure		N/A	N/A	9%	5%	3%	0%
Help desk ticket resolution (in business days)		N/A	N/A	2	1.5	1	1
Average age of desktop computer		N/A	N/A	6.5	6.5	6.5	5

 = Effective and Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

The quantity and service request types indicate the problems experienced by the user base and provide potential risks to operations and/or security. These measures also help identify trends which may indicate that expert assistance is needed to augment in-house staff knowledge and skills – all providing for an effective and efficient government operation.

These measures show whether resource levels are adequate to support the number of requests and the broad spectrum of technologies, infrastructure, applications and devices in production at the city.

General Fund - Information Technology

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Salaries & Wages	\$ 255	\$ 267	\$ 583	\$ 286	\$ 295	\$ 581	\$ 315	\$ 324	\$ 639
Employee Benefits	112	130	280	123	148	271	146	166	312
Total Personnel Services	\$ 367	\$ 397	\$ 863	\$ 409	\$ 443	\$ 852	\$ 461	\$ 490	\$ 951
Materials & Services									
Professional Services	6	7	40	-	12	12	45	20	65
Contractual Services:									
Maintenance Agreements	317	436	880	375	460	835	445	521	966
Telephone	154	108	262	134	135	269	157	157	314
Rents & Leases	35	55	85	36	38	74	50	55	105
General Office Supplies	42	11	88	34	22	56	42	47	89
Education & Training	6	1	31	5	6	11	14	17	31
Computer Software	4	3	35	14	10	24	42	8	50
Computer Hardware	28	34	143	68	73	141	121	84	205
Total Materials & Services	592	655	1,564	666	756	1,422	916	909	1,825
Capital Outlay									
Furniture & Equipment	70	421	156	152	35	187	80	150	230
Total Capital Outlay	70	421	156	152	35	187	80	150	230
Information Technology Total	\$ 1,029	\$ 1,473	\$ 2,583	\$ 1,227	\$ 1,234	\$ 2,461	\$ 1,457	\$ 1,549	\$ 3,006

MUNICIPAL COURT BUDGET



PROPOSED BUDGET

\$ 543,000

DEPARTMENT DIVISIONS:

- Adjudication
- Case management
- Court Administration

2021-2022 KEY INITIATIVES

- Update court rules and procedures to clarify processes for more efficient daily work efforts
- Coordinate with debt collection service to implement an amnesty program
- Reduce operating costs per processed citation
- Coordinate with Department of Motor Vehicles to transmit court abstracts electronically
- Implement an electronic court system to support sustainability efforts

DID YOU KNOW?

- Municipal Court provides local a forum to resolve minor traffic violations, parking citations and violations of city ordinances
- Through this department, the city maintains a partnership with North Clackamas School District to provide attendance court services for all public schools within district boundaries
- Prior City Council minutes reveal the first discussion of a municipal court in Milwaukie occurred in January 1925

MUNICIPAL COURT

DEPARTMENT MISSION

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, school attendance violations and breaches to the municipal code.

DEPARTMENT OVERVIEW

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

DEPARTMENT HISTORY AND BACKGROUND

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 State Statute, occurring within the city limits. The city does not have misdemeanor court and by statute has no jurisdiction over felonies. Milwaukie is situated on two major highways, Hwy 99E and Hwy 224, where the Milwaukie Police Department conscientiously enforces traffic violations to protect community livability and to reduce the incidences of vehicular-involved accidents.

PERSONNEL DESCRIPTION

The Municipal Court Department consists of one and one half full-time equivalent employees (1.5 FTE), including the court operations supervisor and one-half administrative specialist II. Municipal Court is receiving a reduction in staffing due to several factors that include the reduction in citation revenues and efficiencies gained through streamlining processes from several programs related to the functions of the administrative staff. The Municipal Court contracts with the appointed municipal court judge. By City Charter, the appointed Judge is the judicial officer of the city and holds office at the pleasure of City Council. He or she must be a member in good standing of the Oregon State Bar during the entire term of office.










ACCOMPLISHMENTS





- Continued to work with a debt collection service on outstanding court accounts;
- Procured new service agreements for judicial services;
- Reviewed and purged accounts with expired judgments;
- Continued collaboration with Police Department and North Clackamas School District for truancy (attendance) court;
- Met or exceeded state requirements on all court issues;
- Evaluated all court correspondence for clarity and conciseness; and
- Supported employee education toward certifications.


GOALS AND FOCUS

- Reduce operating costs per processed citation, including elimination of manual processes;
- Continue to meet or exceed state requirements on all court issues;
- Update court rules and procedures to clarify processes for more efficient daily work efforts;
- Continue collaboration with Police Department and North Clackamas School District on attendance court matters;
- Coordinate with debt collection service on implementation and success of an amnesty program;
- Implement an electronic court system to support sustainability efforts;
- Continue supporting employee education and certification programs; and
- Coordinate with Department of Motor Vehicles to transmit court abstracts electronically.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Traffic citations processed		6,453	4,340	4,288	4,503	4,728	4,964
Code violations processed		64	96	91	93	95	99
Parking violations processed		1,227	1,459	2,238	2,350	2,467	2,590
Minor in Possession cases filed		3	5	6	8	9	10
Accounts sent to collections after a 90-day period (if failed to appear)		891	1,495	879	900	920	950
Accounts sent to collections for failure to comply		171	299	186	200	220	240
Licenses suspended for failure to pay fine		1,438	1,299	1,183	1,208	1,232	1,256
Trials docketed		317	266	218	228	239	251
Total amount collected - net of statutory remittances to other agencies (in thousands)		1,013	831	809	850	875	900

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Cases disposed of within 90 days of issuance		6,777	5,178	4,843	6,100	6,750	6,900
Payments received via internet		2,223	1,966	1,754	1,800	1,850	1,900
Operating cost per processed violation		44	60	48	54	52	52
Truancy court cases processed		69	4	1	5	5	5

 = Effective and Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

Streamlined procedures reduce the cost to process each citation, help reduce backlog and processing delays, and indicate where improvements can be made. These measures are important to track and monitor in order to be effective and efficient.

Alternate payment options such as online and automated payments can positively impact the time staff spends in processing mail.

General Fund - Municipal Court

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	3.0	3.0	2.5	2.5	2.5	2.5	1.5	1.5	1.5
Salaries & Wages	\$ 165	\$ 174	\$ 329	\$ 151	\$ 167	\$ 318	\$ 118	\$ 122	\$ 240
Employee Benefits	88	94	195	83	113	196	85	92	177
Total Personnel Services	\$ 253	\$ 268	\$ 524	\$ 234	\$ 280	\$ 514	\$ 203	\$ 214	\$ 417
Materials & Services									
Professional Services:									
Judge	32	26	74	23	26	49	28	28	56
Prosecutor	45	46	90	45	45	90	20	20	40
Contractual Services	7	8	23	7	7	14	9	9	18
General Office Supplies	4	1	4	1	4	5	1	1	2
Dues & Subscriptions	1	-	2	-	-	-	1	1	2
Education & Training	3	6	8	3	2	5	4	4	8
Total Materials & Services	92	87	201	79	84	163	63	63	126
Municipal Court Total	\$ 345	\$ 355	\$ 725	\$ 313	\$ 364	\$ 677	\$ 266	\$ 277	\$ 543

PLANNING SERVICES BUDGET



PROPOSED BUDGET

\$ 1,689,000

DEPARTMENT DIVISIONS:

- Comprehensive planning
- Development review
- Long-range planning and vision

2021-2022 KEY INITIATIVES

- Complete map and inventory updates to the Comprehensive Plan
- Implement components of the recently adopted Comprehensive Plan, including amendments for housing and a private property tree protection
- Initiate an update to the Transportation Systems Plan

DID YOU KNOW?

- Planning manages projects that fall into four categories:
 - Current planning
 - Regulation improvements
 - Long-range planning
 - Community development
- Planning works closely with two review bodies – Planning Commission and Design & Landmarks Committee
- For the past three years, Planning has returned 100% of phone and email messages within 24 hours

PLANNING SERVICES

DEPARTMENT MISSION

The Planning Department collaborates with community and colleagues to advance the vision of Milwaukie as a livable city. The department does this 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.

DEPARTMENT OVERVIEW

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 purpose of the Planning Department is to:

- Administer zoning, sign and land division ordinances, and state and federal laws regulating development within the city;
- Support City Council, Planning Commission, Design & Landmarks Committee and other council-appointed planning committees in achieving the community's vision and comprehensive plan;
- Complete projects required for the city to comply with the Metro Urban Growth Management Functional Plan and Regional Transportation Plan;
- Assist applicants and inform 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; and
- Promote livability and protect property and natural resources by seeking compliance with city regulations.

DEPARTMENT HISTORY AND BACKGROUND

Three years ago, the Planning Department worked with the City Council and the community to create an award-winning Vision in 2017. That Vision quickly transitioned into a full update of the city's Comprehensive Plan, which included an extensive community outreach effort and is expected to be adopted by Council at the same meeting as this budget. These long-range planning projects also occurred during a time of unprecedented development with the department managing a steady flow of development applications, including some very large, and complex projects such as the Hillside Master Planning process, Northwest Housing Alternatives Campus redevelopment, several North Clackamas School Buildings, including Milwaukie High School, the Ledding Library and several other large-scale residential and mixed use projects throughout the city.

PERSONNEL DESCRIPTION

Planning work is spread among four full-time equivalent employees (4.0 FTE), including one planning director, one senior planner and two associate planners. For the past three years, the department has also had a time-limited position to deliver the Vision and Comprehensive Plan – that position was hired as an assistant planner.















ACCOMPLISHMENTS

















- Completed work towards updating Comprehensive Plan policies, including 25 meetings with the Comprehensive Plan Advisory Committee, three town halls, two open houses, four online open house surveys, three Spanish language focus groups, and numerous meetings with the Planning Commission, City Council and neighborhood groups;
- Amended sections of the code;
- Provided technical assistance for community development efforts to study cottage cluster housing and accessory dwelling units;
- Provided technical assistance to the Clackamas County Housing Authority for the proposed Hillside Master Plan;
- Effectively processed and reviewed a significant increase in development applications; and
- Coordinated and facilitated land use and development reviews for major projects requiring review by the Planning Commission, City Council, or the Design and Landmarks Committee, including:
 - Annexation of a 55-lot single family subdivision on Lake Rd;
 - 170 assisted living and senior housing units on Rusk Rd;
 - Reconstruction of high school ball fields;
 - Modifications to city hall;
 - Variance for a 237-unit apartment complex at Monroe St and 37th Ave;
 - Six-lot subdivision on Railroad Ave;
 - Five-lot subdivision on 19th Ave; and
 - Hillside Master Plan.

GOALS AND FOCUS

- Complete Comprehensive Plan map and inventory updates;
- Implement key elements of the Comprehensive Plan, including the code amendments related to housing, private property tree protections and parking amendments;
- Initiate process to update mixed use/commercial/neighborhood hub zoning;
- Complete the Central Milwaukie Bikeway Connections Update;
- Initiate scoping for the Transportation System Plan;
- Support city efforts to develop a more walkable community;
- Support Community Development work to improve housing affordability in Milwaukie and meet housing needs;
- Support city efforts to implement the Climate Action Plan; and
- City staff do expect that there will be impacts to new development applications as a result of the projected economic recession due to COVID-19.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOALS	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
LAND USE APPLICATIONS SUBMITTED							
Type I (Planning Director)		77	67	51	65	65	65
Type II (Planning Director)		6	14	22	20	20	20
Type III (Planning Commission)		28	24	22	20	20	20
Design review (DLC recommendation)		1	1	0	1	1	1
Annexations (City Council)		9	5	2	5	5	5
Type IV or V applications (PC & CC)		5	3	4	4	4	4
Type V hearings (often multi-part)		11	13	9	10	10	10
DLC or PC meetings staffed		32	35	36	34	34	34
Project briefings provided to DLC, PC, CC or advisory group		30	28	42	38	38	38
Number of intergovernmental coordination meetings attended		20	20	20	20	20	20
Development review and customer service (in hours per week)	 	80	60	60	60	60	60
Pre-application conferences (including meetings)		52	32	35	35	35	35
Project open houses, workshops and public involvement meetings/presentations		22	15	18	20	20	20
PRODUCE SOUND LAND USE DECISIONS		FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Appeals to Planning Commission		0	0	1	0	0	0
Appeals to City Council		0	3	0	1	0	0
Appeals upheld		0	3	1	0	0	0

PERFORMANCE MEASURES	GOALS	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
MEET STATE-MANDATED DEADLINE FOR LAND USE DECISIONS							
Completeness review performed within 30 days of submittal	 	100%	100%	100%	100%	100%	100%
Decisions produced within 120 days (excluding extension granted by applicant)	 	100%	100%	100%	100%	100%	100%
Initially meet all public notification requirements	 	100%	100%	100%	100%	100%	100%
PROVIDE HIGH QUALITY SUPPORT TO PC & DLC COMMITTEES							
Provide meeting materials one week in advance	 	100%	100%	100%	100%	100%	100%
First Type III public hearing held within 50 days after application deemed complete (unless waived)	 	100%	100%	100%	100%	100%	100%
Phone and email messages returned returned within 24 hours	 	100%	100%	100%	100%	100%	100%
Grants awarded	 	2	0	1	1	1	1
Reports, studies, plans and amendments adopted or accepted by City Council	 	3	4	4	4	4	4

 = Community Engagement  = Housing Affordability  = Effective & Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

The department strives to provide timely and accurate information to property owners and developers, deliver a high level of support to our volunteers, and assist citizens and business owners with understanding of the rules that affect their property. These measures focus on providing effective and efficient government practices and assist the department in understanding workload implications, as well as engaging with the community.

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

Tracking the volume of land use applications submitted is an indicator of how much time is needed to process applications, as well as showing development and investment activity in the city. These measures are important for the housing affordability goal set by City Council.

The low rate of appeals likely results from several factors, including thorough staff and commissioned work, but also the types of decisions typically reviewed in the city. A low appeal rate is important, as a high rate of appeals for any reason would increase expenses and warrant an examination as to how the rate could be lowered. This is another testament to the department's commitment of efficient government.

General Fund - Planning

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	5.0	5.0	5.0	5.0	5.0	5.0	4.0	4.0	4.0
Salaries & Wages	\$ 405	\$ 421	\$ 899	\$ 442	\$ 466	\$ 908	\$ 392	\$ 404	\$ 796
Employee Benefits	170	200	440	208	235	443	237	238	475
Total Personnel Services	\$ 575	\$ 621	\$ 1,339	\$ 650	\$ 701	\$ 1,351	\$ 629	\$ 642	\$ 1,271
Materials & Services									
Professional Services	110	96	410	139	90	229	190	190	380
City Attorney	19	15	-	-	-	-	-	-	-
Dues & Subscriptions	2	3	6	5	3	8	3	3	6
Education & Training	5	5	18	7	4	11	8	8	16
Assisted Annexation	1	1	2	1	2	3	1	1	2
Meeting Expenses	5	4	28	6	7	13	7	7	14
Total Materials & Services	142	124	464	158	106	264	209	209	418
Planning Total	\$ 717	\$ 745	\$ 1,803	\$ 808	\$ 807	\$ 1,615	\$ 838	\$ 851	\$ 1,689

CODE ENFORCEMENT BUDGET



PROPOSED BUDGET
\$ 531,000

DEPARTMENT DIVISIONS:

- Code compliance
- Nuisance abatement
- Neighborhood preservation
- Downtown parking enforcement

2021-2022 KEY INITIATIVES

- 90% resolution rate for all code cases prior to citation issuance
- Consider lien foreclosure options on habitual nuisance properties
- Continued implementation of 2018 Downtown Parking Management Strategy

DID YOU KNOW?

- Code Enforcement strives to resolve code cases without issuing a citation whenever possible
- A code violation is a condition or situation that is in violation of the Milwaukie Municipal Ordinance
- The majority of violations fall under the nuisance codes, such as weeds and noxious growth
- Properties that are compliant with the city's codes can get certified and acknowledged through the "I Live By The Code" program

CODE ENFORCEMENT

DEPARTMENT MISSION

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.

DEPARTMENT OVERVIEW

The Code Enforcement Department is responsible for conducting 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; and
- Resource referral and abatement.

PERSONNEL DESCRIPTION

The Code Enforcement Department is currently comprised of two full-time equivalent employees (2.0 FTE), including one code compliance coordinator and one parking enforcement officer.





ACCOMPLISHMENTS







- Increased the half-time parking enforcement officer position to a full-time position;
- Assisted Community Development Department and consultant in creating the 2018 Downtown Parking Management Strategy;
- Coordinated with Engineering and other departments with parking needs and enforcement during south downtown construction;
- Collaborated with Municipal Court to restart program to immobilize vehicles for non-payment;
- Implemented an enforcement process of right-of-way use permits with Finance Department, City Manager's Office and City Attorney;
- Coordinated with City Manager's Office regarding Spring Park encroachment issues;
- Applied enforcement strategies for plastic bag and polystyrene ordinance; and
- Assisted Building Inspections Department to revise the Dangerous Building Code.

GOALS AND FOCUS

- Achieve a 90% case resolution rate for all code cases prior to citation issuance;
- Coordinate with Finance Department to consider lien foreclosure options on habitual nuisance properties;
- Procure a new parking enforcement handheld device; and
- Continue implementation of the 2018 Downtown Parking Management Strategy actions.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
City Council, boards and commissions, NDA meetings attended		3	7	10	12	12	12
Parking citations issued		936	917	1,924	2,000	2,000	2,000
Code citations issued		79	82	85	80	80	80
Total code cases generated		764	882	743	800	800	800
-- citizen generated		351	299	289	350	350	350
-- other city staff generated		151	194	225	200	200	200
-- code staff generated		262	389	229	250	250	250

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Percentage of cases where no violation exists		14%	15%	8%	15%	15%	15%
Percentage of compliance after notice(s)		79%	75%	83%	75%	75%	75%
Percentage of compliance after citation		7%	9%	8%	9%	9%	9%
Number of properties in compliance after abatement notice posted		0	1	0	2	2	2
Properties cleaned by the city		1	0	0	3	3	3
Time conducting parking enforcement in downtown (hours per week)		13	13	34	34	34	34

 = Community Engagement  = Effective and Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

These measures show how staff is effectively and efficiently getting voluntary compliance instead of a more formal code enforcement action. Code Enforcement strives to resolve code cases without issuing a citation wherever possible, as it is both beneficial to citizens and more cost effective for the city. The goal is to always resolve complaints through education and professionalism with citizens.

Case resolution percentages listed are based on the number of resolved cases for a particular fiscal year, while the total number of code enforcement-generated cases indicates the number of new enforcement cases opened in a particular fiscal year. This distinction was needed to capture the cases resolved during the current fiscal year but were opened during a previous fiscal year.

General Fund - Code Enforcement

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	1.5	1.5	1.5	2.0	2.0	2.0	2.0	2.0	
Salaries & Wages	\$ 84	\$ 80	\$ 220	\$ 99	\$ 95	\$ 194	\$ 124	\$ 130	\$ 254
Employee Benefits	48	53	147	64	66	130	90	100	190
Total Personnel Services	\$ 132	\$ 133	\$ 367	\$ 163	\$ 161	\$ 324	\$ 214	\$ 230	\$ 444
Materials & Services									
Professional Services	4	9	20	-	-	-	8	8	16
Contractual Services	7	4	22	5	4	9	11	11	22
General Office Supplies	5	3	12	5	10	15	9	6	15
Dues & Subscriptions	1	-	2	-	-	-	-	-	-
Education & Training	1	-	4	1	1	2	2	2	4
Abatement	8	1	30	-	-	-	15	15	30
Total Materials & Services	26	17	90	11	15	26	45	42	87
Code Enforcement Total	\$ 158	\$ 150	\$ 457	\$ 174	\$ 176	\$ 350	\$ 259	\$ 272	\$ 531

PEG (PUBLIC, EDUCATIONAL & GOVERNMENT) BUDGET



PROPOSED BUDGET
\$ 36,000

DEPARTMENT DIVISIONS:

- Communication
- Access center support
- Administration

2021-2022 KEY INITIATIVES

- Update government access equipment
- Provide funding for access centers
- Encourage and support sharing of equipment and resources between the access centers

DID YOU KNOW?

- Information is communicated to residents over public, educational and government (PEG) access television channels
- PEG supports access centers like Clackamas Community College, Sabin-Schellenberg Professional Technical Center and Willamette Falls Studios

PEG (PUBLIC, EDUCATIONAL & GOVERNMENT)

DEPARTMENT MISSION

The mission of the Public, Educational and Government (PEG) Department is to serve 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.

DEPARTMENT OVERVIEW

The purpose and function of the PEG department is to support access centers, including 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).

DEPARTMENT HISTORY AND BACKGROUND

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.

PERSONNEL DESCRIPTION

This program has no full-time equivalent employees and is administered by the Finance Department.





ACCOMPLISHMENTS

- Updated television and microphones in City Council chambers;
- Replaced aging equipment in the government access control room;
- Donated government access equipment to educational access centers;
- Shared programs between access centers; and
- Remodeled and updated the public access master control room and engineering space.

GOALS AND FOCUS

- Update government access equipment to align with industry standards;
- Retain a balance for the use in the new city hall remodel anticipated for FY 2023;
- Continue to provide funding for access centers; and
- Encourage and support the sharing of equipment and resources between the access centers.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
City government televised meetings		95	84	85	85	85	85
Public access studio users from Milwaukee		100	108	111	111	115	125
Original non-repetitive productions produced for public access cablecast (number of programs)		683	461	309	122	349	465
Original production of public access programming (in hours)		140	215	101	35	127	212

 = Community Engagement

WHY ARE THESE MEASURES IMPORTANT TO US?

Using statistics reported by the access centers will assist with allocation decisions in this department.

General Fund - PEG*

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Materials & Services									
Equipment <\$10,000	-	-	160	30	12	42	18	18	36
Willamette Falls TV	29	42	-	-	-	-	-	-	-
Public Education & Government (PEG)	1	25	-	-	-	-	-	-	-
Total Materials & Services	30	67	160	30	12	42	18	18	36
Capital Outlay									
Equipment	31	-	-	-	-	-	-	-	-
Total Capital Outlay	31	-	-	-	-	-	-	-	-
PEG Total	\$ 61	\$ 67	\$ 160	\$ 30	\$ 12	\$ 42	\$ 18	\$ 18	\$ 36

*PEG = Public, Educational, and Government

CITY RECORDER BUDGET



PROPOSED BUDGET

\$ 878,000

DEPARTMENT DIVISIONS:

- Administration
- Records management
- Elections
- City Council support

2021-2022 KEY INITIATIVES

- Continued administrative support for City Council, advisory boards and constituents
- Administer, streamline and document the boards and committees' recruitment process
- Provide timely and complete responses to public records requests
- Update the city's Disaster Recovery Manual
- Audit and maintain electronic records

DID YOU KNOW?

- The city recorder serves as clerk of City Council and is the city's elections officer and records manager.
- The city recorder stewards all administrative, historical, legal and financial records in accordance with state-mandated record retention schedules.
- The office of the city recorder is one of the oldest departments dating back to the city's incorporation in 1903.

CITY RECORDER

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

As clerk of the Council, the OCR supports and records all Council proceedings and manages all public records. The OCR 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 OCR provides some technical webmaster assistance, administers the city's electronic records management system, and provides various administrative support functions. The city recorder serves as the city's elections officer. The OCR achieves these main functions through:

- Administrative support for Council, advisory boards and constituents by maintaining access to information as it relates to the legislative process.
- Support 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;
- Oversee the city's regular standing board and committee recruitment and appointment processes;
- Administer the city's records management program to meet operational goals and make information readily available for prompt and cost-effective delivery;
- Use of technology and best practices to enhance access to information;
- Provide access to records in as many mediums as possible while maintaining the city's electronic storage and retrieval systems;
- Administer municipal elections by accepting and verifying filing materials, preparing and submitting proposed ballot titles, providing forms and information to the public, publishing election notices and certifying election results; and
- Engage with community partners to promote Milwaukie's heritage by collaborating on special events and making historic documents publicly available.

PERSONNEL DESCRIPTION

The OCR consists of three full-time equivalent employees (3.0 FTE), including a city recorder, records and web specialist, and administrative specialist II.

















ACCOMPLISHMENTS









- Administered local application of Oregon Records Management Solution project as the city's electronic records management system;
- Conducted the city's boards and committees' recruitment process;
- Implemented a new boards and committees' application and volunteer database system;
- Maintained reasonable and consistent preparation time of council minutes;
- Began implementation of the Council-initiated youth member pilot program for select boards and committees;
- Presented an update to Council of the city's public records code and policy as a result of changes to public records laws adopted by the Legislature;
- Provided training and education to department employees in support of professional certifications;
- Maintained relationship with the Milwaukie Historical Society to celebrate city heritage; and
- Met or exceeded statutory requirements for public meetings and public records and provided timely responses to public records requests.

GOALS AND FOCUS

- Conduct records audits and purge electronic records that have met retention;
- Administer, streamline and document the boards and committees' recruitment process;
- Implement Oregon Records Management Solution citywide and provide training and support to departments;
- Meet or exceed statutory requirements for public meetings and records;
- Provide timely and complete responses to public records requests;
- Continue training and education support toward certifications; and
- Update the city's Disaster Recovery Manual.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Council - # of meetings		69	82	80	80	80	80
Council - % of agendas posted 7 days before		100	100	100	100	100	100
Council - % of minutes approved in 30 days		91	91	88	96	95	95
Council - # of agenda items		295	314	342	300	300	300
Council - # of packets printed		138	164	160	160	160	160
Council - # of resolutions adopted		110	94	96	95	95	95
Council - # of ordinances adopted		27	12	12	20	20	20
Board and Committee - applications received		54	34	22	50	45	40
Board and Committee - candidates interviewed		42	25	18	30	35	30
Board and Committee - appointments total (new & reappointments)		65	47	15	45	45	35
Elections - # of council or measure elections		2	0	1	0	1	0
Records (HPRM) - # of digital files registered		81,998	7,634	12,301	10,000	10,000	10,000
Records (HPRM) - # of digital files viewed		9,216	18,728	10,149	13,000	13,000	13,000
Records (HPRM) - # of digital files deleted		637	915	4,594	5,000	6,000	7,000
Records (HPRM) - # of files published online		296	211	208	250	250	250
Records - cubic feet of paper files purged		44	172	71	40	45	50

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Video Views (YouTube) - Council meetings		n/a	4,079	9,064	10,000	11,000	12,000
Video Views (YouTube) - cultural events		n/a	2,548	3,239	4,000	4,500	5,000
Video Views (YouTube) - heritage channel total		155	257	193	200	225	250
Video Views (YouTube) - city channel total		420	7,729	12,303	13,000	13,500	14,000
Record Requests - # per fiscal year		307	326	353	320	340	350
Record Requests - % submitted online		89	99	99	99	99	99
Record Requests - % acknowledged in 4 hours		100	99	99	99	99	99
Record Requests - % completed in 5 days		92	95	95	95	95	95



= Community Engagement



= Climate Change Action



= Effective & Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

Supporting City Council and ensuring public meeting and election laws are observed provides for effective and efficient government practices. Meeting administration assists in community engagement by ensuring citizens of Milwaukie can follow elected leaders.

Effective records management practices that meet public records laws and timely and accurate responses to public records requests are critical to the city's mission and to ensuring a transparent government. The measures above document the OCR's effectiveness in administering the city's records and information in an efficient manner, which contribute to climate change actions and sustainability.

General Fund - City Recorder

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	
Salaries & Wages	\$ 200	\$ 192	\$ 420	\$ 204	\$ 215	\$ 419	\$ 230	\$ 236	\$ 466
Employee Benefits	102	110	247	86	131	217	121	135	256
Total Personnel Services	\$ 302	\$ 302	\$ 667	\$ 290	\$ 346	\$ 636	\$ 351	\$ 371	\$ 722
Materials & Services									
Professional Services	9	7	14	10	2	12	12	12	24
Contractual Services	-	-	6	-	-	-	-	-	-
General Office Supplies	30	25	60	26	26	52	27	27	54
Dues & Subscriptions	1	1	4	1	1	2	1	1	2
Education & Training	2	4	10	4	3	7	4	4	8
Archiving	34	34	68	33	34	67	34	34	68
Total Materials & Services	76	71	162	74	66	140	78	78	156
City Recorder Total	\$ 378	\$ 373	\$ 829	\$ 364	\$ 412	\$ 776	\$ 429	\$ 449	\$ 878



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NON-DEPARTMENTAL BUDGET



PROPOSED BUDGET
\$ 1,930,000

DEPARTMENT DIVISION:

- Administration
- Insurance premiums
- Neighborhood grants
- Debt service

2021-2022 KEY INITIATIVES

- Ensure accurate and timely payments on the PERS and SPWF Loans
- Distribute grants to neighborhood district associations to assist in funding community programs and events
- Provide financial utility assistance to eligible customers

DID YOU KNOW?

- Non-Departmental holds a utility assistance fund to help families in need with their utility bill
- Each year a Neighborhood District Association Annual Grant Program Report is issued to show how grant funds were spent in each of the seven neighborhoods

NON-DEPARTMENTAL

DEPARTMENT MISSION

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

DEPARTMENT HISTORY AND BACKGROUND

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



PERSONNEL DESCRIPTION

There are no personnel in this department.

GOALS AND FOCUS

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

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Dollar amount of grants distributed to neighborhood districts		31,890	31,890	32,275	32,515	33,000	34,000
Families/accounts receiving financial utility assistance		4	4	5	6	10	10

 = Community Engagement

General Fund - Non-Departmental

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022		
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022
Materials & Services								
Professional Services	-	-	20	-	-	-	-	-
Contractual Services:								
General Insurance Premiums	293	325	744	345	351	696	404	464
Neighborhood Grants & Insurance	32	32	64	32	32	64	32	32
Other	8	13	20	13	15	28	10	11
Dues & Subscriptions	14	15	31	15	15	30	16	16
Emergency Utility Assistance	1	1	10	1	1	2	5	5
Risk Management & Self Insurance Claims	9	13	24	5	1	6	5	5
Total Materials & Services	357	399	913	411	415	826	472	533
Debt Service								
PERS Bond to fund UAL (2006)	345	361	776	378	398	776	398	416
SPWF Loan from State (2008)	48	48	96	44	51	95	45	43
Total Debt Service	393	409	872	422	449	871	443	459
Capital Outlay								
Construction in Progress	-	24	-	-	-	-	-	-
Total Capital Outlay	-	24	-	-	-	-	-	-
Transfers to Other Funds								
Transfers to Other Funds	-	-	1,287	311	976	1,287	23	-
Total Transfers Out	-	-	1,287	311	976	1,287	23	-
Non-Departmental Total	750	832	498	522	1,840	2,984	938	992
Reserves - General Fund:								
Contingency	-	-	1,785	-	-	-	893	893
Unappropriated Ending Fund Balance	7,338	7,551	3,491	9,164	9,011	9,011	6,381	4,504
Total Reserves - General Fund	7,338	7,551	5,276	9,164	9,011	9,011	7,273	5,397
Total	\$ 8,088	\$ 8,383	\$ 5,774	\$ 9,686	\$ 10,851	\$ 11,995	\$ 8,211	\$ 6,389
							\$ 7,327	



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POLICE DEPARTMENT BUDGET



PROPOSED BUDGET
\$ 15,455,000

DEPARTMENT DIVISIONS:

- Code and criminal investigation
- Patrol operations
- Records
- School resource officer
- Traffic safety

2021-2022 KEY INITIATIVES

- Provide exceptional public safety services to the community
- Work with citizen groups, city departments and other law enforcement partners to develop effective strategies for maintaining a safe and livable community
- Effective recruitment and retention of quality personnel
- Implement new technologies and enhance use of analytics and data-driven strategies
- Utilize social media more efficiently to support Council and city goals related to community engagement

DID YOU KNOW?

- Milwaukie Police Department services over 20,000 residents
- Milwaukie Police Department has specialty assignments, including K9, bike patrol, public information officer, SWAT and crisis negotiations
- The department welcomes citizen participation through programs such as Police Cadet, Citizen Ride-Along and the Public Safety Advisory Committee

POLICE DEPARTMENT

DEPARTMENT MISSION

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.

DEPARTMENT OVERVIEW

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 Police 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; and
- Support of state and federal task force operations.

PERSONNEL DESCRIPTION

The Police Department consists of forty and one-half full-time equivalent employees (40.50 FTE), which are divided in two divisions – Administration and Operations. Each division is managed by one of two captains who report directly to the chief of police. Many specialty units, including teams for traffic, K9, interagency narcotics, school resource officer and one of the TriMet transit police positions, are only staffed when all FTE positions are full. During times of personnel shortages, employees assigned to specialty units are rolled back in to patrol in order to fulfill core functions of patrol services.

The Operations division consists of units for patrol, traffic, K9 and officers assigned to the TriMet Transit Police Division.

- Patrol unit consists of six patrol sergeants and 16 officers, including a K9 team. Patrol operates 24/7 and primarily responds to all service calls and serves as the public face of the Milwaukie Police Department.
- Traffic unit consists of one sergeant from the patrol unit and one traffic enforcement officer. While this unit augments the patrol division, it is primarily responsible for traffic enforcement and safety.
- One sergeant and one patrol officer are assigned to the TriMet Transit Police Division through an inter-agency agreement. The assigned personnel are tasked with public safety on buses and trains in the greater Portland metro area.
- Four officers are assigned to the Clackamas County Interagency SWAT and Crisis Negotiation Teams (CNT). These assignments are ancillary to regular duties and the teams respond to emergencies countywide when activated by one of the partner agencies. The purpose of both teams is to preserve life and the safe resolution of complex crisis situations.

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

- Detectives unit consists of one sergeant and four detectives, who perform general assignment investigations, including property and person crimes, and specialized computer forensics and crime scene processing. When the workload allows traditionally one detective fills a role on the Clackamas Inter Agency Task Force.
- Property Room Technician is filled by one civilian and is responsible for all evidence and property seized by officers and detectives. This position tracks, stores and transports evidence to the state crime lab for examination, as well as manages retention requirements.
- School Resource Officer works primarily at the high school during the school year and is also available to the junior high and grade schools, as needed. In the summer months, this position assists the detective unit which allows for additional exposure to more complicated cases and serves as a detective training program.
- Records Management unit is comprised of two police records specialists and one police records supervisor. This unit's responsibility is to maintain all Milwaukie Police Department records and reports and provide high-quality service to both internal and external customers through the accurate, timely, and efficient management of the department records. Additionally, there is one administrative specialist II who supports the chief and captains.

ACCOMPLISHMENTS










- Continued participation in cooperative regional efforts that provide security to residents, including TriMet Transit Police Division, Clackamas County Major Crimes Team, Interagency Drug Task Force and Clackamas County Inter Agency SWAT and CNT Teams;
- Maintained public outreach efforts with the Bike for Kids program, Shred Day, Narcotics Turn-In Day, and participating in neighborhood and Public Safety Advisory Committee activities.
- Initiated Coffee with a Cop outreach program;
- Awarded four officers with meritorious service award for life saving actions;
- Provided advanced crisis intervention training to several officers;
- Graduation of two sergeants from Southern Police Institute's Administrative Officer Course and graduation of three officers from regional sergeant's academy;
- Provided opportunities for three officers to work as acting sergeants;
- Promotions awarded for captain and sergeant positions;
- Recruited and hired two officers to fill previously unfilled vacancies, and currently conducting processes to fill two vacancies created by recent retirements;
- Led efforts to create a countywide Peer Support Team for officers which takes a wholistic approach to officer wellness, support, mental health and adopts best practices for the stressors involved in law enforcement. At Milwaukie, this group is led by one sergeant and includes four officers;
- Encouraged regular attendance of command staff at all Neighborhood District Association meetings to promote positive communication and a strong commitment to community outreach and exchange of information;
- Became a partner agency in the Opioid Task Force (the "Project Hope" response to opioid overdoses) and the Oregon Association of Chiefs of Police Homelessness Committee;
- Partnered with the American Legion to create a dedicated Veteran's Outreach program, Corporal Diffy Fund, to bridge the gap and provide additional funding and resources to veterans in crisis;
- Conducted the department's first ever human trafficking missions, including operations specifically targeted towards prostitution and child luring crimes in the Milwaukie area;



- Reinstated the Milwaukie Police Department Bicycle Patrol program to better serve the city and engage in community events and functions. One officer was certified through the state as a Police Mountain Bike Patrol Instructor and four additional officers have been trained and certified to perform bike patrol functions; and
- Received one half-time position transfer from Finance to regain the Emergency Manager position. This new position plans for and adopts strategies to deal with emergencies and disaster relief planning for the city.

GOALS AND FOCUS

- Continue providing exceptional public safety services to the community;
- Work proactively with citizen groups, city departments and other law enforcement partners to develop effective strategies for maintaining a safe and livable community;
- Effective recruitment and retention of quality personnel;
- Fill vacant specialty position(s) in the Traffic unit;
- Provide career development and leadership opportunities for ongoing succession planning;
- Develop and train additional officers to coach new recruits through the Field Training and Evaluation Program to accommodate new hires over the next two years;
- Implement new technologies and enhance the use of analytics and data-driven enforcement strategies;
- Deliver in-service training on diversity for entire department;
- Take affirmative steps towards city goals and objectives by purchasing the first hybrid vehicle for the Detectives unit;
- Utilize social media more efficiently and regularly to support Council and city goals related to community engagement;
- Support Project Hope through funding and partnerships in a goal to reduce the number of people who overdose. This program not only reduces 911 calls and criminal prosecutions, but also improves the quality of life for those struggling with substance use disorder and connects vulnerable patients to treatment and other critical resources; and
- Support Law Enforcement Assisted Diversion (L.E.A.D.) 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 is designed to reduce the burden on the justice system related to low-level drug offenses and the houseless populations and emphasize treatment options over incarceration.

PERFORMANCE MEASURES – OPERATIONS DIVISION

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Priority one calls		2,340	2,165	2,253	2,253	2,253	2,253
Priority two calls		1,449	1,377	1,413	1,413	1,413	1,413
Alarm calls		533	512	565	537	537	537
Total police contacts		23,484	26,163	22,658	24,102	24,308	23,689
Average contacts per day		64	72	62	66	67	65
Injury traffic crashes with case numbers		38	27	32	32	32	31
Non-injury traffic crashes with case numbers		121	111	98	110	110	115
Total traffic accidents		159	138	130	142	142	146
Citations issued by patrol		2,224	4,345	4,394	3,654	3,654	4,012

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Average response time to priority one calls (hh:mm:ss)		00:04:29	00:05:30	0:05:00	0:05:00	0:05:00	0:05:00
Average response time to priority two calls (hh:mm:ss)		00:04:37	00:04:33	0:04:35	0:04:35	0:04:35	0:04:35



= Effective and Efficient Government



= Community Engagement

WHY ARE THESE MEASURES IMPORTANT TO US?

Priority one calls represent those calls for service with the greatest danger to citizens. Milwaukie Police Department's ability to respond in a timely manner directly affects the safety of the community.

Traffic safety is a priority for the citizens of Milwaukie. The number of traffic citations issued and the number of accidents that occur are a direct reflection of the department's efforts and strategies to increase traffic safety in the city.




COMMENTS AND OTHER RELEVANT DEPARTMENT ISSUES



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


SPECIAL NOTES

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

PERFORMANCE MEASURES – RECORDS MANAGEMENT

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Reports / cases processed by records department		5,105	5,695	5,060	4,536	4,153	4,583
Number of discovery request processed		58	49	47	22	18	29
Pieces of evidence / property received in property room		2,998	3,212	2,962	2,335	2,935	3,205

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Number of vehicle releases processed		105	135	236	141	130	169
Pieces of evidence / property purged from property room		3,540	3,068	2,433	2,744	2,418	2,230

 = Effective and Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

Completing processes accurately and in a timely manner is not only required by state law, but also reduces liability, assists external partners such as the District Attorney's Office and other law enforcement agencies, and keeps the Police Department running efficiently.

COMMENTS AND OTHER RELEVANT DEPARTMENT ISSUES

Records Management is currently tracking 12,493 evidence and property items in custody.

The estimates shown on reports/cases processed, discovery requests and vehicle releases are an average of the prior three years.

General Fund - Police Department

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Personnel Services									
Budgeted FTE Positions	42.75	42.75	41.25	40.75	40.75	40.75	40.50	40.50	40.50
Salaries & Wages	\$ 3,798	\$ 3,729	\$ 8,382	\$ 3,934	\$ 4,137	\$ 8,071	\$ 4,107	\$ 4,251	\$ 8,358
Employee Benefits	1,818	1,977	4,525	2,042	2,340	4,382	2,406	2,685	5,091
Total Personnel Services	\$ 5,616	\$ 5,706	\$ 12,907	\$ 5,976	\$ 6,477	\$ 12,453	\$ 6,513	\$ 6,936	\$ 13,449
Materials & Services									
Professional Services	3	6	30	4	15	19	9	9	18
Contractual Services:									
911 Dispatch (LOCOM)	452	474	963	480	500	980	525	550	1,075
Photo Radar Lease & Conviction Fee	79	29	-	-	-	-	-	-	-
Other	110	140	300	143	115	258	135	135	270
City Attorney	3	3	-	-	-	-	-	-	-
General Office Supplies	14	15	30	15	16	31	15	15	30
Dues & Subscriptions	1	1	5	1	1	2	2	2	4
Education & Training	46	61	128	67	52	119	63	45	108
Public Safety Supplies	101	220	240	151	110	261	120	120	240
Safety Upgrades - Assessment	10	-	-	-	-	-	-	-	-
AFF Equitable Share ¹	-	-	20	3	-	3	10	10	20
Total Materials & Services	819	949	1,716	864	809	1,673	879	886	1,765
Capital Outlay									
Vehicles	146	118	300	140	85	225	141	100	241
Total Capital Outlay	146	118	300	140	85	225	141	100	241
Police Department Total	\$ 6,581	\$ 6,773	\$ 14,923	\$ 6,980	\$ 7,371	\$ 14,351	\$ 7,533	\$ 7,922	\$ 15,455

¹ AFF Equitable Share = Asset Forfeiture Fellowship Equitable Share is a federal program with the United States Department of Justice.



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CITY HALL FUND BUDGET



PROPOSED BUDGET
\$ 1,120,000

DEPARTMENT DIVISIONS:

- Administration

2021-2022 KEY INITIATIVES

- Acquire and renovate the building located at 10501 SE Main Street in downtown Milwaukie
- Consolidate public-facing services into one space



DID YOU KNOW?

- City of Milwaukie was incorporated in 1903
- Milwaukie City Hall (current building) was built by the Federal Emergency Administration of Public Works between 1937-1938
- The city hall allows the city to combine staff from the current City Hall and Johnson Creek Boulevard campuses. The building also creates significantly more council and community meeting space.

CITY HALL FUND

DEPARTMENT MISSION

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.

DEPARTMENT OVERVIEW

The acquisition and renovation will be managed by several departments, including the City Manager, Community Development, Facilities and Finance.

DEPARTMENT HISTORY AND BACKGROUND

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 will close on or around June 22, 2020.

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

PERSONNEL DESCRIPTION

The City Hall Fund has no direct personnel.

GOALS AND FOCUS

Over the last 25 years, several studies have been conducted to evaluate the city's workspace needs and evaluate how public-facing services are provided to the public. Each of these studies have recommended consolidating public services, including building and land use permitting, utility billing, court and other administrative functions of the city into one location. Currently these functions are served in two different buildings located on opposite sides of the city. This has created inefficiencies that impact both city functions and reduce equitable access to city services for the public. It is the city's goal to always provide effective and efficient services and this acquisition will help in this achievement.

City Hall Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	-	-	-	-	-	-	1,060	1,064	1,060
Proceeds in Debt	-	-	6,700	-	6,700	6,700	-	-	-
Lease Proceeds	-	-	-	-	-	-	504	504	1,008
Transfers from Other Funds	-	-	1,287	-	1,287	1,287	-	-	-
Total Resources	\$ -	\$ -	\$ 7,987	\$ -	\$ 7,987	\$ 7,987	\$ 1,564	\$ 1,568	\$ 2,068
Requirements									
Materials & Services:									
Professional Services	-	-	140	-	140	140	-	-	-
Total Materials & Services	-	-	140	-	140	140	-	-	-
Capital Outlay - Building Purchase	-	-	6,500	-	6,500	6,500	-	-	-
Capital Outlay - Art & Other	-	-	287	-	287	287	-	120	120
Transfers to Debt Service Fund	-	-	-	-	-	-	500	500	1,000
Total Program Requirements	-	-	6,927	-	6,927	6,927	500	620	1,120
Unappropriated Ending Fund Balance	-	-	1,060	-	1,060	1,060	1,064	948	948
Total Requirements	\$ -	\$ -	\$ 7,987	\$ -	\$ 7,987	\$ 7,987	\$ 1,564	\$ 1,568	\$ 2,068



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DEBT SERVICE FUND BUDGET



PROPOSED BUDGET

\$ 2,888,000

DEPARTMENT DIVISION:

- Administration

2021-2022 KEY INITIATIVES

- Fulfill obligations for continuing disclosure requirements under the Securities and Exchange Commission Rule 15c2-12
- Process payments timely to avoid late fees and charges

DID YOU KNOW?

- Debt Service Fund accounts for principal and interest payments for general obligation bonds and full faith and credit obligations

DEBT SERVICE FUND

DEPARTMENT MISSION

To ensure timely repayment of debt.

DEPARTMENT OVERVIEW

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.

DEPARTMENT HISTORY AND BACKGROUND

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.

During June 2020, the city is issuing \$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 estimated at 3.49% with interest rates varying by year between 1.93% and 3.6%. The maturity date is June 15, 2040. The debt service payments will be repaid in FY 2021 and FY 2022 by the current tenant through a lease-back provision of the purchase. More information regarding the purchase can be found in the new City Hall Fund.

PERSONNEL DESCRIPTION

The Debt Service Fund has no direct personnel and is maintained by the Finance Department.




ACCOMPLISHMENTS

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

GOALS AND FOCUS

- 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; and
- Process payments timely to avoid late fees and charges.

PERFORMANCE MEASURES

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Credit rating on City's general obligation bond issues from independent credit rating agencies		AA Aa2	AA Aa2	AA Aa2	AA Aa2	AA Aa2	AA Aa2
Debt service obligations paid on time and within budget		100%	100%	100%	100%	100%	100%
Dollars paid in late fees and charges		0.00	0.00	0.00	0.00	0.00	0.00



= Effective and Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

The city's credit rating for general obligation bonds was upgraded to Aa2 by Moody's Investment Services in fiscal year 2017, providing outside evidence of sound financial performance.

COMMENTS AND OTHER RELEVANT DEPARTMENT ISSUES

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

Debt Service Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	111	247	399	370	360	370	5	51	5
Property Taxes	980	974	1,713	837	855	1,692	908	904	1,812
Intergovernmental	88	86	172	84	88	172	86	84	170
Miscellaneous	2	9	-	12	-	12	-	-	-
Transfers from Other Funds	-	-	-	-	-	-	500	500	1,000
Total Resources	\$ 1,181	\$ 1,316	\$ 2,284	\$ 1,303	\$ 1,303	\$ 2,246	\$ 1,499	\$ 1,539	\$ 2,987
Requirements									
Debt Service - Principal									
Series 2014 FFCO - Milwaukie Bay Park	55	55	115	55	88	143	60	60	120
Series 2014 GO Bond - Lightrail	140	145	295	145	260	405	160	165	325
Series 2016 GO Bond - Library	385	365	755	375	596	971	390	395	785
Series 2020 FFCO - City Hall	-	-	-	-	-	-	290	290	580
Total Debt Service - Principal	580	565	1,165	575	944	1,519	900	910	1,810
Debt Service - Interest									
Series 2014 FFCO - Milwaukie Bay Park	33	31	58	30	28	58	26	24	50
Series 2014 GO Bond - Lightrail	123	119	225	115	110	225	104	96	200
Series 2016 GO Bond - Library	198	231	439	223	216	439	208	200	408
Series 2020 FFCO - City Hall	-	-	-	-	-	-	210	210	420
Total Debt Service - Interest	354	381	722	368	354	722	548	530	1,078
Total Program Requirements	934	946	1,887	943	1,298	2,241	1,448	1,440	2,888
Unappropriated Ending Fund Balance	247	370	397	360	5	5	51	99	99
Total Requirements	\$ 1,181	\$ 1,316	\$ 2,284	\$ 1,303	\$ 1,303	\$ 2,246	\$ 1,499	\$ 1,539	\$ 2,987

BUILDING INSPECTIONS FUND BUDGET



PROPOSED BUDGET

\$ 2,090,000

DEPARTMENT DIVISIONS:

- Administration
- Inspection and plan review services
- Permitting
- Code compliance

2021-2022 KEY INITIATIVES

- Complete plan reviews timely
- Strive to complete inspections within the same day as requested
- Maintain consistent and effective administration of various adopted specialty codes
- Promote the Milwaukie vision plan through safety of its citizens and ensuring safe construction of buildings
- Work with local businesses to provide a safe space to operate

DID YOU KNOW?

- Roughly 700-750 active permits are open at all times
- The Building Department performs over 200 inspections per month
- The Building Department collaborates with Code Enforcement to resolve any violations or issues that occur for building-related matters

BUILDING INSPECTIONS FUND

DEPARTMENT MISSION

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.

DEPARTMENT OVERVIEW

The Building Department establishes 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, occupied and maintained. The purpose and function of the department is to:

- Verify code compliance for structural, mechanical, electrical, plumbing 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; and
- Coordinate with other city departments on development matters.

DEPARTMENT HISTORY AND BACKGROUND

The Building Department has existed since the 1970s when Oregon adopted a statewide building code. Milwaukie contracted with other jurisdictions for building services until hiring an in-house building official in 2002. This change in practice benefited the city by streamlining services, reducing customer complaints and increasing profitability.

PERSONNEL DESCRIPTION

The Building Department consists of three full-time equivalent employees (3.0 FTE), including one building official, one building inspector/plans examiner and one permit technician. This department operates under the direction of the community development director, with each employee instrumentally contributing to keep the department functioning successfully.








ACCOMPLISHMENTS





- Completed 85% of all plan reviews within the timeframe given to applicants;
- Performed 98% of all inspections in the same day as requested;
- Continued with efforts to upload archived permits into the Accela permitting system, allowing the general public access to records;
- Responded to records requests in a timely manner;
- Renewed contracted services with Clair Company to help cover inspections and plan reviews as needed;
- Improved relations by providing exemplary internal and external customer service;
- Coordinated with the community development director and city departments to update the efficiency of the building permit application process; and
- Hired a full-time permit technician to focus on the increased workload due to the various building projects throughout the city.

GOALS AND FOCUS

- Continue providing high-level customer service to the public, the development community and city departments, while maintaining consistent and effective administration of various adopted specialty codes;
- Promote the Milwaukie vision plan through safety of its citizens, ensuring safe construction of buildings, enforcing Oregon State energy codes and working with local businesses to provide a safe space to operate;
- Explore a new permitting software that integrates directly with the city's financial software;
- Complete plan reviews within the time outlined in the city's operating plan (ten business days for residential properties and 15 business days for commercial properties);
- Strive to complete all inspections within the same day as requested;
- Continue to coordinate reviews and permit issuance with other city departments;
- Collaborate with the Code Enforcement Department to add language in the Municipal Code in order to better administer enforcement on dangerous buildings that are not in compliance; and
- Provide training opportunities for department employees to expand knowledge and understanding of the field.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Permits issued		1,356	1,523	1,646	1,600	1,600	1,600
Inspections performed		2,255	2,401	4,443	4,500	3,500	4,500
Revenue collected for other departments (in thousands)		804	856	2,520	850	850	1,800
Staff hours of "non-funded" work: citizen complaints and inquires, internal requests, ROW and sign permits, scheduling and tracking inspections for Planning and Engineering		1,040	1,040	1,040	1,040	1,040	1,040
Investigations		172	190	202	210	210	210
Violations		57	60	62	65	65	65
Public record requests		142	158	162	165	165	165

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Percentage of residential plan reviews completed within 10 working days		85%	75%	75%	75%	75%	75%
Percentage of commercial plan reviews completed within 15 working days		85%	75%	75%	75%	75%	75%
Percentage of inspections performed on the date requested		98%	98%	98%	98%	98%	98%
Percentage of citizen requests, inquiries and complaints completed within 5 working days		95%	95%	95%	95%	95%	95%

 = Effective and Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

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

Effective and efficient practices are important. If the city or Building Department is unresponsive to public needs, then public perception may be that the permit process as another bureaucratic headache and some may avoid or circumvent the process.

To provide a resource to Milwaukie citizens and the build/design community for inquiries regarding the city's adopted specialty codes, facilitating problem solving and allowing alternative means and methods in construction.

COMMENTS AND OTHER RELEVANT DEPARTMENT ISSUES

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

On average, the department issues 20 sign permits for the Planning Department.

On average, more than 250 inspections for the Engineering Department, 125 inspections for the Planning Department and 150 for Public Works are scheduled and tracked each year.

The Building Department collected over \$1,000,000 in fees for engineering and affordable housing, and nearly \$20,000 for planning in the last biennium.

The Building Department works with other city departments, like Planning, Public Works and Engineering, in the pre-application phase to help facilitate a smooth application process for projects in the city.

The department collaborates with the Code Enforcement Department on any building related issues such as dangerous buildings and work being conducted without permits. The departments work together to resolve violations that occur.

Building Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	317	311	712	841	2,011	841	2,104	1,850	2,104
Fees and Charges	450	1,014	2,045	1,900	719	2,619	547	365	912
Intergovernmental	1	3	2	3	2		1	1	2
Interest Income	3	6	-	33	41	74	24	16	40
Miscellaneous	2	2	10	1	2	3	2	-	2
Total Resources	\$ 773	\$ 1,336	\$ 2,769	\$ 2,778	\$ 2,775	\$ 3,537	\$ 2,678	\$ 2,232	\$ 3,060
Requirements									
Personnel Services:									
Salaries	158	159	441	204	209	413	253	264	517
Benefits	92	99	295	132	142	274	183	202	385
Total Personnel Services	250	258	736	336	351	687	436	466	902
Materials & Services:									
Contractual Services	89	111	322	205	95	300	111	75	186
General Office Supplies	1	2	8	3	2	5	4	4	8
Dues & Subscriptions	1	2	4	1	1	2	2	2	4
Education & Training	1	2	10	3	3	6	5	5	10
Total Materials & Services	92	117	344	212	101	313	122	86	208
Transfers to Other Funds	120	120	438	219	219	438	270	290	560
Contingency	-	-	238	-	-	-	410	420	420
Total Program Requirements	462	495	1,756	767	671	1,438	1,238	1,262	2,090
Unappropriated Ending Fund Balance	311	841	1,013	2,011	2,104	2,099	1,440	970	970
Total Requirements	\$ 773	\$ 1,336	\$ 2,769	\$ 2,778	\$ 2,775	\$ 3,537	\$ 2,678	\$ 2,232	\$ 3,060

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Budgeted Positions (in FTEs)	2.0	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Population	20,000	20,435	20,435	20,528	20,528	20,528	20,528	20,528	20,528
Monthly Operating Costs per Capita	\$ 2	\$ 2	\$ 6	\$ 3	\$ 3	\$ 6	\$ 3	\$ 3	\$ 7
Contingency & Ending Fund Balance Above Policy Requirement (50%)	\$ 311	\$ 841	\$ 1,251	\$ 2,011	\$ 2,104	\$ 2,099	\$ 1,850	\$ 1,390	\$ 1,390
Amount over (under) Policy Requirement	\$ 81	\$ 591	\$ 491	\$ 1,631	\$ 1,764	\$ 1,759	\$ 1,440	\$ 970	\$ 970



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AFFORDABLE HOUSING FUND BUDGET



PROPOSED BUDGET

\$ 315,000

DEPARTMENT DIVISION:

- Administration

2021-2022 KEY INITIATIVES

- Allocate funds collected through the Construction Excise Tax to qualified housing projects through a competitive open application process
- Continue maintenance of high standards for development, redevelopment and infrastructure

DID YOU KNOW?

- Housing affordability is the concept that residents should not spend more than a certain amount of household income on housing costs, including utilities
- The Milwaukie Housing Affordability Strategy is a blueprint for providing equitable, affordable housing opportunities and is intended to help increase the amount of affordable housing in the city
- Milwaukie Housing Affordability Strategy's three main goals are:
 - Develop new units
 - Prevent displacement and keep affordable units affordable
 - Connect people to existing affordable housing

AFFORDABLE HOUSING FUND

DEPARTMENT MISSION

The Affordable Housing 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.

DEPARTMENT HISTORY AND BACKGROUND

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. The group established the following preferred criteria:
 - Middle Housing, duplex, triplex, four plex, cottage cluster and garden apartments are prioritized;
 - Housing that serves historically underserved populations; and
 - Financial feasibility and project timeline.
- Implemented the Milwaukie Business Relief Fund grant program and awarded 47 grants to local businesses during the coronavirus pandemic, totaling \$132,000.

GOALS AND FOCUS

- Allocate affordable housing funds through a competitive open application process; and
- Allocate funding for economic development activities.

Affordable Housing Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	-	-	-	-	306	-	369	343	369
Excise Tax									
Developer Incentives Residential	-	-	145	30	72	102	28	18	46
Developer Incentives Commercial (50%)	-	-	111	122	31	153	35	23	58
Program & Incentives ED Commercial (50%)	-	-	111	122	29	151	35	23	58
Program & Incentives	-	-	101	21	50	71	19	13	32
Interest Income	-	-	-	4	6	10	2	2	4
Miscellaneous	-	-	-	7	7	14	5	4	9
Total Resources	\$ -	\$ -	\$ 468	\$ 306	\$ 501	\$ 501	\$ 493	\$ 426	\$ 576
Requirements									
Materials & Services:									
Developer Incentives Residential	-	-	145	-	-	-	50	50	100
Developer Incentives Commercial (50%)	-	-	111	-	-	-	70	70	140
Program & Incentives ED Comm. (50%)	-	-	111	-	132	132	-	-	-
Program & Incentives	-	-	101	-	-	-	30	30	60
Total Materials & Services	-	-	468	-	132	132	150	150	300
Contingency	-	-	-	-	-	-	15	15	15
Total Program Requirements	-	-	468	-	132	132	165	165	315
Unappropriated Ending Fund Balance	-	-	-	306	369	369	328	261	261
Total Requirements	\$ -	\$ -	\$ 468	\$ 306	\$ 501	\$ 501	\$ 493	\$ 426	\$ 576

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Contingency & Ending Fund Balance Above Policy Requirement (17%)	\$ -	\$ -	\$ -	\$ 306	\$ 369	\$ 369	\$ 343	\$ 276	\$ 276
Amount over (under) Policy Requirement	\$ -	\$ -	\$ -	\$ 306	\$ 347	\$ 347	\$ 333	\$ 266	\$ 266



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LIBRARY FUND BUDGET



PROPOSED BUDGET

\$ 6,100,000

DEPARTMENT DIVISIONS:

- Children's
- Reference
- eServices
- Community engagement and enrichment
- Cultural

2021-2022 KEY INITIATIVES

- Develop a strategic plan for the library with input from staff, Library Board and the public
- Keep collections fresh and current by clearing and purchasing materials, and replacing popular items with new copies
- Continue to expand the scope of programming to reach underserved populations and collaborate with local groups
- Increase contributions to downloadable collections offered through LINCC

DID YOU KNOW?

- The Ledding Library has books, CDs, videos, DVDs, computer software, books on tape, newspapers and magazines
- A number of services and programs are offered to patrons of every age, including storytimes, reading clubs, and cultural and musical programs
- Library staff regularly visit schools and childcare centers

LIBRARY FUND

DEPARTMENT MISSION

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 supports the pursuit of education and personal goals by providing informational, recreational, and cultural materials and services including those utilizing advanced technologies.

DEPARTMENT OVERVIEW

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 Library District Dedicated Levy adopted by voters in 2008, a Ready to Read grant and other miscellaneous sources. The Library performs the following public services:

- Provide community reference and readers' advisory to access the collection; interlibrary loans; and outreach to homebound, Head Start, schools and daycare providers;
- Stimulate appreciation for reading and library use and provide support for educational growth to children and teens; and support early literacy and kindergarten readiness;
- Offer programming for all ages, including preschool, toddler and infant story times; home school families; book clubs; summer reading programs; informational, literary and poetry programs for adults; special performers and storytellers for school aged children; and children programs in Spanish;
- Provide print, online and multimedia collections that meet community demands and needs. Materials provided include books, e-books, audiobooks, downloadable audiobooks, Kindles, music CDs, LPs, DVDs, Blu-Ray discs, video games, Library of Things, newspapers and magazines for all ages. Materials are provided in English, Russian and Spanish;
- Provide electronic resources such as Wi-Fi, Internet access, word processing, online reference databases, computer use instructions and computers with educational games for children; and
- Furnish meeting spaces for the community and city.

DEPARTMENT HISTORY AND BACKGROUND

In 1961, Florence Ledding, a long-time civic and political leader, bequeathed her home and property to the City of Milwaukie. 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 county-wide library district, which provides stable funding for the Ledding Library. The cooperative spirit allows Milwaukie patrons to obtain library cards from any public library in Clackamas, Multnomah and Washington counties, as well as the Ft. Vancouver Library District.

Another important relationship is with the Library Board, which consists of seven citizens and acts as an advisory group to city council. Further, the Library 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. Since 2008, the Friends have donated over \$400,000 towards collection development, projects, library programs, and furniture/equipment that would not otherwise have been possible through the Library's operating budget. In FY2019, the Friends contributed over \$55,000 to support the library, as well as an additional \$150,000 donated towards construction of the new building. The Ledding Library of Milwaukie Foundation is a non-profit that has provided a mechanism for fundraising since 2005. Most recently, the Foundation raised \$76,000 for the construction of the new library building.

PERSONNEL DESCRIPTION

The Library Department consists of eighteen and one-fourth full-time equivalent employees (18.25 FTE), that includes one library director, two library supervisors, several librarians and library assistants (combination of level one and two), as well as on-call temporary employees.

ACCOMPLISHMENTS












- In October 2018, the Ledding Library relocated to a temporary site and held its groundbreaking for the new library;
- The new Ledding Library held its grand opening celebration on January 11, 2020, with over 2,000 attendees;
- The new library is 18,000 sq. ft. with a teen room, a community room, one conference room and two study rooms, as well as radiant floors and solar panels to make the building energy-efficient;
- 261,656 patron visits, of which 43,734 occurred within the first two months in the new library opening;
- Circulated 717,544 items, of which 106,016 occurred within the first two months in the new library opening;
- Four adult programs hosted in the temporary location included Knit Nite and three book groups (a new daytime group, a new Sci-Fi group and the Wednesday night group);
- Continued the Milwaukie Poetry Series with ten poets per year, now in its 13th season;
- Offered Library2Go classes to assist patrons with the ever-changing technology of downloadable books and wireless devices;
- 5,291 children/teens and 253 adults participated in the summer reading programs. Continuing the practice started in 2015, every child and teen received a free book for signing up, thanks to the Friends;
- Children's library programming included story times, homeschool programs, read to the dog, book groups, LEGO club, drop-in crafts, Spanish story and play time, and early literacy programs such as baby sing and sign classes. These were supplemented by numerous special programs, such as a Día de los Muertos celebration, youth music workshop and a very popular Big Truck Day with the Police and Public Works Departments;
- Children's library outreach efforts expanded significantly while in the temporary location. Staff visited five free summer lunch sites, seven JumpStart Kindergarten sites, two summer CARE programs, two summer schools, and one childcare center, resulting in handing out 1,447 free books and signing up 1,058 children for the summer reading program at these locations. Staff also offered weekly summer performers at Ardenwald Elementary School and the Wichita Center, partnering with the summer school or free summer lunch programs at each location;
- During the school year, staff went to six school open houses, three Head Start parent nights, five community resource fairs and the PACE teen parent program to share information about library resources and issue library cards. Staff reached 1,119 children from 20 class visits to schools, YMCA childcare center, Wichita Head Start and Town Center Courtyard's housing for families in recovery. Another 11 school groups or preschools visited the library, along with monthly visits from the Ready, Set, Go families to support kindergarten readiness;
- As of 2020, staff partnered with Happy Valley and Oak Lodge Libraries to produce a monthly online educator newsletter for teachers in the North Clackamas School District;
- Continued to evaluate the Library's collection, and update and develop areas needing improvement;
- Continued the Lucky Day collection with a circulation of 22,644 items; continued to increase eBook circulation to 60,551 items; circulated 204,584 DVDs; and cultural passes were check out 1,526 times;
- Added to the Library of Things collection;












- Logged in 40,940 computer/Wifi sessions;
- Used MobileCirc to issue library cards when off site;
- Coordinated with the Friends to promote the Ledding Library and its programs throughout the community; and
- Logged in 8,829 volunteer hours.

GOALS AND FOCUS

- Present the new library as a welcoming home to our community;
- Develop a 3-5 year strategic plan for the library with input from staff, Library Board and the public;
- Keep collections fresh and current by clearing and purchasing materials, and replacing popular items with new copies;
- Increase outreach efforts to schools, homebound and assisted living facilities;
- Continue to expand scope of programming to reach underserved populations and collaborations with local groups;
- Continue the Milwaukie Poetry Series;
- Increase the size of the Library of Things collection;
- Increase contributions to the downloadable collections offered through LINCC; and
- Continue working with and promoting the Friends of the Ledding Library.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Quality programs that fulfill informational, cultural and recreational needs of the public		615	624	471	300	585	630
Number of attendees (in thousands)		20.5	19.8	13.2	8.5	18.1	20.5
Circulation of library materials (in thousands)		660	635	513	375	675	690
Circulation of Lucky Day Collection (in thousands)		16.6	18.7	15	9.6	17.5	18
Circulation of downloadable materials (in thousands)		22.9	31.1	35.9	32	38.5	39.5
Items in the library's print collection (in thousands)		107.9	97.2	95.1	87.6	92	95.1
Items added to the library's print collection (in thousands)		12.6	12.7	10.3	6.5	11.2	12.8
Inter-library loan transactions (in thousands)		327.2	323.3	285.1	182.2	300.2	315.8
Number of hours donated by library volunteers (in thousands)		8.6	7.8	6.1	2.7	7	8
Number of reference questions answered by library staff (in thousands)		30	28.7	25.2	15.3	24.2	25
Number of patron computer/wifi sessions (in thousands)		50.2	73.6	29.7	16.7	55.8	68.9

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Increase attendance at library programs by providing relevant and engaging public programs (in thousands)	 	20.5	20	13.9	15.9	18.8	21.1
Increase number of high quality programs offered to the public by 1%		615	624	471	500	525	600
Percentage of increase in circulation of library materials over the previous year		3.6%	-3.8%	-19.4%	10%	5%	2%
Percentage of increase in inter-library loan transactions from previous years		2.6%	-1.2%	-11.9%	5.2%	1.5%	1.2%
Percentage of increase in volunteer hours from the previous year		14.9%	-10.3%	-21.2%	10%	7.5%	3.2%
Attain a collection turnover rate of six times per year		6.1	6.5	5.4	6.1	6.1	6.1
Items added per year (in thousands)	 	12.6	12.7	10.4	13.8	11.2	11.5
Increase in patron visits (in thousands)	 	259.2	251.5	158	170	200	235.7

 = Community Engagement  = Climate Change Action  = Effective and Efficient Government

WHY ARE THESE MEASURES IMPORTANT TO US?

Each workload indicator and performance measure listed above is critical in judging the performance and efficiency of the Ledding Library. The high circulation of materials is a clear verification of the responsive and efficient service that is provided to the community.

The library's collection is of utmost importance to the people it serves. The new items added to the collection yearly, the amount of times these items are checked out and the number of outdated materials removed from the collection are all indicators of an improving and more comprehensive group of resources for library users.

Programs and services provided to patrons is another key component of the Ledding Library's mission. Educational, recreational and cultural programs are very important to the community and are an important measurement of the library's performance.

The hours donated by volunteers is true testament of the community's dedication to the Ledding Library.

Library Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	842	10,083	10,384	10,358	5,107	10,358	371	426	371
Property Taxes	801	826	1,664	806	814	1,620	963	933	1,896
Intergovernmental:									
Library District Dedicated Levy	1,610	1,671	3,530	1,782	1,666	3,448	1,833	1,888	3,721
Capital Grants / Donations	-	1,300	681	160	138	298	-	-	-
Ready to Read State Grant	6	6	10	9	6	15	6	6	12
Fines & Forfeitures	49	47	100	35	31	66	35	35	70
Interest Income	96	148	100	165	10	175	10	10	20
Miscellaneous	10	19	31	2	4	6	5	5	10
Proceeds from Issuance of Debt	9,616	-	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	311	311	-	311	-	-	-
Total Resources	\$ 13,030	\$ 14,100	\$ 16,811	\$ 13,628	\$ 7,776	\$ 16,297	\$ 3,223	\$ 3,303	\$ 6,100
Requirements									
Personnel Services:									
Salaries	1,111	1,136	2,251	1,090	1,082	2,172	1,160	1,201	2,361
Benefits	498	565	1,191	558	602	1,160	649	729	1,378
Total Personnel Services	1,609	1,701	3,442	1,648	1,684	3,332	1,809	1,930	3,739
Materials & Services:									
Professional Services	177	-	-	-	-	-	-	-	-
General Office Supplies	26	24	37	14	32	46	23	23	46
Education & Training	2	4	8	2	1	3	4	4	8
Books & Programs	136	144	311	134	116	250	159	160	319
Rents & Leases	19	23	541	331	161	492	22	22	44
Total Materials & Services	360	195	897	481	310	791	208	209	417
Capital Outlay	258	1,106	10,735	5,728	4,399	10,127	-	-	-
Transfers to Other Funds	720	740	1,365	664	1,012	1,676	780	800	1,580
Contingency	-	-	372	-	-	-	-	364	364
Total Program Requirements	2,947	3,742	16,811	8,521	7,405	15,926	2,797	3,303	6,100
Unappropriated Ending Fund Balance	10,083	10,358	-	5,107	371	371	426	-	-
Total Requirements	\$ 13,030	\$ 14,100	\$ 16,811	\$ 13,628	\$ 7,776	\$ 16,297	\$ 3,223	\$ 3,303	\$ 6,100

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Budgeted Positions (in FTEs)	19.76	19.76	18.01	18.01	18.01	18.01	18.25	18.25	18.25
Population	20,000	20,435	20,435	20,528	20,528	20,528	20,528	20,528	20,528
Monthly Operating Costs per Capita	\$ 11	\$ 11	\$ 23	\$ 11	\$ 12	\$ 24	\$ 11	\$ 12	\$ 23
Contingency & Ending Fund Balance Above	\$ 10,083	\$ 10,358	\$ 372	\$ 5,107	\$ 371	\$ 371	\$ 426	\$ 364	\$ 364
Policy Requirement (17%)	335	322	372	362	339	339	343	364	364
Amount over (under) Policy Requirement	\$ 9,748	\$ 10,036	\$ -	\$ 4,745	\$ 32	\$ 32	\$ 83	(0)	(0)

TRANSPORTATION FUND BUDGET



PROPOSED BUDGET

\$ 27,884,000

DEPARTMENT DIVISIONS:

- Street network maintenance
- Pavement condition
- Pedestrian and bicycle infrastructure

2021-2022 KEY INITIATIVES

- Maintain and enhance city infrastructure and traffic control
- Upgrade pavement condition
- Maintain signage, pavement markings and signals
- Bring local streets into street surface maintenance program as major streets reach a sustainable condition

DID YOU KNOW?

- Streets Department maintains all components that comprise the city's infrastructure, including 75 miles of road surface, signage and pavement markings
- The city has a Pothole Hotline where you can report a pothole 24 hours a day
- Streets Department maintains safe travel ways and reasonable rideability

TRANSPORTATION FUND

DEPARTMENT MISSION

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

DEPARTMENT OVERVIEW

The Transportation Fund consists of three programs:

- State Gas Tax program maintains the street network including pavement, signs, pavement markings and signals.
- 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 program (SAFE) 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.

DEPARTMENT HISTORY AND BACKGROUND

The State Gas Tax program is funded through 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.

PERSONNEL DESCRIPTION

The State Gas Tax Department consists of five and one-half full-time equivalent employees (5.5 FTE), including one lead utility technician, two utility technician II and one utility technician I positions, who perform all pavement maintenance responsibilities. The department also includes one sign maintenance technician to perform all sign and pavement marking responsibilities and one-half full-time public works supervisor (shared with Water Fund).

The State Gas Tax, SSMP and SAFE capital programs are managed by the Engineering Department, who provides staffing to plan, contract work and manage the construction projects. There are no direct employees in the SSMP or SAFE programs.






ACCOMPLISHMENTS




- The department has discovered that using recycling asphalt for shoulder rock has provided for more durable repairs that hold in place better than crushed rock;
- Made proactive responses to requests made through the pothole hotline;
- Corrected draining issues by digging out and regrading slopes, and adding asphalt berms to allow stormwater to enter into 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 contracts; and
- Completed approximately 6.1 miles of slurry seal in the summer of 2019.

GOALS AND FOCUS

- Develop new and meaningful performance metrics;
- 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;
- Provide quality customer service and create a safe and enjoyable work environment for employees;
- Maintain signage, pavement markings and signals;
- Continue an education program to keep current with changing technology and certification programs;
- Upgrade pavement condition in the most cost-effective method; and
- Bring local streets into SSMP as major streets reach a sustainable condition.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Tons of asphalt placed by patching crew (hot and cold asphalt)		222	294	158	200	200	200
Signs maintained		957	945	574	191	200	200
Pavement crack sealing completed with in-house staff (lane miles)		6.1	2	2	6	5	5
Miles plowed each year		23	53	15	20	20	20
Gallons of de-icer used each year		0	199	345	200	200	200

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Thermo-plastic pavement markings placed or replaced (in linear feet)		1,340	7,569 LF 61 Symbols	2,377 LF 58 Symbols	3,096 LF 61 Symbols	4,000 LF 60 Symbols	4,000 LF 60 Symbols
Pavement crack sealing completed in-house (in miles)		3.5	1.07	1.16	2	2	2
Signs updated		93	107	116	56	100	100



= Climate Change Action



= Housing Affordability

WHY ARE THESE MEASURES IMPORTANT TO US?

Crack sealing prolongs the life of the asphalt pavement and the city is better able to meet goals by performing the work in-house, while SSMP projects increase the pavement quality in accordance with program goals.

Maintaining signs provides for safe passage for bicycles, pedestrians and alternative transportation.



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Transportation Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020				BN 2021-2022		
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	2,217	3,448	25,149	4,448	21,706	4,448	17,935	11,537	17,935
Fees & Charges									
Street Maintenance Fee	633	756	1,828	876	910	1,786	965	1,004	1,969
SAFE Fee	450	913	2,084	1,051	910	1,961	1,156	1,203	2,359
Intergovernmental									
Local Gas Tax	171	173	764	155	164	319	164	164	328
State Gas Tax	1,227	1,325	2,658	1,601	1,241	2,842	1,376	1,376	2,752
County Vehicle Registration Fee	-	-	-	-	17	17	352	352	704
Other	180	2,100	1,116	349	1,000	1,349	1,100	3,100	4,200
Franchise Fees (1.5% Privilege Tax)	299	313	613	312	305	617	280	280	560
Franchise Fees (from Utility Funds)	808	861	1,999	966	1,033	1,999	892	932	1,824
Interest Income	36	38	-	536	525	1,061	105	105	210
Reimbursement Fee	-	10	-	18	5	23	25	4	29
FILOC	-	1	-	340	15	355	-	-	-
Miscellaneous	21	15	165	177	57	234	75	75	150
Proceeds from Issuance of Debt	-	384	-	20,979	-	20,979	-	21,000	21,000
Total Resources	\$ 6,042	\$ 10,337	\$ 36,376	\$ 31,808	\$ 27,888	\$ 37,990	\$ 24,425	\$ 41,132	\$ 54,020
Requirements									
Personnel Services	375	400	1,119	521	551	1,072	613	655	1,268
Materials & Services	451	473	1,092	807	475	1,282	589	953	1,542
Capital Outlay	478	3,816	17,061	4,841	5,044	9,885	7,660	6,587	14,247
Debt Service	-	-	3,700	1,998	1,969	3,967	1,996	641	2,637
Transfers to Other Funds	1,290	1,200	3,849	1,935	1,914	3,849	2,030	2,090	4,120
Contingency	-	-	4,200	-	-	-	4,070	4,070	4,070
Expenditure Total	2,594	5,889	31,021	10,102	9,953	20,055	16,958	14,996	27,884
Unappropriated Ending Fund Balance	3,448	4,448	5,355	21,706	17,935	17,935	7,467	26,136	26,136
Total Requirements	\$ 6,042	\$ 10,337	\$ 36,376	\$ 31,808	\$ 27,888	\$ 37,990	\$ 24,425	\$ 41,132	\$ 54,020

	Actual FY 2017	Actual FY 2018	BN 2019-2020				BN 2022		
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Budgeted Positions (in FTEs)	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5	5.5
Population	20,000	20,435	20,435	20,528	20,528	20,528	20,528	20,528	20,528
Monthly Operating Costs per Capita	\$ 9	\$ 8	\$ 25	\$ 13	\$ 12	\$ 25	\$ 13	\$ 15	\$ 28
Contingency & Ending Fund Balance Above	\$ 3,448	\$ 4,448	\$ 9,555	\$ 21,706	\$ 17,935	\$ 17,935	\$ 11,537	\$ 30,206	\$ 30,206
Policy Requirement (17%)	360	352	520	557	502	502	551	631	631
Reserve for Capital	500	500	3,939	15,695	14,841	14,841	9,000	9,000	9,000
Reserve for Debt Service	-	-	1,850	2,000	2,000	2,000	1,319	1,319	1,319
Reserve for Vehicle Replacement	150	200	200	200	200	200	100	100	100
Amount over (under) Policy Requirement	\$ 2,438	\$ 3,396	\$ 3,046	\$ 3,254	\$ 392	\$ 392	\$ 568	\$ 19,157	\$ 19,157

SSMP Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	1,456	2,153	8,454	2,002	7,872	2,002	5,876	3,641	5,876
Fees & Charges	633	756	1,828	876	910	1,786	965	1,004	1,969
Intergovernmental									
Local Gas Tax	171	173	764	155	164	319	164	164	328
Franchise Fees (1.5% Privilege Tax)	299	313	613	312	305	617	280	280	560
Interest Income	17	23	-	171	195	366	35	35	70
Miscellaneous	-	2	-	-	10	10	-	-	-
Proceeds from Issuance of Debt	-	128	-	6,606	-	6,606	-	6,000	6,000
Total Resources	\$ 2,576	\$ 3,548	\$ 11,659	\$ 10,122	\$ 9,456	\$ 11,706	\$ 7,320	\$ 11,124	\$ 14,803
Requirements									
Materials & Services:									
Professional Services	12	12	-	105	-	105	-	110	110
Contractual Services	31	21	90	8	57	65	47	55	102
Utility Assistance	-	-	-	-	-	-	5	1	6
Bad Debt	-	-	-	1	2	3	2	2	4
Total Materials & Services	43	33	90	114	59	173	54	168	222
Capital Outlay	162	1,313	5,983	1,257	2,672	3,929	2,616	1,707	4,323
Debt Service	-	-	1,144	599	572	1,171	599	192	791
Transfers to Other Funds	218	200	557	280	277	557	410	420	830
Contingency	-	-	800	-	-	-	1,010	1,010	1,010
Total Program Requirements	423	1,546	8,574	2,250	3,580	5,830	4,689	3,497	7,176
Unappropriated Ending Fund Balance	2,153	2,002	3,085	7,872	5,876	5,876	2,631	7,627	7,627
Total Requirements	\$ 2,576	\$ 3,548	\$ 11,659	\$ 10,122	\$ 9,456	\$ 11,706	\$ 7,320	\$ 11,124	\$ 14,803

SAFE Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	-	251	11,149	948	9,299	948	7,555	4,284	7,555
Fees & Charges	450	913	2,084	1,051	910	1,961	1,156	1,203	2,359
Intergovernmental									
Other	-	103	986	328	-	328	-	-	-
Interest Income	2	7	-	232	200	432	35	35	70
Miscellaneous	-	-	-	-	10	10	-	-	-
Proceeds from Issuance of Debt	-	128	-	10,346	-	10,346	-	10,000	10,000
Total Resources	\$ 452	\$ 1,402	\$ 14,219	\$ 12,905	\$ 10,419	\$ 14,025	\$ 8,746	\$ 15,522	\$ 19,984
Requirements									
Materials & Services:									
Professional Services	-	-	-	164	-	164	-	175	175
Contractual Services	1	-	100	11	-	11	52	54	106
Utility Assistance	-	-	-	-	-	-	5	2	7
Bad Debt	-	-	-	2	2	4	4	4	8
Total Materials & Services	1	-	100	177	2	179	61	235	296
Capital Outlay	-	254	6,385	1,703	1,171	2,874	2,803	3,376	6,179
Debt Service	-	-	1,796	959	958	1,917	958	308	1,266
Transfers to Other Funds	200	200	1,500	767	733	1,500	640	680	1,320
Contingency	-	-	2,500	-	-	-	2,350	2,350	2,350
Total Program Requirements	201	454	12,281	3,606	2,864	6,470	6,812	6,949	11,411
Unappropriated Ending Fund Balance	251	948	1,938	9,299	7,555	7,555	1,934	8,573	8,573
Total Requirements	\$ 452	\$ 1,402	\$ 14,219	\$ 12,905	\$ 10,419	\$ 14,025	\$ 8,746	\$ 15,522	\$ 19,984

State Gas Tax Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	761	1,044	5,546	1,498	4,535	1,498	4,504	3,612	4,504
Intergovernmental									
State Gas Tax	1,227	1,325	2,658	1,601	1,241	2,842	1,376	1,376	2,752
County Vehicle Registration Fee	-	-	-	-	17	17	352	352	704
Other	180	1,997	130	21	1,000	1,021	1,100	3,100	4,200
Franchise Fees (from Utility Funds)	808	861	1,999	966	1,033	1,999	892	932	1,824
Interest Income	17	8	-	133	130	263	35	35	70
Reimbursement Fee - SDC	-	10	-	18	5	23	25	4	29
FILOC Revenue	-	1	-	340	15	355	-	-	-
Miscellaneous	21	13	165	177	37	214	75	75	150
Proceeds from Issuance of Debt	-	128	-	4,027	-	4,027	-	5,000	5,000
Total Resources	\$ 3,014	\$ 5,387	\$ 10,498	\$ 8,781	\$ 8,013	\$ 12,259	\$ 8,359	\$ 14,486	\$ 19,233
Requirements									
Personnel Services:									
Salaries	258	271	713	341	352	693	376	392	768
Benefits	117	129	406	180	199	379	237	263	500
Total Personnel Services	375	400	1,119	521	551	1,072	613	655	1,268
Materials & Services:									
Professional Services	1	14	18	71	10	81	10	80	90
Contractual Services:									
Electricity - Street Lighting	237	237	470	237	230	467	235	235	470
Facility Repairs	87	104	250	119	110	229	130	130	260
Other	72	24	130	64	51	115	72	72	144
General Office Supplies	1	1	2	1	1	2	1	1	2
Education & Training	1	5	12	9	5	14	8	8	16
Operating Equipment	2	48	10	11	4	15	11	18	29
Miscellaneous Supplies	1	2	4	3	2	5	3	3	6
Rents & Leases	5	5	4	1	1	2	3	3	6
Self Insured Claims	-	-	2	-	-	-	1	-	1
Total Materials & Services	407	440	902	516	414	930	474	550	1,024
Capital Outlay	316	2,249	4,693	1,881	1,201	3,082	2,241	1,504	3,745
Debt Service	-	-	760	440	439	879	439	141	580
Transfers to Other Funds	872	800	1,792	888	904	1,792	980	990	1,970
Contingency	-	-	900	-	-	-	710	710	710
Total Program Requirements	1,970	3,889	10,166	4,246	3,509	7,755	5,457	4,550	9,297
Unappropriated Ending Fund Balance	1,044	1,498	332	4,535	4,504	4,504	2,902	9,936	9,936
Total Requirements	\$ 3,014	\$ 5,387	\$ 10,498	\$ 8,781	\$ 8,013	\$ 12,259	\$ 8,359	\$ 14,486	\$ 19,233

SYSTEM DEVELOPMENT CHARGES FUND BUDGET



PROPOSED BUDGET

\$ 2,199,000

DEPARTMENT DIVISION:

- Development services

2021-2022 KEY INITIATIVES

- Complete master plan updates for water and wastewater systems
- Begin master plan updates for transportation system
- Ensure rates are current and reflective of master plans
- Construct capital improvement projects to increase capacity of city systems

DID YOU KNOW?

- SDC Fund determines and collects applicable charges from new development
- SDC Fund determines projects eligible for system development charges
- SDC Fund is managed by Public Works Admin and Engineering

SYSTEM DEVELOPMENT CHARGES FUND

DEPARTMENT MISSION

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.

DEPARTMENT OVERVIEW

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; and
- Distribute funds collected to construct improvements in system capacity necessary for growth or the betterment of the transportation and utility systems.

DEPARTMENT HISTORY AND BACKGROUND

The SDC Fund has been in place since 1982 and was revised in 1991 in accordance with state law. SDC fees are determined in accordance with approved master plans and capital improvement plans for the respective utilities.

PERSONNEL DESCRIPTION

The SDC Fund has no direct personnel and is managed by the Public Works Admin and Engineering Departments.

ACCOMPLISHMENTS

- Initiated contract services for master plan updates to water and wastewater systems.

GOALS AND FOCUS

- Complete updates to the master plans for the water and wastewater systems;
- Begin master plan updates for the transportation system;
- Ensure SDC rates are current and reflective of the master plans; and
- Construct projects on the capital improvement plans to increase capacity of city systems.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
(in thousands)							
Total SDC funds collected		142	273	541	518	1,056	217
Sanitary Sewer SDC Improvement funds collected		0	28	87	129	319	32
Transportation SDC Improvement funds collected		0	172	337	228	508	86
Storm SDC Improvement funds collected		0	48	39	96	166	37
Water SDC Improvement funds collected		0	11	25	34	33	32
Interest/Fees & Charges/Misc. Rev		0	14	53	30	30	30
SDC funds expended on projects (in thousands)		2	0	0	240	480	0
SDC funds used to fund master plan update (in thousands)		0	0	0	0	0	0

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
SDC rates updated, adjusted for inflation (shown for single family home)		4,000	0	17,050	19,456	19,845	20,242
Adjusted for new projects		0	0	0	0	0	0

WHY ARE THESE MEASURES IMPORTANT TO US?

Charging and collecting correct SDC fees ensures the city is compensated for infrastructure that has been constructed and that collection for future capacity increases in its street and utility infrastructure.

COMMENTS AND OTHER RELEVANT DEPARTMENT ISSUES

Performance measures for capital improvement projects, including those funded with SDC funds, are shown as part of the Public Works Admin and Engineering Department budgets.



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System Development Charges Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	1,444	1,595	1,630	1,630	1,921	1,630	2,003	1,288	2,003
System Development Charges	141	260	1,409	488	226	714	350	361	711
Interest Income	10	12	6	34	36	70	20	20	40
Transfers In	-	-	-	-	-	-	23	-	23
Total Resources	\$ 1,595	\$ 1,867	\$ 3,045	\$ 2,152	\$ 2,183	\$ 2,414	\$ 2,396	\$ 1,669	\$ 2,777
Requirements									
Materials & Services	-	-	575	-	-	-	-	-	-
Capital Outlay	-	237	1,464	231	180	411	1,108	831	1,939
Contingency	-	-	887	-	-	-	230	260	260
Total Program Requirements	-	237	2,351	231	180	411	1,338	1,091	2,199
Unappropriated Ending Fund Balance	1,595	1,630	694	1,921	2,003	2,003	1,058	578	578
Total Requirements	\$ 1,595	\$ 1,867	\$ 3,045	\$ 2,152	\$ 2,183	\$ 2,414	\$ 2,396	\$ 1,669	\$ 2,777

System Development Charges Transportation Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	244	332	215	271	546	271	655	272	655
Improvement Fees	85	173	1,039	337	100	437	275	283	558
Interest Income	3	3	-	8	9	17	5	5	10
Transfers In	-	-	-	-	-	-	14	-	14
Total Resources	\$ 332	\$ 508	\$ 1,254	\$ 616	\$ 655	\$ 725	\$ 949	\$ 560	\$ 1,237
Requirements									
Materials & Services	-	-	100	-	-	-	-	-	-
Capital Outlay	-	237	1,044	70	-	70	677	431	1,108
Contingency	-	-	110	-	-	-	60	60	60
Total Program Requirements	-	237	1,154	70	-	70	737	491	1,168
Unappropriated Ending Fund Balance	332	271	100	546	655	655	212	69	69
Total Requirements	\$ 332	\$ 508	\$ 1,254	\$ 616	\$ 655	\$ 725	\$ 949	\$ 560	\$ 1,237

System Development Charges Water Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	181	193	198	207	224	207	214	128	214
System Development Charges	9	11	43	25	24	49	25	26	51
Interest Income	3	3	6	8	9	17	5	5	10
Total Resources	\$ 193	\$ 207	\$ 247	\$ 240	\$ 257	\$ 273	\$ 244	\$ 159	\$ 275
Capital Outlay	-	-	175	16	43	59	116	-	116
Contingency	-	-	72	-	-	-	30	30	30
Total Program Requirements	-	-	247	16	43	59	146	30	146
Unappropriated Ending Fund Balance	193	207	-	224	214	214	98	129	129
Total Requirements	\$ 193	\$ 207	\$ 247	\$ 240	\$ 257	\$ 273	\$ 244	\$ 159	\$ 275

System Development Charges Wastewater Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	812	850	863	881	949	881	878	602	878
System Development Charges	37	28	234	87	57	144	25	26	51
Interest Income	1	3	-	9	9	18	5	5	10
Transfers In	-	-	-	-	-	-	9	-	9
Total Resources	\$ 850	\$ 881	\$ 1,097	\$ 977	\$ 1,015	\$ 1,043	\$ 917	\$ 633	\$ 948
Materials & Services:									
Professional Services	-	-	300	-	-	-	-	-	-
Total Materials & Services	-	-	300	-	-	-	-	-	-
Capital Outlay	-	-	240	28	137	165	315	220	535
Contingency	-	-	557	-	-	-	80	80	80
Total Program Requirements	-	-	1,097	28	137	165	395	300	615
Unappropriated Ending Fund Balance	850	881	-	949	878	878	522	333	333
Total Requirements	\$ 850	\$ 881	\$ 1,097	\$ 977	\$ 1,015	\$ 1,043	\$ 917	\$ 633	\$ 948

System Development Charges Stormwater Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	207	220	235	271	202	271	256	286	256
System Development Charges	10	48	93	39	45	84	25	26	51
Interest Income	3	3	-	9	9	18	5	5	10
Total Resources	\$ 220	\$ 271	\$ 328	\$ 319	\$ 256	\$ 373	\$ 286	\$ 317	\$ 317
Requirements									
Capital Outlay	-	-	180	117	-	117	-	180	180
Contingency	-	-	148	-	-	-	-	30	30
Total Program Requirements	-	-	328	117	-	117	-	210	210
Unappropriated Ending Fund Balance	220	271	-	202	256	256	286	107	107
Total Requirements	\$ 220	\$ 271	\$ 328	\$ 319	\$ 256	\$ 373	\$ 286	\$ 317	\$ 317



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WATER FUND BUDGET



PROPOSED BUDGET

\$ 12,044,000

DEPARTMENT DIVISIONS:

- Water quality
- Public health
- Cross connection services
- Administration

2021-2022 KEY INITIATIVES

- Complete updates to water master plan
- Identify energy efficient projects to reduce the water utility's overall carbon footprint
- Supply safe and affordable drinking water to residents
- Complete capital improvements to Well #2
- Complete stripping and repainting of Stanley storage tank
- Update SCADA system and infrastructure

DID YOU KNOW?

- Water Department maintains all components that comprise the city's infrastructure, including 100 miles of water main and 964 fire hydrants
- Milwaukie's first municipal water supply was a spring that still percolates up from the ground on the south side of the Milwaukie Market Place

WATER FUND

DEPARTMENT MISSION

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.

DEPARTMENT OVERVIEW

The Water Department is responsible for compliance with state and federal regulations and with the Safe Drinking Water Act. The department maintains over 100 miles of waterline, 6,911 services and 964 fire hydrants, as well as maintaining seven wells, three storage reservoirs and four pump stations. The department's main functions are:

- Provide city residents with water that meets or exceeds all federal and state water quality requirements;
- Maintain the water system infrastructure; and
- Remain current with changing technology, rules and regulations through education and training efforts.

DEPARTMENT HISTORY AND BACKGROUND

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

PERSONNEL DESCRIPTION

The Water Department consists of seven and one-half full-time equivalent employees (7.5 FTE), including one lead utility technician, two utility technician II, two utility technician I, one water quality coordinator, one cross connection specialist and one-half full-time public works supervisor (shared with Transportation Fund).

ACCOMPLISHMENTS






- Conducted a study on the water cost of service to ensure costs are properly allocated among customer classes and to update and improve methods for determining fair and defensible rates for water utility; and
- Completed Supervisory Control and Data Acquisition (SCADA) master plan.



GOALS AND FOCUS

- Complete the water master plan updates;
- Research and identify energy efficient projects for the water system to reduce the utility's overall carbon footprint;
- Supply safe and affordable drinking water to residents;
- Complete capital improvements to Well #2;
- Enhance the city by providing quality customer service and creating a safe and enjoyable work environment for employees;
- Update SCADA system and infrastructure;

- Research, identify and incorporate other management practices to reduce energy consumption related to non-revenue water;
- Continue to build a positive rapport with residents and stakeholders; and
- Continue an aggressive education program to keep current with changing technologies and certification for city employees.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Meters replaced as needed		19	26	7	20	20	20
Valves maintained		10	2	0	5	10	10
Utility locates (100% completion required by law)		100%	100%	100%	100%	100%	100%
Water service lines repaired		5	4	5	11	5	5
Water main breaks repaired		11	4	6	2	3	3

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Percentage of hydrants maintained		100%	9%	85%	100%	100%	100%
Percentage of defective meters replaced		26%	31%	7%	25%	25%	25%



= Climate Change Action



= Housing Affordability

WHY ARE THESE MEASURES IMPORTANT TO US?

The Water Department takes pride in the quality of service supplied to residents and the condition of city infrastructure. The department constantly look for more efficient methods of producing quality water and the maintenance of infrastructure. Staff is highly trained and certified in their field and look at responsibilities as a career.

Sound, quality utilities are the foundation of the city. Monitoring the maintenance statistics of meters, hydrants and other equipment ensures that the systems are functioning at the highest level possible.



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Water Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	3,462	2,921	3,766	3,884	4,918	3,884	5,188	3,790	5,188
Fees & Charges	3,637	4,084	9,398	4,485	4,494	8,979	4,011	4,248	8,259
Reimbursement Fees	11	13	-	30	16	46	8	8	16
Interest Income	27	4	-	128	89	217	40	40	80
Miscellaneous	72	32	100	37	89	126	93	94	187
Total Resources	\$ 7,209	\$ 7,054	\$ 13,264	\$ 8,564	\$ 9,606	\$ 13,252	\$ 9,340	\$ 8,180	\$ 13,730
Requirements									
Personnel Services:									
Salaries	464	431	1,079	496	550	1,046	528	555	1,083
Benefits	252	241	650	274	347	621	342	386	728
Total Personnel Services	716	672	1,729	770	897	1,667	870	941	1,811
Materials & Services:									
Professional Services	13	18	66	25	29	54	120	26	146
Contractual Services:									
Electricity	179	185	407	184	185	369	195	195	390
Facility Repairs	148	188	402	207	195	402	210	210	420
Other	28	30	73	25	25	50	38	38	76
General Office Supplies	1	-	4	-	2	2	2	2	4
Dues & Subscriptions	2	3	8	3	3	6	2	2	4
Education & Training	2	6	12	5	9	14	9	9	18
Fees & Licenses	1	2	5	2	3	5	3	3	6
Franchise Fees to Transportation ¹	307	318	752	376	376	752	321	340	661
Operating Equipment	30	31	20	43	15	58	40	40	80
Miscellaneous Supplies	4	1	5	4	5	9	4	4	8
Rents & Leases	4	3	10	1	7	8	5	5	10
Self Insured Claims	-	-	2	-	1	1	1	1	2
Utility Billing Expense	47	46	-	-	-	-	-	-	-
Utility Assistance	-	-	-	-	-	-	8	5	13
Bad Debt	1	-	12	8	5	13	10	10	20
Total Materials & Services	767	831	1,778	883	860	1,743	968	890	1,858
Capital Outlay	1,665	487	4,276	792	1,412	2,204	2,432	2,223	4,655
Transfers to Other Funds	1,140	1,180	2,450	1,201	1,249	2,450	1,280	1,340	2,620
Contingency	-	-	1,500	-	-	-	1,100	1,100	1,100
Total Program Requirements	4,288	3,170	11,733	3,646	4,418	8,064	6,650	6,494	12,044
Unappropriated Ending Fund Balance	2,921	3,884	1,531	4,918	5,188	5,188	2,690	1,686	1,686
Total Requirements	\$ 7,209	\$ 7,054	\$ 13,264	\$ 8,564	\$ 9,606	\$ 13,252	\$ 9,340	\$ 8,180	\$ 13,730

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Budgeted Positions (in FTEs)	8.2	8.2	8.2	8.2	8.2	8.2	7.5	7.5	7.5
Population	20,000	20,435	20,435	20,528	20,528	20,528	20,528	20,528	20,528
Monthly Operating Costs per Capita	\$ 11	\$ 11	\$ 24	\$ 12	\$ 12	\$ 24	\$ 13	\$ 13	\$ 26
Contingency & Ending Fund Balance Above	\$ 2,921	\$ 3,884	\$ 3,031	\$ 4,918	\$ 5,188	\$ 5,188	\$ 3,790	\$ 2,786	\$ 2,786
Policy Requirement (50%)	1,312	1,342	1,520	1,427	1,503	1,503	1,559	1,585	1,585
Reserve for Vehicle Replacement	100	100	100	100	100	100	100	100	100
Amount over (under) Policy Requirement	\$ 1,509	\$ 2,442	\$ 1,411	\$ 3,391	\$ 3,585	\$ 3,585	\$ 2,131	\$ 1,101	\$ 1,101

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



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WASTEWATER FUND BUDGET



PROPOSED BUDGET

\$ 20,619,000

DEPARTMENT DIVISIONS:

- Public health
- Environmental quality
- Administration

2021-2022 KEY INITIATIVES

- Update wastewater master plan to ensure future revenue requirements for city utilities are levelized to the extent practicable
- Research and identify energy efficiency projects for wastewater collection system to reduce carbon footprint
- Prevent sewer main blockages and overflows by completing routine maintenance, cleaning and video inspections of main lines

DID YOU KNOW?

- Wastewater Department is available to assist Milwaukie businesses with technical assistance and adopting practices that can reduce fats, oils, grease and food waste discharges to the sewer system
- Millions of gallons of wastewater go down the drain every day from washing or toilet flushing inside homes, schools and other buildings

WASTEWATER FUND

DEPARTMENT MISSION

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 to the residents, while protecting environmental quality and eliminating sanitary sewer overflows.

DEPARTMENT OVERVIEW

The Wastewater Department maintains 79 miles of public sanitary sewers, five sewer lift stations and 1,692 manholes. The department's main functions are:

- Operate and maintain wastewater collections infrastructure efficiently and at minimal cost to residents; and
- Provide environmental services to oversee and enforce the FOG (Fats, Oils and Grease) program to help eliminate the amount of materials in the wastewater collections system.

DEPARTMENT HISTORY AND BACKGROUND

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

PERSONNEL DESCRIPTION

The Wastewater Department consists of four and one-half full-time equivalent employees (4.5 FTE), including one lead utility technician, three utility technician II positions and one-half full-time public works supervisor (shared with Stormwater Fund). A one-half environmental services coordinator was transferred to the General Fund.





ACCOMPLISHMENTS






- Conducted a study on the wastewater cost of service to ensure costs are properly allocated among customer classes and to update and improve the methods for determining fair and defensible rates for wastewater utility;
- Worked closely with Engineering Department to complete the clay pipe replacement program, which helps eliminate roots and ground water from entering main lines;
- Trained and certified all personnel from the National Association of Sewer Service Companies, known for standardizing procedures for assessment and rehabilitation of underground infrastructure;
- Repaired multiple manholes to reduce groundwater and roots from entering;
- Investigated non-compliant restaurants of the FOG ordinance and enforced installation of more effective grease interceptors to reduce sewer backups and discharges to the city's sewer main;
- Continued to enhance the FOG program through cooperation with other local municipalities and preferred pumps;
- Completed onsite FOG inspections to monitor compliance of new and existing facilities; and
- Responded to all lift stations failures within adequate time and prevented backup or overflow.


GOALS AND FOCUS

- Continue to enhance the city by providing quality customer service and creating a safe and enjoyable work environment for employees;
- Update the wastewater master plan to ensure future revenue requirements for city utilities are leveled to the extent practicable;
- Research and identify energy efficiency projects for wastewater collection system to reduce the utility's overall carbon footprint;
- Prevent sewer main blockages and sanitary sewer overflows by completing routine maintenance, cleaning and video inspections of main lines in accordance with asset management guidelines; and
- Provide resources for wastewater personnel to stay current on required certifications.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Mainline hydro cleaning (feet per year, in thousands)		75.2	42	115	102	110	118
Manhole inspections per year		120	148	533	429	500	500
TV inspection of mains (feet per year, in thousands)		68.2	49.8	130	145	155	155
Lift station inspections per year		260	300	556	470	500	530

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Percentage of mainline hydro cleaned (goal is 20% or all mains in 5 years)		18%	10%	27.4%	8.1%	15%	20%
Percentage of mainline granite/TV inspected (goal is 20% or all mains in 5 years)		16%	4.4%	13.3%	15%	20%	20%
Percentage of manholes inspected (goal is all manholes in 5 years)		14%	8.6%	31%	8%	30%	30%
Percentage of lift station runtime without malfunction or downtime		96%	100%	100%	100%	100%	100%
Percentage of certifications active and in good standing		100%	100%	100%	100%	100%	100%

 = Effective and Efficient Government

WHY ARE THE MEASURES IMPORTANT TO US?

Hydro clean sewer system ensures a working, flowing system that is free of debris and prevents sanitary sewer overflows and DEQ fines.

Formula inspections help to locate and schedule repairs of possible sewer system failures before they fail or cause a sewer backup.

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

TV inspections rate the condition of the pipe to determine time before the structure fails and when a repair or replacement is needed. The software used also allows the Engineering Department to review inspections from their computers.



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Wastewater Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	3,272	3,864	4,361	4,811	4,775	4,811	6,116	4,301	6,116
Fees & Charges	7,661	7,906	16,293	7,907	8,322	16,229	7,592	8,054	15,646
Proceeds from Reimbursement District	85	42	100	82	70	152	51	51	102
Interest Income	35	22	50	137	110	247	100	100	200
Miscellaneous	19	7	63	4	4	8	7	7	14
Total Resources	\$ 11,072	\$ 11,841	\$ 20,867	\$ 12,941	\$ 13,281	\$ 21,447	\$ 13,866	\$ 12,513	\$ 22,078
Requirements									
Personnel Services:									
Salaries	285	298	631	317	326	643	323	339	662
Benefits	126	129	329	156	179	335	181	205	386
Total Personnel Services	411	427	960	473	505	978	504	544	1,048
Materials & Services:									
Professional Services	1	5	43	21	12	33	14	14	28
Contractual Services:									
CCSD #1 SDC Exempt Properties	8	13	151	7	7	14	-	-	-
Electricity	11	11	25	10	10	20	10	10	20
Facility Repairs	19	31	150	84	60	144	70	70	140
Other	2	-	16	-	3	3	5	5	10
Wastewater Treatment Costs	4,566	4,675	9,878	4,913	5,012	9,925	5,326	5,490	10,816
General Office Supplies	1	-	2	-	1	1	1	1	2
Dues & Subscriptions	1	-	2	-	1	1	1	1	2
Education & Training	7	7	20	10	9	19	7	7	14
Franchise Fees to Transportation ¹	232	247	497	240	257	497	173	197	370
Operating Equipment	13	6	18	1	5	6	9	9	18
Miscellaneous Supplies	-	2	4	2	2	4	2	2	4
Rents & Leases	3	3	20	8	5	13	8	8	16
Self Insured Claims	-	-	10	-	-	-	1	1	2
Utility Billing Expense	29	30	-	-	-	-	-	-	-
Utility Assistance	-	-	-	-	-	-	8	5	13
Bad Debt	3	-	20	4	5	9	15	15	30
Total Materials & Services	4,896	5,030	10,856	5,300	5,389	10,689	5,650	5,835	11,485
Capital Outlay	727	349	2,670	1,243	67	1,310	2,029	1,363	3,392
Debt Service	104	104	204	102	102	204	102	102	204
Transfers to Other Funds	1,070	1,120	2,150	1,048	1,102	2,150	1,280	1,330	2,610
Contingency	-	-	1,500	-	-	-	1,880	1,880	1,880
Total Program Requirements	7,208	7,030	18,340	8,166	7,165	15,331	11,445	11,054	20,619
Unappropriated Ending Fund Balance	3,864	4,811	2,527	4,775	6,116	6,116	2,421	1,459	1,459
Total Requirements	\$ 11,072	\$ 11,841	\$ 20,867	\$ 12,941	\$ 13,281	\$ 21,447	\$ 13,866	\$ 12,513	\$ 22,078

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Budgeted Positions (in FTEs)	5.0	5.0	5.0	5.0	5.0	5.0	4.5	4.5	4.5
Population	20,000	20,435	20,435	20,528	20,528	20,528	20,528	20,528	20,528
Monthly Operating Costs per Capita	\$ 27	\$ 27	\$ 57	\$ 28	\$ 28	\$ 56	\$ 30	\$ 31	\$ 61
Contingency & Ending Fund Balance Above	\$ 3,864	\$ 4,811	\$ 4,027	\$ 4,775	\$ 6,116	\$ 6,116	\$ 4,301	\$ 3,339	\$ 3,339
Policy Requirement (25%)	1,620	1,670	3,543	1,731	1,775	1,775	1,884	1,953	1,953
Reserve for Vehicle Replacement	100	100	100	100	100	100	100	100	100
Amount over (under) Policy Requirement	\$ 2,144	\$ 3,041	\$ 384	\$ 2,944	\$ 4,241	\$ 4,241	\$ 2,317	\$ 1,286	\$ 1,286

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



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STORMWATER FUND BUDGET



PROPOSED BUDGET

\$ 14,029,000

DEPARTMENT DIVISIONS:

- Public health
- Environmental quality
- Administration

2021-2022 KEY INITIATIVES

- Complete in-house drywell decommissioning and pretreatment requirements
- Comply with all DEQ stormwater regulations
- Be proactive in management of trees and community's urban forest
- Evaluate tree and shrub species that may adapt to predicted climate
- Evaluate opportunities to provide landscape materials to community

DID YOU KNOW?

- Under the Clean Water Act, the Stormwater Department manages storm water in a manner that reduces pollution from entering local streams and groundwater
- Completed maintenance on 100% of rain gardens in the city in the last three years
- Ensures work is performed in compliance with the National Pollutant Discharge Elimination System (NPDES) permit

STORMWATER FUND

DEPARTMENT MISSION

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.

DEPARTMENT OVERVIEW

The Stormwater Department manages 41 miles of storm main lines, 1,603 catch basins, 210 drywells, 122 sedimentation manholes, 539 manholes, five detention ponds and 46 rain gardens. The department corrects any stormwater problems by designing, constructing, managing, operating, maintaining, inspecting, sweeping and enforcing the city's stormwater rules and regulations. The main functions of the department are:

- Perform maintenance in compliance with National Pollutant Discharge Elimination System (NPDES) permit;
- Permit the Water Pollution Control Facility (WPCF) and storm system in general;
- Permit for Underground Injection Control (UIC) components such as drywells;
- Provide ongoing education program for employees to keep current with the evolving technology, rules and regulations; and
- Sweep city streets for compliance with NPDES permit.

DEPARTMENT HISTORY AND BACKGROUND

The Oregon Department of Environmental Quality (DEQ) issued the city a NPDES permit in 1995. The permit contains requirements that are intended to minimize impacts from pollutants carried into area streams, rivers and wetlands via the storm sewer system. The city's permit is for a storm system separate from the wastewater system, known as a Municipal Separated Storm Sewer System (MS4). The United States Environmental Protection Agency (EPA) continues to place demands that DEQ apply stronger requirements around maintenance, water quality sampling and treatment of new and existing stormwater facilities.

The city also has natural topography consisting of low land areas without natural drainage and an area encompassing about 20% of the city that is a basin with no flow out, resulting in reliance on infiltration to drain stormwater. This area receives flooding issues during heavy rain events with a need for new infrastructure and replacement of drywells that are prevalent in the area and susceptible to failure.

PERSONNEL DESCRIPTION

The Stormwater Department consists of seven and one-half full-time equivalent employees (7.5 FTE), including one lead utility technician, four utility technician II positions, one natural resources technician, one natural resource coordinator and one-half full-time public works supervisor (shared with Wastewater Fund). A one-half environmental services coordinator was transferred to the General Fund. The department is asking for one seasonal employee.












ACCOMPLISHMENTS







- Monitored analytical results within expected parameters with no anomalies;
- Added a natural resources technician position allowed for maintenance of water quality facilities (rain gardens) more frequently;
- Coordinated with the cities of West Linn, Lake Oswego and Oregon City for monitoring of mercury in stormwater discharge from residential area;
- Responded to spills originating within city limits, documented the release and managed cleanup efforts provided by other jurisdictions;
- Completed annual report in compliance with the NPDES permit;
- Maintained compliance with the WPCF permit;
- Constructed a greenhouse for propagation of plants to be used in new and existing stormwater quality facilities; and
- Updated the street tree planting list in the Public Works Standards.

GOALS AND FOCUS

- Comply with all DEQ stormwater regulations listed in permits, management plans and monitoring plans, including the implementation of an updated NPDES, MS4, WPCF and stormwater management plan, and updates of an NPDES, MS4 and stormwater monitoring plan;
- Improve riparian habitat restoration on private property utilizing programs for restoration efforts on private property;
- Conduct time-weighted composite and obtain sampling for chlorides at instream monitoring locations in conjunction with other NPDES MS4 co-permittees,;
- Enhance the city by providing quality customer service and creating a safe and enjoyable work environment for employees;
- Complete in-house drywell decommissioning and pretreatment requirements;
- Eliminate potential known areas for flooding through capital improvement projects;
- Continue to lead by example by improving dewatering practices with the decant facility;
- Take a proactive approach to the management of trees and the community's urban forest to recognize the important role trees play in stormwater management;
- Complete projects in efficiently by meeting the budget expectations, executing fewer change orders and timely project completion;
- Support existing certifications for personnel;
- Evaluate tree and shrub species that may adapt to the predicted climate of 2100; and
- Evaluate opportunities to provide landscape materials to community members.

PERFORMANCE MEASURES

WORKLOAD INDICATORS	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Clean catch basins as required by permit		372	1,233	849	910	849	910
Clean dry wells as required by ORS		12	11	20	As Needed	As Needed	As Needed
Inspection of drywells		191	171	155	155	155	155
Mainline Cleaning (in feet)		4,021	9,175	12,811	As Needed	As Needed	As Needed
TV inspection of mains (in feet)		691	18,441	58,789	As Needed	As Needed	As Needed
Maintain rain garden		281	375	667	700	725	725
Storm water monitoring (sampling for testing)		9	11	11	11	11	11
Erosion control inspections		113	13	119	As Needed	As Needed	As Needed
Outfall inspections		26	26	26	26	26	26
Respond to environmental spills		8	9	5	As Needed	As Needed	As Needed
Sweeping (lane miles)		1,128	1,270	1,391	1,460	1,550	1,550

PERFORMANCE MEASURES	GOAL	FY17	FY18	FY19	FY20 (est.)	FY21 (est.)	FY22 (est.)
Percentage of catch basins cleaned (DEQ requirement is 50%)		50%	75%	49%	50%	50%	50%
Percentage of Type I & II dry wells cleaned (DEQ requirement is 65%)		65%	5%	10%	As needed	As Needed	As Needed
Percentage of Type I & II dry wells inspected (DEQ requirement is 100%)		100%	65%	65%	65%	65%	65%
Percentage of rain garden maintenance completed (goal is 100%)		100%	100%	100%	100%	100%	100%
Percentage of storm water MS4 monitoring events completed (DEQ requirement is 100%)		100%	100%	100%	100%	100%	100%
Percentage of storm water UIC monitoring events completed (DEQ requirement is 100%)		100%	100%	100%	100%	100%	100%



= Effective and Efficient Government



= Climate Change Action

WHY ARE THESE MEASURES IMPORTANT TO US?

Cleaning catch basins is required once every two years to meet conditions of NPDES, MS4 and WPCF (UIC) permits. By lowering the amount of solids, the Stormwater Department reduces the amount of pollutants.

Stormwater Department is required to clean drywells once every six months for Type II and once every two years for Type I to meet conditions of our WPCF (UIC) permit. This measure helps prevent flooding and removes pollutants that may reach the groundwater.

Inspecting Type II drywells once per month and Type I drywells once every two months is required to meet conditions of our WPCF (UIC) permit. This measure helps to keep the drywells functioning properly.

Rain gardens help maintain stormwater quality requirements for low impact development and act as stormwater treatment facilities that depend on maintenance to function properly.

Stormwater Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	2,953	3,774	4,323	4,323	4,903	4,323	4,981	3,264	4,981
Fees & Charges	3,357	3,805	8,686	4,326	4,956	9,282	4,976	5,126	10,102
Intergovernmental	-	-	-	-	10	10	-	-	-
Interest Income	37	29	54	112	78	190	50	30	80
Miscellaneous	26	30	19	29	48	77	27	27	54
Proceeds from Issuance of Debt	-	-	-	-	-	-	-	2,500	2,500
Total Resources	\$ 6,373	\$ 7,638	\$ 13,082	\$ 8,790	\$ 9,995	\$ 13,882	\$ 10,034	\$ 10,947	\$ 17,717
Requirements									
Personnel Services:									
Salaries	409	493	1,118	521	513	1,034	525	554	1,079
Benefits	151	182	479	185	294	479	314	354	668
Total Personnel Services	560	675	1,597	706	807	1,513	839	908	1,747
Materials & Services:									
Professional Services	40	30	78	33	47	80	120	120	240
Contractual Services:									
Facility Repairs	44	115	169	65	73	138	87	87	174
Refuse	-	-	24	-	15	15	25	30	55
Other	16	13	53	13	27	40	36	36	72
General Office Supplies	1	1	3	1	1	2	1	1	2
Dues & Subscriptions	4	4	12	6	2	8	7	7	14
Education & Training	9	10	17	7	11	18	7	7	14
Franchise Fees to Transportation ¹	269	296	696	350	400	750	398	395	793
Operating Equipment	9	14	12	1	6	7	10	10	20
Miscellaneous Supplies	2	2	7	2	2	4	2	2	4
Rents & Leases	8	3	35	-	5	5	2	2	4
Self Insured Claims	-	-	6	-	-	-	5	5	10
Utility Billing Expense	12	12	23	-	-	-	-	-	-
Utility Assistance	-	-	-	-	-	-	8	5	13
Bad Debt	1	(2)	13	7	-	7	10	10	20
Total Materials & Services	415	498	1,148	485	589	1,074	718	717	1,435
Capital Outlay	604	1,082	6,775	1,400	2,270	3,670	3,853	3,109	6,962
Debt Service	-	-	14	-	-	-	-	185	185
Transfers to Other Funds	1,020	1,060	2,408	1,296	1,348	2,644	1,360	1,420	2,780
Contingency	-	-	300	-	-	-	920	920	920
Total Program Requirements	2,599	3,315	12,242	3,887	5,014	8,901	7,690	7,259	14,029
Unappropriated Ending Fund Balance	3,774	4,323	840	4,903	4,981	4,981	2,344	3,688	3,688
Total Requirements	\$ 6,373	\$ 7,638	\$ 13,082	\$ 8,790	\$ 9,995	\$ 13,882	\$ 10,034	\$ 10,947	\$ 17,717

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Budgeted Positions (in FTEs)	8.3	8.3	8.5	8.5	8.5	8.5	8.0	8.0	8.0
Population	20,000	20,435	20,435	20,528	20,528	20,528	20,528	20,528	20,528
Monthly Operating Costs per Capita	\$ 8	\$ 9	\$ 21	\$ 10	\$ 11	\$ 21	\$ 12	\$ 12	\$ 24
Contingency & Ending Fund Balance Above	\$ 3,774	\$ 4,323	\$ 1,140	\$ 4,903	\$ 4,981	\$ 4,981	\$ 3,264	\$ 4,608	\$ 4,608
Policy Requirement (25%)	499	558	1,292	622	686	686	729	808	808
Reserve for Vehicle Replacement	100	100	100	100	100	100	100	100	100
Amount over (under) Policy Requirement	\$ 3,175	\$ 3,665	\$ (252)	\$ 4,181	\$ 4,195	\$ 4,195	\$ 2,435	\$ 3,700	\$ 3,700

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



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Five-Year Forecast

LONG TERM FINANCIAL PLANNING PROCESS

The City of Milwaukie prepares five-year financial forecasts during the development of the biennial budget. The five-year model takes into account projected increases and decreases in revenues and expenditures. This information is shared with the Budget Committee during to budget deliberations.

The City recently completed its capital improvement plan (CIP), which is aligned with the financial forecast and this budget document, as well as the corresponding master plan documents. These master plan documents provide long-range (20 year) planning for necessary capital improvements and investments in the City's infrastructure. The City refers to this as "multi-document transparency," because costly projects are planned and accounted for across many different documents. This level of planning allows for thoughtful project management and financing. The proposed biennial budget includes funds to prepare new master plans and corresponding rate studies for both the water and wastewater utilities.

Financial forecasts are key to strategizing, studying different financial outcomes, modeling demographic trends, anticipating changes in revenue streams, and forecasting utility rates. The latest version of the City's updated forecast projections by Fund are included in this budget document.



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	FY15	FY16	FY17	FY18	FY19	Current Fiscal Year Estimated FY20	Projected					
							+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25	
Resources												
Beginning Fund Balance	\$ 15,240	\$ 18,015	\$ 20,733	\$ 33,581	\$ 38,216	\$ 55,171	\$ 49,143	\$ 35,187	\$ 50,251	\$ 44,356	\$ 44,762	
Revenues												
Taxes	7,586	7,892	8,899	9,195	9,488	9,340	9,707	9,837	9,952	10,134	10,314	
Fees & Charges	17,078	18,423	19,890	22,807	26,080	25,101	23,969	24,799	26,459	27,672	28,643	
Intergovernmental	5,736	5,762	4,423	7,898	5,412	5,526	6,087	9,118	6,238	6,467	6,708	
Debt Service	5,013	-	9,616	384	20,979	6,700	-	23,500	6,000	6,000	6,000	
Other	6,085	6,483	7,137	7,172	9,552	10,470	9,602	9,759	9,818	9,968	10,388	
Total Revenues	41,498	38,560	49,965	47,456	71,511	57,137	49,365	77,013	58,467	60,241	62,053	
Total Resources	\$ 56,738	\$ 56,575	\$ 70,698	\$ 81,037	\$ 109,727	\$ 112,308	\$ 98,508	\$ 112,200	\$ 108,717	\$ 104,597	\$ 106,814	
Requirements												
Personnel Services	13,355	14,113	15,213	15,999	17,160	18,903	20,005	21,327	22,330	23,031	23,705	
Materials & Services	9,952	10,540	10,829	11,992	12,607	12,292	13,636	14,140	15,099	15,552	15,974	
Debt Service	4,645	863	1,447	1,478	3,465	3,818	3,989	2,827	2,840	2,887	2,879	
Transfers to Other Funds	4,420	4,889	5,360	5,420	6,674	7,820	7,523	7,770	7,450	7,633	7,786	
Capital Outlay	6,351	5,437	4,268	7,932	14,650	20,332	18,168	15,885	16,642	10,733	13,367	
Total Expenditures	38,723	35,842	37,117	42,821	54,556	63,165	63,321	61,949	64,361	59,836	63,711	
Ending Fund Balance	18,015	20,733	33,581	38,216	55,171	49,143	35,187	50,251	44,356	44,762	43,104	
Total Requirements	\$ 56,738	\$ 56,575	\$ 70,698	\$ 81,037	\$ 109,727	\$ 112,308	\$ 98,508	\$ 112,200	\$ 108,717	\$ 104,597	\$ 106,814	

	Current Fiscal Year Estimated					Projected					% of Revenue	
	FY15	FY16	FY17	FY18	FY19	FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24		+5 FY25
Resources												
Beginning Fund Balance	\$ 15,240	\$ 18,015	\$ 20,733	\$ 33,581	\$ 38,216	\$ 55,171	\$ 49,143	\$ 35,187	\$ 50,251	\$ 44,356	\$ 44,762	
Revenues												
Taxes												
General	7,266	7,619	7,919	8,221	8,651	8,485	8,799	8,933	9,093	9,275	9,460	91%
Bonded Debt	320	273	980	974	837	855	908	904	859	859	855	9%
Total Taxes	7,586	7,892	8,899	9,195	9,488	9,340	9,707	9,837	9,952	10,134	10,314	100%
Fees & Charges												
Water	3,634	3,882	3,648	4,097	4,515	4,510	4,019	4,256	4,506	4,773	4,962	17%
Wastewater	6,939	7,246	7,661	7,906	7,907	8,322	7,592	8,054	8,544	9,064	9,522	33%
Stormwater	2,565	2,933	3,357	3,805	4,326	4,956	4,976	5,126	5,279	5,438	5,465	20%
Transportation	622	625	1,083	1,669	1,927	1,820	2,121	2,207	2,307	2,401	2,500	9%
SDCs	69	80	141	260	488	226	350	361	383	365	394	1%
Other	681	1,086	1,142	1,817	3,293	1,691	1,440	1,222	1,254	1,287	1,318	5%
Franchise Fees (External)	1,868	1,855	2,050	2,392	2,658	2,543	2,579	2,641	2,720	2,802	2,886	10%
Franchise Fees (Utility to Streets)	700	716	808	861	966	1,033	892	932	1,466	1,541	1,595	5%
Total Fees & Charges	17,078	18,423	19,890	22,807	26,080	25,101	23,969	24,799	26,459	27,672	28,643	100%
Intergovernmental												
Library	1,531	1,558	1,616	2,977	1,951	1,810	1,839	1,894	1,950	2,009	2,069	28%
Streets - Local Gas Tax	167	181	171	173	155	164	164	164	169	174	179	2%
Streets - State Gas Tax	1,184	1,213	1,227	1,325	1,601	1,241	1,376	1,376	1,417	1,460	1,504	21%
Other	2,854	2,810	1,409	3,423	1,705	2,311	2,708	5,684	2,703	2,824	2,956	49%
Total Intergovernmental	5,736	5,762	4,423	7,898	5,412	5,526	6,087	9,118	6,238	6,467	6,708	100%
Other												
Fines & Forfeitures	1,254	1,263	1,062	878	844	681	830	780	795	810	827	4%
Interest	87	73	341	533	1,560	1,220	431	393	275	276	277	2%
Leases	-	-	-	-	-	-	504	504	252	-	-	1%
Miscellaneous	324	275	374	341	462	749	314	312	362	366	366	2%
Debt Proceeds	5,013	-	9,616	384	20,979	6,700	-	23,500	6,000	6,000	6,000	46%
Transfers from Other Funds	4,420	4,872	5,360	5,420	6,686	7,820	7,523	7,770	8,134	8,516	8,917	45%
Total Other	11,098	6,483	16,753	7,556	30,531	17,170	9,602	33,259	15,818	15,968	16,388	100%
Total Revenues	41,498	38,560	49,965	47,456	71,511	57,137	49,365	77,013	58,467	60,241	62,053	
Total Resources	\$ 56,738	\$ 56,575	\$ 70,698	\$ 81,037	\$ 109,727	\$ 112,308	\$ 98,508	\$ 112,200	\$ 108,717	\$ 104,597	\$ 106,814	
Requirements												
Expenditures												
Personnel Services	13,355	14,113	15,213	15,999	17,160	18,903	20,005	21,327	22,330	23,031	23,705	35%
Materials & Services	9,952	10,540	10,829	11,992	12,607	12,292	13,636	14,140	15,099	15,552	15,974	24%
Debt Service	4,645	863	1,447	1,478	3,465	3,818	3,989	2,827	2,840	2,887	2,879	5%
Transfers to Other Funds	4,420	4,889	5,360	5,420	6,674	7,820	7,523	7,770	7,450	7,633	7,786	12%
Capital Outlay	6,351	5,437	4,268	7,932	14,650	20,332	18,168	15,885	16,642	10,733	13,367	24%
Total Expenditures	38,723	35,842	37,117	42,821	54,556	63,165	63,321	61,949	64,361	59,836	63,711	100%
Fund Balance												
Policy Requirements	5,598	6,641	7,524	8,034	8,947	9,360	9,887	10,416	11,050	11,358	11,662	
Reserves - Debt Service	587	412	409	428	2,299	2,299	1,762	1,778	1,804	1,844	2,044	
Reserves - Vehicle Replacement	959	591	550	600	600	600	600	601	602	603	604	
Reserves - Capital	500	500	500	-	650	240	9,000	9,000	9,000	9,000	9,000	
Reserves - Other	319	307	204	205	186	186	186	186	186	186	186	
Over (Under) Policy	9,024	11,227	23,052	26,949	42,708	36,518	12,403	27,323	20,854	20,799	18,573	
Ending Fund Balance	18,015	20,733	33,581	38,216	55,171	49,143	35,187	50,251	44,356	44,762	43,104	
Total Requirements	\$ 56,738	\$ 56,575	\$ 70,698	\$ 81,037	\$ 109,727	\$ 112,308	\$ 98,508	\$ 112,200	\$ 108,717	\$ 104,597	\$ 106,814	

						Current	Projected				
	FY15	FY16	FY17	FY18	FY19	Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25
Resources											
Beginning Fund Balance	\$ 6,039	\$ 5,780	\$ 6,115	\$ 7,338	\$ 7,551	\$ 9,164	\$ 9,011	\$ 7,273	\$ 5,397	\$ 4,710	\$ 4,228
Revenues											
Property Taxes	6,324	6,677	7,118	7,395	7,845	7,671	7,836	8,000	8,160	8,323	8,489
Franchise Fees	1,553	1,546	1,751	2,079	2,346	2,238	2,299	2,361	2,432	2,505	2,580
Intergovernmental	2,113	1,621	1,140	1,234	1,269	1,194	1,169	2,147	2,254	2,367	2,485
Fines & Forfeitures	1,194	1,212	1,013	831	809	650	795	745	760	775	791
Fees & Charges	441	495	607	750	658	700	700	725	747	769	792
Interest Income	87	73	97	274	411	325	80	70	70	70	70
Miscellaneous	142	133	222	227	205	100	100	100	100	100	100
Sale of Assets	-	-	-	-	-	438	-	-	-	-	-
Proceeds from Issuance of Debt	5,013	-	-	-	-	-	-	-	-	-	-
Transfers from Other Funds	4,420	4,470	5,360	5,420	6,363	6,533	7,000	7,270	7,634	8,016	8,417
Total Revenues	21,287	16,227	17,308	18,210	19,906	19,849	19,979	21,418	22,157	22,925	23,724
Total Resources	\$ 27,326	\$ 22,007	\$ 23,423	\$ 25,548	\$ 27,457	\$ 29,013	\$ 28,990	\$ 28,691	\$ 27,554	\$ 27,635	\$ 27,952
Requirements											
Expenditures											
Personnel Services	9,828	10,439	11,292	11,866	12,706	14,108	14,934	15,883	16,614	17,029	17,455
Materials & Services	3,733	4,072	3,848	4,848	4,439	4,296	5,231	5,300	5,485	5,613	5,752
Debt Service	4,236	412	409	428	422	449	443	459	485	525	525
Capital Outlay	3,749	550	536	855	415	173	1,086	1,652	260	240	150
Transfers to Other Funds	-	419	-	-	311	976	23	-	-	-	-
Total Expenditures	21,546	15,892	16,085	17,997	18,293	20,002	21,717	23,294	22,844	23,407	23,882
Fund Balance											
Policy Requirement (25%)	2,207	3,155	3,168	3,540	3,868	4,215	4,411	4,655	4,854	4,949	5,091
Reserves:											
Vehicle Replacement	418	-	-	-	-	-	-	-	-	-	-
Debt Service	587	412	409	428	449	449	443	459	485	525	525
Forfeiture	36	36	28	29	17	17	17	17	17	17	17
PEG	142	130	176	176	169	169	169	169	169	169	169
Over (Under) Policy	2,390	2,382	3,557	3,378	4,661	4,161	2,233	97	(815)	(1,432)	(1,731)
Total Ending Fund Balance	5,780	6,115	7,338	7,551	9,164	9,011	7,273	5,397	4,710	4,228	4,071
Total Requirements	\$ 27,326	\$ 22,007	\$ 23,423	\$ 25,548	\$ 27,457	\$ 29,013	\$ 28,990	\$ 28,691	\$ 27,554	\$ 27,635	\$ 27,952

	FY15	FY16	FY17	FY18	FY19	Current	Projected				
						Fiscal Year Estimated	+1	+2	+3	+4	+5
						FY20	FY21	FY22	FY23	FY24	FY25
Revenues											
Property Taxes	6,324	6,677	7,118	7,395	7,845	7,671	7,836	8,000	8,160	8,323	8,489
Franchise Fees	1,553	1,546	1,751	2,079	2,346	2,238	2,299	2,361	2,432	2,505	2,580
Intergovernmental	2,113	1,621	1,140	1,234	1,269	1,194	1,169	2,147	2,254	2,367	2,485
Fines & Forfeitures	1,194	1,212	1,013	831	809	650	795	745	760	775	791
Fees & Charges	441	495	607	750	658	700	700	725	747	769	792
Interest Income	87	73	97	274	411	325	80	70	70	70	70
Miscellaneous	142	133	222	227	205	100	100	100	100	100	100
Sale of Assets	-	-	-	-	-	438	-	-	-	-	-
Debt Proceeds	5,013	-	-	-	-	-	-	-	-	-	-
Transfers from Other Funds	4,420	4,470	5,360	5,420	6,363	6,533	7,000	7,270	7,634	8,016	8,417
Total Revenues	21,287	16,227	17,308	18,210	19,906	19,849	19,979	21,418	22,157	22,925	23,724
Expenditures by Department											
City Council	66	93	101	107	100	119	156	133	134	134	135
City Manager	673	824	964	1,063	1,066	1,141	1,240	1,329	1,202	1,226	1,250
City Attorney	-	-	-	-	205	228	255	269	310	317	323
Community Development	3,208	749	795	949	814	713	1,362	2,131	942	958	975
Public Works Administration	466	677	668	662	818	854	1,073	1,109	930	951	973
Engineering	490	499	611	864	1,097	1,378	1,651	1,736	1,778	1,820	1,864
Facilities Management	1,247	1,014	960	1,496	1,087	1,113	1,694	1,588	1,352	1,328	1,338
Finance	826	897	1,098	1,140	1,137	1,304	1,448	1,530	1,636	1,665	1,695
Fleet Services	1,054	686	543	579	593	586	665	700	682	691	700
Human Resources	280	297	326	369	336	350	435	439	418	426	435
Information Technology	1,049	1,013	1,029	1,473	1,227	1,234	1,457	1,549	1,488	1,425	1,438
Municipal Court	338	392	345	355	313	364	266	277	377	384	392
Planning	499	618	717	745	808	807	838	851	977	996	1,016
Code Enforcement	178	231	158	150	174	176	259	272	231	236	241
PEG	78	75	61	67	30	12	18	18	18	18	18
City Recorder	385	407	378	373	364	412	429	449	474	484	494
Nondepartmental	4,663	1,165	750	832	1,144	1,840	938	992	1,088	1,176	1,228
Police Department	6,046	6,255	6,581	6,773	6,980	7,371	7,533	7,922	8,810	9,172	9,366
Total Expenditures	21,546	15,892	16,085	17,997	18,293	20,002	21,717	23,294	22,844	23,407	23,882

	FY15	FY16	FY17	FY18	FY19	Current	Projected				
						Fiscal Year	+1	+2	+3	+4	+5
						Estimated					
						FY20	FY21	FY22	FY23	FY24	FY25
General Fund Detail Continued											
Expenditures by Type & Department											
Personnel Services											
City Council	17	17	17	17	17	17	17	19	20	20	21
City Manager	504	604	725	719	828	841	1,009	1,085	958	982	1,006
City Attorney	-	-	-	-	138	197	204	218	259	266	272
Community Development	486	463	484	621	620	653	701	765	663	679	696
Public Works Administration	408	543	624	583	706	800	956	1,019	840	861	883
Engineering	473	476	593	796	1,022	1,304	1,586	1,671	1,713	1,755	1,799
Facilities Management	216	240	203	305	327	373	397	426	420	431	441
Finance	708	767	867	880	777	918	999	1,064	1,170	1,199	1,229
Fleet Services	272	298	283	253	275	301	343	378	360	369	378
Human Resources	231	240	251	265	274	296	351	355	334	342	351
Information Technology	276	314	367	397	409	443	461	490	504	516	529
Municipal Court	235	264	253	268	234	280	203	214	314	321	329
Planning	462	465	575	621	650	701	629	642	768	787	807
Code Enforcement	117	128	132	133	163	161	214	230	189	194	199
City Recorder	316	328	302	302	290	346	351	371	396	406	416
Police Department	5,107	5,292	5,616	5,706	5,976	6,477	6,513	6,936	7,708	7,901	8,099
Total Personnel Services	9,828	10,439	11,292	11,866	12,706	14,108	14,934	15,883	16,614	17,029	17,455
Materials & Services											
City Council	49	76	84	90	83	102	139	114	114	114	114
City Manager	169	220	239	344	238	300	211	244	244	244	244
City Attorney	-	-	-	-	67	31	51	51	51	51	51
Community Development	125	134	107	261	151	50	231	229	229	229	229
Public Works Administration	27	52	44	38	112	54	117	90	90	90	90
Engineering	17	23	18	34	66	74	65	65	65	65	65
Facilities Management	663	748	692	1,037	694	697	882	897	897	897	897
Finance	118	85	195	245	360	386	449	466	466	466	466
Fleet Services	313	317	260	326	313	285	322	322	322	322	322
Human Resources	49	57	75	104	62	54	84	84	84	84	84
Information Technology	606	665	592	655	666	756	916	909	909	909	909
Municipal Court	103	128	92	87	79	84	63	63	63	63	63
Planning	37	153	142	124	158	106	209	209	209	209	209
Code Enforcement	61	103	26	17	11	15	45	42	42	42	42
PEG	36	26	30	67	30	12	18	18	18	18	18
City Recorder	69	79	76	71	74	66	78	78	78	78	78
Nondepartmental	443	349	357	399	411	415	472	533	603	651	703
Police Department	848	857	819	949	864	809	879	886	1,001	1,081	1,168
Total Materials & Services	3,733	4,072	3,848	4,848	4,439	4,296	5,231	5,300	5,485	5,613	5,752

	FY15	FY16	FY17	FY18	FY19	Current	Projected				
						Fiscal Year Estimated	+1	+2	+3	+4	+5
						FY20	FY21	FY22	FY23	FY24	FY25
General Fund Detail Continued											
Debt Service											
Facilities Management	16	15	16	19	-	-	-	-	-	-	-
Nondepartmental	4,220	397	393	409	422	449	443	459	485	525	525
Total Debt Service	4,236	412	409	428	422	449	443	459	485	525	525
Transfers Out											
Utility Funds - Vehicle Reserves	-	419	-	-	-	-	-	-	-	-	-
Library Fund - Building Construction	-	-	-	-	311	-	-	-	-	-	-
System Development Charges	-	-	-	-	-	-	23	-	-	-	-
City Hall Fund - Down payment	-	-	-	-	-	200	-	-	-	-	-
City Hall Fund - Capital Outlay	-	-	-	-	-	776	-	-	-	-	-
Total Transfers Out	-	419	-	-	311	976	23	-	-	-	-
Capital Outlay											
Community Development	2,597	152	204	67	43	10	430	1,137	50	50	50
Public Works Administration	31	82	-	41	-	-	-	-	-	-	-
Engineering	-	-	-	34	9	-	-	-	-	-	-
Facilities Management	352	11	49	135	66	43	415	265	35	-	-
Finance	-	45	36	15	-	-	-	-	-	-	-
Fleet Services	469	71	-	-	5	-	-	-	-	-	-
Information Technology	167	34	70	421	152	35	80	150	75	-	-
PEG	42	49	31	-	-	-	-	-	-	-	-
Police Department	91	106	146	118	140	85	141	100	100	190	100
Total Capital Outlay	3,749	550	536	855	415	173	1,086	1,652	260	240	150
Total Expenditures	\$ 21,546	\$ 15,892	\$ 16,085	\$ 17,997	\$ 18,293	\$ 20,002	\$ 21,717	\$ 23,294	\$ 22,844	\$ 23,407	\$ 23,882

City of Milwaukie
 FIVE-YEAR FORECAST
 (amounts in thousands)

City Hall Fund

						Current	Projected				
	FY15	FY16	FY17	FY18	FY19	Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25
Resources											
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,060	\$ 1,064	\$ 948	\$ -	\$ -
Revenues											
Lease	-	-	-	-	-	-	504	504	252	-	-
Debt Proceeds	-	-	-	-	-	6,700	-	-	-	-	-
Transfers from General Fund Sale of Assets	-	-	-	-	-	438	-	-	-	-	-
Transfers from General Fund Capital	-	-	-	-	-	538	-	-	-	-	-
Transfer from Library /General Fund	-	-	-	-	-	311	-	-	-	-	-
Total Revenues	-	-	-	-	-	7,987	504	504	252	-	-
Total Resources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,987	1,564	1,568	\$ 1,200	\$ -	\$ -
Requirements											
Expenditures											
Materials & Services	-	-	-	-	-	140	-	-	-	-	-
Capital Outlay - Building Purchase	-	-	-	-	-	6,500	-	-	-	-	-
Capital Outlay - Other	-	-	-	-	-	287	-	120	1,200	-	-
Transfer to Debt Service Fund	-	-	-	-	-	-	500	500	-	-	-
Total Expenditures	-	-	-	-	-	6,927	500	620	1,200	-	-
Total Ending Fund Balance	-	-	-	-	-	1,060	1,064	948	-	-	-
Total Requirements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,987	1,564	1,568	\$ 1,200	\$ -	\$ -

	FY15	FY16	FY17	FY18	FY19	Current	Projected					
						Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25	
Resources												
Beginning Fund Balance	\$ -	\$ 100	\$ 111	\$ 247	\$ 370	\$ 360	\$ 5	\$ 51	\$ 99	\$ 115	\$ 130	
Revenues												
Property Taxes	320	273	980	974	837	855	908	904	859	859	855	
Intergovernmental	85	85	88	86	84	88	86	84	85	83	85	
Miscellaneous	-	-	2	9	-	-	-	-	-	-	-	
Transfer from Other Funds	-	-	-	-	12	-	500	500	500	500	500	
Total Revenues	405	358	1,070	1,069	933	943	1,494	1,488	1,444	1,442	1,440	
Total Resources	\$ 405	\$ 458	\$ 1,181	\$ 1,316	\$ 1,303	\$ 1,303	1,499	1,539	\$ 1,543	\$ 1,557	\$ 1,570	
Requirements												
Expenditures												
Debt Service	305	347	934	946	943	1,298	1,448	1,440	1,428	1,427	1,424	
Total Expenditures	305	347	934	946	943	1,298	1,448	1,440	1,428	1,427	1,424	
Total Ending Fund Balance	100	111	247	370	360	5	51	99	115	130	146	
Total Requirements	\$ 405	\$ 458	\$ 1,181	\$ 1,316	\$ 1,303	\$ 1,303	1,499	1,539	\$ 1,543	\$ 1,557	\$ 1,570	

City of Milwaukee
FIVE-YEAR FORECAST
(amounts in thousands)

Building Inspections Fund

						Current	Projected				
	FY15	FY16	FY17	FY18	FY19	Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25
Resources											
Beginning Fund Balance	\$ 170	\$ 137	\$ 317	\$ 311	\$ 841	\$ 2,011	\$ 2,104	\$ 1,850	\$ 1,390	\$ 908	\$ 403
Revenues											
Fees & Charges	226	490	450	1,014	1,900	719	547	365	376	387	395
Intergovernmental	1	1	1	3	3	2	1	1	1	1	1
Interest Income	-	-	3	6	33	41	24	16	16	17	17
Miscellaneous	1	1	2	2	1	2	2	-	-	-	-
Transfers from Other Funds	-	14	-	-	-	-	-	-	-	-	-
Total Revenues	228	506	456	1,025	1,937	764	574	382	393	405	413
Total Resources	\$ 398	\$ 643	\$ 773	\$ 1,336	\$ 2,778	2,775	2,678	2,232	\$ 1,783	\$ 1,313	\$ 816
Requirements											
Expenditures											
Personnel Services	194	240	250	258	336	351	436	466	489	514	539
Materials & Services	17	36	92	117	212	101	122	86	89	91	94
Transfers to Other Funds	50	50	120	120	219	219	270	290	297	305	312
Total Expenditures	261	326	462	495	767	671	828	842	875	910	946
Fund Balance											
Policy Requirement (50%)	131	163	230	250	380	340	410	420	438	455	473
Over (Under) Policy	6	154	81	591	1,631	1,764	1,440	970	470	(52)	(602)
Total Ending Fund Balance	137	317	311	841	2,011	2,104	1,850	1,390	908	403	(129)
Total Requirements	\$ 398	\$ 643	\$ 773	\$ 1,336	\$ 2,778	\$ 2,775	2,678	2,232	\$ 1,783	\$ 1,313	\$ 816

						Current	Projected				
	FY15	FY16	FY17	FY18	FY19	Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25
Resources											
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 306	\$ 369	\$ 343	\$ 276	\$ 209	\$ 142
Revenues											
Developer Incentives Residential	-	-	-	-	30	72	28	18	18	18	18
Developer Incentives Commercial (50%)	-	-	-	-	122	31	35	23	23	23	23
Program & Incentives ED Comm. (50%)	-	-	-	-	122	29	35	23	23	23	23
Program & Incentives	-	-	-	-	21	50	19	13	13	13	13
Interest Income	-	-	-	-	4	6	2	2	2	2	2
Miscellaneous	-	-	-	-	7	7	5	4	4	4	4
Total Revenues	-	-	-	-	306	195	124	83	83	83	83
Total Resources	\$ -	\$ -	\$ -	\$ -	\$ 306	\$ 501	493	426	\$ 359	\$ 292	\$ 225
Requirements											
Expenditures											
Developer Incentives Residential	-	-	-	-	-	-	50	50	50	50	50
Developer Incentives Commercial (50%)	-	-	-	-	-	-	70	70	70	70	70
Program & Incentives ED Comm. (50%)	-	-	-	-	-	132	-	-	-	-	-
Program & Incentives	-	-	-	-	-	-	30	30	30	30	30
Total Expenditures	-	-	-	-	-	132	150	150	150	150	150
Fund Balance											
Policy Requirement (17%)	-	-	-	-	-	22	11	11	26	26	26
Over (Under) Policy	-	-	-	-	306	347	333	266	183	116	49
Total Ending Fund Balance	-	-	-	-	306	369	343	276	209	142	75
Total Requirements	\$ -	\$ -	\$ -	\$ -	\$ 306	\$ 501	493	426	\$ 359	\$ 292	\$ 225

						Current	Projected				
	FY15	FY16	FY17	FY18	FY19	Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25
Resources											
Beginning Fund Balance	\$ 551	\$ 746	\$ 842	\$ 10,083	\$ 10,358	\$ 5,107	\$ 371	\$ 426	\$ 364	\$ 231	\$ 48
Revenues											
Property Taxes	942	942	801	826	806	814	963	933	933	952	971
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-
Library District Dedicated Levy	1,525	1,552	1,610	1,671	1,782	1,666	1,833	1,888	1,945	2,003	2,063
Capital Grants / Donations	-	-	-	1,300	160	138	-	-	-	-	-
Ready to Read State Grant	6	6	6	6	9	6	6	6	5	6	6
Fines & Forfeitures	60	51	49	47	35	31	35	35	35	35	36
Interest Income	-	-	96	148	165	10	10	10	10	10	10
Miscellaneous	22	13	10	19	2	4	5	5	-	-	-
Proceeds from Issuance of Debt	-	-	9,616	-	-	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	311	-	-	-	-	-	-
Total Revenues	2,555	2,564	12,188	4,017	3,270	2,669	2,852	2,877	2,928	3,006	3,086
Total Resources	\$ 3,106	\$ 3,310	\$ 13,030	\$ 14,100	\$ 13,628	\$ 7,776	\$ 3,223	\$ 3,303	\$ 3,292	\$ 3,236	\$ 3,134
Requirements											
Expenditures											
Personnel Services	1,472	1,523	1,609	1,701	1,648	1,684	1,809	1,930	2,027	2,128	2,234
Materials & Services	178	265	360	195	481	310	208	209	215	222	228
Capital Outlay	10	-	258	1,106	5,728	4,399	-	-	-	-	-
Transfers to Other Funds	700	680	720	740	664	1,012	780	800	819	838	858
Total Expenditures	2,360	2,468	2,947	3,742	8,521	7,405	2,797	2,939	3,061	3,188	3,321
Fund Balance											
Policy Requirement (17%)	140	163	335	322	362	339	343	364	381	399	419
Reserve for Endowment	141	141	-	-	-	-	-	-	-	-	-
Over (Under) Policy	465	538	9,748	10,036	4,745	32	83	(0)	(150)	(351)	(606)
Total Ending Fund Balance	746	842	10,083	10,358	5,107	371	426	364	231	48	(187)
Total Requirements	\$ 3,106	\$ 3,310	\$ 13,030	\$ 14,100	\$ 13,628	\$ 7,776	\$ 3,223	\$ 3,303	\$ 3,292	\$ 3,236	\$ 3,134

						Current	Projected				
	FY15	FY16	FY17	FY18	FY19	Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25
Resources											
Beginning Fund Balance	\$ 1,459	\$ 2,016	\$ 2,217	\$ 3,448	\$ 4,448	\$ 21,706	\$ 17,935	\$ 11,537	\$ 30,206	\$ 30,934	\$ 33,823
Revenues											
Street Surface Maintenance Program (SSMP)											
Street Maintenance Fee	622	625	633	756	876	910	965	1,004	1,045	1,088	1,133
Intergovernmental - Local Gas Tax	167	181	171	173	155	164	164	164	169	174	179
Franchise Fees (1.5% Privilege Tax)	315	309	299	313	312	305	280	280	288	297	306
Interest Income	-	-	17	23	171	195	35	35	35	35	35
Fees in Lieu of Construction (FLOC)	-	58	-	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	2	-	10	-	-	-	-	-
Proceeds from Issuance of Debt	-	-	-	128	6,606	-	-	6,000	6,000	6,000	6,000
Total SSMP	1,104	1,173	1,120	1,395	8,120	1,584	1,444	7,483	7,537	7,594	7,653
SAFE Program											
SAFE Fee	-	-	450	913	1,051	910	1,156	1,203	1,262	1,313	1,367
Intergovernmental - Other	-	-	-	103	328	-	-	-	-	-	-
Interest Income	-	-	2	7	232	200	35	35	35	35	35
Miscellaneous	-	-	-	-	-	10	-	-	-	-	-
Proceeds from Issuance of Debt	-	-	-	128	10,346	-	-	10,000	-	-	-
Total SAFE	-	-	452	1,151	11,957	1,120	1,191	11,238	1,297	1,348	1,402
State Gas Tax											
Intergovernmental											
State Gas Tax	1,184	1,213	1,227	1,325	1,601	1,241	1,376	1,376	1,417	1,460	1,504
County Vehicle Registration Fee	-	-	-	-	-	17	352	352	363	373	385
Other	655	1,103	180	1,997	21	1,000	1,100	3,100	-	-	-
Franchise Fees (from Utility Funds)	700	716	808	861	966	1,033	892	932	1,466	1,541	1,595
Interest Income	-	-	17	8	133	130	35	35	35	35	35
Reimbursement Fee - SDC	-	-	-	10	18	5	25	4	4	4	4
Fees in Lieu of Construction (FLOC)	-	-	-	1	340	15	-	-	-	-	-
Miscellaneous	13	15	21	13	177	37	75	75	75	75	75
Proceeds from Issuance of Debt	-	-	-	128	4,027	-	-	5,000	-	-	-
Transfers from Other Funds	-	42	-	-	-	-	-	-	-	-	-
Total State Gas Tax	2,552	3,089	2,253	4,343	7,283	3,478	3,855	10,874	3,360	3,489	3,598
Total Resources	\$ 5,115	\$ 6,278	\$ 6,042	\$ 10,337	\$ 31,808	27,888	24,425	41,132	\$ 42,400	\$ 43,365	\$ 46,476

	FY15	FY16	FY17	FY18	FY19	Current	Projected				
						Fiscal Year Estimated	+1	+2	+3	+4	+5
						FY20	FY21	FY22	FY23	FY24	FY25
Transportation Fund Continued											
Requirements											
Expenditures											
Personnel Services	389	414	375	400	521	551	613	655	688	722	758
Materials & Services											
Electricity - Street Lighting	244	251	237	237	237	230	235	235	242	249	257
Facility Repairs	-	-	87	104	119	110	130	130	134	138	142
Operations	114	118	127	132	451	135	224	588	606	624	643
Debt Service	-	-	-	-	1,998	1,969	1,996	641	641	641	641
Transfers to Other Funds	965	925	1,290	1,200	1,935	1,914	2,030	2,090	2,142	2,196	2,251
Capital Outlay:											
SSMP - Infrastructure	511	1,405	162	1,313	1,257	2,672	2,616	1,707	1,715	1,098	1,669
SAFE - Infrastructure	-	-	-	254	1,703	1,171	2,803	3,376	4,976	3,649	4,666
State Gas Tax - Infrastructure	876	900	316	2,249	1,881	1,201	2,226	1,504	150	150	246
Facility	-	-	-	-	-	-	-	-	10	-	-
Vehicles	-	48	-	-	-	-	15	-	162	75	-
Total Expenditures	3,099	4,061	2,594	5,889	10,102	9,953	12,888	10,926	11,466	9,542	11,272
Fund Balance											
Policy Requirement (17%)	300	290	360	352	557	502	551	631	760	780	800
Reserve for Capital	500	500	500	-	650	240	9,000	9,000	9,000	9,000	9,000
Reserve for Debt Service	-	-	-	-	1,850	1,850	1,319	1,319	1,319	1,319	1,319
Reserve for Vehicle Replacement	150	150	100	100	100	100	100	101	102	103	104
Over (Under) Policy	1,566	1,777	2,988	3,996	21,049	17,333	568	19,156	19,754	22,622	23,981
Total Ending Fund Balance	2,016	2,217	3,448	4,448	21,706	17,935	11,537	30,206	30,934	33,823	35,203
Total Requirements	\$ 5,115	\$ 6,278	\$ 6,042	\$ 10,337	\$ 31,808	27,888	24,425	41,132	\$ 42,400	\$ 43,365	\$ 46,476

						Current	Projected				
	FY15	FY16	FY17	FY18	FY19	Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25
Resources											
Beginning Fund Balance	\$ 781	\$ 1,700	\$ 3,462	\$ 2,921	\$ 3,884	\$ 4,918	\$ 5,188	\$ 3,790	\$ 2,786	\$ 1,809	\$ 230
Revenues											
Fees & Charges	3,629	3,874	3,637	4,084	4,485	4,494	4,011	4,248	4,498	4,765	4,954
Reimbursement Fees	5	8	11	13	30	16	8	8	8	8	8
Interest Income	-	-	27	4	128	89	40	40	41	42	42
Miscellaneous	64	83	72	32	37	89	93	94	96	98	98
Transfers from Other Funds	-	284	-	-	-	-	-	-	-	-	-
Total Revenues	3,698	4,249	3,747	4,133	4,680	4,688	4,152	4,390	4,643	4,912	5,101
Total Resources	\$ 4,479	\$ 5,949	\$ 7,209	\$ 7,054	\$ 8,564	\$ 9,606	9,340	8,180	\$ 7,429	\$ 6,721	\$ 5,331
Requirements											
Expenditures											
Personnel Services	575	585	716	672	770	897	870	941	988	1,037	1,037
Materials & Services											
Electricity	188	186	179	185	184	185	195	195	205	215	215
Facility Repairs	185	169	148	188	207	195	210	210	221	232	232
Franchise Fees to Transportation ¹	290	269	307	318	376	376	321	340	360	381	396
Operations	112	114	133	140	116	104	242	145	149	154	154
Capital Outlay	514	249	1,665	487	792	1,412	2,432	2,223	2,324	3,065	1,543
Transfers to Other Funds	915	915	1,140	1,180	1,201	1,249	1,280	1,340	1,374	1,408	1,408
Total Expenditures	2,779	2,487	4,288	3,170	3,646	4,418	5,550	5,394	5,620	6,492	4,985
Fund Balance											
Policy Requirement (50%)	1,130	1,120	1,312	1,342	1,427	1,503	1,559	1,585	1,650	1,710	1,720
Reserve for Vehicle Replacement	141	141	100	100	100	100	100	100	100	100	100
Over (Under) Policy	429	2,201	1,509	2,442	3,391	3,585	2,131	1,101	59	(1,580)	(1,474)
Total Ending Fund Balance	1,700	3,462	2,921	3,884	4,918	5,188	3,790	2,786	1,809	230	346
Total Requirements	\$ 4,479	\$ 5,949	\$ 7,209	\$ 7,054	\$ 8,564	\$ 9,606	9,340	8,180	\$ 7,429	\$ 6,721	\$ 5,331

						Current	Projected				
	FY15	FY16	FY17	FY18	FY19	Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25
Resources											
Beginning Fund Balance	\$ 2,318	\$ 2,717	\$ 3,272	\$ 3,864	\$ 4,811	\$ 4,775	\$ 6,116	\$ 4,301	\$ 3,339	\$ 1,875	\$ 592
Revenues											
Fees & Charges	6,939	7,246	7,661	7,906	7,907	8,322	7,592	8,054	8,544	9,064	9,522
Reimbursement District Proceeds	14	43	85	42	82	70	51	51	50	50	50
Interest Income	-	-	35	22	137	110	100	100	-	-	-
Miscellaneous	66	1	19	7	4	4	7	7	60	61	61
Transfers from Other Funds	-	62	-	-	-	-	-	-	-	-	-
Total Revenues	7,019	7,352	7,800	7,977	8,130	8,506	7,750	8,212	8,654	9,175	9,633
Total Resources	\$ 9,337	\$ 10,069	\$ 11,072	\$ 11,841	\$ 12,941	\$ 13,281	13,866	12,513	\$ 11,993	\$ 11,050	\$ 10,225
Requirements											
Expenditures											
Personnel Services	414	428	411	427	473	505	504	544	571	600	630
Materials & Services											
CCSD #1 SDC Exempt Properties	-	30	8	13	7	7	-	-	-	-	-
Wastewater Treatment Costs	4,261	4,345	4,566	4,675	4,913	5,012	5,326	5,490	5,655	5,824	5,999
Franchise Fees to Transportation ¹	200	213	232	247	240	257	173	197	684	725	762
Operations	107	99	90	95	140	113	151	148	152	157	162
Debt Service	104	104	104	104	102	102	102	102	101	104	104
Capital Outlay	649	643	727	349	1,243	67	2,029	1,363	1,593	1,653	1,998
Transfers to Other Funds	885	935	1,070	1,120	1,048	1,102	1,280	1,330	1,362	1,394	1,427
Total Expenditures	6,620	6,797	7,208	7,030	8,166	7,165	9,565	9,174	10,118	10,458	11,081
Fund Balance											
Policy Requirement (25%)	1,490	1,540	1,620	1,670	1,731	1,775	1,884	1,953	2,130	2,200	2,270
Reserve for Vehicle Replacement	150	200	250	300	300	300	300	300	300	300	300
Over (Under) Policy	1,077	1,532	1,994	2,841	2,744	4,041	2,117	1,086	(555)	(1,908)	(3,426)
Total Ending Fund Balance	2,717	3,272	3,864	4,811	4,775	6,116	4,301	3,339	1,875	592	(856)
Total Requirements	\$ 9,337	\$ 10,069	\$ 11,072	\$ 11,841	\$ 12,941	13,281	13,866	12,513	\$ 11,993	\$ 11,050	\$ 10,225

						Current	Projected				
	FY15	FY16	FY17	FY18	FY19	Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25
Resources											
Beginning Fund Balance	\$ 2,528	\$ 3,391	\$ 2,953	\$ 3,774	\$ 4,323	\$ 4,903	\$ 4,981	\$ 3,264	\$ 4,608	\$ 2,845	\$ 4,349
Revenues											
Fees & Charges	2,565	2,933	3,357	3,805	4,326	4,956	4,976	5,126	5,279	5,438	5,465
Intergovernmental	-	-	-	-	-	10	-	-	-	-	-
Interest Income	-	-	37	29	112	78	50	30	31	31	32
Miscellaneous	16	29	26	30	29	48	27	27	28	28	29
Proceeds from Issuance of Debt	-	-	-	-	-	-	-	2,500	-	-	-
Total Revenues	2,581	2,962	3,420	3,864	4,467	5,092	5,053	7,683	5,337	5,497	5,525
Total Resources	\$ 5,109	\$ 6,353	\$ 6,373	\$ 7,638	\$ 8,790	\$ 9,995	\$ 10,034	\$ 10,947	\$ 9,945	\$ 8,342	\$ 9,874
Requirements											
Expenditures											
Personnel Services	483	484	560	675	706	807	839	908	953	1,001	1,051
Materials & Services											
Operations	118	139	146	202	135	189	320	322	332	342	352
Franchise Fees to Transportation ¹	205	234	269	296	350	400	398	395	422	435	437
Transfers to Other Funds	905	965	1,020	1,060	1,296	1,348	1,360	1,420	1,456	1,492	1,529
Debt Service	-	-	-	-	-	-	-	185	185	190	185
Capital Outlay	7	1,578	604	1,082	1,400	2,270	3,853	3,109	3,752	534	2,948
Total Expenditures	1,718	3,400	2,599	3,315	3,887	5,014	6,770	6,339	7,100	3,994	6,502
Fund Balance											
Policy Requirement (25%)	200	210	499	558	622	686	729	808	837	865	889
Reserve for Vehicle Replacement	100	100	100	100	100	100	100	100	100	100	100
Over (Under) Policy	3,091	2,643	3,175	3,665	4,181	4,195	2,435	3,700	1,908	3,384	2,383
Total Ending Fund Balance	3,391	2,953	3,774	4,323	4,903	4,981	3,264	4,608	2,845	4,349	3,372
Total Requirements	\$ 5,109	\$ 6,353	\$ 6,373	\$ 7,638	\$ 8,790	\$ 9,995	\$ 10,034	\$ 10,947	\$ 9,945	\$ 8,342	\$ 9,874

City of Milwaukee
 FIVE-YEAR FORECAST
 (amounts in thousands)

SDC Fund - ALL Funds

	FY15	FY16	FY17	FY18	FY19	Current	Projected					
						Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25	
Resources												
Beginning Fund Balance	\$ 1,394	\$ 1,428	\$ 1,444	\$ 1,595	\$ 1,630	\$ 1,921	\$ 2,003	\$ 1,288	\$ 838	\$ 720	\$ 816	
Revenues												
Fees & Charges	69	80	141	260	488	226	350	361	383	365	394	
Investment Earnings	-	-	10	12	34	36	20	20	-	-	-	
Transfers In	-	-	-	-	-	-	23	-	-	-	-	
Total Revenues	69	80	151	272	522	262	393	381	383	365	394	
Total Resources	\$ 1,463	\$ 1,508	\$ 1,595	\$ 1,867	\$ 2,152	\$ 2,183	2,396	1,669	\$ 1,220	\$ 1,085	\$ 1,210	
Requirements												
Expenditures												
Capital Outlay	35	64	-	237	231	180	1,108	831	500	269	147	
Total Expenditures	35	64	-	237	231	180	1,108	831	500	269	147	
Total Ending Fund Balance	1,428	1,444	1,595	1,630	1,921	2,003	1,288	838	720	816	1,063	
Total Requirements	\$ 1,463	\$ 1,508	\$ 1,595	\$ 1,867	\$ 2,152	2,183	2,396	1,669	\$ 1,220	\$ 1,085	\$ 1,210	

	FY15	FY16	FY17	FY18	FY19	Current	Projected				
						Fiscal Year Estimated	+1	+2	+3	+4	+5
						FY20	FY21	FY22	FY23	FY24	FY25
Resources											
Beginning Fund Balance	\$ 299	\$ 279	\$ 244	\$ 332	\$ 271	\$ 546	\$ 655	\$ 272	\$ 129	\$ 132	\$ 415
Revenues											
Fees & Charges	15	29	85	173	337	100	275	283	303	283	310
Investment Earnings	-	-	3	3	8	9	5	5	-	-	-
Transfers In	-	-	-	-	-	-	14	-	-	-	-
Total Revenues	15	29	88	176	345	109	294	288	303	283	310
Total Resources	\$ 314	\$ 308	\$ 332	\$ 508	\$ 616	\$ 655	949	560	\$ 432	\$ 415	\$ 725
Requirements											
Expenditures											
Capital Outlay	35	64	-	237	70	-	677	431	300	-	-
Total Expenditures	35	64	-	237	70	-	677	431	300	-	-
Total Ending Fund Balance	279	244	332	271	546	655	272	129	132	415	725
Total Requirements	\$ 314	\$ 308	\$ 332	\$ 508	\$ 616	655	949	560	\$ 432	\$ 415	\$ 725

City of Milwaukee
 FIVE-YEAR FORECAST
 (amounts in thousands)

SDC Fund - Water

						Current	Projected				
	FY15	FY16	FY17	FY18	FY19	Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25
Resources											
Beginning Fund Balance	\$ 171	\$ 175	\$ 181	\$ 193	\$ 207	\$ 224	\$ 214	\$ 128	\$ 159	\$ 185	\$ 213
Revenues											
Fees & Charges	4	6	9	11	25	24	25	26	27	27	28
Investment Earnings	-	-	3	3	8	9	5	5	-	-	-
Total Revenues	4	6	12	14	33	33	30	31	27	27	28
Total Resources	\$ 175	\$ 181	\$ 193	\$ 207	\$ 240	\$ 257	244	159	\$ 185	\$ 213	\$ 241
Requirements											
Expenditures											
Capital Outlay	-	-	-	-	16	43	116	-	-	-	-
Total Expenditures	-	-	-	-	16	43	116	-	-	-	-
Total Ending Fund Balance	175	181	193	207	224	214	128	159	185	213	241
Total Requirements	\$ 175	\$ 181	\$ 193	\$ 207	\$ 240	257	244	159	\$ 185	\$ 213	\$ 241

City of Milwaukie
 FIVE-YEAR FORECAST
 (amounts in thousands)

SDC Fund - Wastewater

	FY15	FY16	FY17	FY18	FY19	Current	Projected					
						Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25	
Resources												
Beginning Fund Balance	\$ 727	\$ 775	\$ 812	\$ 850	\$ 881	\$ 949	\$ 878	\$ 602	\$ 413	\$ 439	\$ 298	
Revenues												
Fees & Charges	48	37	37	28	87	57	25	26	27	27	28	
Investment Earnings	-	-	1	3	9	9	5	5	-	-	-	
Transfers In	-	-	-	-	-	-	9	-	-	-	-	
Total Revenues	48	37	38	31	96	66	39	31	27	27	28	
Total Resources	\$ 775	\$ 812	\$ 850	\$ 881	\$ 977	\$ 1,015	917	633	\$ 439	\$ 467	\$ 326	
Requirements												
Expenditures												
Capital Outlay	-	-	-	-	28	137	315	220	-	169	147	
Total Expenditures	-	-	-	-	28	137	315	220	-	169	147	
Total Ending Fund Balance	775	812	850	881	949	878	602	413	439	298	179	
Total Requirements	\$ 775	\$ 812	\$ 850	\$ 881	\$ 977	1,015	917	633	\$ 439	\$ 467	\$ 326	

City of Milwaukie
 FIVE-YEAR FORECAST
 (amounts in thousands)

SDC Fund - Stormwater

						Current	Projected				
	FY15	FY16	FY17	FY18	FY19	Fiscal Year Estimated FY20	+1 FY21	+2 FY22	+3 FY23	+4 FY24	+5 FY25
Resources											
Beginning Fund Balance	\$ 197	\$ 199	\$ 207	\$ 220	\$ 271	\$ 202	\$ 256	\$ 286	\$ 137	\$ (37)	\$ (109)
Revenues											
Fees & Charges	2	8	10	48	39	45	25	26	27	27	28
Investment Earnings	-	-	3	3	9	9	5	5	-	-	-
Total Revenues	2	8	13	51	48	54	30	31	27	27	28
Total Resources	\$ 199	\$ 207	\$ 220	\$ 271	\$ 319	\$ 256	286	317	\$ 163	\$ (9)	\$ (81)
Requirements											
Expenditures											
Capital Outlay	-	-	-	-	117	-	-	180	200	100	-
Total Expenditures	-	-	-	-	117	-	-	180	200	100	-
Total Ending Fund Balance	199	207	220	271	202	256	286	137	(37)	(109)	(81)
Total Requirements	\$ 199	\$ 207	\$ 220	\$ 271	\$ 319	256	286	317	\$ 163	(9)	(81)
Check figure s/b zero - Balance?	-	-	-	-	-	-	-	-	-	-	-



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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. Subsequent to adoption, Council may make changes throughout the year.

Approved Budget – Approved, as used in the Fund summaries, revenue summaries and department and division summaries within the budget document, represents the proposed budget modified for any changes made by the Budget Committee.

Appropriations – Legal authorization granted by the City Council to spend public funds. Appropriations within each category may not be exceeded.

Assessed Valuation (AV) – The assessed value (AV) set on taxable property as a basis for levying property taxes. A tax initiative passed in 1997 that reduced AV below real market value and set a 3% maximum annual growth rate in the AV, exclusive of certain improvements.

Assets – Resources having a monetary value and that are owned or held by an entity.

Audit – An annual financial report prepared by management and audited by an independent auditing firm. 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.

Base Budget – Cost of continuing the existing levels of service in the current budget year. This is also referred to as a Status Quo budget.

Beginning Fund Balance – The beginning fund balance is the residual fund balances representing unused funds brought forward from the previous financial year (ending fund balance).

Bond or Bond Issue – Bonds are debt instruments that require repayment of a specified principal amount on a certain date (maturity date), together with interest at a stated rate or calculated variable rate of interest.

Bond Fund – Established to account for bond proceeds to be used only for approved bond projects.

Budget – A budget is a financial operational plan including an estimate of proposed expenditures and the means of financing them. Used without any modifier, the term usually indicates a financial plan for a certain period of time, typically one or two years. In practice, the term budget is used in two ways. Sometimes it designates the financial plan presented for adoption and other times it designates the plan finally approved. It is usually necessary to specify whether the budget under consideration is preliminary and proposed, or whether the appropriating body has approved it.

Budget Calendar – This is the schedule of key dates which a government follows to prepare and adopt the budget.

Budget Committee – A group comprised of the elected officials plus an equal number of citizens for the purpose of reviewing the proposed budget and recommending changes leading to an approved budget.

Budget Document – A written report showing a government's comprehensive financial plan for a specified period, typically one or two years that includes both capital and operations.

Budget Message – Written explanation of the budget as proposed by the City Manager including the City's financial priorities, policies, and target goals for the coming budget period.

Budgetary Basis – Budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP), with the exception that neither depreciation nor amortization is budgeted for proprietary funds and bond principal in the enterprise funds is subject to appropriation.

Capital Budget – The portion of the City budget slated for projects, major repairs, and improvements or additions to the City's capital assets (streets, sidewalks, roads, sewers, storm water, and buildings).

Capital Expenditures – The City defines a capital expenditure as using the following three criteria: (1) relatively high monetary value (equal or greater than \$10,000 per item), (2) long asset life (equal to or greater than 1 years useful life), and (3) results in the creation of a capital asset or the revitalization of a capital asset.

Capital Improvement – A term defined in the ORS 310.410 (10) to include land, structures, facilities, machinery, equipment, or furnishings having a useful life of longer than one year.

Capital Improvement Plan (CIP) – 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 in order to earn investment income. This includes forecasting inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in accordance with the City's investment policy objectives.

Category Level – For budget control purposes, categories include personnel services, materials and services, capital outlay, debt service, transfers, contingency, reserves and unappropriated ending fund balance.

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

Citizen's Utility Advisory Board (CUAB) - The Citizen's Utility Advisory Board was established to advise the City Council on the methods and a manner in which City utility rates and capital improvements are scheduled and carried out. The Mayor, with the consent of City Council, appoints five members for two-year terms, with a maximum of six consecutive years. Each member is appointed at-large and is a Milwaukie taxpayer throughout his/her term.

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

Comprehensive Plan – This is an official statement of the goals, objectives and physical plan for the development of the City which contains a narrative of goals, objectives and policies that describe the desired form, nature and rate of City development.

Consumer Price Index (CPI) – A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. Contingency may be appropriated for a specific purpose by the City Council upon adoption of a resolution. The City can separate contingencies into those that are designated for specific purposes and undesignated (also see Designated Contingency and Unappropriated Ending Fund Balance).

Cost Center - An organizational budget or operating unit within each City division or department.

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. They include outflows for current operating costs, which require the current or future use of net current assets, debt service, and capital outlay.

Fees – Charges for specific services in connection with providing a service, permitting an activity or imposing fines.

Fiscal Management – A government’s directive with respect to revenues, spending, reserves and debt management as these relate to governmental services, programs and capital investment. Financial policy provides an agreed upon set of principles for the planning and programming of governmental budgets and its funding.

Fiscal Year – A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City of Milwaukie’s fiscal year is July 1 through June 30.

Five-year Financial Forecast – An 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 as a result of delinquent, uncollectible payments, or early payment discounts. Budgets are developed on the basis of the projected amount of property taxes receivable.

Line Item Budget – References the individual account lines of budget, where proposed appropriations are based on individual objects of expense within a department or program.

Local Budget Law – Oregon Revised Statutes (ORS) Chapter 294 dictates local budgeting practices governed by local budget law which regulates budget roles, authorities, and process.

Local Improvement District – Consists of a group 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 a majority 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.



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Budget Message for Fiscal Years 2021-2022

April 28, 2020

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

I am pleased to present you with the proposed biennial budget for fiscal years 2021-2022 for the Milwaukie Redevelopment Commission (MRC). This budget cycle includes a recommendation to form the Citizen Advisory Committee – a collaboration with city staff to develop a five-year action plan that prioritizes projects in the Urban Renewal Plan (Plan) for implementation.

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 an areas livability, reduce blight and ultimately increase the tax base within the URA. 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 anticipated that the Plan will take 29 years to implement with a maximum indebtedness of \$92,500,000, where the maximum indebtedness is an estimate of future property tax growth over the period based on detailed assumptions, estimates and projects from the Plan.

Milwaukie begins this next budget cycle with \$495,000 and anticipates an additional \$609,000 will be generated over the next biennium. A contingency fund of \$100,000 per budget year and the issuance of \$2.5 million in debt to fund projects over the five-year action plan period is proposed. City staff anticipates beginning work on the five-year action plan in fiscal year 2021 and implementation efforts in the second half of fiscal year 2022. Proposed expenditures are reflected in this recommendation.

This budget is MRC's financial plan for the biennium ending June 30, 2022. The budget is prepared based on the modified accrual basis of accounting and appropriated at the program level – 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.

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 and day-to-day and long-range fiscal planning and decision-making. The financial policies can be found within the city's biennial budget.

Respectfully submitted,

Leila Aman
Executive Director
Milwaukie Redevelopment Commission

MILWAUKIE REDEVELOPMENT COMMISSION BUDGET



PROPOSED BUDGET

\$ 1,470,000

DEPARTMENT DIVISIONS:

- Administration

2021-2022 KEY INITIATIVES

- Develop a five-year action plan and prioritize projects
- Secure debt financing in Fiscal Year 2021 for capital projects.

DID YOU KNOW?

- Milwaukie Redevelopment Commission serves the public's interest in guiding how land and structures in Milwaukie are developed and served by infrastructure
- The city is actively pursuing solutions to the region's and city's housing affordability dilemma



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Milwaukee Redevelopment District - Urban Renewal Fund Summary

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

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Resources									
Beginning Fund Balance	-	-	93	95	271	95	495	711	495
Property Taxes	-	94	212	172	218	390	225	231	456
Interest Income	-	1	10	4	6	10	1	1	2
Proceeds from Issuance of Debt	-	-	-	-	-	-	-	2,000	2,000
Total Resources	\$ -	\$ 95	\$ 315	\$ 271	\$ 495	\$ 495	\$ 721	\$ 2,943	\$ 2,953
Requirements									
Materials & Services:									
Professional Services	-	-	100	-	-	-	10	120	130
Contractual Services	-	-	-	-	-	-	-	40	40
Total Materials & Services	-	-	100	-	-	-	10	160	170
Capital Outlay	-	-	50	-	-	-	-	1,000	1,000
Debt Service	-	-	-	-	-	-	-	200	200
Contingency	-	-	25	-	-	-	-	100	100
Total Program Requirements	-	-	175	-	-	-	10	1,460	1,470
Unappropriated Ending Fund Balance	-	95	140	271	495	495	711	1,483	1,483
Total Requirements	\$ -	\$ 95	\$ 315	\$ 271	\$ 495	\$ 495	\$ 721	\$ 2,943	\$ 2,953

	Actual FY 2017	Actual FY 2018	BN 2019-2020			BN 2021-2022			
			Budget	Actuals FY 2019	Estimated FY 2020	Estimated Total	Proposed FY 2021	Proposed FY 2022	Proposed Total
Contingency & Ending Fund Balance Above	\$ -	\$ 95	\$ 165	\$ 271	\$ 495	\$ 495	\$ 711	\$ 1,583	\$ 1,583
Policy Requirement (50%)	-	-	165	-	-	-	5	80	80
Reserve	-	-	140	271	495	495	711	1,583	1,583
Amount over (under) Policy Requirement	\$ -	\$ -	\$ -	\$ 271	\$ 495	\$ 495	\$ 706	\$ 1,503	\$ 1,503

City of Milwaukee
 FIVE-YEAR FORECAST
 (amounts in thousands)

MRC Urban Renewal Fund

						Current	Projected				
						Fiscal Year					
	FY15	FY16	FY17	FY18	FY19	Estimated	+1	+2	+3	+4	+5
					FY20	FY21	FY22	FY23	FY24	FY25	
Resources											
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 95	\$ 271	\$ 495	\$ 711	\$ 1,483	\$ 362	\$ (252)
Revenues											
Property Taxes	-	-	-	94	172	218	225	231	238	245	253
Interest Income	-	-	-	1	4	6	1	1	1	1	1
Proceeds from Issuance of Debt	-	-	-	-	-	-	-	2,000	-	-	-
Total Revenues	-	-	-	95	176	224	226	2,232	239	246	254
Total Resources	\$ -	\$ -	\$ -	\$ 95	\$ 271	\$ 495	\$ 721	\$ 2,943	\$ 1,722	\$ 608	\$ 2
Requirements											
Expenditures											
Materials & Services	-	-	-	-	-	-	10	160	160	160	160
Capital Outlay	-	-	-	-	-	-	-	1,000	1,000	500	500
Debt Service	-	-	-	-	-	-	-	200	200	200	200
Contingency	-	-	-	-	-	-	-	100	-	-	-
Total Expenditures	-	-	-	-	-	-	10	1,460	1,360	860	860
Fund Balance											
Policy Requirement (50%)	-	-	-	-	-	-	5	80	80	80	330
Over (Under) Policy	-	-	-	95	271	495	706	1,403	282	(332)	(1,188)
Total Ending Fund Balance	-	-	-	95	271	495	711	1,483	362	(252)	(858)
Total Requirements	\$ -	\$ -	\$ -	\$ 95	\$ 271	\$ 495	\$ 721	\$ 2,943	\$ 1,722	\$ 608	\$ 2



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CITY OF MILWAUKIE

FINANCE DEPARTMENT

Finance Director Bonnie Dennis, MBA DennisB@milwaukieoregon.gov

Assistant Finance Director Keith McClung McClungK@milwaukieoregon.gov

10722 SE Main St, Milwaukie, OR 97222 (503) 786-7555 www.milwaukieoregon.gov



CITY OF MILWAUKIE

CAPITAL IMPROVEMENT PLAN

Fiscal Years 2021-2026

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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’s a complex and lengthy exercise that has become even more vital in recent years as the number of city and private development projects increase.

Despite the uncertain times in which we find ourselves, the city intends to keep forging ahead with aggressive investments in the city infrastructure.

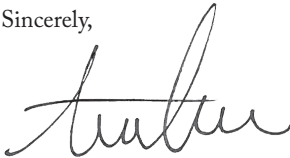
The last two years marked a period of intense growth for Milwaukie. Our last CIP included the construction of the new Ledding Library, replacement of the Kellogg/Milwaukie Bay Park Bridge, construction of the meandering path in Kronberg Park, reconstruction of South Downtown and creation of the city’s first festival street. This was in addition to kicking off the city’s Safe Access for Everyone (SAFE) program, where we designed and constructed our first two critical Safe Routes to Schools. SAFE’s goal is to build 27.9 miles of sidewalk and 900 ADA ramps in nine years and we have seven years remaining.

Accelerating SAFE from a 25-year to a nine-year program triggered two major actions that impacted the rest of the CIP. First, the City bonded our initial tranche of funding using SAFE, SSMP and Gas Tax dollars. Second, we integrated our projects to ensure that we only cut into city streets once every five years. This means coordinating projects and funding to assure that sewer and water pipes that are nearing their end of life are constructed now to reduce future impacts to our newly developed streets and sidewalks. We have also worked to assure that planned developments and other agencies install their infrastructure prior to paving. In previous versions of the CIP you would find projects divided out by fund type, but for the reason described above, this CIP shows bundled projects that have been integrated across funds to maximize project funding, minimize disturbance and facilitate efficient delivery.

Despite the uncertain times in which we find ourselves, the city intends to keep forging ahead with aggressive investments in the city infrastructure. We are seeing exceptionally low bond rates and may see a dip in construction costs. In Fiscal Year 2020 the city expended just over \$9,000,000 on sidewalk, bridge, paving, water, wastewater and stormwater projects. In FY 2021 this will jump to nearly \$16,000,000 and \$14,000,000 in FY 2022. This will complete the phase 1 priority projects in SAFE and keep us on pace to complete the program in nine years. To maintain this schedule, however, the city will need to issue bonds again late in FY 2022. We won’t know for some time what the true fiscal impacts of COVID-19 will be to our utility funds. Therefore, we’ll continue to chart a path towards FY 2022 with the best information available and change course as needed to address fiscal constraints.

I would like to personally thank the people of Milwaukie for supporting investments in infrastructure and for working with us project by project to improve our city. You are helping us build a network of safe and reliable infrastructure that will serve this community for decades to come.

Sincerely,



Ann Ober
Milwaukie City Manager

DOCUMENT GUIDE

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

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



Where the project originated (see abbreviation list on opposite page).

DOGWOOD PARK 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. Construction staging also took place in the park. Through a joint planning project with NCPRD, a framework plan is being created to help integrate Dogwood Park into the new built environment in South Downtown along with the Coho Point development site to the north.

The estimated total project cost is \$245,000.

Operating Budget Impact: Unknown

Source: DRFP, URAP

Submitted by: City Manager's Office

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

The requesting department(s).

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund	\$10,000						\$10,000
Metro Parks Bond - Local Share Allocation	\$60,000						\$60,000
TOTAL FUNDING	\$70,000						\$70,000

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

ABBREVIATIONS

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

CAPITAL IMPROVEMENT PLAN OVERVIEW

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

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

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

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

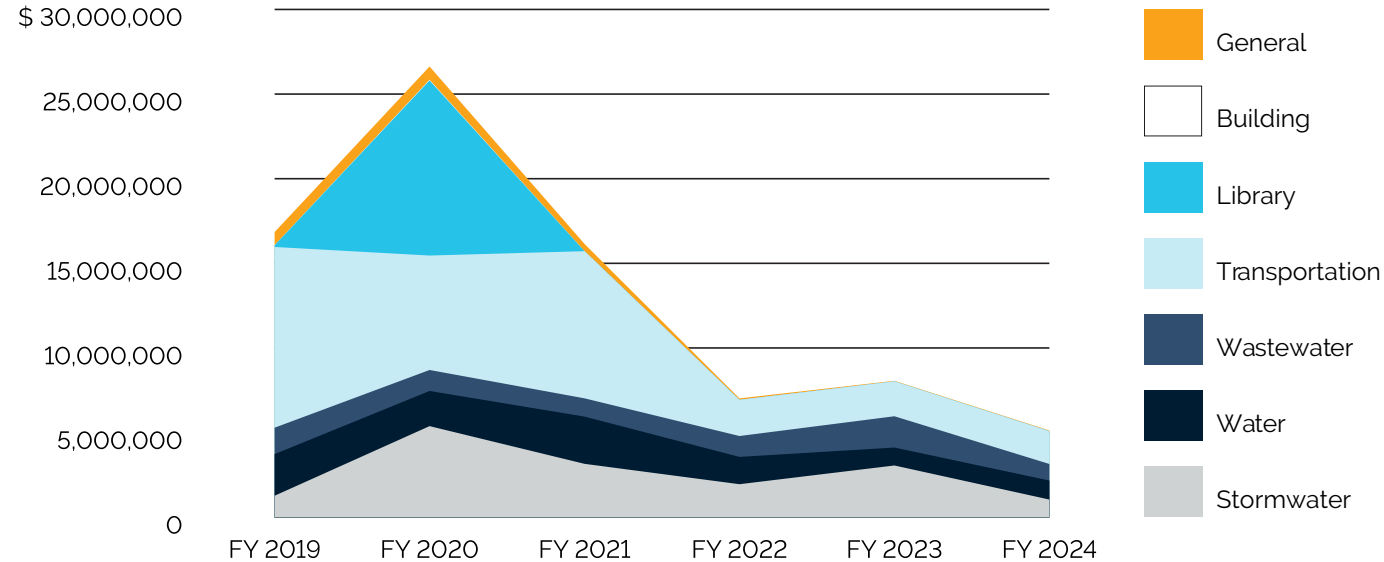
FACTORS IN EVALUATING CIP PROJECTS

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

FUNDING SUMMARY INFORMATION

FUND	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	UNFUNDED	TOTAL
General	\$1,047,000	\$1,250,000	\$1,888,000	\$790,000	\$675,000	—		\$5,650,000
Building	—	—	—	—	—	—	—	—
Library	—	—	—	—	—	—	—	—
Transportation	\$7,769,000	\$6,583,000	\$7,003,000	\$4,972,000	\$6,581,000	\$2,009,000		\$34,917,000
Wastewater	\$2,325,000	\$1,583,000	\$1,593,000	\$1,822,000	\$2,145,000	\$50,000		\$9,518,000
Water	\$2,548,000	\$2,223,000	\$2,324,000	\$3,180,000	\$1,428,000	\$272,000		\$11,975,000
Stormwater	\$3,753,000	\$3,289,000	\$3,952,000	\$634,000	\$2,948,000	\$1,545,000		\$16,121,000
CITY-WIDE TOTALS	\$17,442,000	\$14,928,000	\$16,760,000	\$11,398,000	\$13,777,000	\$3,876,000		\$78,181,000

Total Capital Improvement Program Cost



FUNDING FOR CAPITAL PROJECTS COMES FROM FOUR DISTINCT SOURCES

- FEES:** including utility rates, franchise utility fees, state gas tax and vehicle registration fees, interest income, streets/parks fees, and property taxes.
- BONDS**
- GRANTS AND INTERGOVERNMENTAL:** from outside agencies such as ODOT, Metro, Clackamas County, DEQ, CDBG, Oregon Parks, and the Oregon Marine Board.
- DEVELOPMENT:** funds paid by new development to cover the cost of the development's impact to the systems either by their request or as a condition of development.

MULTI-DOCUMENT TRANSPARENCY

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



City of Milwaukie						Stormwater Fund (amounts in thousands)					
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	\$ 3,300	\$ 2,952	\$ 3,774	\$ 2,969	\$ 2,883	991	\$ 1,261	\$ 1,557
Stormwater fee - base	1,971	2,205	2,572	2,933	3,357	3,357	3,830	4,370	4,982	5,670	6,277 0.00%
Stormwater fee - rate increases	-	-	-	-	-	473	540	612	688	807	- Scheduled
Miscellaneous	21	7	9	29	62	64	66	67	69	71	73 2.50%
Fees in Lieu of Construction (FILOC)	-	-	-	-	-	-	120	-	-	-	Estimated
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 PS Spreadsheet
Materials & services (base)	108	95	118	139	145	216	229	232	239	246	253 3.00%
M&S (Franchise Fee to Streets)	156	178	205	234	259	310	350	400	460	510	510 Calculated
Transfers to other funds	740	760	905	965	1,020	1,060	1,296	1,348	1,392	1,427	1,463 2.50%
Capital outlay											
Scheduled capital projects	83	125	7	1,578	375	2,146	1,961	4,115	2,400	2,890	2,715 Per CIP
Unfunded CIP	3	-	-	-	-	-	-	-	-	-	Estimated
Other	-	-	-	-	-	-	28	-	10	-	10
Additions (vehicles & equip)	-	-	-	-	229	229	-	-	85	40	31 Estimated
Total expenditures	1,513	1,680	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

FINANCIAL REPORTING

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

THE PROCESS OF A CIP PROJECT

Question:

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

Answer:

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.

PROJECT START

- A project is first considered as part of the master planning process. Staff, with the assistance of expert consultants and Citizen Advisory Group members, drafts Master Plans for community consideration.
- Master Plans are subject to several community meetings where citizens are invited to review the plan scope and corresponding capital projects required to fulfill the plan.
- Planning Commission reviews Master Plans and takes citizen comments. The Planning Commission carefully considers the community vision when determining whether to recommend a Master Plan.
- City council then reviews Master Plans and adopts them. Once adopted, a Master Plan becomes the guiding document for that city function and the associated project list required to fulfill the Master Plan.
- Staff reviews other council adopted plans such as individual Parks Master Plans, Greenway Plans and other similar documents for inclusion in the CIP.
- Staff tracks citizen input, regulatory requirements and infrastructure needs to refine the list of capital needs and the prioritization of projects within the CIP.
- Budget committee reviews and recommends revisions as part of the biennial budget process. City council adopts the CIP with the biennial budget.
- As projects commence, public outreach efforts will focus on impacted neighbors to ensure that project work meets the needs of the community within the adopted council plan and has a minimal impact on services and the community. The City's website is the primary communications vehicle.

PROJECT COMPLETION



CHAPTER 1 INFRASTRUCTURE

FUNDING OVERVIEW

The tables on pages 10–16 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, the Citizen's Utility Advisory Board 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 (ODOT).

Transportation System Development Charges: Transportation system development charges (SDC) 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 a fixed charge based on meter size and a usage fee based on 100 cubic feet of water (CCF).

SDCs: The SDC 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

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 a fixed charge based on meter size, a usage fee based on 100 ccf based on the winter average usage and a treatment fee based on an equivalent dwelling unit (EDU).

SDCs: The SDCs 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

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.

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	FUND	FY	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
17	22nd Avenue & River Road SAFE Improvements	SAFE	2021	434,000	265,000					699,000
		SSMP	2021	232,000	155,000					387,000
		Stormwater	2021	159,000	106,000					265,000
		Water	2021	292,000	195,000					487,000
		Wastewater	2021	18,000						18,000
22ND AVE & RIVER ROAD TOTALS				1,135,000	721,000					1,856,000
18	42nd Ave & 43rd Ave Improvements	SAFE	2021	397,000	382,000					779,000
		SSMP	2021	79,000	71,000					150,000
		Stormwater	2021	275,000	257,000					532,000
		Transportation	2021	541,000	492,000					1,033,000
		Water	2021	50,000						50,000
		Wastewater	2021	335,000						335,000
42ND AVE & 43RD AVE IMPROVEMENTS TOTALS				1,677,000	1,202,000	-	-	-	-	2,879,000
19	Downtown Curb Improvements (Main St at Monroe St)	Transportation	2021	15,000						15,000
19	FRA Quiet Zone Study	Transportation	2021	10,000						10,000
20	Kronberg Park Stormwater Improvements	Stormwater	2021	100,000						100,000
21	Lake Road Improvements 2021	FILOC/Other	2021	127,000						127,000
		SAFE	2021	720,000						720,000
		SSMP	2021	1,407,000						1,407,000
		Transportation	2021	531,000						531,000
		Stormwater	2021	650,000						650,000
		Wastewater	2021	86,000						86,000
LAKE ROAD IMPROVEMENTS 2021 TOTALS				3,521,000	-	-	-	-	-	3,521,000
22	Linwood Avenue SAFE Improvements	SAFE	2021	626,000	426,000					1,052,000
		Stormwater	2021	492,000	328,000					820,000
		Transportation	2021	319,000	213,000					532,000
		ODOT SRTS Grant	2021	691,000	461,000					1,152,000
LINWOOD AVENUE SAFE IMPROVEMENTS TOTALS				2,128,000	1,428,000	-	-	-	-	3,556,000

PAGE	PROJECT	FUND	FY	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
23	McBrod Avenue Improvements	SSMP	2021	464,000						464,000
		Transportation	2021	370,000						370,000
		Stormwater	2021	20,000						20,000
		Wastewater	2021	4,000						4,000
		Water	2021	59,000						59,000
	McBROD AVENUE IMPROVEMENTS TOTALS			917,000	-	-	-	-	-	917,000
24	Meek Street Improvements, South Phase	Stormwater	2021	400,000						400,000
24	Request for Service Fund	SAFE	2021	50,000	50,000					100,000
25	SAFE & SSMP FY 2021 Improvements	FILOC/Other	2021	41,000	41,000					82,000
		SAFE	2021	416,000	376,000					792,000
		SSMP	2021	339,000	339,000					678,000
		Stormwater	2021	2,000	2,000					4,000
		Transportation	2021	17,000	17,000					34,000
		Wastewater	2021	360,000						360,000
		Wastewater SDC	2021	180,000						180,000
	SAFE & SSMP FY 2021 IMPROVEMENTS TOTALS			1,355,000	775,000	-	-	-	-	2,130,000
26	SCADA Design and Construction	Water	2021	935,000						935,000
		Wastewater	2021	530,000	105,000					635,000
	SCADA DESIGN AND CONSTRUCTION TOTALS			1,465,000	105,000	-	-	-	-	1,570,000
27	Signal Upgrades	Transportation	2021	100,000						100,000
27	Stanley Reservoir Design and Construction (Well #6)	Water	2021	35,000		1,335,000	1,335,000			2,705,000
28	Wastewater System Master Plan	Wastewater	2021	65,000						65,000
		Wastewater SDC	2021	116,000						116,000
	WASTEWATER SYSTEM MASTER PLAN TOTALS			181,000	-	-	-	-	-	181,000
29	Wastewater System Improvements FY 2021	Wastewater	2021	466,000						466,000
	WASTEWATER SYSTEM IMPROVEMENTS FY 2021			466,000	-	-	-	-	-	466,000

PAGE	PROJECT	FUND	FY	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
30	Water Master Plan	Water	2021	120,000						120,000
		Water SDC	2021	116,000						116,000
WATER MASTER PLAN TOTALS				236,000	-	-	-	-	-	236,000
31	Well #5 Reconditioning	Water	2021	170,000						170,000
32	Well #2 Rehabilitation & Relocation	Water	2021	545,000						545,000
33	Ardenwald North Improvements	SAFE	2022	30,000	669,000					699,000
		SSMP	2022		313,000					313,000
		Stormwater	2022		160,000					160,000
		Wastewater	2022		476,000					476,000
		Water	2022	50,000	854,000					904,000
ARDENWALD NORTH IMPROVEMENTS TOTALS				80,000	2,472,000	-	-	-	-	2,552,000
34	Downtown Public Area Requirements	Transportation	2022		250,000					250,000
35	Harvey Street Improvements	SAFE	2022	30,000	503,000					533,000
		SSMP	2022	50,000	700,000					750,000
		Stormwater	2022		336,000					336,000
		Transportation	2022		341,000					341,000
		Wastewater	2022		5,000					5,000
		Water	2022		983,000					983,000
HARVEY STREET IMPROVEMENTS TOTALS				80,000	2,868,000	-	-	-	-	2,948,000
36	Meek St Improvements, North Phase	Stormwater	2021	1,390,000	1,504,000	1,500,000				4,394,000
		Stormwater SDC	2021		180,000					180,000
MEEK STREET IMPROVEMENTS, NORTH PHASE				1,390,000	1,684,000	1,500,000	-	-	-	4,574,000
36	Transportation Systems Plan Update	Transportation SDC	2022		100,000	250,000				350,000
37	El Puente Safe Routes to School Improvements	SAFE	2023	100,000	190,000	2,054,000				2,344,000
		SSMP	2023	30,000	64,000	669,000				763,000
		Stormwater	2023	100,000	166,000	1,882,000				2,148,000
		Wastewater SDC	2023		220,000					220,000
		Wastewater	2023		37,000	265,000				302,000
		Water	2023	20,000	21,000	290,000				331,000
EL PUENTE SRTS IMPROVEMENTS TOTALS				250,000	698,000	5,160,000	-	-	-	6,108,000

PAGE	PROJECT	FUND	FY	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
38	King Road Improvements	SAFE	2023		80,000	2,257,000				2,337,000
		SSMP	2023		20,000	475,000				495,000
		Stormwater	2023			18,000				18,000
KING ROAD IMPROVEMENTS TOTALS				-	100,000	2,750,000	-	-	-	2,850,000
39	Logus Road & 40th Avenue Improvements	SAFE	2022		15,000	387,000				402,000
		SSMP	2022		10,000	254,000				264,000
		Wastewater	2022		5,000	144,000				149,000
		Water	2022		10,000	262,000				272,000
LOGUS ROAD & 40TH AVE IMPROVEMENTS TOTALS				-	40,000	1,047,000	-	-	-	1,087,000
40	Monroe Street Greenway Improvements	Metro RFFA	2023			1,930,000	1,930,000			3,860,000
		ODOT Grant	2023			1,550,000	1,550,000			3,100,000
		SAFE	2023		400,000					400,000
		Transportation SDC	2023	577,000	37,000					614,000
MONROE ST GREENWAY IMPROVEMENTS TOTALS				577,000	437,000	3,480,000	3,480,000	-	-	7,974,000
41	Stormwater Master Plan	Stormwater SDC	2023			200,000	100,000			300,000
41	System Development Charges Rate Study	Transportation SDC	2023			50,000				50,000
42	Wastewater System Improvements FY 2023	Wastewater	2023			491,000				491,000
43	Waverly South Improvements	SAFE	2023		20,000	278,000				298,000
		SSMP	2023		20,000	302,000				322,000
		Wastewater	2023			91,000				91,000
		Water	2023			115,000				115,000
WAVERLY SOUTH IMPROVEMENTS TOTALS				-	40,000	786,000	-	-	-	826,000
44	Well #4 Reconditioning	Water	2023			60,000				60,000
44	Well #7 Reconditioning	Water	2023			60,000				60,000
45	Ardenwald South Improvements	SAFE	2024				1,527,000			1,527,000
		SSMP	2024				404,000			404,000
		Stormwater	2024				40,000			40,000
		Water	2024				832,000			832,000
ARDENWALD SOUTH IMPROVEMENTS TOTALS				-	-	-	2,803,000	-	-	2,803,000

PAGE	PROJECT	FUND	FY	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
46	CRW Intertie	Water	2024				112,000			112,000
46	International Way Improvements	SAFE	2024				2,122,000			2,122,000
		SSMP	2024				679,000			679,000
		Stormwater	2024				174,000			174,000
		Wastewater	2024				144,000			144,000
		Water	2024				277,000			277,000
INTERNATIONAL WAY IMPROVEMENTS TOTALS							3,396,000	-	-	3,396,000
47	Monroe Street Pipe Extension	Water	2024				321,000			321,000
47	Mullan Street Pipe Extension	Water	2024				88,000			88,000
47	Waverly Heights Sewer System Reconfiguration	Wastewater	2024			400,000	1,394,000	1,294,000		3,088,000
		Wastewater SDC	2024				169,000	147,000		316,000
WAVERLY HEIGHTS SEWER SYSTEM RECONFIGURATION TOTALS				-	-	400,000	1,563,000	1,441,000	-	3,404,000
48	North Milwaukie Improvements	SAFE	2025					2,179,000		2,179,000
		SSMP	2025					929,000		929,000
		Stormwater	2025					641,000		641,000
		Transportation	2025					96,000		96,000
		Wastewater	2025					465,000		465,000
NORTH MILWAUKIE IMPROVEMENTS TOTALS							4,310,000	-	-	4,310,000
49	SAFE & SSMP FY 2025 Improvements - Lewelling North	SAFE	2025					1,569,000		1,569,000
		SSMP	2025					213,000		213,000
49	SAFE & SSMP FY 2025 Improvements - Park/Lloyd/Stanley	SAFE	2025					918,000		918,000
		SSMP	2025					512,000		512,000
		Wastewater	2025					139,000		139,000
		Water	2025					1,128,000		1,128,000
SAFE & SSMP FY 2025 IMPROVEMENTS PARK/LLOYD/STANLEY TOTALS							2,697,000	-	-	2,697,000

PAGE	PROJECT	FUND	FY	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
50	Stormwater Quality Facilities FY 2025	Stormwater	2025					1,482,000		1,482,000
51	Well #8 Rehabilitation	Water	2025					200,000		200,000
51	Oatfield Road & Shell Lane Improvements	SAFE	2026						432,000	432,000
		SSMP	2026						512,000	512,000
		Stormwater	2026						297,000	297,000
		Transportation	2026						644,000	644,000
		Water	2026						72,000	72,000
OATFIELD ROAD & SHELL LANE IMPROVEMENTS TOTALS									1,957,000	1,957,000
52	Pipe Replacements: Plum/Apple Street & Hemlock Street	Stormwater	2026					1,248,000		1,248,000
52	SAFE & SSMP FY 2026 Improvements - 51st Ave/Rockwood	SAFE	2026						TBD	-
		SSMP	2026						TBD	-
SAFE & SSMP FY 2026 - 51ST AVE/ROCKWOOD										
53	Sparrow Street Improvements	SAFE	2026						221,000	221,000
		SSMP	2026						35,000	35,000
SPARROW STREET IMPROVEMENTS TOTALS									256,000	256,000
53	Well #2 Building Upgrades	Water	2026						100,000	100,000
54	Vehicle Purchases	Stormwater		15,000		102,000	70,000	575,000		762,000
54	Vehicle Purchases	Transportation		15,000		162,000	75,000			252,000
54	Vehicle Purchases	Wastewater		15,000	635,000	102,000	15,000			767,000
54	Vehicle Purchases	Water		56,000	60,000	102,000	115,000			333,000
55	Lift Station Pump & SCADA Controls Replacement	Wastewater		100,000	50,000	50,000	50,000	50,000		300,000
55	Stormwater Capital Maintenance Program	Stormwater		250,000	250,000	250,000	250,000	250,000		1,250,000
56	Transportation Capital Maintenance Program (Crack Seal/Slurry Seal)	SSMP		15,000	15,000	15,000	15,000	15,000	15,000	90,000
		Transportation		150,000	150,000	150,000	150,000	150,000	150,000	900,000
TRANSPORTATION CAPITAL MAINTENANCE PROGRAM TOTALS				165,000	165,000	165,000	165,000	165,000	165,000	900,000

PAGE	PROJECT	FUND	FY	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
56	Wastewater Capital Maintenance Program	Wastewater		50,000	50,000	50,000	50,000	50,000	50,000	300,000
57	Water Capital Maintenance Program	Water		100,000	100,000	100,000	100,000	100,000	100,000	600,000
				32,741,000	25,540,000	32,692,000	24,440,000	20,360,000	5,774,000	141,547,000



22ND AVENUE & RIVER ROAD SAFE IMPROVEMENTS

McLoughlin Boulevard to Southern City Limits

SAFE IMPROVEMENTS

Sidewalk, roadway, and stormwater construction and improvements on 22nd Avenue and River Road from McLoughlin Boulevard to southern city limits.

WATER SYSTEM IMPROVEMENTS:

Sparrow Street Vault Updates will consist of replacing the vault top at Sparrow Street and River Road that houses one of the four pressure regulators that manages water pressure between Zones 1 and 2. The existing concrete vault opening is too small to facilitate proper confined space entry and egress or body recovery.

River Road Pressure Boundary Reconfiguration consists of conducting a comprehensive inspection to reconfigure a portion of the southwest corridor of Pressure Zone 1 so that it is served by Pressure Zone 2. This includes connection verification between Miramonte Lodge Apartments to River Road, and isolation of the 6-inch diameter pipeline along 22nd Avenue from Zone 1.

Operating Budget Impact: This project will potentially increase ongoing operational needs due to the addition of new infrastructure (sidewalk and pavement). However, operational needs for water infrastructure will be reduced as a result of this project.

Source: SAFE, SSMP, Public Works Maintenance **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$36,000						\$36,000
Land/ROW Acquisition							
Construction	\$1,099,000	\$721,000					\$1,820,000
TOTAL EST. CAPITAL COST							\$1,856,000
Funding Source:							
SAFE	\$434,000	\$265,000					\$699,000
SSMP	\$232,000	\$155,000					\$387,000
Stormwater	\$159,000	\$106,000					\$265,000
Wastewater	\$18,000						\$18,000
Stormwater	\$292,000	\$195,000					\$487,000
TOTAL FUNDING	\$1,135,000	\$721,000					\$1,856,000



42ND AVENUE & 43RD AVENUE IMPROVEMENTS

King Road to Howe Street, Rockwood Street to Covell Street

42nd SAFE Improvements: Sidewalk replacement and improvements, ADA barrier removal, pavement patching, and bike lane sharrow markings.

42nd Ave Wastewater System Improvements (Fieldcrest Street to Olsen Street): Repair to fix multiple bellies and sags in the mainline. Includes reconnection of services. MH 1055 – 1054: Length 254.6'; Upstream depth 15.7'; Downstream depth 19.7'; Number of services 5, Diameter 12"

42nd Ave Water System Improvements (Harvey Street to Olsen Street): Abandon existing 4-inch main, provide reconnection of 15-20 services from the 4-inch to the 12-inch main, and connection of hydrants to the 12-inch main for improved fire flow.

43rd SAFE/SSMP Improvements: Construct new, multi-use path (west) and sidewalk (east) and curb on both sides of the street, replace portions of existing sidewalk, and remove ADA barriers. Reconstruct roadway surface with grind and overlay/inlay.

43rd Ave Stormwater System Improvements: The work triggers adding some stormwater treatment facilities along the west side of the road.

43rd Avenue Wastewater System Improvements (Covell Street to Rockwood Street): To address significant bellies in the mainline and will include reconnection of services. A 36-inch stormwater mainline is in close proximity to the sewer mainline and will require adjustment. MH 1058 – 1057: Length 321', Upstream depth 15.42'; Downstream depth 16'; Number of services 7, diameter 12"

Howe Street SAFE: Construct new sidewalks on both sides of street, add curbs, and perform pavement repair.

Operating Budget Impact: This project will potentially increase ongoing operational needs due to the addition of new infrastructure (sidewalk and pavement). However, operational needs for the wastewater main will be reduced as a result of this project.

Source: TSP, SSMP, SAFE, RTP, WMP, Public Works Maintenance **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$121,000						\$121,000
Land/ROW Acquisition							
Construction	\$1,556,000	\$1,202,000					\$2,758,000
TOTAL EST. CAPITAL COST							\$2,879,000
Funding Source:							
SAFE	\$397,000	\$381,000					\$778,000
SSMP	\$79,000	\$71,000					\$150,000
Stormwater	\$275,000	\$257,000					\$532,000
Transportation	\$541,000	\$492,000					\$1,033,000
Wastewater	\$335,000						\$335,000
Water	\$50,000						\$50,000
TOTAL FUNDING	\$1,677,000	\$1,202,000					\$2,879,000



DOWNTOWN CURB IMPROVEMENTS

Main Street at Monroe Street

The city will be rebuilding a section of a downtown curb and restriping several parking stalls to help accommodate a sidewalk repair project needed for ADA accessibility.

Operating Budget Impact: *Unknown*
Source: *Engineering* **Submitted by:** *Engineering*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction	\$15,000						\$15,000
TOTAL EST. CAPITAL COST	\$15,000						\$15,000
Funding Source:							
Transportation	\$15,000						\$15,000
TOTAL FUNDING	\$15,000						\$15,000



FRA QUIET ZONE STUDY

In 2014/15 the city worked with the Federal Railroad Administration (FRA) to establish eight rail/street crossing quiet zones within Milwaukie. As part of this program, every five years the FRA requires updates to indicate that these quiet zone crossings continue to provide an adequate level of safety. These studies will provide traffic counts and other information as required by the FRA.

Operating Budget Impact: *None*
Source: *Federal Railroad Administration* **Submitted by:** *Engineering*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Transportation	\$10,000						\$10,000
TOTAL FUNDING	\$10,000						\$10,000



KRONBERG PARK STORMWATER IMPROVEMENTS

A final piece of stormwater work is needed to treat the runoff from the multiuse pathway improvements completed in 2019/20.

Operating Budget Impact: NCPRD will maintain Kronberg Park.

Source: Kronberg Master Plan **Submitted by:** Engineering

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction	\$100,000						\$100,000
TOTAL EST. CAPITAL COST							\$2,879,000
Funding Source:							
Stormwater	\$100,000						\$100,000
TOTAL FUNDING	\$100,000						\$100,000



LAKE ROAD IMPROVEMENTS

21st Avenue to Guilford Drive

Lake Road will be widened and reconstructed between the southeast end of 21st Avenue and Guilford Drive. Project will include new curb and gutter on both sides of the roadway, new bike lanes between 21st Avenue and Oatfield Road/34th Avenue, new signals on the north side of Lake Road at the Oatfield Road/34th Avenue intersection, sidewalk repairs and new ADA ramps where needed.

Stormwater System Improvements: A few stormwater quality planters will be installed with the project. Most of the stormwater treatment will be handled by installation of pervious asphalt.

32nd Avenue Sewer Repair: Fix known roots that have penetrated the mainline at joints and service connections. Install manhole at midway point of mainline to ease maintenance. Project will include reconnection of services. MH 2184 – 2149: Length 414.5', Upstream depth 8.5', Downstream 16.33', Number of services 8, Diameter 8"

Operating Budget Impact: This project will potentially increase ongoing operational needs due to the addition of new infrastructure (sidewalk and pavement). However, operational needs for sewer infrastructure will be reduced as a result of this project.

Source: SSMP, Public Works Maintenance **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction							\$3,521,000
TOTAL EST. CAPITAL COST							\$3,521,000
Funding Source:							
SAFE							\$720,000
SSMP							\$1,407,000
Transportation							\$531,000
FILOC							\$127,000
Stormwater							\$650,000
Wastewater							\$86,000
TOTAL FUNDING							\$3,521,000



LINWOOD AVENUE SAFE IMPROVEMENTS

Monroe Street to Harmony Road

SAFE Improvements: Construct off-street, multiuse paths for pedestrian/bicycle use on both sides of Linwood Avenue from Monroe Street to Cedarcrest Drive. Overall, the street will be narrowed to include two 12-foot travel lanes. Enhanced pedestrian crossings will be installed at the Linwood/Sojourner Elementary School driveway and at Furnberg Street.

Stormwater System Improvements: Stormwater management facilities will be built in the right-of-way.

Operating Budget Impact: This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

Source: SAFE, TSP, SWMP, RTP **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$26,000	\$26,000					\$52,000
Land/ROW Acquisition							
Construction	\$2,102,000	\$1,402,000					\$3,504,000
TOTAL EST. CAPITAL COST							\$3,556,000
Funding Source:							
SAFE	\$626,000	\$426,000					\$1,052,000
Stormwater	\$492,000	\$328,000					\$820,000
Transportation	\$391,000	\$213,000					\$532,000
ODOT SRTS Grant	\$691,000	\$461,000					\$1,152,000
TOTAL FUNDING	\$2,128,000	\$1,428,000					\$3,556,000



MEEK STREET IMPROVEMENTS, SOUTH PHASE

Meek Street to Monroe Street

The Meek Street Pipeline project will alleviate flooding in the Harrison Street stormwater system. The project has been separated into two phases south and north, to address immediate stormwater overcapacity issues, advance the construction schedule, and minimize construction impacts.

South Phase:

- Construction of approximately 2,500-lf of storm drainage mainline from Meek Street to 37th Avenue and Monroe Street
- One stormwater detention facility at Oak Street
- A temporary connection to Harrison Street system until the design of the north phase of the project is complete

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.

Source: SWMP **Submitted by:** Engineering

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction							
TOTAL EST. CAPITAL COST							
Funding Source:							
Stormwater		\$400,000					\$400,000
TOTAL FUNDING							\$400,000



REQUEST FOR SERVICE FUND

SAFE Program

The Bike and Pedestrian Accessibility Plan, later renamed the SAFE program, called for the creation of a request for service fund to respond to ADA and traffic safety issues identified by the public. Requests for service are reviewed by the Public Safety Advisory Committee. Staff will work with PSAC and council to determine ongoing funding levels prior to adoption of the FY 23/24 biennium budget.

Operating Budget Impact: Unknown

Source: SAFE **Submitted by:** Engineering

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction		\$50,000	\$50,000				\$100,000
TOTAL EST. CAPITAL COST							\$100,000
Funding Source:							
SAFE		\$50,000	\$50,000				\$100,000
TOTAL FUNDING		\$50,000	\$50,000				\$100,000



SAFE & SSMP FY 2021 IMPROVEMENTS

Home Avenue, Edison Street, Wood Avenue

SAFE & SSMP IMPROVEMENTS

Home Avenue: Construct continuous ADA-compliant sidewalk along the west side of Home Avenue and reconstruct surface of asphalt paving from King Road to Railroad Avenue.

Edison Street: Construct a continuous sidewalk on the north side of Edison Street from Highway 224 to 35th Avenue. Project will include asphalt pavement reconstruction from 35th Avenue to 37th Avenue.

Wood Avenue: Reconstruct roadway surface of Wood Avenue from Railroad Avenue to Appenine Way, and grind and inlay from Appenine Way to Park Avenue. Stormwater treatment will be constructed due to reconstruction of the roadway.

Wastewater System Improvements: This project will include the Home Avenue and Monroe Street Lift Capacity Upgrade which will upsize the capacity of the sewer mainline to alleviate surcharging of the mainline from Lift Station S3. The concrete liner is failing in the steel mainline causing structural issues within the pipe.

MH 3311 – 3310: Length 301.3', Depth upstream 19.6', Depth downstream 20.70', Number of services 8

MH 3305 – 3159: Length 251.9'; Depth upstream 26.92', Depth downstream 25.60'; Number of services 1

MH 3310 – 3161: Length 360.3'; Depth upstream 20.7', Depth downstream 27.25'; Number of services 4

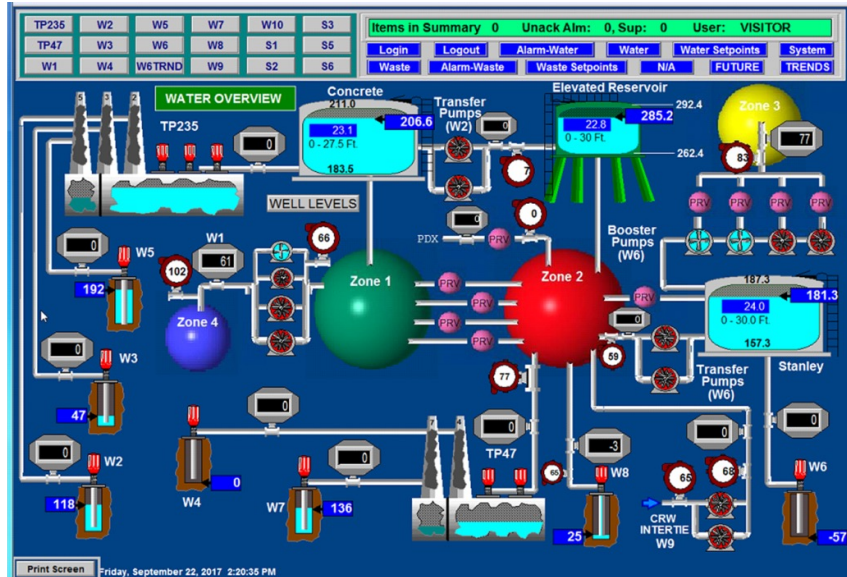
MH 3161 – 3160: Length 231.1', Depth upstream 27.25', Depth downstream 26.25'; Number of services 1

MH 3160 – 3305: Length 44', Depth upstream 26.25', 26', Depth downstream 26'; Number of services 0

Operating Budget Impact: This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

Source: SAFE, SSMP, WWMP **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$40,000						\$40,000
Land/ROW Acquisition							
Construction	\$1,315,000	\$775,000					\$2,090,000
TOTAL EST. CAPITAL COST							\$2,130,000
Funding Source:							
SAFE	\$416,000	\$376,000					\$792,000
SSMP	\$339,000	\$339,000					\$678,000
FILOC	\$41,000	\$41,000					\$82,000
Stormwater	\$2,000	\$2,000					\$4,000
Transportation	\$17,000	\$17,000					\$34,000
Wastewater	\$360,000						\$360,000
Wastewater SDC	\$180,000						\$180,000
TOTAL FUNDING	\$1,355,000	\$775,000					\$2,130,000



SCADA DESIGN AND CONSTRUCTION

SCADA (Supervisory Control and Data Acquisition) 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.

Project design began in Spring 2020. Estimated project costs are:

- Design and integration: \$470,000
- Field automation construction: \$400,000
- Communications infrastructure: \$240,000
- Network architecture infrastructure: \$200,000
- Construction management: \$175,000

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

Source: Public Works Maintenance **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$470,000						\$470,000
Land/ROW Acquisition							
Construction	\$995,000	\$105,000					\$1,100,000
TOTAL EST. CAPITAL COST							\$1,570,000
Funding Source:							
Water	\$935,000						\$935,000
Wastewater	\$530,000	\$105,000					\$635,000
TOTAL FUNDING	\$1,570,000	\$105,000					\$1,570,000



SIGNAL UPGRADES

The City of Milwaukie contracts with Clackamas County to install and maintain traffic signals within the city. 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: *Unknown*

Source: *Public Works Maintenance* **Submitted by:** *Engineering*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction	\$100,000						\$100,000
TOTAL EST. CAPITAL COST							\$100,000
Funding Source:							
Transportation	\$100,000						\$100,000
TOTAL FUNDING	\$100,000						\$100,000



STANLEY RESERVOIR DESIGN AND CONSTRUCTION (WELL #6)

WATER WELL NO. 6: STORAGE TANK MAINTENANCE

The Stanley Reservoir is a 3.0 MG 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..*

Source: *WMP* **Submitted by:** *Public Works*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$35,000						\$35,000
Land/ROW Acquisition							
Construction			\$1,335,000	\$1,335,000			\$2,670,000
TOTAL EST. CAPITAL COST							\$2,705,000
Funding Source:							
Water	\$35,000		\$1,335,000	\$1,335,000			\$2,705,000
TOTAL FUNDING	\$35,000		\$1,335,000	\$1,335,000			\$2,705,000



WASTEWATER MASTER PLAN

The City's Wastewater System Master Plan was last updated in 2010. Since then there have been 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: Unknown **Source:** Public Works **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Wastewater		\$65,000					\$65,000
Wastewater SDC		\$135,000					\$135,000
TOTAL FUNDING		\$200,000					\$200,000



WASTEWATER SYSTEM IMPROVEMENTS FY 2021

37th Avenue, Kent Street, Rio Vista Street, Washington Street

37th Avenue Sewer Repair: To ease maintenance on the mainline. The mainline has extensive mortar in joints that results in debris buildup and difficulty in camera scoping. Installation of a manhole midway will be included. MH 2115 – 2108: Length 516', Depth upstream 7.33', Depth downstream 10.33'; Number of services 11; Diameter 8"

Kent Street Sewer Repair: Full replacement recommended to address bellies and sags in the mainline which cause debris to sit in the mainline. Replacement will also relieve the upstream line. MH 3482 – 3481: Length 275.3', Depth upstream 7.42', Depth downstream 14.83'; Number of services 6, 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"

Washington Street Sewer Repair: Full replacement recommended to address the heavily deteriorated line with root intrusion, holes, and a belly. Installation of a manhole midway will be included. MH 3043 – 3042: Length 554.7', Upstream depth 9.25', Downstream depth 8.92', Number of services 20, Diameter 8"

Reconnection of services and pavement patching along the replaced lines will be included in all projects.

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

Source: Public Works Maintenance **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction	\$466,000						\$466,000
TOTAL EST. CAPITAL COST							\$466,000
Funding Source:							
Wastewater	\$466,000						\$466,000
TOTAL FUNDING							\$466,000



WATER MASTER PLAN

The Master Plan will identify strategies for maintaining adequate water supplies and service levels for the community. The updated plan will guide capital expenditures for the system and furnish guidance on operational issues and future water rate structures.

The Master Plan will:

1. Evaluate and summarize the existing water system and key facilities.
2. Develop water demand projections for several scenarios, to include buildout, annexation of Dual Interest Areas, and annexation of the UGMA.
3. Evaluate existing and future water supplies to develop a strategy for the city to meet existing and future water demand needs.
4. Develop performance and operational criteria under which the water system will be analyzed and future facilities will be formulated.
5. Develop and calibrate a new water distribution system hydraulic model, model buildout scenarios and provide recommendations for optimal pressure management.
6. Evaluate existing and buildout water system conditions to identify the city's water distribution system facility needs.
7. Evaluate the existing water system for seismic and climate resiliency and provide potential solutions.
8. Develop a prioritized capital improvement for recommended existing and future water system facilities and an analysis of potential funding.
9. Update the System Development Charge Rate.

Operating Budget Impact: *Unknown*

Source: *Public Works* **Submitted by:** *Public Works*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Water	\$120,000						\$120,000
Water SDC	\$116,000						\$116,000
TOTAL FUNDING	\$236,000						\$236,000



WELL #5 RECONDITIONING

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 water well itself including: incrustation from mineral deposits, bio-fouling by the growth of microorganisms, physical plugging of "aquifer" (the saturated layer of sand, gravel, or rock through which water is transmitted) by sediment, sand pumping, well screen or casing corrosion, and pump damage.

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 gpm directly into Tower #5 at the TP 235 site. This project consists of repairing the existing building which is in a failing condition, replacing and upgrading the electrical panel and motor start, inspecting and reconditioning the well, and replacing the buried sand particle separator.

Operating Budget Impact: None **Source:** WMP **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction		\$170,000					\$170,000
TOTAL EST. CAPITAL COST							\$170,000
Funding Source:							
Water		\$170,000					\$170,000
TOTAL FUNDING		\$170,000					\$170,000



WELL #2 REHABILITATION & RELOCATION

Well #2 was installed in 1936 and was overhauled in early 2016. It's part of the Well #2/#3/#5 well field and is expected to deliver a minimum of 380 gpm (about 10% of current total city capacity) based on past production, and pumps directly into treatment plant 2/3/5 with its operation regulated by the water level in the Concrete Storage Reservoir. A video inspection revealed a split in the casing several feet long and is opening inward like a can with a tear. The casing is cracked with 6-inch gaps at a depth of 220 feet in the 300 feet deep well. It has been determined that based on the video log, the condition of the casing, the deterioration in general, and the overall loss of strength of the casing that an in-place repair would not be successful. Based on this evaluation it was determined by Public Works Staff that the condition of Well #2 as well as the importance of Well #2 as a source that repair/replacement of Well #2 should take precedence over the rehabilitation of Well #8. Currently, the well remains in use, but at a reduced pumping capacity. Public Works has hired Tetra Tech to provide design services at a cost of \$198,213. The current estimate for reconstruction of Well #2 is approximately \$750,000. It is expected that this project will include consultant construction engineering services at an approximate cost of \$150,000.

Operating Budget Impact: *Minor impact to operating costs as the current well would be replaced with similar operational and maintenance costs.*

Source: *Public Works Maintenance* **Submitted by:** *Public Works*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction		\$545,000					\$545,000
TOTAL EST. CAPITAL COST							\$545,000
Funding Source:							
Water		\$545,000					\$545,000
TOTAL FUNDING		\$545,000					\$545,000



ARDENWALD NORTH IMPROVEMENTS

SAFE & SSMP IMPROVEMENTS

28th Avenue & Van Water Street: Fill in sidewalk gaps, replace portions of existing sidewalk, and reconstruct the asphalt surface with new overlay from the Springwater Corridor to 32nd Avenue.

32nd Avenue: Replace portions of existing sidewalk, remove barriers, and reconstruct asphalt surface with new overlay from Van Water Street to Roswell Street.

Roswell Street: Fill in sidewalk gaps, remove ADA barriers, and reconstruct asphalt surface from 32nd Avenue to Rockvorst Street.

Stormwater Improvements: Replace stormwater system with 12-inch PVC, install 5 G2 catch basins, and 2 manholes at each mid-block for improved access. Van Water Street (29th Avenue to 31st Avenue).

Water System Improvements: Replace and upsize existing cast iron 4-inch water main to 8-inch ductile iron pipe to improve fire flows in the neighborhood. New mains will connect to existing 8-inch water main. The project will include the replacement of existing valves, and reconnection of existing water services and hydrants along the length of the pipes, 29th Avenue, 30th Avenue, 31st Avenue (Roswell Street to Van Water Street), and Roswell Street (29th Avenue to 32nd Avenue).

Wastewater System Improvements: Address multiple bellies and root intrusion to reduce debris buildup. Additional manholes will be installed where needed to ease maintenance issues. Full line replacement is recommended, and will include reconnection of services along the replaced line.

28th Avenue (Roswell Street to Van Water Street): 28th Avenue: MH 1212 – 1211: Length 415', Upstream depth 15', Downstream depth 11.4', Number of services 14, Diameter 8"

Van Water Street: MH 1213 – 1212: Length 411.4', Upstream depth 16', Downstream depth 15', Number of services 14, Diameter 8"

29th Avenue (South of Van Water Street): MH 1222 – 1220: Length 341.2', Upstream depth 12', Downstream depth 8.25', Number of services 10, Diameter 8"

31st Avenue (North of Roswell Street): MH 1910 – 1200: Length 374.3', Upstream depth 11.5', Downstream depth 15.2', Number of services 13, Diameter 8"

Operating Budget Impact: *The paving projects could potentially increase 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.*

Source: SAFE, SSMP, WMP, Public Works Maintenance **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$80,000						\$80,000
Land/ROW Acquisition							
Construction		\$2,472,000					\$2,472,000
TOTAL EST. CAPITAL COST							\$2,552,000
Funding Source:							
SAFE	\$30,000	\$669,000					\$669,000
SSMP		\$313,000					\$313,000
Stormwater		\$160,000					\$160,000
Wastewater		\$476,000					\$476,000
Water	\$50,000	\$854,000					\$904,000
TOTAL FUNDING	\$80,000	\$2,472,000					\$2,552,000



DOWNTOWN PUBLIC AREA REQUIREMENTS

Washington Street and Main Street.

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*

Source: *Private/Public Development* **Submitted by:** *Engineering*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction		\$250,000					\$250,000
TOTAL EST. CAPITAL COST							\$250,000
Funding Source:							
Transportation SDC		\$250,000					\$250,000
TOTAL FUNDING		\$250,000					\$250,000



HARVEY STREET IMPROVEMENTS

32nd Avenue to 42nd Avenue, 33rd Avenue and 36th Avenue

Harvey Street SAFE/SSMP: Fill in sidewalk gaps on both sides of street, replace portions of existing sidewalk, and remove ADA barriers. Reconstruct roadway surface, install traffic calming improvements, and improve bicycle connections.

Water System Improvements: Projects will include replacement of existing valves and reconnection of existing water services.

Harvey Street: Replace approximately 2,500 feet and upsize various sections of 4-inch and 6-inch cast iron water main to 8-inch ductile iron pipe to improve fire flows and water quality in the neighborhood.

33rd Avenue: Replace approximately 470 feet and upsize the existing 4-inch water main to 8-inch ductile iron pipe to improve fire flows in the neighborhood. The new main will connect to the 12-inch water main on Harvey Street.

36th Avenue: Replace approximately 600 feet and upsize the existing 4-inch and 6-inch water main to 8-inch ductile iron pipe to improve fire flows in the neighborhood and may include the proper abandonment of the 2-inch line on Sherry Lane. The new main will connect to the 12-inch main on Harvey Street.

Stormwater System Improvements: Roadway reconstruction triggers stormwater treatments which will include 4,000 sq ft of vegetated stormwater planters within the right-of-way.

Wastewater System Improvements: Provide pipe stub out to right-of-way to Willamette Townhouse Apartments.

Operating Budget Impact: *This project will potentially increase ongoing operational needs due to the addition of new infrastructure. However, pipe repairs and replacements will reduce operating expenditures due to the reduction of maintenance issues.*

Source: BPAP, SSMP, RTP, TSP, WMP **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$80,000						\$80,000
Land/ROW Acquisition							
Construction		\$2,868,000					\$2,868,000
TOTAL EST. CAPITAL COST							\$2,948,000
Funding Source:							
SAFE	\$30,000	\$503,000					\$553,000
SSMP	\$50,000	\$700,000					\$750,000
Stormwater		\$366,000					\$366,000
Wastewater		\$5,000					\$5,000
Water		\$983,000					\$983,000
TOTAL FUNDING	\$80,000	\$2,868,000					\$2,948,000



MEEK STREET IMPROVEMENTS, NORTH PHASE

Boyd Street to Meek Street

The Meek Street Pipeline project will alleviate flooding in the Harrison Street stormwater system. The project has been separated into two phases south and north, to address immediate stormwater overcapacity issues, advance the construction schedule, and minimize construction impacts.

North Phase: The North Phase project will route stormwater north to discharge at the existing Roswell Pond Open Space and ultimately into Johnson Creek.

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.

Source: SWMP **Submitted by:** Engineering

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$327,000						\$327,000
Land/ROW Acquisition							
Construction	\$1,063,000	\$1,064,000	\$1,500,000				\$4,247,000
TOTAL EST. CAPITAL COST							\$4,574,000
Funding Source:							
Stormwater	\$1,390,000	\$1,504,000	\$1,500,000				\$4,394,000
Stormwater SDC		\$180,000					\$180,000
TOTAL FUNDING	\$1,390,000	\$1,684,000	\$1,500,000				\$4,574,000



Transportation System Plan

TRANSPORTATION SYSTEM PLAN UPDATE

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 is slated for adoption 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

Source: TSP, Public Works **Submitted by:** Engineering, Public Works, Planning

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Transportation SDC		\$100,000	\$250,000				\$350,000
TOTAL FUNDING		\$100,000	\$250,000				\$350,000



EL PUENTE ELEMENTARY SAFE ROUTES TO SCHOOL IMPROVEMENTS

SAFE/SSMP IMPROVEMENTS

26th Avenue: Fill in sidewalk gaps on the street, and grind and pave new overlay to the street surface from Lake Road to Lake Village Apartments.

27th Avenue: Replace portions of existing sidewalk, remove ADA barriers, and grind and pave a new overlay to the street surface from Lake Road to Washington Street.

Oak Street: Replace portions of existing sidewalk and repair or reconstruct asphalt pavement from Washington Street to Monroe Street.

Washington Street: Fill in sidewalk gaps on both sides of the street, replace portions of existing sidewalk, remove ADA barriers, and reconstruct asphalt pavement from McLoughlin Boulevard to 35th Avenue. May require relocation of water and stormwater utilities in addition to construction of new water quality facilities.

Washington Street Sewer Replacement: Replace sewer main from 34th Avenue to Sellwood Street. Both replacements would include service reconnection along the length of the pipe.

MH 2227 – 2226, Length 313', Depth upstream 12.58', Depth downstream 13.25', Number of services 7, Diameter 10". This project is required to address intruding roots and seal material which cause debris build-up requiring regular clearing.

MH 2228 – 2227, Length 462.9', Depth 7.33', Upstream 12.58', Downstream number of services 19, Diameter 10". This project is required to address intruding roots and add a manhole in the middle of the line to ease maintenance issues.

Washington Street Storm Improvements: Replace undersized storm pipe in Washington Street.

Operating Budget Impact: *The paving projects could potentially increase ongoing operational needs due to the addition of new infrastructure. However, the wastewater replacements would decrease ongoing operational needs by restoring infrastructure to good condition.*

Source: SAFE, SSMP, Public Works Maintenance **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$250,000	\$478,000	\$184,000				\$912,000
Land/ROW Acquisition							
Construction		\$220,000	\$4,976,000				\$5,196,000
TOTAL EST. CAPITAL COST							\$6,108,000
Funding Source:							
SAFE	\$100,000	\$190,000	\$2,054,000				\$2,344,000
SSMP	\$30,000	\$64,000	\$669,000				\$763,000
Stormwater	\$100,000	\$166,000	\$1,882,000				\$2,148,000
Wastewater		\$37,000	\$265,000				\$302,000
Wastewater SDC		\$220,000					\$220,000
Water	\$20,000	\$21,000	\$290,000				\$331,000
TOTAL FUNDING	\$250,000	\$698,000	\$5,160,000				\$6,108,000



KING ROAD IMPROVEMENTS

40th Avenue to Linwood Avenue

SAFE/SSMP Improvements: Fill in sidewalk gaps on both sides of street, replace portions of existing sidewalk, remove ADA barriers, and overlay or reconstruct roadway surfave from 40th Avenue to Linwood Avenue.

Stormwater System Improvements: Addition of a catch basin and sedimentation manhole tied to a current UIC to relieve flooding and possible property damage at 6011 SE King Road.

Operating Budget Impact: This project will potentially increase ongoing operational needs due to the addition of new infrastructure (sidewalk and pavement).

Source: SAFE, SSMP **Submitted by:** Engineering

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design		\$100,000					\$100,000
Land/ROW Acquisition							
Construction			\$2,750,000				\$2,750,000
TOTAL EST. CAPITAL COST							\$2,850,000
Funding Source:							
SAFE		\$80,000	\$2,257,000				\$2,337,000
SSMP		\$20,000	\$475,000				\$495,000
Stormwater			\$18,000				\$18,000
TOTAL FUNDING		\$100,000	\$2,750,000				\$2,850,000



LOGUS ROAD & 40TH AVENUE IMPROVEMENTS

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

SAFE/SSMP IMPROVEMENTS

40th Avenue: Reconstruct roadway surface on 40th Avenue from Harvey Street to King Road.

Logus Road: Fill in sidewalk gaps, replace portions of existing sidewalk, remove barriers, and reconstruct roadway surface on Logus Road from 43rd Avenue to 49th Avenue.

SSMP IMPROVEMENTS

42nd Avenue: Reconstruct roadway surface on 42nd Avenue from Monroe Street to King Road.

WASTEWATER SYSTEM IMPROVEMENTS

38th Avenue Repair: Replacement recommended to address holes and a significant belly in the mainline that holds debris requiring quarterly flushing. The line also has two poorly constructed point repairs. MH 2120 – 2118: Length 253.6'; Depth upstream 5.92'; Depth downstream 5.67'; Number of services 9, Diameter 8"

45th Court Repair: Repair of a failing upstream manhole which must be flushed regularly to clear debris build-up that blocks a service lateral. MH 3503 – 3316: Length 149.5'; Depth upstream 8.5'; Depth downstream 12.92'; Number of services 3, Diameter 6"

WATER SYSTEM IMPROVEMENTS

Drake Street & 38th Avenue: Replace approximately 800 feet, upsize the existing cast iron 4-inch water main to 8-inch to improve fire flows in the neighborhood, and connect to the 8-inch water main on 40th Avenue. The project will include replacement of existing valves, reconnection of existing water services and hydrants, and pavement patching along the length of the pipe.

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

Source: WMP, SSMP, Public Works Maintenance **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design		\$40,000					\$40,000
Land/ROW Acquisition							
Construction			\$1,047,000				\$1,047,000
TOTAL EST. CAPITAL COST							\$1,087,000
Funding Source:							
SAFE		\$15,000	\$387,000				\$402,000
SSMP		\$10,000	\$254,000				\$264,000
Wastewater		\$5,000	\$144,000				\$149,000
Water		\$10,000	\$262,000				\$272,000
TOTAL FUNDING		\$40,000	\$1,047,000				\$1,087,000



MONROE STREET GREENWAY IMPROVEMENTS

The Monroe Greenway will provide key east-west bicycle and pedestrian connection through the city, with connections to the future 29th Avenue Greenway and Railroad Avenue Trail. It will also provide for a key Safe Route to School for Milwaukie High School and a connection with Central Milwaukie businesses. Phase 1 improvements for the Monroe Street Greenway will implement the design concepts developed with a Regional Flexible Fund Grant and ODOT Safety Leverage funds. Treatments will include lane striping, signage, and application of sharrows.

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.

Source: Monroe Street Neighborhood Greenway Concept Plan, CMLUTP, URAP, TSP, RTP (#10099), Public Works Maintenance

Submitted by: Community Development, Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design	\$577,000	\$437,000					\$1,014,000
Land/ROW Acquisition							
Construction			\$3,480,000	\$3,480,000			\$6,960,000
TOTAL EST. CAPITAL COST							\$7,974,000
Funding Source:							
SAFE		\$400,000					\$400,000
Transportation SDC	\$577,000	\$37,000					\$614,000
Metro RFFA			\$1,930,000	\$1,930,000			\$3,860,000
ODOT Safety Leverage			\$1,550,000	\$1,550,000			\$3,100,000
TOTAL FUNDING	\$577,000	\$437,000	\$3,480,000	\$3,480,000			\$7,974,000



Stormwater Master Plan

Prepared for the
City of Milwaukie, Oregon
January 2014

STORMWATER MASTER PLAN

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: *Unknown*

Source: *Public Works* **Submitted by:** *Public Works*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Stormwater SDC			\$200,000	\$100,000			\$300,000
TOTAL FUNDING			\$200,000	\$100,000			\$300,000



SYSTEM DEVELOPMENT CHARGE RATE STUDY

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*

Source: *Engineering, Public Works* **Submitted by:** *Engineering, Public Works*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Transportation SDC			\$50,000				\$50,000
TOTAL FUNDING			\$50,000				\$50,000



WASTEWATER SYSTEM IMPROVEMENTS FY 2023

26th Avenue, 34th Avenue, 37th Avenue at Marketplace, 37th Avenue at Monroe Street, Lake Village Apartments, River Road

26th Avenue Sewer Repair: To address a belly in the mainline and to reduce debris buildup. MH 4008 – 4007: Length 36.1', Upstream depth 7.6', Downstream depth 10', Number of services 0, Diameter 8"

34th Avenue Sewer Replacement: 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 (Marketplace) 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 Avenue (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"

Lake Village Apartments Sewer Replacement: Construct 350 ft 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.

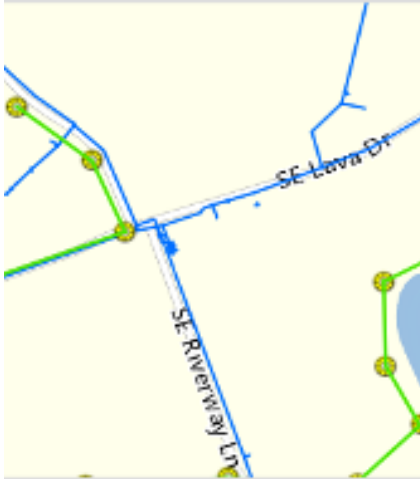
River Road Sewer Repair: To address known inflow and infiltration (I&I) issues. The joints and lateral connections of the sewer mainline are failing and ground water is infiltrating. Eliminating the I&I will relieve the Kellogg Creek Waste Treatment Plant, reduce capacity issues, and maintain a good 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. 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"

Reconnection of services and pavement patching along the replacement lines will be included in all projects.

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

Source: WWMP, Public Works Maintenance **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction			\$491,000				\$491,000
TOTAL EST. CAPITAL COST							\$491,000
Funding Source:							
Wastewater			\$491,000				\$491,000
TOTAL FUNDING			\$491,000				\$491,000



WAVERLY SOUTH IMPROVEMENTS

Lave Drive, Waverly Court, Riverway Lane

Lava Drive & Waverly Court SAFE/SSMP: Fill in sidewalk gaps on both sides of the streets, replace portions of sidewalk, overlay surface on Lava Drive and reconstruct asphalt surface on Waverly Court, from 17th Avenue to Highlands Apartments Entrance.

Riverway Lane Sewer Repair: Fix heavy root intrusion in portions of the mainline. Mainline is a trunk line and collects from the Waverly area, and a manhole installation at 153 feet would allow access to a private sewer mainline for 3 homes. Project could use a pipeburst method and would include reconnection of services. MH 1087 – 1086: Length 220.6'; Upstream depth 10', Downstream depth 11.5'; Number of services 2, Diameter 10'

Riverway Lane Water Line Replacement: Replace the existing 2-inch water line with a 6-inch ductile iron pipe water main to address hydraulic, structural, and water quality issues. This project may require an additional easement and will include reconnection of services and hydrants.

Operating Budget Impact: *The paving projects could potentially increase 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.*

Source: WWMP, WMP **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design		\$40,000					\$40,000
Land/ROW Acquisition							
Construction			\$786,000				\$786,000
TOTAL EST. CAPITAL COST							\$826,000
Funding Source:							
SAFE		\$20,000	\$278,000				\$298,000
SSMP		\$20,000	\$302,000				\$322,000
Wastewater			\$91,000				\$91,000
Water			\$115,000				\$115,000
TOTAL FUNDING		\$40,000	\$786,000				\$826,000



WELL #4 RECONDITIONING

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 water well itself including: incrustation from mineral deposits, bio-fouling by the growth of microorganisms, physical plugging of "aquifer" (the saturated layer of sand, gravel, or rock through which water is transmitted) by sediment, sand pumping, well screen or casing corrosion, 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 TP 47 site. This project consists of inspecting by video, disinfecting, and reconditioning the well.

Operating Budget Impact: None

Source: Public Works Maintenance **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction			\$60,000				\$60,000
TOTAL EST. CAPITAL COST							\$60,000
Funding Source:							
Water			\$60,000				\$60,000
TOTAL FUNDING			\$60,000				\$60,000



WELL #7 RECONDITIONING

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 the 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. This project consists of inspecting by video, disinfecting, and reconditioning the well, pump motor, and pump as necessary.

Operating Budget Impact: None

Source: Public Works Maintenance **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Capital Cost:							
Planning, Engineering, Design							
Land/ROW Acquisition							
Construction			\$60,000				\$60,000
TOTAL EST. CAPITAL COST							\$60,000
Funding Source:							
Water			\$60,000				\$60,000
TOTAL FUNDING			\$60,000				\$60,000



ARDENWALD SOUTH IMPROVEMENTS

SAFE & SSMP IMPROVEMENTS

32nd Avenue: Replace portions of existing sidewalk, remove ADA barriers, and reconstruct asphalt surface with new overlay from Roswell Street to Oak Street.

Balfour Street: Add sidewalk from 32nd Avenue to Balfour Park and reconstruct asphalt surface from 32nd Avenue to street terminus.

Water System Improvements: Replace and upsize existing 4-inch cast iron water main to 8-inch ductile iron pipe to improve fire flows in the neighborhood. New mains will connect to existing 8-inch water main. The project will include the replacement of existing valves, reconnection of existing water services and hydrants along the length of the pipes.

32nd Avenue Water (Kelvin Street to Filbert Street), Llewellyn Street (32nd Avenue to 29th Avenue), Malcolm Street (32nd Avenue to 29th Avenue)

Operating Budget Impact: The paving projects could potentially increase 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.

Source: SAFE, SSMP, WMP, Public Works Maintenance **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
SAFE				\$1,527,000			\$1,527,000
SSMP				\$404,000			\$404,000
Stormwater				\$40,000			\$40,000
Water				\$832,000			\$832,000
TOTAL FUNDING				\$2,803,000			\$2,803,000



CRW INTERTIE

Emergency interties are maintained with the City of Portland and Clackamas River Water (CRW). The CRW Intertie is located at 7001 SE Harmony Road. Pumping capacity for this intertie is approximately 700 gpm in either direction and can pump into and out of city Pressure Zone 2. This project includes electrical upgrades, new motor controls, and installation of a new variable frequency drive (VFD). This project includes approximately \$27,500 in engineering expenses.

Operating Budget Impact: *Unknown*

Source: *Public Works Maintenance* **Submitted by:** *Public Works*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Water				\$112,000			\$112,000
TOTAL FUNDING				\$112,000			\$112,000



INTERNATIONAL WAY IMPROVEMENTS

37th Avenue to Lake Road

International Way SAFE/SSMP: Fill in sidewalk gaps on both sides of the street, remove barriers, construct bicycle facility improvements, replace asphalt roadway surface from 37th Avenue to Lake Road.

International Way & Wister Street Underground Storage: Construct underground storage within piped storm system and install upsized pipe within existing system to eliminate potential flooding.

International Way Sewer Replacement: To address two significant bellies (211'-260' and 330'-340'), which create debris buildup that can go septic. Two plumber laterals may need grease traps. Replacement should be during dry season due to ground water issues and may require dewatering. MH 3033 – 3032: Length 354.2', Upstream depth 10.5', Downstream depth 11.5', Number of services 3, Diameter 12"

International Way Pipe Extension: Install of 820 feet of 12-inch ductile iron water main from Freeman Way to Mallard Way to tie together the entire length of International Way which would provide increased water flow capacity coupled with improved water quality. Project will include installation of a three-valve cluster fire hydrant at the midpoint to provide for proper unidirectional flushing and installation of a sample station at the northwest end of the new main. Accommodation of storm or wastewater systems may be necessary to accept large water volumes during flushing activities. Replacement of existing valves and reconnection of water services and hydrants will be included.

Mallard Street SAFE: Construct sidewalk from International Way to the Mallard Bridge.

Operating Budget Impact: *This project will potentially increase ongoing operational needs due to the addition of new infrastructure. However, pipe repairs and replacements will reduce operating expenditures due to the reduction of maintenance issues.*

Source: *SAFE, SSMP, RTP, Public Works Maintenance* **Submitted by:** *Engineering, Public Works*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
SAFE				\$2,122,000			\$2,122,000
SSMP				\$679,000			\$679,000
Stormwater				\$174,000			\$174,000
Wastewater				\$144,000			\$144,000
Water				\$277,000			\$277,000
TOTAL FUNDING				\$3,396,000			\$3,396,000



MONROE STREET WATER PIPE EXTENSION

Linwood Avenue to 66th Avenue

This project will extend an 8-inch water main east from Linwood Avenue, down Monroe Street, then south on 66th Avenue to connect to the existing 6-inch water main located there. This project will provide redundancy in the system and improve fire flows in this area.

Operating Budget Impact: Project will add minimal additional maintenance cost.

Source: WMP **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Water				\$321,000			\$321,000
TOTAL FUNDING				\$321,000			\$321,000



MULLAN STREET PIPE EXTENSION

This project consists of water line installation at the west portion of Mullan Street, connecting to the 6-inch on 51st Avenue and then to the new 6-inch pipe that was installed in 2015 on the east end of Mullan Street, off 54th Court. This project will address hydraulic, structural, and water quality issues as well as loop the system. The project will include the installation of an Eclipse 88 sample station, replacement of existing valves, reconnection of existing water services and hydrants, and pavement patching along the length of the pipe.

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

Source: Public Works **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Water				\$88,000			\$88,000
TOTAL FUNDING				\$88,000			\$88,000



WAVERLY HEIGHTS SEWER SYSTEM RECONFIGURATION

Replace and reconfigure the aging wastewater system within the Waverly Heights area of northwest Milwaukee. The 2010 Wastewater System Master Plan proposes five design alternatives. Design for the appropriate solution for the neighborhood's sewer system will occur in Fiscal Year 2023 and construction will follow in Fiscal Years 2024 and 2025.

It is proposed to complete this project through an alternative delivery method. This would allow the project to evaluate the use of multiple construction methods and value engineer options with contractor and design team which will be managed by city staff.

Operating Budget Impact: This project will not increase operating expenditures. It will help solve a major maintenance issue for the city and will reduce infiltration and inflow into the system.

Source: Wastewater Master Plan **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Wastewater			\$400,000	\$1,394,000	\$1,294,000		\$3,088,000
Wastewater SDC				\$169,000	\$147,000		\$316,000
TOTAL FUNDING							\$3,404,000



NORTH MILWAUKIE IMPROVEMENTS

Main Street SAFE/SSMP: Fill in sidewalk gaps, replace portions of existing sidewalk, remove ADA barriers, and reconstruct asphalt pavement surface from Harrison Street to Ochoco Street/McLoughlin Boulevard.

Main Street Sewer Replacement: Sewer replacement to address multiple holes and fractures in the mainline, as well as significant buildup of fats, oils, and grease (FOG). An additional manhole will be installed due to the length of the line. MH 1157 – 1156: Length 445', Upstream depth 4.83', Downstream depth 5.33', Number of services 13, Diameter 8"

Main Street Storm Improvements Phase II: Repair and/or replace the existing storm system that is located on private property and under buildings between Main Street and Omark Drive at Milport Road.

Mailwell Drive SAFE/SSMP: Construct continuous 6 feet-wide curbside ADA-compliant sidewalk on the north side of Mailwell Drive from Main Street to UPRR; construct new curbs where none are present; and reconstruct asphalt roadway from Main Street to UPRR.

Mailwell Drive Sewer Repair: Repair to eliminate known inflow and infiltration (I/I), including those at the Kellogg Creek Waste Treatment Plant; replacing the existing 8-inch concrete pipe; installing one manhole to ease maintenance. Reconnect five existing services. May be eligible for a 10% costshare from CCSD#1. MH 1116 – 1029: Length 403.2', Upstream depth 8', Downstream depth 9.33', Number of services 5, Diameter 8"

Hannah Harvester Sewer Replacement: Sewer replacement to fix a significant belly in the last 90 feet of the line. The line has heavy flow use, therefore the project will require bypass pumping. MH 1575 – 1144: Length 143.2', Upstream depth 9.5', Downstream depth 10', Number of services 0, Diameter 8"

17th Avenue Sewer Repair: 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"

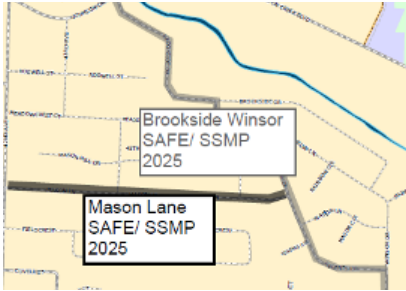
Roswell Street Sewer Repair: CIPP repair or full replacement to eliminate known I/I issues to reduce groundwater, including those at the Kellogg Creek Treatment Plant. Removal of not-in-use laterals recommended. May be eligible for a 10% costshare from CCSD#1. MH 1204 – 1203: Length 362.8', Upstream 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: Paving projects could potentially increase ongoing operational needs due to the addition of new infrastructure. However, pipe replacement would decrease ongoing operational needs by restoring infrastructure to good condition.

Source: SAFE, SSMP, Public Works Maintenance **Submitted by:** Engineering

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
SAFE					\$2,179,000		\$2,179,000
SSMP					\$929,000		\$929,000
Stormwater					\$641,000		\$641,000
Transportation					\$96,000		\$96,000
Wastewater					\$465,000		\$465,000
TOTAL FUNDING					\$4,310,000		\$4,310,000



FY 2025 SAFE & SSMP LEWELLING NORTH IMPROVEMENTS

Brookside Drive, Winsor Drive, Mason Lane

SAFE & SSMP IMPROVEMENTS

Brookside Drive & Winsor Drive: Fill in sidewalk gaps on both sides of the street, remove barriers, and repair or reconstruct roadway surface between Johnson Creek Boulevard and Willow Street.

Mason Lane Improvements: Add new sidewalk and provide new overlay to roadway surface between 42nd Avenue and Regents Drive.

Operating Budget Impact: *The project will potentially increase ongoing operational needs due to the addition of new infrastructure.*

Source: SAFE, SSMP **Submitted by:** Engineering

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
SAFE					\$1,569,000		\$1,569,000
SSMP					\$213,000		\$213,000
TOTAL FUNDING					\$1,782,000		\$1,782,000



FY 2025 SAFE & SSMP IMPROVEMENTS

Park Street, Lloyd Street, Beckman Avenue, Stanley Avenue

Park Street & Lloyd Street SAFE/SSMP Improvements: Fill in sidewalk gaps on the street, replace portions of existing sidewalk, remove ADA barriers, and reconstruct asphalt surface from Home Avenue on Park Street, Beckman Avenue, Beckman Terrace, 56th Avenue, and Lloyd Street to Stanley Avenue.

Stanley Avenue SSMP Improvements: Reconstruct asphalt surface from Railroad Avenue to Lloyd Street.

Water System Improvements: Replace and upsize existing cast iron water mains to improve fire flows in the neighborhood. The project will include replacement of existing valves, and reconnection of existing water services and hydrants.

Beckman Avenue: Upsize from 6-inch water main to 8-inch; connect to the 12-inch main on Railroad Avenue and the 6-inch main on Park Street.

Park Street: Upsize from 6-inch to 8-inch; connect to 8-inch main on Home Avenue and 6-inch main or proposed 8-inch main on Beckman Street.

Beckman Avenue Sewer Replacement: Address multiple bellies in the mainline that can cause backup and property damage and install new manhole to ease maintenance. Full replacement is recommended and will include reconnection of services along replaced line. MH 3212 – 3211: Length 401.2', Upstream depth 10.25', Downstream depth 9.42', Number of services 11, Diameter 8"

Operating Budget Impact: *The paving projects could potentially increase ongoing operational needs due to the addition of new infrastructure. However, pipe replacements would decrease ongoing operational needs by restoring infrastructure to good condition.*

Source: SAFE, SSMP, WMP, Public Works Maintenance **Submitted by:** Engineering

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
SAFE					\$918,000		\$918,000
SSMP					\$512,000		\$512,000
Wastewater					\$139,000		\$139,000
Water					\$1,128,000		\$1,128,000
TOTAL FUNDING					\$2,697,000		\$2,697,000



STORMWATER QUALITY FACILITIES FY 2025

36th Avenue, 47th Avenue/Llewellyn Street, 55th Avenue/Monroe Street, 42nd Avenue, Stanley Avenue/Willow Street, Winworth Court

36th Avenue UIC/LIDA: Construct water quality facilities to collect and treat stormwater on 36th Avenue between Harvey Street and King Road prior to infiltration. The area is prone to flooding.

47th Avenue & Llewellyn Street: Install new underground injection control devices, raingardens, and associated inlets at the intersection of 47th Avenue and Llewellyn Street. This intersection routinely floods because the existing UIC is under capacity. There is approximately 70,070 sq. ft. of impervious surface contributing to this UIC. It is expected that the project will require the installation of five additional UICs to accommodate the contributing impervious area. Each UIC is assumed to be 48-inches in diameter and 20 feet deep.

55th Avenue & Monroe Street: Install new underground injection control devices or raingardens on 55th Avenue and Monroe Street. This intersection routinely floods because the existing infrastructure is under capacity. This project includes the construction of additional 125 feet of soakage trench to be installed near the catch basins.

42nd Avenue & Railroad Avenue: Construct a water quality facility at 42nd Avenue and Railroad Avenue to treat the 42nd Avenue and Railroad Avenue storm basins.

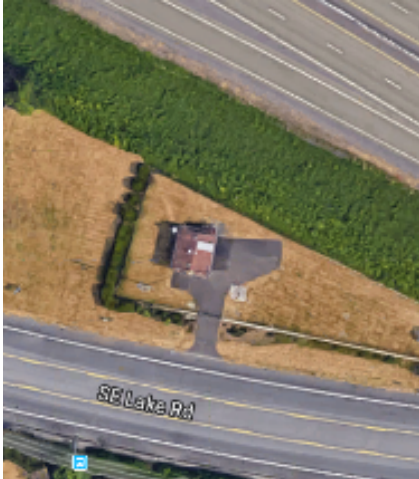
Stanley-Willow UIC Decommissioning (Hazel Place to Hill Street): Decommission two substandard drywells along Stanley Avenue and construct new storm pipe on Stanley Avenue from Hill Street to Ball-Michel Park. Replace current system with two new G2 catch basins on Willow Street, with a sedimentation manhole between the two, and install 425 feet of new 12-inch HDPE piping from Hill Street to an outfall in Ball-Michel Park. The project also includes planting of approximately 2,000 sq. ft. of native vegetation on the bottom of the stormwater facility at Ball-Michel Park.

Winworth Court Stormwater Repair: Install UIC to alleviate flooding issues that have potential to cause property damage. Current pipe size 12-inch, Catch basins 32101 and 32103 tied to UIC numbers 34055 and 34054

***Operating Budget Impact:** This project will reduce operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.*

***Source:** Public Works **Submitted by:** Public Works Maintenance*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Stormwater					\$1,482,000		\$1,482,000
TOTAL FUNDING					\$1,482,000		\$1,482,000



WELL #8 REHABILITATION

5393 SE Lake Road

Well #8 pumps between 300 and 700 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 it is drawing. Workable solutions include relocating the well and this project provides funding to explore the viability of siting Well #8 at a new location. Construction of the new location will require a sand separator and onsite backup generation.

Operating Budget Impact: *Unknown*

Source: *Public Works Maintenance* **Submitted by:** *Public Works*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Water					\$200,000		\$200,000
TOTAL FUNDING					\$200,000		\$200,000



OATFIELD ROAD & SHELL LANE IMPROVEMENTS

Lake Road to Kellogg Creek Bridge; Lake Road to Licyntra Lane

Oatfield Road: Fill in sidewalk gaps on both sides of street, remove barriers, fill in gaps in bicycle network, add bike lanes, resurface street, and add stormwater and water quality facilities.

Shell Lane (Lake Road to Licyntra Lane): SSMP–Reconstruction asphalt surface. Water project will consist of water line installments on the south portion of Shell Lane to connect to the 6-inch main on Licyntra Lane which will address hydraulic, structural, and water quality issues as well as loop the system.

Operating Budget Impact: *This project will potentially increase operational needs due to the addition of new infrastructure.*

Source: *SAFE, TSP, RTP* **Submitted by:** *Engineering*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
SAFE						\$432,000	\$432,000
SSMP						\$512,000	\$512,000
Stormwater						\$297,000	\$297,000
Transportation						\$644,000	\$644,000
Water						\$72,000	\$72,000
TOTAL FUNDING						\$1,957,000	\$1,957,000



PIPE REPLACEMENTS

Plum Street/Apple Street and Hemlock Street

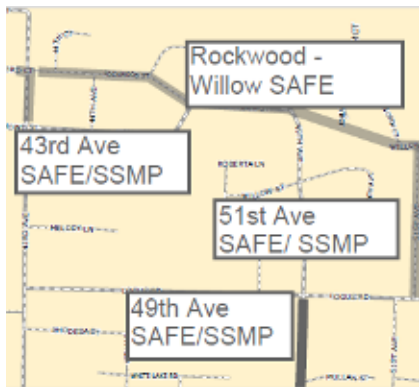
Plum Street & Apple Street: This project will install new 12-inch stormwater pipe from the intersection of Plum and Apple Streets to the intersection of Juniper and Aspen Streets. This project will provide increased capacity to alleviate local flooding problems. The project includes approximately 780 feet of new 12-inch pipe.

Hemlock Street: This project will replace existing stormwater pipe on Hemlock Street and Cedarcrest Drive. The existing pipe is undersized and currently floods in heavy rain events. This project will replace and realign piping along a portion of Cedarcrest Drive from Hemlock Street to Harmony Road and will abandon the existing 15-inch pipe between Hemlock Street and Harmony Road.

Operating Budget Impact: *Since this project replaces existing undersized pipe, there will be a net reduction in operating expenditures because stormwater crews are routinely called to this area to help alleviate flooding.*

Source: SWMP **Submitted by:** Public Works, Engineering

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Stormwater						\$1,248,000	\$1,248,000
TOTAL FUNDING							\$1,248,000



SAFE & SSMP FY 2026 IMPROVEMENTS - 51ST AVENUE/ROCKWOOD

43rd Avenue, 49th Avenue, 51st Avenue, Rockwood Street, Willow Street

43rd Avenue SAFE/SSMP Improvements: Construct new sidewalk and curb on both sides of the street, replace portions of existing sidewalk, and remove barriers. Reconstruct roadway surface on 43rd Avenue from Howe Street to Covell Street, and on Covell Street.

49th Avenue SAFE/SSMP Improvements: Fill in sidewalk gaps on both sides of the street, remove barriers, and reconstruct roadway surface from King Road to Logus Road.

51st Avenue SAFE/SSMP Improvements: Add new ADA-accessible sidewalk and reconstruct roadway surface from Logus Road to Winworth Court.

Rockwood Street – Willow Street SAFE Improvements: Fill in sidewalk gaps on both sides of the street and remove barriers on Rockwood Street from 43rd Avenue to 49th Avenue and on Willow Street from Winworth Court to Stanley Avenue. Pave Willow Street path between 49th Avenue and Winworth Court.

Operating Budget Impact: *This project will potentially increase ongoing operational needs due to the addition of new infrastructure (sidewalk and pavement).*

Source: SAFE, SSMP, Public Works Maintenance **Submitted by:** Engineering, Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
SAFE						TBD	
SSMP						TBD	
TOTAL FUNDING							TBD



SPARROW STREET SAFE IMPROVEMENTS

22nd Avenue to the Trolley Trail

Construct sidewalks, and add pedestrian and bicycle crossing between River Road and 25th Avenue. Reconstruct or overlay roadway surface between 22nd Avenue and River Road, and between 25th Avenue and 26th Avenue.

Operating Budget Impact: This project would increase ongoing operational needs due to the addition of new infrastructure.

Source: SAFE, SWMP **Submitted by:** Engineering

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
SAFE						\$221,000	\$221,000
SSMP						\$35,000	\$35,000
TOTAL FUNDING						\$256,000	\$256,000



WELL #2 BUILDING UPGRADES

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

Source: Public Works Maintenance **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Water						\$100,000	\$100,000
TOTAL FUNDING							\$100,000

VEHICLE PURCHASES

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?*

Police Department includes three vehicle replacements at \$100,000 per year. FY 2021 includes an outstanding Purchase Order from FY 2020.

City Manager Department and Community Development Department includes \$20,000 in relation to the community engagement goal and site inspection/visits, respectively.

Public Works vehicle purchases include both Division-specific equipment as well as shared utility vehicles.

FY 2021

- Utility shared 1-ton dump truck – \$60,000. Vehicle is 20 years old. Used for hauling excavation materials, rock for repairs, leaf debris, and equipment.
- PHEV Van for the Cross-Connection Specialist position –\$41,000. Vehicle was ordered but unavailable for delivery in FY 2020.
- PHEV Van for the Police Department – \$41,000. In addition to the \$150,000/year budget, as it was ordered but unavailable for delivery in FY 2020.

FY 2022

- Utility wastewater service truck – \$60,000. Vehicle is 10 years old with 73k miles.
- Utility water chase truck – \$60,000. Vehicle is 10 years old with 50k miles.



- Utility wastewater VacCon truck – \$575,000. A 2008 vehicle that is heavily used. Maintenance on this vehicle is very expensive and it does not meet current diesel emission standards.
- General Fund CD staff vehicle – \$20,000. Vehicle is 2007, will convert to EV.

FY 2023

- Utility shared 5-yard dump truck and plow – \$140,000. Vehicle is approaching 30 years old and does not meet current diesel standards. Used for moving spoils, materials to and from job sites, and plowing snow.
- Utility shared 5-yard dump truck and plow – \$140,000. Vehicle is approaching 30 years old and does not meet current diesel standards. Used for moving spoils, materials to and from job sites, and plowing snow.
- Utility shared backhoe – \$125,000
- Utility streets utility 2 truck – \$60,000

FY 2024

- Utility water chase truck – \$40,000
- Utility streets sign shop truck – \$60,000
- Utility water van – \$60,000
- Utility stormwater utility crane truck – \$55,000
- Utility shared flatbed – \$60,000
- General Fund Engineering vehicle – \$40,000

FY 2025

- Utility Stormwater Vactor Truck – \$575,000.
- A 2012 vehicle that is heavily used. Maintenance on this vehicle is very expensive.

Operating Budget Impact: General Maintenance

Source: Fleet Maintenance **Submitted by:** Fleet & Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund	\$161,000	\$120,000	\$100,000	\$140,000	\$100,000		\$621,000
Stormwater	\$15,000		\$102,000	\$70,000	\$575,000		\$762,000
Transportation	\$15,000		\$162,000	\$75,000			\$252,000
Wastewater	\$15,000	\$635,000	\$102,000	\$15,000			\$767,000
Water	\$56,000	\$60,000	\$102,000	\$115,000			\$333,000
TOTAL FUNDING	\$262,000	\$815,000	\$568,000	\$415,000	\$675,000		\$2,735,000



LIFT STATION PUMP & SCADA CONTROL REPLACEMENT

A program that replaces the city's lift station pumps and SCADA controls prior to failures and/or service interruptions.

Operating Budget Impact: Complete preventative maintenance in advance of emergency repairs should reduce the possibility of sewer back up, claims against the city, and reduce operating expenditures.

Source: Public Works Maintenance **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Wastewater	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000		\$300,000
TOTAL FUNDING	\$100,000	\$50,000	\$50,000	\$50,000	\$50,000		\$300,000



STORMWATER CAPITAL MAINTENANCE PROGRAM

This yearly project will begin to replace Milwaukee's aging stormwater infrastructure. To complete replacement of the City's system on a 75-year cycle per the 2014 Stormwater Master plan requires \$250,000/year. 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.

Source: SWMP, Public Works Maintenance **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Stormwater	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000		\$250,000
TOTAL FUNDING	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000		\$250,000



TRANSPORTATION CAPITAL MAINTENANCE PROGRAM

Crack Seal / Slurry Seal

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.

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.

Source: SSMP, Public Works Maintenance **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
SSMP	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$90,000
Transportation	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$900,000
TOTAL FUNDING	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$165,000	\$990,000



WASTEWATER CAPITAL MAINTENANCE PROGRAM

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.

Source: Public Works Maintenance **Submitted by:** Public Works

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
Wastewater	\$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

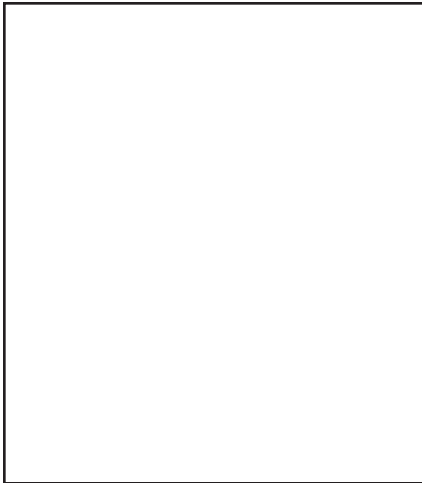
WATER CAPITAL MAINTENANCE PROGRAM

Information pending.

Operating Budget Impact:

Source:

Submitted by:



	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
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



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. It accounts for and reports all financial resources not accounted for and reported in another fund.

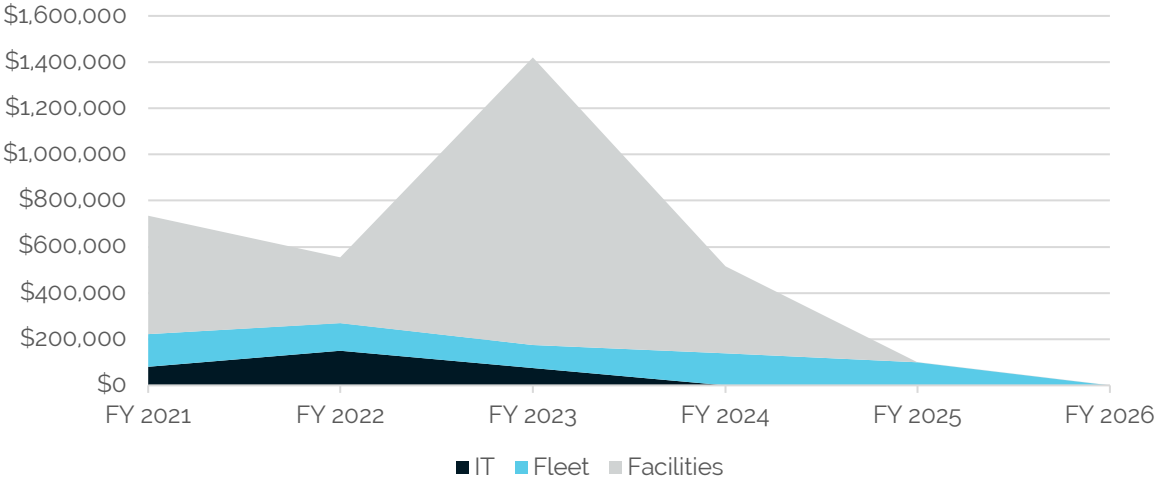
THE CITY'S GENERAL FUN ACCOUNTS FOR THE FOLLOWING DEPARTMENTS

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

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

The General Fund expenditures consist of Personnel Service to support the budgeted full-time equivalents (FTEs), Materials and Services, Debt Service, and Capital Outlay across the 17 departments listed above.

General Fund Capital Improvement Program Cost



FACILITIES SUMMARY

PAGE	PROJECT NAME	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
62	Community Development Roof Paint	\$140,000	-					\$140,000
62	Johnson Creek Campus Fuel Tank Removal	100,000	-					100,000
62	Public Safety Building Seismic Retrofit Design	175,000	-					175,000
63	Badge Reader Installation		-					40,000
63	City Hall Window Seals	-	20,000					20,000
63	Citywide Security System Panel Upgrade	-	35,000					35,000
64	Harvey Street Campus Fiber Ring Connection		15,000					15,000
64	Harvey Street Campus Storage Building Roof Repair		50,000					50,000
64	Johnson Creek Campus Diesel Tank Installation	-	40,000					40,000
65	Public Safety Building Security System Server	-	60,000					60,000
65	Public Safety Building South Entrance Door Replacement	-	25,000					25,000
65	City Hall Remodel	-	-	1,200,000				1,200,000
66	Johnson Creek Campus Building Remodel	-	-	10,000				10,000
66	Public Safety Building Exterior Paint	-	-	35,000				35,000
66	Johnson Creek Campus Solar Array Installation	-	-		375,000			375,000
FACILITIES TOTALS		415,000	285,000	1,245,000	375,000			2,320,000

FLEET SUMMARY

PAGE	FLEET NAME	FUNDING SOURCE	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
54	PHEV Van	Water	41,000						41,000
	Utility 1-Ton Dump Truck	Shared	60,000						60,000
	Staff Vehicle	Comm Dev		20,000					20,000
	Utility Chase Truck	Water		60,000					60,000
	Utility Service Truck	Wastewater		60,000					60,000
	Utility VacCon Truck	Wastewater		575,000					575,000
	Utility 5-Yard Dump Truck	Shared			140,000				140,000
	Utility 5-Yard Dump Truck & Plow	Shared			140,000				140,000
	Utility Backhoe	Shared			125,000				125,000
	Utility 2 Truck	Transportation			60,000				60,000
	Engineering Vehicle	Engineering				40,000			40,000
	Utility Chase Truck	Water				40,000			40,000
	Utility Crane Truck	Stormwater				55,000			55,000
	Utility Flatbed	Shared				60,000			60,000
	Utility Sign Shop Truck	Transportation				60,000			60,000
	Utility Van	Water				60,000			60,000
	Utility Vactor Truck	Stormwater					575,000		575,000
	Police Vehicles	General Fund	141,000	100,000	100,000	100,000	100,000		541,000
FLEET VEHICLE TOTALS BY FUNDING SOURCE			242,000	815,000	565,000	415,000	675,000		2,712,000
		General Fund	141,000	120,000	100,000	140,000	100,000		601,000
		Stormwater	15,000		102,000	70,000	575,000		762,000
		Transportation	15,000		162,000	75,000			252,000
		Wastewater	15,000	635,000	102,000	15,000			767,000
		Water	56,000	60,000	102,000	115,000			333,000
			242,000	815,000	568,000	415,000	\$675,000		2,715,000
PAGE	FUNDING SOURCE	PROJECT NAME	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
67	IT Service Charge	Camera & Data Backup Storage Replacement	80,000	80,000					160,000
67	IT Service Charge	Server Replacement		70,000					70,000
67	IT Service Charge	Firewall Replacement			75,000				75,000
INFORMATION SYSTEMS TOTALS			80,000	150,000	75,000	—	—	—	305,000



COMMUNITY DEVELOPMENT BUILDING ROOF PAINT

The Community Development and Fleet building roof at the Johnson Creek Campus is approaching 25 years old. It will be repainted, providing another 15 years of serviceable life.

Operating Budget Impact: None Identified
Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities	\$140,000						\$140,000
TOTAL FUNDING							\$140,000



JOHNSON CREEK CAMPUS FUEL TANK REMOVAL

The underground fuel tanks at the Johnson Creek Campus were installed in 1990 and are approaching the end of their useful life. The infrastructure and insurance needed to maintain the tanks are expensive. The tanks will be removed and city vehicles will be fueled at the 32nd Avenue and Harrison Street gas station.

Operating Budget Impact: None Identified
Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities	\$100,000						\$100,000
TOTAL FUNDING	\$100,000						\$100,000



PUBLIC SAFETY BUILDING SEISMIC RETROFIT DESIGN

The Public Safety Building (PSB) is designated as an Emergency Operations Center (EOC), and is required to meet certain seismic requirements. Due to the building's odd shape, seismic assessment and design will not be straightforward and will need to have a more detailed assessment and design performed.

Operating Budget Impact: None Identified
Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities	\$175,000						\$175,000
TOTAL FUNDING	\$175,000						\$175,000



BADGE READER INSTALLATION

Badge reader installation or replacement is required at a number of city facility doors.

Operating Budget Impact: None Identified
Source: General Fund **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities		\$40,000					\$40,000
TOTAL FUNDING		\$40,000					\$40,000



CITY HALL WINDOW SEALS

The new City Hall building will require the window seals on the west side be replaced, which will involve hiring a contractor to address the seals from the outside.

Operating Budget Impact: None Identified
Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
City Hall Fund		\$20,000					\$20,000
TOTAL FUNDING							\$20,000



CITYWIDE SECURITY SYSTEM PANEL UPGRADE

The local panels that support the badge readers and communicate with the central server are out of date and require replacement. Upgrading panels will provide improved functionality and features, including the ability to unlock a door for after hours meetings.

Operating Budget Impact: None Identified
Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities		\$35,000					\$35,000
TOTAL FUNDING		\$35,000					\$35,000



HARVEY STREET CAMPUS FIBER RING CONNECTION

A fiber connection at the Harvey Street Campus would provide secure internet access as well as support the SCADA water system monitoring equipment.

Operating Budget Impact: None Identified
Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities		\$15,000					\$15,000
TOTAL FUNDING		\$15,000					\$15,000



HARVEY STREET CAMPUS STORAGE BUILDING ROOF REPAIR

The west building at the Harvey Street Campus roof is leaking and at the end of its useful life. A new membrane will be applied and should last approximately 15 years.

Operating Budget Impact: None Identified
Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities		\$50,000					\$50,000
TOTAL FUNDING		\$50,000					\$50,000



JOHNSON CREEK CAMPUS DIESEL TANK INSTALLATION

The large underground fuel tanks at the Johnson Creek campus will be decommissioned. A small aboveground diesel tank for fueling off-road equipment will be installed.

Operating Budget Impact: None Identified
Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities		\$40,000					\$40,000
TOTAL FUNDING		\$40,000					\$40,000

PUBLIC SAFETY BUILDING SECURITY SYSTEM SERVER



The security system server at the Public Safety Building is outdated, insufficient for current needs, and requires replacement. The server serves as storage for city security cameras as well as for critical interview room camera footage.

Operating Budget Impact: None Identified

Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities		\$60,000					\$60,000
TOTAL FUNDING		\$60,000					\$60,000



PUBLIC SAFETY BUILDING SOUTH ENTRANCE DOOR REPLACEMENT

The Public Safety Building entrance doors closest to the community room are in disrepair, as are a few windows in the community room.

Operating Budget Impact: None identified

Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities		\$25,000					\$25,000
TOTAL FUNDING		\$25,000					\$25,000



CITY HALL REMODEL

The city hall building requires interior work to meet the needs of the city. The scope primarily involves adding a council chambers, reception and permitting areas, security measures, and compatibility upgrades to the HVAC system.

Operating Budget Impact: None Identified

Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
City Hall Fund - Art in Public Places		\$100,000					\$100,000
City Hall Fund			\$1,200,000				\$1,200,000
TOTAL FUNDING		\$100,000	\$1,200,000				\$1,300,000



JOHNSON CREEK CAMPUS BUILDING REMODEL

The building at the Johnson Creek Campus is due for repainting, carpet replacement, and workstation and public-facing adjustments.

Operating Budget Impact: None Identified
Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities			\$10,000				\$10,000
TOTAL FUNDING			\$10,000				\$10,000



PUBLIC SAFETY BUILDING EXTERIOR PAINT

The exterior walls of the Public Safety Building will require painting in 2023.

Operating Budget Impact: None Identified
Source: Facilities Maintenance **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities			\$35,000				\$35,000
TOTAL FUNDING			\$35,000				\$35,000



JOHNSON CREEK CAMPUS SOLAR ARRAY INSTALLATION

Installation of a solar array at the Johnson Creek Campus to offset energy usage and further the city's decarbonization goals. It's anticipated that this will be a roof top installation and will take advantage of the open roof space at the campus.

Operating Budget Impact: Unknown
Source: Facilities **Submitted by:** Facilities

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - Facilities				\$375,000			\$375,000
TOTAL FUNDING				\$375,000			\$375,000

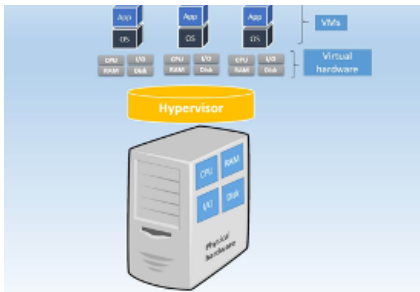


CAMERA & DATA BACKUP STORAGE REPLACEMENT

Lifecycle replacement of storage for cameras and data backup.

Operating Budget Impact: Annual support and maintenance of 10% of purchase cost
Source: Information Technology **Submitted by:** Information Technology

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - IT	\$80,000	\$80,000					\$160,000
TOTAL FUNDING	\$80,000	\$80,000					\$160,000

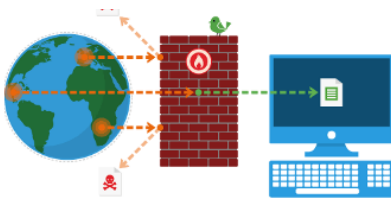


SERVER REPLACEMENT

Servers are more than eight years old and due for lifecycle replacement.

Operating Budget Impact: None Identified
Source: Information Technology **Submitted by:** Information Technology

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - IT		\$70,000					\$70,000
TOTAL FUNDING		\$70,000					\$70,000



FIREWALL REPLACEMENT

A firewall is a network security device that monitors incoming and outgoing network traffic and decides whether to allow or block specific traffic based on a defined set of security rules.

Firewalls are a first line of defense in network security. They establish a barrier between secured and controlled internal networks that can be trusted and untrusted outside networks, such as the Internet.

Current firewalls have been in place for seven years by the replacement date and are scheduled for life cycle replacement.

Operating Budget Impact: None
Source: Information Technology **Submitted by:** Information Technology

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund - IT			\$75,000				\$75,000
TOTAL FUNDING			\$75,000				\$75,000



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, community, and economic development. With the 2016 passing of the Urban Renewal Plan the area parks, downtown and central Milwaukie infrastructure, wayfinding, and downtown enhancements will provide for a more walkable, accessible, and livable community.

COMMUNITY DEVELOPMENT SUMMARY

PAGE	FUNDING SOURCE	PROJECT NAME	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	TOTAL
70	General Fund - CD	Dogwood Park Improvements	\$10,000						\$10,000
70	General Fund - CD	Scott Park Master Plan & Implementation		\$60,000					\$60,000
71	General Fund - CD	Milwaukie Bay Park Final Design Implementation		\$250,000					\$250,000
71	General Fund - CD	Landbanking	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
COMMUNITY DEVELOPMENT TOTALS			\$60,000	\$360,000	\$50,000	\$50,000	\$50,000	\$50,000	\$620,000

METRO BOND SUMMARY

PAGE	FUNDING SOURCE	PROJECT NAME	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
70	Metro Bond	Dogwood Park Improvements		\$60,000					\$60,000
70	Metro Bond	Scott Park Master Plan & Implementation			\$317,000				\$317,000
71	Metro Bond	Milwaukie Bay Park Final Design Implementation			\$750,000				\$750,000
METRO BOND TOTALS			\$60,000	\$420,000	\$1,117,000	\$50,000	\$50,000	\$50,000	\$1,127,000



DOGWOOD PARK 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. Construction staging also took place in the park. Through a joint planning project with NCPRD, a framework plan is being created to help integrate Dogwood Park into the new built environment in South Downtown along with the Coho Point development site to the north.

The estimated total project cost is \$245,000.

Operating Budget Impact: *Unknown*

Source: *DRFP, URAP* **Submitted by:** *City Manager's Office*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund	\$10,000						\$10,000
Metro Parks Bond - Local Share Allocation	\$60,000						\$60,000
TOTAL FUNDING	\$70,000						\$70,000



SCOTT PARK MASTER PLAN & IMPLEMENTATION

This project would fund the improvements to Scott Park identified in a revised Master Plan. The Master Plan update is funded by the North Clackamas Parks and Recreation District.

The estimated project cost is approximately \$580,000. The city anticipates working with NCPRD on grant funding to help round out the budget after the master plan update is complete.

Operating Budget Impact: *Unknown*

Source: *DRFP, Grants* **Submitted by:** *Community Development, Planning*

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund	\$60,000						\$60,000
Metro Parks Bond - Local Share Allocation		\$317,000					\$317,000
TOTAL FUNDING							\$377,000



MILWAUKIE BAY PARK
Final Design Implementation

Implementation of North Clackamas Parks and Recreation District's (NCPRD) final design of Milwaukie Bay Park.

The total estimated project cost is nearly \$9,693,000. The majority of project funding will come from grants secured by NCPRD, parks SDCs collected by the district and local share funds rprovided via Metro's regional parks bond.

- Operating Budget Impact:** The project will increase the park's operating expenses
- Source:** DRFP, Grants **Submitted by:** Community Development, Engineering, Public Works, City Manager

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund	\$250,000						\$250,000
Metro Parks Bond - Local Share Allocation		\$750,000					\$750,000
TOTAL FUNDING	\$250,000	\$750,000					\$1,000,000



LANDING BANKING
Affordable Housing

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.
- Source:** General Fund **Submitted by:** Community Development

	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	TOTAL
Funding Source:							
General Fund	\$50,000	\$50,000					\$100,000
TOTAL FUNDING	\$50,000	\$50,000					\$100,000



CHAPTER 4

UNFUNDED

The unfunded chapter includes projects from city plans that do not have identified resources at this time. We include unfunded projects in the CIP to help inform future grant applications and inform discussions about funding allocations through sources not currently available to the city. At this time, funds that may become available for capital projects over the FY 21-26 include urban renewal bonds, state or federal infrastructure stimulus and competitive grants.

A number of projects programmed for FY 23 through FY 26 assume issuing bonds in late FY 22. 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

PAGE	POTENTIAL FUNDING SOURCE	PROJECT NAME	ESTIMATED COST (2016 COST)
76	URA	29th Avenue Bicycle/Pedestrian Connection	3,000,000
76	Transportation	29th Avenue Bicycle/Pedestrian Connection	400,000
<i>missing</i>	Transportation	29th Avenue to Mailwell Bike/Ped Connection (AKA Kelvin/Olsen Connection)	4,000,000
76	SAFE	37th Avenue Pedestrian Improvements (Lake Road to Harrison Street)	240,600
76	Transportation	37th Avenue Pedestrian Improvements (Lake Road to Harrison Street)	212,000
76	SSMP	37th Avenue Pedestrian Improvements (Lake Road to Harrison Street)	91,800
77	URA (CD)	Central Milwaukie Transit Improvements	500,000
77	URA (CD)	Downtown and Central Milwaukie Enhancements	1,300,000
78	Transportation	Downtown Parking Solutions	4,163,000
78	URA	Downtown Parking Solutions	10,500,000
78	Unfunded (CD)	Fiber Optic Service	TBD
78	Transportation	Harrison Street Capacity Improvements (32nd Ave to 42nd Ave)	3,769,000
79	Transportation	Hwy 224 & Hwy 99 Improvements	4,008,000
79	URA	Hwy 224 & Hwy 99 Improvements	5,000,000
79	Safe	Island Station Neighborhood Greenway	357,600
79	Transportation	Island Station Neighborhood Greenway	2,714,000
66	Unfunded (F&F)	JCB Campus Solar Array	375,000
80	Transportation (CD)	Kellogg Creek Dam Removal/Hwy 99 Underpass	8,900,000
80	URA (CD)	Kellogg Creek Dam Removal/Hwy 99 Underpass	1,000,000
80	Unfunded (CD)	Kellogg Creek Dam Removal/Hwy 99 Underpass	551,000
80	SAFE	Lake Road Improvements (Where Else Ln to Railroad Ave)	215,400
80	Transportation	Lake Road Improvements (Where Else Ln to Railroad Ave)	1,298,600
80	Transportation	Lake Road/Harmony Road Intersection	21,260,000
80	SAFE	Lake Road/Harmony Road Intersection	350,000
<i>missing</i>	Transportation	Mailwell Drive Right-Of-Way Connection Design (NMIA)	TBD
81	LID/URA/Grants	McBrod Avenue Green Street	3,762,000

PAGE	POTENTIAL FUNDING SOURCE	PROJECT NAME	ESTIMATED COST (2016 COST)
81	Unfunded (CD)	McLoughlin Blvd Pedestrian Bridge	1,800,000
81	URA (CD)	McLoughlin Blvd Pedestrian Bridge	1,200,000
81	Transportation	Milwaukie Bay Park Trail Improvements	TBD
82	General Fund/UR/LID/MTIP/CIP (CD)	NMIA Branding and Wayfinding	750,000
82	General Fund/Grants (CD)	NMIA District Gateway Improvements	TBD
83	Transportation	NMIA Intersection Improvements	2,261,000
84	Unfunded (CD)	NMIA Johnson Creek to Milwaukie Bay Park Greenway Connection	TBD
83	Transportation	NMIA McLoughlin Green Street Demonstration	20,726,000
84	Grants/UR/Private	NMIA Sewer Mining District/Treatment Plant	7,500,000
<i>missing</i>	Transportation	Oak Street/34th Avenue Connection	106,000
84	Transportation	Ochoco Street/Roswell Street Connection (NMIA)	TBD
62	Unfunded (F&F)	Public Safety Building Seismic Retrofit	1,000,000
85	SAFE	Railroad Avenue Bicycle/Pedestrian Overpass	226,000
85	Transportation	Railroad Avenue Bicycle/Pedestrian Overpass	2,736,000
81	Transportation	Riverfront Trail Improvements (AKA Kellogg Creek Trail Improvements; Milwaukie Bay Park to 19th Avenue)	87,000
86	Transportation	Springwater Corridor Connection Improvements	7,994,200
87	TGM Grant	Stanley Avenue Neighborhood Greenway	200,000
87	SAFE	Stanley Avenue Neighborhood Greenway	483,000
87	Transportation	Stanley Avenue Neighborhood Greenway	6,449,000
87	URA (CD)	Wayfinding Phase 2 & 3 Final Implementation	200,000
UNFUNDED TOTAL			131,686,200



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.

Exact locations to be determined by future development and a planning project that will take place in FY 2021.

Operating Budget Impact: This project would increase operational expenses by increasing infrastructure.

Source: TSP, CMLUTP, URAP **Submitted by:** Community Development, Engineering, Planning

Status: Unfunded

Potential Funding Sources: Transportation, Urban Renewal Area

Estimated Capital Cost: \$3,400,000



37TH AVENUE IMPROVEMENTS

Harrison Street to International Way

Fill in sidewalk gaps on both sides of the street, replace portions of existing sidewalk, and remove barriers between Harrison Street and International Way. Complete a roadway overlay between International Way and Railroad Avenue, and between Monroe Street to Harrison Street.

Operating Budget Impact:

Source: SAFE, SSMP, BPAP, TSP, RTP (#10096) **Submitted by:** Engineering

Status: Unfunded

Potential Funding Sources: SAFE, SSMP, Transportation (State Gas Tax)

Estimated Capital Cost: \$550,000



CENTRAL MILWAUKIE TRANSIT STOP IMPROVEMENTS

This project would provide transit shelters as sites are developed and ensure excellent transit service to Central Milwaukie. It would also add Transit Tracker and LED lighting units at main stops along bus routes.

Operating Budget Impact: None. Anticipated to be owned and maintained by TriMet under an IGA.

Source: URAP **Submitted by:** Community Development, Planning

Status: Unfunded

Potential Funding Sources: Urban Renewal Area

Estimated Capital Cost: \$500,000



DOWNTOWN AND CENTRAL MILWAUKIE ENHANCEMENTS

This project would focus on design, planning, and capital projects related to the downtown Main Street corridor and Central Milwaukie to provide improved access to opportunity sites, gateway/entryway improvements, (banners, flower baskets, etc.), and pedestrian amenities.

Operating Budget Impact: This project will potentially increase ongoing operational needs due to the addition of new infrastructure.

Source: URAP, TSP **Submitted by:** Community Development, Planning

Status: Unfunded

Potential Funding Sources: Urban Renewal Area

Estimated Capital Cost: \$1,300,000



DOWNTOWN PARKING SOLUTIONS

Implement parking management strategy for the downtown including parking meters, signage, enforcement, and potentially assistance in the development of structured parking as part of a larger mixed-use development that would service downtown uses. Construct 3- to 4-story public parking structure with retail at ground floor for visitor/employee parking. The purpose is to expand off-street parking supply downtown.

Operating Budget Impact: *The project would increase operational expenses by adding infrastructure.*

Source: TSP, RTP (#11175) **Submitted by:** Community Development, Engineering

Status: Unfunded

Potential Funding Sources: Transportation, Urban Renewal Area

Estimated Capital Cost: \$14,663,000



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 **Submitted by:** Community Development

Status: Unfunded

Potential Funding Sources: TBD

Estimated Capital Cost: TBD



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:

Source: Engineering **Submitted by:** Engineering

Status: Unfunded

Potential Funding Sources: Transportation

Estimated Capital Cost: \$4,300,000



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 Boulevard (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, Oak 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, DRDP **Submitted by:** Engineering

Status: Unfunded

Potential Funding Sources: Transportation, Urban Renewal Area

Estimated Capital Cost: \$9,008,000



ISLAND STATION NEIGHBORHOOD GREENWAY

19th Avenue and Sparrow Street

Designate 19th Avenue and Sparrow Street as a neighborhood greenway and install traffic-calming improvements, utilizing a woonerf design together with typical traffic calming features, designated path and on street measures connecting the south end of Kellogg Creek Trail with the Trolley Trail via 19th Avenue and Sparrow Streets. Some work will be completed in 2021 with the River Road/22nd Avenue SAFE/SSMP project.

Operating Budget Impact: *The project will potentially increase ongoing operational needs due to the addition of new infrastructure.*

Source: TSP, RTP (#11622) **Submitted by:** Engineering

Status: Unfunded

Potential Funding Sources: SAFE, Transportation

Estimated Capital Cost: \$3,071,600



KELLOGG CREEK DAM REMOVAL & HWY 99 UNDERPASS

Revise or replace Hwy 99E bridge over Kellogg Creek, remove dam, restore fish passage and habitat. Construct bike/pedestrian undercrossing between Dogwood Park and Milwaukie Bay Park. This is a project in partnership with ODOT. The purpose is to reestablish fish migration into Kellogg Creek and to establish safer bicycle and pedestrian connection between downtown, the light rail station with Milwaukie Bay Park and the Trolley Trail.

Operating Budget Impact: *Unknown impact due to ODOT/City partnership and the need for an IGA in the future.*

Source: DRFP, TSP, RTP (#10101), URAP

Submitted by: Community Development, Engineering, Planning

Status: Unfunded

Potential Funding Sources: Transportation, Urban Renewal

Estimated Capital Cost: \$10,500,000



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.

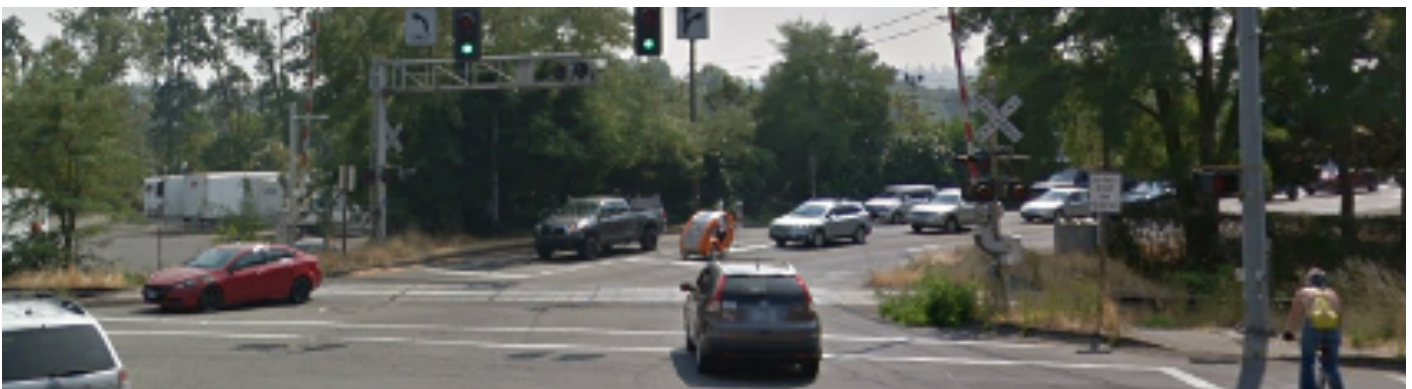
Operating Budget Impact: *This project will potentially increase ongoing operational needs due to the addition of new infrastructure.*

Source: BPAP, TSP, RTP (#10094) **Submitted by:** Engineering

Status: Unfunded

Potential Funding Sources: SAFE, Transportation

Estimated Capital Cost: \$1,514,000



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.*

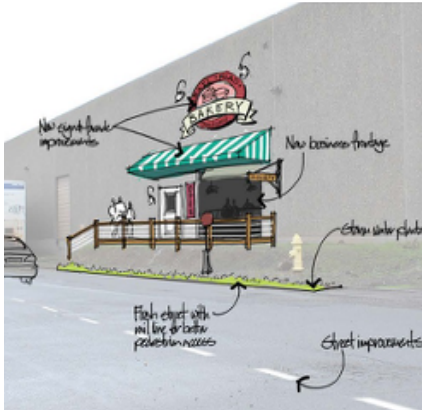
Source: RTP (#10000) **Submitted by:** Engineering, Clackamas County

Status: Unfunded

Potential Funding Sources: SAFE, Transportation

Estimated Capital Cost: \$21,610,000

McBROD AVENUE GREEN STREET DEMONSTRATION PROJECT



Develop McBrod Avenue as a demonstration project that integrates green street/shared facility approaches to treat both right-of-way and adjacent development. Project would include continuous at-grade rail line, required reconstruction of existing rail infrastructure, together with the construction of an activated area between the rail line and the buildings.

Operating Budget Impact: Unknown rail impact.

Source: NMIA **Submitted by:** Community Development

Status: Unfunded

Potential Funding Sources: Grants, Local Improvement District, Urban Renewal

Estimated Capital Cost: \$3,762,000

McLOUGHLIN BOULEVARD PEDESTRIAN BRIDGE

At Washington Street



The Downtown and Riverfront Land Use Framework Plan, revised and refreshed in 2014 to incorporate the South Downtown Concept Plan, identifies a pedestrian bridge connecting downtown to Milwaukie Bay Park, someplace along McLoughlin Boulevard, as a key project to implement the Framework Plan.

Operating Budget Impact: The project may increase operating expenditures. A new city-owned pedestrian bridge will require ongoing maintenance and policing.

Source: DRLUFP **Submitted by:** Community Development

Status: Unfunded

Potential Funding Sources: Urban Renewal Area

Estimated Capital Cost: \$3,000,000

RIVERFRONT TRAIL IMPROVEMENTS (AKA KELLOGG CREEK 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 **Submitted by:** Engineering

Status: Unfunded

Potential Funding Sources: Transportation

Estimated Capital Cost: \$87,000



NMIA BRANDING AND WAYFINDING

North Milwaukie Innovation Area (NMIA)

Develop a wayfinding and branding strategy that builds upon the historic industrial, rail, and natural resources of the NMIA, and focuses on businesses that encourage transit use, pedestrian, and bicycling as modes of travel to seek funding for implementation via CIP. Potential wayfinding sections would include McLoughlin Boulevard, Ochoco Street, Mailwell Drive, Main Street, Tacoma Street, McBrod Avenue, Frontage Street, and others following intersection improvements.

Operating Budget Impact: Project would have a minor increase to ongoing sign maintenance operations.

Source: NMIA Plan **Submitted by:** Community Development, Public Works

Status: Unfunded

Potential Funding Sources: General Fund, Urban Renewal, Local Improvement District (LID), Metropolitan Transportation Improvement Program (MTIP), Capital Improvement

Estimated Capital Cost: \$750,000



NMIA DISTRICT GATEWAY IMPROVEMENTS

North Milwaukie Innovation Area

Identify landscape and streetscape enhancements that help address flooding and enhance key gateways to the NMIA District and near significant public use areas such as Johnson Creek.

Operating Budget Impact: Unknown

Source: NMIA Plan **Submitted by:** Community Development, Planning

Status: Unfunded

Potential Funding Sources: General Fund, Grants

Estimated Capital Cost: TBD



NMIA INTERSECTION IMPROVEMENTS

Reduce congestion, improve accessibility for freight, and improve safety through signage and intersection improvements in the North Milwaukie Innovation Area:

- Establish signage for trucks and improve intersection at McLoughlin Boulevard and Ochoco Street.
- Upgrade intersection turning radii to better accommodate freight movements at Main Street and Mailwell Drive.
- Prohibit left turn movement from 17th Avenue to northbound McLoughlin Boulevard at 17th Avenue and McLoughlin Boulevard.

Operating Budget Impact: No applicable increase in operating expenses.

Source: TSP, NMIA Plan **Submitted by:** Engineering

Status: Unfunded

Potential Funding Sources: Transportation

Estimated Capital Cost: \$2,261,000

NMIA McLOUGHLIN BOULEVARD GREEN STREET DEMONSTRATION

Downtown Milwaukie to Springwater Corridor Bridge

Partner with ODOT to develop a green street demonstration project for McLoughlin Boulevard between Downtown Milwaukie and the Springwater Corridor Pedestrian Bridge.



Operating Budget Impact: Unknown

Source: NMIA Plan **Submitted by:** Community Development, Planning, Engineering, Public Works

Status: Unfunded

Potential Funding Sources: Transportation

Estimated Capital Cost: \$20,726,000



NMIA JOHNSON CREEK TO MILWAUKIE BAY PARK GREENWAY CONNECTION

North Milwaukie Innovation Area (NMIA) to Milwaukie Bay Park

Connect Johnson Creek Park to Milwaukie Bay Park via a greenway trail along Johnson Creek and McBrod Avenue. The trail would terminate at the multiuse path along 17th Avenue.

Operating Budget Impact: Project would increase maintenance requirements with the addition of a new multiuse facility.

Source: NMIA Plan **Submitted by:** Community Development, Planning

Status: Unfunded

Potential Funding Sources: TBD

Estimated Capital Cost: TBD



NMIA SEWER MINING DISTRICT

Create a sewer mining district that connects to the sewer main line at the southwest corner of the North Milwaukie Innovation Area to reduce wastewater flow to the city main treatment system. The project would include a treatment plant and distribution system to return treated water to customers for use in non-potable applications.

Operating Budget Impact: This project would have a significant impact on maintenance operations by the addition of a treatment plant and a separated distribution system for the NMIA. Additional staff and equipment would need to be hired by the city.

Source: NMIA Plan **Submitted by:** Community Development, Public Works

Status: Unfunded

Potential Funding Sources: Grants, Urban Renewal, Private Business Funding

Estimated Capital Cost: \$7,500,000



OCHOCO STREET/ROSWELL STREET CONNECTION (NMIA)

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.

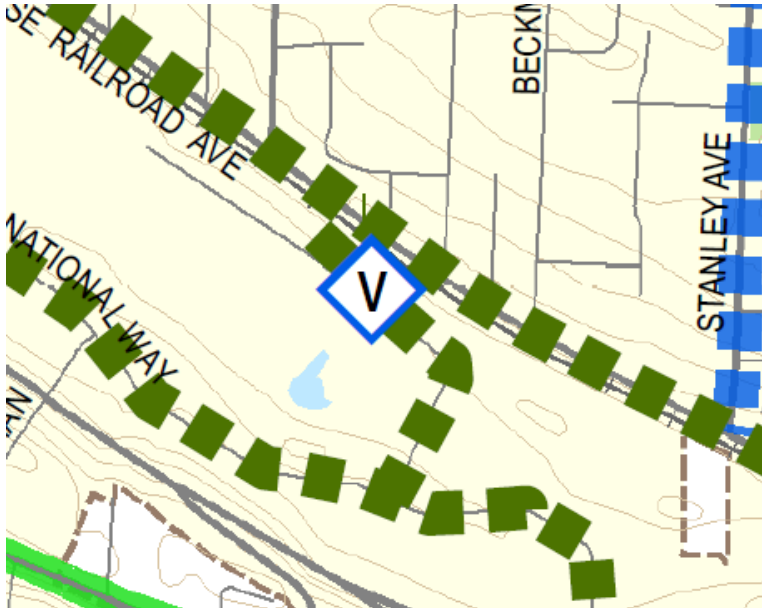
Source: NMIA Plan

Submitted by: Community Development, Planning, Engineering, Public Works

Status: Unfunded

Potential Funding Sources: Transportation

Estimated Capital Cost: TBD



RAILROAD AVENUE BICYCLE/PEDESTRIAN OVERPASS

[Railroad Avenue and International Way](#)

Establish a dedicated bicycle and pedestrian connection across Railroad Avenue 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 **Submitted by:** Engineering

Status: Unfunded

Potential Funding Sources: SAFE, Transportation

Estimated Capital Cost: \$2,962,000



SPRINGWATER CORRIDOR CONNECTIONS IMPROVEMENTS

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 **Submitted by:** Engineering

Status: Unfunded

Potential Funding Sources: Transportation

Estimated Capital Cost: \$7,994,200



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)* **Submitted by:** *Engineering*

Status: *Unfunded*

Potential Funding Sources: *TGM Grant, SAFT, Transportation*

Estimated Capital Cost: *\$7,132,000*



WAYFINDING PHASE 2 & 3 FINAL IMPLEMENTATION

Downtown Gateway, Wayfinding, and Interpretive Heritage Plaques

Fund the full implementation of Phases 2 and 3 of the downtown Wayfinding Systems Plan, including the installation of gateway/entryway signage at the north and south entrances to downtown along McLoughlin Boulevard such as plantings, lighting, and related improvements to draw more traffic off of McLoughlin Boulevard and into the downtown area. Wayfinding signage in the downtown will include kiosks to aid residents and visitors in exploring Milwaukie by providing easy access to cultural and recreational opportunities within an area that can be easily accessed by foot, bicycle, and transit. This project would also fund the installation of interpretive heritage plaques.

Operating Budget Impact: *This project would create a minor increase to ongoing sign maintenance operations.*

Source: *URAP, DRFP* **Submitted by:** *Community Development, Planning*

Status: *Unfunded*

Potential Funding Sources: *Urban Renewal, Undesignated*

Estimated Capital Cost: *\$200,000*

CONTACT US

Stormwater, Street, Wastewater and Water Capital Project Managers:

Assistant City Engineer Jennifer Garbely PE, GarbelyJ@milwaukieoregon.gov

Public Works Capital Project Managers:

Facilities Manager Damien Farwell, FarwellD@milwaukieoregon.gov

Streets and Water Operations Supervisor Ronelle Sears, SearsR@milwaukieoregon.gov

Storm and Wastewater Operations Supervisor Shane Hart, HartS@milwaukieoregon.gov

Public Works Director Peter Passarelli, PassarelliP@milwaukieoregon.gov

Community Development Capital Project Managers:

Community Development Director Leila Aman, AmanL@milwaukieoregon.gov

Planning Director Dennis Egner, EgnerD@milwaukieoregon.gov

Development Manager Unknown ?

Finance:

Finance Director Bonnie Dennis, DennisB@milwaukieoregon.gov

Assistant Finance Director Keith McClung, McClungK@milwaukieoregon.gov

10722 SE Main St, Milwaukie OR 97222 (503) 786-7555 www.milwaukieoregon.gov



CITY OF MILWAUKIE